VISION AND STRATEGY 2023-2026

Growing with our Community
VISION: We provide the resources for exceptional expanded library services as our community grows.

Goal: The November 2023 bond and mill levy pass.

Strategies:
- Lead effort and provide funding for a C4 Advocacy Campaign
- Build coalition of key stakeholders to participate in the Advocacy Campaign
- Raise public awareness and support for yes vote through public presentations, networking, materials, ads and grassroots organizing
- Raise $80,000 for the polling and campaign

Goal: Philanthropic support makes branch the best it can possibly be.

Strategies:
- Work with City to identify opportunities where donor funding can impact design of branch
- Conduct a cost/benefit analysis of hiring campaign consultant
- Create communication plan and marketing materials
- Expand our pipeline of major gift prospects

Goal: Library has full financial and creative support to maintain and expand services to branch and beyond.

Strategies:
- Work with Library leadership to identify opportunities where donor support can help achieve their strategic programming priorities
- Assist with marketing support for key library program funded by Foundation
**Funding**

**VISION:** We achieve financial stability for long-term success

**Goal:** We have a full pipeline of a wide spectrum of donors and prospects in various stages of the donor journey.

**Strategies:**
- Develop mid-level donor program to retain and grow their participation
- Test different acquisition strategies to determine best ROI
- Map the donor journey to determine new strategies for acquisition and retention
- Outreach to financial advisors to introduce Library as a reputable place for giving

**Goal:** We have a diverse funding stream that is not overly dependent upon a few major donors.

**Strategies**
- Board and other partners identify and connect us to business and individual prospects
- Increase efforts to obtain grants from foundations
- Develop and market monthly giving program

**Goal:** Our donors are aware of our planned giving program and inspired to participate.

**Strategies**
- Rebrand the program as “Annual Gift Forever” or similar
- Focus communications primarily on bequests
- Develop special recognition and perks for members
- Highlight stories of legacy gifts
- Outreach to estate planners to introduce Library as a reputable place for legacy giving

**Goal:** Our donors feel appreciated and have a great understanding of what their support has accomplished, inspiring them to keep giving.

**Strategies**
- Explore new ways to communicate the impact of the library on the community
- BOD is actively involved in thanking donors
- Explore the idea of donor appreciation events
- Improve system for working with the library to understand and respond to funding needs and to receive the reporting info we need for donors.
The Team

Vision: All staff, board and advisory council members have a clear understanding of their roles and are informed, engaged, and effective.

**Goal:** Advisory Council members are effective advocates for the Library.

**Strategies:**
- More clearly define purpose of AC
- Tighten up and formalize process for joining AC, terms, etc...
- Develop goals for each AC meeting
- Provide opportunities for AC to interact with Library staff, Foundation staff, and BOD

**Goal:** Board members are active and confident in speaking about the library and making intros to potential donors.

**Strategies:**
- Provide board members with ongoing learning opportunities, including an annual retreat
- Create formal, comprehensive orientation process for new board members
- Provide board with regular updates on programs, including impact and outcomes

**Goal:** Board meetings are efficient and include engaging discussions on mission and strategy.

**Strategies:**
- Prioritize close coordination between BOD President and ED on meeting agendas
- Develop more robust committee structure for BOD so much of the business work can happen outside of meetings.

**Goal:** BOD has the right number of committed, qualified people, representing all the diverse aspects of our community.

**Strategies:**
- Form nominating committee, insuring there is always a full pipeline of excellent prospects.
- Develop an application process for BOD membership
- Review meeting schedule and committee structure to ensure board service is appealing to savvy, experienced board candidates.

**Goal:** We attract and retain top talent for our staff positions.

**Strategies:**
- Develop a formal compensation philosophy and process for regular review
- Ensure process for annual review of the Executive Director
- Provide a flexible work environment
- Provide professional development opportunities
Goal: All policies and procedures are documented to ensure smooth transition for new staff and board members.

Strategies:

- Board committee completes review of all governance documents for accuracy and relevance
- Complete operations manual
- Develop annual calendar for board approval each January