

FOML Friends Manual

A Member's Guide to Creating and Nurturing
An Effective Friends of the Library Organization



Friends of Michigan Libraries

Fifth Edition – Revised 2023

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Contributors

*Marcia Barker, Liz Breed, Charlaine Ezell, Shelley Gach-Droz, Paul Gallagher,
Sandra L. Brown Gellis, Laurie Golden, Charles D. Hanson, Janice Heller, Melissa Huisman, Ann
Ingles, Harriet Larson, Roger Mendel, Patricia Orr, Ellen J. Richardson,
Richard Schneider, Paul Snyder, Debbie Straub, and Lance Werner*

*Revisions reviewed in 2023 by the Manual Review Team,
Charles D. Hanson, Patricia Orr, and Kate Pohjola Andrade*

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About This Manual

This manual represents the work of many individuals. The FOML Board is grateful to everyone who contributed to this task. The manual is intended to be representative of current practices and procedures of various Michigan Friends groups, and there may be omissions. We would appreciate receiving your comments and suggestions for changes in future revisions. We encourage you to reproduce material from this manual to use in your Friends' structure and organization. While we have presented various legal requirements that pertain to Friends groups, this manual has not been reviewed by a lawyer and is not intended as a legal document. Therefore, we encourage review of local Friends documents by an attorney to ensure that your documents are in compliance with any local, state, or national legal requirements. Most of all, the Friends of Michigan Libraries welcomes your suggestions as we continue to serve the needs of all Michigan Friends.

Anyone seeking assistance with a Friends issue that may not be addressed in this manual should note the following FOML policy on offering assistance to Michigan Friends Groups:

FOML's mission is to provide information and support to Michigan Friends and to work as advocates on behalf of Friends. FOML can assist with answering concerns or questions regarding Friends' roles in the library and services provided to the library and other fundamental questions about Friends organization and structure.

- FOML limits its assistance to these basic operational questions or concerns and does not provide assistance or legal advice to friends who may have disputes with library administration, library trustees, or library managerial practices and procedures.
- FOML strongly encourages all Friends groups to:
 - 1) have a clause in your local Friends group bylaws which describes how to handle disputes with library administration;
 - 2) refer to the [United for Libraries Tip Sheets](#) for Friends Groups (Especially the [Sample Memorandum of Understanding](#), which helps clarify the relationship between Friends and library administration;

3) consult legal counsel, if necessary.

- Friends who have questions or want information about Friends services can click on the [“Contact Us” link](#) on the FOML website (www.foml.org) and send an email with their request.

Chapter 1: Organizing a Friends Group

Why Have a Friends Group?

There is no one right reason for a library to have a Friends group. The motivation for starting (or continuing) a group may differ from one library to another. It depends on the needs of the library and the community. It is important to articulate your reasons for starting (or continuing) your Friends of the Library group, as this will have an effect on future decisions you make. It will have an influence on who will become members and the contributions they will make.

Four of the most common reasons for organizing a Friends of the Library group are to support:

- Volunteerism
- Fundraising
- Community Awareness
- Advocacy

Information on these reasons will be discussed in the chapters to follow.

Things to Do When Starting a Friends Group

This chapter provides useful information pertaining to the formal organization of a Friends of the Library group. Most significantly, it includes guidance on the following:

- Writing a mission statement
- Writing and adopting articles of incorporation and bylaws (See Chapter 5 as well as Appendix B and Appendix C for further information)
- Developing an activities schedule and an organization manual
- Conducting meetings and recording significant actions

The following checklist includes significant actions that the founders of a new Friends of the Library group should consider. The list is meant to serve as a general guide for the development of your own checklist and target dates. To ensure success, it is important that new Friends work closely with the library director or his/her designated representative.

An extensive list of resources is included at the end of this manual covering all facets of the establishment and operation of a nonprofit Friends of the Library organization.

Checklist of Essential Steps for All Groups (See Chapters 5 and 6 for further information)

Initial Planning

- Determine the need and purpose for the group
- Create a clear, concise, written mission statement
- Seek high profile and supportive community leaders and regular library users to serve as an organizing committee. Library staff members may suggest names of potential Friends
- Find out state requirements for nonprofit incorporation
- Acquire information for obtaining tax-exempt status
- Draft articles of incorporation
- Draft bylaws including dues structure and membership categories

Activation of the Organization

- File articles of incorporation with state and determine annual reporting requirements
- Recruit an initial board of directors, legal counsel, and public relations talent
- Hold first meeting of the initial board (or a general meeting for smaller groups); approve articles of incorporation and bylaws; approve filing for tax-exempt status (if desired); elect officers; set meeting schedule; appoint committees
- Develop plan for programs and fundraising events
- Develop a one year budget and have it approved by the board
- Develop a one year operational plan with goals and objectives (specific to the library and its needs) and have it approved by the board or general membership

Tasks to Accomplish in the First Year

- File application with IRS for tax-exempt status (if deemed advantageous)
- When received, apply for exemption from state income tax, if applicable
- File for a state sales tax license with an exemption, if applicable (less than \$5,000 per year in sales). Determine annual reporting requirements
- Obtain assistance for accounting from a local CPA or the Volunteer Accounting Service Team of Michigan
- Establish system of accounting and financial procedures; open bank account(s)
- Research need for liability insurance policy by seeking advice from several local insurance agents and legal counsel

Further Suggestions

- Seek information and assistance from the [Friends of Michigan Libraries](#) (FOML), [Michigan Library Association](#) (MLA), [Library of Michigan](#) (LM), [United For Libraries](#), and/or the [American Library Association](#) (ALA)
- Obtain information and attend workshops offered by organizations devoted to assisting nonprofit organizations
- Apply for solicitation license (if required)
- Research application for nonprofit bulk mailing permit
- Research sources for grant funds and submit proposals
- Recruit members/volunteers
- Prepare and implement marketing and public relations plans. Seek out an advertising/public relations agency for pro bono support
- Monitor budget
- Evaluate plans and programs
- Review and evaluate purpose, mission, vision, goals, etc.; revise as needed. This may be accomplished through the use of a strategic planning process

Mission Statements *(See Appendix D for samples)*

A mission statement describes the purpose of an organization: the essence of why it exists to its members and to the public. It identifies its target audience and may refer to an organization's values, beliefs and geographic area of service. The statement should be concise, clearly stated and inspirational. The clear, concise mission statement is for those individuals currently involved with the organization and individuals who know nothing about the organization. An organization's mission statement should capture what the members intend to do, as a total group, to achieve the organizational vision. When writing the mission statement, it is just as important to consider what the group is *not* trying to be and what it is *not* trying to do.

Some believe a mission statement should only be a one sentence, clear, concise statement that says who the organization is (the name and what type of an organization it is), what it does, for whom and where - period. Other organizations, however, want to say more about who they are, what they are doing, and why they are doing it. Their format may be several sentences long. Neither approach is necessarily the only "right" one for your organization. What is important about your mission statement is that one guiding set of ideas is articulated, understood and supported by the organization's board, staff, donors, members, and collaborators.

Failure to clearly state and communicate your group's mission can have harmful consequences, including:

- Members may waste time "barking up the wrong tree"
- The organization may not think broadly enough about different possibilities if its mission statement is unclear or overly narrow
- The organization may not realize when it has lost sight of its role or has lost its usefulness

Perhaps the importance of having a mission statement is most eloquently summarized by Lewis Carroll through the words of the Cheshire Cat in *Alice in Wonderland*, "If you don't know where you're going, it doesn't matter which way you go."

There is no formula for finding the wording that best expresses the collective intention of your Friends group. It can be drafted by one person alone or after input gathered at a meeting or planning session. It is most important to develop a consensus on the adopted mission statement.

One approach is to use a special meeting or retreat to discuss the organization's mission and plans for the future in order to find out where the areas of consensus are and where there are differences. There is a "process" benefit to debating an organization's mission statement as well. In the course of discussion, new members are introduced to nuances of a group's mission and changes in the environment, and old members refresh their understanding of both. As a result, the group will have confidence that the mission statement which emerges (whether it is a new statement or a rededication to the old mission statement) is genuinely an articulation of commonly held ideas.

Groups are good at many things, but writing as a committee is not one of them. Have group discussions about big ideas and concepts and then let one or two individuals draft and redraft the wording before submitting a reworked version for the group's response. Keep refining the mission statement until you have a version that people will actively support. Groups continually need to assess their goals and activities in terms of the organization's mission statement.

Bylaws

Bylaws are the rules governing the internal affairs of an organization. They are the constitution of your organization which establishes the legal requirements for the group. Bylaws govern the way you must function as well as the roles and responsibilities of your officers. They are, therefore, an essential element to organizing a Friends group. Bylaws

are also an integral part of the process for obtaining tax-exempt status by the federal government. While most people see writing bylaws as a tedious, difficult procedure, they can be of great benefit to a new organization by helping members clearly define and understand the purpose and procedures of their group.

Bylaws should also be reviewed periodically. This will help orient new members to the purpose and processes of the organization. Reviewing bylaws will ensure that they continue to meet the organization's needs and other legal requirements.

While there are many optional areas that can be covered in the Friends bylaws, the following are considered to be basic:

- The official name of the group
- Purpose or mission
- The legal authority of the group
- Officers, e.g., how elected, terms of office, etc.
- Meetings, when held, quorum, order of business, etc.
- Committees
- Amendments of the bylaws
- Other special provisions

Annual Calendar of Board Tasks

The board should develop an annual calendar of important tasks which must be undertaken at meetings throughout the year. The calendar may include:

6 months prior to beginning of the fiscal year

Establish regular schedule of open meetings for members and the public, board meetings and committee meetings.

2-6 months before the fiscal year

Set both short-term and long-term goals for the group.

1-3 months before the fiscal year

Approve plan of action for achieving goals.

Financial: Approve budget, review investments, policies, procedures, results, changes, etc.

Prepare a plan for communicating with the public.

Early in the new year

Plan and conduct continuing education for the board.

Conduct orientation for new board members:

To each other

To the task of being a board member

To the group

To the group's goals, mission, needs, problems, etc.

Mid-year

Review the vision, mission and values of the group.

At each board meeting

Monitor the progress of the group towards its goals through reports from president, committees, financial reports, etc.

2-3 months after close of fiscal year

Evaluate the progress the organization has made in meeting the short and long-term goals.

Organization/Procedures Manual

One of the biggest problems facing any Friends organization is making a smooth transition from one year to the next. It's difficult enough just to keep the organization going, but when officers and members continuously change it can be even harder. One way to ease this problem is to create a manual for your Friends organization. The manual, filled with important information about the group, will help future members continue their good work and guide current and new members who have had no previous experience on the board or committees.

The organization/procedures manual will help your Friends to continue when individuals move or retire from the group. It's also helpful when recruiting new members, when you apply for grants, develop a budget, or organize new and/or annual events.

The experience of your current and past members is one of the most powerful assets a Friends group has. To fully utilize this asset you must have it recorded in an orderly manner, either in notebooks or in computer files. The manual is an orderly, written record of your organization's activities, committees, etc. It is kept in a central, accessible place. Those who need to use such an asset are informed of its existence and given full access to it. The manual is a depository of knowledge that can make or break a year's work; it can avoid mistakes in the present and future by providing documentation of what has happened in the past.

The manual should be in two parts: current and archival. This provides easy access to important information when it is needed. The manual should also be scheduled for an annual "spring cleaning" update when new material is added and older material is removed from current to archival. A good time to do this may be just before or after annual elections.

Include as much information as you feel is appropriate in the manual such as:

- Names, addresses, phone, and email numbers of all elected officers and committee chairs
- All correspondence, in and out; and communications in regard to your organization for the past 5-7 years, including memos and minutes of meetings
- Mission statement, bylaws and strategic plan
- All reports of past social and fundraising activities (including donor records), events, programs and/or other major projects
- All previous budgets (income and expenditures) and copies of annual reports for the State of Michigan and IRS (if applicable)
- President's reports during the previous year with suggestions for future improvement
- Copies of current membership brochure and/or other promotional information for the group, such as newsletters
- List of current members
- Summary reports of committee procedures, including a to-do list for activities, contacts, and a needed resources list
- Any other material that is considered important and useful to the success of the organization

The Friends' secretary or another member should be designated to ensure that the manual is kept current, accurate and safe. The people maintaining the manual should be reliable and careful.

They should also compile a list of members' resources by asking members verbally or on a membership application/renewal form what they can offer. For some, it will be donating money; for others, it will be donating time. Some may be able to provide professional services, experiences or contacts. Maintain the compiled list in a usable format and place an updated copy in your organization/procedures manual each year.

The resource list will help you maximize input from members and help them feel included and recognized. You may also be surprised at the hidden talents your members possess. You won't know unless you ask.

Business Meetings

Meetings can be run like the Mad Hatter's tea party in *Alice in Wonderland* (seating arrangements are chaotic; the Mad Hatter speaks nonsense; the March Hare is rude; and the Dormouse sleeps) or they can be well-planned, organized and even enjoyable.

As much as people complain about having to attend meetings, they are essential to the success of your Friends group. They are not only important for the planning and decision making process, but they serve as a social factor that can cement your membership together.

To get members and prospective members to a meeting, you must compete with activities your members would rather be doing like spending time with their families, working, watching television, reading, shopping, going to the health club and many other diversions. Thus, your meetings should be well run and make attendees feel that they've made good use of their time.

The basics are the time, date and place. Schedule meeting times and locations so they are as convenient as possible to the majority of the membership. The time should be regular, the same time each meeting. This way people can plan ahead and make attending meetings a habit. The location should also be regular, convenient and comfortable.

Every meeting should have an agenda which should include the following as a minimum:

- Meeting place
- Starting time
- Chairperson for the meeting
- Approval of minutes
- Financial report
- Objectives of the meeting
- Items to be discussed (old business, new business, committee reports, etc.)
- Decisions needed
- Special features, e.g. a guest speaker
- Agreement on the time, date and place of the next meeting
- Adjournment time

Members should have a copy or access to this agenda at least one week before the meeting takes place. This gives them time to consider how they can contribute to the meeting and make plans to attend. Agendas can be posted on the library's bulletin board, mailed, e-mailed or faxed to members, or placed on the library's or Friends' web page.

The rules for how issues are to be discussed or debated should be made clear to all attendees. Once made clear, the rules should be followed so all can contribute without fear or favor. Better decisions are made when issues are discussed openly and thoroughly. Another benefit of following rules is that time-wasting can be minimized and wandering discussions and social chatting can be controlled. These activities can be delayed until after the meeting.

Rules should include:

- When and how a vote should be called
- How matters not solved at the meeting should be dealt with, e.g., assigned to a committee
- How problem members can be dealt with
- What type of voting is appropriate for a situation, e.g. show of hands, written ballot

Another important issue is how the activities of meetings are communicated to those who did not or could not attend. Meeting minutes should be prepared promptly and all members should also be kept informed perhaps through a newsletter, or posting of minutes on a bulletin board in the library or on the library's or Friends' Web page.

Good meetings lead to better decisions. Better decisions lead to more successful activities. Successful activities lead to happy members. Happy members lead to a better Friends group achieving its goals. Isn't this everyone's reason for getting involved?

Keeping Minutes

Minutes are the official history of your Friends group: your collective history. The minutes allow future boards to understand the decisions reached at the meeting and the board's reasons for those decisions.

Keeping minutes is an essential part of good housekeeping for your group. They should be maintained for both board and committee meetings. Minutes should be kept well-organized: arranged chronologically in files, loose-leaf notebooks and/or on computer. It can also be helpful to index them by listing important decisions and discussions by date

and subject. The index doesn't take much time to keep up to date and can be a timesaver when you're trying to locate important information on action(s) taken historically.

At a minimum, minutes should include:

- Date, time and place of the meeting
- Names of the board and/or committee members present at the meeting
- Names of any guests at the meeting
- A statement that a quorum was present (if it was) and that proper notice was given of the meeting (if it was)
- The name of the presiding officer and secretary of the meeting
- A description of each item of business brought up at the meeting with brief summary of the discussion on the item
- Motions that are made and decisions to accept or defeat
- The signature of the secretary of the meeting

Good minutes aren't highly detailed *verbatim* transcripts or written in "legalese."

A Computer and Software

A good computer system (not fancy) can pay for itself as it is used to generate donor lists and track donations, create membership mailings and lists, create fundraising event lists, track committees, maintain minutes, budgets and correspondence records, communicate via email, access helpful information on the internet, etc.

There are database software programs that will keep all of your group's data of this nature in one place and provide secure, easy-to-learn access to everyone who needs to use it.

Many brochures, flyers, promotional pieces and camera-ready ads can be done "in-house." If you have one member/volunteer take a workshop on how to use a desktop publishing software program, you can quickly recoup the cost of the workshop after using the skills a few times. Prices of color computer printers and scanners are also much reduced and can greatly enhance the operation and promotion of your Friends group.

Chapter 2: Strategic Planning

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"Featuring: What All Friends Need to Know - Strategic Planning for Library Friends Groups" by Richard Schneider, with updates by Charles D. Hanson (August 2005)

One of the fastest ways to get your Friends group feeling excited about its accomplishments is to put together a strategic planning session and set your sights on higher achievements.

Strategic planning performs two clear functions:

- It provides a realistic examination of your *raison d'être* or "reason for existence".
- It allows you to look into the future and set goals to work toward.

Practically speaking, it is best to set aside a time for this type of planning session separate from your typical board meeting. Schedule a half day and find a comfortable place to meet. Using a facilitator to keep the meeting moving to a timely conclusion is of great benefit. An outside facilitator also helps your board feel more objective about the outcome you produce.

Many Friends groups find themselves planning to do the same activities every year: membership drives, book sales and volunteering are the basics of any active Friends organization. Strategic planning will put the purpose of the group into focus, set goals and objectives for all activities, and allocate resources. Successful planning also includes an evaluation process to measure how objectives are being met

The greatest benefit of strategic planning is the opportunity for your board to meet and work out issues as a team. When the group sets a specific direction, a new dynamic takes place that does not happen during normal board meetings. New ideas and greater enthusiasm will give your group momentum for accomplishment.

There are three elements for developing a strategic plan:

- Formulating a mission statement
- Conducting a SWOT exercise (See below.)
- Establishing goals and objectives with priorities.
- This results in a system for implementation and evaluation.

John M. Bryson's *Strategic Planning for Public and Nonprofit Organizations* is a good source. Bryson's strategic planning process consists of the following ten steps:

1. Initiate and agree on a strategic planning process
2. Clarify organizational mandates
3. Identify and understand stakeholders; define and refine mission and values
4. Assess the environment to identify strengths, weaknesses, opportunities, and threats [SWOT]
5. Identify and frame strategic issues
6. Formulate strategies to manage the issues
7. Review and adopt the strategic plan
8. Establish an effective organizational vision of the future
9. Develop an effective implementation process
10. Reassess strategies and the strategic planning process

Donald E. Riggs' *Strategic Planning for Library Managers* and *Strategic Planning and Management for Library Managers* by Joseph R. Matthews are also both valuable sources for gaining a better understanding of the strategic planning process.

Begin the strategic planning process by looking at your mission statement.

Mission Statement (See also Chapter 1)

The mission statement will answer, as succinctly as possible, what is the business of the Friends group? It will give a clear idea of what the group does and why. Look at your mission statement from an outsider's point of view. If you were someone in your community who had never heard of the Friends, what would this mission statement say to you? Remember, missions may change, and so do mission statements.

SWOT: Strengths, Weaknesses, Opportunities and Threats

Using a flip chart, write each of these words on a separate page. As a group, spend time discussing and listing ideas about each topic and how it relates to your group. As with any brainstorming, do not put a value on any ideas, just list them and encourage everyone to contribute.

Based on everyone's experience with the Friends group - and even new members will have good suggestions - you should come up with many examples. Friends groups often have the most difficulty in listing threats, a concept more familiar to business than to not-for-profits. However, Friends are threatened by many outside factors in their communities. A failure to recognize any threats may be a sign of complacency.

The time it takes to list information for each of these categories is time well-spent. You now have a broader perspective about your group and its activities than you had before. This information will help you as you move ahead to the next stage of the process.

Goals and Objectives

As we use the terms, goals are broad statements of intended accomplishments for the group and objectives are specific actions that are planned in order to reach the goals.

Make a list of goals for your group to accomplish this year and be as specific as possible. Begin with a list of all the activities you have done in the last year, look at the list from the SWOT, and consider new goals that have not been accomplished in the past. From all this information, begin your list of goals. For instance, one common goal is to have a successful book sale during the year in which you will make a certain dollar amount. When you have a working list of goals—up to a dozen is enough—you will need to give them priority. This is best accomplished by having everyone vote.

Have each board member list the goals in priority order, and assign numbers next to the list with the highest numbers first. If you have five goals, the top one on the list should be given 5 points, the next 4, and so on. Tally up all the numbers as a group and you should have a clear idea of what the group priority is for all the goals.

Then discuss objectives for each goal in turn. If a successful book sale is the goal, objectives might include having more than one sale a year, holding the sale in a new location, doing special publicity, etc. Here is the time to talk about new ideas and ways to reach the goal. Make a list of objectives for each goal.

Almost Finished - And Ready to Start

At this point, you now know what your strengths, weaknesses, opportunities and threats are; you have created and prioritized several goals and defined objectives by which you hope to reach those goals. Now it's time to organize the implementation and evaluation process.

Take each goal and assign board members or staff to take responsibility for its implementation. Set times or dates for accomplishment. Look at resource allocation for each goal. Keep good records of what is accomplished during the year. (This may even be in the form of your newsletter.) The evaluation will come at the next strategic planning session when you can take time to review all that was done for the year.

From your experience of the previous year, you may change objectives or even eliminate

some goals and try new ones. Keep a vision of possibilities to keep the board excited about how they can contribute to their success. Good strategic planning will lead to more board involvement. Good luck.

Goals and Objectives

The following are some examples of objectives a Friends board/committee might establish for the organization after its self-appraisal and general goal setting.

| | |
|---|---|
| <p>Goal: To raise money for the library.</p> | <p>Objective: To conduct a used book sale by June of next year that will net \$5,000.</p> |
| <p>Goal: To have an annual meeting.</p> | <p>Objective: To host a dinner meeting with a well-known author in March for 150 people.</p> |
| <p>Goal: To provide programs in the library.</p> | <p>Objective: To sponsor four programs on "How the West Was Won" to be held on the first Thursday in September, November, January, March, with an average attendance of 100 people.</p> |
| <p>Goal: To act as an advocate for the library.</p> | <p>Objective: To increase next year's city funding for the library to 6%, including funds to promote literacy.</p> |

Each of these objectives describes what changes will occur, states when the objective is to be reached and includes a standard of measurement. Once the objectives have been determined by the Board and assigned to a committee, the group is ready for the next step. From the *Friends or Libraries Sourcebook 3rd edition*, Sandy Dolnick, editor, American Library Association, Chicago, IL, 1996.

Chapter 3: Getting and Keeping Friends

One of the greater challenges facing a Friends organization is the recruitment and retention of members. Many service organizations face this same challenge; in fact, there is a historical trend indicating that the average age of many service club members is increasing while the average membership is decreasing. And there is an increasing generational “divide” separating the Baby Boomers, many of whom will be retiring from their jobs and from involvement in community service, and Generation-Xers, many of whom bring a different perspective on community service. (“Generation X” refers to those born between 1965 and 1980.) In an Internet world filled with iPods, mp3 players, Bloggers, and instant messaging, all focused on the individual, what can be done to attract library users into a Friends group dedicated to library advocacy and support? How, then, can one recruit members to your Friends organization, to the value of “Service above Self” (the motto of Rotary International).

There are no simple answers to the complex issue of recruitment, but clearly we live in a world where marketing is king. Marketing’s major goal is to promote (and perhaps sell for financial gain) a product. And to do this, as they say in Showbiz, “You gotta have a gimmick.” While it would seem an easy matter to “sell” the concept of Friends membership to anyone in the community - who, after all, would find service to the library an unpleasant task? - it remains true that Friends groups must have the same persistence and marketing power as any other service organization.

Marketing encompasses the identification of those who are most likely to be receptive to your offerings by:

- Learning their needs and interests
- Finding effective communications channels to reach them, of which public relations is just one
- Developing persuasive appeals to action

The best prospects are readers and book-lovers; the least are obviously non-readers. On average, 56% of a given library’s market will have library cards, and they can be identified. The “hot button” may just be books, or civic concerns, or Beanie Babies, or cakewalks, or a combination of all.

Many club and service organizations have helpful guidelines for recruiting members, so it is not necessary to reinvent the wheel when it comes to strategies and techniques for recruitment. Toastmasters International, for example, has a list of suggestions, “62 Proven

Ideas for Recruiting and Retaining Members.” When seeking new members, your task may be twofold: a salesperson (Can you convince someone why it’s worth joining?) and a talent scout (Who can you bring into the Friends group who has several needed abilities?).

Howard Bronson and Michael Bogart, authors of *The Best Darned Book on Marketing*, have some helpful suggestions about achieving success:

- Learn all you can about marketing.
- Study your competitors. What benefits do the Friends offer that other organizations do not offer?
- Decide on a marketing vision. What is the membership goal?
- Define your budget.
- Develop a well-trained team. A Friends Board of Directors should reflect various types of community individuals
- Define your target audience. A Friends group should appeal to a wide range of age groups, income levels, and different types of library users. But there will need to be a defined core of workers-worker bees, if you will-that will need to be recruited for carrying out the work of the Friends. Find those worker bees early, and remember the busiest bees will often contribute the most energy to the Friends’ activities.
- Create a marketing plan. (See Chapter 12) It’s great to have a vision for the Friends, but to achieve that vision requires a plan. The old adage holds true, “If you don’t know where you’re going, then any road will do.”
- Professionalize your logo. A well-designed logo can project a strong first impression for your Friends group. (It’s also that showbiz gimmick that ensures a connection to the Friends each time it appears.)
- Devise a mission statement. (See Chapter 1) A mission statement will help define the purpose of the Friends group and keep everyone on task. Working to achieve the mission can provide a wonderful sense of accomplishment and individual satisfaction. Keep in mind the quotation “Libraries will get you through times of no money better than money will get you through times of no libraries.” Friends can work well together to focus on the mission of support and advocacy for libraries during times of financial hardship for libraries.
- Build a website. Today many individuals rely on technology to find information, and many will want to know whether there is a website where information about Friends can be found. The [Friends of Michigan Libraries](#), for example, maintains a web presence, and [United For Libraries](#) has a helpful website with suggestions for membership recruitment.

The key to any successful recruitment is often to start with a small core of dedicated individuals who can provide links to other community members and community organizations. Friends thrive on the success and accomplishment of the “worker bees,” and it’s important to find high-energy contributors to the ongoing activities of the group.

Recruitment can take many forms and styles, and there is no one guaranteed method for getting members. Word-of-mouth and just simply asking someone about possible interest are two tried-and-true methods, although these require dedication of time and devotion to active recruitment efforts. Some Friends have an annual membership drive for that reason: it provides a clear, focused time for recruitment of new members and renewals of old members.

Here are a few suggested areas for recruitment activities (Take care not to overstep the library’s boundaries):

Event-Oriented Activities

- Schedule open houses and library tours
- Provide movie nights, lectures, author forums, educational workshops
- Have a Friends table or booth at all local events
- March or drive in local parades
- Sponsor arts and crafts competition for children
- Hold a Friends members-only book sale preview and sale
- Link to other community events (check the local newspaper for upcoming events.)

Organizational Affiliations

- Make speeches to church groups, service clubs, PTA groups, business groups. Leave brochures with the groups, ask for coverage in their newsletters
- Join the local chamber of commerce; get mentions in their mailings
- Seek out sponsorships from major local businesses

In-House Promotion

- Maintain bookmarks (generic or book-sale promotional) at the library circulation desk
- Maintain a constant display, with take-ones, in all library branches
- Donate prizes for both children’s and adult’s reading groups and programs
- Erect signage at computer stations and coverage on the computer menus; have a link to the Friends on the library’s Web page

- Ensure that every library newsletter to patrons and to the general public includes something about the Friends

Clearly the largest audiences for potential members are the patrons who are regular library users. Mothers and fathers bringing their children to story hour are potential members-in-waiting. Capitalize on every opportunity to meet and greet library patrons both at the library and outside the library. Remember, everyone likes to be asked, and everyone likes to make new friendships. Bette Midler sang it strongly in "Oh My My": "But you got to have friends / The feeling's oh so strong / You got to have friends / to make that day last long."

What's in it for me?

Keep in mind that your members are voluntary contributors to the organization. It is important to remember that volunteers need some type of award or recognition for the work they perform. For that reason, having a designated coordinator for all activities of the Friends is a worthwhile goal. The coordinator can not only make things happen but also ensure that activities and projects are carried out efficiently and that the right talent is dispatched and rewarded for each achievement.

The Friends of Libraries Sourcebook by Sandy Dolnick (Third edition, American Library Association, 1996) has some key information on recruiting and retaining Friends. While the formula for keeping lifelong friends may have different variations, one thing is certain: friendships survive when they are nurtured and opportunities exist for growth and development. What better opportunity exists for investment in and commitment to support for libraries than a membership in a Friends of the Library organization?

Chapter 4: Communications

Friendship thrives on communication. That is as true when you communicate on behalf of your Friends group as in your personal relationships. Here are ways to enhance your external communications via newsletters and Websites and internal communications via electronic mail and conference calling.

Print Communication: Newsletters

Your newsletter is probably the most important communications piece your Friends group will produce and distribute. Not only does it enable you to keep in touch with your members, it provides outreach to the general public. As such, it is a powerful marketing tool. Make it informative, attractive and available to as many people as possible.

Use your newsletter to achieve these objectives:

- Update members and your community about activities and special projects
- Call the membership and your community to action
- Recruit new members
- Request donations of time, gifts in kind (like books for your used book sale) and money
- Keep less active members informed
- Idea sharing
- Member recognition
- Keeping the spirit alive and building on the group's identity

If producing your own newsletter is not an option, seek out other means of publicizing the Friends. One easy alternative is to prepare articles for inclusion in newsletters produced and distributed by your library and your local government. Other nonprofits such as historical societies, senior citizens' groups, and various school-related organizations might also allow you to include information on the Friends in their publications.

It's possible to make newsletters available in a variety of formats. Copies can be mailed, handed out, e-mailed, or displayed. Whatever your distribution strategy, here are some of the basic steps of newsletter production.

- Determine your audience. Will you limit yourself to members or reach out to potential members and others in your community?
- Design your size and "look" and remain consistent in graphics, logos, name, type style, etc.

- Determine the number of issues and basic content for one year in advance.
- Build files of source materials.
- Write stories, headlines and other copy for each issue.
- Invite readers, members, and officers to contribute.
- Use standard features in each issue, such as a calendar of events, meet-the-staff columns, membership counts, etc.
- Reproduce pertinent material from other publications as necessary and with proper permission. If your group is a member of United For Libraries (UFL) you can use information from its newsletter as needed with proper citation.
- Determine your production and distribution methods: computer, photocopying, professional printer, etc.

Here in more detail are suggestions on how to integrate the content and design of your newsletter to disseminate your message and project the image of your Friends group.

Content

- Make it as easy as possible for readers to identify and contact you.
- Always state the full name of your group, preferably on the first page and elsewhere as appropriate.
- Include complete contact information—mailing, e-mail and web addresses, FAX and telephone numbers. It is probably best to designate the library as your headquarters.
- Always list the executive board members of the Friends and how to contact them.
- Note the issue number and/or date (including the year). Nice but not absolutely necessary is a logo, a unique design that you feature not only in your newsletter but on every letter, press release, or promotional item that originates with the Friends.
- Include at least one story highlighting or summarizing a major event, shorter news items, a message from your president and/or the library director, a calendar of events and a membership form.
- Report on Friends' purchases for the library, used book sales, meetings of other groups involved in running the library, updates on important legislation or millage votes and projects or programs sponsored in full or in part by the Friends.
- Don't include too much information in your newsletter. Decide what is most important to your readership. Avoid devoting too much space to events that are programmed and publicized by the library.

Design

What your newsletter says is more important than how it looks. Nonetheless, its appearance can attract, or drive away, readers. A professional designer can help you create a logo and a consistent style for all of your print materials - from stationery and membership brochures to flyers, book bags and newsletters. The upfront investment to hire a designer is usually well worth the expense. When you receive donated talent you may lose control - it's difficult to ask someone to 'redo' their free work!"

If you want a professional design, locate a good designer by examining print matter produced for other organizations, including your own library and other Friends groups. Ask the designer you are considering for a proposal to address your needs. Many designers will work pro bono or at a reduced rate for Friends groups. You may also decide to design your newsletter on your own using one of the many good desktop publishing programs available.

Whether you work with a professional or create your own publication, here are some basic design rules to follow:

- Opt for a clean and simple design. Your text should be in a classic font that doesn't strain the eyes or challenge readers to figure out what you've written. Save the special fonts for attention-grabbing headlines or brief special announcements.
- To make text easier and more interesting to read, consider a multi-column layout. Two or three columns are good; they do not all have to be the same width.
- Consider adding a faint tint to one column or setting it apart in some other fashion to highlight certain information such as a table of contents, a calendar of events, or a list of your board members.
- Attractive visuals can be a plus, but too many may overwhelm your content. If you do an online version of your newsletter, keep in mind that the more graphics you use and the bigger they are, the longer it will take readers to download your pages. And if a web page takes too long to download, readers tend to give up and move on without ever reading the text.
- Finally, assess the value and cost of using color in printing your newsletter.

Marketing through Your Newsletter

Expand the mailing list for your newsletter beyond the membership to include a wide range of local individuals and organizations. Among them are media personnel of all types, elected officials (including council members, library trustees, school board members, and state representatives), service clubs, business groups, church bulletin editors, school principals, officers in other groups, business people and anyone else who may someday be an asset to your group. The cost of this additional coverage is far outweighed by the potential influence.

Please note that the mailing preparations outlined below may vary according to the requirements of your local post office and USPS bulk-mail regulations. Please check with your postmaster for up-to-date guidelines that ensure your mailings are cost effective and that your newsletters arrive in a timely fashion.

Mail Processing

Friends organizations often need to mail membership and book sale notices, annual reports and newsletters.

Bulk vs. First-Class Mailing

Each time you send a mailing, you must decide whether you want to use first-class or bulk mailing. If you want to ensure delivery by a specific date, mail first-class. The main justification for bulk mailing is the cost savings. In choosing between first-class or bulk, consider the frequency of your mailings, the number to be distributed and the annual cost of the permit to do bulk mailing. Check the United States Post Office website for more [bulk mail information](#).

Considerable money can be saved if your Friends group can qualify for [Nonprofit Standard Mail Rates](#) through the U.S. Postal Service. Organizations applying to mail at the preferred rates are required to furnish proof of their qualifications to postal authorities but the rules relating to what a nonprofit organization can and cannot mail at the nonprofit rate can be confusing.

One important thing to remember is that the Postal Service rules and the IRS rules (for nonprofits) are not the same.

Volunteer Processing

Many Friends mailings are processed by volunteers who collate, stuff, label, seal and sort the pieces per Postal Service guidelines:

- Set a date and call volunteers for a mailing

- Stuff envelopes or fold the mailing piece
- Put labels on the envelopes or mailing pieces
- Use the USPS rules for bulk mailing
- Take mailing to the post office to be weighed and checked for accuracy in preparation

It is strongly recommended that you obtain copies of the [most recently issued mailing procedure](#). Postal Regulations do change. Keep in contact with the post office regarding changes in procedures, etc. for nonprofit mailing.

Electronic Communication

Electronic communication via e-mail, the Internet and telephone is a major communications resource. Here are some suggestions on how electronic communication can help your Friends group to achieve its goals.

Internet Communication

The Internet is a massive network of millions of computers allowing constant communication throughout the world. Friends groups all over the United States and the world are taking advantage of the benefits of this resource to build their knowledge base.

How having a web presence can benefit your friends group

Because the web is such a powerful tool, you need to get it right before you go online. Here are preliminary considerations.

Will another organization “host” your website? Your library is a logical and cost effective choice. Many libraries will allow the friends group to have space on their server or as a page or link on their web page. What better way for the library to support your efforts?

Who will design your website? Like your newsletter, a professionally designed website offers many advantages and also incurs expense. Here, too, you will want to ask for bids from designers of sites that you have visited and like. Alternatively, here are ways to identify a volunteer designer:

Advertise in your newsletter for a member with experience in web design who will volunteer. Seek the assistance of community colleges, universities, library cooperatives, public libraries, organizations assisting nonprofits and small businesses, and even newspaper publishers. They may volunteer to design and maintain your page or direct you to courses in web design.

Consider contacting the internship office of local educational institutions who train students in web design. Ask a friend with web expertise to interview potential interns, ask to see their portfolios and get references from faculty members.

Do not consult a potential designer until you have developed a specific outline of what you want to accomplish. Whom do you want to visit your site? What categories of information should it contain? What is your budget for design/maintenance? A qualified designer will make suggestions about how to enhance your page but YOU have the responsibility of defining your goals.

Who will maintain your page? An essential attribute of a website is that it is up-to-date. This is your tool to get information to your audience between newsletters as well as providing them with basic information about your group. If you want your site to be effective, you must secure the services of a web developer. They may be one and the same person but these are different functions.

Web Developer

This is the person who maintains the page technologically. Any changes to the program are made by this technician. If you are being hosted by another organization, you need to know how you are required to work with its web developer, if there is a fee, and—very significantly—are you assured that he or she will be available in a timely fashion to work for you. The latter is particularly important if he or she will actually key in the information that goes on the page.

Web editor

Like your newsletter editor, this is the person who decides what will go on the page, writes the copy, chooses or recommends visuals, and proofreads updates before they appear on the page. The editor can also be the person who prepares and transmits copy and visuals to the actual page if the program is user-friendly. Your designer should be a good resource in determining what program you will use.

Maintaining a successful website requires a lot of work! Consider establishing a standing committee with this responsibility.

Communications

The Friends of Michigan Libraries maintains a [Zoom](#) account to host committee and workgroup meetings as well as to conduct virtual events. Zoom is a cloud-based video conferencing platform that can be used for video conferencing meetings, audio

conferencing, webinars, meeting recordings, and live chat. [Zoom accounts for individuals are free](#). It is not required to have an account to attend a Zoom session, but the experience is better when one does have an account.

Conclusion

Review your communications strategies annually to make sure that they are as informative, efficient and cost effective as you can make them.

Chapter 5: Legal Considerations

Some basic questions frequently asked when establishing and operating a Friends of the Library are:

- How does a Friends of the Library organization become a Michigan nonprofit corporation?
- What are some of the legal requirements of operating a Friends of the Library in Michigan?
- How and why does a Friends of the Library organization receive tax-exempt status under Section 501(c)(3) of the Internal Revenue Code of 1986?

Michigan Nonprofit Incorporation

Liability

In general, the officers, directors and members of nonprofit corporations are not personally liable for the acts of the corporation or each other. Any liability which the nonprofit corporation might incur is usually limited to the assets of the corporation. Recent amendments to the [Michigan Nonprofit Corporation Act](#) allow nonprofit corporations to assume much of the liability of its directors and to indemnify their officers and directors for certain acts. This is accomplished through proper drafting of the corporation's Articles of Incorporation and Bylaws.

Cost

Michigan Nonprofit Corporations must have Articles of Incorporation and Bylaws. The costs associated with drafting these will be no more than those for an unincorporated association. There is a nominal cost for filing the Articles of Incorporation with the Michigan Department of Licensing and Regulatory Affairs (LARA) Bureau of Commercial Services - Corporation Division. The fee at the time of this publication was \$20.00/year.

Most Friends of the Library in Michigan have chosen to become incorporated as Michigan Nonprofit Corporations. Given the advantages described above, this is not surprising. There are additional benefits to choosing nonprofit corporation status for your Friends of the Library, not the least of which is the ability to seek tax-exempt status with the Internal Revenue Service.

Becoming a Michigan nonprofit corporation is not a difficult or expensive process. Forms for submitting the Articles of Incorporation and instructional material may be obtained from [LARA's website](#). The Corporations Division phone number is 517-241-6470.

The questions asked on the application will prompt the Friends of the Library organizers to ask all the important questions about the purpose and structure of the organization. The statement of purpose is extremely important and should be drafted with the advice of legal counsel in order to forestall unwanted results or implications. The statement of purpose is doubly useful in that referring to it will help determine pertinent decisions in offering programs and activities and in determining procedure.

It is at this stage in the process that a decision must be made between a membership corporation and directorship corporation. A membership corporation is one in which each member generally has the right of one vote on all matters brought before the corporation. While this may seem to embody the democratic ideal, it often becomes cumbersome as non-profit corporations grow and decisions need to be made in a more efficient manner. Most nonprofit corporations which expect to involve many members of a community in their activities choose the directorship form of organization. Legal counsel for the Friends of the Library will be able to explain the fine points of the options and to draft the Articles and Bylaws accordingly.

Unincorporated Associations

Liability

Many volunteer associations, especially those organized for short-term projects are unincorporated associations. Generally the personal liability of members of unincorporated associations on contracts made by, for, and on behalf of the association is "joint and several." This means that all the members, collectively, or any one member may be liable for the contracts of the association. The remaining members, for instance, may be liable for the payment on a contract for printing costs if the association itself fails or is unable to pay what is due. Members of unincorporated associations may also be liable for any torts, (civil wrongs) which they participate in, authorize, or simply assent to by vote or otherwise.

Cost

Even unincorporated associations should be carefully organized with articles and bylaws. Because of the potential liability for the members, the unincorporated association should seek the advice of legal counsel to ensure that the document is legal and proper.

Some of the Legal Requirements for Operating a Friends of the Library in Michigan

One of the most important things Friends of the Library must do is establish a proper relationship with the public library with which it is associated. Both parties should understand the legal status of each entity and respect the powers and duties of the other. This relationship can either "make or break" the Friends of the Library. Care should be

taken to establish a reporting structure, a policy on gifts to the library, and authorization for any activities undertaken in the name of or on behalf of the library. (Toolkit: [Friends and Libraries: Working Effectively Together](#) (pdf))

Charitable Solicitation

Friends of the Library should also become knowledgeable about the state laws governing the activities of the group. Most Friends of the Library are engaged in fundraising for the library. With few exceptions, all organizations must apply for and obtain a license to solicit charitable contributions. This license is obtained from the [Michigan Department of Attorney General, Charitable Trust Section](#). Friends of the Library who do not receive contributions in excess of \$8,000 during a 12 month period of any year and who use all volunteers and make a financial statement available to the public may be exempt from this requirement. However, as soon as the organization exceeds the \$8,000 threshold or “if it compensates any person for fundraising services, including employees or independent contractors. COSA also requires professional fundraisers to be licensed and bonded before soliciting, planning, or carrying out a solicitation campaign in Michigan on behalf of a charitable organization”, an application for a license must be filed within 30 days. If a non-profit organization is soliciting funds from the public, it should register with the Attorney General’s Charitable Trust Division for Michigan, at 517-373-1152. When contacted, the Attorney General’s Office will mail you an “Initial Charitable Trust/Charitable Solicitation Questionnaire,” a helpful source of information.

Many other laws govern the typical activities of Friends of the Library. For example, if a group holds a raffle, over a period of time, conducts bingo or similar games of chance, it must obtain a license from the Michigan Bureau of Lottery, Charitable Gaming Division. If the Friends are engaged in the sale of goods, even used books, at retail, a sales tax license and the collection and remittance of sales tax are generally required. However, a nonprofit organization whose sales do not exceed \$5,000.00 in a calendar year may be exempt from sales tax as provided in section 4o of the General Sales Tax Act, 1933 PA 167, MCL 205.54o.

Most of these requirements are not burdensome and knowledge of them is important for the proper functioning of the Friends of the Library. Legal counsel is an essential resource when the group is just getting started and for periodic consultation as the organization develops. Local considerations must also be considered such as getting permits for serving liquor and liability of volunteers in their activities.

After establishment of the group, an Annual Report for Nonprofit Corporations is required by October 1st of each year. The cost is \$20.00 at this time, if one person is continually

designated as the "agent." This report is mailed by the state of Michigan each year to the chosen "agent," for the Friends group.

Tax-Exempt Status Under Section 501(c)(3) of the Internal Revenue Code of 1986

There are two basic reasons why a Friends of the Library might seek tax-exempt status under Section 501(c)(3) of the Internal Revenue Code: A recognized organization is not subject to federal income tax and donations to the organization are tax deductible as provided by the Code. Even though a charitable organization that has gross receipts in each taxable year of less than \$5,000 is not required to file Form 1023 to be tax exempt, this organization may choose to file in order to receive a determination letter.

Other advantages of acquiring federal tax-exempt status may occur on the state level. Although recognition as a tax-exempt organization by the IRS does not automatically mean exemption from Michigan taxes, there are various exemptions from income, property or sales and use taxes. Legal counsel will be able to advise Friends of the Library in regard to other advantageous provisions.

501(c)(3) status does not come free of restrictions and requirements. Under most circumstances an annual report is required. Tax-exempt organizations are somewhat restricted in their ability to lobby and influence legislation. Income taxes may be imposed on "unrelated business activities." Friends of the Library should be especially careful about participating in any election campaigns, including ballot questions, without first consulting legal counsel. All of these matters should be discussed on a regular basis with legal and financial professionals.

Although the process of applying for 501(c)(3) status requires care and attention to detail, the advantages far outweigh any difficulties associated with the process. The first step is to obtain the proper forms. [Publication 557, Tax-Exempt Status for Your Organization](#), published by the Internal Revenue Service, is a good place to start. This booklet describes the application and approval process, which forms must be used, and the types of information required. There is an extremely helpful discussion of which organizations must apply for recognition and which are not required to file (specifically, an organization whose annual gross receipts are less than \$25,000). Definitions and sample language for articles of organization are provided. [IRS Publication 4220](#) is also extremely helpful.

The application itself must be submitted by Form 1023 and Form 872-C. There is a one time filing fee (\$400 for organizations having a gross income of not more than \$10,000 and \$850 for organizations having higher income) as determined by form 8718 which is also to be attached to the application. The 1023 form may be long, but it is not mysterious. Much

of the information requested can be gathered by the Friends of the Library in anticipation of an appointment with legal counsel. The forms are available free of charge from the Internal Revenue Service and may be obtained by phone at 800-TAX-FORM (800-829-3676).

Final Considerations

One of the most important reasons for incorporating a Friends of the Library as a Michigan nonprofit corporation and for going the extra step of gaining 501(c)(3) status is the assurance provided to your donors that the organization is being operated in accordance with law and with a certain measure of accountability to the public. This assurance can assist in immeasurable ways with any fund-raising activities the Friends of the Library may choose.

The above discussion is for information purposes only. It is not a substitute for legal counsel retained by the Friends of the Library.

Chapter 6: Financial Matters

The budget is the financial blueprint for your Friends group. It is a plan that includes what you intend to accomplish financially during a specific time period, usually one year (known as the fiscal year). This may correspond to the calendar year or any twelve-month period to begin whichever month you choose.

The budget should establish what should happen in both revenue and expenditures as a result of your programs, fundraising, memberships, etc. Don't just budget what you want to spend and assume the money for expenses will be found as the year progresses. It is best to carefully budget the expected sources of revenue, grants, membership dues, donations and book sales.

It is also important in the planning of the budget that the Friends make sure that they are aware of what contribution the library is able to make to the ongoing costs of the Friends. Can the library provide any of the following?

- a meeting room
- office and/or storage space
- mailing services
- a desk, filing cabinet or access to other office equipment
- telephone service
- photocopier or fax service
- access to a computer with the necessary software for the maintenance of the Friends membership list and correspondence
- assistance in the design and/or production of flyers and brochures
- staff assistance with typing or preparation of news releases

A meeting with the library director will help to provide a clearer picture of the assistance available and revenues needed to balance the Friends' budget. This will also reduce any concerns that the board members may have that the Friends will place added strain on the library budget.

The budget should be used for financial planning and management of cash throughout the year. It should be reviewed on a regular basis, preferably monthly. Regular reviews of the budget will help you to determine the status of actual revenue and expenses, whether they have deviated from the budget and why.

Differences between actual and projected revenues and expenses may result from insufficient fundraising efforts, unanticipated expenses, or an unrealistic budget. When

differences arise, the budget must be revised to reflect the real situation. This can be accomplished during regular budget reviews. If the budget review indicates an upcoming deficit, corrective action must be taken to avoid a financial crisis. Actions may include increasing fundraising efforts or cutting back on expenses. The earlier corrective action is taken, the more likely it is that you will be able to avoid cutting back on regular activities. Using the budget process effectively allows you to catch small problems and alleviate them early.

Responsibilities

The responsibility lies with the board of directors to ensure that the treasurer submits accurate and timely financial reports to the board with full disclosure of all matters. Reasonable audit controls should also be in place. Necessary keys to ensuring adequate fiscal controls are:

- to engage a professional accounting/auditing firm (a smaller group may be able to find a local person to do this pro bono)
- to have a treasurer who carefully and seriously carries out their responsibilities

As your Friends group grows, you may wish to use a fund accounting software program to maintain your financial information and records on the computer. Many off-the-shelf software programs will be satisfactory for most Friends groups, e.g., Quicken, Money or QuickBooks. A spreadsheet program like Excel can also be used. Before you purchase the software, make a list of the features that you are looking for. Take into consideration what computer equipment and operating system you have. Determine whether you want fundraising software, fund accounting software or both. Have a knowledgeable person help you select your software and/or find out what other well-managed Friends groups are using.

What is expected of you as treasurer?

By Your organization

- Prepare monthly treasurer's reports
- Reconcile bank statements
- Make deposits and write checks
- Keep an eye on the budget
- Deal with the accountant/auditor, the IRS and the State
- Work with the committee chairs on fundraising activities

To make your life as treasurer easier, be sure to:

- Document all deposits
- Document all expenditures
- Document all fundraising activities

Your Friends group should be helping you. Each time someone gives you money to deposit, or asks you for a check, that person should be giving you adequate backup information so you don't need to create any.

The committee chairs should give you a financial summary of every activity when it is completed. You should not have to prepare summaries for the fundraising projects.

Know your limitations. If you don't know what information is important to keep, ask your accountant. If you don't know how to summarize the year's work or prepare a treasurer's report, take a look at last year's information, or ask your accountant. Do you have authority to write a check for any amount, at any time? Read the bylaws and talk to the board to be sure. If the bylaws don't cover certain financial issues, recommend that the board create necessary financial policies to cover the following:

Keep a permanent file which should contain:

- IRS approval of 501(c)(3) status
- Articles of incorporation
- Current bylaws
- Michigan corporation number
- Employer identification number
- List of current years' officers, their addresses and telephone numbers

The State of Michigan

Keep or prepare:

- Sales tax license
- Sales tax returns- probably monthly or quarterly
- Annual sales tax summary
- Michigan Annual Report for Nonprofit Corporations
- Annual Report of Charitable Trust, if your Friends have established a trust

The Internal Revenue Service

- Return the annual form for organizations exempt from income tax.

Form 990

What is it? Form 990 is the IRS form for organizations exempt from tax: a tax return for groups that don't owe taxes.

Does our Friends group need to file? If your organization has more than \$25,000 in gross receipts during the year, you may need to prepare and file a return. It is possible that you may not need to file a Form 990 until your group has generated \$25,000 in gross receipts for three consecutive years.

If we must file, when is it due? Form 990 is due on the fifteenth day of the fifth month following the close of your fiscal year. For example, if your Friends group uses the calendar year, Form 990 would be due by May 15, 2017 for your 2016 year.

E-Z Options? If your organization has gross receipts during the year of less than \$100,000 and has assets at the end of the year of less than \$250,000, you may file Form 990EZ, a shortened version of Form 990.

Caveat! Form 990 and 990EZ are the main forms; you must include Form 990, Schedule A, with your return. This schedule reports supplementary information required by the IRS. Be sure to obtain this form when you request a Form 990. There is a chance that you would need to complete and attach Form 990-T, which reports unrelated business income.

Where do we get forms and instructions? The most current versions of the form and instructions are available on the [IRS website](#).

What information do we need in order to prepare Form 990? You need to account for every receipt and disbursement for the entire year. So, plan to prepare summaries:

Income by category

- Cash receipts
- Fundraising by activity, such as
 - sales of used books
 - Interest and other investment income
 - Donations and gifts
 - Membership dues

Disbursements by category

- Fundraising expenses
- Other activity expenses

- Professional fees
- Rent, utilities and maintenance
- Printing, publication and postage
- Other expenses: copies, meetings, telephone and association memberships
- Program expenses: money spent on behalf of the library
- Planned contributions to the library

IMPORTANT! Your cash balance at the beginning of the year plus all the summarized cash receipts, less all the summarized disbursements, should equal your year-end cash balance.

Other Responsibilities

Program Service Accomplishments

What did you do for the library? What programs did you benefit? How much did the Friends organization give to the library or spend on the library's behalf? Be able to explain how your gifts benefited the library and its patrons, including the number of people benefited.

Officers and Directors

Have an up to date list of officers, their titles, and the average number of hours they worked during the year.

Previous Years' Returns

Be aware of any Form 990s filed for the previous year. Some prior information will be carried forward to the current year's return.

What About The State Of Michigan?

Does Our Group Need to File Annual Returns?

- If your organization enjoys IRS 501(c)(3) status, it does not need to file a Single Business Tax Return.
- If the State of Michigan has recognized your group as a charitable trust, you must file an annual report, called a Form CT-15, with the Attorney General's office, no later than six months following the end of your taxable year.
- If you use a federal Form 990 or 990EZ, the Attorney General's Office will accept that form in lieu of the CT-15.

The [Michigan Annual Report](#), (MAR), is due by October 1 of each year. This report verifies the name, address, corporate identifying numbers of your Friends group, names and addresses of officers, and assets owned by the corporation.

Chapter 7: Fundraising

Fundraising is a basic function of most Friends groups. Friends raise revenue to fill needs not accounted for in the library budget, such as extra computer workstations, or additional furniture. Friends also can supply the special enhancements that make your library unique, such as a piece of sculpture in the lobby, holiday decorations or colorful banners adorning the youth department. A fundraising effort gives focus and purpose to a Friends group. It increases camaraderie among members as they work toward a goal. Fundraising is not just soliciting money—it is also a great way to gain recognition for your library, community support and non-monetary donations.

Fundraising and soliciting funds from outside sources have become very challenging and labor intensive, but are achievable if your group has a well thought out plan.

Guidelines to Consider

- Ensure the board is actively involved in fundraising planning and implementation
- Develop fundraising goals to be the resources to support the goals in your strategic plan
- Identify a variety of sources of funding for each goal and specific strategies for each source
- Make sure your plan states who will be doing what fundraising so there is no duplication of effort and/or harassment of potential funding sources

One of the most important aspects of raising funds is having excellent public relations, i.e., ensuring that your Friends group has a strong and positive image in your community. It is also important to establish a structure to implement your fundraising plan. Below is a list of possible committees, some of which may only require two or three people.

- Board: Establishes goals and priorities, approves the plan
- Marketing Committee. Identifies potential donors and coordinates promotion of fundraising
- Fundraising Committee. Leads development and implementation of plan, approaches donors
- Information Processing Committee. Develops donor fundraising database
- Accounting Committee. Maintains financial records and reports of fundraising efforts
- Donation Processing Committee. Processes donations (deposits checks, sends letters of appreciation, updates fundraising database, etc.)

Many organizations launch their fundraising in the fall, but since each funding source may have a different giving cycle, you will need to research this before approaching a particular source. Also keep in mind the following:

- Corporations generally request a written proposal
- Foundations usually will not fund operating costs. They prefer specific programs
- Seek *pro bono* advice from local public relations, marketing firms or people with expertise in these areas
- Explore the use of nonprofit bulk mailing to reduce costs of direct-mail campaigns, etc

Specific information on raising funds with book sales is found in Chapter 8, while raising funds through operating gift shops is discussed in Chapter 9.

Typical Sources of Funding to Consider

Membership Dues

Standard membership dues should be kept low enough to encourage people to join but still cover the basic cost of running your organization. When your group determines to initiate fundraising toward a particular goal, the Membership Committee should encourage newcomers to contribute in this way and could urge regular members to consider the higher-rate categories. You should also solicit memberships from local businesses and service organizations to gain their interest in your efforts.

Don't neglect to give public recognition to sustaining or patron members, who are donors in fact and who should be listed by name in Friends newsletters or printed brochures. Significant anonymous donations may come your way and should be promoted in the media as they create curiosity and interest.

Businesses/Corporations

Businesses and corporations receive a constant stream of requests for money, volunteer time and the loan of their name or their staff names for prestige purposes. Nationwide charity drives and local causes alike vie for their donations. These companies have policies that usually govern their giving, but the library may be an exception to their rule, especially if you point out how the library benefits the community at large as well as their employees and their families.

Clubs/Service Organizations

Other service clubs often temporarily “adopt” a local cause as the recipient of their largesse. If your Friends can be adopted by one of these organizations, you may benefit through its people power and financial assistance for a particular project.

Special Events/Programs

Special events are perhaps the most common form of fundraising used by Friends. Book sales, author visits, home and/or garden tours, plant sales, auctions, and musical or theatrical entertainment programs are among the many activities Friends hold on a regular basis to raise money for their libraries.

A few other ideas for a successful Friends Fund-Raiser are:

- Appraisal clinic
- Art fair
- Art reproduction rental
- Book bag sales
- Special Book sale such as Antiquarian collectibles or Cookbooks
- Bowling for books
- Bridge for books
- Concerts
- Fashion show
- Film program/discussions
- Food sales - booths at fairs, bake sale, candy sales, high tea, ice cream social, pancake breakfast, pie eating contest, salad luncheon, gourmet dinner or Thanksgiving pies
- Friends gift shop
- Game parties
- Golf outing
- Historic calendar
- Holiday sales like gift wrapping, Christmas cards, Christmas crafts, and singing Valentines
- Magazine subscriptions
- New book sales
- Mystery night/dinner
- Raffles (regulated/licenses)
- Rummage sale, bazaar, flea market, garage sale or tag sale
- Recycling projects
- Supplies sale such as paper, stationery, pens, pencils, playing cards of local interest

- Silent auction
- T-shirt sale
- Wine tasting (regulated if inside library buildings)
- Vending machines

Memorials/Honoraria

These have been an easy and lucrative revenue source for many small library groups. A well-defined, highly-publicized continuous campaign that asks people to offer memorials and honoraria to their friends in the form of contributions to the library's Friends group can be very much worth the effort. This option for fundraising should be carried out in cooperation with the library director to ensure that the books selected meet the library's collection management needs.

Planned Gifts

A planned gift refers to a sum of money that a donor intends for the Friends to receive at a future date. It may be part of the donor's overall estate and financial plans (e.g., a bequest or trust). This type of gift may have some tax advantages to the donor that occur immediately, even if the gift won't actually be made for some time.

Consider forming a Future Giving Committee composed of an attorney, a bank official, an insurance agent, a financial adviser, and any other appropriate local person who could augment a strong Future Giving Campaign.

Some Friends groups have set up a separate nonprofit corporation for a foundation or an endowment fund for a particular purpose (such as books or capital equipment) using proceeds from planned gifts they received.

Grants

Grant dollars are available to persistent organizations with leaders who know how to ask and whom to ask. If your Friends organization is going to seek grant dollars, there are many types of granting organizations to be considered. Grants are given by foundations (both public and private), corporations (large and small), individuals, and local, state and national governments.

Grants have several common characteristics. They all have certain conditions and guidelines that are usually spelled out in the granting materials you receive when you begin to research granting organizations. Grants sometimes involve detailed paperwork, but that is not always the case.

Key points to remember about applying for grants are:

- Look at local granting organizations first
- Match your organizational needs with those of the granting organization
- Study grant givers and carefully follow their guidelines
- Write your grant proposal as the grant giver requests it
- Even if your initial request is turned down, keep trying
- Ask for advice from other Friends or the granting organization, or attend a grant-writing workshop, online or in person

Private Foundations

Private foundations are non profit organizations that provide funding to tax-exempt organizations for human services, research, education, the arts and community projects. These foundations can be identified by contacting organizations in your area of interest for referrals, by contacting your local community foundation or accessing local or regional library collections on the Internet.

In Michigan, there are multiple [funding information centers](#) in libraries and local non-profit organization offices that provide a core collection of online databases and Candid (formerly known as the Foundation Center) resources and publications useful to grant seekers.

Community Foundations

A community foundation is a tax-exempt public charity organized and operated as a permanent collection of endowed funds for the long-term benefit of a defined geographic area. Community foundations offer annual grant dollars to qualifying organizations.

The State of Michigan is the home of many community foundations. Many of these can be identified on the website of the [Council of Michigan Foundations](#) or in their [Michigan Foundation Directory](#).

Allocating Funds

Now that you have raised some money, how should you spend it? Remember that all funds raised by Friends should be kept in a separate Friends bank account, *not* the library's account. When making any purchase for the library, that purchase must be approved by the Friends board, the library director and/or the board of trustees. Consider three possible ways to make purchases:

- Honor a direct request from the trustees or director
- Get suggestions from the general public or Friends members. (These still need approval of the director or trustees.)

- Secure “wish lists” from the director or department heads and choose appropriate items

Friends may do the actual shopping or write a check to the library and let the library director order or purchase the items.

Friends may also want to set up annual donations to specific collections or causes. For example, the Friends may give a specific amount each year to the adult department for the Michigan History Collection or to the youth department for its diversity/multicultural collection. Again, Friends do not choose the materials, just the category.

Tax Benefits of donating to a Friends of the Library

Because of changes made to state law in late 2011, the tax deductibility of donations to all charitable organizations has changed. All donors should be encouraged to check with their tax professional, regarding the deductibility of a specific donation.

Chapter 8: Book Sales

The sale of used books and media (VHS, DVDs, CDs, videogames) is often the primary source of fundraising for Friends groups. In many cases used book sales are outstripping membership drives as a source of revenue. While the event-style Friends Used Book Sale remains a popular staple for many groups, other forms of book sales have begun to rival their prominence as a means of attracting patrons and profits. This section will examine the various forms in which used book sales are conducted and some guidelines that can help keep the sales professional, profitable, and rewarding. Certain assumptions are made for this section; that space is provided for used book collection and sorting, and that an adequate cadre of volunteers exists to do the work necessary to conduct successful used media sales.

First things first

Developing your used book stock is a critically important first step. Many libraries receive used book donations from their patrons, who in turn may be allowed to use the donation as a tax deduction. Some libraries review what has been donated to see if any materials can be used in the library's collection. The balance is customarily donated to the library's Friends group. Another source of books is library discards. Once a book has exceeded its useful life as a library book, the library pulls it from circulation and often will donate it to their Friends group for sale. If donations are slow, and they can be at any library from time to time, then book drives can be conducted. Many times youth groups like Girl or Boy Scout troops or National Honor Society students will conduct book drives for the community credit it generates.

Separating the wheat from the chaff

Once the used media is collected it should be sorted according to a few categories based on the process your Friends group uses. The ideal place for sorting the books would be in the library. An alternative might be an unused classroom in a public school, a garage or an empty store building. Classifications can be as simple as hardcover, paperback, romance, mystery and children's, or you may wish to create additional categories. Nonfiction can be divided down to almost all Dewey Decimal System classifications. Some groups even go so far as to sort fiction by author.

The most obvious sort involves usability. Books ripe for discard are books that have begun to fall apart or have loose pages; books that smell musty or have mold on them; books that are marked as advanced copies often tagged with "not for sale" somewhere on the cover;

books that have the front cover ripped off (often a sign that they've been claimed for credit against a publisher's invoice to a book retailer).

Other types of media that should be discarded are duplicated VHS tapes, burned copies of CDs or DVDs, compilation CDs, and computer software donated without licensing materials.

Sorting for marketability is a more subtle activity with a more local focus. What types of media do your patrons look for and use and what don't they use? Old encyclopedias, book club or condensed versions of books, text books, magazines, cassette tapes, LPM or 45 records, reel to reel audio tape will only take up valuable storage space unless you have a ready market for them.

In any case, it can be difficult to dispose of donated materials. If you have a clear policy that you can publish regarding donations (made in conjunction with the library administration) it will help patrons understand what materials are and are not valuable donations. Inevitably you will end up having to deal with materials you can't use and need to dispose of. It is always the best policy to dispose of materials responsibly. Recycle unusable used books whenever possible. Many school systems have recycle collection bins on their property to collect newspapers, magazines, and paperback books. Hardcover books are more of a challenge as the heavier bindings and covers need to be removed before they can be reprocessed. Check with your local recycling center to locate the nearest center that handles hardcover books.

Many unusual items find their way into library donation bins but few are ever dangerous. However if you receive reel to reel movie film in canisters make certain you have not just been given nitrate film as it has a reputation for being volatility flammable. Call your local Fire Department for assistance in removing it from Library property.

Sorting for Value

On occurrences far more frequent than might be assumed, materials are donated to the library that carry more value than what the normal used book operation would recognize. Many very valuable books, both hardcover and paperback, slip through the fingers of donors and then slip through the fingers of Friends used book sales operations without either ever knowing the true value of what they once possessed. With the advent of online used book sales like eBay, Amazon.com, and other venues, used book dealers oftentimes focus on library used book sales operations as target rich environments to find undervalued items.

At the risk of offending independent online used book dealers, there are several methods that library Friends groups can employ to capture those profits for themselves. Some library Friends groups have members that know how to identify books that can sell online and who do that for the group. This is a time consuming process but so are most aspects of volunteer work at the library. Usually with a fairly inexpensive initial investment and a monthly subscription service, scanning devices can be used to identify materials of higher than usual value. Once identified, these materials must be placed for sale online; the sales site monitored to respond to sales offers, and once sold, must be packaged and shipped to the customer. There is a section at the end of this chapter to help Friends establish their own online sales operation.

There are alternatives to the Friends finding a volunteer amongst their numbers to handle the online sales. A deal could be struck with an independent used book dealer. Exclusive rights to scan books for value before other customers have the chance in consideration of a share of the profits when the books sell online. To maintain integrity, strict agreements should be made between the dealer and the Friends to ensure that true value is reported, that some mechanism is employed to verify earnings and commissions, and that no personal monetary rewards are made by any member of the Friends who deal with the used book part of the Friends business.

Another alternative is an organization known as [Better World Books](#). It is a for-profit organization that has helped send millions of books around the world to fight illiteracy and raise funds for their non-profit partners. According to their website, from their beginnings in South Bend, Indiana, Better World Books receives books from 2,000 libraries and 1,800 college campuses, sorts them for value, and places those selected online for sale. Donor libraries (or Friends groups) are given criteria to sort books ahead of time so ensure a higher percentage of books received will have value for online sales. Then the Friends ship the books selected to Better World who in turn sorts for specific value and places those selected online for sale. Of the books that sell, a portion of the profits are shared with the donor group while the books that did not make the cut are donated for distribution or recycled.

Regardless of how your Friends group may choose to sell online, if you take a partner there should be an auditable process agreed to by both parties to ensure sales reporting accuracy. The best business practices welcome the light of day. A periodic, random review to ensure that materials taken for sale are appearing on online sales sites and are selling at the reported prices is appropriate. Usually a 5% sample will eventually illuminate any discrepancies.

For our purposes

There are a number of ways that used books are sold by Friends groups and they will be examined further later in this chapter. However your Friends group sells books will affect how you approach the remaining sorting that needs to be done. Remember, the purpose of the Friends sale is to make money for the library. More expensive books of current interest should be set aside in a "special" place with a higher price. As a rule, older books are not really valuable. A reputable book dealer may be willing to help price the more collectible books, but he or she should *not* be allowed to buy any of the items. Visiting used book stores may also assist you in pricing and merchandising sale books. At the end of this chapter is a bibliography listing titles and Web sites on book collecting and pricing.

That being said, some books are easily identifiable as of higher value. If your library is lucky enough to have donors who drop off the latest "hot seller" as soon as they've finished it, those books most certainly can fetch a higher price, especially if it is still selling well at the local book store. Coffee table books can sometimes bring a little extra in. Their size alone brings the perception of higher value. Trade paperback books sometimes command a higher price than mass market paperbacks, and children's books are often priced lowest of all, but those distinctions may not be worth the time and energy it takes for a finite resource pool of volunteers to tackle.

Sales venues

Like previously mentioned, there are many different ways that Friends groups offer their used books to the community. We'll start with the most tried and true of them, the Library Used Book Sale. Regardless of how often you have one, used book sales take time and a tremendous amount of volunteer effort to prepare for and execute. A book sale, if well run, can be a Friends group's most successful fundraiser. Book lovers enjoy rummaging through used books, and book sales can be a wonderful way for Friends to gain new members. Pre-sales are often held for Friends only as an incentive to join the organization. Used book dealers will often join a Friends group to gain access to the preview and beat the crowd to the better deals.

The Friends group should select one member to take charge of running the used book sale. Not one member to do all the work, but one that will coordinate the efforts of the volunteers for this event. It is much easier if the library administration and the volunteers have one person to go to with questions and comments. This person could designate other members with specific responsibilities such as; setting up and labeling the used book displays, scheduling the volunteers to work the book sale like cashiers and room monitors, publicity for the sale, and removing the books after the sale. There is plenty to do, but it must be coordinated.

Publicity is important. The best planned event will be a bust if nobody hears about it. Computer programs that make fliers are easy to operate and can be a wonderful tool for getting the word out. Posting them in the door of library friendly businesses, at the local schools, and in the local civic centers (senior centers, city hall, and township hall) will get the attention of book lovers. A note in your local paper is always helpful and announcements on the library or the Friends website or Facebook page will help as well.

Prior to scheduling your sale check with the library to make sure you will have enough time reserved to set up, conduct the sale, and restore the area used for the sale to its original condition without disrupting other programs. When possible, check with other local groups that may have something going at the time you've planned your sale. If the local chamber of commerce is holding a street fair at the same time, or the local high school's homecoming day conflicts, you may have trouble getting people to come to your used book sale.

Many Friends groups offer bag sales where grocery shopping bags of books are sold at a set price during the last day(s) of the sale. This helps to move a large volume of books out of the library and gives patrons a great bargain.

After the sale, there can be a surprising amount of books left. Depending upon the ready stock of books and media you have to sell, it may be desirable to make a clean sweep after the sale by getting rid of the leftover books. In many cases these books are ones that have been on display in parts of your other sales operations. Being prepared to move whatever books are left over from the sale is an important part of the overall sale.

In some instances, book dealers will bid on buying the remaining collection paying pennies on the books that would have otherwise cost them much time and more money to collect. Another option is to make a donation to a local charity that uses books. Some charitable organizations will take them. Prisons, senior citizens homes or centers may use some. Elementary schools like colorful magazines for class projects. A government hospital may take books. Give some to an organization that may want to start its own library. Children's books are needed for literacy programs. Some groups give or sell books to teachers before the sale opens to the public. When books are needed in other areas because of natural disasters or damage to libraries, the Friends could donate the books and another group in the community such as the Lions, Rotary or Chamber of Commerce can pay for the shipping. The "piggy-backing" of projects profit both groups along with the recipients. As a last resort, leftover books may be taken to a recycling center. Whatever the circumstance it is best to prepare for the remaining books to be disposed of well in advance of the sale.

Selling within the library

Many Friends groups have used book sales on a continuous basis in spaces designated for them at the library. Sometimes it is a room staffed with volunteers that are open at various times through the week. Others have cart sales where books on display are for sale using an “honor” system for payment either through a cash box or with the assistance of circulation desk librarians. In both instances sales will benefit by taking special care as to the selection and display of books. Books should be sorted by various sizes, genres (if practicable), by type (paperback, hardcover, coffee table, children’s), and there should be a separate display for other types of media. This area should be well stocked, neat and as tidy as possible.

Patrons who frequent the used book sales area will appreciate it if you have a designated area where the latest donations are displayed. This will prevent them from having to scan your entire collection to find new materials. Another appreciated service if you have the volunteers and the time is to keep a list of requests for special materials. Some patrons collect certain types of books; others may be looking specifically for a single book. The customer loyalty that can be developed by this simple act can be well worth the time.

Partnering with other community groups

Are there other non-profit or even for-profit institutions in your community you might look to share the book selling experience with? Perhaps there is an art center or an historical society that could provide your Friends group with an outreach opportunity. Sorting books to meet specific criteria that could be of interest to people frequenting their locations might be of benefit to you both. Local coffee shops where folks might gather to relax and read might appreciate a collection of books and be happy to split the profits with the local Friends group.

Selling Books on the Internet

Many Friends organizations have turned to selling used books online to supplement the proceeds from their regular sales. It can be a lucrative sideline, but it can also be time consuming. Those running such an operation must be dependable and very well organized.

General Considerations for Managing Online Sales

- One site may not meet all of your needs. For instance, [Amazon](#) may be more suited for nonfiction with ISBN numbers; [AbeBooks](#) has special listing notations for signed and rare works;

- The details on the use of any of these sites, including terms and conditions, can be reviewed and downloaded from the specific site. Do a thorough investigation before applying
- You are able to sign up online at any of the sites and generally will need to provide the following information:
 - A sales name or other identifying information
 - An e-mail address
 - A bank account number for deposits if the host collects the money or a mailing address if you plan to accept checks directly from buyers
 - A credit card number for fee charges if you collect the money
 - The shipping options you will allow (media, international, etc.)
- Be selective in what you list on a site. Set a minimum competitive price to cover the time and effort involved in listing, monitoring, and shipping items
- Textbooks, nonfiction, reference books and encyclopedias that may not sell at your regular sales may sell on the Internet
- Someone needs to monitor email *daily*
- Someone needs to be able to pack and mail books *quickly*. There is a negative impact on your ratings from both the host site and the buyer if you are unable to mail the purchase within a given time period, usually two business days

Book Condition Descriptions

As part of most listings, you will need to describe the condition of the book you are offering for sale. The following terms are ones typically used by sellers and buyers:

- NEW: As you would expect, a brand-new, unused, unread copy in perfect condition, also called FINE
- LIKE NEW: Unread in perfect condition, everything intact, clean and pristine, also called NEAR FINE
- VERY GOOD: Has been read, but is still in excellent condition. The spine is in undamaged condition
- GOOD: Has been read, but is still clean and intact. It may show signs of wear on the spine or edges and may have notes or highlighting
- ACCEPTABLE: Readable, intact. May be missing the dust jacket and may have considerable wear, markings and highlighting
- UNACCEPTABLE: Moldy, stained, unclean, pages may be missing. Do not try to sell items in this condition

Flaws and Other Items You Must Disclose

- Book club edition
- Library discard or ex-library

- Damp staining and/or musty odor
- Foxing (reddish-brown staining on pages)
- Dirt on cover or pages
- Tears, edge wear, chipping of book and/or dust jacket
- Binding flaws
- Bookplates
- Previous owner's name, notes or gift inscriptions
- Labels or stamps
- Underlining, highlighting or notes
- Any other defect you may find, such as a flower pressed in the book, etc.

Auction Sales

For those interested in selling online via an auction, [eBay](#) is just about the only site to consider. There's a listing fee whether your item sells or not. If it sells, there is also a percentage commission. You will need to arrange to receive payment. You ship after being notified that payment (which includes an allowance for the shipping charges) has been received. Including a photograph of the item for sale greatly enhances your listing, so you should have access to a scanner or digital camera and some graphics software.

Ebay is good for celebrity collectibles, catalogs and manuals, craft items such as needlework patterns, items of local interest in some other community, complete series of books, and other odds and ends that might have limited appeal at a regular sale. The biggest plus is that you have control of the timing of the auction.

Chapter 9: Bookstores, Gift Shops and Cafes

Introduction

Faced with significant decreases in funding and a rising demand for services, libraries have been seeking new ways to generate revenue and obtain greater financial security. Some of these initiatives—among them bookstores, gift shops, and cafés—are run by the libraries themselves, but many are operated by Friends organizations or by the library and the Friends working together. Bookstores, gift shops, and cafés all have the potential to create new revenue streams while enhancing public perception of the library and fostering good will. Yet libraries and Friends must *carefully* evaluate the pros and cons of becoming more entrepreneurial in their quest to serve patrons.

Bookstores

As an extension of the most popular and successful type of library fundraiser—Friends' book sales—a bookstore brings in additional funds on a continuous basis. A bookstore can mean having just a shelf or an entire alcove in the library in an area that has good visibility. The money can be collected by leaving a cup for donations or, if the library director is willing, a staff member at the checkout desk can take the money and set it aside for the Friends' treasurer. Volunteers from the Friends typically restock the shelves and keep the area neat. As with book sales, the books come from library discards or contributions from library patrons.

If the library has an enclosed area that can be locked and is willing to let the Friends group use it, there are many more options. The space will usually be larger and will allow your group to display more books and possibly allow you to store at least some of the books that won't fit on the shelves. With the option of a locked space, you may decide to carry new books as well as used books. These could include works by an author who appears at a library book-signing or collectible titles that command higher prices. If no locked room is available in which to display such items, a lockable glass case or cabinet is a good alternative, and it doesn't even have to be located in the bookstore itself.

Some Friends organizations whose libraries are too small to accommodate a bookstore have set up shop offsite. Rented or donated space in strip malls or other commercial areas near the library may provide an acceptable option to an in-house bookstore.

That solution proved to be ideal for the [Friends of the Juneau Public Libraries in Alaska](#), who started out holding just a daylong annual book sale in donated space in a mall. Within about ten years, they had grown to the point where they established a 2,000-square-foot

bookstore that was staffed seven days a week and posted \$9,000-\$12,000 in sales every month. (This is all the more remarkable given the fact that about half of these earnings come from used books that sell for 25 cents each; few titles are priced higher than \$1.00.) Known as the [Amazing Bookstore](#) after a visitor from California dubbed it that and the name stuck, it expanded yet again early in 2010 and increased the number of books on display at any given time to nearly 20,000. As noted in the Friends' newsletter, it "may well be the largest, all-volunteer operated bookstore in the nation."

For groups with much more modest aims and limited volunteer resources, there may be yet another way of getting around the problem of not having enough room in your library for a bookstore. Some Friends have partnered with local businesses such as coffee shops to offer a small selection of used books to customers. Targeting waiting rooms in doctors' and dentists' offices, auto repair shops, and other places where people often find themselves with time on their hands may be an option, too. Payment in these situations would probably be on the honor system, however, which has drawbacks of its own.

Along with the space your Friends group obtains for a library-based bookstore come additional responsibilities. You now have to have at least one person working in the bookstore when it is open, unless library staff members are willing to assist customers and handle sales on behalf of the Friends. The person working in the bookstore can be a volunteer or a paid employee of either the library or the Friends group. You also need to have sufficient cash on hand for change, and you must keep good records of all financial transactions. When the bookstore gets to this point, you may have to make a decision: Are you going to continue to sell *only* used books? Incorporating other items into the product mix, including new books, can transform your operation into a gift shop.

Gift Shops

Gift shops are a growing and successful venture for Friends groups. In a relatively small space, they extend services to the patron, provide additional revenue, and promote the library. Anyone considering starting a Friends gift shop should remember, however, that it is a business, it requires a professional level of attention, and it reflects the library to the community.

Before undertaking a project of this magnitude, it is essential to determine that an adequate number of people will be available to support the operation. At a minimum, there should be enough workers to ensure that the shop can be open on the busiest days of the week and/or during the busiest times of the day, especially during Friends functions.

The Friends are responsible for staffing the store, usually with volunteers. The manager and assistant manager may be full-time or part-time, paid or volunteer. Having one or both positions filled by people with retail experience is a definite advantage. The manager oversees the financial operations, the buying, and the display and promotions. In a large shop the assistant manager covers the daily floor operations and the orientation, training, and scheduling of workers.

In addition to staff, you have to have a space in which to operate, one usually agreed upon in consultation with the library administration and the trustees. Libraries being built today often reserve a prime location for a shop. It should be in a well-trafficked area with adequate signage and good accessibility for those with handicaps. Fixtures can be borrowed from the library, acquired from local merchants, or purchased new or used. The store design also has to take into account adequate security, access, lighting, storage, and display opportunities.

Some libraries and Friends groups not only have a gift shop in their facilities, they sell gifts online as well. Perhaps the largest and most famous of these online stores are affiliated with the [New York Public Library](#) and the [Library of Congress](#). The New York Public Library store specializes in items that are unique to the city and the library, while the Library of Congress store carries gifts that are typically of political or historical interest. Both shops also offer many other library-inspired items of a more general nature.

While online gift shops are popular with some Friends groups, online used bookstores are far more common. They can be a very lucrative and cost-effective way for Friends to market and sell donated books that have value above and beyond what they could be expected to fetch at a regular book sale or even in a library-based bookstore. Making some of these “treasures” available to a wider clientele via Amazon.com, craigslist, eBay, or other online sellers offers Friends yet another means of making money to support their libraries. And don’t think just in terms of books that are old and/or rare. Fairly new textbooks (those less than five years old) can be quite valuable, as can special children’s books, art and photography books, and even some computer manuals that focus on software or hardware that is no longer available but is still widely used.

Getting Started

Friends who plan on setting up a library store may want to gather basic retailing business information by contacting the local [Small Business Administration](#), [Service Corps of Retired Executives \(SCORE\)](#), Public Library Association, or United For Libraries. The [Museum Store Association](#) (MSA) is the educational organization for nonprofit museum stores, which includes library stores.

For ideas on what type of inventory to stock in your store, visit other Friends gift shops and benefit from their experience. You may also want to research online vendor catalogs or attend regional or national gift trade shows and gift marts for ideas if at all possible. Also consider contacting local craftspeople to arrange to sell their wares in your shop on consignment.

Budget Realities

Establishing a budget, keeping it up to date, and evaluating inventory investment compared with sales are of primary importance. The Friends should have help from an accountant in setting up the books. Discuss various types of software with similar sales operations to see what would be most useful. A cash register is a necessity to keep track of inventory. As with other financial dealings, record keeping should err on the side of too much detail. It is essential to monitor which merchandise sells and which does not to ensure that the store remains solvent. Sales tax requirements must also be met. An accountant can help explain the federal and state tax implications, including unrelated business income.

Philosophy of Buying

Before purchasing any merchandise, decide on the image and ambience the store will project. Providing the items patrons need and want, coordinating with library exhibits or events, and selling custom-designed products are some ways to achieve success.

A basic inventory might include office supplies that patrons can use right in the library—pens, pencils, notepads of various sizes, paper clips and other fasteners, and even flash drives. Other items you may want to consider stocking are grant-writing publications, GED books, city-themed merchandise, book covers, tote bags, book marks, city maps, magnifiers, book lamps, umbrellas, and rain ponchos. Patrons and staff have the usual needs for greeting cards and related items for birthdays, get-well wishes, and holidays. Wrapping paper and gift enclosure cards are also useful items. Be sure to carry only tasteful designs not usually found in other stores. “Branded” items—coffee mugs, tote bags, and the like that carry the name and logo of your organization—can be an ideal way to advertise your presence and your purpose.

Choose gift merchandise with a literary theme in keeping with the location of your shop. Games, t-shirts, puppets, furniture, lamps, cards, jewelry and clothing are just a few product lines that have literary merit. Many greeting cards feature designs from well-known book illustrators, highlight famous quotations, or include a sketch of the

library building. Children's games and toys should promote creativity and imagination. You may also wish to carry the work of local writers and artists.

Special collections in the library can suggest other types of merchandise that might be appropriate. Libraries with significant holdings of early American, Revolutionary War, Civil War or western studies materials can easily bring in items that complement these subject areas. Geology and biology materials and multicultural cards and crafts that are specific to the community can also add to the shop's inventory.

Custom-designed products are a direct link to specific library collections, local history and genealogy, or perhaps even an unusual architectural detail of the library building itself. These are unique to the institution and provide a higher profit margin. Some firms specialize in producing stationery and other products with individual motifs. It is a rare library that does not have some unusual item that could be interestingly reproduced. Also consider early photographs of the area, newspaper headlines, or old maps reproduced on note cards, calendars and blank books. The Friends of the North Kingston Free Library in Rhode Island exercised their creativity and published their own guide to 100 American classic books entitled *A Century of Books for All the Mind's Journeys*. Copies sold for \$5.00 each.

Last but not least, the sale of used books within a special section of the gift shop is a way to recycle, provide additional revenue, and advertise your library's used book sales. Some stores place peddler-like carts or bookcases near the store rather than inside.

A few Friends groups have experimented with more unusual ways of making money for their libraries through the sale of gift items. For instance, the Friends of Central Arkansas Libraries once took their library store on the road. When a national convention of iris growers and fanciers met in Little Rock, two Friends volunteers selected some appropriate merchandise from their gift shop and set up a boutique at the gathering. In a mere three hours at the convention, they made as much money as they typically made over the course of several weeks in their shop. The Library Shop of the Peninsula Friends in Palos Verdes Peninsula, Florida, accepts donations of certain kinds of collectibles, rare books, and fine art and puts them on sale in the store. Items that remain unsold after a certain period of time are returned to the donor.

Merchandise selection is ultimately a trial-and-error process, but some preliminary work can help. Take an informal survey of library patrons. Is the library in a business area or a tourist area? Are library events attended primarily by families? Are meetings held when the library store will be open? Do many school or university students use the library? Is there

much competition in the area? The answers will help to define the store's patron base and shape decisions regarding what kind of merchandise to stock.

Above all, the Friends' goal should be to offer gift shop customers unique quality items that are competitively priced in a convenient location. Providing good customer service is essential, too. Put out a suggestion box for volunteers and patrons, who have many great ideas that might be of value. Careful planning and skillful execution can result in significant revenues for your Friends group.

Cafés

Once upon a time, the notion of eating or drinking in bookstores or libraries was unthinkable. But ever since commercial bookstores started to sell food and beverages to enhance the shopping experience, some libraries and Friends groups have taken their cue from this marketing strategy and created similar places for library patrons. Now, thanks to the prevalence of library cafés, it is quite common to be able to have a drink, a snack, or even a meal while browsing through the library, doing research, or perusing gift shop merchandise.

In many ways, though, while library cafés are trendy, they remain somewhat controversial. They are typically not big money-makers (a substantial number struggle to break even); their value lies in their ability to create a comfortable ambience and provide a service that younger patrons in particular have come to expect, if not demand. Faced with spiraling costs, staffing issues, and the challenges of running a food-service operation inside a library, many such cafés have closed or at least drastically scaled back operations. Nevertheless, they appear to be here to stay in one form or another, despite a lack of readily available statistical evidence that they bring in new patrons, enhance circulation, or contribute much in the way of profits to the library.

Considering Your Options

There are so many variations of library cafés that a great deal of research is warranted before trying to establish such an operation. Any type of café has to be planned with the cooperation of the library board and the library director. A survey of potential patrons will give you an idea of what kind of food they are interested in purchasing, the times of day it should be made available, and the number of people likely to patronize your café. This will help you decide how much space you need.

The café can be located within the bookstore or gift shop but more often it is in a separate area nearby. It can be run by the library, by the Friends, or jointly. When the library manages the café and volunteers work in the shop, the Friends may get a portion of the

profits. An increasing number of cafés are run by an outside group such as Starbucks, which leases space from the library; the Friends get a percentage of the profits for being the liaison between the library and the café and handling any problems that come up.

What to Serve - and Where

As in the case of gift shops, a Friends group contemplating a café should start out small with vending machines or refreshment carts offering hot and cold drinks and possibly packaged cookies, candy bars, gum, and wrapped sandwiches that require no preparation by the volunteers. If your group is more ambitious, it can partner with a licensed food-service company to offer hot soups, salads, sandwiches, or hot dishes and serve them in a café. Many library patrons are looking for a place to visit with a friend over a hot cup of coffee, a light snack, or a meal, so your café should have a casual, warm atmosphere that invites people to take a break and relax.

Some smaller libraries feature cafés that have only tables where patrons can study or do research using books from the library. They are allowed to bring in their own drinks and food and consume them in the café.

When the idea of library cafés first began to take root, many people objected on the grounds that patrons might wander around with food or drinks that could be spilled on library books and computers. However, this has not become a problem in facilities that have cafés. For one thing, serving food in the library is not a new idea; most library events involve serving food of some kind. Furthermore, patrons take books and other materials home where they may use them while they eat or drink.

To make drinking in the library a little safer, many cafés use covered sipping cups for beverages or bottles with screw caps for single-serving beverages whether it be soda, juice, or water. So-called "travel mugs" with tight-fitting caps control spills and might be an item the Friends group could sell in its bookstore, gift shop, or café. (You could offer a discount for drinks if the patron uses his or her own mug as a beverage container.) The café can also use containers for food that would help to prevent spills. It may be more work, but a café enhances the services a library can offer its patrons.

Planning

As with the gift shop, it is very important to do your research before opening a library café. How much additional space is needed? What will the start-up costs be? If you want to make a profit from the food, you will have to figure out the profit margin for the items you would like to carry. You have to take into account all of the things you considered before establishing a gift shop and then some, including utilities, health requirements for workers,

permits, trash removal, and ventilation. In addition, you will probably need a paid manager to ensure that things run smoothly. You must have enough staff (volunteer or paid) to restock inventory, prepare food on time, and keep the café open as scheduled. You constantly have to evaluate which items are selling and which items should be discontinued or replaced.

When doing your planning, the best resources to consult are the libraries that already have some type of food service. Visit as many of the cafés as you can and talk to members of the Friends group to find out what their experiences have been and what problems they have had to overcome. Their advice can probably save you a great deal of money, time, and frustration.

Designing the library as a gathering place where information can be obtained and exchanged in a comfortable and sociable atmosphere is a logical goal for all libraries. Traditional library customs and practices once held sacrosanct are being re-evaluated in relation to the bottom line. At least as far as public libraries and Friends groups are concerned, getting more people to use the library at little or no net cost is a big plus. And even if they don't completely cover their own costs in all cases, bookstores, gift shops, and cafés are undeniably popular destinations that enhance libraries' standing as community gathering places and foster public support for their activities.

Some Library Stores in Michigan

Ann Arbor District Library
343 South Fifth Ave.
Ann Arbor, MI 48104
Phone: 734-327-4200

Canton Public Library
1200 South Canton Center Rd.
Canton, MI 48188
Phone: 734-397-0999

Clinton-Macomb Public Library
40900 Romeo Plank Rd.
Clinton Twp., MI 48038
Phone: 586-226-5020

Fremont Area District Library

104 East Main St.
Fremont, MI 49412
Phone: 231-924-3480

Herrick District Library
300 South River Ave.
Holland, MI 49423
Phone 616-355-3100

Kalamazoo Public Library
315 South Rose St.
Kalamazoo, MI 49007
Phone: 269-342-9837

Livonia Civic Center Library
32777 Five Mile Rd.
Livonia, MI 48154

Phone: 734-466-2491

Loutit District Library
407 Columbus Ave.
Grand Haven, MI 49417
Phone: 616-842-5560

Rochester Hills Public Library
500 Olde Towne Rd.
Rochester, MI 48307-2043
Phone: 248-656-2900

Royal Oak Public Library
222 East Eleven Mile Rd.
Royal Oak, MI 48068-0494
Phone: 248-246-3700

Saline District Library
555 North Maple Rd.
Saline, MI 48176
Phone: 734-429-5450

Southfield Public Library
26300 Evergreen Rd.
Southfield, MI 48076

Some Library Cafés in Michigan

Canton Public Library
1200 South Canton Center Rd.
Canton, MI 48188
734-397-0999

Clinton-Macomb Public Library
40900 Romeo Plank Rd.
Clinton Twp., MI 48038
Phone: 586-226-5020

Herrick District Library

Phone: 248-796-4200

Sterling Heights Public Library
40255 Dodge Park Rd.
Sterling Heights, MI 48313
Phone: 586-446-2665

Traverse Area District Library
610 Woodmere Ave.
Traverse City, MI 49686
Phone: 231-932-8500

Troy Public Library
510 West Big Beaver
Troy, MI 48084-5254
Phone: 248-786-4580

West Bloomfield Township
Public Library
4600 Walnut Lake Rd.
West Bloomfield, MI 48323-2557
Phone: 248-682-2120

300 South River Ave.
Holland, MI 49423
Phone: 616-355-3100

Novi Public Library
45255 West Ten Mile Rd.
Novi, MI 48375
Phone: 248-349-0720

Southfield Public Library
26300 Evergreen Rd.

Southfield, MI 48076
Phone: 248-796-4200

Wyoming Branch
Kent District Library
3350 Michael Ave. SW
Wyoming, MI 49509
Phone: 616-784-2007

Chapter 10: Board of Directors & Leadership Team

Board Development

Who Should Be on the Board?

Those who can fulfill the following mission needs of your organization:

- Volunteerism
- Fundraising
- Public relations
- Political advocacy
- Prominent citizens or just good hardworking honest folks
- Executives and managers from large corporations
- Local small-business owners
- Executives/board members of nonprofit organizations
- Educators from schools and/or institutions of higher learning
- Local and state elected representatives
- Recent retirees from any of the above sectors
- Specialists to create diversity and a pool of resources:
- For board development: director of development for a nonprofit organization, such as the Scouts, Arts Council and AAUW
- For marketing and promotion help: local ad agency or PR firm
- For legal advice: lawyer for pro bono advice
- For financial advice: local banker or CPA
- For information specialist: corporate or special librarian
- For community information: recent retiree who was employed in local government or by local media

It is important to obtain a good mix that represents the community. In deciding who should be on the board, it is most important that the people chosen are able to work together efficiently and effectively. During the selection process, try to identify individuals with one or more of the following attributes or abilities in addition to those mentioned above:

- Know the people in the community
- Are familiar with the library
- Have computer skills
- Have the desire and ability to make time available to devote to the board

Above all, make sure board members are assigned tasks with which they are comfortable and feel they can pursue wholeheartedly.

Identifying and Selecting Board Members:

- Friends must be seen as important, active and making a difference in the community
- Appoint a board nominations committee consisting of 2 or 3 active board members and 1 or 2 active regular members
- Create a short list identifying prospective members
- Recommend candidates to the board once or twice a year, or as often as there is an opening
- Identify the right "asker." It may be the president or another board member. Current board members who have networks into the community and into organizations are the best bet
- Recommend term limits; 2-3 years is appropriate (not for life)
- Identify people with new ideas; they are needed for growth

Member Responsibilities and Behavior

The board has the responsibility for writing and maintaining an accurate mission statement and establishing and maintaining policies and procedures by means of a set of bylaws. In addition, they provide support to the officers and committee chairs, establish concrete goals and objectives and approve program plans and budgets. The board maintains liaison with the library director and the library board of trustees. The board also has a responsibility to assess periodically the effectiveness of its activities in meeting the organization's goals and objectives.

Board members should attend and actively participate in all Friends membership meetings, accept leadership positions and the responsibilities thereof, keep informed about relevant issues of importance to the library, keep to the organization's agenda and give full support to their Friends group. In addition, they should follow these principles while attending board meetings:

- Attend and participate
- Prepare in advance
- Ask timely and substantive questions
- Don't waste other members' time

Keeping Board Members

Ensure that every board member has a role to play and a sense of involvement and reward. This role should involve an activity the board member is good at or that the board member has an interest in learning how to do.

- Publish a meeting schedule for the year with consistent, well-identified times and places
- Start and finish the meetings on time
- Establish concrete goals on projects with measurable impact on the library's services
- Establish a three- to five-year plan coordinated with the group's goals
- Creating leadership

Ideally, the library director should be an active participant, as involvement of the director signifies the importance of the Friends. At a very minimum the director should be kept aware of the goals and objectives of the Friends.

Key community or local government leaders should be engaged to provide creative leadership for the Friends organization. Coordinate the Friends' activities with the library board, the local government office or other groups to ensure a consistent leadership and mission direction.

Achieving Success

The most important success factor is the support and direct involvement from the library administration and staff. This may require efforts to overcome one or more of the following historical perceptions of the Friends:

- Sole purpose is earning money for the library by selling used books
- No clear sense of mission or goal
- A social club with little direct impact on the library mission

These perceptions can be overcome by setting clear goals and objectives—both for the short and long term. These goals and objectives must be set in unison with the library and through active coordination with the local government entity responsible for the library. Finally, build on success, evaluate progress and move forward.

Chapter 11: Volunteers

Many individuals wish to share their time and talents in support of their library. They range from teens to seniors and their skills and interests may run the gamut from the very limited to the expert, and the never-employed to the retired professional.

These willing workers are the heart and soul of the Friends. Friends traditionally pour coffee; bake cookies; haul, sort and sell used books and audiovisual materials; staff a booth at the local festival and perform dozens of other tasks that provide fellowship and meaningful work for them as well as supporting the library financially.

The Friends' volunteer doesn't have to stop there, however. With the approval of the library director and the staff, Friends can make a great contribution to the running of the library on a daily basis. While the work of volunteers should not take the place of paid staff, there are some library tasks that are suitable for Friends' volunteers:

- Doing shelf reading—maybe even starting an adopt-a-shelf program
- Repairing books and equipment
- Reviewing and repairing audiovisual materials
- Maintaining a database
- Shelving books, magazines and/or AV materials
- Processing materials for circulation, including stamping, labeling, theft tagging and book jacketing
- Maintaining the collection by replacing date labels, cleaning books, cleaning shelves, etc.
- Typing and/or word processing
- Searching shelves for lost items
- Providing a presence in Genealogy Room
- Weeding and maintaining the flower beds

With proper training, Friends can contribute significantly to an efficient and friendly library.

Volunteer Basics

When planning to use volunteers in the library, it may be helpful to know something about volunteerism and its trends. Many non volunteers have to be asked repeatedly before they will say “yes” and a known person, a good friend or relative, has to be the one who persuades them. So your best bet for recruitment is the individual who is already happy volunteering at or for the library.

Another important thing to know is that whereas in times past, volunteers seemed to fit the “I’ll be here every Thursday from noon to three o’clock” and never failed to appear, more and more volunteers prefer to set their own schedules and do their library volunteer work whenever they can fit it in, or to do it offsite. Some people prefer this type of schedule so they can coordinate their library volunteer time around their personal schedules. And reports from library directors say that in more and more cases, volunteers who seem highly motivated and eager to begin work turn out to be unreliable or their priorities, health or other responsibilities change and that they cannot complete their library commitments. In these cases, the library faces the frustration of recruiting, orientating, and training a volunteer only to have that person leave.

To avoid these problems, there are three points to emphasize when enlisting and maintaining a strong volunteer force – recruit, retain and reward.

RECRUIT your volunteers from your membership lists, through the library newsletter or an ad in the local paper. Also remember to contact other local organizations like the Chamber of Commerce, Rotary, Lions, historical society, church newsletters or the PTO newsletters at local schools. Often, people who volunteer or are active in one or another civic or social organizations are predisposed to join and participate in another one, this time, the Friends of the Library.

When recruiting volunteers, there are important things to find out:

- previous or current work experience
- special skills
- identify the opportunities you offer volunteers
- why they joined and if they are willing to:
 - support the organization
 - meet new people
 - fill unproductive hours
 - learn or share a special skill or talent

People like to be asked—their advice, their help, their expertise. It makes them feel good. By asking for their assistance you are giving them an opportunity to stand out, to be recognized, as well as a chance to develop new skills or use skills that they may not have known they possessed. Volunteering is a two-way street: both parties should have some clear benefit from the participation of the volunteer.

One of the first things to do when recruiting volunteers is to match the work to be done with the right person. It is important to determine why an individual wants to volunteer.

You can then assign tasks that will ensure that each is enjoying him/herself and will return again and again.

Volunteers generally fall into three categories:

- Achievement-Motivated people strive for excellence and like to see a task through to completion. They would be of great help in reorganizing shelves or withdrawing materials from the library database.
- Power-Motivated volunteers want prestige and like to be seen in the “right” place with the “right” people. These volunteers are great as fund-raisers or as representatives of the Friends at community functions.
- Affiliators need others and seek approval and companionship. They work best in group activities, such as preparing bulk mailings, group book repair sessions or registering children for a summer reading program, where they can be together with other people.

By watching and getting to know your volunteer, you can discover what motivates that person and you will be in a better position to match the needs of that person with the work to be done.

There are many advantages to keeping a file or log on each volunteer. It can help you to remember birthdays and keep an accurate record of each individual’s tasks. It also allows you to write letters of recommendation as needed by a volunteer with a clear account of his or her accomplishments.

RETAIN your volunteers by treating them with respect, giving them adequate training and supervision and giving them a sense of responsibility and accomplishment. Above all, do not waste volunteers’ time by asking them to do jobs that are of little value to the overall functioning of the library.

Give your volunteers an orientation to the total library, even if they will only be working in a single area. The sense of the library as a whole helps them understand the value and benefits of the entire library and makes them better advocates for its support.

Make certain that the volunteer meets the library director, department head (if there is one) and any/all staff with whom they may come in contact. Post a picture of the volunteer on the staff room bulletin board so that staff gets to know the volunteers as well as the volunteers getting to know the staff.

Assign tasks that the volunteer will be successful at doing. Everybody likes to feel that he or she is good at the job.

Provide the goal for performance or the work assigned and minimum standards for adequate performance for your volunteers. Tell them exactly what is expected of them, the starting time for the task and the deadline for completion, and if necessary a written step-by-step checklist so that they can do the operation or project without personal supervision.

Give the name of a library staff member (or another volunteer) who can be called on if the volunteer has a question about the work to be done and you or the project leader is unavailable.

Periodically check back over the volunteer's work to be sure it is up to standard, just as you would supervise a paid staff member's work. Give feedback to the volunteers and ask for their input.

Keep them informed of the outcomes and results of their work—the amount of money made on the book sale, the amount of time or money the library saved, etc.

Encourage volunteers to move up the ladder in your organization. Many professional, certified librarians today began as volunteers in a library.

REWARD your volunteers in multiple ways and on every occasion. A sincere "thank you" is the volunteer's paycheck. Thank volunteers genuinely, appropriately and always with a smile.

But there are other ways to reward or recognize your volunteers:

- Provide volunteers with their own coffee mugs to use while working at the library
- Provide creature comforts: a place to hang a coat or store a handbag, a designated workplace, chair or desk
- Sponsor an annual volunteer appreciation potluck luncheon with food provided by the grateful staff. Be sure to include an invitation to volunteers' spouses or significant others.
- Certificates of appreciation
- "Volunteer of the Year" or "Friend of the Year" plaque
- Provide special treats on occasion, such as chocolate hugs and kisses
- Have volunteers join in a staff party or an inservice training day

- Select gift books from new library book orders and attach a bookplate inscribed, for example, as “In honor of Mary Smith for her outstanding volunteer service at the _____ Public Library.” Choose the books based on the volunteer’s interests, such as quilting, woodworking, etc.
- Create a volunteer bulletin board announcing births, anniversaries, illnesses, etc.
- Send birthday, Thanksgiving and Valentine’s cards as an extra opportunity to say “you and your work are valued and we recognize it.”
- Provide name tags so staff and patrons alike will recognize individual volunteers in the public service areas.
- Track volunteer hours: they add up quickly and impressively and publicize the results in the usual library publicity channels.
- Suggested Themes for Volunteer Appreciation Lunches
 - Give Our Volunteers a Hand—Decorate tables with inexpensive stretch gloves or cutouts of hands.
 - Volunteers Have That Magic Touch—Decorate with plastic top hats turned upside down and filled with red and white carnations.
 - Hats Off to Volunteers—Decorate with many hats and distribute paper party hats or decorate with straw hats covered with silk flowers.
 - A World of Thanks—Use maps for place mats and use various globes for decoration.
 - Our Volunteers Bloom Brightly—Use potted plants or seed packets to decorate.
 - We Treasure Our Volunteers—Decorate with treasure chests made of cardboard and filled with plastic coins and jewelry.
 - Volunteers Complete the Puzzle—Use puzzle pieces used for name tags and decorating tables.
 - Volunteers Are Worth a Million—Complete the decor with play money and coins along with plastic piggy banks.
 - Volunteers Complete Our Team—Use sports items like bats, balls, mitts, clubs and more to decorate the tables.
 - We Salute Our Volunteers—Be patriotic with lots of red, white and blue, large metallic stars, small flags and Uncle Sam hats.

Use your imagination and materials that are on hand or borrowed. Dollar stores are a great place to get inexpensive decorations. You can create a fun, colorful atmosphere for very little money, especially if the staff and board provide the goodies. Have sign-up sheets ahead of time for appetizers, salads, breads, desserts and more. All you have to do is provide the punch and coffee for a great luncheon.

No matter how you choose to reward your volunteers, make it fun. Volunteers brighten our days and lighten our load.

Chapter 12: Marketing and Public Relations

What is Marketing?

Marketing is defined by the American Marketing Association as "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large." Marketing is also a larger concept under which other disciplines fall: public relations, advertising, sales, communications, etc. Essentially, marketing is used to identify the customer, satisfy the customer, and keep the customer. Learn their needs and interests, find effective communications channels to reach them, and then develop persuasive appeals to action.

Marketing's Purpose for Your Group

Any marketing effort undertaken by Friends groups can be two-pronged. Here are some things to consider when identifying your potential audience. To recruit additional members of the Friends, the best prospects are readers and book-lovers; the least are obviously non-readers. This audience's "hot button" interests may be books, civic concerns, social events, a passion for having a good library in the community, or a combination of all.

If you are striving to raise awareness of or support for the library, your target audience will be traditional library users, who are families with children, women between the ages of 25-54, and seniors (65+). Marketing to traditional library users consists primarily of event promotion, new services promotion, material recommendations, and messaging that keeps the library top-of-mind.

What is Public Relations?

Communication with the purpose of creating and maintaining a favorable public image. For your Friends group, public relations will primarily involve communicating your purpose and goals to the public. Here are some questions to consider before writing your messaging. Be sure to answer the 5 Ws!

- Who: Whom are you trying to reach?
- What: Describe your event/program/goal – what are you doing?
- Where: What is the location for your event/program?
- When: What time is your event/program?
- Why: Describe why your event/program/goal is significant
- And...What image do you wish to present?

Promotional Activities

There are a wide range of activities that you can employ to help you distribute your message.

Traditional Print Mediums

Newsletters

Most successful Friends publish their own print newsletter, or at least have a column in the library's newsletter. This is the best way to say what you want to say, the way you want to say it, and to whom you wish to speak. Newsletters can also be valuable tools to communicate with members who don't make it to meetings.

Press Releases

Publishing news releases and photos of your events in your local newspaper is a great way to publicize what your group is doing. However, it never hurts to check with the Head Librarian/Director/Marketing Department first. Larger library systems that have a budget to support marketing staff may regularly send press releases to promote library events and programs. They may also already have an established list of editors at local newspapers, radio, television and service organizations.

Write down names of reporters, editors and other news people who show an interest in your organization and whose readers, listeners, viewers and surfers you want to target. Keep a clipping file of news, editorials and columns mentioning your organization or the library. Send thank you notes to editors and authors who publish your press releases and articles about the library or the organization.

In-House Promotions

Working closely with your local library can help with promotions. Often materials are created by library staff, and in the cases of larger libraries, by the marketing department, to promote programs and events. If you are organizing something jointly with your library, they may be able to work with you on developing a bookmark/flier/sign for promotions. Before creating your own materials to be placed in the library, check with the Head Librarian or Director.

- Provide bookmarks (generic or book-sale promotional) at the library check-out.
- Maintain a constant display, with take-ones, in all library branches.
- Donate prizes for both children's and adult's reading groups and programs.
- Put signs at computer stations, and links on the Web site menus.

- Ensure that every library newsletter to patrons and the general public includes something about Friends.

Digital Tools

eNewsletter

An eNewsletter can be designed and sent out relatively simply through an online program such as Constant Contact or MailChimp. To get the most reach for your message, expand your mailing list beyond your membership, including:

- Media personnel
- Local elected officials including council members
- Library trustees
- State Representatives
- Service clubs
- Church bulletin editors
- School board members
- Local school principals

When writing the eNewsletter, keep away from introspective writings or writings only about members. In today's digital age, people tend to scan more than actually read. Keep writing concise and try to use images so that your eNewsletter isn't too text heavy. Describe Friends' activities which benefit the community and special library news. Be sure to include information on how those interested can support the Friends!

Social Media (See also Chapter 20)

Social media is a great way to directly connect with your members and audience. To create a substantial social media presence it is essential to post relevant content regularly, including photos, news on the library or Friends, and event listings.

There are several social media networks available to you. The following are used most often:

- Facebook
 - After designating an administrator to create and maintain your Friends' Facebook account, create a Facebook Page, complete with photos, links to your local library and your group's mission statement.
 - Be sure to "like" your library's page and notify the Head Librarian/ Director/Marketing Department that your page exists so your page can be cross

promoted.

- Twitter
 - Be sure to “follow” your library and notify the Head Librarian/Director/Marketing Department that your account exists so your account can be cross promoted.
- YouTube
 - A video-sharing network (only use if you plan to record short videos)

Radio or Television

Public Service Announcement (PSA)

PSAs are short free ads that radio and TV stations run for nonprofit organizations. Typically they're used to encourage people to do something – like attend an event or support a campaign – and can't be commercial in nature. A PSA can't include names of corporate sponsors for a Friends event.

PSAs are broadcast over the radio, TV, or computer networks. On radio they're either read live by an announcer or recorded in advance. For TV, find out which cable channels are available for local access by nonprofit organizations.

PSA Guidelines

- Write as you would speak.
- PSAs should run 10, 20, 30 or 60 seconds – from 25 to 150 words.
- Test the length by reading it out loud and timing yourself.
- Write out difficult words mnemonically so the announcer can correctly pronounce them.
- Make the announcement as clear and concise as possible so edits aren't necessary.
- Find out how far in advance you need to send the announcement.
- Use letterhead complete with logo and contact information.
- E-mail PSA to the Public Service Director at the broadcast station.

Keeping Track of Your Media Coverage

Whether you're using print, digital, or some combination of the two, make it a habit to scan all local media for articles mentioning your Friends group. Clip them and store them by topic in a file or in a scrapbook or save the digital files you find online. Note who the writers/reporters are, the length of the articles, and be sure to date them.

Also monitor radio and TV broadcasts, Web sites, etc. and try to make copies of your coverage. By doing this, you will be creating an archive of the media coverage of your

Friends group which will assist those Friends who follow you and also help you to evaluate your promotional efforts.

You can set [Google Alerts](#) for phrases like your library's name or your organization's name and you'll receive notifications when there are new announcements.

On the Air

With the popularity of radio talk shows and podcasts today it's important to consider promoting your Friends group on the air. The following are some helpful hints to help you succeed.

- Select the best show to promote your message,
- Write a brief biographical statement on yourself, a brief statement on your group and a description of what you have to say.
- Clarify in advance the topics to be discussed. Know the two or three most important points you want to make and make sure you deliver them.
- Talk slowly. Be enthusiastic and avoid using jargon.
- Make sure to mention the name of your Friends group and library throughout your talk. People tune in and tune out of radio shows and they may not have heard your introduction.
- Learn to talk in "sound bites." A sound bite is a statement about 12-20 seconds long that meets a reporter's need for brief, quotable copy both on the air and in print.
- If the show takes calls from its listeners, organize some callers from your Friends group in advance to show interest and support.
- Make arrangements to audiotape your appearance on the show "for the record."

Networking

Word of Mouth

Despite all the amazing advancements in technology today, word of mouth is still the single largest way people find out about things. There are many opportunities to share your message. Here are a few suggestions.

- Join your local Chamber of Commerce and attend events. Ask to make an announcement of your events, distribute fliers, or put your information in the Chamber newsletter.
- Submit articles and announcements to other nonprofit newsletters in your community, such as those for senior citizens groups, historical societies, schools/PTAs, rotary, churches or local municipal groups.

- Make speeches to church groups, service clubs, PTA groups, business groups. Leave brochures/fliers with attendees.
- Send announcements to the local access cable TV channel.
- Post on Community bulletin boards located in the community center, bank, town square, grocery store, etc.
- Enlist your own library to spread your message in its newsletter, on its community bulletin board, and/or Web site.
- Look for other creative publicity sources. One local group asked its water department to put a line on the bottom of the water bills advertising an upcoming book sale.
- Have a Friends table or booth at local events.
- March or drive in local parades.
- Seek out sponsorships from local businesses.

Library Programming as a Marketing Tool

Friends can get involved with library programming in two different ways. First Friends are commonly asked to provide the funding and helpers for library programs, such as Summer Reading Club, adult literacy or other types of information programs. This support usually involves funding the speaker and possibly volunteering at the event or helping with refreshments.

The second way Friends can be involved is to actually plan, pay for and publicize the programs under the Friends name. If you choose to hold your own program, decide first on what your goal(s) is (are). If you're looking to recruit new members, then your program should reflect the interests and goals of your audience: Friends and potential Friends. If you're looking to organize something for the library, then your program should be tailored to engage patrons.

Chapter 13: Advocacy

Advocacy is another word for organizing efforts and offering support to issues. Friends of the Library can be very effective and supportive advocates in promoting the needs and benefits of libraries to government officials, schools, university administrations and the public.

At its most basic level, advocacy is simply voicing your support for something you believe in and encouraging others to do the same. In the world of libraries this might be as simple as telling your friends and neighbors about the great things happening at your local library or talking to decision-makers about how your public, school or academic library is in need of additional funding or a new or improved facility. Your voice counts! As a library patron you are the heart and soul of the library community, and you have a crucial voice in making the case for libraries.

Friends and trustees of libraries can make the case for library support more effectively than the most articulate librarian alone. (In fact, librarians often face legal constraints that prohibit them from performing advocacy functions.) The first step in getting others to speak out is to ask. Most people – parents, faculty, students and others – will be pleased to support a service that they have benefited from and will be flattered if you ask.

If becoming informed inspires you to want to contact legislators or other officials with your concerns, be sure to make your call, e-mail, letter, or personal visit brief and to the point. Focus on the matter at hand and be prepared to provide the name and number of any specific piece of legislation you want to discuss. Explain the logic supporting your position and how it will affect people; ask the lawmaker or official to state his/her position and the reasons why he/she has taken that position. Last, but not least, include your name and home address on any correspondence or other communication.

Don't underestimate the weight legislators and other officials give to letters and telephone calls. As few as eight or ten get attention; dozens really wake them up! Make good use of the strength in numbers offered by your Friends group.

An equally important part of your role as an advocate is to do the proper follow-up. Don't just make one contact and then drop it. Take advantage of opportunities to visit with lawmakers and other officials at community events or on other occasions such as town hall meetings. Keep in mind that you can agree to disagree and that reaching a compromise is how politics works. Be a good winner and a good loser (there will be a next time, after all) and remember that your legislator needs you to get re-elected.

Advocacy is an important role for Friends; not unusual nor outside their mission. Friends are library advocates every day in social situations, at work, with neighbors, etc. The more Friends there are who show they care, the more the community will notice the importance of the library.

Chapter 14: Collaborations and Partnerships

Many of the important projects we initiate for our communities are accomplished through cooperation with other organizations. Nearly all of us involved with Friends of the Library groups or other nonprofit organizations realize that meeting our challenges—whether it's raising our children, promoting the arts or building a new library—requires us to broaden the scope of the operation of our organization.

Our futures depend on our ability to forge partnerships, connections, coalitions, alliances and/or collaborations with all types of organizations be they national, state or local.

There are no real "rules" restricting collaborations. A Friends group may collaborate with any other legitimate organization that will help accomplish its mission. A large Friends group may join with a small Friends group; a Friends group may join with a local township, museum or art council; a Friends group may ally with a bookstore or restaurant, etc. The key is for Friends to identify and join with the "right" partners that will help them accomplish their mission.

Some objectives for involvement in collaborations are to:

- take actions that will mutually enhance organizational goals/objectives and to prevent, reduce or eliminate duplication of services
- ensure fairness and equity and to ensure effective use of charitable resources among community organizations such Rotary, Lions, Chamber of Commerce, etc.
- provide leadership in the community and to increase community awareness of the Friends and the Library

Concerning the structure of a collaborative effort

Partners in the collaborative effort must have mutual respect, tolerance and trust; thus, all partners must be involved in managing the collaboration. To the extent possible, when appropriate, an organization should foster and encourage cooperation at the local, regional, state, and national levels.

Following are some examples of Friends projects involving a collaborative effort:

- The Friends of the Library holds an annual outdoor used book sale every July 4 in conjunction with the township's official holiday festivities. The book sale is held in the library parking lot, and the rest of the celebration—which includes a parade, petting zoo, rock-climbing wall, and many other family-friendly

activities—takes place in the area immediately surrounding the library. Township officials also make some of their grounds keepers available to help set up and tear down the book sale.

- Several Michigan-based Friends groups assist genealogists by volunteering their time to create databases of local obituary information dating back decades. They scan back issues of newspapers and key in death notices, which then are often made available to researchers on the Web.
- A Friends group, in cooperation with local hospitals, sponsors a "Books for Babies" program. Each infant born into the community receives a carry bag with the Friends' name and logo that contains a board picture book, a bib with Born to Read imprinted on it, baby's first library card, literature for the parents on the importance of reading to their children early and often, and information on the Friends.
- Another Friends organization distributes board books to every baby born at the local hospital. The group solicits additional support for this worthwhile effort from the area Chamber of Commerce, Rotary and other civic and charitable organizations.
- Many Friends groups have worked hand-in-hand with a local business to help make their annual plant sale a "bloomin'" success. The Friends receive a portion of the proceeds from the sale

Chapter 15: Running a Successful Millage Campaign

Libraries have no better advocates than Friends groups and that is never truer than during a millage campaign. Frequently libraries find themselves among the services that elected governments target for reduced funding or closure when dollars get tight. Usually, prior to a reduction in services or closure, a millage campaign is conducted to see if the community is willing to spend additional funding to keep libraries open and/or services intact. This is where Friends groups have the opportunity to really make a difference.

Library Funding

There are generally two ways that libraries are funded. One is through a dedicated millage applied as a property tax to owners based on the value of their property. Those funds are paid directly to accounts for the care of your library. Your elected Trustees (with the advice and counsel of the library administration) have the exclusive power to determine how that money will be used in the operation of the library. The other type of funding is where the millage is paid to the local government and the library budget is controlled by a city governmental body such as a Mayor, Township Supervisor, City Council, Township Council, or Municipal Board. In these instances there may be an appointed library board to direct the activities of the library, but funding decisions may be overruled.

Ways Friends Can Help

What kinds of help can a Friends group give? Friends groups are allowed to contribute financial help to the millage effort and, as members of a separate millage question committee, individuals can bring to bear their expertise, community contacts, organizing power, and volunteer manpower.

Financial Help

There are a couple of ways that Friends groups can offer financial help in a millage effort. The first is by funding public outreach efforts to inform the public about what facts have influenced the need for a millage campaign. Have property values declined? Are there circumstances where major repairs or refurbishing of the building or parts of the building are required? This is a chance to get the library's message out. This happens primarily through information meetings and fliers that lay out the library's financial realities and what the consequences might be if funding is not secured. Costs associated with informing the community about the library's needs are all legitimate expenses and allowed by campaign finance law. It is important to make sure that you do not advocate for either a yes or a no vote on a millage as part of an information session. These sessions are for information only. Libraries are allowed to distribute this information as well and conduct

information meetings on library property. There is no limit set by the IRS on how much Friends groups can spend on information campaigns.

Funding for Direct Advocacy

Another way that Friends may offer funding is by donating a portion of their operating budget to a campaign question committee formed to advocate for the millage. The IRS sets the allowable limit for a Friends group to “lobby” for statewide legislation on behalf of libraries at 20% of their annual expenditures if those expenditures don’t exceed \$500,000 per year. In excess of that amount a new formula is employed and you can see those formulas at www.irs.gov. The IRS also allows for a Friends group to spend 25% of the 20% mentioned above on a grassroots campaign to ask for a yes vote in a millage or a campaign to influence local leaders to provide funding for the library.

As an example, let’s say your Friends group has an annual operating budget of \$50,000, which includes the money it donated to the library and the money it spends to operate the Friends (newsletters, mailing, table rental for book sales, etc.). Twenty percent of that budget (\$10,000) is allowed for lobbying for legislation and 25% of that amount (\$2,500) is allowed for the Friends to contribute to a millage effort. Under no circumstances are Friends groups allowed to use funds to support or oppose any candidate for public office.

Penalties

IRS penalties for exceeding these limits vary. Minor cases may get a warning. In more severe cases Friends groups may be required to pay taxes on the donated amount that exceeded the legal limit. In the most egregious cases, the Friends group may lose its 501(c)3 status. Paying attention to the rules is easy and should cause a Friends group no problem.

Forming a Millage Campaign Committee

Check with your local county election office to ensure that the proper paperwork is obtained and filled out to establish a millage campaign committee. This committee can be a mix of Trustees, Friends, and other concerned citizens. Committee officers need to be established, particularly a Treasurer, as proper procedures need to be followed and reports filed to avoid running afoul of local campaign regulations. Legal counsel is always a good idea.

Next Moves

Once the committee is formed, you can begin direct advocacy on behalf of your library. First, you should make several assessments. Talk to people to get the community’s feeling on the issue. It’s easy to think that libraries are important and their value should not be in

question, but keeping your ear open to opposing points of view may give your committee valuable insights to the overall mood of the electorate. Will the millage be paid directly to the library or go into the general fund of the governing body that funds the library? Is there opposition to an additional millage? Is the opposition organized? Are folks feeling strapped by the local economy? Do you have the backing of the local political leadership? How do the other influential organizations (Chamber of Commerce, Kiwanis, local historical society, and Gardening Club) feel about the millage campaign? Will they help by speaking publicly in favor or might some be liable to speak out against? Your location may think of other things to consider but consider them you should prior to finalizing your campaign strategy.

Hold a Volunteer Meeting

As your experience with the Friends confirms, volunteers are a powerful engine to get things done. Find a site, other than the library, where you can hold a volunteer meeting. Working on your library's millage campaign is not allowed on library property. Work with your library administration to reach as many people as possible that might be interested in helping work with you to get a millage passed. At the meeting you will be able to answer any questions your volunteers have and give them some idea of how the committee plans to conduct the campaign.

At the meeting, have volunteer sheets where people can sign up to perform the different duties that need to be done. These will vary community to community, but it's good to have some idea about who is willing to walk door-to-door, stuff envelopes, write letters to the editor, place a sign in their lawn, work a local fundraiser, attend school open-houses or subdivision meetings, and talk to folks about what you're trying to do and why.

Put the Plan into Action

Your committee should look at what lies ahead, how much time you have to execute your campaign, and how many dollars it will take. Contributions from only your Friends group may not be enough to cover all of your expenses so additional fundraising might be required. Dinners and donation solicitations are common ways to find the funding you'll need to make your efforts work. Prepare a timetable and plug in your volunteers where needed. It helps them to know what the committee has in mind and when they'll be needed. When and where will you make literature drops? Who wanted a lawn sign and when? When are your schools having events or open houses and who will be attending them? Will there be a final get-out-the-vote (gotv) push using phone banks? Will someone be working the polling places on Election Day? All of these questions should be put on a timetable so every opportunity to influence the community in favor of your library is taken.

In Conclusion

Although the news from time to time carries stories about libraries in trouble, many libraries enjoy the support of their communities. Where funding is requested directly for library use, most communities have overwhelmingly supported the effort. Unfortunately, when libraries are threatened, the libraries themselves are not the only issue in question. As of this writing, over the last few years libraries have had their funding cut as a result of governmental belt tightening at all levels. Federal and state funding have been reduced, and local elected officials often find themselves making budget choices that put libraries in jeopardy.

In either case, the Friends of Michigan Libraries encourages you to make your voice heard to your community citizens and leaders. Libraries are an important part of your community's infrastructure of services adding to the overall richness of your local culture.

Chapter 16: Public Libraries in Michigan

Public Libraries

There are six different types of Michigan public libraries: city, village, township, district, county and school district public libraries.

A city public library may be established in one of five ways: 1877PA 164, section 1 (MCL397.201); 1877 PA 164, section 10a (MCL 397.210a); charter provision; ordinance, or special act. An 1877 PA 164 city library established under section 1 has a five-member appointed board. An 1877 PA 164 city library established under section 10a has a six-member elected board. City libraries may also be established by provision in the city charter or, in some special cases, by city ordinance or by special act of the state legislature.

A city library, regardless of the library's original organization, may be reorganized under section 10a of 1877 PA 164. This involves a petition signed by at least fifty voters and approval of an establishment/millage issue at the regular annual election.

Libraries established under either section 1 or section 10a of 1877 PA 164 have autonomous library boards which have the authority outlined in section 5, 1877 PA 164 (MCL397.205). City libraries established by city charter, special act, or ordinance may or may not have autonomous library boards, depending on the specific provisions of the establishment instrument.

Village public libraries are established by vote of the electorate pursuant 10 section 10 of 1877 PA 164 (MCL 397.210). Village libraries established under section 10 have six-member elected boards (MCL 397.211), which have the powers enumerated in section 5, 1877 PA 164 (MCL 297.205).

Township public libraries are established by vote of the electorate under section 10, 1877 PA 164. A township library established pursuant to section 10, 1877 PA 164, has a six-member elected library board (M CL 397.211), which has the powers enumerated in section 5, 1877 PA 164 (MCL 397.205).

Township public libraries that do not have six-member elected boards and that were not established pursuant to 1877 PA 164 may have been established pursuant to a former law, 1959 PA 265, which was repealed several years ago. Under that repealed statute, the township board acted as the library board.

If a township library was established under the repealed statute, there is no statutory method of funding the library, and the library should be re-established pursuant to section 10, 1877 PA 164 (MCL 397.210) in order to obtain stable millage funding. Re-establishment under section 10 requires voter approval of an establishment/millage issue at a regular annual election.

District libraries are authorized by 1989 PA 24. Section 6 of that act (MCL 397.176) grandfathered in all district libraries established under the previous statute, 1955 PA 164. District libraries are two or more municipalities which have joined together to establish library service for their residents. They have autonomous library boards which may be elected (seven members) or appointed (five to eight members), as indicated by each district library's individual "Organizational Plan" or District Library Agreement.

County libraries are established pursuant to 1917 PA 138 (MCL 397.301 et seq.). County libraries have five-member advisory boards appointed by the county board of commissioners. Counties with populations over one million have seven-member boards. These boards have the powers enumerated in section 2, 1917 PA 138 (MCL 397.302). The county library's legal service area includes the entire county, except that part which is served by other legally established public libraries. It is not uncommon for a county library to have a legal service area of less than the entire county.

School District Public Library. Prior to March 1994, school district public libraries were established pursuant to section 1451 of the School Code of 1976 (MCL 380.1451). The governing board of a school district public library is the school board, although state aid regulations require the school board to appoint an advisory library board as well.

In March 1994 Michigan voters approved Proposal A, which eliminated all millage funding for school district public libraries. Although the establishment of new school district public libraries is still authorized under state law, these libraries will face significant funding challenges. In fact, many school district public libraries have already been re-established as district libraries because of the elimination of millage funding.

Library Funding

Local Funding

The most stable funding for a public library is through a library millage. Such millages are voted on by the electorate and are designated for library purposes. Local government units may not use millages for any other purposes, except development authorities can capture millage funds.

Although public library funds may not be used to fund millage campaigns, separate “campaign finance committees” can be set up through the Michigan Bureau of Elections (Department of State) and are funded separately. Individual board members, Friends and off-duty staff may participate in the activities of a campaign finance committee.

In addition to millages, other sources of funding for local libraries include contractual funds, solicited donations, and casinos.

State Funding

Currently, Public Act 89 of 1977 sets forth the statutory provisions for library cooperatives and public libraries and the formulas for disbursing state aid grants. The law places the responsibility on each public library and library cooperative to decide whether they will apply for state aid on an annual basis. To be eligible for aid, an application must meet three guideline requirements based on population served:

The local area must provide a minimum of three-tenths (3/10) of a mill to the library. It must be open a certain number of regular hours. It must have personnel whose education level is certified by the Library of Michigan.

Libraries submitting an application and meeting the guidelines receive a state aid reimbursement based on a per-capita amount. The current legislation authorizes a maximum level of \$0.50 as the per-capita amount although actual appropriations may be less than this amount. A library is also eligible to receive a second identical grant if it chooses to be a participating member of a library cooperative. The state also provides direct funding to the cooperatives, and has provisions to make specialized aid available to sparsely populated areas and county libraries that serve less than 50,000 people. A more detailed summary of public library funding can be found in [Chapter 5: Funding of the Michigan Public Library Trustee Manual](#), 2021 Edition.

Penal Fines

In 1835, delegates to the first Michigan Constitutional Convention, which created our state, passed a constitutional provision that encouraged the legislature to “provide for the establishment of libraries ... and clear proceeds of all fines assessed in the several counties for any breach of the penal laws shall be exclusively applied for the support of said libraries.”

The 1963 Constitutional Convention re-adopted a provision from the 1908 Constitution, which guarantees that all fines collected for violation of state penal laws are to be used

exclusively for library purposes. The penal fines are collected by the county treasurer and are distributed in that county on a per-capita basis.

Statutes provide the legal basis for courts to impose penal fines and costs in both criminal and civil cases. Judges have discretion in deciding the actual amounts, which results in a fluctuation of penal fines from year to year and from county to county. In addition, municipalities can and do circumvent the penal fine provisions by adopting local ordinances. When violators are fined under local ordinances rather than under state penal laws, the fines paid do not go to libraries. For the above reasons, penal fines are not a stable source of library funding.

Public Library Cooperatives

The State Aid to Public Libraries Act, 1977 PA 89, provides for the establishment and funding of public library cooperatives. Michigan is divided into eleven (11) operating cooperatives whose boundaries cover the entire state.

Membership in the public library cooperative is voluntary for the public libraries located within the cooperative's geographic boundaries. If a public library qualifies for state aid and belongs to a cooperative, it also qualifies for an equal amount of state aid that may be used all or in part for cooperative services. Some cooperatives also offer additional services which public library members may elect to receive and pay for out of the general library operating fund.

The public library cooperatives have built a comprehensive program of support services for member libraries. These services vary from cooperative to cooperative, depending on the specific needs of the cooperative members. Priority is usually given to resource sharing and professional development of library staff, but several other services are available, such as automation, centralized processing, cataloging, delivery service, rotating collections, pre-packaged summer reading programs, and others. The cooperative director may also provide services as a general consultant to the member public libraries.

The public library cooperatives are governed by a nine-member cooperative board, made up of representatives from the member libraries. Some boards are composed entirely of trustees, some are entirely library directors, while other cooperative boards include both.

The Library of Michigan

The Library of Michigan (LM) is the official state library agency for Michigan. On October 1, 2001, the library became part of the Michigan Department of History, Arts and Libraries

(HAL). On October 1, 2010 the library was transferred to the Department of Education when the Michigan Department of History, Arts and Libraries (HAL) was eliminated.

The Mission of the Library of Michigan: The Michigan Legislature created the Library of Michigan to guarantee the people of this State and their government one perpetual institution to collect, preserve and provide access to the story of the State, and to support libraries in their role as essential community anchors.

In its direct service role, the Library of Michigan provides resources and services to the Legislature, state government agencies, and those who need information in the areas of Michigan history, resources, people, and law. The Library of Michigan's collection is made up of selected books and journals, publications of the state and federal government, Michigan and other newspapers (microfilm), maps, census and genealogical records, and other reference collections in various formats. Access to the collection is enhanced by the on-line computer catalog ANSWER, which is available worldwide through the Internet.

In its role as a support agency for library development, the Library of Michigan provides a variety of resources and services to the library community. Assistance is provided with state aid, penal fines, millages, legal establishment of libraries, grant administration, statewide resources, continuing education, children's services, staff certification and quality measures certification.

The Library of Michigan administers millions of dollars in federal (LSTA) grants for library services. The Library of Michigan encourages the sharing of resources through library networking and automation and has funded projects such as the Michigan eLibrary (MeL) with its popular statewide database licenses.

Using LSTA funds, the Library of Michigan has supported projects that allow libraries to join a statewide catalog, MeLCat. The catalog gives any Michigan resident, whose library participates, the opportunity to locate and borrow materials not owned by their local library. The database is a statewide union list of books which enables library users to locate materials which are not owned by their local libraries. The staff and trustees of Michigan's public libraries should not hesitate to call on the Library of Michigan for assistance, either directly or indirectly through their public library cooperatives.

Chapter 17: Academic and Other Libraries

The term Friend of the Library has no boundaries and can encompass all types of Friends in all types of libraries: academic, school, public, and special. Being a Friend is all about building relationships and making connections.

Here is how the Hanson University Library formed and developed its academic Friends group:

Define the Mission

What do you want (expect) from your Friends?

- Advocate
- Social Planner
- Fundraiser
- Volunteers
- Public Relations (visibility)

FHUL Mission Statement

The mission of the Friends of the Hanson University Library and Orr Archives (FHUL) is to advocate for library and archival services as vital centers of learning at Hanson University.

Why does the Library need Friends?

- To continuously improve the Library and Archives
- To promote academic research
- To advance technologically
- To preserve historical resources of industry, business, and Hanson University history

What does FHUL do?

- Host speaker series, gaming nights, and special events for the Hanson University and FHUL members
- Host receptions to show appreciation for Hanson University students, faculty and staff
- Memorial and Honor Books
- Organize fundraisers and member appreciation events
- Promote activities to highlight the services of the Library and Archives
- Raise money to support the Library and Archives

Friends of the Hanson Library (FHUL) Member Benefits

- FHUL members are permitted to borrow materials from the library
- Members may receive discounts on FHUL events and programs
- Student Friends receive a library copy card worth \$15 with their membership
- Friends receive a tax deductible receipt with their thank you letter
- Friends are invited to “members only” events
- Friends can serve on committees or participate in sponsored activities (e.g., FHUL Fundraising Action Committee)

Connections

Key Offices and the Community

- Development Office (A pal from the Development Office was FHUL co-founder in 2002); someone from this office has a permanent seat on the FHUL Board.
- Office of Student Life. Has close connection with FHUL; Dean serves on FHUL Board, recommends students for membership on FHUL Board; sponsors “Good Reads”.
- University Dining Services works collaboratively with FHUL to provide food for receptions and other events, including pizza & subs at Gaming Night!
- Provost Office. Has permanent seat (representative) on the FHUL Board; very supportive of implementation of the Library Café.
- Local Community - Collaborative Speaker Series programs with Local Public Library, museum & historical society
- Director of Greek Life encourages fraternity involvement / volunteerism in FHUL activities and events

What has FHUL supported?

- Gaming Night
- Receptions (Valentine’s Day, Halloween, Holiday)
- Digital Camera, Kindle, ipad2
- Spinner Racks
- Paint the Pillar Contest
- Library Café
- Memberships in United For Libraries, Friends of Michigan Libraries
- Marketing the Library (newsletters, webpage)
- Fun(d)raising – Book Sale & Silent Auction, Local home tour
- Float in the local Christmas parade

FHUL Structure

- Bylaws
- Standard Operating Procedures (SOPs)
- Strategic Plan

FHUL Board

- Meets quarterly; composed of faculty, alumni, staff, and students
- Three Committees: Finance & Fundraising, Speaker Series and Public Relations & Marketing

Academic libraries and other types of libraries interested in forming a Friends group should consult the [United for Libraries fact sheets](#) about possible procedures and processes for forming and developing Friends groups.

A toolkit for starting an Academic Friends group is also available through United for Libraries. [Academic Library Friends: A Toolkit for Getting Started – You Can Do This!](#) (PDF, 165 kb) by Charles D. Hanson, retired Director of Kettering Library Services, Kettering University, is a free toolkit from United for Libraries geared toward starting a Friends group at a community college or university.

Membership in United For Libraries is one way of staying in touch with Friends throughout the country.

Nothing succeeds like success. And it's through a community of volunteers and Friends that academic libraries are assisted in achieving success.

10 Reasons Why an Academic Library Might Want a Friends Group

1. *Friends promote collaboration and cooperation.*

Friends' activities and programs offer opportunities for collaborative planning with faculty, staff, and your surrounding community and local community organizations.

2. *Friends provide opportunities for networking.*

Act local, think global. Friends can expand networking opportunities through participation with other local Friends groups and also state and national groups. For example, UFL - United For Libraries.

3. *Friends can assist with marketing and promoting your library.*

Since the Friends work to support your library's services, they can keep the library's message as part of its message.

4. *Friends can offer opportunities for fundraising.*

Friends have volunteers with talents and skills that can raise funds for those extra "dollops of library services" that your operating budget might not accommodate.

5. *Friends can lift you up when you are down.*

Friends can be what the name implies: a Friend! Friends can share your concerns, help you when times are tough, provide a shoulder to cry on, and ease the burden.

6. *Friends can help you celebrate.*

When was the last time you had a Love Your Library celebration in your library? Friends can assist with planning receptions, recognition events, and other celebrations. People love a reason to celebrate.

7. *Friends can speak (sometimes loudly) in support of your library.*

Sometimes Friends speak quietly, by bringing in notable authors and writers at a Speakers Series which keeps the library as a recognized participant in the academic community.

8. *Friends can maximize professional development and involvement.*

Friends can help support library staff attendance at conferences and workshops and give recognition to outstanding achievement through honor and memorial books.

9. *Friends can provide a sense of pride and accomplishment.*

If you want your library to be a center of activity and a showcase of exemplary learning, the Friends can sometimes assist with special programs (e.g., Gaming Night at the Library).

10. The Friends mission is strongly aligned with the academic library's mission.

The Friends volunteer their time in support of the library service mission and the goals of enhancing library services and support for library activities are aligned as partners.

Chapter 18: Trustees

Trustees

Being a Friend of the Library is all about building relationships and making connections. One of the most important relationships is the connection between Friends and Trustees. Trustees are the authority to which the library director reports and it is important that trustees recognize the Friends group and its contributions to the library's growth and development.

One of the best descriptions of that relationship is from the *Friends of Libraries Sourcebook* (Sandy Dolnick, Editor):

Trustees are a small number of people elected or appointed to represent the community and, as a body, are legally and officially responsible for the operation of the library.

It is the responsibility of the board of trustees to employ the best person possible as library director, to adopt a long- and short-range plan for library service to meet the needs of the community, and to implement policies needed to carry out the plan.

1. Trustees officially adopt a budget, working with the library director. Budget hearings should be attended with the library director and with a representative of the Friends.
2. A "wish list" of items not covered by the budget should be made available to the Friends to aid them in their fund-raising effort.
3. Trustees serve as "connecting links" between the library and community, interpreting one to the other. Individually they uphold adopted policies of the board.
4. Trustees value and encourage input and opinions of Friends, recognizing that this is representative of the community.
5. Individually and collectively, trustees should act as advocates of libraries and present the library point of view to their locally and nationally elected legislators and leaders.
6. The library policy should include representation or liaison with the Friends.
7. Trustees should attend Friends' events whenever possible.

8. At least yearly, the library board should plan a joint meeting to discuss mutual concerns with Friends. This can be done in conjunction with a breakfast or dinner meeting.
9. Trustees should belong to United for Libraries, a division of the American Library Association.

In Michigan, there are a number of state laws which provide for the establishment of a public library (See Chapter 16). Libraries in Michigan can be organized by local municipalities such as villages, cities, townships, or a county, as well as by a combination of municipalities which then constitutes a district library. In each case the governance of the library is done by a board of trustees.

Trustees are appointed or elected citizens representing the community on a board which governs the public library. Library board trustees are policymaking boards unlike other types of nonprofit boards, members of which may actually perform duties related to the operation of the organization. Library boards act as the public trustee of the library. The community entrusts the library's welfare to the board and expects the board to keep the library running efficiently. Boards also have the responsibility to see that adequate funding is provided.

In a few cases, usually in city and township run libraries, the library board members are advisory and have no authority given to them. In this case the library board submits recommendation to another board, such as the city council or township board.

Whether advisory or governing, the library board acts with the same goal in mind: to provide the best possible library service to the residents of the community.

Governing Boards are authorized to:

- Adopt bylaws and rules for the board's governance.
- Maintain control over the building and grounds of the library.
- Control the expenditure of all funds credited to the library fund.
- Appoint, supervise, evaluate, discipline or remove the director.
- Approve an annual library budget.
- Adopt policies, rules and regulations regarding use of the library.

Advisory Boards are authorized to:

- The duties are the same as governing boards.

- For legal purposes, the recommendations made by an advisory board must be approved by a governing board. Governing boards rely on the advisory board to competently oversee the library.

Board Responsibilities:

Administration: The board has the indirect responsibility through the adoption of a strategic plan, library policies and an annual budget. The actual operation of the library under these guidelines is the responsibility of the director. Boards are kept abreast of operations via regular reports on the library by the director usually presented at the regular meetings of the board. The board encourages good communication with the Friends of the Library by sending an ex-officio representative from the library board to Friends' meetings and inviting a Friends representative to attend library board meetings.

Human Resources: The Director is the only staff member that the board has under its employ. In the absence of a union, the board provides a competitive salary scale for all staff, ensures the staff receives reasonable fringe benefits and opportunities for professional growth and safe working conditions.

Planning: The board is responsible for planning for the future of the library. A written strategic plan should be one its priorities and well as keeping that plan updated especially in light of all the technological and societal changes present in today's world.

Policymaking: The board considers policies needed to carry forth its mission. The director may periodically suggest new policies or revisions needed in current policies. The board's responsibility is to keep policies current, relevant and in keeping with the law.

Finance: The budget is annually reviewed as well as on a continuing basis to take into account changes in income or expenses. The board at the adoption of the annual budget allows for specific budget amounts in various categories. Variations during the year should be reviewed and necessary budget adjustments made by the board. The board must be able to defend the new budget at a hearing either before a municipal body or at a public hearing. Public hearings are required for District libraries.

Advocacy: The board serves as the link between the library and the community. The board helps shape public opinion and governmental action at the local, state, and national level. The board members may contact legislators to support legislation pertaining to libraries, this may include funding, access to information, changes in library legislations as well as other issues that may affect the operation of libraries.

Continuing Education: The board is responsible for providing education opportunities for library staff and for board members. Board members should attend regional, state and national trustee or trustee-related meetings.

Individual Trustee Responsibilities:

To be an effective member of their library board, each trustee must:

- Attend all board meetings: If you cannot attend all meetings, with the exceptions of illness or emergencies, think about resigning in order to allow someone who can fully participate to serve on the board.
- Participate at meetings: Don't sit back and say nothing. Silence is agreement. If you have a different take on an issue, voice it. Your position might change the balance on an issue.
- Be a team player: Effective library boards work as a team. This does not mean you rubber stamp everything, but after a vote on an issue, support the decision made by a majority of the board. Mutual respect and good will go a long way to making your board experience a positive one.
- Advocate for the library: Trustees promote the library in ways no one else in the community can do. Take any opportunity in the community to speak in support of the library, its mission and services.
- Respect the role of the library director: The board members should be careful to respect the management function of the library director. To ensure the best library service, the director must be allowed to manage the library without inappropriate board interference. Exert extra effort to stay out of day-to-day library management and operations.
- Support the library director: At times library directors are under attack from citizens or government officials. Assume your director is correct and then investigate the situation.

Roles of the Board, the Friends, the Director:

An effective library is one where each of the parties listed above works within their roles and responsibilities.

Just as the three legged stool used in past when milking a cow kept the farmer supported, the three legs of library operation the Board, the Friends and the Director will support a healthy productive library operation.

- The Board is the policy making and financial steward leg of this stool.
- The Friends provide additional support and advocate for the library in the community.
- And, the Director carries out the policies, day-to-day management and provides the public face of the library.

Working together with a common goal of providing excellent, efficient service to the community, the Board, Friends and Library Director are key elements to excellent library service.

For Public Library Trustees

Library Trustees: The Library of Michigan serves as an informational clearinghouse and is pleased to furnish public library trustees with a multitude of informational tools. This includes the Trustees Manual and articles on various library law topics. While articles for trustees are intended to be as accurate as possible, the information here may be superseded. Please contact your attorney with specific legal questions.

Chapter 20: Using Social Media

The advent of social media has radically challenged and changed many of the ways in which businesses, nonprofits, organizations and individuals communicate. Using web-based applications to interact socially provides many opportunities to communicate with supporters, spread your message and news, tell your story, and, most importantly, listen to what people are saying—about them, about you, and about your industry.

Good friends listen as much as they talk. One of the biggest benefits of social media is that it not only allows, but encourages, two-way communication. Currently, most libraries and Friends organizations send out one-way communication in the form of a newsletter, flyer or advertisement. The audience has no vehicle with which to reply, comment or ask questions with those communication pieces. Social media is a conversation between two or more interested parties so there is plenty of feedback, comments, and suggestions happening. Before you jump into social media, take some time to listen to what people are talking about online.

Then, slowly join in the conversation with relevant, helpful comments to establish a relationship. A blatant sales pitch will turn people off and get your organization blocked in a hurry.

What Friends of Libraries can do with social media

Here are some specific things that you can do with social media to help your Friends organization.

Share your story

- What do you do? You'll be amazed at how many people are unaware of your Friends groups and what they do. Use social media to let them know.
- Talk about contributions like items donated to the library, programs that you sponsor, people that you help. It will put you top of mind when your social media friends have an item to donate or question the value of your group.
- Tell the story of a member or volunteer and highlight their experience. This helps turn a faceless organization into an engaging, rich friendship. It allows your user to identify with your organization by seeing themselves or someone they know through the eyes of your group.
- Engage your audience and draw them into a higher level of activity. People are more likely to get involved with, support or donate to organizations and causes with which they have a personal connection.

Promote Special Events

- Do you have a monthly book sale or other event? Tell people about it with social media.
- Did you miss the newsletter deadline? Can't get the paper to run your press release? Use social media to promote or invite people to a special sale or event.
- Feature a special item, like that collection of rare Civil War books you just got in or the limited edition library bags that are for sale. Social media makes it easy to get the news out and for your supporters to share it.
- Use social media to promote your next membership drive. They are already your friends online, so use this to convert them into dues-paying members.
- Invite people and encourage them to pass it on. Social media is about making friends, and friends like to share. But sometimes you have to remind them to share your news. So include a phrase like "Please share this with your friends" or "Please post this on your status page."

Recruit Friends, Skills

Share the benefits of your group and your friends will want to join in.

Ask for help in a particular skill or expertise area. Maybe a potential friend can't commit to joining your group but they can help you set up a website. Or an Excel sheet to track members. Or any number of skills or tasks.

Get supporter backing from non-members to help spread your message

Increase awareness of your campaign

Demonstrate Transparency

- People want to know what's going on in your organization. It helps build trust and confidence. So use social media to post or link to board agenda and minutes.
- Share financial statements online so supporters can see how the money is being spent.
- Thank donors and members. Recognition of current donors and members shows everyone that you treat your supporters well and that helps you attract new ones.
- Get to know your social media community and let them get to know you. It's a basic component of friendship.

In general, social media can help you expand your influence, expand your awareness, and expand your following and support.

Appendix A: Trustees, Directors and Friends

Providing Public Library Service for the Community

The roles of trustees, directors and Friends are closely related, but distant. To provide good library service to your community, these three entities must be aware of their roles and cooperate with each other. No library Friends group will be successful without the blessing and encouragement of the director. Likewise, no director will succeed without a good cooperative working relationship with the board of trustees.

| TRUSTEES | DIRECTOR | FRIENDS |
|--|--|--|
| A small number of elected or appointed citizens who represent the community. They are officially responsible for the operation of the public library. | A person hired by the board of trustees to administer (manage) the business of the library. | A group of interested citizens who volunteer their assistance to support the library with the approval of the trustees and the director. |
| | Policy Making | |
| Trustees review the library's place in the community, its strengths and weaknesses, and its future. They set policies and strategies to keep the library a vital, evolving service in the community. | The director helps analyze the impact of the library, recommends plans and policies to the trustees. The director also implements the policies adopted by the board and interprets the same to the staff and the community. | The Friends support the trustees' and director's policies. They report public opinion and make suggestions to the director so she/he can share with the board of trustees. |
| | Budget | |
| Trustees scrutinize, revise and endorse the director's annual budget request. | The director submits an annual budget to the trustees for approval. The budget will include all items necessary to the "running" of the library: staff salaries, building maintenance, collection expansion, future planning, etc. | With the approval of the director and trustees, Friends purchase items (or donate funds for the purchase of items) not allowed for in the library's budget. |
| | Personnel | |

| | | |
|---|--|---|
| | | |
| Trustees provide good salary and benefits for the director and staff. They employ the best possible person as director. | The director employs and supervises the best possible staff and works with the trustees to establish good working conditions, salaries and benefits for the staff. | Friends provide reliable volunteer help when requested or needed. |

| | | |
|--|--|--|
| | Administration | |
| Trustees have <u>indirect</u> responsibility through setting policy and budget and employment of the director. They leave all matters of administration to the director and periodically review the director's progress. | The director has <u>full</u> responsibility for "managing" library building, staff and collections within the policies set by the board of trustees and periodically reports to the board of trustees. | Friends guard against infringement of trustees and director's roles. Friends do NOT make decisions regarding the library administration. |
| | Obtaining Funds | |
| Trustees must be aware of the library funding process from local and state levels. They explore all options for funding sources including bonds, mills, investments, etc. | The director makes approved budget available to the public; keeps trustees apprised of financial needs and administers library within budget. | <u>With the approval of the trustees and the director</u> and within proper boundaries of a nonprofit organization, Friends raise funds through projects and programs (i.e. book sales). |
| | Public Relations/Marketing | |
| Trustees act as the library's representatives to the community. Likewise, they must be attuned to the community's attitude toward the library | The director interprets the library policies and plans to the staff and the community. The director also administers the library efficiently and participates in community activities. | Friends serve as "library ambassadors" to the community and act as an informed source on library policies and plans. |
| | Board Meetings | |

| | | |
|--|---|---|
| <p>Trustees attend all regular and special board meetings.</p> | <p>The director attends all regular and special meetings of the board of trustees (except those meetings where the director is being reviewed). The director acts as a "link" between the Trustees and Friends.</p> | <p>Friends plan fundraising efforts and programs at their board meetings.</p> |
|--|---|---|

Special Notes

Generally, it is appropriate for trustees and staff to belong to the Friends. This usually encourages a cooperation of efforts. To avoid possible conflicts, however, current trustees and staff should NOT hold an office in the Friends.

Friends of the Library is a great source, however, for future Trustees or staff. Former trustees, likewise, are able to continue contributing to the library as active Friends.

Other Notes:

- Friends do NOT make policy or purchasing decisions. If the Friends have funds to spend, they can submit an idea to the director for approval or ask the director for a "wish list" of ideas from which to choose.
- Directors, conversely, cannot spend Friends' funds without Friends' approval.
- Friends are a wonderful source of advocacy for their library. They cannot, however, financially support a political decision (i.e. millage) unless they form a separate political committee.
- Friends may choose to send a representative to the board of trustees meetings, and likewise, a trustee or the director should be encouraged to attend the Friends' board meetings.
- Friends do not have free use of library equipment (i.e. computer for record keeping, phones) or supplies (i.e. paper) without the consent of the director.
- Affiliation is important for Friends. Work with other Friends groups in your library system or your geographic area. Also join your state organization, Friends of Michigan Libraries, for support, networking and information through its workshops.
- Remember, all parties concerned are working together to make their library an integral part of the community providing service to all its citizens.

Appendix B: Sample Bylaws

Bylaws of (Group Name) (A Michigan Not-for-Profit Corporation)

ARTICLE - I

Name

The name of this corporation shall be (Friends group name) hereafter referred to as the Corporation.

ARTICLE - II

Purpose

It is the purpose of this corporation in cooperation with the Library Director and Board of Trustees of the (Name of Library) to:

Establish a closer relationship between the Library and its constituents;

Promote knowledge of and informed interest in the Library's functions, resources, services and needs;

Encourage community participation in Library activities; Raise funds for projects, activities, or acquisitions in excess of those provided for by the general library budget at the discretion of the Friends Board;

Provide support for programs for the extension and improvement of library services and resources.

ARTICLE - III

Membership

Section 1. Any person or organization interested in the objectives and activities of this nonprofit corporation shall be eligible for membership upon the payment of dues as established by the Board of Directors.

Section 2. Each membership shall be entitled to one vote on each matter submitted to a vote of the members. No proxy votes shall be allowed.

Section 3. The membership year, except for life members, shall be in effect for twelve months following the receipt of dues.

Section 4. Membership shall be by suitable classification as set forth by

the Membership Committee with the approval of the Board.

ARTICLE - IV

Board of Directors

Section 1. The Board of Directors of the Corporation shall consist of five officers: President, Vice-President, Treasurer, Assistant Treasurer, Secretary, and eleven Members-at-Large. The library Director shall be an ex-officio member of the Board and serves as Parliamentarian for the Corporation.

Section 2. Members of the Board shall be elected by a simple majority ballot to serve three year staggered terms. Their term of office shall begin at the close of the annual meeting at which they are elected. A Board member can serve no more than two consecutive terms, commencing with Board members elected in 1997.

Section 3. The Board shall have general supervision of the affairs of the Corporation, determine the hour and place of meetings, make recommendations to the Corporation, and perform such other duties as are specified in these bylaws.

Section 4. All members of the Board shall serve without compensation. A Board member, with the concurrence of any officer is authorized to disburse monies necessary for incidental expenses up to an amount not to exceed \$100.00 as may be properly incurred in the transaction of business for this Corporation. All other disbursements must be authorized by a simple majority of the Board.

Section 5. Neither the Board nor the individual officers shall have authority to borrow money or to incur any indebtedness or liability in the name of or on behalf of this Corporation.

Section 6. No member of the Board and no officer of the Corporation shall act as, or be deemed to be an agent of the members of the Corporation or have authority to incur any obligation whatsoever.

Section 7. One Member-at-Large of the Board shall be designated by the President with the approval of the Board to act as a liaison with the Library Board of Trustees.

Section 8. Any officer or director of the Corporation who has been absent for three successive meetings, without reasons acceptable to the Board, shall be considered to have resigned from the Board.

Section 9. The Board of Directors may fill vacancies occurring on the Board from the general membership for the balance of the unexpired term.

Section 10. A director or officer resigning as a member from the Corporation, shall also cease to be a director or officer.

ARTICLE - V

Election of Officers

Section 1. At the regular August meeting, a Nominating Committee of three members shall be appointed by the President. The President may not serve on the Nominating Committee (Article VITI, Section 1). It shall be the duty of this committee to nominate candidates for the offices to be filled at the annual meeting in October. Candidates must have been members of the Corporation for at least six months prior to nomination. The Nominating Committee shall present the slate of candidates at the regular Board meeting in September. Additional nominations shall be permitted from the floor during the election at the annual meeting in October, provided the proposed candidates have agreed to serve and fulfill membership requirements.

Section 2. The officers shall be elected by simple majority ballot to serve for one year, or until their successors are elected. Their term of office shall begin on the first day of the fiscal year (Article X).

Section 3. No member shall hold more than one office at a time, and no member shall be eligible to serve more than two consecutive terms in the same office.

ARTICLE - VI

Duties and Powers of Officers and Directors

Section 1. It shall be the duty of the President to carry out the will of the Board and of the membership as expressed at their respective meeting and, in general, to conduct the affairs of the Corporation in a manner consistent with the authority and responsibility pertaining to his or her office. The President shall:

- Preside at all meetings of the Corporation;

- Appoint all standing and special committees, subject to the approval of the Board;

- Serve as an ex-officio member of all committees except the Nominating Committee;

- Appoint assistants to officers where necessary;

- Call meetings of the Board at such times as seem advisable; Call

special meetings of the Board or the membership on the written request of not less than eight members of the Board; Have the authority to sign checks in the absence of the Treasurer and Assistant Treasurer;

Appoint an ad-hoc committee to audit the Corporation's accounts before the annual meeting;

Present an annual report to the membership.

Section 2. In the absence of the President, or in the event of his or her inability to act, the Vice-President shall succeed to the office of President, subject to Article V, Section 3.

Section 3. The Secretary shall:

Attend all meetings of the Board and the membership and keep a true and accurate record of all proceedings;

Keep a complete and up-to-date list of the names, addresses and phone numbers of all members of the Board;

Give notice of all meetings of the Board;

Carry on the correspondence of the Corporation as instructed by the Board or the President;

Maintain bylaws and other records on file and make them available for inspection and/or copying by any member of the Board;

File duplicate copies of all minutes, bylaws, and records at the library;

At the end of the term of office, deliver all past minutes and records of the Corporation to the newly elected Secretary.

Section 4. The Treasurer shall:

Deposit all funds of this Corporation in such depository and under such conditions as the Board directs;

Keep an account of all monies received by and expended by or on behalf of this Corporation;

Make major disbursements only upon order of the Board; Deliver to his or her successor on leaving office or otherwise all monies, books, papers and other property belonging to the Corporation;

Present a financial statement at each annual meeting.

Section 5. The Assistant Treasurer shall perform the duties of the Treasurer when necessary.

Section 6. It shall be the duty of the Board to care for the property and

interests of the Corporation and to determine policies. The Board shall have the power to raise and expend funds. The foregoing is subject always to the provisions of Article XI of these bylaws.

Section 7.1t shall be the duty of every Board Member, including officers, to sign the "Board Member Commitment to Serve" and be guided in their respective duties by the "Board Member Job Description".

ARTICLE - VII

Meetings

Section 1. The Board shall meet as often and at such times and places as it may deem advisable in compliance with these bylaws; provided, however, the Board shall meet at least once every two (2) months. Meeting notices shall be posted at the Library. Board meetings shall be open to the public.

Section 2. The order of business for all Board meetings shall be determined by the President, subject to the approval of the Board.

Section 3. The regular meeting in October shall be known as the Annual Meeting and shall be for the purpose of electing officers, receiving reports of officers and committees, and for any other pertinent business.

Section 4. Special meetings of the Board or of the membership may be called by the President at the written request of at least eight members of the Board. The purpose of the meeting shall be stated in the call. Except in cases of emergency, at least ten days' notice shall be given.

Section 5. In unusual circumstances or in an emergency, the President may authorize a special vote of the membership or of the Board to be taken by mail or by telephone on any matter except amendments to the bylaws or the Articles of Incorporation, without calling a special meeting. No proposition submitted to the Board or the membership in this manner shall carry without a simple majority vote. Any decision made by the above method, provided either by the Board or by the Corporation, shall have the same force and effect as if enacted at a regularly convened meeting. The Secretary shall document the outcome of any vote taken in this manner in the minutes of the next regularly scheduled meeting.

Section 6. A simple majority of the members of the Board of Directors shall constitute a quorum. Ten members shall constitute a quorum at any meeting of the Corporation.

ARTICLE - VIII

Committees

Section 1. Standing, special, or subcommittees shall be appointed by the President from time-to-time from the membership as necessary to carry on the work of the Corporation. The President shall be an ex-officio member of all such committees except the Nominating Committee. The President may appoint ex-officio members of the Board who are also members of the Corporation to any committee, with the exception of the Nominating Committee.

Section 2. All standing committees shall report to the Board and shall submit an annual report.

Section 3. Eight standing committees of at least three members each shall be appointed by the President from the membership with the approval of the Board. At least one member of the Board shall be included in each committee. The following committees shall be formed:

The Financial Committee shall review and plan for the financial future of the Corporation. It shall concern itself with all fiscal matters, and shall be responsible for the preparation of an annual budget to be submitted for approval by the Board at its regular meeting in September. The Treasurer shall be a member of this committee.

The Strategic Planning Committee shall plan for overall direction of Corporation activities and develop annual Corporation objectives and goals for review and adoption by the Board and to give direction to other standing committees. It shall be responsible for an annual review of bylaws to assess the need for change.

The Membership Committee shall, with the approval of the Board, develop and implement strategies for increasing membership, revise membership categories where necessary, and recommend an appropriate dues structure to the Board.

The Programming Committee shall, with the approval of the Board, plan and carry out an annual schedule of programs for the membership, including planning of the annual meeting.

The Fund-Raising Committee shall, with the approval of the Board, plan and coordinate a schedule of annual fund-raising events. All income over expenses generated by fund-raising events will be turned over to the Friends' Treasury by the end of each event.

The Used Book Sale Committee shall, with the approval of the Board, coordinate and schedule periodic book sales. All income over expenses generated by used book sales will be turned over to the Friends' Treasury by the end of each sale.

The Library Store Committee shall, with the approval of the Board, oversee, plan and carry out activities necessary for the successful management of the store. This will include the development of policies, procedures and volunteer supervision. All income over operating expenses generated by the Store will be turned over to the Friends' Treasury at the end of the fiscal year, provided that the Store may retain up to 110% of the amount spent during the January through June period of that fiscal year for the purpose of restocking merchandise.

The Scholarship Committee with the approval of the Board, shall develop and present a scholarship in library science to be awarded by the Friends.

Section 4. Such other committees, standing or special, shall be appointed by the President from time-to-time as deemed necessary to carry on the work of the Corporation.

ARTICLE - IX

Dues

The Board shall establish the annual dues for each classification of membership at the recommendation of the Membership Committee.

ARTICLE - X

Fiscal Year

The fiscal year of the Corporation shall begin on the first day of January and end on the last day of December each year.

ARTICLE - XI

Limitation of Personal Liability

Section 1. No volunteer director of the corporation shall be personally liable to the Corporation or its members for monetary damages for breach of the director's fiduciary duty; provided, however, this provision shall not eliminate or limit the liability of a director for any of the following:

A breach of the director's duty of loyalty to the Corporation or its members;

Acts or omissions not in good faith or that involve intentional misconduct or a knowing violation of law;

A violation of Section 551 (1) of the Michigan Nonprofit Corporation Act;

A transaction from which the director derived an improper personal benefit;

An act or omission occurring before January 1, 1988; or

An act or omission that is grossly negligent.

Section 2. The term "volunteer director" shall have the same definition as set forth in Section 110 (2) of the Michigan Nonprofit Corporation Act, as the same presently exists or may hereafter be amended.

Section 3. Any repeal or modification of this Article shall not adversely affect any right or protection of a volunteer director of the Corporation existing at the time of, or for or with respect to, any acts or omissions occurring before the effective date of such repeal or modifications.

Section 4. Upon filing with the Michigan Department of Commerce, the Corporation hereby assumes any and all personal liability of a volunteer director to any person other than the Corporation or its members for monetary damages for all acts or omissions of the director, occurring on or after the effective date of the adoption of this provision.

Section 5. No member of this corporation shall be liable except for personal unpaid dues and no personal liability shall in any event attach to any member of this Corporation in connection with any of its undertakings.

ARTICLE - XII

Parliamentary Authority

The rules contained in the current edition of *Robert's Rules of Order* shall govern the Corporation in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order the Corporation may adopt.

ARTICLE - XIII

Amendment of Bylaws

These bylaws may be amended at any meeting of the Corporation by a three-fourths vote of the members present and voting, provided that notice of the proposed amendment is given in writing to all members at least ten days before said meeting,

ARTICLE - XIV

Dissolution of the Corporation

In the event of dissolution of the Corporation, all assets real and personal shall be distributed to the (name of Library) and, if at the time of termination, the (name of Library) is not in existence, is no longer qualified or is unable to accept the assets, distribution will be made to

such organizations as are qualified as tax exempt under Section 501(c)(3) of the Internal Revenue Code or the corresponding provision of a future United States Internal Revenue Law.

Appendix C: Sample Constitution and Bylaws

(Name of Friends Group)

ARTICLE I - OBJECTIVES

- A. Promote knowledge of and informed interest in the Library's functions, resources, services and needs.
- B. Raise funds for projects, activities or acquisitions in excess of those provided for by the (name of funding institute (city, county?)) Library budgets.
- C. Encourage community participation in (Library name) activities.
- D. Support programs for the improvement of library services and resources.
- E. Work cooperatively with the librarian
- F. Participate in the State and National Friends of the Library organizations.
- G. Work cooperatively with the District Library.

ARTICLE II - ORGANIZATION

- A. The (Friends name) shall be a non-profit, non-political, nonsectarian organization organized exclusively for charitable and fund-raising purposes. This includes the making of distributions to organizations that qualify as exempt organizations under section 501(c)3 of the Internal Revenue Code, or corresponding section of any future federal tax code.
- B. Membership fees, fund-raisers and donations shall cover the operating expenses of the Friends name). No part of the organizational earnings shall inure to the benefit of, or be distributed to its members, officers, or other private persons.
- C. The (Friends name) shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the objectives stated in Article I above.
- D. No activity of this organization shall result in propaganda or attempts to influence legislation. This organization will not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on the behalf of any candidate for public office.
- E. This organization shall not engage in any activities not permitted to 1) an organization exempt from federal income tax, or 2) an organization which receives contributions deductible under section 701 (c)(2) of the Internal Revenue Code, or corresponding section of any future federal tax code.

BYLAWS

ARTICLE III - MEMBERSHIP AND DUES

- A. Membership shall be open to any person or organization interested in the objectives and activities of the (Friends name), upon the payment of dues as established by the Board.
- B. Members who live in the area year round or who are gone no more than sixty consecutive days, may hold office or serve as standing committee chairpersons. Any member may serve on committees or be chairperson of a special committee.
- C. Each member shall be entitled to one vote on each matter submitted to a vote of the members. No proxy votes shall be allowed.
- D. Membership shall become effective upon payment of full or prorated dues for the first year. Thereafter, all dues shall be received by or at the annual meeting.
- E. The Secretary will notify any member failing to pay dues after one month's delinquency. If dues are unpaid at the end of two months, the member will be dropped. If a Board member, a Committee Chairman or a Committee member becomes delinquent in dues beyond the two-month grace period, the member's position will be refilled immediately (See Article VII, F and Article VIII, B). A dismissed member may not resume their past official role after late payment of dues, but may qualify for a different committee and/or may be elected to any office at the annual election.

ARTICLE IV - FISCAL POLICY

- A. The fiscal year for the (Friends name) shall be January 1st through December 31st. The operating year shall run from May 1st through April 30th.
- B. The Friends of the Library Treasurer will handle funds and sign accounts. In the absence of the Treasurer, the President and/or a member-at-large, appointed by the Board, shall sign accounts. Checks will require two signatures.
- C. Committee Chairpersons will have a budget limit to be determined annually by the Board. Amounts exceeding this limit must receive prior approval.
- D. All expenses submitted to the treasurer for reimbursement must be itemized and include original receipts. The (Friends name) may deny reimbursement for any expenses incurred in connection with any

unauthorized activities.

- E. An audit of the Treasurer's books shall be made by the President and Secretary at the end of the fiscal year, and be reported by the President to the Friends of the Library at the Annual Meeting. An audit will also be made if either a new President or Treasurer is elected or appointed. An independent audit will be done every three years at the end of the fiscal year.

ARTICLE V - MEETINGS

- A. The annual meeting of the (Friends name) shall be held at 7 PM during May. It shall be for the purpose of electing officers, receiving reports of all officers and standing and special committees on the past years' progress, and for any other pertinent business, to include setting goals for the new year. Business will be transacted by simple majority vote.
- B. The Order of Business for meetings will be:
 - 1. Call to Order
 - 2. Reading of minutes of previous meeting
 - 3. Treasurer's monthly report
 - 4. Reports from remaining officers & committee chairpersons
 - 5. Old business
 - 6. New business
 - 7. Presentation of slate, additional nominations and election of officers
 - 8. Announcements
 - 9. Adjournment
- C. Special meetings may be called as needed, by the President or by three members of the Executive Board. At least ten days' notice shall be given.
- D. The Board shall meet monthly. Notice of the meeting will be posted at the library two weeks in advance of the meeting. Board meetings are open to the public. A quorum will consist of four out of seven members.

ARTICLE VI - EXECUTIVE BOARD AND BOARD

- A. The President, the Vice President, the Secretary, the Treasurer and the Immediate Past President shall constitute the Executive Board. The Board

will include the Executive Board plus the three members-at-large.

B. Duties of the Executive Board:

1. Supervises the affairs of the organization, fixes the time and place of meetings, and performs such other duties as are specified in these bylaws.
2. Directs the President and/or Treasurer to sign contracts on behalf of the organization.
3. Acts in an emergency, by polling its members by telephone, or in person. Such action shall be subject to ratification at the next annual meeting following a written report on the results of the poll. The written report must include names of all members contacted and the results. This report will be posted at the Library.

C. Duties of the Board:

1. Approves expenditures within the budgeted limit. Approves plans of work submitted by standing and special committees and makes recommendations to the organization.
2. Appoints a newsletter editor and provides guidelines on newsletter content and distribution.

ARTICLE VII -ELECTED OFFICERS AND MEMBERS AT LARGE

- A. The officers of the Friends of the Library shall be President, Vice-President, Secretary, and Treasurer, all members in good standing.
- B. At the regular January meeting of the Board, the President, with the advice and approval of the Board, shall appoint a Nominating Committee of three' members to determine a slate of officers and members-at-large for the Friends. This slate shall be presented to the Board at the regular March meeting. Additional nominations will be permitted from the floor at the annual meeting in May, provided the proposed candidates have agreed to serve and fulfill membership requirements.
- C. The officers and members-at-large shall be elected by simple majority ballot to serve for two term years, staggered terms. They shall be elected at the annual meeting and will take office on the first of the following month.
- D. No member shall hold the same elected office for more than one term, with the exception of members- at-large, who may serve two consecutive terms. No member shall serve as an officer for more than six (6) consecutive years.
- E. Vacancies in any office including members-at-large, but not the office of

the President shall be filled by appointment of the President and the majority approval of the Board, to fill out the unexpired term. In the case of an unexpired term of a President, the Vice-President shall become acting President. To fill the unexpired term of the Vice-President, the President shall appoint a Vice-President with the majority approval of the Board.

F. All officers upon retiring from office shall deliver to their successor all moneys, accounts, records, books, papers or other property belonging to the organization.

G. Officer's duties:

a. President's Duties:

- i. Serve a two-year elected term from June 1st to May 31st.
- ii. Preside at all meetings. Call special meetings and appoint all standing and special committee chairpersons with the advice of the Board.
- iii. Serve as an ex-officio member of all committees, with the exception of the Nominating Committee.
- iv. Uphold and defend the Constitution, Bylaws and Standing Rules of the organization.
- v. With the Secretary, audit the Treasurer's books at the end-of the fiscal year.
- vi. Act as a liaison to the community.

b. Vice President's Duties:

- i. In absence of the President, shall assume all duties and authority of that office.
- ii. Maintain and update the Constitution, Bylaws and Standing Rules and ensure that copies are available to all members.
- iii. Fulfill any other duties of the office, which may be specifically delegated by the President or the Executive Board.

c. Secretary's Duties:

- i. Keep an accurate written record of all Board, Executive Board and Annual Meetings.
- ii. Keep a record of members and meeting attendance.
- iii. File and preserve all committee reports, as submitted to the Secretary.
- iv. Prepare and file organizational correspondence.

- v. Provide copies of the minutes to the President and post a copy in the (Library name) within five days following the meeting.
 - vi. Maintain a list of all existing committees, their members, and current chairpersons.
 - vii. Maintain all record books in which are: (1) the Constitution and Bylaws, and Standing Rules (2) minutes, (3) committee reports, and (4) newsletters. Have the current books on hand at each meeting.
 - viii. Preside in the absence of the President and Vice President.
 - ix. Distribute and collect voting cards at the annual meeting, and along with a member-at-large, count, record and announce the results of the elections.
- d. Treasurer's Duties:
- i. Receive all moneys, and maintain bank and petty cash accounts.
 - ii. Collect all dues and sales proceeds. Disburse money as authorized upon receipt of invoices and itemized expense vouchers.
 - iii. Present a current financial statement at each Board and Annual Meeting and attach a written report to the meeting minutes. Prepare an annual fiscal year report to be presented to the February meeting of the Board and the Annual Meeting of the members.
 - iv. Provide information to committee chairs on request as necessary for preparation of Annual Meeting reports.
 - v. Have available at all times the record of accounts open for inspection by any member of the Board.
 - vi. Submit a written, itemized report to the Board where expenditures are greater than \$1 00.00.
 - vii. Obtain a Michigan Sales Tax License or exemption
 - viii. Complete and file the following:
 1. The Michigan Annual Nonprofit Corporation Report by the required due date.
 2. Michigan Sales Tax report if required.
 3. Form 990 with the Internal Revenue Service by May 15 each year if required.

4. State and Federal income reports, to include the 501 (c)(3), where applicable.
- ix. As directed by the Executive Board, take appropriate steps to collect monies owed to the organization.
- e. Member-at-large Duties:
 - i. Serve as Chair of the Nominating Committee.
 - ii. Act as liaison to the (Library name).
 - iii. Act as liaison to the (Library name) Board of Trustees.
 - iv. Act as liaison to local schools and literacy efforts.
 - v. Serve as a non-voting member of an assigned Standing Committee, appointed by the Executive Board.

ARTICLE VIII - STANDING COMMITTEES

- A. All standing committees shall be composed of the chairperson and at least three other members.
- B. Chairpersons of all standing committees shall be appointed by the President with advice of the Board. Committee chairperson will appoint other members of the committees with advice of the Board.
- C. Chairpersons of all standing committees shall be appointed annually for a term of one operational year.
- D. All materials and information gathered by standing committees for (Friends name) publications, shall become the property of the Friends and shall not be extracted from, retained or diverted for private use unless approved by a majority vote of the Board.
- E. Chairpersons shall maintain a record of their standing operational procedures. They shall report committee activities to the Board on a quarterly basis. They shall deliver a written report of committee activities and recommend future goals at the Annual Meeting.
- F. Standing committees and duties are:
 1. Fund-Raising Committee. Develop fund-raising activities. Organize and conduct book sales with the aid of the membership and maintain accurate sales records.
 2. Volunteer Support Committee. Work with the librarian to recruit and train volunteer help necessary to the successful functioning of the library. This includes maintaining a current list of volunteers by days/hours available to work. This committee should be proactive in

suggesting innovative ideas for volunteer support to the librarian.

3. Public Relations Committee. Present library goals, activities, and accomplishments to the community. Prepare and distribute news releases and articles, radio announcements, flyers, and other pertinent materials. Provide general publicity and support to the Fund-Raising and Volunteer Support Committees. The Newsletter editor will be a member of this committee.

ARTICLE IX - SPECIAL COMMITTEES

- A. Special committees may be appointed by the President with approval of the Board as deemed necessary to carry out specific projects, generally of a short-term nature.
- B. Special committees will be dissolved automatically upon completion of the project. A final written report will be presented at the next scheduled meeting of the Board.

ARTICLE X - PARLIAMENTARY AUTHORITY

- A. The latest edition of the book, Robert's Rules of Order, shall govern the (Friends name) in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order the Friends may adopt.
- B. All policies adopted by action of the Friends of the Library shall be included in understanding rules, which the secretary will maintain. Current copies will be attached to the constitution and bylaws.

ARTICLE XI - AMENDMENTS

- A. The Constitution and Bylaws may be amended at any annual or special meeting by a two-thirds vote of those present and voting. Notice of the proposed changes shall be published at least one month ahead and also will be posted in the library.
- B. The Bylaws may be suspended at any meeting of the Friends by majority vote of the members present and voting.
- C. The standing rules shall be an addition to these Bylaws and may be amended at any Board meeting or by a majority vote of the members present and voting at an annual meeting.

ARTICLE XII - DISSOLUTION

- A. Upon the dissolution of the (Friends name), the Board shall, after paying or making provisions for the payment of all liabilities of the Friends of the Library, dispose of all the assets of the (Friends name) to the (Library name).
- B. Any such assets not disposed of shall be disposed of by the (District Court name), exclusively for such purposes or to such organization(s) as said court shall determine, which are organized and operated exclusively for such purposes.

Article XIII - STANDING RULES

- A. Rules will be added as needed.

Appendix D: Examples of Mission Statements from Michigan Friends Organizations

The purpose of the Friends of the St. Clair County Library is to maintain an association of individuals interested in libraries; to encourage and support reading in the community; to focus public attention on the library; to stimulate the use of the library's resources and services; to receive and encourage gifts, endowments and bequests to the library; to support and cooperate with the library in the development of library services and facilities for the community, and to lend legislative support where needed in accord with the Library Bill of Rights.

The mission of "The Friends of the Benzie Shores District Library" is to support the Library, its services and programs through advocacy, fundraising, and volunteers. The Friends are dedicated to the goal of making our Library the best through community awareness and involvement.

The Friends of the Grosse Pointe Public Library is a nonprofit membership organization dedicated to supporting and expanding the educational, cultural and outreach programs of the Library. The Friends sponsors activities that encourage literacy, lifelong learning, the love of reading and stimulate interest in the Library.

The Grosse Pointe Library Foundation serves as a fundraising and communication arm on behalf of the Grosse Pointe Public Library. The Grosse Pointe Library Foundation solicits and administers funds for capital, endowment and special projects.

The Kent District Library Alliance of Friends is a nonprofit organization whose purpose is to support system-wide goals of the District Library and to strengthen and expand available library services and programs.

The Clements Library Associates is an organization of people who share an interest in American history and a desire to ensure the continued growth of the Library's collections.

The mission of the "Friends of Bacon Memorial District Library" is to encourage the development of Friends of Bacon Memorial District Library; to promote the development of excellent library services for all patrons; to make the public aware of the existence of Friends of Bacon Memorial District Library and of the services they perform.

Appendix E: The History of Friends of Michigan Libraries

The organization of Michigan Friends began with the formation of a “Friends Committee” in 1961 as a component of the Michigan Library Association. This committee evolved through a series of affiliations and alliances within the Michigan Library Association structure to become a full Division of MLA in 1966. That status was short-lived, however, as the MLA Friends Division was soon reduced to a Roundtable with no seat or voting privileges on the MLA Executive Board. Sometime around 1969 several members of the Roundtable began the process of forming the Friends of Michigan Libraries (FOML) with its own governing board and board officers.

While this move away from MLA was an important step in FOML’s history, it left FOML without a home to carry out its business operations and with limited funds to continue its work in support of Michigan Friends. Fortunately, early pioneer leaders such as Harriet Larson came to the rescue in the 1970s by negotiating a collaborative agreement with the Livonia Civic Center Library to use that library as the mailing address for FOML business as well as the location for the FOML Archives. FOML board meetings were held at various libraries around the state, but most often at the Livonia Civic Center Library. The various tasks required for management of the organization were assigned to volunteers throughout the state; FOML was, in one sense, a roaming organization, always in search of a place to call home, with Livonia Civic Center Library serving as a mailing address only. FOML remained without a true home for its business operations.

In 2007, several FOML Board members met with Gretchen Couraud, MLA Executive Director, to discuss possible re-integration into MLA. Gretchen stated that it could be possible based on several conditions: that FOML would become an MLA Community of Practice and all FOML funds would be transferred to MLA. The FOML Board voted to decline this arrangement since there would be a loss of autonomy, a loss of financial resources, and a curtailment of FOML workshops. The feeling was that FOML would once again be relegated to the status of Roundtable within the MLA organization, without power and without a vote, with diminished ability to carry out its mission of providing information, support, and advocacy for Michigan Friends.

Friends are not professional librarians. The Friends’ emphasis is on library advocacy and support.

Materials and programs of Friends can be more efficiently distributed and presented within its own organization.

A statewide Friends group would provide an identity, an affiliation, and an association focused on and supportive of libraries in a way a professional

organization is not.

Thus, the Friends of Michigan Libraries (FOML) was formed as its own entity whose focus was support and advocacy of Michigan libraries. Since its formation, a number of successful workshops have been held throughout the State of Michigan for information sharing among various Friends groups in the state.

In 1995, FOLUSA/ALTAFF (editor's note: this organization is now called United For Libraries) presented Friends of Michigan Libraries an award for its significant achievement in encouraging and strengthening Friends organizations in Michigan.

ABOUT FOML:

The Friends of Michigan Libraries (FOML) is a 501(c)3 organization dedicated to information, support, and advocacy for Michigan Friends. FOML Board members are elected annually in April of each year at the annual FOML membership meeting. The most current list is on the FOML website.