



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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