



STRATEGIC PLAN
BUILDING A COMMITMENT FOR THE FUTURE
2019 - 2024

PREAMBLE

The Library Foundation of Hillsboro's primary mission is two-fold: 1) to develop and administer private funds for the library system; and 2) to promote support for the system through advocacy and public awareness. Given the nature of this mission, the City's goals for the library system play a central role in the actions of the Library Foundation. This strategic plan describes the Library Foundation's commitments in helping to achieve these goals in accordance with the following core values:

- Providing equal access for all;
- Promoting reading for education and pleasure;
- Empowering users;
- Providing welcoming community spaces;
- Offering a diverse collection of materials and programs; and
- Encouraging innovation and embracing change.

The overarching purpose of these goals is to improve literacy, particularly among traditionally underserved populations.

To best help the City's library system achieve new heights of excellence, the Library Foundation of Hillsboro has organized around three strategic objectives:

- *Advancement*: providing the assets required to improve the library system's collections, buildings and services;
- *Accountability*: maintaining an active, suitably diverse and accountable Board; and
- *Advocacy*: promoting the library system to the larger public and establishing strong partnerships with other community organizations, notably, library support groups.

Realizing these objectives is essential to ensuring our library system remains a center of knowledge, community life and innovation for the City of Hillsboro and the surrounding area.

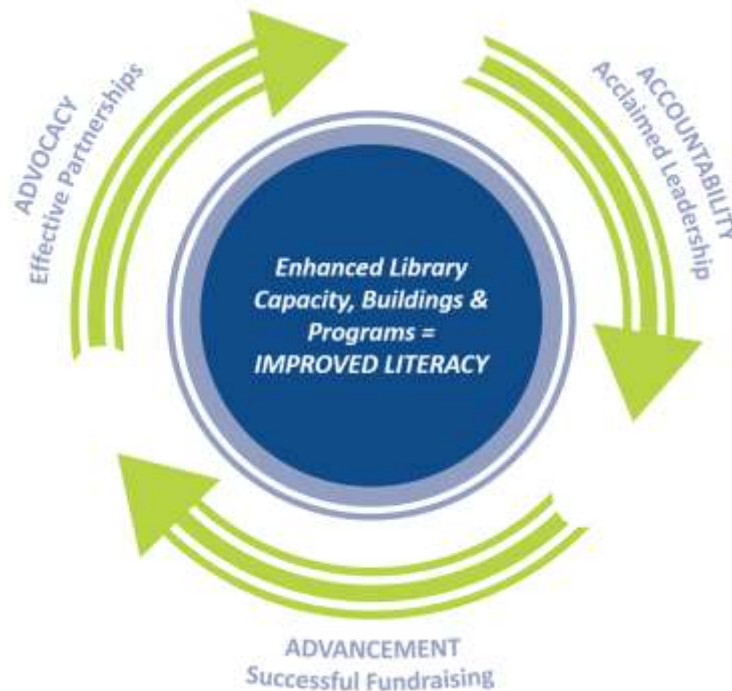
VISION

Establish an endowment sufficient to guarantee a library system of lasting excellence through effective advocacy, fundraising and asset stewardship.

Key Characteristics

- Growing community support for the Library Foundation in **advancing** the library system’s capacity to enrich lives, improve levels of literacy and serve as a center of community life.
- Widespread acknowledgement of the Library Foundation as a source of vigorous, effective and **accountable** leadership on behalf of the library system.
- Recognition of the Library Foundation’s central role in promoting the library system among the general public and partnering with other community organizations to maximize its **advocacy** efforts.

PLAN CONCEPT



Accountable leadership, that is, active, reliable leadership reflective of the larger community in its membership and perspectives, leads to better—more successful—fundraising and makes it easier to form lasting, effective partnerships with other, similarly-aligned organizations.

GOAL 1: ADVANCEMENT

Build assets to improve the library system's collections, buildings and services.

Collections: Improve library collections through annual gifts for the purchase of books with the goal of not only being recognized as the premier library system in Washington County, but also as a center of excellence compared to library systems in other, comparably-sized communities around the country.

Key Strategies:

- Increase the Library Foundation's endowment to \$1 million.
- Develop successful signature fund-raising events that, together, make up a continuous and cohesive campaign.
- Streamline and increase the efficiency of the Library Foundation's endowment.
- Secure greater funding of the base library materials budget in the City's budget.

Buildings: As our community continues to grow, the Library Foundation will help meet major capital challenges related to serving new and expanded neighborhoods in South Hillsboro and on the east side of the city.

Key Strategies:

- Encourage plan development by the Hillsboro City Council.
- Build community awareness of library-related needs and the benefits of new and/or refurbished library locations.
- Seek grants to facilitate capital projects.
- Solicit donations earmarked for this purpose.

Services: Expand the essential services library employees and volunteers provide to our community, with a focus on meeting changing community needs.

Key Strategies:

- Develop a series of library events for which the Library Foundation can become better known and recognized for its mission.
- Advocate for library funding from the City of Hillsboro.
- Support levies sponsored by Washington County Cooperative Library Services.
- Support effective volunteer programs.
- Partner with other library advocates to raise funds for library services.

GOAL 2: ACCOUNTABILITY

Develop and maintain a vigorous, suitably diverse and well-functioning Board whose members act in the best interests of the Library Foundation while observing the organizations legal and ethical strictures.

Board: The Board will be maintained so that it reflects the makeup of the larger community and continues to function long-term, regardless of changes in Board membership.

Key Strategies:

- Actively recruit new Board members who bring enthusiasm and energy to fulfilling the Library Foundation's mission; are willing to dedicate time, talent and treasure to this task; work cooperatively to achieve the organization's ends; and represent our diverse and growing community.
- Define and review the roles of officers, individual Board members and support staff.
- Establish an orientation process for new Board members.
- Create a pipeline for recruiting new Board members, in part, by encouraging volunteers and accepting donations through the website.
- Develop a plan to form single-purpose committees with a goal to allow for more and different activities and, at the same time, generate new, attractive volunteer opportunities.

Staff: Develop a source of sustainable funding to enable the Library Foundation to hire an Executive Director. This position will, in turn, improve the organization's capacity to fulfill its mission.

Key Strategies:

- Develop an action plan for the Executive Director position, including potential adjustments to the role over time, considering all aspects of operations.
- Grow the Library Foundation's endowment and/or secure through various foundations and trusts to ensure the sustainability of this position.

GOAL 3: ADVOCACY

Build strong public support for the library system through Library Foundation-sponsored programs and events as well as through partnerships with other established library support groups.

Key Strategies:

- Develop signature events and programs that showcase the library system's benefits, particularly in improving literacy.
- Maximize the promotional opportunities afforded by the Library Foundation's website and social media platforms.
- Invite groups with compatible missions to participate in Library Foundation Board and planning meetings, in part, to explore the opportunity for joint events. Such groups include the Library Board of Directors, the Friends of the Library, People for Libraries and the Library Foundation of Washington County as well as community organizations with broader missions, such as the Hillsboro School District and Community Action Head Start.
- Improve awareness among library volunteers of the Library Foundation and its activities.