

# 2019 - 2023 Strategic Plan Executive Summary

Since 1961, Friends of the San Francisco Public Library (Friends) and the community have consistently taken action to fortify a world-class, urban public library dedicated to the advancement of all residents. Over this time, Friends has refined a public/private partnership with the San Francisco Public Library that is a model for success nationwide.

- As **advocates**, we work to maintain strong, sustainable, and dedicated public funding for our Library.
- As **investors**, we raise private funds to augment Library programs and resources, enabling librarians to flexibly respond to new needs.
- As **champions**, we promote library values of democracy, inclusion, and equity.



**Vision** – To harness the power of the community for our award-winning Library for generations to come.



**Mission** – To support, strengthen, and advocate for a premier San Francisco Public Library, advancing its mission for the community.

## Priorities



### **Fundraising and funds management**

Philanthropic gifts from individuals, institutions, estates, and events, combined with revenue from the sale of donated books will double the annual gift of support to the Library and cover Friends' operating costs. Friends will continue to collaborate with the Library to expend funds based on an established partnership agreement and manage investments for optimized returns.



### **Championing library values**

Friends will promote the democratic values of inclusion, free access to resources, dialogue, and community connection by sharing stories of personal transformation at the Library, helping market Library programs, and collaborating with the Library on special initiatives.



### **Sustaining healthy public funding**

Friends will serve as the organizing voice of the community advocating for strong and reliable public funding: locally, in support of the **San Francisco Library Preservation Fund** (the voter-approved designation of public funding for the Library); and nationally, in alliance with libraries across the country.



# Priorities - Continued



## **Board excellence and leadership**

The Board of Directors will be comprised of individuals with the professional skills, varied life experiences, and community standing to collectively advance Friends' work as the Library's advocates, fundraisers, and champions.



## **Organizational effectiveness**

Information technology systems will be upgraded to cutting-edge standards along with analysis of housing expenses to position Friends for a streamlined future beneficial to the Library.



# Goals

## **Grow both philanthropic and earned revenue**

- Double Friends' annual gift of direct support to the Library by 2023
- Execute a \$10 million *Strategic Campaign for the Library*
- Expand membership by 10,000 households at all levels of giving
- Conduct campaigns for the renovation of three neighborhood branches (Mission, Oceanview, and Chinatown) for updated furniture, fixtures, and equipment
- Optimize revenue from bookselling operation through "right-sizing" and mission-driven marketing

## **Renew the San Francisco Library Preservation Fund**

- Launch a citywide educational campaign for the renewal of the San Francisco Library Preservation Fund
- Cultivate and sustain the support of elected officials

## **Magnify our voice as advocates and champions**

- Equip 100s of volunteers to engage directly with community members in championing the Library, its programs, and its expansive impact
- Maximize all media to share stories of lives transformed at the Library
- Promote and collaborate with the Library on its *Connected Community* initiative

