



THE FORT WORTH
PUBLIC LIBRARY
FOUNDATION

2022 – 2024
STRATEGIC PLAN





OUR MISSION

To inspire, secure, and grow philanthropic support and advocacy to benefit the Fort Worth Public Library and our diverse community.

OUR VISION

Help establish and sustain a world-class public library community where curiosity, lifelong learning, and endless opportunities thrive.

OUR VALUES

Serve: We achieve excellence through community and constituent-centered service and support.

Innovate: We foster a culture of creativity, continuous learning, and growth while embracing change and observing ways to improve.

Transparent: We operate with integrity and hold ourselves accountable as responsible stewards to our supporters, the Library, and community.

Collaborate: We are stronger together and strive for partnerships that maximize impact and value for our community.



GOALS, OBJECTIVES, AND ACTIONS

Goal 1: Create a financial model that allows the Foundation to be sustainable and positioned for growth while continuing to provide excellence in donor-centered service

Objective: Diversify and Increase Revenue Sources

- Action: Increase funding opportunities outside of the Cigar Smoker event
- Action: Build strong, long-term relationships with new and existing donors
- Action: Create a three-year development plan

Objective: Increase Gains on Foundation Investment Assets

- Action: Create a moderately aggressive investment strategy
- Action: Update the Foundation's investment policy

Objective: Improve Operating Efficiencies

- Action: Consolidate and streamline operating budget and financial procedures
- Action: Regularly evaluate and evolve staffing structure to align with current needs and growth path
- Action: Annually review and update operations policies and procedures

Objective: Create a Foundation Endowment

- Action: Plan and execute an endowment campaign

Goal 1 – Key Performance Indicators

- Reporting frequency: Annually
 - Dollars raised by source
 - Change in unrestricted net assets





Goal 2: Nurture a strong working relationship with the Library

Objective: Provide Consistent and Meaningful Financial Support to the Library in Alignment with its Strategic Priorities

- Action: Respond to additional high-priority funding needs the Library may identify
- Action: Work with the Library to improve processes for prioritizing funding requests and stewarding donors' investments

Objective: Expand and Increase the Flow of Information Between the Library and Foundation

- Action: Meeting quarterly with library program, MARCOM, and leadership teams
- Action: Regularly participate in and utilize library programs and services
- Action: Participate and attend library staff meetings, planning days, and other group opportunities that provide a platform for knowledge-sharing

Objective: Respond Quickly and Throughout the Year to Library Requests for Support

- Action: Develop an efficient funding request process
- Action: Create broad-based Foundation funding priorities

Goal 2 – Key Performance Indicators

- Reporting frequency: Quarterly
 - Frequency and quantity of meetings and collaborative projects
 - Amount raised and dollars provided to the Library

Goal 3: Sustain the Foundation's LaunchPad College Application Mentoring Program

Objective: Develop Program Evaluation and Performance Measurements

- Action: Track quantity and demographics of students using the program

Objective: Create a Program Sustainability Plan

- Action: Increase program awareness
- Action: Establish relationships with school leadership

Goal 3 – Key Performance Indicators

- Reporting frequency: Annually
 - Program evaluations and key measurements





Goal 4: Foster a Culture of Philanthropy, Growth, and Inclusiveness for the Board, Staff, and Volunteers

Objective: Strive to Increase Diversity, Equity, and Inclusiveness on the Board, ad hoc Committees, and Staff

- Action: As openings occur, develop and execute recruitment plans that intentionally reach under-represented areas, communities, and industries
- Action: Conduct periodic audits of staff, board, and other volunteer groups to ensure balanced representation

Objective: Maximize Board Member Involvement and Participation in all Aspects of Leading the Foundation and Advocating for Library Support

- Action: Enhance a new member orientation program
- Action: Communicate opportunities to connect members to library programming, news, and ways to support fundraising initiatives
- Action: Connect board members to serve as subject-matter liaisons to CEO and staff
- Action: Be intentional with board recruitment

Objective: Ensure Adequate Resources for Staff

- Action: Invest in staff retention by investing in professional development, benefits, and resources for employees
- Action: Identify and plan for future staffing needs
- Action: Update succession plan for leadership

Goal 4 – Key Performance Indicators

- Reporting frequency: Annually
 - Board and volunteer audit
 - 360 staff evaluations
 - Volunteer satisfaction survey



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