# FY27 Strategic Plan

## Our Mission

The Mission of the Iowa City Public Library Friends Foundation is to strengthen the Iowa City Public Library through fundraising, advocacy, and promotion of its valuable resources.

## Our Vision

*To inspire every member of our community to support the Iowa City Public Library as a Library user, volunteer, or donor.*

## Our Values

*We will fulfill our mission with actions that represent these core values:*

- *Pragmatic Optimism*

  We infuse our planning with visions of a hopeful future, informed by best and worst-case scenarios, taking practical steps to achieve our goals.

- *Stewardship*

  We ensure responsible stewardship of resources for the Library and its donors.

- *Service*

  We provide service to the community by advocating for the Library, amplifying its purpose, and supporting it with additional resources.

**FY27 ICPLFF Strategic Plan**
**Prepared by Development Director Katie Roche**

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**FY27 Strategic Plan Memo:**

The ICPL Friends Foundations FY24 - FY26 Strategic Plan expired on June 30, 2026. The Foundations Director created a one-year strategic plan for FY27, supporting the Library's FY27 Strategic plan, running from July 1, 2026 - June 30, 2027.

The FY27 was approved in the 4/23/26 ICPL Board of Trustees Meeting.

The ICPLFF FY27 Strategic Plan includes:

- New and unfinished initiatives identified by Foundation Committee,
- A plan to evaluate priorities and opportunities for FY28 and beyond,
- Preparation to launch a new multi year strategic plan starting with FY28 focused on sustaining Library operations and supporting the ICPL long-range facilities plan.

We anticipate resuming a three-year strategic planning cycle with a FY28–FY30 plan. Should the ICPL adopt a five year term for their strategic plan, we will match the proposed term.

Over the past three years, the staff and board have concentrated on strengthening the Foundation operations, working to expand awareness of the Foundation's mission and impact, while broadening our donor base through increased appeals. As seen in the proposed goals below, that important improvement work will proceed through both staff and committee-led efforts.

FY27 marks a shift in focus for ICPLFF. The Library is planning for its future and Foundation work should shift to align planning, priorities, and activities with ICPL's strategic goals, strengthening the connection between Foundation resources and library-identified needs, ensuring that Foundation efforts are positioned to directly support the library's long-term vision and community impact.

**Timeline for FY27 Strategic Plan Approval:**

**April**

- 04/01/26 Development Director commences planning
- 04/23/26 ICPL Board of Trustees discusses DRAFT ICPL Strategic Plan
  ICPL Board of Trustees approved ICPL Strategic Plan
- 04/24/26 ICPLFF Board Begins Review of plan by email

**May**

- 05/01/26 Executive Committee Discusses Draft at noon meeting
  + circulated with edits over weekend to Full Board
- 05/05/26 Full Board Meeting - discussion of Draft
- 05/06/26 - 06/04/26 FY27 Tactical planning/ time horizon for events & strategic plan

**June**

- 06/05/26 ICPLFF Annual Meeting Board Packet distributed
- 06/09/26 ICPLFF Annual Meeting: strategic plan approved

**FY27 ICPLFF Strategic Plan**

Supporting ICPL's FY27 Strategic Plan Goals

**ICPL Strategic Goals are in boxes.*

| **Conduct a comprehensive community assessment to evaluate library services and identify current and future community needs.** |
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| **Overview**: A staff committee will conduct the following:<br>1. Review building study, determine further questions, and provide recommendations.<br>2. Conduct observation/use studies.<br>3. Survey staff, public, and key stakeholders.<br><br>The committee will provide a report on current and future needs to assist the strategic planning committee. This work should be completed by early fall of 2026. |

ICPLFF Strategic Goal: **Mobilize volunteers, partnerships, and community networks to expand inclusive participation in the library's community assessment, with a focus on engaging underrepresented and non-user populations.**

Implementation strategies:

- Leverage ICPLFF events and appeals to promote participation in community assessment
- Mobilize volunteers to support community assessment data collection efforts such as surveys, focus groups, community listening sessions.
- Utilize donor and community networks, and personal networks, to reach users, non-users or underrepresented groups to participate in community assessment.

**Timing**: July 1, 2026 to early fall 2026

| **Develop a three to five-year strategic plan and long-range facilities plan that defines the future mission, vision, and goals of the Iowa City Public Library.** |
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| **Overview:** A committee of seven members (5 staff members and 2 trustees) will review the assessment reports and define ICPL's mission, values, and priorities for a strategic plan as well as a vision for the building and other facility needs to support library services.<br><br>The committee will draft goals and objectives to present to the Board, management team, and larger staff in spring 2027 for feedback. Staff should review the resources and strategies needed for implementation as well as ways to evaluate progress and success.<br><br>The committee will recommend finalized plans for Board approval before June 2027. |

ICPLFF Strategic Goal: **Translate assessment findings into transparent public communication and data-driven funding priorities that inform campaign and donor engagement.**

Implementation strategies:

- Support public sharing of findings
- Develop funding priorities tied directly to identified needs
- Prepare campaign materials, case statements, and donor communications grounded in real data

**Timing**: FY27+

| **Complete the library's building refurbishment project.** |
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| **Overview:** Library will undergo a refurbishment project funded through city local option sales tax revenue and library non-operating funds. The project will cover the replacement of carpeting/flooring of the public areas of the building and 2nd floor computer furniture. We hope the funding will cover the repainting of walls, replacement of additional worn and damaged public furniture, and updates to study rooms and Meeting Room D. Project is slated to begin January 2027. |

ICPLFF Strategic Goal: **Position investment in refurbishment project as a catalyst for broader community support of funding priorities**

Implementation strategy:

- Build donor awareness and engagement by connecting refurbishment progress to future library needs and priorities

**Timing**: Early Fall 2027 through completion of refurbishment

Strategic Initiatives by ICPL Friends Foundation Committee:

| **Executive** |
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| **Align FY28 strategic planning with Library long-range goals**<br>- Develop a plan to evaluate priorities and opportunities for FY28 and beyond<br>- Prepare to launch a new three-year strategic plan (FY28–FY30) focused on sustaining Library operations and funding the Master Facility Plan |
| **Strengthen the Foundation's advocacy** by leveraging United for Libraries resources to expand community support for the Library. |

| Finance Committee |
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| **Refine and clarify financial reporting** by systematically reviewing financial statements to ensure continued improvement in transparency and usability. |
| **Review restricted endowment funds** to determine and adopt appropriate reclassification where needed. |
| **Develop and maintain financial worst-case scenario planning** to assess risks, ensure fiscal resilience, and guide contingency strategies under adverse economic conditions. |

| Governance Committee |
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| **Strengthen board governance** by developing and introducing a structured board orientation and onboarding process. |
| **Survey and enact a board skills matrix** to identify, assess, and align board member expertise with organizational needs |
| **Explore the feasibility and implications of obtaining publicly supported charity designation** to enhance fundraising capacity and compliance alignment. |
| **Conduct a Policy Gap Analysis** with help from Development Director and recommend schedule for adoption of missing policies |

| Fundraising |
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| **Increase board engagement in fundraising** to strengthen the Foundation's long-term philanthropic capacity. Demonstrate that leadership is personally invested through 100% board giving. |
| **Leverage Candid Foundation Directory** to identify and pursue new grant funding opportunities that expand and diversify the Foundation's revenue. |
| **Research and execute a tiered Friends membership model** to deepen community belonging and grow philanthropic and volunteer support for the Foundation. |
| **Review campaign materials**, case statements, and donor communications |