



Lewis & Clark Library Foundation

STRATEGIC PLAN

Revised 2022

Lewis & Clark Library Foundation

Strategic Plan

(Revised in 2022)

Purpose

The purpose of the Lewis & Clark Library Foundation is to solicit, receive, and maintain funds for charitable, literary, or educational purposes for the primary benefit of Lewis & Clark Library, Helena, Montana, which includes all its branch libraries in Lewis and Clark County, with guidance from Library staff and the Library Board of Trustees.

Mission

The Lewis & Clark Library Foundation, a 501(c)(3) corporation, works to enhance the quality of public library services to our communities by encouraging and generating philanthropic gifts and bequests, with accountability to the donors and the public.

Vision

The Lewis & Clark Library Foundation will support Lewis & Clark Library in providing access to the highest quality library and information services for all members of our communities now and into the future.

Values

The Lewis & Clark Library Foundation is committed to:

- Managing our finances competently and maintaining financial accountability;
- Informing the community of our activities;
- Respecting the privacy rights and wishes of our donors; and
- Acknowledging the authority of Lewis & Clark Library Board of Trustees to set library policy and the responsibility of the library directors and staff to operate the library.

Lewis & Clark Library Foundation

Strategic Goals & Objectives

BOARD POLICY AND PRACTICE

1. DEVELOP AND ENGAGE THE FOUNDATION BOARD OF DIRECTORS

- a. Develop a diverse and effective board that represents the Lewis & Clark Library communities.
- b. Nominate the candidates for board vacancies and ensure a smooth transition for members and officers
- c. Provide an engaging, congenial, and rewarding board experience.
- d. Provide educational opportunities for board development, including timely new-member orientation.

2. DEVELOP AND IMPLEMENT FOUNDATION BOARD POLICY AS NEEDED

- a. Develop and implement board policy as needed.
- b. Maintain and update the Board Essential Documents folder, which contains all Board policies, practices, and documentation.
- c. Develop and implement an annual committee work plan.

3. ENCOURAGE APPRECIATION AND SUPPORT OF LIBRARY STAFF

- a. Encourage Board interaction with library staff by attending library events, and having staff make informational presentations at Board meetings.
- b. Acknowledge and appreciate the library staff through supporting staff events and providing appropriate gifts.

BUDGET AND ASSET MANAGEMENT

1. MONITOR FOUNDATION INVESTMENT ACCOUNTS

- a. Schedule at least annual visits from each account manager with the entire board and recommend changes to the Board.
- b. Examine reducing the number of Lewis & Clark Library Foundation accounts.
- c. Determine options for unexpected revenue.
- d. Examine investment and other fees charges on all accounts.
- e. Examine alternatives to existing endowment account/structure.
- f. Examine annual revenue and expenditures to determine need for additional, reliable revenue streams.
- g. Compile information on all trust accounts.
 - h. Consult with Lewis & Clark Library Board and Library Director about upcoming special projects and need for Foundation support.

2. PREPARE AN ANNUAL BUDGET OF ANTICIPATED REVENUES AND EXPENDITURES

- a. Begin budget process well in advance of June to allow for timely review and approval of the Board.
- b. Work with the Foundation's accountant to develop and align budget categories that include a breakdown of expenditures within each budget category.
- c. Work with Board Policy and Practice Committee to develop policy regarding budget and expense approvals.
- d. Examine revenue streams from the Foundation's various trusts.
- e. Develop and implement an annual committee work plan.

3. ENSURE ANNUAL AUDIT AND REVIEW

- a. Report to the Board and recommend any changes to address any negative audit findings.
- b. Review audit process and report to the Board so everyone understands.
- c. Review the audit report no later than December.

4. ENSURE MONTHLY FINANCIAL REPORTS ARE CLEAR AND MEANINGFUL

- a. Work with Foundation's accountant to revise existing monthly reports and bring recommendations to the Board.
- b. Cultivate a culture of curiosity regarding Foundation finances.

5. MAKE ALL FINANCIAL DISCLOSURES, REPORTS, AND AUDITS AVAILABLE TO THE PUBLIC

- a. Examine how the Foundation's disclosures, reports, and audits are currently managed and report any recommendations for improvement to the Board.

6. POLICY REVIEW AND REVISION

- a. Review and revise gift policy as needed.
- b. Review and revise non-library requests for support policy as needed.

EVENTS

ORGANIZE AND EXECUTE HIGH-PROFILE PUBLIC EVENTS THAT BUILD THE BRAND OF THE LIBRARY AND LIBRARY FOUNDATION, BUILD COMMUNITY THROUGH SOCIALLY AND INTELLECTUALLY STIMULATING EVENTS, AND SUPPORT FUNDRAISING OBJECTIVES.

- a. Plan, organize, and promote the Foundation's events, which may include:
 - Stephen Ambrose Memorial Lecture
 - Community Leaders Poetry Reading (possibly changing the focus and theme)
 - Celebrating a Writer's Journey
 - Foundation Donor Appreciation events
 - Artist Receptions
 - Other events as opportunities arise.
- b. Develop and implement an annual committee work plan.

FUNDRAISING AND COMMUNICATIONS

1. RAISE FUNDS AND INCREASE DONOR ENGAGEMENT

- a. Maintain and grow sustainable diversified funding sources, including for capital projects.
- b. Increase the number of donors giving annually and cultivate stronger relationships with existing donors.
- c. Increase county geographic and demographic diversity through outreach.
- d. Seek out partnerships and sponsorships from business or corporate organizations to support specific library projects or acquisitions.
- e. Develop and implement an annual committee work plan.

2. ENSURE LONG-TERM GROWTH OF THE FOUNDATION'S ASSETS BY ENCOURAGING DONORS TO MAKE THE LEWIS & CLARK LIBRARY FOUNDATION A BENEFICIARY OF THEIR ESTATE.

- a. Develop and implement a planned giving strategy.
- b. Provide simple tools to implement planned giving.

3. CONVEY AND CELEBRATE THE IMPACT OF DONORS' GIFTS ON LIBRARY PROGRAMS AND SERVICES.

- a. Invite donors, prospective donors, and members of the public to the Foundation's events and use Foundation-sponsored Library events to attract and retain new donors.
- b. Increase online presence via the Foundation's website and the most effective social media tools.
- c. Increase presence within the main and branch libraries.
- d. Communicate at least four times annually with donor base.
- e. Determine best strategies for promoting the Foundation.

The objectives in this Strategic Plan will be carried out by these corresponding committees:

- Board Policy & Practice Committee
- Budget & Asset Management Committee
- Events Committee
- Fundraising & Communications Committee

Board members who contributed to the Strategic Plan revision in 2022:

BOARD POLICY & PRACTICE COMMITTEE

- Opal Winebrenner (Chair)
- Art Butler
- Kathy Hamill
- Pad McCracken
- Taffy Miller
- Anne Pichette
- Wendy Wheeler

Ex officio member: John Finn (Secretary). Staff: Patti Borneman (Exec. Assistant)

BUDGET & ASSET MANAGEMENT COMMITTEE

- Pad McCracken (Chair)
- Bethany Flint
- Anne Pichette
- Brooks Robertson
- Wendy Wheeler

Ex officio members: Opal Winebrenner (Board President) and John Finn (Secretary)
Staff: Patti Borneman (Executive Assistant) and Sherri McGuire (Accountant)

EVENTS PLANNING COMMITTEE

- Bruce Whittenberg (Chair)
- Bonnie Bowler
- Taffy Miller
- Kay Satre

Ex officio members: Opal Winebrenner (President) and John Finn (Secretary)
Staff: Patti Borneman (Executive Assistant)

FUNDRAISING & COMMUNICATIONS COMMITTEE

- Lorna Milne (Chair)
- Bonnie Bowler
- Nikki DesRosier
- Kay Satre
- Bruce Whittenberg

Ex officio members: Opal Winebrenner (Board President) and John Finn (Secretary)
Staff: Patti Borneman (Executive Assistant)