



# 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