

AREA OF STRATEGIC FOCUS: Board/Friends/Foundation Relations

Charge to the Work Group

Develop strategies and an action plan to delineate roles, responsibilities, relationships of Board, Friends, and Foundation, with particular focus on coordination and cooperation on advocacy and fundraising.

Chairpersons (with titles and email addresses):

Recorder (with title and email address):

Work Group Members (with titles and email addresses):

Review of Relevant Research

- SAPL leadership must generate greater visibility for the Library among community leaders.
- SAPL must improve its ability to “make its case”.
- Community leaders and elected officials do not see the Library as a “tier one” service.
- Leaders predict that the competition for public dollars will remain intense.
- Benchmarking indicates SAPL lags behind peer libraries in terms of funding, collection size, number of computers, and amount spent *per capita*.
- Online surveys with staff, senior management, Trustees, Foundation Board Members, and Friends suggest that there is a lack of clarity regarding the roles and responsibilities of the three support groups.
- The surveys indicate that all three groups are critical to the future success of SAPL and that none of them are reaching their full potential as advocates or fundraisers.
- Members of the three support groups believe they operate independently of each other, there is little interaction among them, and there is a lack of understanding regarding what the other groups do.



- Survey participants express concerns that the Foundation and the Library are not always working toward the same goals.
- Friends are perceived as having a rather limited understanding of the diverse ways they can support their libraries.

How to Proceed

1. Your work group's files are located on a password-protected FTP site that is only available via an FTP client like Filezilla. Filezilla has been installed on all SAPL computers.

To access your group's files:

- Open Filezilla
- Type ftp.ivygroup.com in the hostname box
- Type your workgroup's name (sapl5) in the username box
- Type your workgroup's password (dru*we+R) in the password box
- Click "QuickConnect"

The files on the FTP site will appear in a folder tree on the right-hand side of the screen, while the files on your local computer will appear in a folder tree on the left-hand side of the screen.

- Files can be uploaded and downloaded by the "drag-and-drop" method.
- Be careful not to delete any of the files on the FTP site!

If you have questions, please contact Sonia Arredondo at
Sonia.Arredondo@sanantonio.gov

2. Designate a recorder. Decide when and where you will meet. Drafts of your plan are due on March 28.
3. Divide up the reading of the Research. In particular, be sure to review the Tapestry and Trends reports on the ftp site.
4. Consult the literature, meet and discuss, and seek advice as you need. Nancy Davis is available at davis@ivygroup.com. Pam Fitzgerald is available at fitzgerald@ivygroup.com.
5. While the attached bibliography is not comprehensive, it provides a top line list of resources that may assist your work group's deliberations. Again, you may also call



on The Ivy Group at any time when you have questions, to facilitate a session via webinar, or to assist your work group as it makes decisions.

Topics and Questions That Can Shape Discussions

- How can a higher level of interaction and communication among the groups be achieved?
- What will be the roles of each of the support groups with respect to advocacy?
- What will the roles of each of the groups with respect to fundraising?
- How can the Foundation, the Board of Trustees, and library staff work together to agree upon priority needs for which the Foundation will raise funds?
- What strategies can be taken to improve the performance of each of the three groups (recruitment, training, goal setting, adoption of best practices, etc.)?
- How will the roles of the Foundation and the staff be delineated with respect to program management and administration?
- What tools will be used to measure the affect of new strategies?

Strategies/Implementation Plans

For each strategy recommended, present an Implementation Plan that considers:

- Actions to be taken
- Anticipated Costs (to include staffing, materials, facilities, and administrative costs)
- Organizational capacity
- Required changes to policies, procedures, and/or by-laws
- Funding sources
- Marketing and communications
- Training
- Individual(s) responsible for implementation
- Timeline
- Measures of Success (quantitative? qualitative?)
- Additional resources required
- Additional issues to be addressed/recommendations



Resources

- "ALTAFF | ALTAFF Homepage." *ALA | Home - American Library Association*. Web. 27 Aug. 2010. <<http://www.ala.org/ala/mgrps/divs/altaff/index.cfm>>.
- Avner, Marcia. *The Lobbying and Advocacy Handbook for Nonprofit Organizations: Shaping Public Policy at the State and Local Level*. Saint Paul, MN: Amherst H. Wilder Foundation, 2001. Print.
- Block, Marylaine. *The Thriving Library: Successful Strategies for Challenging Times*. Medford, NJ: Information Today, 2007. Print.
- BoardSource: Build Effective Nonprofit Boards of Directors through Good Governance*. Web. 27 Aug. 2010. <<http://www.boardsource.org/>>.
- Burlingame, Dwight. *Library Development: a Future Imperative*. New York: Haworth, 1990. Print.
- CASE - Home*. Web. 27 Aug. 2010. <<http://www.case.org/>>.
- Dolnick, Sandy. *Friends of Libraries Sourcebook*. Chicago: American Library Association, 3rd edition, 1996.
- Dowlin, Kenneth E. *Getting the Money: How to Succeed in Fundraising for Public and Nonprofit Libraries*. Westport, CT: Libraries Unlimited, 2008. Print.
- Elliott, Donald S. *Measuring Your Library's Value: How to Do a Cost-benefit Analysis for Your Public Library*. Chicago: American Library Association, 2007. Print.
- Keller, Ed, and Berry, Jon. *The Influentials*. New York: Free, 2003. Print.
- McCook, Kathleen. *A Place at the Table: Participating in Community Building*. Chicago: American Library Association, 2000. Print.
- Moore, Mary Y. *The Successful Library Trustee Handbook*. Chicago: American Library Association, 2010. Print.
- Reed, Sally Garner. *Saving Your Library: A guide to Getting, Using and Keeping the Power You Need*. Jefferson, North Carolina, McFarland Co., 1992. 133pp.
- Reed, Sally Gardner, and Kalonick, Jillian. *The Complete Library Trustee Handbook*. New York: Neal-Schuman, 2010. Print.



Sirkin, Arlene Farber and McDermott, Michael P. *Keeping Members: CEO Strategies for 21st Century Success: The Myths and Realities*. American Association of Association Executives, 1995. 126p.

Smith, Amy Sherman, and Lehrer, Matthew D. *Legacies for Libraries: a Practical Guide to Planned Giving*. Chicago: American Library Association, 2000. Print.

Steele, Victoria, and Elder, Stephen D. *Becoming a Fundraiser: the Principles and Practice of Library Development*. Chicago: American Library Association, 1992. Print.

