

**STRATEGIC GOALS 2020 - 2025**

GOAL	2025 OUTCOMES	ACTIONS	COMMENTS	OWNER(S)
<b>Facility Stewardship</b>	<ol style="list-style-type: none"> <li>1. Master Plan updated.</li> <li>2. Facilities Management Plan (20-year facility plan) updated annually and includes energy efficient alternatives.</li> <li>3. Research for facility expansion and development of additional building spaces completed.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepare Master Plan for building by 2025.</li> <li>2. Perform annual maintenance review and successfully respond to unplanned events. Investigate energy efficient alternatives and updates to electrical to accommodate additional use of computers, laptops, etc. by 2022</li> <li>3. Investigate opportunities for expanding the Library footprint or repurposing existing spaces by 2022</li> </ol>	<p>Master Plan requires:</p> <ul style="list-style-type: none"> <li>• annual building needs assessment</li> <li>• input from Tillamook County Library.</li> </ul>	<ol style="list-style-type: none"> <li>1. Master Plan – Maintenance Chair</li> <li>2. Annual maintenance – Maintenance Chair</li> </ol>
<b>Outreach and Engagement</b>	<ol style="list-style-type: none"> <li>1. Friends memberships exceed 370 by 10/31/2022. Friends memberships from our “service area” (zip codes 97131 and 97147) increase by</li> </ol>	<ol style="list-style-type: none"> <li>1. Investigate methods to encourage more Friends Memberships</li> <li>2. Continue to inform public on funding for library through various media platforms, letter</li> </ol>	<ul style="list-style-type: none"> <li>• Research new approaches to attracting Friends.</li> <li>• Determine what communication tools work best to attract Friends,</li> </ul>	<p>Chairs of Membership Development Committee and Communications Committee</p>

	<p>5% annually.</p> <p>2. Outreach efforts to enhance awareness of the Library and encourage participation increase annually.</p> <p>3. Outreach to schools developed by 2021</p>	<p>writing and other avenues.</p> <p>3. Develop more frequent contact and content with our Friends and community (FaceBook, Instragram, BBQ, website, etc.)</p> <p>4. Investigate how to effectively work with schools to increase relevant programing, scholarships or internships with Board.</p>	<p>patrons and participants.</p>	
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<p><b>Financial Stewardship</b></p>	<p>1. Strategies for long term funding (Booksale format, contingency planning for levy outcome etc. are developed by 2022</p> <p>2. Annual budgets adopted.</p> <p>3. Revenues exceed expenses each year.</p> <p>4. Additional funding sources explored and reported on.</p>	<p>1. Develop new strategies for raising funds to support operations and maintenance.</p> <p>2. Maintain strong financial controls. Update policies and procedures as needed.</p> <p>3. No withdrawals from Investment Fund (other than Board declared emergency)</p> <p>4. Discuss current</p>	<p>Develop annual appeal for donations in addition to Friends memberships. Continue efforts on estate planning, seeking pledges and sustaining donors.</p>	<p>Treasurer and Chair of Membership Development.</p>

	(including reviewing membership levels) by 2022 5. Planning for endowment completed by 2022 6. Leave a legacy effort continue targeted to Board members.	membership levels, and investigate a sustaining membership model 5. Develop plan for the endowment to include criteria for use of the funds. 6. Continue messaging around legacy and estate planning.		
<b>Board and Committee Development</b>	1. Well qualified Board candidates elected annually. 2. Volunteers retained. 3. More volunteers recruited each year. 4. Diversity, Equity and Inclusion effort continues.	1. Review recruitment strategies to attract qualified Board members. 2. Emphasize recruitment of new volunteers for committees and projects. 3. Establish goal for volunteer growth. 4. Investigate best practices for a DEI effort.	<ul style="list-style-type: none"> <li>Investigate ways to reach out to new residents, second home owners and new retirees.</li> <li>“Mine” committees to determine interest in serving on the Board. Mentor committee members to increase interest in Board service.</li> <li>Continue volunteer recognition and appreciation efforts.</li> </ul>	President and Vice President, DEI Committee
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<b>Partnerships</b>	1. Partnership with TCL sustained at high level.	1. Continue to work closely with TCL Leadership	<ul style="list-style-type: none"> <li>Work jointly with TCL in planning and publicizing adult</li> </ul>	President and Vice President

	<p>2. Partnerships with other organizations increased.</p> <p>3. Participate in ongoing work related to 2022 Levy.</p>	<p>2. Collaborate on a minimum of two events annually with other NFPs. Partnerships with other organizations increased. Continue collaborative partnerships with the Hoffman Center</p> <p>3. During 2022, begin planning and education around future funding strategies with Board and local opinion leaders.</p>	<p>programs.</p> <ul style="list-style-type: none"> <li>• Work jointly with other NFPs to bring events to the community.</li> </ul>	
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