PUBLIC LIBRARY FOUNDATIONS RESOURCES FOR FLORIDA'S PUBLIC LIBRARIES

1. Introduction

"I am working on a Memorandum of Understanding … these are all the reasons why I'm so interested in hearing from well-established groups … and their establishment/growing pains." Linda Hendrix, Director, Santa Rosa County Library System.

Public libraries of all sizes have considered establishing library foundations to assist them in raising money from the private sector. Some libraries have followed through and have successes. Others have hesitated because they have active and engaged Friends of the library groups that serve as fundraisers and advocates, and they fear that a library foundation might compete with the Friends. Still others worry about the complicated nature of establishing a foundation and finding the right people to serve on its board of directors and provide leadership.

In order to address the issues regarding the establishment and effectiveness of library foundations, the Division of Library and Information Services engaged the services of Susan Kent, Library Consultant, to develop information and resources on starting and developing public library foundations in Florida.

The consultant conducted two surveys. The first was sent to those libraries with library foundations. The second was sent to all Florida public library administrative units. The responses to both surveys helped inform the resources that were developed for Florida libraries.

These resources are intended to provide guidance to those libraries wishing to start a library foundation and helpful suggestions to those libraries that currently have a library foundation and hope to build on its success. The resources included do not attempt to answer every question about library foundations. They are, however, organized to address the larger issues specifically related to library foundations and their relationships to the libraries they serve. The resource guide contains the following sections:

- Fundraising: Assessing Capacity
- Why a Library Foundation
- Setting Up a Library Foundation – Articles of Incorporation, Bylaws, Mission Statements
- The Public/Private Partnership Agreement: The Memorandum of Understanding
- The Library Foundation's Board of Directors
- Library Foundation Organizational Issues
- The Role of the Library Director
- Raising Money
- Relationship with Friends of the Library Groups
- Community Foundations
- Online Resources

The resource guide also contains some relevant examples from Florida libraries; several planning templates, some with suggested language for a fictional library; and referrals to websites that may be helpful.

2. FUNDRAISING: ASSESSING CAPACITY

"The Brevard Library Foundation provides financial resources for the Brevard County Library Service to enrich and accelerate innovation within the library experience for the shared benefit of our community."
Mission Statement, Brevard Library Foundation.

How does a library know if it's ready to fund raise? Self-assessment is the key, undertaking a real searching look at the library's organizational structure, governance structure, volunteers and friends, staff capability and expertise and, of course, the competitive environment in which it is situated.

Fundraising should only begin after the library does an assessment of its position and its capabilities. Of course, some libraries simply jump into fundraising and are successful. However, in order to build ongoing support, the library leadership has to realize that fundraising is not a one-time event or campaign but rather a strategy of building friends and supporters for the long-term benefit of the institution and those it serves.

LIBRARIES WITH NO EXPERIENCE FUNDRAISING

Many libraries, no matter their size and/or service area, have had no experience fundraising. While some of these libraries may have Friends or support groups that have raised funds via book sales and ice cream socials, there has been no concentrated intention to raise funds from the private sector for specific purposes. An assessment of the library's fundraising potential should answer the following questions:

- Is there a plan for the library's growth and development?

- What is the financial picture of the library and what are its financial needs for the next year and beyond?

- Who will make the decision about whether to pursue outside sources of revenue and how?

- Do the library staff and/or board have individuals with knowledge of and experience in fundraising? If so, who will take the lead? If not, where can the necessary individuals gain experience and expertise?

- What is the competition for private donations in the library's service area: museums, hospitals, universities, etc.?

- Are there private individuals, foundations or businesses in the local area that are very supportive of the library and who would step up to help in a fundraising effort?

- If there are one or more Friends of the library groups, will they be an asset or a detriment to a fundraising effort?

- Can the library seek outside assistance, i.e. a fundraising consultant, to kick-start the effort and provide training and information to the library's leadership?

- Can the library make the case for private support? Is private support part of the library's strategic directions?

- How will the leadership of the library's governmental jurisdiction feel about the library's fundraising effort and will it affect the jurisdiction's public funding support of the library?

LIBRARIES WITH LIMITED FUNDRAISING EXPERIENCE

Some libraries have limited experience raising funds from the private sector. This may include having an active Friends of the library group that has solicited funds from individuals and businesses, or library staff, particularly the library director, has asked for funds and/or in- kind donations for special projects like summer reading programs for children or book collections. Money and donations may be given to the Friends group or to the library's operating budget. In this scenario, there are individuals on the staff and in the volunteer group who have actively asked for money and are at least somewhat comfortable doing so.

If the library wishes to step up its fundraising program and prowess, it will need to address the questions from the previous section. In addition, a library with limited fundraising experience will need to answer these additional questions:

- Where is the money raised going to go and why?
  - o A separate library foundation?
  - o The Friends group?
  - o The library's operating budget?
- Who will be responsible for raising and accounting for the funds and why?
  - o The library's director?
  - o The Friends group?
  - o A library foundation?
  - o A development director on the library's staff?
- Is there sufficient staff support to undertake a major fundraising effort? If not, where is the support going to come from?
- Are there prominent local individuals who can help the library raise funds and are they willing to do so? Who is going to identify and ask these individuals to commit to the library's effort?

LIBRARIES WITH CONSIDERABLE FUNDRAISING EXPERIENCE

"Foundation activities, successes and outputs need to be evaluated by an outside group … every few years to make sure the Foundation is operating the best it can."
Robert Cannon, Director, Broward County Libraries Division.

As more and more libraries have engaged in fundraising over the past several years, libraries of all sizes have gained considerable experience in raising private funds. Libraries have created library foundations with separate boards of directors and staff. Others have hired development directors and other staff to organize the fundraising effort. Some of these libraries have continued to build on their successes with larger and more complex fundraising campaigns and initiatives. Some have found that their fundraising efforts stall after completing successful but exhausting campaigns and the fundraising leadership grows tired or moves on to other causes.

In order to re-inspire and refocus the efforts of this type of library and to put in place a more sophisticated fundraising apparatus, the more experienced fundraising library will have to assess its position by

answering all the previous questions as well as addressing those that follow:

- What is the best organizational structure for continued successful fundraising and why?
  - A separate library foundation?
  - A revitalized Friends group?
  - An internal development office?

- Do we have the best board for fundraising?
  - Who is on it?
  - Where are there gaps?
  - Have the board members made their own contributions?

- What kind of fundraising campaigns have been undertaken and why?
  - Annual campaigns?
  - Planned giving?
  - Special events?
  - Others?

- Is the library's leadership totally behind the fundraising efforts and how fully are they engaged?

- Is the library's staff knowledgeable about the fundraising effort and can they speak to its successes if asked by the public and/or potential donors?

- Is donor cultivation ongoing and donor recognition appropriate?

By taking a realistic and searching look at its experience in fundraising, the skills and expertise of staff and volunteers, the potential leadership for future fundraising efforts and its organizational assets and gaps, a library can set the best course forward to build fundraising capacity.

3. WHY A LIBRARY FOUNDATION?

"Clearly, our library system is one of the local agencies facing severe cutbacks in funding … This will result in a drastic cut in book purchasing, cuts in programs and reduction of staff … working to reduce the effects of impending budgetary cuts on three programs … specifically, the foundation is committed to raising $3,500 to provide fuel for the Mobile Library, $30,000 to fund the annual Family Reading Festival and $40,000 to add 2,000 children's books to the county libraries."
Ned Kellar, Executive Director, Brevard Library Foundation. www.brevardlibraryfoundation.org

When the staff and board of a library make the decision to embark upon a serious and professional fundraising effort, they should assess their history and record in fundraising as well as the capability of their institution to solicit funds from the private sector and to then receive and steward such donations.

In some cases, the library will have received solicited and unsolicited donations. Because the library is a public institution, often even private gifts have to be incorporated into the library's general revenue. Without a flexible, non-governmental, nonprofit organization such as a library foundation, these privately-sourced gifts may also have to be spent in accordance with the regulations governing the library and its governmental jurisdiction. The library faces the requirements of a publicly governed entity; this can make the expenditures of privately-sourced gifts difficult, both for the library and the donor. Compounding the complexities of mixing private and public funds, even when local codes do allow flexibility in spending privately-sourced monies, government officials may be tempted to expect these and similar gifts to be used instead of public funds, particularly in tough economic times.

Increasingly, public libraries have chosen to set up library foundations as their fundraising arms. They have done so for several important reasons which include:

- The need to have a legal vehicle to receive gifts and donations which are tax deductible.

- The need to have a group of individuals who will devote themselves to fundraising for their library.

- The need to be able to directly influence the stewardship of the gifts and the ways in which gifts are expended to benefit the library and its users.

Many libraries in Florida have expressed interest in setting up a library foundation to help fund construction projects or provide another source of revenue to pay for some library services because of shortfalls or cuts in public funding. The leadership and resources needed to put into motion a professional, respected and successful library foundation certainly must be considered before undertaking such an effort.

There are, inherent in library foundations, certain flexibilities and opportunities that distinguish this approach from two other approaches to fundraising: utilizing Friends of the Library groups and participating as a dedicated fund in a Community Foundation. (Brief discussions of Friends groups and Community Foundations will be found later in this resource guide.)

An independent library foundation:

- Should be devoted to and focused on one cause — raising funds on behalf of the library.

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- Should have a board of directors that has the ability to raise funds and/or make gifts to the library; a board that understands clearly that this is its primary purpose.
- Is structured to raise funds, account for those funds and dispose of those funds in accordance with its purpose and within the legal requirements of a private nonprofit organization.
- Has the ability to raise and spend money that is outside the revenue and expenditure requirements of the library as a governmental entity.

The creation of a tax-exempt nonprofit library foundation will professionalize the library's ability to raise funds from the private sector. But obviously such a shift in the level of the library's commitment to fundraising will be a major developmental step that requires careful planning and organization.

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4. SETTING UP A LIBRARY FOUNDATION
ARTICLES OF INCORPORATION, BYLAWS, MISSION STATEMENT

The JPL Foundation, Inc. is a 501(c)(3) private not-for-profit corporation created in 1986. The Foundation's mission is to provide the resources that enhance and enrich the Jacksonville Public Library. To this end, the Foundation encourages investments in the future of our library through a variety of giving opportunities, i.e., donations, grants, an endowment fund, Planned Giving programs and memorials.

The Foundation develops financial resources to enhance library facilities, purchase books, computers and media for children and adults, support the Library's Center for Adult Learning and bring thousands together for the annual book festival, Much Ado About Books. The Foundation also launched the capital campaign, "Perfect the Dream" which enabled the library to build an endowment fund to enable Jacksonville to perfect its dream of a world-class library system. Gifts to the Foundation provide tax benefits to the donors and benefit the library and its vital programs. None of these accomplishments would be possible without the generosity of corporations and individuals.

Jacksonville Public Library Foundation Mission

As a public library begins to work on the creation of a library foundation it must do three things:

- File Articles of Incorporation with the appropriate state agency.
  - o In Florida, a nonprofit charitable and educational organization must register as a corporation with the Florida Department of State, Division of Corporations, and request the Florida Not-for-Profit Corporation Act booklet. They can be contacted by phone at 850.245.6045 or on the web at www.dos.state.fl.us/divisions/division_doc.cfm.

- A charitable organization intending to solicit donations and contributions from the public must register, on an annual basis, with the Florida Department of Agriculture, Division of Consumer Services. The division can be contacted by phone at 1.800.435.7352 or on the web at www.800helpfla.com.

- Secure a federal income tax exemption by filing with the Internal Revenue Service. The organization must apply for exemption and file reports as required. Organizations that meet the requirements of the Internal Revenue Code section 501(a) are exempt from federal income taxation. The IRS can be contacted by phone0 at 1.800.829.1040 or on the web at www.irs.gov. Special information for nonprofit organizations can be found at www.irs.gov/charities.

The first steps in setting up a library foundation require legal assistance. Often, when the first library foundation board is being established, an attorney who is willing to provide pro bono legal services is included as a member. If there is no pro bono assistance available, get a recommendation and hire an attorney who has experience in assisting nonprofit organizations to fulfill the legal requirements to establish a foundation. These requirements include the paperwork for the Internal Revenue Service (IRS) and any documentation that is required by state government. State charity registration offices can provide information about filing the state documents. These processes may take anywhere from five to six months. Notify the legal representative of the local political jurisdiction, i.e. county attorney's office, so that he or she is aware of the legal steps being undertaken to establish a foundation. There is no reliable

way to estimate either the time needed for the paperwork to be finalized or the cost of legal services. There are a great many factors which can affect both time and cost.

The Foundation Center has created a website with valuable information about establishing and running a nonprofit organization. This website (http://foundationcenter.org) also points to many other web-based and print resources which are very helpful.

ARTICLES OF INCORPORATION

The articles of incorporation is the legal incorporation document for a library foundation and is filed with a state government agency. The articles of incorporation for the library foundation must include:

- The official name of the organization.
- The address of the headquarters of the organization.
- The organization's overall purpose or mission.
- Goals which should be broad and adaptable.

The above items must be determined prior to filing the incorporation papers. Take a look at other library foundation or nonprofit organization articles of incorporation. One way to see some samples is to search the web under "nonprofit articles of incorporation." There are a number of public libraries in Florida which have library foundations and may be happy to share samples of documents such as articles of incorporation, Foundation bylaws and memoranda of understanding. The Division of Library and Information Services and the Florida Library Association are excellent contacts and referral points. Remember, however, while it is good to look at some samples, the articles of incorporation drafted for your library foundation must fit its specific mission and goals.

TAX EXEMPT STATUS

The Internal Revenue Service requires that organizations wishing to achieve tax-exempt status under Section 501(c)(3) fill out the required forms. Once an organization is granted tax-exempt status, it is exempt from federal taxes, and contributions to that organization are tax deductible. Unless you are already an expert on the tax code, it is important to have legal counsel for this process. When the IRS approves the request for tax-exempt status, it will notify the organization with an official letter. This process can take from three to six months.

FOUNDATION BYLAWS

In addition to the legal documents described above, the library foundation will have to draft bylaws, the laws or rules which govern the internal affairs of the organization. The initial incorporators of the library foundation, together with the library director, should put together this document. There are many models of bylaws to use. Public libraries with their own foundations are usually very willing to share their bylaws. Bylaws need to include but are not limited to the:

- Name and purpose of the organization.
- Board of directors - their role, size and composition.
- Method of electing the board of directors.
- Meetings of the board and how frequently they occur.
- Terms of the board of directors.

- Quorum for board meetings.
- Officers and duties of the officers,
- Vacancies on the board and how those vacancies may be filled.
- Resignation, termination and absences from the board.
- Executive director and duties of that position.
- Ways in which the bylaws may be amended.

Some sample language for bylaws is included below. The language is merely illustrative and is shown as an example. Library foundation bylaws should be tailored to local needs and situations.

BYLAWS OF THE SUNSET RAYS COUNTY LIBRARY FOUNDATION

ARTICLE I   NAME AND PURPOSE
Section 1: The name of the organization is the Sunset Rays County Library Foundation.
Section 2: The Sunset Rays County Library Foundation was formed to assist the Sunset Rays County Library in securing private funds to enhance library services and to advocate for the Sunset Rays County Library in the community.

ARTICLE II   BOARD OF DIRECTORS
SECTION 1: Role of the Board. Size and Composition. The board is responsible for the policy and overall direction of the Sunset Rays County Library Foundation. It shall have a maximum of 40 members and no fewer than 10 members. Of the 40 members, a maximum of two members shall be appointed by the Sunset Rays County Commission Chairman and one member shall be appointed from the Friends of the Sunset Rays County Library Board by the president of that board. The Director of the Sunset Rays County Library shall serve as a full voting member of the Foundation board of directors. The board will receive no compensation for its service. The day-to-day operations of the Foundation will be delegated by the Foundation board to the executive director of the Foundation.

SECTION 2: Meetings. The board shall meet quarterly at an agreed upon time and place.

SECTION 3: Board elections. The board shall hold an annual meeting at which elections for membership to the Board will take place.

SECTION 4: Terms of Board Membership. All board members shall serve four-year terms and are eligible for re-election to one additional four-year term.

SECTION 5: Quorum. The business of the Board may not be transacted unless there is a quorum of at least 50 percent of eligible board members present.

ARTICLE III   OFFICERS AND DUTIES
SECTION 1: There shall be four officers of the board and they shall be elected at the annual board meeting. The officers shall consist of a Chair, a Vice-Chair, a Secretary, and a Treasurer. (Duties of each position may be included here.)

SECTION 2: Vacancies. Nominations for new members may be made to the board's governance committee who will present a slate of prospective board members and officers to the board at its annual meeting or at another meeting convened for that purpose.

SECTION 3: Resignation and Termination. Resignation from the board must be presented in writing to the secretary of the board. A board member may be terminated from the board if that member has three unexcused absences from Board meetings in a one-year period of time.

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ARTICLE IV   COMMITTEES OF THE BOARD
SECTION 1: The board may create committees as needed. The board chair shall appoint all committee chairs. There will be four standing committees of the board — the executive committee, the finance committee, the investment committee, and the governance committee.

SECTION 2: The Executive Committee. The officers of the board shall serve as the executive committee. The executive committee shall assume all the powers of the board of directors between meetings of the board. The executive committee shall annually review the performance of the executive director and recommend compensation to the full Board. (Other committee responsibilities should be spelled out in this section.)

ARTICLE V   EXECUTIVE DIRECTOR
SECTION 1: Executive Director. The executive director is hired by the board and has day-to-day responsibility for the operations of the library foundation within the board policy and goals framework. The executive director will attend all board meetings and carry out all duties as described in the job description written for that position. The executive director is responsible for managing the staff of the organization.

ARTICLE VI   AMENDMENTS
SECTION 1: These bylaws shall be amended as necessary by a majority of the board of directors. Proposed amendments to the bylaws shall be sent to board members no later than two weeks before a scheduled meeting.

MISSION STATEMENT

All of the legal and detail work to set up a library foundation must support an articulate and clear vision for the organization. What is it set up to do? Why? How does it fit in with the mission of the library?

The mission statements of several library foundations are included below as well as throughout this resource guide. It is important to keep in mind that library foundations and the libraries they serve are locally-based institutions and the mission statement should, if possible, reflect that as well.

SOME EXAMPLES

Fine libraries everywhere exist with public funds, but it is through private funds that they flourish. The Broward Public Library Foundation was incorporated in 1982 to provide books and materials that go beyond what is available through tax base funding.
The nonprofit Foundation is the catalyst in sparking private funding and endowments to ensure that a state of excellence is achieved throughout the Broward County System.
Broward Public Library Foundation Mission Statement

The Library Foundation was created as a nonprofit corporation in 1992 to encourage private support for the benefit of the Los Angeles Public Library. Foundation funding complements, but does not supplant, the city's responsibility for library operations.
Library Foundation of Los Angeles (California) Mission Statement

Note that the Library Foundation of Los Angeles' statement specifically mentions that charitable giving is not a substitute for public funding and that the local jurisdiction has a responsibility to support the library.

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The following mission statement is a bit different. In Saint Paul, Minnesota, the Friends of the Saint Paul Public Library undertakes the role of a quasi-library foundation.

The Friends of the Saint Paul Public Library:
a. Increases the use of the Library through public awareness and cultural programming.
b. Advocates for strong public funding of the Library; and
c. Provides private funding to enhance Library services.
Through this work, the Friends serve as a national model for its unique, comprehensive support of the
Saint Paul Public Library.

Again, note that the mission clearly delineates the importance of "strong public funding" in partnership with private funding.

5. THE PUBLIC/PRIVATE PARTNERSHIP AGREEMENT
THE MEMORANDUM OF UNDERSTANDING

"A foundation and its governance must be set up carefully to make sure that the efforts and energies of the Foundation clearly and solely benefit the library."

Robert Cannon, Director, Broward County Libraries Division

One of the first steps to take when a decision is made to set up a library foundation is for the library to clarify its desire and intention to pursue private funding with its local government entity — city or county. By notifying the elected officials of its plans to raise funds to complement the public funding it receives and by securing the blessing of these officials, the library is strengthening its long-term goals of bringing together a mix of public and private funding to create better services, collections and/or facilities.

Creating a Memorandum of Understanding (MOU) between the library foundation and the library is a sound approach and, in fact, may be required by the library's public jurisdiction. If the situation calls for it, a three-party MOU among the governmental entity, the library's administrative board and the nonprofit entity may be appropriate. The MOU is a written and signed agreement that sets forth the principles and guidelines under which the parties agree to meet their goals. The MOU should be drafted by the library director and a board member or staff member of the library foundation with the assistance of an attorney. If the library has an active Friends group that will continue to act as its fundraising vehicle in some manner, a MOU between the library and the Friends can be developed in the same manner. If the library has multiple Friends group, a master MOU should be developed and signed by the president of each group.

The MOU should cover, at minimum, the following areas (examples, in italics, follow each area):

- Names of the parties to the agreement.
  - *The Sunset Rays County Library Board and the Library Foundation of the Sunset Rays County Public Library.*

- Purpose of the Library Foundation.
  - *The solicitation of private contributions to support enhanced collections, improve services and assist in capital improvements for the Sunset Rays County Public Library. These private funds are not intended to replace the Sunset Rays County government's ongoing responsibilities for the continued operation of the Sunset Rays County Public Library.*

- Purpose of the MOU.
  - *To put forward, in writing, the respective roles, responsibilities and fiscal relationship between the Sunset Rays County Public Library and the Library Foundation of Sunset Rays County.*

- The roles and responsibilities of the parties.
  - *The Foundation is authorized to raise funds to further its mission and purpose as set forth in this agreement. The Library will provide the Foundation with a list of its funding needs and priorities on at least an annual basis. The Board of Directors of*

> *the Foundation shall take these needs and priorities into account when raising funds and determining the use of the Foundation's assets.*

- An understanding of the respective roles, responsibilities and financial relationships between the Library and the Foundation.

  - *The Foundation will recognize all donors consistent with the policies agreed to by the Library's Board of Trustees.*
  - *The Foundation will make all hiring, retention and compensation decisions with regards to its employees. The Foundation's employees are not employees of the Sunset Rays County Public Library.*
  - *The Library will provide office space to the Foundation rent-free and will provide an accounting of its in-kind financial support to the Foundation on an annual basis.*
  - *The Foundation will pay for its own photocopying, telephone, and office supplies.*
  - *The Foundation will provide an annual audited financial statement to the Library Director and the Library's Board of Trustees.*

- Term of MOU.

  - *The term of the MOU shall be for ten years commencing January 1, 2011.*

Additional areas to be covered may include:

- Indemnification
- Intellectual Property Rights
- Disposition of Assets Upon Liquidation

The Jacksonville Public Library is currently developing a Memorandum of Understanding between its board of trustees and the Jacksonville Public Library Foundation. Among the items to be included in the MOU are a description of the relationship between the Jacksonville Public Library Foundation, the Jacksonville Public Library, and the Library's governance; the Foundation's responsibilities in terms of fundraising and asset management; and the mutual responsibilities of the Library and Foundation in terms of meeting together, acting in partnership and exchanging information. Because the MOU is in draft form and has not been finalized and adopted, it is not included in this resource guide.

6. THE LIBRARY FOUNDATION'S BOARD OF DIRECTORS

"The Board has to understand that they have a role and what that role is in fundraising. And they have to be donors themselves at a significant (for them) level."

Robert Melanson, Director, Winter Park Public Library.

The board of directors of the library foundation is the governing body of the organization. It is, perhaps, one of the most critically important assets that the library foundation has. The foundation's board of directors has several key responsibilities. These include:

- Setting organizational policy and direction.
- Hiring and evaluating key library foundation staff (if and when the foundation employs staff).
- Determining library foundation priorities.
- Overseeing library foundation finances, including budgets, campaigns and investments.
- Raising funds.
- Donating funds.

Building a library foundation board of directors must be done with good judgment, care and foresight. It is not enough to just put together a list of names of prominent individuals who are involved in many aspects of community life and send them a letter asking them to participate, hoping at least a few will agree. If the library foundation is to be a serious, competitive organization with the determination and wherewithal to achieve its goals, it must have a board of directors who is equally serious, committed to the goals of the organization, and most especially, believes in the library and its mission.

There is much work to be done before the first solicitation of prospective board members. The incorporators or founders of the library foundation - those who have been working on creating this new entity - should consult or meet with library staff and representatives of the library's administrative board and/or governmental entity to identify people who might be approached to participate. Prior to drawing up such a list, a short description of the proposed library foundation should be drafted, as well as a description of the obligations and expectations of board members. A sample follows.

FOUNDATION OF THE SUNSET RAYS PUBLIC LIBRARY
GOALS AND BOARD RESPONSIBILITIES

The Sunset Rays Public Library, in order to contribute to an informed and educated populace, is committed to serving Sunset Rays County and its more than 70,000 residents with the latest in library services and new technologies. To succeed in its efforts, the new Foundation of the Sunset Rays Public Library is being formed to raise funds from the private sector to help provide innovative services and collections. The Foundation of the Sunset Rays Public Library is in the process of incorporating and developing a Board of Directors who will lead and oversee the new Foundation. The responsibilities of the board of directors will include:

- *Serving as the policy-making arm of the Foundation.*
- *Overseeing the management and finances of the Foundation.*
- *Participating in the fundraising efforts of the Foundation.*
- *Setting priorities for the Foundation.*

Each member of the Board of Directors of the Foundation of the Sunset Rays Public Library is expected to:

- *Attend four meetings of the board of directors annually.*
- *Participate, as a member, in at least one committee of the Foundation.*
- *Assist in raising funds by making personal contacts, writing letters and/or making phone contacts.*
- *Contribute to the Foundation at a level of at least $1,000 per year (given personally or solicited from other sources).*

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It is always best to solicit potential board members through personal contact. That is, someone who knows Mr. CEO should visit him and lay out the need and the case for the library foundation and ask for Mr. CEO's assistance and participation. As the foundation's board of directors is being developed, draft lists of people who would be great assets to the foundation, people who are influential in the community and people who have competencies that are needed on the board. Remember that involving people who are enthusiastic and eager to participate is more important that getting a big name who won't attend meetings or contribute. The competencies needed on the board of directors will vary from one community to another. If, for example, there is an active and important industrial or commercial sector in your community, such as real estate development or hospitality, make sure to try to involve someone prominent and key in that industry. If possible, the library director should accompany the person who has made the initial contact to the meeting with prospective foundation board members. The library director's role is to answer questions about the library, its finances and services and its vision for the future.

After the initial list is drawn up and appointments are made, it is critical to keep a record of what has occurred. This record should include:

- The person who approached the prospect and date of approach.
- Notes from that meeting or call.
- Questions that need to be answered.
- Follow-up needed.
- Final determination.

"The governing board of the foundation must have a good and fair mix of board members and not be dominated by elected officials, community group leaders with their own priorities, and even library support groups. There must be a clear understanding of what the library needs, and fundraising efforts and contacts must be coordinated with and through the library administration."

Robert Cannon, Director, Broward County Libraries Division.

Developing the board of directors is not an overnight task. It is best to be deliberate and take the time necessary to do the job right. A small group of dedicated board members is better than a larger group who don't take the job seriously. In addition, extremely large boards tend to be problematic to manage, both in the time it can take for a large number of people to interact outside of meetings as well as within the decision-making apparatus of a board meeting. That is not to say there are not communities and libraries where big boards can work. However, between 15 and 30 individuals is optimal. In Florida libraries, the size of the boards of library foundations varies from eight to thirty individuals.

Use all your community and professional contacts in developing the board. Ask the library's advisory board members, Friends, elected officials, community leaders, and other nonprofit executives for their recommendations. Most of all, find the people with the right fit. They should believe in the library and believe in the potential of the library foundation to make a difference and they should want to be involved not merely as names on a letterhead.

A suggested "Board of Directors Competency" chart as well as a sample "Foundation Board Member Contact Sheet" follow. The competency chart should be tailored to fit local needs.

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LIBRARY FOUNDATION – BOARD OF DIRECTORS COMPETENCIES NEEDED

This is suggested as a means of organizing the types of prospective candidates who should be approached for board membership in the library foundation. It should be customized to fit the locality in which the library foundation will operate. For example, if there is a strong hospitality and tourism industry, it is advisable to include a key player from that industry on the library foundation board of directors. Suggested names and their affiliations should be listed under "potential candidates" and the contact person who knows those persons best and is willing to call them to make an appointment should be listed in the "known by" column.

COMPETENCY	POTENTIAL CANDIDATES	KNOWN BY
LAW		
ACCOUNTING		
INVESTMENTS		
REAL ESTATE		
TECHNOLOGY		
BANKING		
LOCAL INDUSTRY		
HOSPITALITY/TOURISM		
PHILANTHROPY (LOCAL)		
OTHERS - DETAIL		

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POTENTIAL LIBRARY FOUNDATION BOARD MEMBER CONTACT SHEET

What follows is suggested as a prototype contact sheet that can be used to gather information about prospective library foundation board members. The information on the sheet, in italics, is an example of the kinds of information that may be included.

NAME: *Jorge Machado*

POSITION: *CEO, Sunset Rays National Bank*

ADDRESS/PHONE: *5 Visto Way, Sunset Rays*

EMAIL: *JM@SRNB.com*

FAMILY: *Diana Machado, wife (physician)*
2 children in high school

BACKGROUND: *B.A., Florida State University*
M.B.A., University of Miami

INVOLVEMENT IN COMMUNITY ORGANIZATIONS:
Board of Directors, Girls and Boys Club
Board of Directors, United Way of Sunset Rays

PERSON WHO MADE CONTACT: *Jerilynn Reardon, Library Administrative Board member. June 8, 2010.*

NATURE OF CONTACT: *Lunch meeting*

NOTES FROM MEETING: *Ms. Reardon reported that Mr. Machado is very supportive of the library and uses it with his family on a regular basis. He wants more information about the library's plans for the future and what it hopes to achieve through fundraising.*

FOLLOW-UP NEEDED: *Have the Library Director meet with Mr. Machado to answer his questions about the library and its plans. He expects a call from the Director in the next few days.*

DISPOSITION: *Follow up meeting between Mr. Machado and the Library Director with a call from Ms. Reardon who will ask him to join the Library Foundation Board.*

7. LIBRARY FOUNDATION ORGANIZATIONAL ISSUES

How a library foundation is organized and how it operates are, of course, important issues. These issues, some of which are covered in other sections of the resource guide and a number of which will be covered below, include but are not limited to:

- Developing the mission statement, articles of incorporation and bylaws.
- Putting together the initial board of directors.
- Filing the necessary legal documents – state and federal - with the aid of an attorney.
- Understanding and supporting the library's fundraising goals and objectives.
- Creating a case statement for fundraising purposes.
- Securing startup funding, if necessary.
- Working closely with the library and library director on items such as staff support, office space, supplies, technology needed, communications, etc.
- Hiring staff, if appropriate.
- Determining the type(s) of fundraising efforts necessary and resources needed for each type.
- Investigating, and if appropriate, selecting an investment advisor or establishing a fund in a community foundation.
- Keeping scrupulous financial records and selecting an auditor for an annual financial audit.
- Keeping abreast of all laws and requirements for nonprofit organizations in Florida and adhering to these.
- Working to establish a mutually beneficial and complementary relationship with the Friends of the Library group, if one exists.

All of the items on the above list do not have to be done when a new library foundation is first initiated. Many of them can be dealt with as the new foundation grows and prospers. It is the basics – who is going to do what, for what purposes and what will it cost – that need immediate attention.

Startup Funding

There are costs associated with incorporating a library foundation. These costs can include:

- State and Federal government filing fees.
- The services of an attorney, if one is not enlisted to do the work in a pro bono capacity.
- Legal and accounting advice for the operation of the foundation.
- Office supplies, stationery, computers and fundraising software.
- Consultants, if needed, on fundraising strategy, case statement development and campaigns.
- Donor cultivation (lunches and dinners).
- Marketing and public relations campaign.
- Salaries and benefits for staff for the foundation.
- If desired, the cost of establishing a fund in the local community foundation.

These costs can be kept to a minimum if services are donated, the library provides space for an office with related office supplies, phone and computers, and no staff is hired at the start.

It is unwise to make a ball park guess at what these costs might be. They depend on the local area's fee structure and market for professional services (accounting, law, investments, public relations, etc.) and the current local salary structure for development personnel. The foundation may also be able to attract and receive donated services and materials. It is safe to say, however, that there is a cost involved of several thousand dollars, at a minimum.

A solution to the need for startup funding is to find a generous donor, individual or foundation, who is willing to fund the first year (or maybe two) of operations for a new library foundation. This could be positioned as a capacity-building opportunity, donating funds to help establish the long-term success of private funding for the library. If you can create a compelling case for establishing a library foundation, donors and prospective board members will be more likely to become involved.

Creating the Case Statement

The case statement is the articulation of the vision of a fundraising campaign and the explanation of why an organization needs and deserves philanthropic support. It should be clear, concise and convey a sense of excitement, possibility, and immediacy. It should incorporate, in one or two pages:

- A brief description of the library.
- A brief description of the library foundation.
- What makes the library distinctive and unique.
- What needs to be achieved.
- How the fundraising campaign will help the library achieve its goals.
- How the donor can participate and why the donor should give to this effort.

The case statement is both an internal and external document. Externally, its audience is library supporters, current and potential donors, and government officials, where appropriate. Internally, the case statement can be a rallying point for staff, board members, friends and volunteers.

The opening paragraph and goal section of a case statement for the fictional Sunset Rays Library follow (in italics):

The Sunset Rays Library has a long history of providing exceptional library service to the 85,000 people living in Sunset Rays County. Established in 1931, the Sunset Rays Library is an historic building that is a center for learning and education. With its mission of providing free and open access to lifelong learning, culture and educational support, the Sunset Rays Library touches the lives of all the residents of the County; 95% of these residents have a library card and use the library on a regular basis.

The Sunset Rays Library Foundation is being incorporated as a tax-exempt nonprofit organization to assist and support the Sunset Rays Library in reaching its goals. It will supplement but not replace the Sunset Rays Library's public funding. The Sunset Rays Library Foundation will work to raise funds for these two critical programs and, in the future, other programs, services, capital projects and operations that are the priority of the Sunset Rays Library.

The Sunset Rays Library has set two important goals that the Sunset Rays Library Foundation will help it achieve:

- *Establishing an Early Childhood Literacy Center for preschool age children and their parents. This early childhood literacy center will hold workshops for children and their parents and caregivers, build a special targeted collection, integrate age-appropriate technology and focus on the importance of reading as the basis for a good education. (Cost - $45,000)*

- *Creating a homework help center for middle school and high school students. This center will contain print, media and electronic information for young people that complements the materials available at middle and high school libraries. A tutoring program led by volunteers will occur on weekday afternoons and Saturday morning. The online tutoring service "Homework at the Library" will also be available to all students from the library. (Cost - $70,000)*

In preparing for fundraising, the case statement is very important. Taking the time to review the library's needs and plans and set down a case for support helps clarify and focus the fundraising process. And, for a new library foundation, a case statement provides a clear understanding of why the individuals involved are raising money and providing financial support.

Types of Fundraising Campaigns

There are a number of types of fundraising campaigns that a new or growing library foundation may undertake. While it is not recommended to undertake multiple kinds of campaigns at first, the library foundation can certainly build on its successes and add to its mix of fundraising efforts as the foundation matures, staff is added and support grows.

Florida library foundations use various methods and types of campaigns to raise money. The most frequently used campaign is an annual membership in the foundation, followed by special events such as author dinners.

How Florida Library Foundations Raise Funds

A brief overview of the major types of fundraising campaigns includes:

- Capital Campaign - a major, time-limited effort to meet a specific financial goal for a special project such as a building, development of new technology infrastructure, or furnishings and equipment.

- Annual Fund – the fund drive to solicit contributions on an annual basis. This may also be utilized as an annual membership drive with donors becoming members of the library foundation at a variety of funding levels with related benefits for each level.

- Direct Mail – solicitation of new and renewal donors through a mail campaign and, recently, through email solicitation. This could be a part of an annual fund drive and/or also utilized for special, targeted fundraising efforts, i.e. new materials for children, a teen center, etc.

- Special Events – funds raised through attendance (ticket sales) for author dinners, auctions, etc. These events usually entail a great deal of work to plan, oversee and sell tickets.

- Planned Giving – raising funds through bequests and estate planning in the form of charitable annuities, insurance, etc. Engage an expert in this field to assist the foundation as it considers establishing a planned giving program.

- Endowments – funds that are donated to the institution are invested rather than spent outright. A portion of the income produced by those investments provides ongoing and long-term support.

In general, most library foundations begin their efforts through annual fund drives with related membership categories. Some establish endowments right from the start to build a longer term funding base while others prefer to develop funding to meet the immediate needs of the library. Determining the right type(s) of campaigns for each library will be a function of the library's leadership in partnership with the leadership of the library foundation.

8. THE ROLE OF THE LIBRARY DIRECTOR

"The Board of a Foundation may head that individual group into different directions from what the public library needs. Also, Foundation fundraising and grant writing may inhibit the library from seeking local grants and local funds."

A Florida Library Director

In all aspects of the development and continued success of library foundations, the most important role is that of the library director. The library director should be the nexus of information, sharing with the library foundation's board of directors and potential donors ideas, concerns, financial and budgetary information, political sensitivities and, most critically, a vision for the future. After all, it is the library director who knows the most about the library, its challenges and its hopes for the future; and, who will ultimately be responsible for partnering in fundraising and ensuring that funds raised by the library foundation are spent in accordance with donors' wishes.

The library director should be a full voting member of the library foundation's board of directors and attend all meetings of that board and its committees in order to help shape the agenda for the foundation and actively participate in the solicitation and oversight of gifts to the foundation. In some cases in Florida, the library director is an ex-officio or non-voting member of the foundation's board. In only one case did the survey of Florida libraries with library foundations indicate that the library director was not a member of the board at all.

The library director is ultimately responsible for seeing that the library foundation's board of directors clearly understands the library's needs for private support, the library's mission and goals and objectives, its priorities for funding, and its capacity to accomplish the projects for which money is solicited and donated.

Half of Florida's library foundations have their own dedicated staff. For the other half, the library staff, primarily the library director or a staff development director, organizes the fundraising efforts. If the library foundation does have its own staff, it is essential that the foundation's chief executive and the library director work together in a close, open and collegial relationship. The library director and the foundation's chief staff person must share information on the goals and progress of fundraising. They must have a mutually respectful relationship and a clear understanding about their respective roles and responsibilities. Without this, the fundraising efforts by the library foundation on behalf of the library may be doomed to failure. The foundation does not run the library and should not create programs and services that the library is not willing or not able to provide. Significant problems can arise when a library foundation goes off on its own, with its own agenda, and the library no longer is the focus of its efforts.

The library director should be involved, from the very beginning, in setting up a library foundation and in its ongoing operations by:

- Working closely with the leaders in the community who are charged with creating the foundation.
- Helping to identify key prospects for the foundation's board of directors.
- Meeting with the key prospects to inform them about the library and its goals and needs.
- Assisting in crafting the library foundation's mission statement, and contributing ideas to and reviewing the drafts of the articles of incorporation and foundation bylaws.
- Assisting in the drafting of a memorandum of understanding between the foundation and the library.
- Identifying the library's needs and priorities for funding.

- Attending meetings of the foundation's board of directors and providing information on the library, its programs, finances and challenges.
- Providing an orientation to the library for foundation board members.
- Meeting with prospective donors.
- Working with the foundation leaders to develop a donor recognition program.
- Updating the library's advisory board on foundation projects, progress and issues.
- Keeping local elected officials informed about foundation activities and successes.
- Regularly communicating with foundation staff on all aspects of the foundation's programs and the library's ongoing activities.
- Acting as a spokesperson for the library and the foundation's efforts on its behalf.
- Attending foundation events, press opportunities, etc.

The Executive Director of the Library Foundation

If the library foundation chooses to hire an executive director to oversee its operations and fundraising efforts, it will be critical to detail the roles and responsibilities of that position and the ways that it relates to the library and its director so that misunderstandings do not occur.

It is also important to note that the executive director of a library foundation does not manage the library or plan its programs. In fact, the executive director of a foundation cannot and should not speak for the library. Rather, the executive director and the library foundation are there to be supportive in raising funds and awareness to help the library succeed in its mission and goals.

In general, a library foundation executive director will report to the foundation's board of directors and have responsibility for:

- Overall management of the library foundation.
- Supervision of all library foundation staff.
- Financial accountability for the foundation.
- Fundraising, including donor research, donor cultivation, and donor recognition.
- Understanding the library and its needs.
- Working closely with the library director to develop plans and strategies for fundraising programs and projects.
- Communicating to the library director about foundation issues, challenges, and plans for the future.
- Working with the foundation board of directors and library director to identify prospective board members and donor prospects.

9. RAISING MONEY

"If you don't ask, you won't get."

Robert Melanson, Director, Winter Park Public Library

Fundraising for public libraries is nothing new. In fact, America's oldest public libraries were privately funded institutions which over the years became increasingly funded by public funds. But it is only in the past few decades that public libraries have begun to actively and, in some cases, aggressively seek to supplement local funds with private fundraising from generous individuals, corporations and nonprofit foundations. Florida's public libraries have followed this trend. In Fiscal Year 2007-2008, Florida's friends and foundations spent $6,359,257 on public libraries. This was one percent of the total of $573,889,575 spent on public libraries in Florida for that period.

Library managers are well acquainted with the annual struggle to fund a successful and innovative library. The recent economic downturn has had a major impact on public libraries in Florida and beyond as budgets have been cut, library hours have been scaled back and allocations for library collections and services have been decimated.

Philanthropic giving, the willing and voluntary giving of gifts, i.e. money or services, to a nonprofit organization by an individual, a group, a corporation or a private foundation, is the target of fundraising. In the United States, philanthropic giving supports many causes, including education, social services, health, arts, culture, and libraries.

Almost all public libraries in Florida are governmental entities administered by public employees. While library leaders may be skilled in interacting with their local governmental entities to make the case for public funding, in the world of philanthropy and private donors, libraries are competing with many worthy, privately-funded nonprofit organizations and institutions, most of which are experienced players in the fundraising arena.

Making the Case for Fundraising

The public often has the perception that libraries get all the resources they need from governmental sources. Potential donors may also have such an assumption. Therefore, as the library begins to contemplate fundraising and, perhaps, establishing or energizing an existing library foundation, the image and the significance of the library in the community has to be illuminated.

A public library is an outstanding example of what a community can do with a relatively small allocation of public funds. As such, it is well positioned to speak to its role of providing services to benefit every resident. A public library with a long history of public funding may now also require private funds to assist it in initiating new services, expanding collections, building or renovating facilities and upgrading and adopting new technology. It will be necessary to make the case to prospective donors that, while the majority of the public library's financial resources come from the public sector, private funding sources are an important resource for the library's continued well-being as it serves the community.

PUBLIC LIBRARY FOUNDATIONS RESOURCES FOR FLORIDA'S PUBLIC LIBRARIES

Is Fundraising Right For Your Library?

In financially challenging times, libraries are often faced with a dilemma – find an alternative source of revenue or cut the budget. Frequently, governmental officials, library board members, and well-meaning individuals suggest or even require that the library begin to raise money immediately. But, fundraising is not a fix for financial emergencies. While there have been campaigns designed to save an institution in dire straits, such efforts cannot be the basis of a sound long-range development (fundraising) plan.

Fundraising takes time, careful planning, adequate resources, skilled staff and/or volunteers and money. In order to raise money, you have to spend money – on donor cultivation, tracking and research tools, marketing materials, consultants and legal fees, if necessary, etc. Even if volunteers lead the fundraising effort, the library staff, usually at the management level, will have to devote time to work with the volunteers, prepare information, do research, account for the gifts, and spend the funds raised in accordance with the donors' wishes.

The library must be prepared to deal with the concerns of its staff and others as it embarks upon a new way to provide financial resources for its operations. Internal concerns can range from "Why should we?" to "We don't know how!" to "We're too busy." What is essential is knowing the library's priorities and then making sure that the fundraising follows the intent of these priorities.

Fundraising must be undertaken in a carefully planned manner because it is part of the financial equation for the library. That is, private funds will become part of the library's revenue mix. It should be done in concert with the strategic directions of the library and be used to fulfill the library's goals and objectives. While it is possible that a generous donor may offer to fund something special for the library that has not been on the library's planning horizon, in most cases the library's plans for the future are the same plans that should be on the library's list of funding priorities.

The library director should address the following questions as a fundraising effort and/or the establishment of a library foundation is contemplated:

- Will it be possible to talk frankly with the elected officials in the library's jurisdiction regarding the impact of private funding on public funding?
- Can the library leaders reach agreement with public officials that private funding should complement but not replace public funding?
- Can staff, as well as public officials, recognize the benefit of supplementing public funding to create new programs, enhance services, improve facilities, etc.?
- Can library leaders identify and contact potential private sector partners and donors to inform them of the library's plans?

Asking For Money

Before philanthropy can take place, in most cases, a person has to be asked for a gift. And asking is often the most difficult action a person new to fundraising must take. Ultimately, fundraising is only asking for a gift. Like public speaking, asking for money is something many people fear. They feel inadequate or unprepared and, of course, they fear rejection. The entire art and science of fundraising focuses on preparing to ask. This includes preparing the case for fundraising, doing the necessary research on prospective donors, finding and preparing the right person to make the request, making sure the request is for the correct amount, and, finally, thanking and recognizing the donor for the gift.

Florida libraries reporting the existence of a library foundation raised money for capital improvements, collections, technology, and service enhancements. Funding raised annually by the individual libraries varied widely from $2,300 to $400,000, with most libraries reporting raising less than $50,000 annually.

10. FRIENDS OF THE LIBRARY GROUPS AND LIBRARY FOUNDATIONS

"Friends of the San Francisco Public Library is dedicated to bringing libraries to life. Friends works in a variety of ways to support SFPL and encourage literacy. As a foundation, Friends provides grants to the Library that respond to a wide range of community needs, and supports and produces programming that enriches the lives of people all across San Francisco."

Friends of the San Francisco Public Library

As libraries consider whether or not to establish library foundations, they should first look closely at the groups which have assisted them in raising external support over the years. Many libraries, and almost all public libraries in Florida, have Friends of the Library groups. Assessing the role of these groups, their fundraising capacity and history, and their ability to meet the private funding needs of the libraries they support is critical. This section of the resource guide will look at the role of the Friends of the Library group, its capacity to take on a more significant role, and its potential relationship with a library foundation.

Historically when public library supporters have wanted to join in a formal, local effort to help libraries thrive, they have become members of Friends groups. Predating library foundations, Friends groups have been doing advocacy and fundraising for many years. Until fairly recently they were often the sole source of private funding for their local libraries or branches.

Friends of the Library groups often have two primary purposes - friend raising and fundraising. Friend raising, creating an awareness of the library and its needs, usually is the impetus for the formation of a Friends of the Library group. Over the years, in rural towns, suburban areas and large urban centers, small groups of people came together to help the library in some way – volunteering their time and experience to help the library become better known, better supported, and better funded. Often these groups were offshoots of the original creators of their towns' public libraries. The power of a few people getting together with a common purpose is impressive; many Friends of the Library groups have had a long and distinguished history of active support of their libraries.

When friends and volunteers turn into Friends, an official organization working for and on behalf of the library, the official Friends needs to be in tune with the library's needs, plans and ambitions for the future. Friends of the Library groups should not operate in a vacuum. They need to be involved and included in the library's plans, made aware of operational and capital needs, and become familiar with the issues that the library is facing in the political arena. The library's goals and the Friends' goals need to be aligned. Friend raising – making friends who will help the library – is just as important as fundraising. In fact, by making more friends for the library, fundraising becomes easier. But if the library and the Friends are at cross-purposes the results can be unfortunate.

PUBLIC LIBRARY FOUNDATIONS RESOURCES FOR FLORIDA'S PUBLIC LIBRARIES

FRIENDS — READY TO FUND RAISE, OR NOT?

Assessing whether your library's Friends group is ready to fundraise or not can be a complex task.

Friends groups come in all sizes, with varied histories, experience with, and understandings of fundraising. Some groups have been extremely successful in raising funds for the library from the general community. Others have focused on one type of fundraising, such as used book sales, and have a significant history of raising money through these annual events. Still other groups have good intentions but no real expertise or experience. And, in a few rare cases, there are Friends groups who have their own agendas, driven by personalities instead of the library's own mission and plans. These want simply to do whatever they choose with or without the library's blessing.

If your library has a Friends group and you choose to use this group as your vehicle for fundraising from the private sector, you should first do a general assessment of that group's capacity to fundraise. The following sample questionnaire may be helpful in determining fundraising capacity for your library's Friends group. You can use all or some of the questions as appropriate.

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Friends Assessment Sheet

_____

1. *Does the Friends group have Internal Revenue Service nonprofit status (501c3), has it applied for this status, or it is willing to apply for this status?*

_____ *Yes*

_____ *No (Reasons)*

2. *Does the Friends group have experience in raising funds for the library?*

_____ *Yes*   *If Yes, How much does the group raise on an annual basis?*

                          For what purposes?

_____ *No*   *If No, What has the group done on behalf of the library?*

3. *What is the history of the Friends group? How long has it been in existence? How many members does it have? What has been its primary purpose?*

4. *Who is in the board of directors of the group? How are they selected? Are there board members who have the capacity to raise funds for the library?*

5. *What is the nature of the relationship between the Friends and the library?*
   o *Library Director?*
   o *Library Advisory Board?*
   o *Is there open communication and consultation or is work and planning done in a vacuum?*

6. *What is the financial condition of the Friends? Is there an annual budget and set fundraising targets? Does the Friends have financial assets and, if so, how are they managed and accounted for?*

7. *Does the Friends group have paid or volunteer staff?*
   o *Office space?*
   o *Communication tools such as a newsletter?*

8. *Who makes decisions about fundraising goals of the Friends?*

9. *Is the Friends group committed to the library and its goals and objectives? Will it work closely in partnership with the library to raise funds to fulfill these goals and objectives?*

It is important to remember that simply checking off a yes or no on an assessment sheet is only one step in determining whether the Friends group is the most appropriate partner for library fundraising. You must also consider the talents or limitations of group members and where your library is in terms of fundraising. If it has experience raising funds from the private sector, how was this done and who helped? Even a willing and eager Friends group with limited or no private sector fundraising experience might need to proceed cautiously until the group has acquired greater expertise.

PUBLIC LIBRARY FOUNDATIONS RESOURCES FOR
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As you complete your assessment, think beyond the current situation and look at what is possible with an inexperienced but extremely willing Friends group. If you have the time and energy to work with this group, they can be developed and their fundraising capacity enhanced and strengthened. If the Friends are your only alternative at this time, doing the work to build their capacity is part of the fundraising task ahead.

FRIENDS AS COMMUNITY ASSETS

Friends of the library are often passionate believers in what the library is trying to accomplish and have worked long and hard as advocates, formally and informally, on the library's behalf. Friend making is often the best first step in fundraising. The close ties that many individual members of the Friends of the Library groups have in the community are often their most valuable assets.

So, what can Friends do? They can serve as ambassadors to the community, communicating the library's message to their personal contacts and to organizations with which they are involved. They can be advocates and effectively reach out to elected and appointed officials at budget time and throughout the year. They can volunteer in a variety of capacities, always in keeping with the library's policy on volunteerism. They can raise funds – from book sales to large-scale capital campaigns.

But Friends cannot and should not operate in a vacuum. That is, they must work closely with the library and its Director or designated staff to determine:

- What is the best role for the Friends?
- How can they serve as the most effective assets for the library?
- How can the roles and relationships be made clear and specific?
- Who establishes fundraising needs and goals?

Resources for Friends groups may be found through the Association of Library Trustees, Advocates, Friends, and Foundations (http://www.ala.org/ala/mgrps/divs/altaff/). ALTAFF is a national network of enthusiastic library supporters who believe in the importance of libraries as the social and intellectual centers of communities and campuses. Their website includes a number of "Friends and Foundations Fact Sheets" which provide helpful information on issues including starting a Friends group, getting and keeping members, and revitalizing your Friends.

PARTNERSHIPS BETWEEN A FOUNDATION AND THE FRIENDS

The benefits of a partnership between the library and the Friends may seem obvious. There are, however, situations in which the partnership becomes tenuous. When the library and Friends do not agree on any of a number of issues – from fundraising goals to programs to expenditure of funds – a volatile and unpleasant situation may develop. This may become even more complicated if a third party is introduced into the mix – the Library Foundation.

As some public libraries move into more aggressive fundraising, they find that they need a more professional and expert organization in order to be successful. They may outgrow the Friends' capacity and/or willingness to raise significant funding, or they may feel the need to enhance the Friends' work by hiring a director of development. Whatever the reasons, the library needs to tread sensitively as it prepares to follow a new fundraising route. Unless there is an open and agreed-upon strategy in which all the partners have distinct and clear roles and responsibilities, rivalries, jealousies, fiefdoms, bitter feelings – the stuff of soap operas – can cause more damage than good.

PUBLIC LIBRARY FOUNDATIONS RESOURCES FOR FLORIDA'S PUBLIC LIBRARIES

If the decision is made to establish a library foundation to do the major fundraising on behalf of the library, be sure to let the Friends know first and explain the reasons for doing this. How this decision will impact the Friends and their responsibilities will certainly need to be made clear. Consider the following:

- What are the Library's goals and objectives and what are its fundraising needs now and over the next five to 10 years?
- How are funds raised currently and is it done effectively?
- What has been the role of the Friends in fundraising and has it been successful?
- What is the relationship between the library and the Friends and is it satisfactory?
- Do the Friends have the capacity and the willingness to do the necessary fundraising now and in the future?
- Is there the opportunity to establish an effective library foundation?
- What will the roles and the relationships be between and among the three organizations: library, Foundation, and Friends?
- How can each of the partners enhance the other partners' missions and goals?

FRIENDS OR FOUNDATION

There is no single answer to the question: "Which fundraising model works best for my library." Local factors should drive and determine which model to use. Libraries have used a variety of models to pursue private funding. The most common include:

- Friends of the Library groups (with and without paid staff)
- Director of Development position (internal to library, usually reporting to Library Director)
- Library Foundation (separate from library and with or without paid staff)
- Library Foundation (separate from library and with library staff serving as de facto foundation staff)
- Creating or merging the Friends and the Foundation as one organization. Several libraries have done this successfully, most notably the San Francisco Public Library which merged their Friends and Foundation in 1999. (www.friendssfpl.org)

In order to determine what the best fit is for your library, look at your resources, look at your needs, look at the potential and ask the questions:

- What meets the needs of the library and the community?
- What resources can be applied to accomplish our goals and objectives? What is already in place and is it appropriate?
- What needs to be accomplished and how will this be done?

11. THE COMMUNITY FOUNDATION

*"Florida's community foundations connect people who care with causes that matter to make a
difference in their communities."*
Community Foundations of Florida

In Florida and beyond, some public libraries have chosen to use their local community
foundations as either an alternative to setting up a library foundation or as an adjunct to the
library foundation, a place to place and invest their funds and to manage operations.

Community foundations are tax-exempt charitable organizations created by communities for the
communities they serve. There are more than 650 community foundation in the United States and
a significant number in the State of Florida.

There are a number of Florida public libraries that have their funds at their local community
foundation. They have established a "designated fund" which supports the work of the library or
other specific nonprofit organization such as a Friends group and/or library foundation and/or an
"endowment fund" which builds capital and supports long-term sustainability. Twenty percent of
those Florida's public libraries responding to a recent survey report that they have established
funds in a local community foundation. The funds were established to provide support for
collections, capital improvements and general operations.

By creating a fund in a community foundation, the library entity has the benefits of the community
foundation's experienced staff, pooled investment opportunities and planned giving expertise,
investment management and administrative management services. And, many donors feel
secure in knowing local, skilled advisors will manage their gifts for the library professionally.

There are fees attached to setting up a fund in a community foundation. These fees vary from
locality to locality and are dependent upon the amount of investments in the fund and the various
services that the client, e.g. the library, chooses to utilize.

Community Foundations of Florida is an organization that represents more than 20 community
foundations in the State of Florida. Its website (www.communityfoundationsfl.org) includes a map
that is easily searchable to find the local community foundation in Florida's local communities.
This organization is part of the Florida Philanthropic Network, statewide associations of grant
makers dedicated "to build a better Florida."

The Florida Philanthropic Network's website (www.fpnetwork.org) contains a wealth of
information on philanthropy in Florida, laws and legal issues, educational resources and webinars
and breaking news alerts about philanthropic issues.

Working through a local community foundation may be the most straightforward way to start a
more intensive fund raising effort. Because they are already established, have skilled staff, have
the respect of community leaders and donors, and have a presence in the community,
establishing a fund in a community foundation is often an excellent and expeditious way to build a
fund raising program. This does not mean, however, that the entity doing the fund raising – the
library, the Friends, the library foundation – can forego having a dedicated and hard working
board, the library director's involvement and leadership, and a well-planned and carefully thought
out fund raising strategy and methodology.

12. ONLINE RESOURCES

There are a number of online resources available that are helpful to those interested in Florida's libraries, library foundations and fund raising. This list is by no means exhaustive. Rather, it is contains some key links to the subjects discussed in the resource guide as well as a list of websites for most public libraries in Florida that have library foundations.

State Library and Archives of Florida
http://dlis.dos.state.fl.us

Florida Library Association
http://www.flalib.org

Florida Department of State, Division of Corporations
http://www.dos.state.fl.us

Internal Revenue Service
http://www.irs.gov/charities

The Foundation Center
http://foundationcenter.org

ALTAFF (The Association of Library Trustees, Advocates, Friends, and Foundations)
http://www.ala.org/ala/mgrps/divs/altaff

Community Foundations of Florida
http://www.communityfoundationsfl.org

Florida Philanthropic Network
http://www.fpnetwork.org

Florida Library Foundation Web Sites

Alachuca County Library District Foundation
http://www.acldfound.org

Boca Raton Public Library Foundation
http://bocalibrary.org/foundation.htm

Brevard Library Foundation
http://brevardlibraryfoundation.org

Broward Public Library Foundation
http://www.bplfoundation.org

Jacksonville Public Libraries Foundation
http://www.jpl.coj.net/lib/foundation.html

Lantana Public Library Foundation
http://www.lantana.org

Library Foundation of Martin County
http://www.libraryfoundationmc.org

Miami-Dade Public Library System Foundation
http://www.mdplf.org

Clearwater Library Foundation
http://www.clearwater-fl.com/cpl/support/foundation

PUBLIC LIBRARY FOUNDATIONS RESOURCES FOR FLORIDA'S PUBLIC LIBRARIES

Greater Largo Library Foundation
http://www.greaterlargolibraryfoundation.org

Tarpon Springs Public Library Foundation
http://tarponspringslibrary.org/foundation.html

West Palm Beach Public Library Foundation
http://www.wpblibraryfound.org

Winter Park Public Library (a nonprofit 501(c)(3) organization)
http://www.wppl.org