Friends Complete Their Strategic Plan...by June Smith, President

One of Yogi Berra's famous lines is, "If you don't know where you're going, any road will get you there." This is a sentiment the Friends board definitely does not want to apply to the Friends organization. What we want instead is to capitalize on the energy and good will we have created for Friends and for the Jackson County Public Library through the capital campaign for the new library complex. To help us design a good road map to do this, the board of the Friends participated this spring in a day-long strategic planning process facilitated by an outside consultant, the first ever for the organization.

We began the planning session by visualizing our ideal board meeting five years from now. Sharing these dreams helped us begin to set goals in the areas of Governance, Resources (Money and Volunteers), Public Relations, Membership, and Facilities. What will we do to ensure the Friends organization has the leadership it needs to carry out its mission? How will we continue to support the library with the resources it needs to be the vibrant library we envision? What will motivate more members of our community to become members of Friends? How can the Used Book Store draw in more donations and customers?

We then determined the values important to the Friends: excellence, quality, integrity, inclusivity, and communication. These are the values that will guide our behavior while carrying out our reformulated mission: ***To support the Jackson County Public Library through advocacy, financial contributions, and volunteers.*** We intend to employ best practices in all we do. We will continually measure our goals and achievements. We will do what we say we will do. We reflect the community we serve and are open to all members and ideas. And finally, we seek open dialogue, transparency in our work, and honor divergent views.

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Our Mission: To support the Jackson County Public Library through advocacy, financial contributions, and volunteers.

Friends of the Jackson County Main Library Board's Action Plan July 1, 2010 – June 30, 2013

AREA OF FOCUS: Governance

GOAL: THE BOARD ENSURES THE FRIENDS OF THE LIBRARY HAS STRATEGIC DIRECTION

OBJECTIVE *(What do we plan to do?)*	STRATEGY *(How will we do it?)*	RESPONSIBILITY *(Who will make sure it is completed?)*	TIME FRAME *(By when will we have completed it?)*	DID WE DO IT?
The board will assure the vision and mission statements reflect the focus of the organization.	• The mission statement is prominently displayed at the Used Book Store and on Friends' printed materials and its website. • The board reviews the vision and mission statements prior to each strategic planning session.	President Public Relations Committee	On-going	
The board will assure it has a clear plan of action for its annual work.	• The board undertakes a strategic planning session every three years. • The board conducts an annual self-assessment. • Board meetings focus on generative and strategic thinking at least quarterly.	President All board members	On-going	
The board will assure the Friends have by-laws that reflect current governance of the organization.	• The by-laws are reviewed annually and revised as needed.	President Nominating Committee	January	

GOAL: THE BOARD ENSURES THE FRIENDS OF THE LIBRARY HAS THE RESOURCES TO SUPPORT ITS MISSION

OBJECTIVE *(What do we plan to do?)*	STRATEGY *(How will we do it?)*	RESPONSIBILITY *(Who will make sure it is completed?)*	TIME FRAME *(By when will we have completed it?)*	DID WE DO IT?
The Friends will make a quarterly financial contribution to the Jackson County Public Library.	• Friends will raise funds through the Used Book Store. • Friends will raise funds through memberships. • Friends will raise funds through special events.	Book Store Committee Membership Committee Special Events Committee Public Relations Committee	On-going April-June On-going	
The Board will have the members it needs to effectively steer the organization.	• The Board will strategically recruit members using a matrix of criteria that will strengthen the Board and ensure broad community representation.	Nominating Committee All	March	
Board members will effectively advocate at state and local levels to maintain/increase funding for the Fontana Regional Library, the Jackson County Public Library, and the Reading Rover	• Members will participate in state-wide initiatives to support state funding of libraries. • Members will participate in local opportunities to maintain/increase funding to the Jackson County Public Library and the Reading Rover.	All All	On-going On-going	
The Friends organization will have active members who participate and volunteer in a variety of activities.	• The membership data base is used to share information with members throughout the year. • All members are invited to share their time and talents with the organization.	Membership Committee Publicity Committee Scheduling/Volunteers Committees	On-going Annually and periodically	

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as of 6/10/10

AREA OF FOCUS: Resources -- Money & Volunteers for Jackson County Public Library Complex

GOAL: THE FRIENDS OF THE LIBRARY HAS ADEQUATE VOLUNTEERS TO CARRY OUT ITS MISSION

OBJECTIVE *(What do we plan to do?)*	STRATEGY *(How will we do it?)*	RESPONSIBILITY *(Who will make sure it is completed?)*	TIME FRAME *(By when will we have completed it?)*	DID WE DO IT?
A Volunteer Coordinator will oversee all volunteer opportunities.	• Identify tasks to be performed o Greeters o "Tour " Guides o Assist with Programs o Book Repair & Processing o Shelving o Computer Tutors o Hospitality for Events • Recruit and deploy volunteers to perform various tasks. o Friends/Library PR Plan o Advertising o Word of Mouth o Bookworm Bulletin o Website	Volunteer coordinator Scheduling committee Membership committee Bookstore committee	ASAP and on-going	

GOAL: THE FRIENDS OF THE LIBRARY GENERATES FINANCIAL RESOURCES TO CARRY OUT ITS MISSION

OBJECTIVE *(What do we plan to do?)*	STRATEGY *(How will we do it?)*	RESPONSIBILITY *(Who will make sure it is completed?)*	TIME FRAME *(By when will we have completed it?)*	DID WE DO IT?

Create and implement a Financial Resource Development Plan	• Form a workgroup to create a plan.
	• Possible resources:
	  ○ Book store
	  ○ Membership
	  ○ Contributions
	  ○ Fundraising events
	  ○ Legacies
		Financial Resource Development Plan workgroup	February, 2011	

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AREA OF FOCUS: Public Relations/Marketing

GOAL: RAISE AWARENESS OF FRIENDS OF THE JACKSON COUNTY MAIN LIBRARY AND JACKSON COUNTY PUBLIC LIBRARY COMPLEX

OBJECTIVE *(What do we plan to do?)*	STRATEGY *(How will we do it?)*	RESPONSIBILITY *(Who will make sure it is completed?)*	TIME FRAME *(By when will we have completed it?)*	DID WE DO IT?
Disseminate planned communications with media and community.	Develop three year media/communications plan in consultation with Friends of the Library Board and Library representative	PR Chair with PR Committee	December 1, 2010	
	Develop media calendar based on three year media/communications plan	PR Chair with PR Committee	January 15, 2011	
	Publish quarterly newsletter and transition from printed to e-version.	Bookworm Bulletin editor	Ongoing	Published Spring, Summer, Fall & Winter
	Explore regular PSAs and advertising on radio	PR Chair and PR Committee	4th Quarter 2010	
	• Develop Speakers Bureau • Compile portable resource materials kit	President PR Committee	1st Quarter 2011	

OBJECTIVE *(What do we plan to do?)*	**STRATEGY** *(How will we do it?)*	**RESPONSIBILITY** *(Who will make sure it is completed?)*	**TIME FRAME** *(By when will we have completed it?)*	**DID WE DO IT?**
	Participate as active member in the Fontana Regional Library Marketing Committee	PR Chair	Ongoing	
	Write article for Fontana Flyer (FRL newsletter) to communicate Friends activities	PR Chair	Quarterly	
	Maintain and update Friends' website	PR Chair	Ongoing	
Identify internal and external events in which the Friends and JCPL will participate	• Develop event calendar • Identify event champion • Provide media support	PR Committee Bookstore Committee Library representative FOL Board	January, 2011	

GOAL: PUBLIC RELATIONS FACILITATES FUNDRAISING

OBJECTIVE *(What do we plan to do?)*	STRATEGY *(How will we do it?)*	RESPONSIBILITY *(Who will make sure it is completed?)*	TIME FRAME *(By when will we have completed it?)*	DID WE DO IT?
Promote Capital Campaign.	Recognize donors through photos and/or articles in local media.	Campaign Steering Committee ("CSC") co-chair & PR Chair	December 31, 2010 & until new library opens	
	Keep public informed about status of JCPL Complex building project and capital campaign.	CSC co-chair, PR Chair, PR Committee, & CSC PR Committee	December 31, 2010 & until new library opens	
	Coordinate presentations to groups regarding JCPL Complex and the capital campaign.	CSC co-chair, PR Chair, PR Committee, & CSC PR Committee	December 31, 2010 & until new library opens	
Promote sales & donations at Used Bookstore.	Develop media/communications plan that will include advertising and collateral materials.	PR Committee based on plans provided by Bookstore Committee	Annually	
	Invest majority of advertising dollars with Jackson County media outlets.	PR Committee	Annually	
	Diversify advertising dollars in collateral materials, print media and radio.	PR Committee	Annually	
Develop plan to encourage donations to endowment for library	Increase awareness of endowment opportunities	PR Committee & Endowment Committee	After Capital Campaign	

	Develop and distribute collateral materials	PR Committee & Endowment Committee	3rd quarter 2011	

GOAL: PUBLIC RELATIONS FACILITATES RECRUITMENT OF VOLUNTEERS

OBJECTIVE *(What do we plan to do?)*	STRATEGY *(How will we do it?)*	RESPONSIBILITY *(Who will make sure it is completed?)*	TIME FRAME *(By when will we have completed it?)*	DID WE DO IT?
Increase awareness in community of volunteer opportunities within the Friends of the Jackson County Main Library	Compile and send press releases to print media & radio.	PR Committee Friends Board	Ongoing	
	Make group presentations through Speakers Bureau.	President Board members	Begin 1st quarter 2011	
	Develop printed materials – flyers, tent cards, etc.	PR Committee	Coordinate with opening date of JCPL Complex	
	Communicate volunteer opportunities via email.		Ongoing	
	Host Annual Volunteer Day – volunteer opportunities at new library, within the Friends organization and at the book store.	PR Committee Volunteer Coordinator Library staff	Coordinate with opening date of JCPL Complex	

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Friends of the Jackson County
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AREA OF FOCUS: Membership

GOAL: THE FRIENDS OF THE LIBRARY HAS AN ACTIVE MEMBERSHIP

OBJECTIVE *(What do we plan to do?)*	STRATEGY *(How will we do it?)*	RESPONSIBILITY *(Who will make sure it is completed?)*	TIME FRAME *(By when will we have completed it?)*	DID WE DO IT?
Retain current members; increase number of new members; increase number of lifetime members in FOJCML.	Have membership opportunities available at programs and community events sponsored by FOJCML.	Membership Committee	October 15, 2010 –June 30,2013	
	Make contact with current membership in the June Bookworm Bulletin to remind them that membership dues are due.	Membership Committee	June - yearly	
	Provide two follow ups to members who do not renew. A letter in September and a phone call in November.	Membership Committee	September-November yearly	
Encourage active participation in FOJCML.	• Develop a professional quality brochure that highlights opportunities to participate in FOL activities. • Communicate regularly with membership through the Bookworm Bulletin and by email.	PR Committee Membership Committee	March 2011	

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AREA OF FOCUS: FACILITIES

GOAL: THE FRIENDS OF THE LIBRARY HAS A FUNCTIONAL OFFICE SPACE IN THE NEW LIBRARY.

OBJECTIVE *(What do we plan to do?)*	STRATEGY *(How will we do it?)*	RESPONSIBILITY *(Who will make sure it is completed?)*	TIME FRAME *(By when will we have completed it?)*	DID WE DO IT?
Friends will use library-provided space for Friends' activities.	Library will work with Friends to furnish and equip the space appropriately for Friends' use.	Friends' Board with JCPL Librarian	By new library's opening	

GOAL: THE FRIENDS OF THE LIBRARY MAXIMIZES THE PRESENT USED BOOKSTORE SPACE

OBJECTIVE *(What do we plan to do?)*	STRATEGY *(How will we do it?)*	RESPONSIBILITY *(Who will make sure it is completed?)*	TIME FRAME *(By when will we have completed it?)*	DID WE DO IT?
Have a workroom that fulfills the needs of bookstore volunteers.	Reconfigure existing furniture, fixtures & equipment according to needs.	Bookstore Committee	By End of 2011	
Maximize sales.	Place best-selling, most profitable merchandise in strategic areas on sales floor.	Bookstore Committee	By End of 2012	
Improve existing storage areas.	Expand shelving and racks as needed.	Bookstore Committee	By End of 2012	