



THE FORT WORTH
PUBLIC LIBRARY
FOUNDATION

PRESIDENT & CEO
SEARCH PROFILE



FORT WORTH, TEXAS

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Peña Search Consulting

The Organization

Since its founding in 1993, the purpose of the Fort Worth Public Library Foundation (FWPLF) is to enhance the City of Fort Worth's delivery of library services through the infusion of private support. Launched initially to raise funds for capital improvements, FWPLF has evolved to fund programs that serve children, teens, and adults across Fort Worth in addition to enhancing technology and infrastructure. The foundation remains essential for ensuring that library services remain free to all Fort Worth residents, particularly as the city's population grows.

Mission

The mission of the Fort Worth Public Library Foundation is to benefit both the Fort Worth Library and the Fort Worth community by providing resources that support educational programming, buildings, and infrastructure improvements.

The Fort Worth Public Library system was founded by a group of Fort Worth women in 1892 with funding from industrial magnate Andrew Carnegie, an advocate for public libraries nationwide. Today, the system has 16 branches and serves almost 700,000 residents annually. Though it was prophesied many times that modern technology would render certain functions of public libraries obsolete, they nonetheless continue to provide vital services to the public at no charge. In fact, research confirms that nearly half of all adults in the U.S. utilized public library services in the past twelve months, with researchers noting that younger generations of Americans report more frequent use due to many novel functions that public libraries now provide. Despite being primarily funded publicly, the Fort Worth Public Library system has benefited immensely from the private support generated by the FWPLF. With such support fueling continuous innovation, the system remains a cornerstone in Fort Worth where anyone can take advantage of its educational, technological, and interpersonal resources in an inclusive and friendly environment.



Programs and Outcomes

Libraries have long been a part of America's tapestry and are essential to the life of their communities. They promote early and lifelong learning, provide resources for job training and life skills, encourage families to interact with one another, and gather neighbors together for entertainment. Through the support of generous donors, the FWPLF has established and funded several initiatives within the system to perpetuate the transformative effect that libraries can have on individuals and communities. Recent initiatives include the following:

Launch Pad

The Launch Pad program brings college exploration into public libraries across Fort Worth by providing high school students with free individual or small group college application counseling. In sessions, the Launch Pad Coordinator helps students chart the application process and develop or polish their application essays as well as other self-expressive materials. Diverse applicants

range from first-generation college students to students in the top 10 percent applying to America's most prestigious universities. In 2018, Launch Pad students were offered an aggregate \$3.6 million in scholarship funding as a result of their academic achievement and assistance from experienced Launch Pad counselors. 172 students benefited from one-on-one counseling and over 1,300 essays are reviewed annually.

STEM

With contemporary pedagogy increasingly emphasizing STEM (Science, Technology, Engineering & Mathematics) in the classroom, the FWPLF has endeavored to fund STEM initiatives in its libraries. Starting with the Panther Lab at the Northwest Branch Library and branching into mobile STEM kits across several branches, students are exposed to the fundamentals of innovation through specialized activities and equipment. These include 3D printing, robotics & electronics, iMacs with Adobe CC Suite, virtual reality simulation, Sony camera & green screen, and work with vinyl.



Children's Author Series

The experience of meeting authors in intimate settings can have profound effects on children's creativity. Since 1997, generous FWPLF donors have helped 48,000 elementary students in the Fort Worth Independent School District meet authors at Fort Worth Library sites across the city. In aggregate, the FWPLF has featured 68 authors and 441 children's books, with rave reviews from school librarians and principals alike.



Families Reading Together

A free, five-week program focused on engaging parents in reading with their children, Families Reading Together promotes reading as quality family time, in addition to enhancing early learning and reading comprehension. Children ages 3-10 and their adult caregivers are eligible to participate and come away from the sessions with an enhanced understanding of how to read and discuss books.



Music Together

Recognizing the importance of pre-literacy skills in young children such as language development, social and emotional development, cognition, and physical and motor development, the FWPLF helped the Library pilot the Music Together program for Early Childhood Matters families.

Provided by Texas Christian University's School of Music Education, the curriculum was developed in 1987 and brings children and parents together with music, active modeling, and movement activities. Beyond teaching the "language" of music, the program promotes parenting skills and teaches parents about children's developmental needs. To date, 100 percent of families participating in the 10-week program have recommended that others partake in the bonding experience.

Worth Reading

Co-sponsored by the FWPLF, Worth Reading, a partnership between the Library, Fort Worth ISD and other community groups, expands on traditional summer reading by incorporating activities and programs at locations throughout Fort Worth. Individuals of all ages will find an exciting activity, with offerings including early learning for young families and adult programs like symposiums, discussions and exhibits on local history and women's history. Classes cover a myriad of subjects, including parenting, genealogy, college and career training, science and technology, and entertainment. The program also features homeschool activity days.



Other Initiatives

As recently as July 2018, the FWPLF began funding a program to make Wi-Fi hotspots available to citizens who lack regular internet access in their homes. Demand for the devices available for check out for up to three weeks at a time was so great that by October, the program had grown from 80 devices in four locations to 200 devices in eight locations.

Signature Event

Since 1997, the FWPLF has hosted the annual Cigar Smoker fundraiser, a highly anticipated and unique Fort Worth social event. Harkening back to the Fort Worth Public Library's founding and how local ladies asked donors for amounts equal to "the price of a good cigar" at Andrew Carnegie's suggestion, the event has been significant in allowing the FWPLF to continue funding innovation and capital projects in the library system. Today, the prestigious event features premium cigars, a seated dinner, fine wines and spirits, entertainment, and silent and live auctions.



The Opportunity

Since its founding in 1993, the FWPLF has served as a vital funder of the Fort Worth Library system's programs and facilities. Recent changes in leadership across both organizations, however, have paved the way for the library system's absorption of many of the FWPLF's high-impact programs, leaving foundation personnel free to aggressively pursue revenue generation through direct cultivation of individuals, corporations, and foundations and the FWPLF's annual signature event. Consequently, the FWPLF seeks a visionary leader to devise and implement a comprehensive fundraising strategy in collaboration with the 27-member Board of Directors and committed staff. Funding goals for the future include capital improvements, financial support of innovative programs, and growing the foundation's \$2.3 million reserve to new levels.

Responsibilities

Reporting to the Board of Directors, the President & CEO will drive the strategy and vision of the FWPLF, working in collaboration with the Library Director, and strengthen the organization for years to come by leading asset growth, fund development, and programs. S/he will be responsible for a staff of six, with three permanent staff including Director of Operations, Donor Relations Specialist and Marketing Specialist and three contractors focusing on special programs and events. With the support of a talented staff and an engaged board, the President & CEO will devise and implement a comprehensive advancement strategy that will allow the foundation to support the programmatic and capital needs of the Library System in perpetuity. Specifically, s/he will:

- **Leadership** – Develop, drive and implement strategy according to the organizational vision; bridge the strategy to operational plans. Oversee the operation of the organization and ensure that all operational goals are met. Possess a leadership style that develops and empowers employees, builds teams, encourages excellent performance by clarifying roles and employing accountability measures. Stay abreast of current trends and anticipate future trends to ensure the organization is positioned for growth. Monitor relevant legislation and ensure compliance.
- **Fund Development** – Develop, implement, and monitor a comprehensive fundraising strategy in cooperation with the Board Chair, Executive Committee, Development Committee and select board leadership and promote a culture of fundraising throughout the organization. Cultivate strong relationships with key donors, including individuals, foundations and corporations. Strengthen and diversify funding sources. Build brand strategy and drive community awareness. Become well known in the community as the "face" of the organization. Leverage personal, professional and board relationships, community resources and collaborations to enhance funding and donor opportunities. Successfully plan and execute the foundation's signature event.
- **Community and Public Relations** – Ensure the organization and its mission, programs, products and services are consistently presented in a strong, positive image to relevant stakeholders. Ensure professionalism in all published communications. Leverage all methods of social media to promote Library excellence. Seek opportunities for public speaking to promote visibility. Establish sound working relationships and collaborative arrangements with community groups and other nonprofit organizations. Continue to foster the excellent relationship with the City of Fort Worth.
- **Board Administration and Support** – Develop strong relationship with the Board Chair and Board members. Support administration of the Board by advising and informing Board

members and interfacing between Board and staff. Maintain effective communication with the Board and provide timely and accurate information to allow the Board to make informed decisions. Ensure new Board members are provided with appropriate orientation training and are supported in their on-going Board service.

- **Programs and Service Delivery** – Oversee the design, marketing, promotion, delivery and quality of programs and services. Analyze, define and implement metrics for client satisfaction and program outcomes. Refine program productivity and efficiency-based on outcomes for Library excellence.
- **Financial** – Oversee financial operations, manage to a balanced budget and ensure adequate cash reserves. Prudently manage the organization's resources. Ensure all financial policy and procedures are followed and in compliance.
- **Human Resource Management** – Recruit, develop, motivate, and retain talented and committed individuals for a high performing and professional team. Foster healthy organizational culture, teamwork and collaboration. Ensure personnel policies and procedures are implemented and monitored. Conduct a robust annual performance process that includes measurable performance goals for all employees.
- **Facilities** – Manage and maintain office space and office systems. Ensure facility has appropriate insurance coverage and safety features.
- **Operational Management** – Oversee the efficient and effective day-to-day operations of the organization and manage resources effectively. Maintain official records, ensure compliance with FWPLF's policies and procedures, as well as federal, state and local regulations. Sign and manage official agreements on behalf of the FWPLF within the authority delegated by the Board and with the advice from the General Counsel as appropriate.
- **Other** – Perform all other duties as required and requested, including attending weekend or evening fundraising and community events.

Candidate Qualities

Leadership

Strategic thinker with the ability to translate concept into action that achieves organizational goals.

Innovative leader with a hands-on and involved style marked by cooperation and a willingness to think creatively.

Service-oriented person who inspires colleagues, staff, and the community through her/his knowledge, experience, creativity, vision, and dedication to the FWPLF mission.

Tenacious leader who measures her/his success against standards of excellence, who consistently sets challenging but attainable goals, and who brings a track record of meeting and/or exceeding those expectations and goals.

Hardworking individual who fully dedicates her/his energy to a cause and is willing to “go beyond the job description,” including extending extra effort when necessary, to see projects to successful conclusions.

Experience

At least 10 years of leadership experience in the nonprofit sector is preferred, including experience leading and developing a high-performing team.

Track record of success raising funds from diverse sources, particularly annual funds, major individual donors, corporate and foundation donors, planned gifts, and special events.

Proven ability to lead a team to success and foster a culture of accountability, inclusiveness, teamwork, and collaboration with others; experience implementing and managing performance measurements to achieve success.

Proven ability to work with volunteers, community leaders, organizations, and businesses to advocate for and promote the value and mission of the organization.

Experience collaborating with, leading, and managing a Board of Directors comprised of prominent members of the community.

Proven experience in strategic planning, analysis, and vision casting.

Public speaking experience required.

Skills and Knowledge

Broad knowledge of fundraising principles and track record of successfully raising funds from a variety of sources, including individuals, corporations, foundations, planned giving and special events.

Skilled at reading people and forging cooperative efforts between and among staff and other departments of the organization, thereby leading teams to success and fostering a culture of accountability, inclusiveness, teamwork, and collaboration.

“Systems thinker” with the ability to envision, strategize, plan, and execute in a dynamic organization.

Persuasive and articulate communicator with excellent oral, written, and interpersonal communication skills who can represent the FWPLF to diverse constituencies.

Highly organized with the ability to take direction and handle multiple tasks in a rapid-paced environment and to work under pressure and meet deadlines and fundraising goals.

Ability to move comfortably in a wide variety of social settings, including among people of substantial influence and wealth, and ability to forge solid personal relationships.

Personal Characteristics

A servant leader who is passionate about reading, literacy, and the public library and able to work in collaboration with the Library Director and Library staff to further the mission of the public library system.

An accessible and approachable “people person” who enjoys teaming with others and is comfortable in both large social venues and one-on-one relationship building.

A warm and engaging individual who, while genuinely interested in others, can exercise discipline and accountability in a professional manner.

Intuitive, perceptive, and skilled at reading both people and situations as well as flexible and willing to adapt to people and situations when perceived necessary.

An individual who balances a sense of urgency in addressing needs with the patience required of a team-oriented environment.

A constant learner who is willing to participate in training and development opportunities to improve and maintain job knowledge.

A leader who displays resolve and resourcefulness when facing challenges or opposition.



Other Considerations

Compensation Competitive with comparable organizations and commensurate with capability, experience, and prevailing market trends

Location Fort Worth, Texas

Travel Limited

Education Bachelor’s Degree required; CFRE preferred

Website <http://fwlibraryfoundation.org/>

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