



Strategic Plan

Fiscal Years 2022-2024

January 2022

Overview

<p>Vision and Mission</p>	<p>Vision: To be recognized as the community leader in support and advocacy for the Loveland Public Library.</p> <p>Mission: To support and advocate for the Loveland Public Library and its mission “to inform, enrich and inspire a strong, engaged community”. The Friends generate current and long-term funding through volunteer involvement.</p>
<p>Long-term Strategic Goals</p>	<ul style="list-style-type: none"> • To increase total revenue generated by Friends • To increase community awareness of, and involvement with, the Friends • To improve our business and operational practices and processes
<p>Who We Serve</p>	<p>Revenue generated by the Friends provides supplemental funding for programs and services in the Loveland Public Library, a vital community resource, particularly for our underserved populations.</p>
<p>3-Year Objectives</p>	<p>1A. Increase patron level memberships 1B. Publicize honor, memorial, and legacy donation opportunities 2A. Increase Friends individual/family memberships by 5% per year 2B. Increase Friends business memberships 3A. Implement an external review and preparation of financial reports every 3 years 3B. Investigate safer and more efficient sorting facilities 3C. Reduce our dependency on a single volunteer Treasurer</p>

Background and Context

The Friends of the Loveland Public Library Foundation (the Friends) is a registered 501(c)(3) nonprofit organization providing support for the programs and services of the public library in Loveland, Colorado.

The Friends organization enriches our community by building support and raising money to enhance the library's programs and services. Our volunteers sort thousands of donated books, operate a book store, maintain an online bookselling operation, and organize two large community book sales each year. We also support popular events promoting literacy, such as Loveland Loves to Read, an author event based on the "One City, One Book" theme, and the Loveland Poet Laureate program.

Revenue generated through these efforts allows the Friends to make an annual contribution of approximately \$65,000 to the library in support of its programs and services. Every dollar and every hour given is critical to the library programs we support. A few ways in which donations are used:

- **Summer of Learning:** Invites children, teens, and adults to Read, Make, Explore and Share in a fun self-directed format that fosters a joy of knowledge and encourages life-long learning. The program helps students engage in learning experiences during the months when many lose ground in their education. Fosters life-long learning and creativity.
- **Teen Games, Crafts and Technology:** Youth from 11 – 18 have a special place in the library designed just for them. The Teen Hangout offers hands-on opportunities for teens to use new technology, play games, and make cool crafts.
- **Educational Programs and Materials:** Adults gather to enjoy popular nature programs, check out book sets for reading groups and attend events like poetry readings and author visits designed to build community around shared interests.
- **Children's Spaces and Events:** Parents and children find special age-appropriate places designed for babies through tweens where they can explore literacy rich environments, make crafts and spend time in spaces designed to enrich and encourage learning and literacy from birth.
- **Technology Upgrades and Equipment:** Access to the digital world is available to everyone including a classroom full of new laptops for computer classes, specialized technology designed for ADA accessibility and 3D printing supplies to keep teens experimenting with computer design.

Our semi-annual used book sales and our in-library book store are underpinned by a vigorous, year-round sorting process, and generate the majority of our revenue. The sorting process requires a dedicated facility that has for many years been provided to the Friends rent-free by the City of Loveland. Several years ago the City planned to demolish the facility, but then delayed it indefinitely. The threat of losing the facility prompted the Friends to begin exploring other options, including commercial rental property, to meet our needs.

In 2020 the COVID pandemic resulted in both temporary and permanent job loss and business closures throughout our community. We are sensitive to the fact that the community is in an economic recovery period, at least for the early part of this strategic plan 3-year period.

The Friends Board of Directors will continue to work in partnership with the Loveland Public Library Director to ensure alignment with the Library's strategic goals. Implementation of our objectives will begin in early 2022 and continue through Fiscal Year 2024, at which time the success of the plan will be evaluated and opportunities for continued improvement identified.

Strengths, Weaknesses, Opportunities and Threats (SWOT)

Strengths and weaknesses are **internal** - inherent features of the organization over which we have some control. Examples include who is on our team, our processes and procedures, and location.

Strengths:

- Dedicated corps of volunteers
- Established individual/family membership program
- Financially strong organization
- Robust semi-annual public book sales and in-library bookstore
- Board of directors comprised of diverse experiences and perspectives as community stakeholders
- Cooperative relationship with Loveland Public Library staff and administration
- Good reputation within the community

Weaknesses:

- Low public awareness of the breadth of support provided for Library programs
- Inconsistent donor engagement
- Most benefits of membership are intangible
- Lack of volunteer leaders outside of board
- Lack of volunteers with financial/accounting experience
- Inadequate sorting facility leads to inefficient book sorting and storing processes
- Under-representation of volunteers aged 18-60

Opportunities and threats are **external** - things that are going on outside of the organization. We can take advantage of opportunities and protect against threats, but we can't change them. Examples include competitors, inflation, and developments in the market we serve or the technology we use.

Opportunities:

- Loveland demographics shifting towards more retirees and an aging population, higher median incomes, and higher levels of education
- Increase in virtual services and remote access for shopping and connecting

Threats:

- Advances in digital media and potential impact on used book sales
- Public indifference toward funding for public libraries
- Donor fatigue in the Loveland library service area
- Possibility that the City of Loveland will revoke authorization to use the sorting facility
- Negative financial impact of pandemic on both the public and businesses
- Rising operational costs due to inflation, coupled with a climate that won't support increased book prices

2022-2024 Strategic Goals & Objectives

In this document Long Term Strategic Goals are defined as general statements of what we want to achieve in the long term. 3-Year Objectives are specific, measurable ways to attain the identified goals.

Long Term Strategic Goal 1 - Increase revenue generated by Friends

Book sales continue to generate the majority of our revenue, and both the semi-annual book sales and the book store enjoy steady community support. Donations, including patron level memberships that include a donation, also generate a significant amount of revenue.

Ongoing strategies

- Sell donated books through multiple means (semi-annual sales, bookstore, online, ebay)
- Raise public awareness for book sales through a coordinated public relations effort
- Recognize donors in annual report
- Review financial investment performance annually

3-Year Objectives

- Objective 1A: Increase patron level memberships
- Objective 1B: Publicize honor, memorial, and legacy donation opportunities

Long Term Strategic Goal 2 - Increase community awareness of, and involvement with, the Friends

Regularly sharing information about the Friends helps increase community awareness of our organization. Growing our general and business memberships supports both the goal of increasing community awareness and involvement, and that of increasing revenue. It can also result in a larger pool of volunteers, and the participation of volunteers is critical to the success of the Friends organization.

Ongoing strategies

- Engage Friends members regularly and strategically
- Share information about Friends-funded library programs
- Promote Friends membership inside Library and at Library events

3-Year Objectives

- Objective 2A: Increase Friends individual/family memberships by 5 % per year
- Objective 2B: Increase Friends business memberships

Long Term Strategic Goal 3 - Improve our business and operational practices and processes

Regular reviews and updates of our business practices are necessary to keep them up-to-date with current business practices and laws. Documenting and improving our operational processes and procedures will help make our operations more efficient.

Ongoing strategies

- Document volunteer procedures
- Regularly review and update key policies
- Quarterly internal review of financial reports and investments

3-Year Objectives

- Objective 3A: Implement an external review and preparation of financial reports every 3 years
- Objective 3B: Investigate safer and more efficient sorting facilities
- Objective 3C: Reduce our dependency on a single volunteer Treasurer

Implementation & Management of the Plan

Administration of the strategic plan and development of action items will be managed by the officers of the Friends of the Loveland Public Library Board of Directors. Action items associated with 3-year objectives may be suggested by any member of the Board at any time during the 3-year period. Action items may be assigned to chairs and members of Board committees, or specific members of the Board. Progress on and completion of action items will be reported during regular Board meetings.

Evaluation of performance versus plan will be conducted each January by the Board, or by a Performance & Effectiveness committee established by the Board, for each fiscal year included in the strategic plan. Evaluation findings will be reported each year at the February Board meeting.

