**New Mexico Library Foundation Strategic Planning Update**

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On January 17, 2020, the Trustees of the New Mexico Library Foundation (NMLF) met in Albuquerque to review their accomplishments in 2019 and set goals for 2020. As of this writing, the COVID-19 pandemic has radically altered library operations and the day-to-day lives of library staff and users throughout New Mexico. The virus continues to spread, and everyone is both coping with and doing their best to meet needs in a rapidly-changing reality. In light of this, the Trustees have set a special video meeting for April 10, 2020, to review and adjust NMLF goals and actions in light of this period of unprecedented uncertainty.

At the January 17th in-person meeting, the NMLF Trustees first reflected on the past-year’s accomplishments, and then listed goals for the coming year. Individuals’ reflections and goals were collected on post-it notes, and then the group discussed and aligned these in real-time with the priorities defined in the NMLF 2019 strategic planning session. What follows is a summarization of the 2019 accomplishments and initial 2020 goals. A full list of responses received in the session (sorted by priority and action) is included in the appendices.

1. **2019 Accomplishments Review**

**Organizational Health**

The greatest number of 2019 accomplishments Trustees identified fell under the Organizational Health priority. This makes sense, as consensus from the 2019 strategic planning process was to focus on Organizational Health in order to ensure NMLF’s stability and resilience.

1. Ensure website maintenance
	* Website redesign and maintenance contracts in place
	* New website in development and will go live in early 2020
2. Collect/Develop Procedural & Historical Documentation
	* Historical documents collected and being organized
3. Secure a Documentation Storage & Sharing Platform
	* Began Google Drive organization for grants
	* Document sharing happening among trustees
4. Revise Trustee Onboarding
	* Draft handbook developed
5. Ensure Trustee Engagement
	* Strategic plan development
	* Improved communication among trustees
	* Trustee learning and familiarization with needs and processes
	* New trustees recruited
6. Update Grant Applications & Review Process
	* Gathered feedback on grants review process

**Fundraising**

Fundraising activities in 2019 focused on established initiatives. Feedback gathered at the review meeting primarily celebrated the successes of the fundraising table at the NMLA/MPLA Annual Conference in Albuquerque in October 2019. Particular mention was made of the refinement of the silent auction/raffle processes and trustee participation in the event as notable accomplishments.

1. Revise Strategy
2. Set Goals
3. Improve Donor Appreciation
4. Improve Donor Tracking
5. Develop New Initiatives

**Public Relations & Marketing**

As with Fundraising, 2019 accomplishments related to Public Relations & Marketing centered around the efforts associated with NMLF’s presence at the NMLA/MPLA Conference. The promotion of the silent auction via Facebook, the slideshow that highlighted grant recipient projects, and other work to engage with conference attendees were mentioned in comments.

1. Reframe Priorities
2. Highlight Grant Opportunities
3. Cultivate Web & Social Media Strategy
4. Expand Efforts
	* Map of past grantees on website

**Community Engagement**

The feedback collected points to initial efforts to meet the priority of Community Engagement. Specific indicators identified were: having a broader pool of grant applicants than in recent years, and the interest and energy among new Trustees.

1. Cultivate Partnerships
2. Evaluate with Grantees
3. Review Mission
4. **2020 Goals and Action Items**

The comments collected during the portion of the meeting focused on 2020 goals fell broadly into two categories: actions and indicators of success (outcomes). The analysis below focuses primarily on sharing actions. Outcomes are included in the Appendix A table.

**Organizational Health**

1. Ensure website maintenance
2. Collect/Develop Procedural & Historical Documentation
3. Secure a Documentation Storage & Sharing Platform
	* Five of the 13 comments related to Organizational Health goals for 2020 identified document access and sharing as important. Comments related to this topic included interests in establishing a known platform to act as a shared workspace, and more generally a desire for ready access to documents and resources related to NMLF’s regular operations
4. Revise Trustee Onboarding
	* Improve role transitions
	* Update Trustee Handbook
5. Ensure Trustee Engagement
	* Clear communications flow
6. Update Grant Applications & Review Process
	* Update grant application (2 comments, each with a “+1”, identified this as a priority action)
	* Update grant scoring procedure

**Fundraising**

1. Revise Strategy
2. Set Goals
	* Set a fundraising goal for 2020
3. Improve Donor Appreciation
4. Improve Donor Tracking
5. Develop New Initiatives
	* Many ideas for new initiatives and efforts were identified in the session. Included among these are: have a mail fundraising campaign, encourage trustee giving, host appreciation dinners, and establish passive income streams
	* Also included here were suggestions to re-establish prior practices, such as sharing an annual events and fundraising calendar

**Public Relations & Marketing**

1. Reframe Priorities
2. Highlight Grant Opportunities
3. Cultivate Web & Social Media Strategy
	* Develop and implement a social media strategy
4. Expand Efforts
	* Tour libraries to reach communities that haven’t applied for grants in the past
	* Write an article for Hitchhiker, featuring past grantees’ work and voices
	* Produce a video about NMLF to support a challenge campaign

**Community Engagement**

1. Cultivate Partnerships
	* The suggested actions that likely fall most appropriately under “Cultivate Partnerships” all related to grant applications, both providing application guidance for libraries and hosting conference sessions to build engagement. “Cultivate Partnerships” may not be the most appropriate category for these types of actions. Creation of a new priority or deciding to re-categorize these actions, perhaps to Public Relations & Marketing, might want to be considered.
2. Evaluate with Grantees
	* Many of the proposed actions under evaluation included connecting with past grant recipients in various ways, whether through conversations or asking them to share stories of how NMLF grants had effected community members, in the interest of both better understanding NMLF funding impacts and creatively sharing those impacts.
	* Finalize historic grants application and award analysis
	* Create a dashboard of outputs and impacts
3. Review Mission

**Appendix A: Table of 2020 Goals Sorted by Strategic Priority and Action/Outcome**

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| **NMLF 2020 Strategic Priorities** |
| **Community Engagement** |
| Community Partnerships |
| *Actions* |
| Create webinar for grant application help |
| NMLA session for community engagement (event development/branding?) |
| *Outcomes* |
| More grant applications - esp from first time applicants |
| Super-energized and engaged communities |
| Cultivate Partnerships |
| *Outcomes* |
| Other people are telling our stories |
| Evaluation with Grantees |
| *Actions* |
| Digital impact stories - w/ community members |
| examples of positive change sparked by funded grants |
| Grants "dashboard" for website |
| grants analysis (historic) for trustees |
| learning convos w/ grantees +1 +1 |
| **Fundraising** |
| Develop New Initiatives |
| *Actions* |
| (Renewed) Annual $ Raising events calendar +1 |
| Appreciation Dinners |
| Challenge event |
| Encourage trustee donations? |
| Establish passive income streams |
| Gala |
| mail fundraising campaign |
| MALE Librarian Auction/calendar |
| NMLA Conf (2?) mini con? + presentation |
| use facebook for fundraising (e.g. birthday campaigns) |
| *Outcomes* |
| Higher traffic through website |
| make auction fun, attractive, and raise a lot of money |
| Revise Strategy |
| *Outcomes* |
| Increased donations through Amazonsmiles, Smiths, PayPal |
| Increased fundraising activities |
| Lots of new money |
| Set Goals |
| *Actions* |
| Set a goal for 2020 |
| **Organizational Health** |
| Document Storage & Sharing |
| *Actions* |
| One Google Drive to rule them all +1 |
| *Outcomes* |
| All documents accessible + centrally located |
| Easy access Documents, mailing list, expectations |
| We know what we have/documents and can find it when we need it |
| Grant Application & Review Process |
| *Actions* |
| Revised grant application + maybe scoring procedures? +1 |
| Update grant application +1 |
| Procedural & Historical Documentation |
| *Actions* |
| Collection Develop. Policy for -Archives - Scope + content established - Collection dev policy in place - finding aid online collection maybe box level |
| Revised bylaws, application, handbook for trustees |
| Trustee Engagement |
| *Outcomes* |
| Clear communications flow and document storage and collaboration practices |
| Trustee Onboarding |
| *Actions* |
| Handbook for new board members |
| Smoother trustee role transitions |
| **Public Relations & Marketing** |
| Cultivate Web & Social Media Strategy |
| *Actions* |
| Social media for PR |
| Expand Efforts |
| *Actions* |
| article (grant awardees) in Hitchhiker NMLA newsletter? |
| Tour libraries -marketing to new (unreached, 1st time) communities - visit recipients to get impacts |
| Videos about us challenge campaign |
| *Outcomes* |
| People know more about NMLF |
| We're telling our own story - more |

**Appendix B: Table of 2019 Accomplishments sorted by Strategic Priority**

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| **NMLF 2019 Accomplishments** |
| **Community Engagement** |
| Evaluate with Grantees |
| Beginning applicant/grantee analysis |
| Initial convos. w/ select past grantees |
| Other |
| Broader application pool than recent years |
| Recruitment of new trustees to strengthen NMLF Board! |
| Tap into local and state community-building efforts |
| **Fundraising** |
| General |
| Broad trustee participation at major fundraising event |
| Fundraising event at NMLA/MPMA 2019 |
| NMLA/MPMA fundraising table! |
| Refine silent auction and raffle at NMLA conference |
| *Questions* |
| consider terming this "(donor) stewardship" |
| What % of our donors are librarians? (Just curious) |
| **Organizational Health** |
| Collect/Develop Procedural & Historical Documentation |
| Collected more NMLF documents and visited the archival holdings in the State Library. Ready to build web access |
|  Create a Document Storage & Sharing Platform |
| Began Google drive organization for grants |
| Moving forward on document sharing |
| Ensure Trustee Engagement |
| Becoming more familiar w/ grant evaluation process |
| Fresh + engaged advocates on board |
| Improved communication among trustees |
| Strategic Plan  |
| This trustee was onboarded! |
| Ensure Website Maintenance |
| Move forward with an updated website |
| New website looks good |
| New website! |
| Website - long-term switch in outsourcing the labor to focus inward |
| website redesign |
| website redesign Looks Nice! Navigation is easier too! |
| Website Update |
| General |
| Getting back on track reorganizing |
| Getting back on track. Productive Development. Ideas + identity. Defined direction |
| Grants awarded! |
| *Questions* |
| begin onboarding practices? |
| Do all Trustees need to have NM-lf.org email accounts? Only officers? |
| Manual for new members + maybe a member contact for potential members for questions? |
| Revise Trustee Onboarding |
| Clearer expectations for trustee commitments |
| Onboarding draft document developed |
| Update Grant Applications & Review Process |
| Gathered feedback about grants review process |
| **PR/Marketing** |
| Expand Efforts |
| Creating a map that provides the geo-story of NMLF influence |
| MAP aggregate impacts |
| General |
| Facebook images of raffle/silent auction items |
| NMLA annual slides w/ previously funded projects |
| NMLA/MPMA raffle/auction Facebook posts |
| Table @ NMLA US Map |