



## Delaware County Foundation

### **PRESIDENT & CEO SEARCH PROSPECTIVE**

7/16/2019

#### **Introduction**

The Delaware County Foundation Board of Directors has announced the search for the Foundation's next President & CEO, an appointment to become effective as soon possible after November 1, 2019, in response to Marlene Casini's decision to retire at the end of this year. Ms. Casini's accomplished 15-year tenure provides a clear sense of momentum from which the Delaware County Foundation's next President will be asked to exercise strong philanthropic and strategic leadership.

The new President will be expected to inspire others to participate and increase philanthropy in the County through outreach, collaboration, a spirit of entrepreneurship, and the ability to create a new strategic plan establishing project, operational, and fiscal priorities. The opportunity for continued visionary leadership at the Foundation is uncommonly attractive.

#### **About Delaware County**

The Delaware County Foundation is a community foundation serving a fast-growing area in Central Ohio just north of the State capital of Columbus, and includes areas such as Westerville, Sunbury, Dublin, Powell, and Lewis Center. Based on the most recent annual population-growth rate, it is the fastest growing county in Ohio. It has a population of more than 212,000. The County is expected to grow 27% by 2040. Delaware County schools continue to grow and have a high success and approval rate among all four school districts. The City of Delaware is home to Ohio Wesleyan University. The County has a growing park system with 11 parks including trails and wildlife. Delaware County is also home to the award-winning Columbus Zoo and Aquarium. The County has two of the region's largest retail shopping areas, Polaris Mall and Tanger Outlet. The Delaware County Fairgrounds is host to the one of the nation's leading harness races, the Little Brown Jug, held annually in September. It is called one of the three jewels in the Triple Crown of Harness Racing.

#### **About the Delaware County Foundation**

Founded in 1995, the Foundation will be celebrating its 25<sup>th</sup> anniversary in 2020. The Foundation was created by a group of community leaders who had an interest in providing support for the needs of the County through its nonprofit organizations. The role of a community foundation is to grow over time to meet the needs of the community now and in the future; mainly by creating endowed funds. Since its founding, the Delaware County Foundation has grown from the first gift of \$100,000 to approximately \$14 million in assets.

- Contributions to the Foundation average \$1 million a year.
- Grants and scholarships are often \$1 million per year, with grants providing, approximately 80% of the amount and 20% for scholarships.
- The Foundation manages more than 150 funds such as donor advised funds, field of interest funds, designated funds, and scholarship funds.
- The Foundation is governed by a 15-member Board of Directors.

- It has two full-time and two part-time staff members.
- More than 100 volunteers assist the Foundation with its work through scholarship selections, monitoring and guiding investments, reviewing and making grant recommendations, assisting with special events, and helping with fund development through personal contacts.
- The Foundation accepts a broad range of charitable giving options including cash contributions, gifts of stock, and personal property.

### *Mission Statement*

The Delaware County Foundation strengthens our communities by connecting people through charitable giving.

### **Accomplishments**

- In 2018, the Foundation created a new Strategic Plan to help guide its work for the future. The plan includes expanding connections with current and prospective donors.
- From 2005 to 2018, the Foundation assets grew from \$5 million to \$14 million, an increase of 64%. In that same time frame, gifts to the Foundation totaled \$23.45 million and grants and scholarships awarded were \$13.29 million.
- The number of charitable funds has grown by 275%. Grants have expanded from awards to a hand-full of non-profit organizations to 100 non-profits a year.
- In 2019, the Foundation's giving circle, Women Giving Together, topped the \$200,000 mark in their grant making since inception. This group pools their donations, and through a grant process learns of the needs of the community. After site visits to the non-profit organizations, they report to the group who makes the final selections on funding.
- The highest year for gifts (donations) and grants was 2017. More than \$2.2 million was received in gifts including one gift of \$1 million. Grants were more than \$2.35 million, including a first-ever grant of \$1 million to create a new township hall in Brown Township.
- The Foundation moved to new offices in October 2017 making it more accessible and providing a welcoming space for donors, guests, volunteers and staff.
- The Foundation has a cloud-based software program specifically for community foundations. Education on charitable funds and working with the Foundation is conducted partly through educational opportunities for legal and financial advisors. These Professional Advisor meetings have grown from 30-40 attendees to 80-90 attendees. The Foundation's contact list has grown to more than 700 legal and financial advisors.
- Annually, the Foundation conducts a very successful community celebration of philanthropy called the Evening of Generosity. This event brings together those who have made substantial contributions to Delaware County, individuals, businesses, and youth groups. It is a place where donors and others associated with the Foundation enjoy a black-tie optional reception and dinner. The approximately 350 attendees enjoy the black-tie optional event with revenues growing more than 225% in six years.
- The Foundation partners with the Huntington Bank to produce the Huntington Seeds for Growth/Delaware County, which is an educational seminar presented for non-profit organizations that serve Delaware County. 2019 was the fourth year for the event with more than 70 attendees.
- In 2020, the Foundation will celebrate its 25<sup>th</sup> anniversary.
- Each year, the Foundation has received a favorable audit by outside auditors, with no recommendations.

## **Agenda for President/CEO**

While the Foundation has grown over the years, there is still much opportunity in a vibrant and growing Delaware County. Building on previous success, the President will be working with donors, volunteer committees, and the legal and financial community to increase the assets of the Foundation through charitable giving.

The Foundation completed a new Strategic Plan in 2018 and has begun to implement that plan. The focus of the Strategic Plan is to expand on the past success of the Foundation, attracting new donors, funds, and income while maintaining a high level of fiduciary responsibility to the community. In addition to ensuring good governance, there are five strategic areas, highlighted below.

### **Fund Raising and Asset Development**

- Raise \$1.5 million annually in new funds to increase impact in the community
- With the assistance of the Development Director, coordinate and support solicitation efforts of the Board and the Development Committee.

### **Ensure Good Governance**

- Provide necessary staff support to the Board of Directors and arrange and attend all Board meetings and ensure proper communication, keeping the Board informed on relevant issues.
- Provide meaningful level of involvement for individual Board members.
- With the Finance Director, ensure appropriate financial controls, and compliance with local, state and federal regulations. Assists with audit as necessary.
- Recommend new policies or procedures, or revisions to current policies as needed.
- Maintain state and federal, up-to-date knowledge of legal and financial regulations regarding charitable giving and community foundations.

**Awareness: Community Comprehension of Mission and Strengthen the Foundation's position as a local leader in philanthropy** for giving and for making a difference in the community.

- Serve as spokesperson for the Board, as directed, and the Foundation.
- Educate current and potential donors about the Foundation activities, purposes, and charitable giving opportunities.
- Promote awareness and understanding of the Foundation's mission in the community.
- With the help of the Administrative Assistant, coordinate all communication messages and materials print and electronic. Seek opportunities for public speaking engagements.
- Partner with professional advisors to promote philanthropic giving and increase referrals to the Foundation
- Partner with like-minded organizations, programs, and events to increase visibility.

### **Community Leadership**

- Create an external atmosphere whereby the Delaware County Foundation is "top of mind" in charitable giving throughout the community.
- Represent the Foundation at local, state and national educational development opportunities such as Philanthropy Ohio, Central Ohio Planned Giving Council, and Worthington Estate Council.

**Financial Health and Sustainability-** Continued focus will remain on increasing lines of income and general operating support.

- Build an operating endowment that produces \$200,000 in operating revenue in the next five years.
- Ensure investment strategies are in the best interest of fundholders, the Foundation, and the community
- Ensure the Foundation's fund fee structure adequately covers the costs of program services aligned with various fund types.
- Focus the activities of the Foundation to result in high satisfaction therefore leading to increased philanthropic support.
- Prepare annual budget with the Finance Director and Treasurer to ensure appropriate spending aligned with limited assets.

### **Grant-making**

- Conduct research and site visits on community needs as it relates to the Foundation and donor interests.
- Ensure a smooth grant process by providing leadership and support for the Program and Grants Committees
- Successfully match identified community needs with donor advised fund grants, respond to unsolicited grants and other grant processes such as Women Giving Together. Review grant reports.
- Match needs of the community and the non-profit audiences they serve with donor interest.
- After review, promote support of major community initiatives.
- Supervise scholarship process.
- Maintain knowledge of appropriate state and national regulations for scholarships.

### **Organizational Capacity**

- Direct staff on gift acknowledgements and donor records.
- Supervise the scholarship process in coordination with the Administrative Assistant and volunteer committees to come to timely and appropriate recommendations.
- Supervises daily operations of the Foundation, including 1 full-time and 2 part-time staff.

### **Desired Attributes**

The Board of Directors is looking for someone to grow the Foundation over the next decade. Aligned with the Foundation's new Strategic Plan, this individual should have an understanding of fund development, and relationship building. He/she will have a passion for serving the community and connecting the needs of the community with the Foundation's resources and donors. The President will possess an air of trust and be able to maintain a high level of confidentiality. A good communicator, this individual will be working with donors and their representatives, non-profit organizations, volunteers, and community leaders.

The individual will work with those who have a variety of assets and charitable desires. The President will help guide those donors and their advisors using the appropriate charitable techniques.

The successful candidate will possess a combination of personal qualities and professional experiences that match the expectations outlined earlier in the agenda for the new President. The candidate will bring integrity, energy, and an uncompromising work ethic. A baccalaureate degree

is required. A master's degree is preferred. A CAP® (Chartered Advisor in Philanthropy) would also be an attractive accomplishment. Experience with fund raising, major gifts, and/or planned giving will be extremely helpful in this role.

The Foundation recognizes that there may be many pathways to a successful candidacy and interest from a variety of venues will be welcomed. While academic credentialing is desirable, an understanding and deep commitment to the mission of the work of the community foundation will be essential. Beyond this, the successful President & CEO should be:

- A person who will lead with a style that is visionary, creative, strategic, and fiscally responsible;
- An open and effective communicator, who listens carefully, writes well, and speaks with inspiration;
- An effective fundraiser, who is able to inspire the region's philanthropic culture around the needs identified by the Foundation;
- A person who will enthusiastically acknowledge and actively participate as a leader in the larger Delaware County community;
- A collaborator with non-profit organizations in the region.
- One who exercises decisiveness in the daily work of the Foundation, and motivates a lean staff to continue their significant contributions to the organization; and
- In partnership with a strong and effective Board of Directors, be prepared to develop future iterations of a strategic plan, provide information and guidance for the Board's ongoing decision-making processes, and provide a template for good Board governance and resource development.

### **Application Process**

The Search Committee is accepting nominations and applications on a rolling basis through July and much of August and will begin to narrow the pool of candidates in early September. Although applications will be accepted until the time a new President/CEO is selected, candidates should submit materials by Friday, August 23, for the most favorable consideration. Final selection will be made in early October, and the new president will be invited to begin work soon after November 1, 2019. Application materials should include:

- A letter of candidacy that responds to the Agenda for the New President
- A complete resume
- The names and contact information (phone and email) for two references, none of whom will be contacted until later in the search nor without the permission of the candidate

All application portfolios will be kept confidential and should be addressed to:

Search Committee  
Delaware County Foundation  
[foundation@delawarecf.org](mailto:foundation@delawarecf.org)  
614-764-2332  
[www.delawarecf.org](http://www.delawarecf.org)