



Lewis and Clark Library Foundation

STRATEGIC PLAN

Revised 2016

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Final Strategic Plan approved December 6, 2016

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Purpose statement of the Lewis and Clark Library Foundation, from our By-Laws

The purposes for which the corporation is formed are to receive and maintain a fund or funds of real or personal property, or both, from gifts, donations, memorials, bequests, grants and other available sources; and to use and apply the whole or any part of the income therefrom, and the principal thereof, exclusively for charitable, literary, or educational purposes and, in particular for the benefit, improvement and welfare of the Lewis and Clark Library, Helena, Montana, and its patrons, by providing books, records, tapes, films, furnishings and other items, material or objects, including facilities, useful, helpful or beneficial in the operation of a public library, all as would be acceptable to the Board of Trustees of the Lewis and Clark Library.

Mission Statement from the Strategic Planning Retreat, November 10, 2001

The Lewis and Clark Library Foundation, a 501(c)(3) corporation, works to enhance the quality of public library services to our community by encouraging and generating philanthropic gifts and bequests, with accountability to the donors and the public.

Mission statements name why we exist, what we're all about, and what makes us unique. They are longer than a few words that fit on a pen; that's a slogan.

Vision Statement, from the Strategic Planning Retreat, November 10, 2001

Our vision is that each member of our community will have superior access to the highest quality library and information services now and into the future.

Vision statements name the outcomes of our work – in an ideal sense. They name the results we are shooting for, the differences we want to make in our community, the impacts we want to have as a result of our work. A model vision statement is more than one sentence because there is so much that needs to be said than can be covered in one sentence. They are sometimes presented as a list of bulleted items. Ideally, also, they are written in the present tense for the power it conveys, versus a less-strong future tense.

Value Statements, from the Strategic Planning Retreat, November 10, 2001

The Lewis and Clark Library Foundation is committed to:

- Managing our finances competently;
- Informing the community of our activities;
- Maintaining financial accountability; while also:
- Respecting the privacy rights and wishes of our donors; and
- Respecting the authority of the Lewis and Clark Library Board of Trustees to set library policy and the responsibility of the library directors and staff to operate the library.

STRATEGIC PLAN

Revised 2016

1. MANAGE ASSETS

Ensure prudent acquisition, management, and use of funds in a transparent process that demonstrates accountability to our stakeholders.

- Revise gift policy.
- Schedule visits from investor counselors.
- Prepare budget by June 1 each year.
- Participate in audit.
- Prepare financial report.
- Make all financial disclosures, reports and audits available to the public.
- Develop policy re: non-library requests for support.

2. RAISE FUNDS

Maintain and grow sustainable diversified funding.

- Develop and implement a fundraising plan
- Increase the number of donors and cultivate stronger relationships with existing donors.

3. PLANNED GIVING

Ensure long-term growth of the Foundation by encouraging donors to make the Foundation a beneficiary of their estate.

- Increase emphasis on planned giving opportunities.
- Provide simple tools to implement planned giving.
- Develop and implement a planned giving strategy.

4. BOARD EXPERIENCE

Develop a diverse and effective board that represents the Lewis & Clark Library communities.

- Provide for an engaging, congenial, and rewarding board experience.
- Demonstrate appreciation and support for library staff.
- Expand board member development by providing periodic educational opportunities.
- Develop and implement board policy as needed.

5. COMMUNICATION

Convey and celebrate the impact of donors' gifts on programs and services of the library.

- Increase online presence including Facebook.
- Communicate 4 x year with donor base, bi-monthly email.
- Develop and implement a communication plan.

Foundation Board Committees & Objectives (2016-17)

(formed to implement the 2016 Strategic Plan)

ASSET MANAGEMENT COMMITTEE

Cohea (Chair), Taylor, Gavin, Finn, Berry, (*Borneman*)

1. Ensure prudent acquisition, management, and use of funds in a transparent process that demonstrates accountability to our stakeholders.
 - Prepare budget by June 1 each year
 - Make all financial disclosures, reports and audits available to the public.
 - Revise gift policy
 - Schedule visits from investor counselors.
 - Participate in audit.
2. Ensure long-term growth of the Foundation by encouraging donors to make the Foundation a beneficiary of their estate.
 - Develop and implement a planned giving strategy.
 - Increase emphasis on planned giving opportunities.
 - Provide simple tools to implement planned giving.

FUNDRAISING COMMITTEE

Sullivan (Honorary Chair), Borneman (Organizer), Levine, Fahrman, Finn, (*Borneman*)

1. Maintain and grow sustainable diversified funding.
 - Develop and implement a fundraising plan.
 - Increase the number of donors and cultivate stronger relationships with existing donors.
 - Determine how best to recognize donors (e.g. Peccia, Caulliez)

BOARD POLICY and PRACTICE

Furshong (Chair), Boyd, Leaphart, Pichette, Butler, Fahrman, Benish, Hamill (*Borneman*)

1. Develop a diverse and effective board that represents the Lewis & Clark Library communities.
 - Develop and implement board policy as needed (e.g. non-library requests for support (*moved from Manage Assets*))
 - Provide for an engaging, congenial, and rewarding board experience.
 - Demonstrate appreciation and support for library staff.
 - Expand board member development by providing periodic educational opportunities.
2. Convey and celebrate the impact of donors' gifts on programs and services of the library.
 - Develop and implement a communication plan.
 - Increase online presence including Facebook.
 - Communicate 4 x year with donor base.
 - Determine best strategies for promoting the Foundation (e.g. MTPR)

Lewis and Clark Library Foundation
Board Planning Retreat Notes
July 21, 2016

1. Celebrate our progress and successes!

Goal #1: Increase the Foundation's revenue totals.

- A. What are we pleased with? What took place that was real progress – or took us in the right direction?
- Income has grown steadily.
 - We receive approximately \$25,000 from the annual appeal.
 - Give Local Helena generated \$1,800.
 - Approximately \$1,000 in income has taken place from the lobby art sales.
 - We advertise the planned giving opportunity.
 - We've received \$500 in memorials in the last six months.
 - We revamped and improved the Annual Campaign:
 - It reviewed the successes of the last year.
 - We used very clever giving categories.
 - We are now using two posters naming the contributors.
 - The data base is new and improved, with more coordination.
 - We, as a Board, reviewed the mailing list together to ensure accuracy and to make additions of potential donors.
 - The letters were signed by the Board members – and we wrote personal notes on those going to people we knew.
- B. Were there any challenges or road blocks we should be aware of? Did anything not go quite as planned?
- We don't communicate with the donor base as much as we would like to?
 - We target October for the Annual Appeal mailing, but it frequently goes out in November.
 - Perhaps we could do more than one mailing each year.
 - Is this still an important goal that we should consider refreshing and continuing to work on for the next several years? **Yes!**

Goal #2: Manage our assets optimally.

- A. What are we pleased with? What took place that was real progress – or took us in the right direction?
- We regularly visit with DA Davidson and Wells Fargo.
 - We consolidated our accounts to make them more safe and protected.
 - A detailed report is provided at each meeting.
 - We have assets of \$700,000.
 - A portion of our assets was moved to the Endowment.
 - We stayed focused and understand the priorities.
 - We received great proposals from the staff via the Director.
 - We do a good job of respecting our donors' funds and intentions.
- B. Were there any challenges or road blocks we should be aware of? Did anything not go quite as planned?
- The Endowment and Foundation gifts are both asked for in the Annual Campaign. Perhaps these should be separated.
 - The mix of liquid assets versus the endowment, and the balance between them, is a question we need to address.
 - We need a budget.
 - We need a policy regarding making the gifts, a process to consistently use.
- C. Is this still an important goal that we should consider refreshing and continuing to work on for the next several years? **Yes!**

Goal #3: Grow and diversify our Board, and ensure it's a superb experience.

- A. What are we pleased with? What took place that was real progress – or took us in the right direction?
- Everyone on the Board pitches in; everyone helps.
 - We are using the committee process well.
 - We are a good, energized group of people.
 - Everyone is very committed to our mission.
 - The meetings feel productive and efficient, and last only one hour.
 - Young folks serve on our Board.
 - Terry, Amy, and Anne all bring financial expertise to our team.
 - We provide very good new Board member orientation and note books.
 - We consistently attend the art openings in the lobby.
 - We are invited to all the Library events.
 - Bobbi lives 65 miles away, near Augusta, and is always present.
 - We held a meeting in Lincoln.
 - We added significantly to our numbers, as planned.

- We held a joint picnic with the staff, and it was quite successful.
 - We attended the retirement party for Judy.
 - We signed the Annual Campaign appeal letters together as a group, and it was fun.
- B. Were there any challenges or road blocks we should be aware of? Did anything go not quite as planned?
- We lost our Library Board liaison.
 - We're still Helena-centric.
 - It would be ideal to include other minorities.
- C. Is this still an important goal that we should consider refreshing and continuing to work on for the next several years? **Yes!**
- 2. What else could we be devoting our energies to? What else could we doing that would both keep us strong as an organization and significantly help us fulfill the Foundation's mission and purpose?**

A brainstorm:

- Plan our expenditure budget in advance.
- Utilize social media, and improve and promote the Foundation's website.
- Better appreciate the Foundation's donors.
- Better appreciate the Library's staff.
- Market the Foundation County-wide.
- Develop a plan to implement the Planned Giving opportunity. Tackle the easy approaches first.
- Educate ourselves about current library science, trends, technology, etc.
Hold tours, provide presentations and opportunities to interact with staff.
Ask the staff to inform us about the neat new things relevant to libraries that we should see when we travel to other areas.
- Determine a way to keep the knowledge, commitment, and enthusiasm of Board members who are termed-limited off.
- Raise more money from our existing donors.
- Communicate and cultivate the existing donors well, and grow their numbers.
- Start planning a theater / multi-media capital campaign.
- Look for and implement other income streams – events, speakers, etc.
- Create a policy for the Foundation's gift giving and support.
- Grow our electronic abilities ... PayPal, monthly giving, email addresses of donors, etc.
- Make face-to-face requests to some big donors. Request the help of retired Foundation Board members with these. Start with ten potential donors.

3. Our priority goals for the next few years

- Manage the assets well.
- Ensure the Board represents our communities well, and that serving on the Board is a fulfilling experience.
 - Educate ourselves about the latest trends.
 - Orient us on the Library’s Strategic Plan.
 - Provide us occasional tours of the Library.
 - Look for opportunities for us to interact and appreciate the Library staff.
- Implement a comprehensive fundraising plan
- Continue to do what we’re doing well, and examine ways to make them even more effective:
 - Give Helena Local
 - Annual Campaign donor appeal
 - Lobby art sales
- Raise more money from existing donors.
- Cultivate and communicate with our existing donor base.
 - Develop a communications plan specifically targeted to the donors.
 - Appreciate them more actively. Treat them special, such as inviting them to existing events.
 - Monitor the effectiveness of the attention paid to this effort.
- Implement opportunities for donors to do Planned Giving for the Foundation.
 - Utilize the help of retired Board members.
 - Educate ourselves more deeply about the easiest approaches and how to publicize them to our donors.
- Plan an expenditure budget. Include anticipated income and expenses.
- Create a policy and process for the support gifts made by the Foundation.
 - Begin by seeking those of other Library foundations.
- Begin formulating a Capital Campaign.

Some details to outline for each of the priorities:

- a. Briefly, why is this important to us? What value will the Foundation derive from it?
- b. What results are we seeking over the coming year or two? What are the ideal outcomes? What does success look like?
- c. What activities and action steps can we pursue? What will get us to the outcomes we named?

- d. How will we define the benchmarks of success? How will we measure the effectiveness and know we are truly making progress?
- e. Who will be responsible for this effort? Who is interested in helping, and who will convene the meetings to ensure they take place?

4. Quick debrief and suggestions about our Board meetings

- What is perfect about our Board meetings? What do we appreciate?
 - Their speed and accuracy.
 - They are efficient use of time.
 - The comradery that takes place before and after each meeting.
 - The fellowship and congeniality.
 - The intelligent ideas.
 - Staff provides us with good materials – agendas, minutes, budget reports, and they are made available in a timely way.
 - The respect we show each other.
 - The different perspectives.
 - The staff and guest presentations.
 - Well run!
 - We are asked for agenda items for the next meeting at the end of each meeting.
- What could we suggest to make our Board meetings even better?
 - Provide articles about library science.
 - Invite staff to attend as a liaison. Perhaps rotate the invitee.
 - Invite staff to introduce themselves and make short presentations.
 - Ask Committees to prepare their proposals in writing, in advance of the meetings.
 - Print on the bottom or back of our agendas our mission, vision and value statements.