

EXECUTIVE DIRECTOR SEARCH 2021

Fort Collins,
Colorado



**POUDRE RIVER
PUBLIC LIBRARY**
DISTRICT

**CONNECT
TO CURIOSITY**

www.poudrelibraries.org

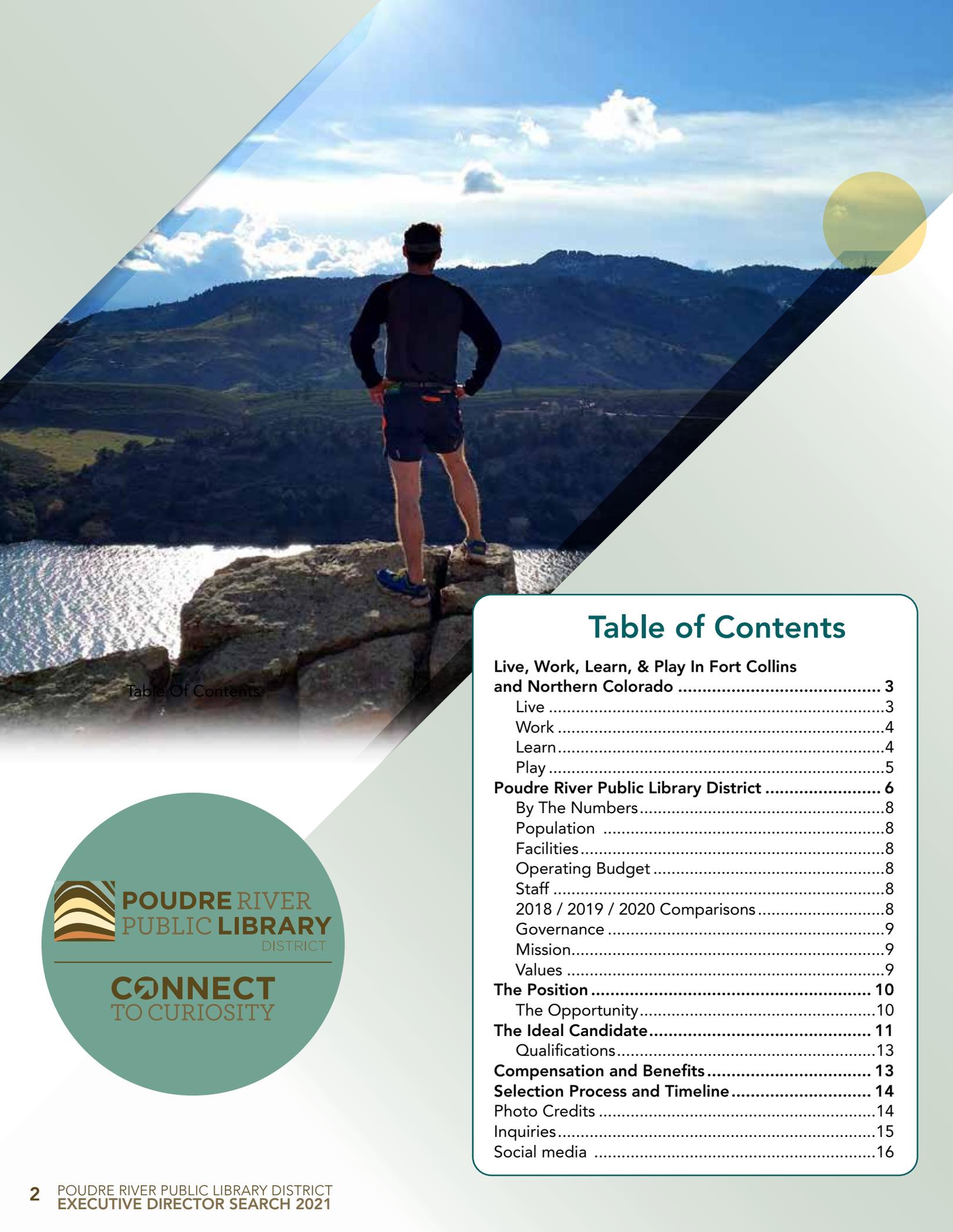


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Live, Work, Learn, & Play in Fort Collins and Northern Colorado

Situated at the foothills of the Rocky Mountains and alongside the Cache la Poudre River in Northern Colorado, Fort Collins is a vibrant town full of local eateries and breweries, diverse cultural attractions, and world-class recreational opportunities. With 165,000+ residents, Fort Collins is the 4th largest city in Colorado and home of Colorado State University with its 34,000+ student body. The community is innovative, entrepreneurial, active, and smart.

Live

There's a reason people love living in Fort Collins and the surrounding communities. The city routinely tops national "Best of" rankings for livability, innovation, recreation, and sustainability. Most recently the city earned No. 1 Best Places to Live in America (2020 MarketWatch); No. 1 Top 100 Places to Live (2020 Livability.com); and No. 4 Best U.S. Cities to Raise a Family (2019 MarketWatch).

The area is also known for its trifecta of bikes, beers, and bands. Fort Collins is one of only five towns in the nation designated a Platinum Level Bike-Friendly Community by the League of American Bicyclists. The community has also received new Bicycle Friendly Business designations and a Platinum Bicycle Friendly University designation from the League of American Bicyclists.

Fort Collins is the largest producer of craft beer in Colorado, ironic for a town that was "dry" until 1969. Currently, the city is home to more than 20 craft breweries each with its own distinctive style.

The city prides itself on its small-town feel while providing all the amenities of a larger city: award-winning health care, public transportation, a community-owned broadband service (Fort Collins Connexion), improved infrastructure, and shopping and entertainment. New residents find this is a city that is welcoming with lots of opportunities to get involved.

The community embraces a work-life balance that includes time spent outdoors with friends and family. There are more than 950 parks, 37,607 acres of natural areas, 45 miles of off-street hike/bike trails, three golf courses, various community and recreation centers, and many other lifestyle amenities.





Work

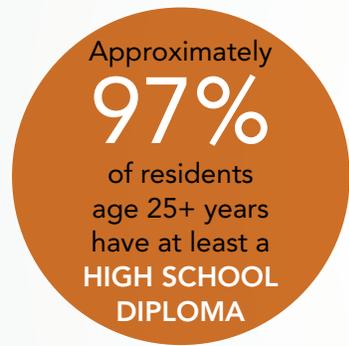
Fort Collins stands out nationally as one of the best places to have a business and career and one of the best places to launch a business. Local government agencies, universities, and community organizations—including Poudre River Public Library District—are committed to entrepreneurial innovation and small business development. The Library District staffs a full-time business librarian and a nonprofit librarian at the Harmony Small Business and Nonprofit Center (located at Harmony Library) and also consults with entrepreneurs through the Larimer County Small Business Development Center.



Fort Collins is headquarters to many businesses—like New Belgium Brewing, Odell Brewing, and OtterBox—that began as local startups and have gone on to achieve national prominence. Other major area employers include Hewlett Packard, UC Health, Banner Health, Agilent Technologies, Woodward, and Advanced Energy.

Learn

Fort Collins is home to Colorado State University (CSU), the Larimer Campus of Front Range Community College (FRCC), and an outstanding K-12 public school system, Poudre School District. Approximately 97% of residents age 25+ years have at least a high school diploma, and 56% have a college degree. It is a community comprised of learners, readers, and curious minds.



CSU is an important part of the Fort Collins community. (Go Rams!) It is a research powerhouse consistently counted among the top performing research universities in the country and a leader in areas such as atmospheric science, energy, water, veterinary medicine, natural resources, chemistry, occupational therapy, and anthropology.

Like the university, Front Range Community College is both a major local employer and educational hub. It is well-known for its nursing program and academic opportunities in fields like electrical engineering, veterinary technology, forestry, wildlife, and natural resources. The Larimer Campus is also home to Harmony Library, a joint-use facility of Poudre River Public Library District and FRCC.



Play

With 300 days of sunshine, snow-capped mountains, idyllic lakes and clear-running rivers, it is hard to deny that people like to get outdoors here all year round. Experience world-class whitewater rafting and kayaking on the Cache la Poudre River and at the new Poudre River Waterpark. Taste award-winning beers at one of 20 (and counting) local breweries. Explore Horsetooth Reservoir and Lory State Park or take a day-trip to Rocky Mountain National Park in nearby Estes Park. Visit Denver, Boulder, Cheyenne (Wyoming), and other Front Range destinations.

Don't miss out on the community's vibrant arts scene! Fort Collins contains artistic and colorful displays around each corner waiting to be experienced and appreciated. Fort Collins hosts many beautiful art projects—like Pianos About Town and Community Murals—that the public can enjoy freely in Old Town as they walk along the streets or through alleyways.

Fort Collins also has a collection of unique museums and performing arts centers dotting its historic downtown area, focusing on everything from folk art to the intersection of history and science. Enjoy works by artists such as Andy Warhol, experience a traveling Broadway show at the Lincoln Center, and in the same day take in a movie at Holiday Twin Drive-in or the Lyric Cinema.

The community also loves its festivals and live music with something for everyone from the Taste of Fort Collins to FoCoMX to NewWestFest to Fort Collins Book Fest. As the weather turns cool, the music moves inside to Washington's, Magic Rat, Avogadro's Number, and dozens of other venues.

The City of Fort Collins and its surrounding communities are an excellent location for a talented library professional to live, work, learn, and play in an area that takes pride in its history, culture, beauty, and quality of life.

Learn more about
Fort Collins and
Northern Colorado

City of Fort Collins:
www.fcgov.com

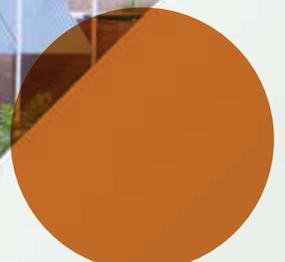
**Downtown Fort Collins
Creative District:**
www.dfccd.org

**Fort Collins History
Connection:**
history.fcgov.com

**Fort Collins Chamber
of Commerce:**
fortcollinschamber.com

Larimer County:
www.larimer.org

Visit Fort Collins:
www.visitftcollins.com





Poudre River Public Library District

The history of Fort Collins is rich with western lore, generations-old stories, and eccentric historical characters. Legend has it that in the early 1800s, French-Canadian fur traders were caught in a tremendous snowstorm.

To lighten their load, they buried large amounts of gunpowder (“poudre” in French) in a hiding place (“cache” in French) along the banks of a river. The Cache la Poudre River runs through modern-day Fort Collins and is the namesake of the Poudre River Public Library District.

Fort Collins and surrounding communities have every reason to be proud of their library system (and it’s not just because we have a book bike called the REO Readwagon). Poudre River Public Library District was named a *Library Journal* 3-Star Library in 2020 and has been recognized locally and nationally for its efforts serving the community.

In 2020, we also became a “fines free” library and re-envisioned our strategic plan to prioritize key areas where the library could make the biggest impact in response to the pandemic and its effects on the community: K-12 Learning; Economic Recovery; Healthy Communities; and Equity, Diversity, and Inclusion. Our current strategic plan wraps up in 2022.

Despite our buildings remaining closed to the public for much of 2020, the community embraced

reimagined library services, virtual programs, and digital collections. We were humbled when customers called us an “essential service” for themselves and their families throughout the pandemic.

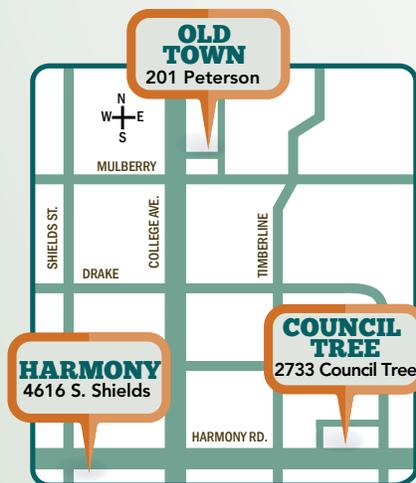
As we move through 2021 and resume additional library services, staff is not satisfied with the status quo. They are inspired by the innovations happening during the pandemic and actively seek new and better ways to provide services to a growing and changing community. With a staff of 93.63 FTEs and an operating budget of more than \$11 million, we have the resources to provide excellent service—in the building, throughout the community, and online.

The Library District serves more than 200,000 people across a vast 1,800 square-mile region in northern Larimer County. The District is anchored by three libraries in Fort Collins: Old Town Library, conveniently located next to Library Park with easy access to downtown; Council Tree Library, located in the popular Front Range Village Shopping Center; and Harmony Library, a joint-use facility with FRCC-Larimer

Campus and ideal spot for studying. The Webster House Administration Center occupies a historic building across from Library Park and comprises library operation support services including finance, human resources, communications, and systems administration. The Midtown location, our most recent space, is the hub for library collection development and bibliographic services.

Poudre River Public Library District enjoys a stable source of revenue derived from a 3 mill levy. This funding

ensures we can consistently provide our community with welcoming spaces, meeting and study rooms, a fresh and robust collection, innovative and diverse





programs, and showcase events like Fort Collins Book Fest, the Summer Reading Challenge, and a Día de Muertos community celebration.

We also deliver outreach services like homebound delivery, U.S. Citizenship classes, and our new ESL Mentoring, a learner-driven service that provides free language mentoring to intermediate adult English as a Second Language learners and helps connect them to the community through partnerships, collaboration, and resource navigation based on learner goals.

The library partners with many individuals, organizations, and volunteers throughout the year to accomplish our goals and build a connected, thriving community. We have successful partnerships and collaborations with schools and universities, nonprofits, the City of Fort Collins, arts and culture organizations, social groups, and local businesses to extend library programs and resources and to fill gaps in critical service areas.

One of our longest standing partners is the Poudre River Friends of the Library. The Friends group was founded in 1939 and is an active force in advocating for public libraries and supporting our programming efforts. This all-volunteer group has contributed more than \$875,000 to the library since 2008 and is one of the primary supporters of our annual Summer Reading Challenge!

Another valuable ally is the Library Trust which serves as the philanthropic arm of the District, raising funds and building an endowment to support the growth and vitality of the libraries. The Trust was founded in 1999 and has a goal of reaching \$1 million in their Endowment Fund to help provide for the future needs of the District.



By the Numbers

Population served:
207,967
PEOPLE

FACILITY	PURPOSE	SQUARE FEET
Old Town Library	General Public	40,387 SF
Harmony Library	General Public	30,000 SF
Council Tree Library	General Public	16,600 SF
Midtown	Collections/Prospector/ ILL/Homebound	6,300 SF
Webster House Admin Center	Director, Communications, IT, Outreach, HR, Finance	

OPERATING BUDGET		
YEAR	REVENUE	EXPENDITURES
2019	\$11,212,310	\$10,272,982
2020	\$12,172,472	\$9,787,105
2021	\$11,869,474 (Forecast)	\$11,743,354 (Forecast)

Staff

NUMBER OF EMPLOYEES
as of June 29, 2021:
132
FTE staff: approximately 93.63



COMPARISONS	2018	2019	2020
Collection size	1,000,426	1,218,203	1,487,461
Circulation	2,986,721	2,903,786	2,008,716
Library visits	1,070,806	997,353	310,557
Cardholders	162,993	162,896	136,089
Programs and events	2,687	2,697	834
Program attendance	78,778	76,125	35,503
Database usage sessions	590,933	585,675	589,383

Governance

The Library District Board of Trustees are volunteers, jointly appointed by the City of Fort Collins and Larimer County to govern the Poudre River Public Library District. The Board adopts and oversees the budget, formulates bylaws and policies, conducts strategic planning, and hires and evaluates the library executive director.

The seven-member Board of Trustees is committed to representing the interests of residents, practicing responsible fiscal management of public funds, and delivering quality services that are responsive to the needs of Northern Colorado.

More information about the Board, including the role of a trustee and the appointment process, is available at www.poudrelibraries.org/board/.

Learn more about
Poudre River Public
Library District:

Website:
www.PoudreLibraries.org

**2019 – 2022
Strategic Plan:**
[www.poudrelibraries.org/
about/pdf/strategicplan2019.pdf](http://www.poudrelibraries.org/about/pdf/strategicplan2019.pdf)

2019 Master Plan:
[blog.poudrelibraries.org/library-
district-master-plan/](http://blog.poudrelibraries.org/library-district-master-plan/)

Report to the Community
[www.poudrelibraries.org/about/
plans](http://www.poudrelibraries.org/about/plans)

Values We are...

Collaborative

We foster networks and relationships to strengthen the entire community.

Inclusive

We create opportunities for people to belong. We celebrate and reflect the diversity of our community. We are dedicated to free and equal access for all.

Curious

We explore new ways to connect and engage with our community.

Innovative

We dream big and embrace change. We seek inventive ways to make a difference in people's lives.

Accountable

We serve the community with integrity, excellence and transparency. We are stewards of our community's trust and tax-funded resources.

Mission

We enrich our community by providing universal access to resources for knowledge, innovation, and enjoyment.



The Position

The job description describes the major responsibilities as follows:

- Planning and directing all phases of library operations: financial, personnel, facilities, and business for the Library District with the help of subordinate executives and staff managers
- Assisting the Board of Trustees in the development of policies, providing overall direction for the District
- Working closely with the Board, Larimer County, and elected county and municipal officials
- Understanding and contributing to Northern Colorado's community, culture, lifestyles, and interests focusing on active civic engagement and promoting external partnerships
- Understanding and supporting innovative library technologies
- Experience working with new capital projects
- Proven experience mentoring, developing, and evaluating staff

The Opportunity

The new director will be expected to:

- Navigate the post-pandemic environment and increase public awareness of services the library provides
- Engage the Library Board, staff, and District residents in a review of the Facilities Master Plan and the implementation of the to-be-developed action plan
- Review and propose revisions to current library policies and procedures to ensure that they enable exceptional customer service and effective management of library operations
- Explore opportunities to expand and enhance services for customers of all ages using technology
- Establish and nurture partnerships with local organizations, businesses, and community stakeholders to create a more engaged community and make a positive impact on the lives of District residents
- Work with the Development Director to secure non-governmental funds in support of future capital and programmatic needs
- Champion a culture of intellectual freedom, reading, lifelong learning, and 21st century literacies
- Foster an organizational culture that embodies and values equity, diversity, and inclusion, reflective of the community we serve
- Analyze staffing allocations and classifications to determine whether a different mix of full-time and part-time staff would better serve District residents

The complete job description can be found at www.junegarcia.com

The Ideal Candidate

A RESPECTED ADMINISTRATOR

- Fosters a creative and engaged environment where excellence, innovation, and collaborative teamwork can thrive
- Exhibits effective financial, administrative, and operational management skills
- Engages effectively with all staff and empowers them with the authority and resources to carry out their responsibilities
- Develops a responsive organizational structure that will enhance effectiveness, efficiency, and customer service
- Supports the development and implementation of a robust staff-development plan to ensure all staff have access to mentoring and coaching for the skills needed not only to complete their assigned tasks but to enable them to be eligible for promotion and further prepare them to assume leadership positions
- Demonstrates commitment to personal and organizational accountability
- Ensures that library facilities and grounds are attractive, safe, and comfortable for all to use
- Demonstrates unquestionable integrity and high ethical standards
- Exhibits a commitment to the core values of the library profession

A STRATEGIC THINKER

- Thinks strategically and creatively, and makes sound decisions under pressure
- Demonstrates strong analytical skills and applies them to planning and problem solving
- Excels in short-range and long-range planning as well as plan implementation
- Makes wise, fair, and timely decisions based on solid facts
- Understands and consistently uses effective measurement and evaluation methods to improve library operations and services for the public
- Applies appropriate technologies in the delivery of library service





A COMMUNICATOR

- Provides timely, accurate, and relevant information on critical issues to the Board of Trustees, library staff, colleagues, and the public
- Serves as an eloquent, passionate, and visible library spokesperson advocating for the library, the services it provides, and the constituencies it serves
- Communicates with community residents, library customers, and library staff with openness, responsiveness, and humility
- Is an attentive and respectful listener
- Has a sense of humor

AN INNOVATIVE AND VISIONARY LEADER

- Develops and communicates a compelling vision of a responsive public library, with services and programs that meet community needs and interests
- Leads and manages change
- Creates and uses library spaces in ways that make them locations for experimentation, innovation, education, recreation, and relaxation
- Exhibits intellectual curiosity and demonstrates a commitment to personal lifelong learning
- Has a knowledge of current trends and best practices in libraries

A RELATIONSHIP BUILDER AND COMMUNITY PARTNER

- Works collaboratively and effectively with the Board of Trustees, library staff, the Friends of the Library, the Library Trust, and key stakeholders to chart and execute the Library's mission
- Demonstrates cultural competence and has a history of responsiveness to community residents, library users, and library staff
- Supports private fundraising efforts to benefit the Library
- Shows genuine commitment to racial and social justice
- Develops relationships based on dependability and honesty
- Demonstrates political acumen and effectiveness
- Is active in professional and civic organizations

Qualifications

Candidates should have a Masters in Library and Information Science from an ALA-accredited program and at least five years of progressively responsible experience in a senior administrative/management position.

Highly qualified candidates will have:

- Management experience in a public library system with multiple sites
- Managerial or administrative experience working in a library district
- Experience in innovation, change management, and the ability to initiate and execute transformational change

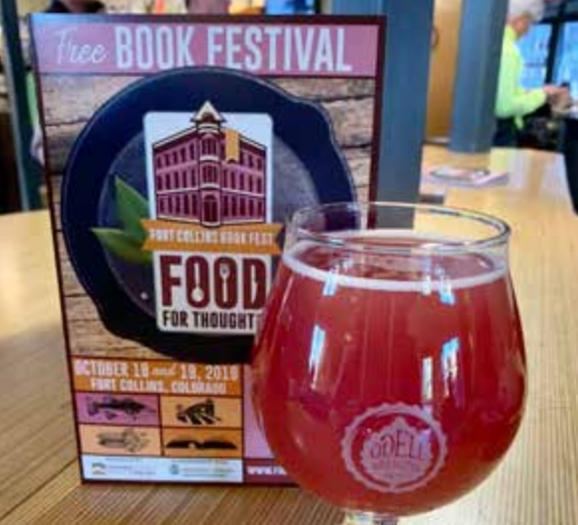
Any combination of education and experience which provides the requisite knowledge, skills, and abilities will be considered.

Compensation and Benefits

The Poudre River Public Library District will offer an attractive and competitive salary, within the range of \$130,000 to \$170,000, commensurate with the qualifications and experience of the selected candidate.

A summary of benefits can be found at www.junegarcia.com.





Selection Process and Timeline

The Board of Trustees has engaged the executive search firm June Garcia, LLC to assist with this recruitment. To be considered for this exceptional opportunity, please electronically forward a compelling letter of interest that positions you as the ideal candidate to inspire and lead the Poudre River Public Library District to fulfill its mission and values, plus a résumé and contact information for a minimum of three work-related references to June@JuneGarcia.com. References will not be contacted until mutual interest has been established. This recruitment will be handled with strict confidentiality.

Review and evaluation of candidates will be conducted by the Board of Trustees, its Search Committee, and June Garcia upon receipt of completed materials.

The following timeline has been established:

- Applications due: September 6, 2021
- Semi-final interviews: September 29 and 30.
- Final interviews: Week of October 25

The semi-final interviews will be conducted by the full Board using Zoom or similar technology. It is anticipated that each interview will last 45-50 minutes.

The final interview process will be conducted onsite. It is anticipated that it will consist of a variety of activities held over two days, which may include tours of library facilities, meet and greet sessions with library staff and community stakeholders, and a formal interview by the Board of Trustees.

It is the intent of the Board of Trustees to keep the names of the applicants confidential for as long as possible. In accordance with public disclosure/open records laws, the names of the candidates determined to be finalists will be released publicly prior to the final interviews. A background check will be completed on the preferred finalist. Prior authorization of the finalist will be obtained.



PHOTO CREDITS

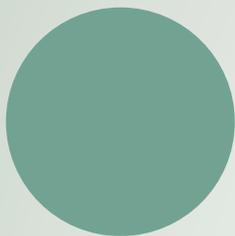
Cover	Tim O'Hara	Page 5	City of Fort Collins
Page 2	AJ Cohen	Page 6-8	Library staff
Page 3	1. City of Fort Collins 2. Daniel Federspiel 3. City of Fort Collins 4. City of Fort Collins	Page 9	Christian Knoll
		Page 10-15	Library staff
		Page 16	Jack Gillum
Page 4	1. City of Fort Collins 2. Poudre School District 3. City of Fort Collins 4. City of Fort Collins		





Inquiries are welcome.
Please contact June Garcia at (303) 522-2225 or June@JuneGarcia.com





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