



ANCHORAGE
LIBRARY
FOUNDATION



STRATEGIC PLAN 2021-2026
Approved 12/1/2020



MISSION

Promote, fund and support the long-term vitality of the Anchorage Public Library.

VISION

We aim to achieve long-term, sustainable support for the Anchorage Public Library with model donor stewardship through the following means:

- Engagement with the community to foster respect and passion for the Library.
- Ensure that our donors are representative of our community and that all people who wish to contribute are welcomed and valued.
- Communication of clear giving guidelines for current and potential donors to lead them to the Library causes they care about.
- High level management of our assets that leads to a steady stream of funding to our endowment, a high number of planned gifts, and ultimately a sustainable giving donor experience.

VALUES

- Stewardship
- Sustainability
- Communication
- Diversity

PURPOSE

- Advocate for the Anchorage Public Library.
- Provide an accessible funding stream for library programs and initiatives.
- Cultivate and maintain relationships with a broad base of donors - ensure equitable access to donor opportunities.
- Communicate the role of ALF and distinguish from roles of FOL, LAB, and APL.
- Assure diversity of ALF board.

AUDIENCE

- Current donors
- Prospective donors and voters - even those who don't use the library regularly but are philosophically in support of it
- People who use the library
- Community leaders/funding decision-makers

FOCUS AREAS

FUND DEVELOPMENT

- Cultivation
- Stewardship
- Solicitation

FINANCE

- Annual budget and oversight
- Long-term financial planning and policies

COMMUNICATIONS

- Advocacy/Education
- Big picture PR & marketing—for ALF and APL

INFRASTRUCTURE/SUSTAINABILITY

- Human capacity-board & staff
- Processes
- Long-term planning
- Board development
- Liaison to the Library and other Library boards



GOALS

The Anchorage Library Foundation works in support of the Anchorage Public Library. As such, Foundation goals are informed by the library's specific needs and must be regularly reviewed to maintain alignment with the goals of the Library. The Foundation's near-term goals are established each year by the committees (see work plan in next section for details) and are ratified by the board.

ANCHORAGE LIBRARY FOUNDATION - 1 YEAR GOALS (2021)

INTERNAL

- **Board development:** grow and strengthen ALF board, especially in the area of nonprofit finance law.
- **Annual fundraising:** continue focus of growing our \$1-5K level donors and planned giving, while also recognizing importance of donors at all levels.
- **Finances:** continue to wisely steward finances and develop systems and strategies to support future capital campaigns.
- **Equity, Diversity and Inclusion:** through professional development and education, updating policies and procedures, and examining our board culture, to make us better stewards of the organization.
- **New Funds:** manage and promote our new funds at the Alaska Community Foundation. Manage our new reserve fund.

PROJECTS

- **Library promotion:** maintain increased Library visibility in the community and use it to build fundraising and advocacy.
- **Alaska Room** capital campaign.
- **New Libraries:** continue to look for new opportunities and options to expand Library presence, especially in Downtown and South Anchorage.
- **Advocate for increased public funding** through MOA bonds, Library operating budget, and Mayoral election.
- Do we want to add anything about our bigger aspirational ideas?

ANCHORAGE LIBRARY FOUNDATION - 5 YEAR GOALS (2021-2026)

The Foundation's long-term goal is to develop and maintain the capacity and systems to promote, fund and support the Anchorage Public Library's goals for the years 2021-26. These goals are documented in the library's 2016 Long-Range plan and are included here for reference. The timeline for these goals may be amended as Library goals change.

ANCHORAGE PUBLIC LIBRARY - 5 YEAR GOALS (2021-2026)

- Launch a new citywide library rebranding initiative
- Create a new Alaska Room at Loussac Library

- Launch pilot project for alternative delivery i.e. pick-up at school or cafe OR Express library kiosks at malls/hubs
- Investigate new revenue streams, i.e. library district or tax credits.
- Open a Downtown Library
- Mountain View Library refresh
- Launch Loussac Phase 2 renovation when political/economic climate is suitable
- Open a South Anchorage Library
- Position upgrades and new positions + materials budget increase through MOA budget each year
- Submit small bond packages each year as needed: Loussac building safety improvements; Girdwood, Chugiak-Eagle River and Mountain View upgrades; potential Downtown and South Anchorage projects.

2021 WORK PLAN

1. FUNDRAISING

Tabitha (Chair), Clare, Susanne, Mary, Deborah, Kenrick, Carrie, Chelsea, Jocasta, Matt, Misty Rose

*Meetings: 3rd Friday of the month, 12-1pm, Loussac Beluga Room
(meets jointly with Communications committee)*

CATEGORIES OF GIVING

1. Endowment.
2. Project-specific: capital projects and new library initiatives.
3. Unrestricted for ALF operations and the above.

AREAS OF FOCUS

- Develop priorities for how to raise and spend money.
- Create an annual fundraising plan and goals.

2021 GOALS

- Conduct capital campaign for Alaska Room.
- Maintain Diversity, Equity and Inclusion focus in our fundraising.
- Strengthen and advertise our planned giving program.
- Continue to steward new donors from the 2020 spring campaign - work to transition them to monthly donors.
- Continue to maintain the feedback loop between donation and results, and keep the board involved in that process.
- Maintain ALF full board participation in fundraising - regular updates during meetings, thank you phone banks and other recognition.
- Raise at least \$85K in general/operating funds and \$108K in restricted project funds, especially by increasing \$1-5K level donors.
- Be prepared for a future downtown library campaign and library special projects as needed.

METRICS

- 100% submittals of committee reports in monthly board packet.
- Three fundraising appeal letters to donors and prospective donors.
- Each board member works on developing two new donors to the \$1-5K level.
- Complete at least 6 grant applications a year; involve board members in research and applications.

2021 FUNDRAISING TASKS

- Delegate fundraising activities to *all* board members - *committee*.

- Increase \$1-5K level donors, utilizing our donor database - *Clare*.
- Research grant opportunities - *Clare*.
- Donor thank you phone banks - *committee*.
- Planned giving program activities (see tactical plan) - *committee*.
- 1 online event to thank our donors and have a forum to make a more personal connection; make sure to recognize Next Chapter Society members (virtual escape room) (GCI as sponsor?) - *committee/Misty*.
- 1-2 online estate planning workshops - *committee, schedule in Jan. 2021*. (future idea: small business webinars - setting up a matching gift program, charitable giving rules)
- For each committee meeting, review upcoming communications to donors and partners to make sure we are keeping them in the loop on our projects.
- Each board member contacts 4-8 prospective donors each year (event invitations, reaching out to people in our circles, promoting giving in social media, making calls, etc.)
- Review language of fundraising appeals, event invitations, etc. to make sure that we are inclusive of all donors
- Pitch Library giving to clubs, young professional groups, sororities and cultural groups (possibly through social media)
- Invite Community Resource Coordinator program to bring us programs to seek private funding for (Weidner)
- Future: Mystery Dinner fundraiser, start up young professionals giving circle

2. FINANCE

Amanda (Chair), Roe, Clare, Chris.

Meetings: 2nd Wednesday of the month, 12-1 pm, Loussac 4th floor boardroom

AREAS OF FOCUS

- Create an annual budget.
- Responsibly manage the Foundation's assets by regularly reviewing financial reports and implementing financial controls.
- Develop spending priorities.
- Work with the library to develop structures for requesting and appropriating funding.

2021 GOALS

- Continue board education on finances (balance sheet, budget, investments, Goetz Trust).
- Adhere to our prescribed schedule for budget creation, financial reports to board, tax filings, etc.
- Monitor new Reserve Fund and discuss when/how to access it

- Monitor and support Alaska Room budget

METRICS

- 100% submittals of committee reports in monthly board packet.
- Produce 12 monthly financial reports.
- Issue a draft budget in October; and track performance against budget throughout the year.
- Complete the 990 IRS filing on time each year.

2021 FINANCE TASKS

- Annual finance tasks - finance reviews, budget, 990 public support test - *Clare*
- Recruit another finance expert/attorney to board and finance committee - *committee w/infrastructure committee*
- Create new Asset Management Fee Procedures - *Amanda*
- Set procedures for ALF mini-grants to APL – *Infrastructure committee*.
- Get more involved in project budget projections - Alaska Room - *Clare present to committee*
- Annual finance presentation to board - focus on budget prep - *Amanda*.
- Wells Fargo work session on investment accounts and Goetz Trust - less market information and more specifics to ALF investments: strategy, investment parameters, etc. - *Roe*
- Update Gift Acceptance Policy - *Clare/committee*
- Move checking account to new institution
- Update Peri section in IPS to make it simpler. Goal: Inflation-proof corpus, give away as much as possible to the Library without harming the long-term health of the fund, and try to give at least \$5K a year

3. COMMUNICATIONS PROGRAM

Library Foundation communications are managed through the Fundraising Committee, following this guide:

AUDIENCES

- Current donors (individuals, corporate, foundation).
- Prospective donors and voters: those who don't use the library regularly but are philosophically in support of it and are potential donors/voters.
- People who use the library.
- Community leaders, Library programming partners, funding decision-makers, and politicians.

AREAS OF FOCUS

- Communicate to our audiences about our work, the Library's needs, and our major campaigns.
- Provide ongoing communications with donors on the impact of their gift and foster a sense of community among Library supporters; provide opportunities for feedback from donors.
- Maintain Library and donor stories and photos for promotional use.

2021 GOALS

- Continue to steward our 400 new donors from our 2020 campaign to bring them into our community and encourage long-term support.
- Continue the narrative that the Library isn't just a "nice to have," it's a critical part of our community - providing education, community, connections, jobs.
- Educate leaders and supporters on Library's \$3M/year funding shortage.
- Promote the 2021 Bond.

METRICS

Did we complete our regularly scheduled communications?

- Quarterly review/updates to website.
- Monthly e-newsletter to donors and prospective donors.
- Two semi-annual impact reports (newsletters) to donors.

COMMUNICATION TASKS

- Annual tasks: impact reports, emails, thank you notes, thank you phone banks - *Clare*.
- Review ALF publications as they come out to make sure messaging is on target - *full board*.
- Develop messaging and statistics on the necessity/value of library that are compelling to elected officials - *fundraising committee*.
- Improve the profile of the Library in the community by financially contributing to the Library's marketing budget - *board*.
- Coordinate to ensure Library Foundation and Library communications complement each other - *fundraising committee + Misty Rose*.
- Donor survey - *committee, once every two years*.
- Support bond campaigns as needed - *full board, Jan-Apr*

4. INFRASTRUCTURE/SUSTAINABILITY PROGRAM

Kim (Chair), Sigrid, Clare

Meetings: 2nd Tuesday of month, 12-1 pm, Loussac Beluga Room

AREAS OF FOCUS

- Maintain organizational adherence to strategic plan; conduct regular plan reviews.
- Assure that board activities and spending supports the strategic plan.
- Act as the liaison between library support groups.
- Coordinate planning for long-term projects.
- Oversee board recruitment, stewardship and ongoing education.
- Oversee and make recommendations for board procedures, meeting structures, etc.

2021 GOALS

- Conduct our work with a diversity, equity and inclusion lens, including developing young adult leaders.
- Strengthen board/ongoing education.
- Foster stronger communications with FOL/LAB.
- Maintain adherence to strategic plan.
- Analyze annual board assessment and address shortcomings.
- Recruitment: if a seat opens up this year, fill it within three months. Grow volunteers who help w/specific projects.

METRICS

- 100% submittals of committee reports in monthly board packet.
- # of new board members: if a seat opens up, it will be filled within 3 months.
- Annual board assessment completed.
- Maintain 75% or higher attendance at board and committee meetings.
- The board will complete an annual review and update of this strategic plan by November of each year.
- All new funding proposals will be evaluated to make sure they support this strategic plan and our diversity, equity and inclusion goals before spending is authorized.
- Annual outreach to FOL, LAB and APL has been completed.

2021 TASKS

- Convene regular check-ins with the three board presidents.
- Conduct Board/Org Equity Audit (Jan) and pick discussion topics to bring to full board throughout the year
- Spend 20-30 mins per board meeting to discuss big ideas:
 - EDI topics from the board assessment (TBD)
 - Overview of ALF donor stats & board sets fundraising goals (Jan)
 - Finance deep dive (March)
 - Board elections (May)
 - Strategic Plan update (Announce in Sept and discuss in Oct)
 - Board assessment (Dec)

- Mission moments from staff (monthly)
 - Ask Board what they would like to cover the following year(Dec)
- ALF-LAB-FOL joint meeting (Jan/Feb): day-long board retreat
- At least one board training per year. Potential topics: EDI, fundraising or advocacy.
- Board socials (ongoing)
- Annual strategic plan update (Sept)
- Set high level board discussion topics for next year (Nov)
- Recruit for nonprofit finance legal expertise on board, whether through new board members or volunteers for special projects - ongoing
- Work on application process for ALF mini-grants to Library.

ANNUAL TIMELINE

DATE	ACTIVITY	COMMITTEE
Jan	ALF 990/year-end wrap up	Finance
Jan	Tax letters to donors	Admin
Jan	Research grant opps. for the year	Fundraising
Jan	Promote Pick.Click.Give	Fundraising
Jan	Renew ALF P.O. Box	Admin
Jan	Prepare for legislative outreach if needed	Communications
Jan	Prepare MOA bond outreach campaign	Communications
Feb	Pick.Click.Give application for next year	Finance/ Fundraising
Feb	Plan for board recruitment	Infrastructure
Feb	Schedule annual FOL/ALF/LAB work session	Infrastructure
Feb	Annual investment portfolio review with Wells Fargo	All
April	1st quarter budget revision	Finance
April	Spring fundraising letter	Fundraising
April	Beyond the Stacks	FOL
April	Spring donor thank you phone bank	All
May	Book sale (first weekend)	FOL
May	Summer Newsletter	Communications
May	Board provides prospect names for fall fundraising efforts	All
July	Help Library prepare MOA bond request for next year	All
July	Mid-year budget revision	Finance
Sept	State charitable reg. due Sept 1	Finance
Sept	State biennial report due on odd years	Finance
Sept	Mayor's Charity Ball applications due	Fundraising
Sept	Prepare for MOA budget advocacy	Communications
Sept	Donor TY phone bank	All

Sept	Fall fundraising letter	Fundraising
Sept	ALF board social	Infrastructure
Sept	Prepare draft budget	Finance
Sept	Prepare annual fundraising & communications plan for next year	Fundraising
Oct	Board reviews draft budget	All
Oct	Review and update strategic plan after budget, fundraising and marketing plans completed	Infrastructure
Nov	Book sale (first weekend)	FOL
Nov	End of year fundraising letter (hit mailboxes tues/wed before Thanksgiving)	Fundraising/ Communications
Nov	Prepare winter newsletter	Communications
Nov	Board approves budget and fundraising, marketing and strategic plans	All
Nov	Phone calls to Major Donors	2-3 Board Members
Dec	Send reminder postcard to LYBUNT donors	Fundraising
Ongoing	Monthly e-newsletter & website updates	Communications
Ongoing	Check mail, data entry, thank yous, pay bills, etc.	Admin
Ongoing	Monthly committee meetings and submit reports for board meetings	Committee Chairs
Ongoing	Board members call to thank donors	Fundraising
Ongoing	Board meeting packets and high level discussion topic of the month	Infrastructure

