

STRATEGIC PLAN 2023-2025



PREPARED BY

MESSAGE FROM THE FOUNDATION BOARD PRESIDENT



Thank you for your interest in our work! On behalf of the Foundation staff and board of directors, we are excited to share our 2023-2025 Strategic Plan with you. The Foundation embarked on a strategic planning process to acknowledge the significant growth in community support of the library over the last decade and the opportunities ahead for an innovative and responsive library. This document represents months of engagement, community input, staff and board discussions, and inspiring conversations across stakeholder groups. We greatly appreciate everyone who participated in this planning process.

We are thrilled to share with you our goals for impact over the next three years, along with an updated mission and vision. We hope that you are inspired to become a champion for the Duluth Public Library in our community and join the Foundation in enhancing the Duluth Public Library's capacity to serve the region.

A handwritten signature in black ink that reads "David R. Moeller". The signature is written in a cursive, flowing style.

David Moeller,
Board President

Duluth Library Foundation Board of Directors

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Carla Powers | Duluth Public Library Manager
Matt Rosendahl | Duluth Library Foundation Board Vice President

INTRODUCTION & STRATEGIC PLANNING PROCESS

Duluth Library Foundation contracted with Library Strategies to conduct a strategic planning process in June 2022. Presented here are the goals and strategies, as well as a revised Mission and Vision for the organization.

Library Strategies, working with the Duluth Library Foundation's leadership and strategic planning committee, developed a multi-pronged approach to assess the current state of the Foundation and gather community and stakeholder input on its future.

The primary processes used in the community engagement phase included:

- An online community survey, garnering strong response rate with 276 total participants
- A series of community interviews with local leaders
- A board and community retreat on October 1, 2022

Summaries, reports, or notes were provided to staff leadership.

Following the input/gathering steps, the consultants drafted an initial strategic plan. Subsequently, the plan underwent numerous revisions following input with staff leadership and the strategic planning committee. Ultimately, the Foundation Board reviewed and approved this plan, which outlines the major goals, directions, and strategies for the Duluth Library Foundation's next three years. Following approval of the plan, Library Strategies also worked with Foundation staff to develop an internal workplan, designed to move the Foundation to specific tasks and outcomes in achieving the plan's goals.



MISSION

The Duluth Library Foundation champions the Duluth Public Library and works to increase its capacity to serve the region.

VISION

A vital and dynamic library serving all people



GOALS & STRATEGIES

GOAL 1: Create a public awareness initiative to increase the Foundation's visibility within the Duluth community.

STRATEGIES:

- Engage a marketing/public relations firm to review the Foundation's brand and communication plans and develop strategies to increase its visibility in the community.
- Increase communication activities throughout the service area using methods such as traditional press engagement, social media outreach, expanded access to digital newsletters, and partnering with Duluth Public Library's communication efforts.
- Develop an outreach strategy to connect with key organizations and stakeholders and share information about the Foundation.

GOAL 2: Design and launch an effective and sustainable advocacy effort to increase support for the Library.

STRATEGIES:

- Create an advocacy task force representing a broad spectrum of the community as well as key stakeholder groups.
- Clarify the roles and responsibilities between the Foundation and Friends of the Duluth Public Library.
- Identify partners in the community that will be part of the advocacy effort, prioritizing the Duluth City Council and other city officials.
- Establish regular touchpoints with key stakeholders.



GOAL 3: Launch a multi-year fundraising effort targeted to addressing a specific area of need for the Library and the community.

STRATEGIES:

- Work with the Library to determine the most pressing community needs.
- Respond to priorities that will be articulated in the Library's new strategic plan.
- Identify partners in the community to support the area of need and seek their buy-in.
- Plan, package, and launch funding campaign.

GOAL 4: Explore the feasibility of a capital campaign to support the Library.

STRATEGIES:

- Engage with the City's meetings and discussions on the Library's capital needs.
- Explore a public/private partnership with the City.
- Create, promote, and support opportunities for community engagement around capital improvements.
- Conduct a feasibility study to determine if Foundation donors and other local philanthropists will support a capital campaign.





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