



STRATEGIC PLAN 2023-2028
Approved 12/06/2023



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 the 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
- Communicating one to two events per year geared toward NCS members and prospects

INFRASTRUCTURE/SUSTAINABILITY

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



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 (2024)

INTERNAL

- **Board development:** grow and strengthen ALF board, intentionally recruiting with a focus on EDI and the area of accounting, project management, and fundraising expertise. Try to ensure representation for all branch communities.
- **Annual fundraising:** continue focus of growing our \$1-5K level donors and planned giving, while also recognizing importance of donors at all levels.
- **Donor Recognition:** focus on recognizing our donors and our first class of the Next Chapter Society in a unique way that creates personal connections.
- **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.
- **ACF Funds:** promote our funds at the Alaska Community Foundation. Manage our new reserve fund.
- **Planned Giving:** Continuing to develop planned giving infrastructure.
- **Human Resources:** successfully manage the Executive Director through routine work planning, performance evaluations, and other Human Resource best practices.
- **Grant Administration:** Establish process for administering grants, tracking deadlines, and maintaining compliance with grant requirements.
- **Crisis Communications Policy:** Establish a process and policy for board communication to the public.

PROJECTS

- **Library Promotion:** maintain increased Library visibility in the community and use it to build fundraising and advocacy.
- **Endowment Fund Campaign:** direct donors to our endowment.
- **Capital Campaigns:** Alaska Room and DT Library
- **Downtown Library:** Focus on partnership with the current administration to advance Downtown Library.
- **Advocate for Increased Public Funding:** through MOA bonds, Library operating budget, and Assembly election.



ANCHORAGE LIBRARY FOUNDATION - 5 YEAR GOALS (2023-2028)

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 2023-28. 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 ALF's mission evolves.

ANCHORAGE PUBLIC LIBRARY - 5 YEAR GOALS (2020-2025)

- 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.
- Muldoon Library refresh, 2020



2024 WORK PLAN

1. FUNDRAISING

Kenrick (Chair),, Susanne,, Tabitha , Chelsea, Matt, Margo, Audrey Jo, Shanna
Meetings: 2nd Friday of the month, 1-2pm via Zoom
(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.

2024 GOALS

- Develop a lasting and sustainable relationship with donors throughout their lives and legacies, focusing on donor retention
- Work with Administration to support Alaska Room and Downtown Library, including creation of fundraising campaign
- Collaborate with Infrastructure Committee to comply with existing grant requirements.
- Raise at least \$85K in general/operating funds and \$108K in restricted project funds, especially by increasing \$1-5K level donors. (Update in February after we receive updated 2023 numbers)
- Maintain Diversity, Equity and Inclusion focus in our fundraising.
- Promote and steward Next Chapter Society and planned giving

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.

2024 FUNDRAISING TASKS

- Delegate fundraising activities to *all* board members - *Committee*.
- Increase \$1-5K level donors, utilizing our donor database - *ED, Shanna*.
- Donor thank you phone banks - *Committee*.
- Planned giving program activities (see tactical plan) - *Committee*.



- 1-2 online estate planning workshops - *Committee, schedule in Jan. 2023.* (future idea: small business webinars - setting up a matching gift program, charitable giving rules. NCS event)
- 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
- Future Possibilities: Mystery Dinner fundraiser, start up young professionals giving circle, small business charitable giving as community involvement
- Communicate with the board, donors, and other stakeholders regarding donations and accomplishments.
- Maintain ALF full board participation in fundraising - regular updates during meetings, thank you phone banks and other recognition.
- Determine whether to include grant metrics in FY25, i.e.: Complete at least 4 grant applications a year; involve board members in research and applications.
- Determine whether to revisit researching grant opportunities as a FY25 task-*ED, Shanna.*

2. 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.

2024 GOALS

- Continue to steward our new donors from our 2023 campaigns 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 narrative that the Library is a safe place, a haven for the community, especially in trying times.
- Promote positive comments, media, and stories about the Library and the Foundation
- Develop and implement Crisis Communication Policy

METRICS

- Quarterly review/updates to the website.
- Monthly e-newsletter to donors and prospective donors.
- Two semi-annual impact reports (newsletters) to donors.
- Crisis Communication Policy drafted and saved to G Drive by end of CY 2024

COMMUNICATION TASKS

- Annual tasks: impact reports, emails, thank you notes, thank you phone banks - *Shanna, ED*
- 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 the 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 year*.
- Support bond campaigns as needed - *full board, Jan-Apr*
- Pitch Library giving to clubs, young professional groups, sororities and cultural groups (possibly through social media)
- Maintain a shared Google Doc of positive comments/feedback from donors to use for future reference and communications.
- Break down steps and quarterly goals for developing Crisis Communication Policy
- Implement Crisis Communication Policy by the end of 2024



3. FINANCE

Audrey Jo (Chair), Amanda,, Chris, Alexandra, Shanna

Meetings: 2nd Wednesday of even months, 12-1 pm, via Zoom, and ad hoc as needed.

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.
- Complete 990 and annual audit

2024 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 Funds for performance and make adjustments as necessary.
- Monitor status of Alaska Room plan.
- Monitor status of Downtown Library plan, to include stewardship of grant funds when they become available.

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.
- File the 990 IRS filing on time each year.
-

2024 FINANCE TASKS

- Annual finance tasks - finance reviews, budget, 990 public support test - *Audrey Jo*
- Create new Asset Management Fee Policy and Procedures - *Amanda and Shanna*
- Create Policy and Procedures for ALF mini-grants to APL – *Infrastructure and Finance Committee.*



- Annual finance presentation to board - focus on budget prep - *Amanda and Audrey Jo*
- Annual Wells Fargo work session in February on investment accounts and Goetz Trust - less market information and more specifics to ALF investments: strategy, investment parameters, etc. -
- 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 - *Alexandra*
- Assess origination of restricted funds and determine how to disperse funds - *Shanna and Committee*
- Obtain understanding of the requirements of grants and develop plan for appropriate fiscal management - *committee*

4. INFRASTRUCTURE/SUSTAINABILITY PROGRAM

Kim (Chair), Chelsea, Matt, Kenrick, Shanna

Meetings: 2nd Tuesday of month, 1-2 pm via Zoom

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.
- Manage Executive Director position.
- Track and manage grant administration and compliance

2023 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 our strategic plan.
- Analyze annual board assessment and address shortcomings.
- Recruit new board members expeditiously as vacancies arise.
 - Focus on members with project management and library experience
- Conduct a donor survey to find priorities and understand perspectives.
- Work collaboratively with the Executive Director to ensure effectiveness and efficiency.



- Create and obtain board approval of the process for administering grants, tracking deadlines, and maintaining compliance with grant requirements.
- Work with Administration on DT MOU

METRICS

- 100% submittals of committee reports in monthly board packet.
- Recruitment: if a seat opens up this year, fill it within three months. Grow volunteers who help w/specific projects. Annual board assessment completed by all board members.
- 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.
- Complete annual review with Executive Director
- 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.
- Obtain board approval of grant administration process, and implementation of process by end of 2024.

2023 TASKS

- Convene regular check-ins with the three board presidents.
- Conduct Board/Org Equity Audit (January) and pick discussion topics to bring to full board throughout the year
- Spend 20-30 mins per board meeting to discuss big ideas:
 - Board Assessment Results (January)
 - Overview of ALF donor stats & board sets fundraising goals (February)
 - Finance deep dive - current and historical (March)
 - Professional Development (April)
 - Board election introduction and recruitment update (May)
 - Conduct Election (June)
 - Strategic Plan update (August)
 - Planned Giving and Next Chapter Society (September)
 - Budget 2024 Draft Discussion (October)
 - Board assessment (November-December)
- ALF-LAB-FOL joint meeting (Jan/Feb): Three board social
- At least one board training per year. Potential topics: EDI, fundraising, group dynamics, or advocacy.
- Board socials (July)



- Annual strategic plan update (Sept)
- Set high level board discussion topics for next year (Nov-Dec)
- Work to review, revise, and finalize the DT MOU with Administration
- Recruit for project management and library experience, whether through new board members or volunteers for special projects - ongoing
- Work with Assembly to advocate for ED grant
- Create timeline document, tracking system, and compliance procedure for grant administration by end of 2024.
 - Implement grant administration process by end of 2024



ANNUAL TIMELINE

DATE	ACTIVITY	COMMITTEE
January	ALF 990/year-end wrap up	Finance
January	Tax letters to donors	Admin
January	Research grant opps. for the year	Fundraising
January	Promote Pick.Click.Give	Fundraising
January	Renew ALF P.O. Box	Admin
January	Prepare for legislative outreach if needed	Communications
January	Prepare MOA bond outreach campaign	Communications
February	Pick.Click.Give application for next year	Finance/ Fundraising
February	Plan for board recruitment	Infrastructure
February	Schedule annual FOL/ALF/LAB work session	Infrastructure
February	Annual investment portfolio review with Wells Fargo	All
March	Finance Deep Dive	Finance
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
June	Board Elections	Infrastructure
July	Help Library prepare MOA bond request for next year	All
July	Mid-year budget revision	Finance
July	State biennial report due on odd years	Finance
July	Plan Wills Clinic	Fundraising/ Communications (Planned Giving)



August	Strategic Plan Update	All
September	State charitable reg. due Sept 1	Finance
September	Advertise Wills Clinic and Estate Planning Webinar	Fundraising/ Communications (Planned Giving)
September	Mayor's Charity Ball applications due	Fundraising
September	Prepare for MOA budget advocacy	Communications
September	Donor TY phone bank	All
September	Fall fundraising letter	Fundraising
September	Prepare draft budget	Finance
September	Prepare annual fundraising & communications plan for next year	Fundraising
October	Board reviews draft budget	All
October	Review and update strategic plan after budget, fundraising and marketing plans completed	Infrastructure
November	Book sale (first weekend)	FOL
November	End of year fundraising letter (hit mailboxes tues/wed before Thanksgiving)	Fundraising/ Communications
November	Prepare winter newsletter	Communications
November	Board approves budget and fundraising, marketing and strategic plans	All
November	Phone calls to Major Donors	2-3 Board Members
December	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

