



Strategic Plan

Fiscal Years 2019-2021

January 2019

Overview

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<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 Objectives:</p>	<ul style="list-style-type: none"> • To increase total revenue generated by FOLPL • To increase membership in the FOLPL • To develop and implement a leadership “pipeline” • To advocate for public library issues in governmental and funding 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 under-served populations.</p>
<p>Existing Programs and Services:</p>	<p>Membership: Supports library programs, provides access to “Members-Only” events</p> <p>Book Sales: Generates revenue to support library programs</p> <p>Volunteer: Processes all book/media donations, provides setup and breakdown, replenishment and checkout support during book sales</p> <p>Community Events: Promote engagement and raise awareness, foster connection between library staff, FOL, and supporters</p>
<p>Three-year Goals:</p>	<ol style="list-style-type: none"> 1. Increase total income by 15% each year for the next 3 years to offset increasing costs. 2. Grow membership by 5% per year for the next 3 years. 3. Develop and implement a leadership “pipeline” for future FOLPL talent. 4. Increase awareness of and advocacy for our library in city and county government.

Background and Context

The Friends of the Loveland Public Library Foundation (the Friends or FOLPL) is a registered 501(c)(3) nonprofit organization providing support for the staff, programs and facilities of the public library in Loveland, Colorado. Our mission is to advocate for and support the Loveland Public Library (LPL) through promotion of volunteerism among our membership, generation of revenue to support LPL programs and advocacy for library issues, specifically related to public support and funding. Revenue raised by the Friends augments other library funding sources to enhance the availability of programs offered, particularly for children and teens, and to increase the number of people served.

Library programs funded by the Friends include:

- Summer Reading Programs for children, teens and adults
- Citizenship classes
- The Gaming Room and supplemental food for Teens in the Library
- Daytime and evening lecturers and performers
- Author events including the Local Authors Showcase

Library Services funded by the Friends include:

- eBooks, audio books, and downloadable music
- Archiving Loveland historical records
- Expanded large print collection
- Priscilla's Book Shelf - a collection of more than 40 book kits available for book groups

Since incorporation in early 2003, the Friends' fundraising and community engagement strategy has evolved to include used book sales, online consignment sales and well-attended engagement events such as Loveland Loves to Read, an author event based on the "One City, One Book" theme. 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.

The Friends' Capital Campaign, initiated in 2008, raised \$2 million toward the renovation and expansion of the library building, completed in 2012, with improvements such as:

- 27,000 additional square feet of space
- Additional meeting rooms

- A dedicated teen area
- A genealogy and local history center
- A business center
- A dedicated computer classroom
- More than four times the number of public computers

Our bi-annual used book sales, underpinned by a vigorous, year-round sorting process, 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. By the end of 2019, it is likely the City will no longer provide a facility, requiring the Friends to explore other options, including commercial rental property, to meet our needs.

In a conservative rental space scenario, our book sale expense ratio (annual direct expense as a percentage of gross book sale revenue) will increase from 19% to 50%. The Friends' Board of Directors devised this strategic plan with particular attention to increasing revenue to offset increased operating expenses. A secondary aspect of this plan is the potential for expansion of the Loveland library system in the next 5 years. Lessons learned in the execution of this plan may help shape the role of the Friends in a public / private / philanthropic capital campaign.

In fiscal years 2019 through 2021, the Friends aim to increase revenue by **15%** annually, grow our membership by **5%** annually, develop and implement a leadership "pipeline" and increase advocacy efforts in support of the library's mission to **inform, enrich, and inspire**, thereby engaging and strengthening the community.

The 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 and action items will begin in early 2019 and continue through Fiscal Year 2021, at which time the success of the plan will be evaluated and opportunities for continued improvement identified.

Strengths, Weaknesses, Opportunities and Threats

Strengths:

- Dedicated corps of volunteers
- Established membership program
- Robust, bi-annual public book sales
- Board of directors comprised of diverse experiences and perspectives as community stakeholders
- Cooperative relationship with Loveland Public Library staff and administration

Weaknesses:

- Low public awareness of the breadth of support provided for Library programs
- Lack of diversity in funding mechanisms
- Inconsistent member/donor engagement
- FOLPL and LPL not **consistently** viewed as a cohesive / coordinated team
- Lack of an intentional leadership development program

Opportunities:

- Strengthening and enhancing collaboration and cross-promotion with LPL
- Engaging and developing corporate sponsors and business owners as FOLPL members in the wake of Downtown Loveland revitalization
- Year-round used book sales in the Library and local places of business
- Improving the efficiency of book sorting / selling process in a new location
- Strategic advocacy and proactive information programs to engage supporters
- Online sales of collectible and vintage books
- Direct appeals to members and other potential funders

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

2019-2021 Goals

GOAL 1: INCREASE TOTAL REVENUE BY 15% PER YEAR FOR THE NEXT 3 YEARS.

Opportunities to increase revenue exist in areas such as:

- book sales - expanding outlets and improving efficiencies
- partnerships and events with community business owners and foundations
- corporate sponsorships and memberships
- expanding community and membership engagement
- direct appeal to members and potential funders

Book sales have, historically, generated the most funds for the Friends and enjoy steady community support. Building a corporate sponsorship program holds potential to make a significant contribution to income. Targeted events focused on specific community segments or hosted by community business partners can expand the footprint of the Friends. Legacy ticketed events, author lectures, holiday and happy hour events might be enhanced through book sales in collaboration with partners in education and the arts.

Strategies:

- Develop and conduct direct appeal campaigns to members and potential funders.
- Raise public awareness for book sales through a combination of press releases, media appearances, print media coverage, and social media.
- Share information about library programs with book sale patrons and highlight the role of the Friends in funding those programs.
- Create and implement a structured corporate sponsor program.
- Pursue strategic partnerships with other community organizations, civic sectors, businesses, and media contacts.

GOAL 2: GROW MEMBERSHIP BY 5% PER YEAR FOR THE NEXT 3 YEARS.

The membership program supplements income from book sales to fund the annual contribution of the Friends to our library. Growing the footprint of the Membership program will support the stated objective of the strategic plan to increase annual revenue generated by the Friends.

Strategies:

- Promote Friends membership with Library events, facilities, equipment and signage.
- Evaluate existing approaches and engage members more frequently and strategically.
- Include membership promotion in comprehensive communications plan.
- Explore "Corporate Friend" membership as a first step to corporate sponsorship and reciprocal membership with other community organizations.
- Actively work to develop one-on-one relationships with City staff and Council members.

GOAL 3: DEVELOP AND IMPLEMENT A LEADERSHIP "PIPELINE"

As we focus attention on strategies for growing the *number* of members, we also have an opportunity to strategically recruit and develop the next generation of volunteer leaders to guide the Friends in the years ahead. Early in 2019, we will form a team comprised of board members and Friends' members with existing leadership skills to develop a volunteer leadership program.

Strategies:

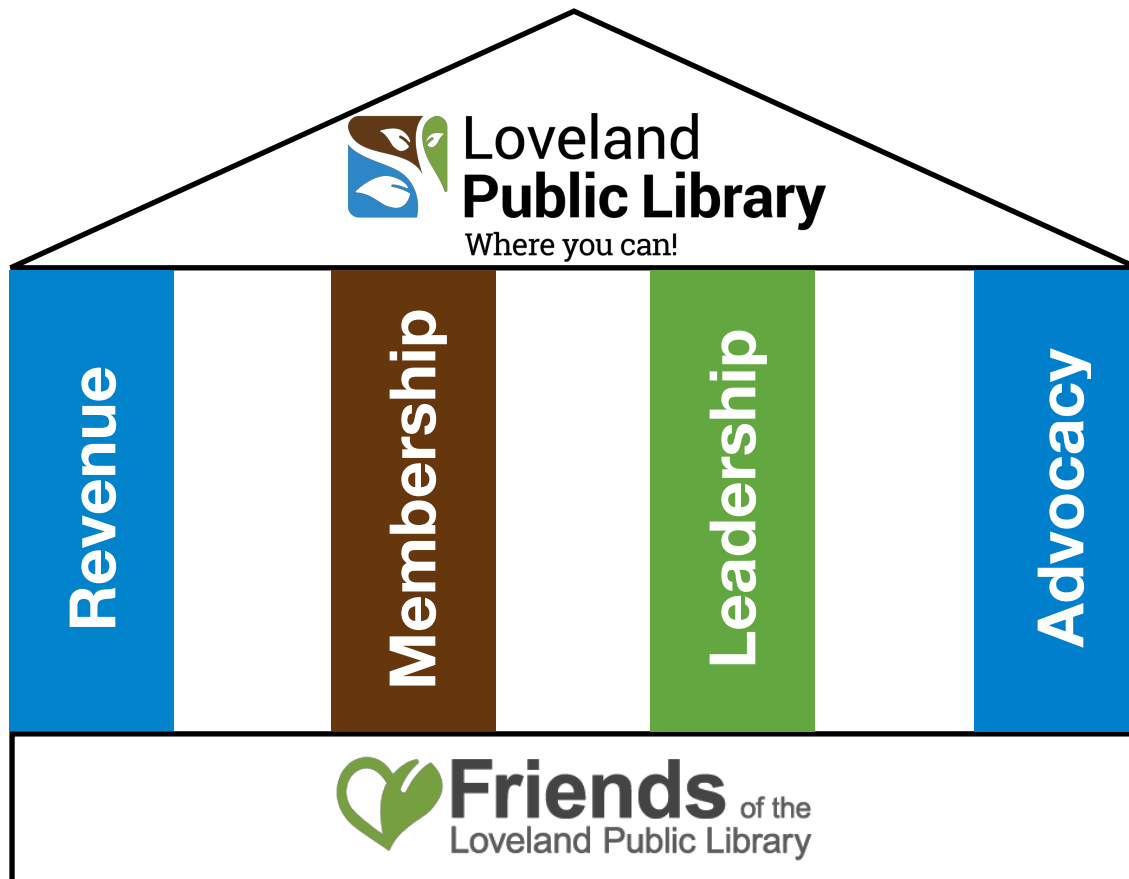
- Develop / update and publish leadership position descriptions.
- Task force to define future leadership needs, current gaps and development activities.
- Target activities to engage the next generation of volunteer leaders.
- Collaborate with non-profits who have established volunteer leadership development processes.

GOAL 4: INCREASE AWARENESS OF AND ADVOCACY FOR OUR OUR LIBRARY IN CITY AND COUNTY GOVERNMENT.

Educating the public about the programs provided by LPL and advocating for support on their behalf is integral to the work of the Friends. By promoting LPL as a cultural center and resource, the Friends can connect the importance of supporting LPL programs by supporting the Friends.

Strategies:

- Increase collaboration and partnership with LPL to enhance visibility for the Friends and acknowledgement of support when the Friends sponsor library programs.
- Maintain fresh website and social media content to emphasize connections between what the Friends does and how that work impacts the community via LPL programs.
- Support LPL events and Friends events through promotion in personal networks and attendance when possible.
- Collaborate with the Library's citizen Advisory Board to optimize all strategies to increase awareness, revenues, membership, and volunteer participation.



Implementation & Management of the Plan

Administration of the strategic plan and development of action items will be managed by the Executive Committee of the Friends of the Library Board of Directors. Action items associated with strategies may be suggested by any member of the board at any time during the fiscal year. 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 in November by the entire board of directors during each fiscal year included in the strategic plan.

Following opportunity for comment from the membership, the board will discuss and approve specific action items at their March 2019 meeting to address each outlined strategy for the first year of the plan period. The Board of Directors will evaluate the success of the action items in November 2019, report the evaluation findings at the annual meeting in 2020, and make any necessary adjustments to goals for the following year. The board will repeat this cycle according to the timeline in Fiscal Year 2020 and Fiscal Year 2021. After a final performance evaluation in November 2021, the board will assess whether a new strategic plan is required and take steps to create a draft for presentation at the annual meeting in 2022.