



Placentia Library Friends Foundation

STRATEGIC PLAN 2018

OUR MISSION:

**We support the Library District with funding
and volunteers**

PROCESS

A retreat was held at the Muckenthaler Cultural Center on September 30, 2014. In attendance were 20 stakeholders including:

- The majority of the current Board of Directors of PLFF
- The Library Director
- Library Staff
- A Library Trustee
- A Major Donor to PLFF
- And volunteers

It was a diverse group that ranged in age from mid-20s to seniors and represented multiple ethnicities.

SWOT ANALYSIS

Strengths

- Commitment of members
- Successful Bookstore
- Consistency
- Endowment to build on
- Successful fundraiser each year
- Strong volunteer force
- Reputation for generosity
- Great relationship with library staff

Weaknesses

- Board is too small and shrinking/aging
- Lack of diversity
- Lack of recruitment
- Lack of donor development
- Sustaining new board and members

Opportunities

- Younger more diverse board
- Better marketing
- Membership drive
- Plan new types of events
- Donor recognition and incentives
- Incentives to membership- early registration, waiving movie fees, staff will think about this
- Receptions?
- Sponsors for Author's Lunch
- Legacy Program for Donors- Revive the Book Endowment Fund
- Branding opportunities
- Rethink recognition

Threats

- If Ginny were to stop producing Author's Luncheon (Succession plan)
- Leadership (dwindling)
- If Nancy was not at the bookstore (Succession Plan)
- If Dixie was not involved
- If Bunny wasn't doing membership (Succession Plan)
- Illegal use of Book Endowment?

PROGRAM ANALYSIS (Return on Investment)

- Jewel Reception-
 - Costs \$800-1000 and much work for 2 people
 - Very little ROI- (55 attendees this past year, only half jewel members)
 - Opportunity for donor development if restructured
 - Opportunity to move to be a VIP reception at authors lunch for high donors
- Author's Lunch-
 - High ROI
 - Sponsors would be good
- Bookstore-
 - High ROI
 - Leadership plan for succession needed
- Bookstore Volunteer Luncheon- High ROI/NCN (No Changes Needed)

- Membership Campaign-
 - High ROI on renewals
 - Need a planned campaign
- Annual Meeting-
 - Low turnout but needed
 - Could we add member reception for all members not just jewel and make one event with annual meeting?
- Easter Egg-Citement Booth for book sales- High ROI/NCN
- Summer Reading Book Give-away- High ROI/NCN
- 2nd Sunday Book Sale- High ROI/NCN
- Restaurant Fundraiser- High ROI/NCN
- Vending Machines- High ROI/NCN
- Ralph's & Amazon Smile- High ROI/NCN
- Boeing Matching Program- High ROI/NCN
- Recycling Program- Nancy's program High ROI/NCN (with Nancy involved)
- Pencil/Pens Vending Sale- High ROI/NCN
- Silent Auction (Monthly)- Nancy's program High ROI/NCN (with Nancy involved)

GOALS

1. Raising Our Annual Budget by 50% in 3 years and Growing Our Endowment

Increase in funding by almost 50% in three years with great attention to our two largest funding sources- membership and the Author's Luncheon.

- Bookstore- \$24,000/year can increase 10% to \$26,400/year in three years if at capacity
- Vending- \$12,000/year up 10% to \$14,200/year as prices increase
- Author's Lunch- \$13,000/year net could increase to \$25,000 in three years with known author having broad appeal and sponsors for costs
- Membership- \$14,000 (net) could increase to \$28,000 in three years with higher cost of membership, better premiums, membership drive and diversity

\$63,000 in 2014 could be \$93,600 in 2018 with a good member drive and attention to the author's luncheon sponsorship and speaker.

We will also create a Legacy Program to grow our endowment and add this to our Membership Drive.

2. A New Larger, Diverse Membership Corps

We can increase membership, and make membership more valuable by diversifying our programs, premiums and levels in a large well-planned membership campaign:

- Our Membership Committee for this new project will be led by: Bunny, Zoot, Nadia, Fernando, Leonard, and Daniel
- Others will be welcome to join
- Campaign would be aimed at members, donors, and a new legacy club to build our endowment
- We will have multiple levels and reevaluate our levels and prices for membership
- We would use the explorer's mailing but as a separate mailer
- We will start a speaker's group talking to service clubs and schools
- We will have an email component using the library email list
- We will have a social media campaign led by Daniel
- We will distribute information on bookmarks

A New Larger, Diverse Membership Corps (Continued)

- Families will get extra premiums such as member-only events and waiving of fines/fees
- We would consider student board members
- We might name books as birthday & wedding/anniversary gifts
- We may strategically partner with:
 - Schools, Faith-based organizations, PTAs, Chamber of Commerce for marketing our membership drive
 - Major employers for help
 - Businesses for in-kind donations for the library (printing, IT, etc.)
 - Festivals for marketing at booths or handing out info.

3. A Strong diverse board to carry the weight and succeed us

Moving from 11 board members to 15 board members with:

- **2** more hard working board members with time and energy to do the hard work
- **3-4** people with money or access to money identified and willing to serve
- **4** people with special skills- Financial, legal, IT, Web, Printing, Marketing, Social Media
- To allow for long serving members who wish to move off the board the ability to do so with our gratitude.
- A review of our bylaws as they pertain to board service
- Grooming 3-9 new leaders for succession in managing programs

4. Programming Success

- We will create an event manual for each program
- We will look for sponsorship for events (led by Zoot)
- Daniel will start a Book club of Young Professional Members
- We will consider authors that appeal to a younger audience on Author's day
- We may start a possible "Club Night" at the library for young adults
- We will provide service learning opportunities advertised through schools
- We will look at peer programs for members
- We will consider doing events at different times for different target audiences
- We may introduce a scholarships program for writing, writing contests, and family programs
- We will continue to evaluate our events and programs to improve them

FIRST STEPS

1. Review of this plan for accuracy and corrections made.
2. Establishment of a Vision Statement (in 20 words or less) that shows where the organization is heading. This would be your vision for the organization in a perfect world.
For example: <http://topnonprofits.com/examples/vision-statements/>

It could be something like, “Meeting all the needs of Placentia’s quest for knowledge.”

3. (Optional) Establish Values we choose as important in our working relationships. Judging by our plan thus far, I would conclude values would be:
 - A commitment to Service
 - A commitment to diversity
 - Transparency
 - Accountability
 - Truthfulness & Integrity
4. Zoot must be given the last fiscal year’s budget and the current year’s budget. He will then project a three year planning budget.
5. The final plan will be approved at the board meeting following the finished draft.
6. Committees must be formed (or revitalized with new blood joining the veterans)
 - a. Membership (A committee has already been determined)
 - b. Programs (including the Author’s Luncheon)
 - c. Board Development

CONCLUSION

The bulk of the issues seem to revolve around three large tasks: A well-planned membership drive, some board development, and program development (mostly of our largest event- the Author's Luncheon). All of this is very doable. We must use this plan as a fulcrum with our current stakeholders as the lever, and start momentum. Energy has a way of feeding upon itself and creating more momentum until we pick up speed and meet our goals. It is only a matter of attitude. If we believe and can see the goal, we will make others see it also. People don't want to join a sinking ship, they want to hoist a sail on the ship with a map to Possibility. We must be evangelical about the plan and our goals. The more crew we can recruit, the farther we will sail.