



# 2020-2024 STRATEGIC PLAN

## VISION

Together, FHCL and HCL envision a library that ensures every person has the opportunity and resources to read, graduate, engage, work and learn.

## MISSION

As Hennepin County Library's fundraising partner, FHCL builds awareness, appreciation and support for our world-class library.

## CORE VALUES

**GENEROSITY**  
**STEWARDSHIP**  
**CURIOSITY**  
**INCLUSION**  
**FRIENDSHIP**

## KEY DRIVERS

### STORYTELLING

Expanding storytelling capacity and role as content curators to highlight the value libraries bring to individuals and the entire community.

### CONVENING & CONNECTING

Reaching out beyond traditional boundaries to engage with various audiences, connecting them to the library's story and each other.

### INNOVATING

Leveraging private support to fund innovation and unconventional approaches to service, lifting the library to its utmost potential.

### EXCELLENCE IN PHILANTHROPY

Aspiring to become THE donor experience organization.

### A DIVERSE AND INCLUSIVE CULTURE OF PHILANTHROPY

Bringing forth a culture of inclusivity, diversity, equity and accessibility across all levels of the organization.

### INFRASTRUCTURE INVESTMENTS

Leveraging current growth mindset and recent investment returns to accelerate future library support.

### MARKET POTENTIAL

Significantly growing membership and annual giving to the library, commensurate with the library's scale and reputation.

# KEY GOALS

GOAL

1

**Increase awareness and grow appreciation for Hennepin County Library**

**Storytelling**

Expand storytelling to meaningfully express the depth and breadth of the library's mission, work and value.

**The Friend Journey**

Establish a deep, personal understanding of a Friend's "journey" that follows the relational evolution between the donor and FHCL.

**Audience, Branding and Messaging Alignment**

Anchor all communications in strategic audience segmentation findings.

**Marketing Channel Expansion**

Strengthen and develop marketing channels to enhance "follow-ship" from a broader range of audiences.

**Presence in 41 Libraries and Beyond**

Expand on-the-ground presence to reach into all libraries and fully support local Friends chapters in their roles as library champions.

GOAL

2

**Increase financial resources to Hennepin County Library**

**The Donor Journey**

Gain a comprehensive understanding of a donor's "journey" to build deep, engaging relationships that unlock the philanthropist in all.

**Best Practices in Fundraising**

Utilize best practices across the for-profit and nonprofit sectors to craft data-driven strategies that maximize return on investment.

**Revenue Growth Across Streams**

Grow contributions across giving levels, commensurate with the library's scale and reputation.

**Meaningful Stewardship**

Create personal communications to celebrate individual milestones and highlight the donor's profound impact on the community.

**Contagious, Distinctive Philanthropy**

When people say... you have to give to this place because the experience is so wonderful.

GOAL

3

**Bring forth a culture of inclusion, diversity, equity and accessibility across all levels of the organization**

**Striving for Inclusivity**

Include voices from populations served by the library to reflect the diversity of stakeholders, tapping into new energies and ideas.

**Diverse Perspectives**

Include a full range of perspectives and experiences in organizational decision-making.

**Building Equity**

Support library resources and initiatives aimed at combating structural racism; continually push ourselves to be better allies to one another; celebrate our library as a convening organization for all of us to gather.

**Accessibility for All**

Enhance cultural competency of board and staff to break down barriers for engaging with the library and Friends.

GOAL

4

**Invest in FHCL infrastructure**

**Local Friends**

Bring forth one Friends funding model to financially support ALL 41 libraries and support local Friends chapters in their role as library champions.

**Investing in Areas with Strong Rate of Return**

Maximize net revenue by investing in long-term strategies that result in the greatest increase in net assets.

**Thinking Broadly**

Think outside traditional boundaries to grow library support to its greatest potential.

**Staff Professional Development**

Invest in training and development, empowering staff to learn, grow and propel FHCL forward.

**Board Composition**

Closely align board candidate recruitment with the key goals of the FHCL strategic plan.