Agenda

- Final Fundraising Numbers, FY21
- CPL Foundation Strategic Business Plan Goals, FY22-24
- Fundraising Goals, FY22
- Q&A
Final Fundraising Numbers, FY21
# FY21 Final Fundraising Numbers

## 2021 Fundraising **Goal**

<table>
<thead>
<tr>
<th>Category</th>
<th>Goal Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restricted Funding</td>
<td>$300,000</td>
</tr>
<tr>
<td>Unrestricted Funding</td>
<td>$202,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$502,500</strong></td>
</tr>
</tbody>
</table>

## 2021 Fundraising **Actual**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restricted Funding</td>
<td>$926,367</td>
</tr>
<tr>
<td>Unrestricted Funding</td>
<td>$255,238</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,181,605</strong></td>
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</tbody>
</table>
Timeline

2019
• CPL Celebrated its 150th Anniversary
• CPL Foundation launched

2020
• Pandemic Year
• CPL continued to advance its strategic planning efforts

2021
• CPL strategic plan announced to staff
• CPL Foundation embarked on developing its first strategic business plan
Strategic Business Plan Process and Players
The Process

Kickoff 2/24/21

Our Foundation

March
- What we do
- Funding sources/uses
- Macro trends
- Organization
- Competitors
- Competitive Advantage
- Big Questions

Develop Strategies

August
- PAR definition & implications
- Public library foundation examples
- Goal setting
- Strategy framework

Make a Plan

October
- Staff to develop strategies and milestones
- Review outcomes and implementation milestones with Core Committee

Tell it. Share it. Own it.

December
- Share final plan with Foundation Board

March, 2022
- Share final plan with CPL Board of Trustees

What we do
- Funding sources/uses
- Macro trends
- Organization
- Competitors
- Competitive Advantage
- Big Questions

PAR definition & implications
- Public library foundation examples
- Goal setting
- Strategy framework

Staff to develop strategies and milestones
- Review outcomes and implementation milestones with Core Committee
Core Team Stakeholders

Our Core Team

• Dr. Shenise Johnson Thomas, CPL Foundation President
• Tracy Martin, Director of Development, CPL
• Tom Dewey, CPLF Board President
• Tracey McGurk, CPLF Board Vice President
• Gregory Stefani, CPLF Board Treasurer
• LaRese Purnell, CPLF Board Secretary
• Tom Corrigan, CPLF Honorary Director & CPL Board Secretary
• Tana Peckham, CPL Chief Strategy Officer
• Dr. Sadie Winlock, CPL Chief Equity, Education, and Engagement Officer

Our Consulting Team

• Caroline Taich, Kirtland Consulting President
• Susan Jaros, JarosStrategy President
• Julie Conrad, JarosStrategy Consultant
## MISSION

Raise Philanthropic & Advocacy support for the Cleveland Public Library

### PAR

<table>
<thead>
<tr>
<th>Philanthropy</th>
<th>Advocacy</th>
<th>Relationships</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Definition</strong>&lt;br&gt;Financial Support</td>
<td>Support for or recommendation of funding, a particular policy, issue, and/or legislation</td>
<td>Awareness Building</td>
</tr>
<tr>
<td><strong>Purpose</strong>&lt;br&gt;$ to advance the Library’s mission &amp; priorities</td>
<td>Direct&lt;br&gt;$ for Library; legislation/policies that support Library priorities&lt;br&gt;Lobby for Public Library Funding via testimony and research&lt;br&gt;Includes work that the library cannot do on its own</td>
<td>Indirect&lt;br&gt;Educate and/or support issues that impact CPL patrons&lt;br&gt;Example: Partner with Food Bank to support SNAP advocacy&lt;br&gt;Crain’s Opinion Editorial authored by Director Thomas educating on the value of PLF</td>
</tr>
<tr>
<td><strong>Examples</strong>&lt;br&gt;Funding to support programs, capital enhancement projects, and special initiatives</td>
<td></td>
<td>Opening Doors&lt;br&gt;Shape opinion&lt;br&gt;$, expertise, scale partnerships&lt;br&gt;Emotional Intelligence as product for corporations and opportunity to build funding relationship</td>
</tr>
</tbody>
</table>

Cleveland Public Library
Strategic Business Plan Goals

Goal #1: Achieve Financial Targets to Implement FMP (facilities master plan) Capital Enhancements

Goal #2: Ensure the Long-term Financial Sustainability of the Foundation

Goal #3: Raise Funding to Support Reading Literacy & Digital Equity Programs

Goal #4: Provide Financial Support for Library Programs that Address Real-time Community Needs

Goal #5 Bolster the Foundation’s Reputation in the Region through Enhancing Board Infrastructure to Engage New Audiences
Foundation Strategic Goals

Goal #1

Achieve Financial Targets to Implement FMP (facilities master plan) Capital Enhancements “From Branches to Campuses”

To augment the Cleveland Public Library’s ten-year capital plan to improve all 27 of its neighborhood branches, the Foundation will lead fundraising efforts for FMP capital enhancements inclusive of naming opportunities.

This project will improve and activate the public spaces outside every neighborhood branch through effective placemaking. The goal is to create welcoming and inclusive outdoor environments that address changing service needs and extend the Library’s reach directly into the communities they serve.

CPL Priority:

Build and maintain distinctive environments to meet changing service and community needs
Foundation Strategic Goals

Goal #1
Achieve Financial Targets to Implement FMP (facilities master plan) Capital Enhancements

Impact:
• Increased use of Library services
• Enhanced patron experience
• Community voice and ownership
• Heightened civic participation
• Enhanced quality of life
Foundation Strategic Goals

Goal #1

Achieve Financial Targets to Implement FMP (facilities master plan) Capital Enhancements

Fundraising Goal: TBD
Timeline: 2022-2024
Staff Time Allocation: 40%
Foundation Strategic Goals

Goal #2

_Ensure the Long-term Financial Sustainability of the Foundation_

By 2024, the Foundation will have raised funding for a 3-year operating reserve. The primary strategy to achieve this goal is through fundraising efforts in support of the FMP capital enhancement project that will include naming recognition opportunities. A portion of revenue from this work will be directly allocated to building the organization’s operating reserves.
Goal #2: Ensure the Long-term Financial Sustainability of the Foundation

Impact:

• Organizational stability
Foundation Strategic Goals

**Goal #2**

*Ensure the Long-term Financial Sustainability of the Foundation*

Fundraising Goal: $300,000
Timeline: 2022-2024
Staff Time Allocation: 35%
Foundation Strategic Goals

Goal #3

*Raise Funding to Support Reading Literacy & Digital Equity Programs*

More than 60% of Cleveland adult residents are functionally illiterate and in 2020 Cleveland was ranked one of the worst connected cities as it relates to internet access.

To help the Library address these issues, the Foundation will raise dollars for reading literacy and digital equity programs.

*CPL Priority:*

Closing the Gap
Foundation Strategic Goals

Goal #3

*Raise Funding to Support Reading Literacy & Digital Equity Programs*

Impact:

• Increased financial resources to address these issues
Foundation Strategic Goals

Goal #3

*Raise Funding to Support the Library’s Reading Literacy & Digital Equity Programs*

Fundraising Goal: $500,000

Timeline: 2022-2024

Staff Time Allocation: 15%
Foundation Strategic Goals

**Goal #4**

Provide Financial Support for Library Programs that Address Real-time Community Needs

The Foundation will raise dollars to support other areas of the Library’s strategic plan that address real-time community needs.

**CPL Priority:**

The People’s University Activation
Closing the Gap
Build Distinctive Environments
Operate with Excellence
Goal #4

Provide Financial Support for Library Programs that Address Real-time Community Needs

Fundraising Goal: $300,000
Timeline: 2022-2024
Staff Time Allocation: 10%
CPL Foundation Board Focus

Goal #5

Bolster the Foundation’s Reputation in the Region through Engaging New Audiences

The Foundation Board will play a critical role with the execution of the entire strategic business plan however a primary focus for the board will be to build the reputation of the Foundation by engaging new audiences.

This will be achieved through the lens of PAR:

Philanthropy: Give or get new fundraising dollars

Advocacy: Participate in advocacy efforts that yield financial, legislative, and/or policy gains for the Library and its mission

Relationships: Identify new audiences to introduce the work of the Foundation
Foundation Strategic Goals

Goal #5

Bolster the Foundation’s Reputation in the Region through Engaging New Audiences

Fundraising Goal: TBD

Timeline: 2022-2024

Board Time Allocation: 100%
Strategic Business Plan Goals

Goal #1: Achieve Financial Targets to Implement FMP (facilities master plan) Capital Enhancements

Goal #2: Ensure the Long-term Financial Sustainability of the Foundation

Goal #3: Raise Funding to Support Reading Literacy & Digital Equity Programs

Goal #4: Provide Financial Support for Library Programs that Address Real-time Community Needs

Goal #5 Bolster the Foundation’s Reputation in the Region through Enhancing Board Infrastructure to Engage New Audiences
FY22 Fundraising Goals
Foundation Strategic Goals

Goal #1

Achieve Financial Targets to Implement FMP (facilities master plan) Capital Enhancements

Objective: Advance campaign planning efforts

Objective: Develop infrastructure to secure major gifts

Key Performance Indicator (KPI):

- Stakeholder interviews complete
- Campaign budget set
- Case for support finalized
- Major gift officer hired
- Major gift solicitation strategy developed
Foundation Strategic Goals

Goal #2

Ensure the Long-term Financial Sustainability of the Foundation

Objective: Raise a minimum of $50,000 towards operating reserve

Objective: Develop financial policies for effective financial management of the Foundation

Key Performance Indicator (KPI):

• Financial goal attained
• Investment policy adopted by the board
• Financial policies adopted by the board and new accounting procedures instituted with staff
Foundation Strategic Goals

Goal #3

*Raise Funding to Support Reading Literacy & Digital Equity Programs*

**Objective:** Develop reading literacy and digital equity case for support

**Objective:** Build awareness on the need for reading literacy and digital equity funding

**Objective:** Secure a minimum of $167,000 for reading literacy and digital equity programs

**Key Performance Indicator (KPI):**

- Case for support finalized
- Reading literacy and digital equity case for support marketing collateral developed
- Financial goal attained
Foundation Strategic Goals

Goal #4

*Provide Financial Support for Library Programs that Address Real-time Community Needs*

**Objective:** Determine Library real-time community needs and raise funding to address these needs

**Objective:** Secure a minimum of $100,000 for Library real-time community needs

**Key Performance Indicator (KPI):**

- Financial goal attained
CPL Foundation Board Focus

Goal #5

Bolster the Foundation’s Reputation in the Region through Enhancing Board Infrastructure to Engage New Audiences

Objective: Enhance board infrastructure

Objective: Board members to identify 3 new funding audiences for the Foundation

Objective: Advocate for Library priorities and build awareness on the Library’s impact on the community, state, etc. with local, state, and federal elected officials

Key Performance Indicator (KPI):

• Board members achieve performance scorecard goals

• Revised onboarding process

• Board document tracking software platform identified

• New Foundation audiences identified
CPL Foundation Board Focus

**Board member performance scorecard**

- Board meeting participation
- Financial contributions
- Committee participation
- Volunteerism/Board engagement
Foundation Strategic Business Plan Annual Scorecard
# Foundation Strategic Business Plan

## Annual Scorecard

<table>
<thead>
<tr>
<th>STRATEGIC OBJECTIVES</th>
<th>FUNDRAISING GOAL</th>
<th>KEY PERFORMANCE INDICATORS</th>
<th>YTD PROGRESS</th>
<th>NET/TALENT ALLOCATION</th>
<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve financial goals to fund capital improvements through board giving</td>
<td>$0</td>
<td>Library operating costs, capital improvements, operating reserves</td>
<td>40%</td>
<td>2022-2024</td>
<td></td>
</tr>
<tr>
<td>Raise revenue to create a 3-year operating reserve of at least $600K</td>
<td>$500,000</td>
<td>Amount allocated annually to operating reserve</td>
<td>30%</td>
<td>2022-2024</td>
<td></td>
</tr>
<tr>
<td>By the end of 2024, raise a minimum of $500,000 in restricted funding for Library educational programs</td>
<td>$500,000</td>
<td>Amount raised for library educational programs</td>
<td>35%</td>
<td>2022-2024</td>
<td></td>
</tr>
<tr>
<td>Raise a minimum of $40,000 annually for literacy and early childhood needs programming</td>
<td>$40,000</td>
<td>Amount raised for literacy and early childhood needs programming</td>
<td>30%</td>
<td>2022-2024</td>
<td></td>
</tr>
<tr>
<td>Build the reputation of the organization by engaging new audiences through the use of data, partnerships, advocacy, and collaboration</td>
<td>TBD</td>
<td>Amount of annual board contributions</td>
<td>30%</td>
<td>2022-2024</td>
<td></td>
</tr>
</tbody>
</table>
Thank You!