

# **Friends of the Poughkeepsie Public Library**

Strategic Plan

January 29, 2008

# Mission

**The purposes of the organization shall be to provide an association for persons interested in the Poughkeepsie Public Library District; to promote the importance of the library as an informational and cultural force in the community; to develop a thorough understanding of the library's responsibilities, limitations, and difficulties; to make the public aware of the facilities of the library and to stimulate use of the library's services and resources; and to encourage support of the library through gifts and volunteer services.**

**The Friends of the Poughkeepsie Public Library District will provide opportunities for the community to support the Poughkeepsie Public Library District and will grow in order to assist the library district in meeting the needs of the community**

# Strategic Plan

## Friends & Library Relationship

**Goal:** Establish streamlined and effective procedures for operation and communication protocols between the Friends and the PPLD staff and Board.

**Focus Area:** Clarify decision making and mechanisms for grants sponsored by Friends on behalf of the library

	<b>Objective</b>	<b>Benchmark</b>	<b>Responsibility</b>
Year 1	Improve communications regarding grants to the library that are sponsored by Friends	Information for grant application is provided before the application is signed. Friends receive reports on funding status and results	Friends Executive Board & Library administration

**Focus Area:** Streamline the Friends organization infrastructure to make the best use of time and effort of all members

	<b>Objective</b>	<b>Benchmark</b>	<b>Responsibility</b>
Year 1	Streamline the organizational structure for doing business	Review / modify the committee structure. Establish clear responsibilities and reporting requirements for each committee that are approved by the Friends Board	Executive Committee
Year 2	Expand some committees to non board members	Non board members are added to each committee	Executive board / Membership Committee
Year 3	Evaluate the size of the existing Friends board	Decision is made to leave as is or modify bylaws	Exec Committee w/ Board

**Focus Area:** Improve coordination and communication between the PPLD and Friends through on-going formal orientation and training regarding roles, responsibilities and relationships.

	<b>Objective</b>	<b>Benchmark</b>	<b>Responsibility</b>
Year 1	Provide training session for Friends Board regarding roles, responsibilities and relationships between Friends & PPLD	A Training session is provided	Library administration and board of trustees with Friends executive board.
Year 2	Provide ongoing Board training regarding library governance and operations. Provide board members with training on library governance and operations roles and responsibilities	Components are included in the curriculum	Executive committee with ad hoc committee

**Focus Area: Conduct orientation for new Friends board members (jointly with library representatives).**

	<b>Objective</b>	<b>Benchmark</b>	<b>Responsibility</b>
Year 1	Develop an Orientation curriculum that may involve mentorship for all new board members (Use MHLS as prototype)	Curriculum implemented with new board member	Executive committee with ad hoc board membership committee
Year 2	Implement ongoing orientation of new board members incorporating library governance and operations into orientation	Component included in curriculum	Exec Committee with ad hoc board membership committee

## Fundraising

**Goal: Diversify Fundraising Efforts.**

**Focus Area:** Plan & implement additional fund raising activities either separately or in conjunction with the book sale

	Objective	Benchmark	Responsibility
Year 1	Implement at least one new fundraising activity either separate or in conjunction with an existing fund raiser	One new project is selected & implemented	Fund raising committee

**Focus Area:** Explore the use of grants and corporate sponsorships to help with existing expenses or new components of existing or new fund raising efforts.

	Objective	Benchmark	Responsibility
Year 2	Identify potential grants for some routine operating expenses (brochures/rent/heat/ internet/part time employee)	Potential grants are identified and selected for specific areas of existing need	Fundraising Committee
Year 3	Obtain at least 2 grants for specific needs	2 grants approved	Fund raising committee
Year 2	Obtain corporate support / sponsorships for grant writing costs associated with the Book sale and other fund raising events	Areas of sponsorship/ contributions are identified and sponsors are obtained for at least 3 issues	Fund raising committee

**Focus Area:** Explore corporate volunteer resources to support fundraising or other Friends projects.

	Objective	Benchmark	Responsibility
Year 2	Identify sources of corporate volunteers	At least 3 corporate volunteer programs are identified	Fund raising committee
Year 3	Identify areas for corporate volunteers and obtain some volunteers	2 projects	Fund raising committee and Executive committee

## Membership

**Goal: Increase targeted membership of Friends organization to meet the needs of the Friends and to better represent the library community through the value Friends brings to the community.**

**Focus Area:** Develop effective strategies to recruit new members, identifying what prospective members want from the friends organization.

	Objective	Benchmark	Responsibility
Year 1	Have membership list available the first quarter of the year	Membership list available to the friends board	Executive Committee.
Year 1	Survey current members, current volunteers and perspective members and volunteers to understand what they feel Friends should be doing. The survey should also obtain the skills and interest of current and perspective members. The results should be used to recruit new members.	Survey results presented to the Board. Follow up plan also presented.	Membership Committee
Year 2	Survey results acted upon. People are added to the organization because of survey tracked	Report to the board	Membership Committee

**Focus Area:** Make Membership Valuable.

	Objective	Benchmark	Responsibility
Year 1 Goal	Change the membership brochure to more effectively say why being a member of Friends is important.	New membership brochure is produced and disseminated.	Public Relations Committee / Membership Committee
Year 1 Goal	In the survey to current and perspective members ask what value they see Friends has.	Feedback from survey is received and analyzed	Membership Committee

**Focus Area:** Clarify membership and volunteer guidelines and protocols; improve the system for tracking and sharing membership and volunteers with Library staff.

**Focus Area:** Target recruitment efforts toward currently under-represented groups and toward people who have the skills that the Friends organization needs.

	Objective	Benchmark	Responsibility
Year 1	Implement a well thought out recruitment and publicity campaign to get more members.	Plan is presented to the Friends board	Membership Committee
Year 1	Develop a campaign to aggressively recruit college and high school students to become active Friends members. Communicate how working with Friends can fulfill their community service requirements. Establish mechanisms for renewal of membership and getting old members back using sites as available from Project Gutenberg.	Report is submitted on schools participating and by the board and schools involved implemented.	Membership Committee
Year 1	Establish policies and procedures for membership. Differentiate members and volunteers (or other categories). Establish mechanisms for renewal of membership and getting old members back using sites as available from Project Gutenberg. do. Consider membership for time worked.	Policies approved by the board and implemented.	Membership Committee / Treasurer
Year 1	Establish regular communications with the library staff regarding membership and participation from campaign	Membership roster provided	Membership Committee
Year 2	Staff regarding membership and participation from campaign	New members are identified as a result of outreach	Membership Treasurer
Year 1	Revise membership brochure	New brochure prepared	Membership committee

**Focus Area:** Increase both dues paying members and volunteers for special projects (more volunteers for the book sale)

	Objective	Benchmark	Responsibility
Year 1 Goal	<b>Current Skills Inventory:</b> Identify skills of current Friends members and volunteers. Match current skills with committee requirements	List of skills of current members and volunteers.	Membership committee
Year 1 Goal	Identify what additional skills we need for programs we would like to run or help PPLD with that are not available from current members and volunteers. The list of skills required should be given to the group doing the membership brochure and the group doing the recruitment campaign.	List of skills required received.	Committee chair people and board
Year 1 Goal	Using Recruitment campaign recruit skills needed.	List of skills needed given to group doing the recruitment campaign	Board
Year 2	Recruitment campaign adds skills in areas of skills shortfall.	New members and skills requirement met identified as a result of recruitment campaign	Membership Committee

## Advocacy

**Goal: Develop a planned approach to advocacy**

**Focus Area:** Develop a planned approach to political Advocacy at the state and local level.

	Objective	Benchmark	Responsibility
Year 1	Establish & hold a regular yearly meeting to determine with the Library Board & Administration the Key issues for Political Advocacy	Meeting is held & issues are identified and agreed to by Friends Board	Friends Executive Committee
Year 1	Participate in Annual Lobby Day in Albany	Attendance at annual Lobby Day	Friends Board
Year 2	Expand key issue identification meeting to include local legislative issues affecting the library	Meeting held and issues are identified and agreed to by Friends Board	Friends Executive Committee
Year 2	Identify and implement strategies to advocate on the local level	At least 1 strategy is implemented	Friends Board

**Focus Area:** Provide information to the public regarding programs and services of the Poughkeepsie Library.

	Objective	Benchmark	Responsibility
Year 1	Identify areas in which Friends can help to educate the public regarding library programs	Meeting held with Library Development office and Library administration to identify programs that would benefit from Friends Advocacy / publicity	Program Committee
Year 1	Friends members advocate through letters to the editor etc for programs that would benefit from support	At least 1 letter from friends member id published each quarter providing positive comments on the benefits of a Library program or a Friends program	Publicity / Advocacy Committee

**Focus Area:** Advocate and support literacy programs in conjunction with the library and other literacy organizations.

	Objective	Benchmark	Responsibility
Year 1	Sponsor a speaker from a local literacy group & library to provide information regarding current programs and collaborations	Meeting Held	Program Committee
Year 1	Survey Membership to identify areas of interest of current members in volunteering to assist in current library literacy programs	Survey sent, results received, analyzed and presented to Board	Friends Board
Year 2	Friends volunteer with library programs where possible	Options identified and coordinated with B. Haymann Diaz	Program Committee

## Library Communication

**Goal: Improve communication between the Friends and the PPLD, the Library Board, Friends members and the public.**

**Focus Area:** Develop an effective means of communication for the Friends with their membership and general public

	Objective	Benchmark	Responsibility
Year 1	Update the current single page tri-fold Friends brochure to improve its visual appeal and information content. This document should be written to dovetail with the membership brochure.	Updated brochure	Publicity and membership committee.
Year 1	Develop the website to be compatible with the enhanced Friends brochure.	Updated web site	Web Committee/ Publicity Committee
Year 2	Develop a communications strategy and plan that takes into account use of various communications media such as print, radio, TV etc.	Plan presented to the Friends board	Publicity Committee

**Focus Area:** Determine what library users value now and what additions or changes they desire via a joint

	Objective	Benchmark	Responsibility
Year 1	Explore with both boards desirability and feasibility of developing a survey strategy.	Joint board meeting	Executive committee
Year 1	Develop a survey strategy. This will require working with the PPLD and Friends boards to understand in general what each board would like to learn from doing a survey..	Survey strategy presented to the PPLD and Friends board	TBD
Year 2	Develop one or more surveys based on the developed strategy. Conduct the developed survey.	Survey presented to the PPLD and Friends boards.	TBD
Year 3	Interpret survey results and based on the interpreted results create an action plan.	Survey results and action plan presented to PPLD and Friend's board	TBD

**Focus Area:** Promote good communication with the library Board through consistent reciprocal attendance at each group's meetings

	Objective	Benchmark	Responsibility
Year 1	Continue having a PPLD board representative at Friends board meetings and a Friends board representative at PPLD board meeting. Representative should make the board aware of activities and board requests.	Communications from liaisons at board meetings.	Board liaisons

**Focus Area:** Establish an ongoing mechanism for consumer evaluation and feedback regarding library programs and services.

	Objective	Benchmark	Responsibility
Year 1	Develop a program evaluation process. The process should not only get feedback from the participants on what changes to make but should also get recommendations for new/ different programs.	Process documented.	Program committee
Year 2	Apply the developed evaluation process to programs.	Final reports for programs run include feedback from evaluation process	Individual committees

## FACILITY

**Goal: Ensure continuation and future growth for the book sale fundraiser**

**Focus Area:** Obtain an appropriate location for storage / organization of book sale items.

	<b>Objective</b>	<b>Benchmark</b>	<b>Responsibility</b>
Year 1	Determine funding availability for new space rental; modify library pledge if needed	Annual Budget & pledge modification (if needed) are approved by the board	Exec Committee
Year 1	Rent proposed space or identify alternate space that meets criteria and budgetary constraints	Space approved by the board	Executive Committee
Year 2	Expand book sale to include internet sales	Plan is developed & implemented	Book sale committee with board approval
Year 3	Expand book sale to new library location	Plan developed & implemented on a pilot basis	Book sale committee

**Focus Area:** Secure a location for the 2008 Annual book sale

	<b>Objective</b>	<b>Benchmark</b>	<b>Responsibility</b>
Year 1	Determine funding availability for book sale space	Annual Budget & pledge modification (if needed) are approved by the board	Executive Committee
Year 1	Space Requirements are identified	Specifications for space for book sale is presented to board	Book Sale Committee
Year 1	Space is identified & secured	Expenditure approved by the Board	Book Sale Committee

## Programs

**Goal: Expand special programs, both done by Friends and jointly with the PPLD and other organizations.**

**Focus Area: Co-Sponsor programs with the Poughkeepsie Public Library**

	Objective	Benchmark	Responsibility
Year 1	Establish a protocol to Identify projects, roles and responsibilities for joint programs with the PPLD	Joint meeting held with library staff; report submitted to the Friends Board	Program Committee Chair
Year 1	Identify at least one program for 2008 that will be sponsored jointly by Friends and PPLD	Joint meeting held with library staff; report submitted to Friends Board	Program Committee Chair
Year 1	Participate in the Big Read	Role and corresponding volunteers are identified in conjunction with planning committee	Program Committee Chair
Year 2	Joint programs for 2009 are implemented	Volunteers identified for key roles	Program Committee Chair

**Focus Area: Sponsor informational and special interest programs for target populations**

	Objective	Benchmark	Responsibility
Year 1	Through the Chamber of Commerce or other similar groups, identify other organizations with special interest populations who currently sponsor informational events	Options are identified	Program Committee
Year 2	Select and participate in informational forums to target audiences, eg teens, families, the elderly; determine joint (with PPLD) or sole participation.	Friends participate in at least one informational forum	TBD