The San José Public Library Foundation
2022-2024 Strategic Plan Summary

Our Three-Year Strategic Goals

To robustly support the San José Public Library’s efforts to equitably ensure a literate and well-educated community, by the end of 2024 the Foundation will: 1) increase and diversify our fundraising, 2) raise our profile, and 3) strengthen our staff, board, and infrastructure.

Goal 1  
Increase and diversify our fundraising

Securing sufficient funding from a wide variety of sources will strengthen the Foundation’s sustainability to raise and deploy funds for the Library. During 2022 to 2024, we will:

• **Raise an average of $7 million per year** to be on track to raise **$35 million by 2028**
• **Diversify our revenue sources** so that at least half comes from individuals and government.
• **Increase individual donors** from 1,360 in 2022 to 10,000 by the end of 2024 - and retain at least half of our 35th anniversary donors after one year.
• **Increase our unrestricted operating support to $1.3 million per year** and maintain an appropriate operating reserve.
• **Build an Endowment Fund** that supports collections as well as infrastructure for other donor directed endowments.

Our strategy:

- Create and implement a successful 35th Anniversary Campaign
- Hire full-time senior development staff for institutional donors
- Increase giving from current donors
- Identify and cultivate new funding options
- Build out a planned giving program
Goal 2  
**Raise our Profile**

Strong awareness of the good work of the Foundation will drive us toward improved fundraising and advocacy results. During 2022 to 2024, we will:

- **Regularly share inspiring and compelling communications** about the impact of Library programs and of SJPLF with our key audiences.
- **Grow audiences for all our communications** to 20,000 by the end of 2024 to amplify awareness of SJPLF.
- **Build strong relationships with elected officials**, with at least 51% of the City Council and the Santa Clara County Supervisors regularly supporting SJPLF.

**Our strategy:**

- Increase staff capacity for marketing and communications
- Identify key audiences and create high quality messaging targeted to each
- Add engagement opportunities for community and civic stakeholders
- Devote staff time to building strong relationships with local legislators

Goal 3  
**Build our organizational capacity**

Continuing to strengthen our staff, board, and operational infrastructure will provide us with the power to achieve our goals now and in the future. During 2022 to 2024, we will:

- Strengthen our staff and operational model to **increase our efficiency and effectiveness**.
- **Diversify the board** so that it more fully represents the demographics of the City of San José.
- **Deepen the board's sense of ownership and engagement**, so that all board members can serve as enthusiastic and engaged ambassadors for SJPLF.
- Increase the board’s collective giving so that the board raises at least 25% of the organization's unrestricted operating budget by the end of 2024.

**Our strategy:**

- Increase staff capacity through professional development and training
- Annually assess our staffing model and hire to fill gaps
- Increase and deepen board capacity through retreats, self-reflection, and peer engagement
- Update and integrate data management, accounting, and technology systems