



*Planning & Feasibility Study Report*



River Falls, Wisconsin  
September 2024



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## ***I. Executive Summary***

### **Introduction**

In June 2024, River Falls Public Library, in River Falls, Wisconsin, retained Baker Street Consulting Group (BSCG) to conduct a comprehensive Planning and Feasibility Study aimed at exploring the possibility of a \$4 million Capital Campaign to revitalize and update the Library's facilities. Built in 1997, the current River Falls Library has served thousands of patrons each year through a wide variety of programs, resources, and services for all ages. However, as the community has grown in size and diversity, the Library's building has struggled to keep up with evolving needs, particularly as digital technology continues to transform how people engage with learning and community spaces.

The River Falls Public Library Board and Library Foundation Board (Library Board and Foundation Board), in collaboration with City of River Falls leaders and local stakeholders, envision a modernized 21<sup>st</sup>-century library that not only honors the Library's legacy but also better serves the changing and diverse needs of the community today and well into the future. The Capital Campaign's proposed \$4 million goal is intended to fund critical updates, including expanded meeting and study spaces, modernized technology infrastructure, and enhanced outdoor areas for programming and community events. It is our understanding that the campaign would be conducted directly under the auspices of the Library Foundation Board.

The Vision Statement used during the study to describe the Library's needs and plans is included as *Appendix A*.

The central purpose of this study was to determine the answers to several salient questions:

- Is it feasible for the Library to raise \$4 million from River Falls and the surrounding service areas for the renovation and improvement of the current facility?
- Will residents, organizations, and other potential donors from River Falls and the surrounding areas support the Library's plans and contribute both time and financial resources toward the campaign?
- Is the Library well-positioned to assemble the necessary volunteer leadership and secure the financial commitments required for a successful Capital Campaign?

The study sought to assess the Library's potential to address these questions and to achieve its fundraising goals by conducting a well-organized and comprehensive campaign. Additionally, BSCG sought to gauge the general level of support for the River Falls Public Library.

Throughout the study, we worked to identify potential future volunteer leaders and major donors who could play key roles in the campaign. We also aimed to determine the highest dollar amount that could feasibly be raised and the most effective strategies for positioning the Library to meet its goals. A vital aspect of the study was determining whether the number and size of gifts necessary to meet the \$4 million goal existed within River Falls and its neighboring communities.

The Scale of Giving reflecting the \$4 million goal, which was used during interviews, is included as *Appendix B*.

Baker Street Consulting Group was contracted to complete 30-35 individual interviews for this study. By late September 2024, a total of forty-nine (49) people participated in the study. Twenty-eight (28) individuals participated in twenty-seven (27) confidential personal, phone, or Zoom teleconference interviews conducted by Baker Street Consultants.

To make the study highly accessible and gather input from a broad range of perspectives, Baker Street Consultants also conducted two small-group feedback sessions. In total, twenty-one (21) individuals participated in either one of the small-group interview sessions held at the River Falls Public Library on September 17th and September 18th, 2024.

*Appendix C* contains the names of those who participated in confidential one-on-one interviews and small-group sessions conducted by BSCG consultants.

*Appendix D* contains the content of the Letters of Invitation that was sent to prospective study participants.

*Appendix E* contains Sample Comments stemming from the personal interviews and small-group sessions.

### **Fundraising Feasibility Conclusions**

Baker Street Consulting Group believes that while challenging, it is feasible for River Falls Public Library to raise \$4 million via a Capital Campaign Program in support of its plans, as outlined in the Vision Statement (*Appendix A*). However, as the Library and project are currently positioned, we believe that – without additional funding partners and alternative revenue sources – the more realistic fundraising feasibility is closer to \$3 million. These conclusions are based on the following considerations:

- The \$4 million figure tested in this study was perceived by most study participants as ambitious for community giving alone. Additional supportive revenue from other sources and reliable funding partners, such as the Municipality, County, State, or Federal sources, or through other creative avenues, would be necessary to secure the \$4 million campaign goal (see *Sources of Potential Gift Income* on the following page).
- Although we believe that the potential funds for a Library campaign exist within the community, the Baker Street Team identified only a small number of major gift prospects. However, we believe that this number could increase through campaign leaders holding quiet, personal conversations with key individuals and organizations in the community to gain their input, cultivate interest, and build deeper enthusiasm for the purposes of the proposed campaign.

- Baker Street recommends that the Library’s leaders begin targeted discussions with potential partners or revenue sources (see *Sources of Potential Gift Income* below) to explore major levels of additional support and identify alternative funding opportunities. These discussions may reveal additional revenue that could enable the Library to pursue a higher overall campaign goal, reducing reliance solely on local philanthropic efforts.
- Baker Street also recommends a careful assessment and refinement of the specific line items contained on pages 1 and 2 of the Vision Statement (*Appendix A*).

By securing additional funding partners and attracting a dynamic team of volunteers, Baker Street believes it is potentially possible for the Library to raise \$4 million. This could be achieved through an 18-month Capital Campaign Program with a 3- to 5-year pledge period, including a community-wide drive encompassing River Falls and the surrounding areas served by the Library. This timeline should provide ample opportunity to develop relationships and secure the necessary commitments to reach the maximum campaign goal. We recommend outreach to companies and foundations in Pierce and St. Croix counties that may have an interest in supporting the project.

### **Sources of Potential Gift Income**

To reach the \$4 million goal, the study clarified the need to explore supportive revenue from a variety of sources of gift income, in addition to the community. The following are potential avenues worth further exploration:

- Block Grant Funds
- Foundation Grants and Corporate Gifts/Matching Funds
- Selling “stock” in the modernized library
- Bond Financing
- Borrowing (with a 10-year payback using philanthropic revenue)
- Historic Tax Credits
- Congressionally Directed Funding or Stimulus Funds

Additionally, deeper research could be conducted to identify potential funding from sources such as:

- Individuals, families, businesses, and local organizations
- Regional and national foundations
- Wisconsin Humanities Council
- Select corporate giving and matching gift programs
- National Endowment for the Humanities
- Major Gifts In-Kind

## Overall Considerations

Baker Street recommends that activities to secure funding partnerships be initiated as soon as possible. The results of these efforts should be incorporated into a comprehensive plan to secure the necessary revenue. If successful, this would enable the Library to achieve the full scope of the \$4 million goal and fulfill the project's objectives outlined in the study's Vision Statement. Alternatively, a reduced campaign dollar goal could be developed with a revised set of "must-have" components of the current vision for updates.

BSCG believes that with the right conditions and planning, there are enough prospective donors and funding opportunities in the River Falls region to reach the \$4 million goal, as outlined in the Gift Charts (*Appendix B*). Achieving this goal will depend on several factors:

- Recruit a strong leadership team of local volunteers to form the Campaign Steering Committee, including the Campaign Chair (Co-Chairs) and Honorary Chair(s).
- Conduct a well-organized Awareness Building Initiative to demonstrate the value and relevance of the Library updates and the benefits of the proposed improvements. Use this opportunity to explain the rationale behind the plans and address any concerns or questions as a tactic to gain support.
- Create a compelling presentation of the details associated with facility improvements, demonstrating the cost benefits and rationale for renovating the existing facility.
- Ensure the updated plans incorporate flexible, multi-use spaces within the Library that can address broader community needs. Several interviewees noted the need for more year-round gathering and social spaces in River Falls. While the Library is already seen as one of town's only few meeting places, many expressed the desire for it to become *the* central hub in town for community activities, social get-togethers, and events.
- Refine the campaign's Vision Statement and provide specific details about the costs and anticipated results of renovating and modernizing the library.
- Develop and begin cultivating a deeper pool of potential Major Gift Prospects to increase the chances of securing impressive financial support early in the campaign.
- Explore additional funding opportunities and partnerships that could assist with reaching the campaign dollar goal, and potentially reduce the amount that needs to be raised from the local community during the campaign.

Based upon a number of factors articulated in this report, we strongly recommend a very thoughtful, well-organized, and carefully orchestrated Awareness Building Initiative as soon as possible. This will be designed to ensure that the philanthropic entities and those who will be asked to support the Library have a more pervasive understanding of the rationale and specific necessities associated with the Library renovations and updates.

Adequate time should be built into Phase I – Organization Readiness and Advance Gifts for this Awareness Building Initiative to be completed with key businesses, organizations, individuals, and families from which financial support and leadership for the campaign will need to be

forthcoming. Taking the necessary time to complete the Awareness Building Initiative will allow the Library to further refine the details of its plans and to highlight the significant, region-wide benefits and impact of a modernized, 21<sup>st</sup>-century Library.

This campaign will be substantial in terms of the size of the dollar goal for the Library, but BSCG believes that the forces necessary to achieve this task could be successfully assembled and that the fundraising activities could be completed within a reasonable period of time. Moreover, we firmly believe that a campaign program could be an exciting and inspiring exercise for the community and all of the fine people who proudly call River Falls their home.

### **Other Key Findings and Conclusions**

Baker Street Consulting Group concludes that a successful Capital Campaign could be a viable endeavor for the River Falls Library renovation project and, with the proper motivation and commitment of volunteers and donors, will result in raising substantial revenue for this purpose.

The following additional findings and conclusions were ascertained as a result of this study:

- Although a small number of detractors were interviewed in the study, most study participants substantially affirmed and supported the need for a modernized Library building and related new Library resources. The majority of interviewees were pleased to know that the current facility would be upgraded and felt the renovations made sense.
- A number of specific examples of why people do not use the Library more often were attributed to the library's existing deficiencies (e.g., availability of space, noise, technology issues).
- Although there have been some challenges in the past, no current significant negative internal issues were identified by BSCG which could potentially impede a future campaign for the Library.
- Both the Library Board and Foundation Board are currently perceived as having good, principled leaders who appear to be highly committed to strengthening and advancing the Library in its important role of serving the people of River Falls and the region.
- The Library was highly commended for offering first-rate programs and services to the people of the River Falls community and service area despite the limitations of its current facility.
- The Library has many historic and affiliated partners and has earned a good reputation for its staff and volunteers, diverse programs, and excellent services. People hold the Library in very high regard and see it as a critically valuable community asset in River Falls.
- Largely because of its perceived value as a vital community resource and its good reputation, BSCG believes that the Library has the ability to gather the forces (volunteers, major donors, community sentiment, etc.) necessary for conducting a successful Capital Campaign Program as the means to attain its vision for an updated facility.

- BSCG believes that the Library has capable leadership already in place to conduct this campaign; both the Foundation Board and Library Director are held in high regard and are perceived to be excellent and effective leaders for such an endeavor.
- The overall competition for charitable dollars, the emergence of several other potential capital campaigns in the region, and uncertainties about the economy were raised as the chief concerns affecting the Library's fundraising feasibility.
- The Library will need to execute a comprehensive Awareness Building Initiative in order to develop and strengthen its Vision Statement. Select strategies will need to be designed and deliberately implemented to ensure that the Library gains a solid base of informed potential donors who are enthusiastically supportive of the campaign goals.
- Overall, the Vision Statement used in this study received favorable comments. However, the need to communicate the attributes, benefits, and unique character of a modern library should be heavily emphasized during the Awareness Building Initiative. Additionally, the Library will need to clarify what, exactly, the updates will be, justify why they are necessary, and explain why they are needed now.
- Study participants were largely in favor of the Library's plans, even though several other important projects in the community require near-term attention. The Library will need to implement a more consistent, vigorous effort to communicate its comprehensive value as a leading resource for River Falls and the service area, while stressing ways this project benefits everyone in the community.
- The Library may wish to consider ways to elucidate other core organizational needs to expand the Vision Statement and make it even more comprehensive. This may include clarified direct outcomes (stories) related to innovations for programming and/or other capital needs that directly benefit the Library's services. People need to see how these improvements will benefit them personally.

### **Key Recommendations**

Based on our experience, Baker Street Consulting Group encourages the Library to proceed immediately with planning for a Capital Campaign Program. This section of the report contains some salient recommendations respectfully offered by Baker Street Consulting Group's Study Team.

### ***Campaign Phases and Timing***

We recommend conducting a three-phase campaign over a period of eighteen (18) months. BSCG will provide a preliminary campaign overview under separate cover.

**Phase I – Organization Readiness and Advance Gifts Phase**  
(6 Months) October 2024 through March 2025

**Phase II – Leadership Gifts Phase (Overlapping with Phase III)**  
(12 Months with 4 Months Overlapping) April 2025 through March 2026



**Phase III – Community Gifts Phase (Overlapping with Phase II)**  
(4 Months) December 2025 through March 2026

The timing of the phases above considers solicitation constraints, and we will be respectful of other fundraising projects in the area.

***Awareness Building Initiative***

Careful planning and campaign direction will be required to complete the project in a successful, professional manner. BSCG strongly suggests that an Awareness Building Initiative be implemented in order to position the Library's vision and plans to receive the strongest showing of community support among the top priorities. Phase I will include the development of a well-organized Awareness Building Initiative as well as the pursuit of securing additional funding partners and opportunities.

***Leadership***

Organizing the Campaign Steering Committee should be a very high priority at the beginning of the campaign. BSCG recommends that during Phase I, members of the Foundation Board continue to provide representatives to serve as the nucleus of the Campaign Steering Committee to lead this initiative. Several Foundation Board Members, the Library Director, and select Library staff should also serve as members of the Campaign Steering Committee.

This core group, which should consist of 8-10 people, will be joined by an additional group of volunteers to serve as the fully assembled Capital Campaign Committee by the beginning of Phase II. We recommend that this expanded group consist of an additional 10-12 people representing various segments of River Falls and the surrounding service areas.

BSCG respectfully suggests that fundraising counsel be retained to serve as Campaign Director, with the primary task of providing guidance to the Capital Campaign Program. BSCG will also be available for organization development topics as well as those relating to marketing and philanthropy in general.

## ***II. Study Methodology***

Fundraising is more of an art than a science. However, experience gained from previous Capital Campaign Programs indicates that certain time-tested elements characterize successful endeavors.

In this report, Baker Street Consulting Group has highlighted thirteen key topics designed to assist in determining fundraising feasibility and to assess the potential for launching a campaign of the scope and magnitude currently under consideration for the River Falls Public Library. The primary purpose of the Planning and Feasibility Study was to determine, as accurately as possible, how well-positioned the River Falls Public Library is to meet the traditional standards and hallmarks associated with successful Capital Campaign Programs.

By speaking with individuals who may have input and influence vital to the outcome of the proposed project, a clearer picture of the strengths and weaknesses began to emerge. This picture is further clarified through the experience of BSCG consultants, who weighed these opinions, insights, and ideas against the known ingredients of successful campaigns to assess the fundraising feasibility of the proposed project.

In this study, the following methods were used to gather and analyze information:

- An assessment of recent and anticipated significant fundraising activities throughout River Falls and several surrounding communities.
- A review of the Library's fundraising plans and historic patterns of giving.
- Personal interviews (face-to-face) and small-group meetings.
- Telephone and Zoom teleconference interviews.
- Informational discussions with volunteers and staff.
- Preliminary research on foundations and other potential funding organizations.

Members of the Study Committee and BSCG consultants compiled a list of individuals identified to participate in the study. Prospective interviewees were mailed a Letter of Invitation and the Vision Statement for the proposed project.

BSCG consultants followed up on the Letters of Invitation via telephone and email to schedule personal interviews. Ms. Tanya Misselt, Library Director, and Ms. Alice Olson, Library Assistant, supplied additional background information on the Library, its plans, and study participants as needed.

The BSCG consultants assigned to complete this study included Mr. Jim Radford, President and Lead Consultant, assisted by Mr. Zach Radford, Senior Consultant. The Library organized a Study Committee to assist in creating the list of study participants, the Vision Statement, and other study materials. Ms. Tanya Misselt, Library Director, and Ms. Alice Olson, Library Assistant, were the primary staff contacts during the study. The Library staff were well-briefed on the study and provided support in a variety of helpful ways.

### ***III. Factors That Affect Fundraising Success***

Fundraising today is a sophisticated and comprehensive endeavor that utilizes techniques that have been carefully time-tested and refined. These techniques alone, however, cannot guarantee successful fundraising results – a positive environment for fundraising must also exist. Over the course of many years, considerable experience has led Baker Street Consulting Group to an understanding of the elements necessary for conducting successful fundraising programs. Our findings conclude that the best climate for fundraising is one in which the following factors are present:

- A respect on the part of potential financial contributors and volunteers for the purpose and mission of the organization and confidence in those who set and administer its policies and services
- A belief that there are genuine needs that must be met with some degree of urgency and that the community will be improved by meeting those needs
- A willingness among potential donors not only to provide the gifts and financial resources necessary for the campaign, but also to play an integral part in the campaign's organization and to do so with infectious enthusiasm
- The potential to recruit a group of key volunteers, staff, and other pivotal friends who are willing to assume the principal giving and leadership roles
- An indication that there is adequate financial potential within the community to provide the needed levels of support

The degree to which these factors are present affects the ultimate success of any fundraising program. This study, therefore, sought to evaluate the extent to which each of these elements exists and to determine the most fitting course of action for producing the greatest fundraising results for River Falls Public Library.

## ***IV. Findings and Conclusions***

### **The Importance of the Personal Interviews and Discussions**

Much of the information needed to assess the topics addressed in this report came from a review of current and past fundraising efforts and discussions with select staff at River Falls Public Library. The most helpful insights, however, were obtained through the personal confidential interviews with leaders and members of the community, several of whom are current or former card holders, donors, and volunteers to the Library. Many of the study participants have had significant first-hand experiences with the Library, in addition to various other non-profit organizations, campaigns, and significant community initiatives.

The discussions with study participants enabled BSCG consultants to assess interest and attitudes toward the Library's proposed fundraising effort. They revealed strengths and potential challenges that could impact campaign results. They also helped us ascertain how well the Library is currently positioned to launch and conduct a full-scale campaign as the most expeditious way to achieve its fundraising goals.

In the past, we have found that the interviews reveal, in general terms, probable responses to targeted and broad-based fundraising appeals. From experience, we know that the opinions expressed during the confidential conversations provide a reasonable measure of the opinions of the potential, larger donor community as a whole – particularly with regard to the perceived image of the Library, fundraising feasibility in general, anticipated awareness and receptivity to the proposed campaign, leadership requirements, competition, and overall fundraising potential.

### **Interview Questions and Scores**

During the course of the study's personal interview conversations, we sought the answers to thirteen central questions relating to this project. These answers were then weighed against Baker Street Consulting Group's Optimal Norm Scores. These norms, or benchmark scores, have been developed out of our experience from many similar planning studies and knowledge of the campaign process. They helped BSCG's Consulting Study Team gauge the Library's readiness to embark on a major fundraising campaign. When the percentage of favorable responses designed by the study consultants exceeds the BSCG Optimal Norm Score, it can be assumed that the Library is already in a strong position to move forward. Where it falls below, experience indicates that special steps must be taken to increase the likelihood of a future positive result, or that an alternative course of action should be considered.

Scores that are above or below the BSCG Optimal Norms do not, in and of themselves, determine the complete efficacy of the proposed project or the Library's potential capacity to assemble the ingredients necessary to create a successful Capital Campaign Program. The scores are only *one* factor utilized by BSCG to assess the overall situation, as we also rely upon our own unique experiences and interpretation of the scores in light of additional insights gained from the interviews. All of these methods of data collection create a mosaic of impressions. Based upon these factors, BSCG conducted a thoughtful analysis of the various possibilities that may exist which could affect the ultimate potential for a successful campaign.

*Exhibit A* depicts the topics for each of the thirteen central questions upon which we focused our attention during the interviews and meetings. We have also listed the BSCG Optimal Norm Scores designated for each question. We have indicated the Library's scores and depicted how they correspond to BSCG's norms established for each key question topic.

The scores for each question on *Exhibit A* are based exclusively upon data gained by BSCG Consulting Study Team Members stemming from the interviews, assessments, observations, and research. Sample Comments from all of our interviews and small-group sessions are contained in *Appendix E*. Some of the personal interviews included more than one participant.

Summary of Personal Interview Scores

Key Questions	BSCG Benchmark	River Falls Public Library's Score
1. Organizational Image / Reputation	80%	90%
2. Perception of Current Volunteer / Board Leadership	75%	80%
3. Perception of Staff Leadership	75%	75%
4. Appeal of the Vision Statement	75%	75%
5. Receptivity to the Campaign	80%	85%
6. Fundraising Environment	75%	60%
7. Perception of the Campaign Dollar Goal	75%	75%
8. Willingness to Contribute to this Initiative	75%	80%
9. Willingness to Work on the Campaign	40%	65%
10. Potential to Attract Campaign Leaders	80%	80%
11. Potential for Attracting Leadership Gifts	80%	65%
12. Potential to Reach or Exceed Campaign Dollar Goal	75%	75%
13. Ability to Plan and Implement Campaign Program	75%	75%

**Note: The scores for the River Falls Public Library are determined by BSCG based on the personal interviews with study participants and experience from BSCG's consultants. They convey a portrait of how the Library is currently positioned for the campaign. In the case of River Falls Public Library and the proposed project, there are no topics with scores below the BSCG Benchmark that cannot be improved. There were no significant problems or obstacles discovered by BSCG that would have a detrimental impact on campaign potential.**

## Overview of Interview Scores

As measured against the Baker Street Consulting Group Optimal Norm Scores on the thirteen key topics associated with fundraising feasibility and potential, the Library achieved the following results:

### *Met or Exceeded BSCG's Optimal Norm Scores (key topics)*

- Organizational Image and Reputation
- Perception of Current Volunteer / Board Leadership
- Perception of Current Staff Leadership
- Appeal of the Vision Statement
- Receptivity to the Campaign
- Perception of the Campaign Dollar Goal
- Willingness to Contribute Financially
- Willingness to Work on the Campaign
- Potential to Attract Campaign Leaders
- Potential to Reach or Exceed Campaign Dollar Goal
- Ability to Plan and Implement Campaign Program

### *Fell Below BSCG's Optimum Norm Score (key topics)*

- Fundraising Environment
- Potential for Attracting Leadership Gifts

## Organizational Image and Reputation

The score received by the Library on this point was very positive. The high marks reflect the respect and appreciation interviewees have for the years of quality service the Library has provided to River Falls area residents and families. Interviewees are very pleased that the Library leaders are now acting strategically to work together to ensure continued quality library services, while at the same time building what is perceived as a highly valued, exciting “new” resource in the community.

While the Library’s focus on operational priorities in recent years has been understandable and appreciated, the transition to a capital campaign will require a shift in focus. To successfully position the Library for the upcoming campaign, energy, and resources must be directed toward developing a comprehensive and strategic communications program. This will help generate a broader understanding of the specific improvements planned for the Library and the long-term benefits they will provide to the community for years to come.

Additionally, there is a strong opportunity to position the Library as a vital community hub for year-round gathering and social interaction, addressing a common desire voiced by interviewees. The communications program should emphasize how these planned updates will create flexible, multi-use spaces to meet evolving community needs.

Engaging key community leaders, potential donors, and volunteers early in this process will be essential to building enthusiasm and securing support for the campaign. The planned Awareness Building Initiative will be critical in expanding the Library's visibility, ensuring that all stakeholders understand the value of the updates and feel a personal connection to the project.

## **Perception of Board and Staff Leadership**

### *Board Leadership*

The Library is widely perceived as having the capacity to attract high-caliber individuals to serve on the Library Board, Foundation Board, and various volunteer committees. The Boards are credited with a strong history of excellent stewardship, and individual Board members are viewed as honest, credible, and deeply committed to the Library's mission and goals.

As the Library prepares for the capital campaign, the role of the Boards will become increasingly important. Their leadership in securing early commitments and acting as ambassadors for the campaign will be crucial to its success. The Foundation Board, in particular, will play a vital role in providing strategic guidance and securing the necessary financial resources to meet the campaign's goals. The formation of a Campaign Steering Committee with representatives from the Boards will further strengthen the leadership structure and ensure that the Library is well-positioned to achieve its objectives.

### *Staff Leadership*

The Library is currently perceived as being well-managed and possessing an image of "being in very capable hands" by the Library Director, Tanya Misselt. She is regarded by those familiar with her as an effective administrator who brings a genuine passion for the Library, combined with the necessary experience to guide both the capital campaign and the renovation project.

In addition to strong leadership at the top, the Library has earned a reputation for maintaining a professional and highly competent staff. This perception of staff competence and professionalism enhances the overall confidence in the Library's ability to execute the proposed updates and ensures that operations will continue smoothly throughout the campaign and renovation process. As the campaign progresses, it will be important to highlight the role of the staff in maintaining the Library's high standards of service, even as the organization undertakes major initiatives.

## **The Vision Statement**

Interviewees were pleased to see that the Library is being proactive in creating bold plans for updating the current facility. Many felt the timing for these improvements is not only appropriate but also greatly needed. The perceived "need" for renovating the Library was nearly universal, and study participants were highly supportive of moving forward with the proposed plans. There was broad agreement that modernizing technology and addressing space constraints are essential for meeting the evolving needs of the community.

Participants trust that the Library will refine its priorities based on feedback from the study and articulate its case to the public clearly, ensuring that the community understands the value of the



updates. Communicating the long-term benefits to River Falls and surrounding areas will be critical in generating strong support.

While most interviewees expect the majority of funding to come from local donors, there is concern about attracting support beyond River Falls. If the Library seeks to engage donors from neighboring communities or regional foundations, the Vision Statement will need to emphasize how the updated Library will serve a broader audience and offer specific benefits to those outside of the immediate area.

### **Fundraising Environment and Campaign Dollar Goal**

The volume of other recent fundraising efforts in the River Falls area, along with uncertainty surrounding potential fluctuations in both local and national economies, were cited as primary concerns by many interviewees. In fact, comments about fundraising competition and the economic environment were among the most frequently mentioned negative and cautionary remarks regarding the proposed \$4 million goal. This conservative attitude stems from a combination of recent and anticipated fundraising projects in River Falls and the surrounding region, as well as uncertainties around the upcoming election.

These factors led some participants to express skepticism about the Library's ability to secure Leadership-level gifts for the campaign, especially given the magnitude of the goal under consideration. Some interviewees felt that the \$4 million campaign goal might be too ambitious unless the campaign is extended over a longer period of time (5-10 years) and additional creative funding sources are identified.

At the same time, however, many interviewees recognized that there will always be multiple fundraising projects going on in the region at any given time and that this factor should not impede the Library's plans. No other campaigns were identified that address as wide a range of community needs as the Library's initiative. This provides the Library with an opportunity to position its campaign as distinct, with broad benefits and a more flexible timeline. Without direct competition from campaigns of similar scope, this may be an ideal time to move forward.

BSCG anticipates that many of the concerns raised during the study, particularly regarding funding competition and economic uncertainty, will be addressed in the coming months. We expect to gain more clarity on these issues as the Awareness Building Initiative progresses during Phase I: Organization Readiness and Advance Gifts.

### **Campaign Leaders and Donors**

Baker Street Consulting Group believes that the Library has a strong potential to recruit both the number and quality of campaign leaders needed for this project. This confidence is primarily due to the Library's deep integration into the fabric of the River Falls community. The Library is highly valued, and its importance is widely recognized, which makes it a compelling cause for community leaders to rally behind. Moreover, River Falls is known for attracting individuals who are committed to community service and charitable giving, further enhancing the Library's ability to secure dedicated leadership. In short, people love River Falls and they love the Library.

The Scale of Giving, outlined in *Appendix B*, is aspirational and serves as a guide for framing high-level gift opportunities. While some interviewees expressed skepticism about the availability of Leadership Gifts for this project – citing ongoing area campaigns and economic uncertainty – a fair number of prospective campaign leaders and potential major donors were identified during the study by BSCG and by participants. Although no specific major gift prospects have been confirmed at this stage, there is a strong belief that such donors exist within the community and can be successfully cultivated as the campaign advances.

Several potential campaign leaders were identified in the interviews, and Baker Street is confident that, with further exploration and personal cultivation efforts, these early conversations will lead to the recruitment of high-quality leaders and donors essential for a successful campaign.

Nearly all study participants suggested that a strong early showing of support would be the best foundation for a successful campaign. This will require organizing and motivating a solid group of volunteers from across the Library's service area to serve on the Capital Campaign Committee. If executed well, this broad-based volunteer effort will not only enhance the campaign's success but also strengthen the Library's ability to meet future fundraising needs. Additionally, it presents a powerful marketing opportunity to elevate the Library's public image across the region and promote the exciting improvements to come.

### **Internal Assessment and Campaign Readiness**

As part of this study, Baker Street Consulting Group sought to assess the capacity of the Library and its personnel to conduct a campaign, as well as discern how prepared the Library is to launch a substantial campaign program. Listed below are the key conclusions formed by the BSCG consultants regarding River Falls Public Library's campaign readiness:

- Internally, BSCG believes that the Library has the discipline, desire, and attitude to begin organizing itself for a Capital Campaign Program.
- The Library has a very capable and professional staff who, with some additional assistance, could contribute to the success of the campaign enterprise.
- The Foundation Board appears to be composed of highly motivated, informed, and dedicated people who are committed to the proposed project and related campaign. Attitudes regarding Board leadership expressed to BSCG consultants were very encouraging. However, in order to conduct the campaign, the Board will need to be substantially reinforced with a much larger group comprising the Campaign Committee.
- BSCG foresees the need to conduct an Awareness Building Initiative as a prelude to recruiting future campaign volunteers and potential donors. The *Recommendations* section of this report further addresses this point.
- The database and administrative systems are not in place to support a campaign, and work will be required to fill in some historical data. Furthermore, screening the database to identify donor capability is a strategy warranting further consideration.

- Overall, BSCG believes that, with some careful thought and action, the Library could be positioned for a successful campaign experience.
- Most interviewees indicated that the Library would need professional assistance with conducting this campaign and implementing BSCG's recommendations.

### **Development Assets and Challenges**

The study revealed some key issues that will either contribute to the success (Development Assets) or impede progress (Development Challenges) of the Capital Campaign Program. These must be considered when drawing relevant conclusions and developing strategic recommendations to advance the Library's mission, vision, and goals.

“*Development Assets*” are the attributes of an organization or project that enhance its fundraising ability and potential. Listed below are a number of Development Assets identified by study participants and BSCG as they relate to the Library and its proposed project:

- The Library is perceived as a resource of great value not only to the people of River Falls, but also throughout its broader service area. The Library is loved by many people in the area and it is considered a highly prized community asset that residents are proud of.
- In spite of limitations on space and other resources, the Library is perceived as consistently serving area people and families with high-quality programs and amenities over a span of many years.
- The Library is currently seen as a well-run organization that provides an invaluable service to the area that will be further enhanced with the envisioned updates.
- The campaign and modernization project are perceived as a positive sign that Library leaders plan to remain at the forefront of diversified, modern library services in River Falls, and are committed to ensuring innovative resources that enhance the quality of the community.
- Those familiar with the Foundation Board members and Library Director perceive them as capable and competent leaders.
- The Library is perceived as successful, with good management and sound stewardship from both Boards over many years.
- The Library has earned a long history of high levels of customer satisfaction.
- The Library's staff contributes significantly to its earned reputation for excellence in consistently delivering quality services.
- Overall, the plan for an updated Library facility was well-received and there is strong sentiment affirming the needs that are described in the Vision Statement.

“*Development Challenges*” impede fundraising ability and potential. Listed below are Development Challenges uncovered by study participants and by BSCG with regard to the proposed campaign program:

- The Library does not have a strong Annual Development Program and has limited experience with developing Major Gifts on an ongoing basis.
- The Library must develop a branding strategy while fortifying relationships with historic friends and developing ties with new partners.
- Relationships with some area families and businesses of significant influence need to be cultivated in advance of launching a major campaign.
- Competition for charitable dollars in the region is very high.
- The situation with the economy is perceived as still being unstable at this time.
- The culture of philanthropy of the Library has focused too heavily upon a number of limited events and appeals.
- The Library has a very busy staff and limited talent to work on philanthropic initiatives.

## **V. Recommendations**

Baker Street Consulting Group believes that the Library has a very good opportunity to launch and conduct a successful Capital Campaign Program. Moreover, we believe that taking action to ensure the continued quality of the Library's facilities and program resources through a related campaign for these purposes could very well be an uplifting and uniting endeavor for all constituents involved, while galvanizing the community to work together toward a newly updated Library.

The campaign will require a highly structured approach, using systematic methods to sufficiently prepare and position the Library to conduct a major Capital Campaign Program successfully.

This campaign should be conducted in accordance with the highest professional and ethical standards of the Library and those established by professional groups such as the National Association of Fundraising Professionals.

### **Benefits of the Campaign**

We believe the opportunity for the Library to complete this campaign will have many long-term benefits. The campaign itself will serve as a launch pad to build its brand, providing a major and purpose-driven opportunity to promote the Library and all that it has come to represent. The success of this campaign will resonate with area residents and Library visitors for many years to come.

In addition to generating philanthropic support for the Library's proposed plans, the Capital Campaign Program will:

- Enhance and ensure that high-quality resources are, and continue to be available to, River Falls area residents and visitors for many decades.
- Deepen relationships with key community leaders, volunteers, and prospective major donors.
- Develop a higher level of awareness and understanding of the Library's overall services, capacities, and benefits.
- Build broader community support and philanthropic interest in the Library.
- Help to shape public opinion and support for other initiatives of the Library.
- Promote enthusiasm and pride in taking on an active role in local initiatives that help make River Falls an even better place to live.
- Help to facilitate a more accurate understanding of all that the Library does – its programs, services, and other amenities it offers to meet the growing needs of the community it serves.

## **Moving Forward**

BSCG recommends that the leaders of the Library move forward immediately with planning and organizing the Capital Campaign Program as an integral component to generate resources necessary to follow through with its plans outlined in the Vision Statement. BSCG respectfully submits the following recommendations:

- Create a detailed Capital Campaign Plan and prepare to fill the positions of campaign leaders and staff as needed. BSCG will provide a description of Campaign Roles and Responsibilities under separate cover.
- Position the Library for leadership cultivation and initiate the Awareness Building Initiative during Phase I: Organization Readiness and Advance Gifts.
- Focus on securing several Lead Gifts from key benefactors during Phase I to build early momentum.
- Create and approve a campaign budget that adequately supports all phases of the campaign.
- Develop a strategic Annual Fund Program Plan to ensure ongoing fundraising beyond the campaign.
- Consider retaining BSCG as counsel to guide campaign strategy, implementation, and leadership development.

## **Preparing the Campaign Plan**

Effective campaigns are highly organized, with clear goals and accountability established for all activities and participants. A key part of the Capital Campaign Plan should be a detailed Activities Schedule, outlining designated duties and deadlines on a month-by-month basis.

A critical first step in launching the campaign is creating a comprehensive, written Capital Campaign Plan. This plan should address all aspects of the campaign's design, organization, and implementation.

The initial planning process should include well-conceived strategies and measures for evaluating effectiveness. Baker Street Consulting Group offers the following preliminary strategies:

- Recruit the Campaign Steering Committee to provide leadership.
- Approve a financial budget that will adequately support the campaign.
- Approve the proposed Campaign Overview.
- The Steering Committee should recruit and organize an expanded Capital Campaign Committee consisting of leading River Falls citizens who, along with the Library Director, will serve as the campaign's primary fundraising group. The Capital Campaign Committee should ultimately have eighteen to twenty-five (18-25) members.

- Complete pre-campaign cultivation and Awareness Building activities with key constituent groups during Phase I: Organization Readiness and Advance Gifts.
- Develop a compelling Vision Statement that emphasizes why the updated Library is a necessity, not just a desire.
- Plan, organize, and implement a Capital Campaign Program that can be completed within an 18-month timeframe.
- Aim to secure 5% of the campaign's dollar goal by the end of Phase I.
- Seek to secure 75% of the campaign goal by the start of Phase III: Community Gifts, with the remaining funds raised during the Community Phase through personalized presentations, special events, or private meetings.
- Conduct an inclusive, well-organized campaign that targets individuals, organizations, businesses, and foundations.
- Ensure sufficient personnel resources are available to support the planning and execution of the campaign.
- Complete the campaign on time and within budget.

### **Vision Statement/Case for Support**

Key members of the Campaign Steering Committee should provide additional input on the Library's plans to further refine the Vision Statement used in the study. This refined version will evolve into the Campaign Case for Support. This collaborative process will foster greater engagement and create a more inclusive, community-driven campaign, increasing the likelihood of success. Additionally, it will provide valuable insights for identifying new potential leaders and donors throughout the Library's service area.

Now, an expanded and even more compelling Case for Support, built on the original Vision Statement, should be developed along with a related campaign materials package to effectively tell the Library's campaign story. This package will be a vital tool for fundraising presentations, small-group meetings, and social media promotions. The Case for Support should clearly articulate the purpose, rationale, and benefits of the proposed updates while highlighting the Library's programs, achievements, and relationships with the community and partners.

This document should not only serve as a fundraising tool but should also inspire a deeper understanding of the Library's mission and the campaign's broad impact. The Case for Support should include:

- An attractive Naming Opportunity/Donor Recognition Program.
- Information about Methods of Recognition and Ways of Giving.
- Pledge and gift response materials.

Supporting materials such as PowerPoint presentations, videos, and other visuals should be developed for public presentations and small-group discussions to further engage potential donors and build enthusiasm for the campaign.

## Organizational Structure

To ensure the success of the Capital Campaign Program for the Library, a strong commitment from leadership is essential. This commitment should be demonstrated in the following ways:

### A. *The Role of the Library Leadership Team*

- **Endorsement and Support:** The Library Board, Foundation Board, and Library Director must fully endorse the campaign and actively support the administrative work required to implement it.
- **Foundation Board Involvement:** The Foundation Board will play a critical role in approving the overall Campaign Plan, budget, and objectives. All members of the Library Board should be ready to serve on the Capital Campaign Committee, make financial commitments to the campaign, and act as ambassadors throughout the process. Representatives from the Foundation Board should form the core of the Campaign Steering Committee.
- **Library Director's Leadership:** The Library Director's enthusiastic support and active participation in the campaign are essential. She must allocate sufficient time to lead key planning efforts, participate in presentations, and take on a visible leadership role, which is crucial to the campaign's success.
- **Time Commitment:** The Library Director must dedicate adequate time and attention to effectively implementing the Capital Campaign Program.

### B. *The Role of the Steering Committee*

The Foundation Board should continue to provide strategic guidance throughout the campaign by appointing representatives to serve on the Campaign Steering Committee. This group should be supplemented by individuals who can offer specific advice and support, particularly in developing the prospective donor list and identifying regional campaigns, volunteers, and leaders. By the end of Phase I, the Steering Committee should evolve into a fully organized and regionally representative Campaign Committee.

The Steering Committee will be responsible for the following key activities:

- Serving as the Campaign's Executive Group.
- Recruiting the Campaign Chair(s) and Honorary Chair(s).
- Implementing the Campaign Plan and managing the budget.
- Identifying Advance, Leadership, and Major Gift prospects.
- Assisting in recruiting additional Campaign Committee volunteers.
- Securing early Advance and Leadership Gift commitments from select individuals and organizations.
- Approving the Case for Support and Donor Recognition Program.



### ***C. The Role of the Capital Campaign Committee***

The fully assembled Capital Campaign Committee, which includes the Steering Committee, , should consist of additional members selected for their ability to help the Library achieve its campaign goals. These members should represent the Library’s service area and reflect the community it serves. The Capital Campaign Committee will focus on three primary tasks:

- Providing general support and participation to enhance the campaign’s success, while making personal financial commitments.
- Identifying Leadership and Major Gift donors and participating in targeted solicitation presentations to secure the majority of the campaign’s dollar goal.
- Acting as Ambassadors for the Library and the campaign.

### **Campaign Timeline**

The Capital Campaign Program timetable is recommended to be eighteen (18) months in duration, beginning in October 2024 through March 2026. Baker Street Consulting Group will provide a preliminary Capital Campaign Overview under separate cover.

The pledge payment period should be on a sliding scale to match the interests and goals of donors (3- to 5-year pledge period). The campaign should also promote the ideas of advanced gift payments and early pledge fulfillment. The Campaign will also seek to secure commitments for Planned Giving and Deferred Gifts, which should be strategically pursued and promoted as appropriate and necessary. This proposed campaign pledge payment period may be expanded to ten (10) years, depending upon the development of additional funding partnerships.

Baker Street Consulting Group recommends structuring and implementing the campaign by using a three-phased organizational approach. The first two phases of the campaign are often referred to as the “Quiet Phases” (Organization Readiness and Advance Gifts - Phase I and Leadership Gifts - Phase II). Each phase of the campaign should have clearly articulated goals and objectives, timetables, fundraising milestones, targeted activities, organizational structure, and specified roles for volunteers, staff, and consultants. These topics should all be addressed in the written Campaign Plan.

**Organization Readiness and Advance Gifts - Phase I** (October 2024 through March 2025) is the first stage of the Capital Campaign Program. In most campaigns, this phase is typically the most labor-intensive. Once all of the fundamental elements are in place, the emphasis will shift predominantly to the process of initiating Leadership and Major Gift fundraising calls and presentations.

A good deal of work and attention will be required to put the campaign’s infrastructure in place. Some of the key result areas that will need to be addressed include the following:

- Securing approval for the campaign and related plans by the Foundation Board
- Creating a detailed Campaign Plan and preliminary budget
- Organizing the Steering Committee

- Creating a strong, carefully focused Awareness Building Initiative
- Conducting strategic cultivation and the Awareness Building Initiative, as well as targeted brand-building activities
- Ensuring that all key stakeholders are thoroughly briefed and kept abreast of plans and activities in a timely, considerate manner
- Ensuring that the Library is adequately prepared and ready for the campaign
- Creating the campaign administrative systems and procedures
- Putting together an effective and efficient method for providing staff / consulting support for the campaign
- Addressing the campaign's staffing, administrative and logistical needs
- Identifying and recruiting campaign volunteers
- Creating the campaign graphic and supportive training materials (Toolkit)
- Creating the prospective donor lists, tracking forms, procedures and policies
- Securing several select, pace-setting Advance Gifts
- Creating an Annual Fund Program Plan
- Research and the submission of proposals to prospective state / national foundation grant-makers should commence during the Organization Readiness and Advance Gifts - Phase I and continue for the duration of the campaign
- Recruiting the Capital Campaign Committee
- Confirming the campaign's dollar goal

**Leadership Gifts - Phase II** (April 2025 through March 2026) consists primarily of the members of the fully assembled Capital Campaign Committee making calls upon and presentations to Leadership and Major Gift prospective donors. This phase should be positioned to begin with a well-organized "internal" kick-off event, to take advantage of any near-term early gift / pledge opportunities.

Personal presentations and small-group meetings should be the primary method of Major Gift fundraising. The "right" person should call upon the "right" prospect at the "right" time and ask for the "right" gift.

**Community Gifts - Phase III** (December 2025 through March 2026) is the highly visible, public campaign phase, and it should consist primarily of media promotions and direct mail to targeted audiences. Public presentations to civic and social organizations should occur, while similar presentations should be made to encourage support from area schools, businesses, interested organizations, and primary stakeholders. Newspaper and media promotions should begin early in Phase III and continue throughout the campaign period.

## ***VI. In Appreciation***

We wish to thank the River Falls Public Library Board and the Foundation Board for the confidence placed in us to complete this important study. BSCG is grateful to everyone who served on the Study Committee, including Jeff Bjork, Lorraine Davis, Rebecca Ferguson, Linda Jacobson, Heather Johnson, Tanya Misselt, Alice Olson, and Dave Ostness.

We sincerely appreciate the very fine assistance provided by the Library staff members who contributed to the study, in particular, Ms. Tanya Misselt, Library Director, and Ms. Alice Olson, Library Assistant, who served as our primary contacts and who assisted in preparing all of the internal study materials.

Our special thanks are extended to all of the people who thoughtfully participated in this study.

Thank you!

# *Appendix*

## Vision Statement



### **A New Chapter for River Falls Public Library August 29, 2024**

#### **Our Library's Legacy**

The story of the River Falls Public Library is the story of community commitment and values. Its history can be dated back to the 1890s with the support of several area women's organizations including the still active Tuesday Club. Through their advocacy and the efforts of elected officials, the library was established in 1923 serving as a vital resource for learning, and exploration. When that original building was eventually declared both unsightly and unsafe thirty years later, a new structure combining the Library and City Hall was completed in 1958. By the 1990s the community, recognizing the pressing need for expansion, built a free-standing library building. In 1997, our current large and beautiful facility was opened; the lower level was constructed in 2003. The values and vision of the River Falls community have created the largest library (in circulation, size, and collections) in both St. Croix and Pierce Counties.

Our current building has worked very effectively for over twenty years; we expect that it will continue to serve us well into the future. However, our community has grown in size and diversity while digital influences have become profound. As a result, the purpose of libraries has changed – from a focus on the written word to one of facilitating community gathering spaces which utilize all of our new tools of learning.

#### **The Need**

The current building presents significant challenges in meeting the ongoing and developing needs of our growing community. These challenges are as follows:

- Inefficient functioning of existing shelving, furniture, patron seating, and service desks.
- Inadequate meeting and study spaces
- Inflexible programming spaces
- Outmoded technology infrastructure
- Insufficient and ineffective staff work areas
- Antiquated allocation of bathroom spaces on main level
- Underutilized areas, particularly in the lower level
- Inadequate outdoor spaces for programs and events
- Limited visibility from Main Street

#### **Planning for the Future**

Community input has confirmed a need for an updated facility with more flexible, accessible, efficient, and sustainable spaces. Beginning in April 2022, the Library Board of Trustees engaged a Twin Cities firm, Bentz Thompson Rietow, Inc. (BTR), to prepare a Facility Assessment and Library Master Plan. Using a collaborative process, BTR included the Library Board, Foundation and staff, City leadership, and community stakeholders. The process included an analysis of the existing space and its collections, focused listening sessions with groups of parents, seniors, teens, and families, as well as a community brainstorming workshop to set the vision. This inclusive approach in creating a Master Plan was completed in April 2023.

## Appendix A, Vision Statement, cont'd

Now, we are reaching out again to stakeholders to determine the feasibility of conducting a successful Capital Campaign Program. This would fund the updates outlined in the Master plan. Under the auspices of the Board of Trustees, the Library Foundation would oversee this endeavor.

### Our Vision for a 21st Century Library

The revitalized River Falls Public Library will be welcoming, well-lit and well-designed. It will bring together the best of current physical and digital resources to create an inviting, comfortable learning hub that supports technology, hands-on activities, small and large-group learning, and both collaborative and individual study and work spaces.

### Features of the Revitalized River Falls Public Library

Our vision for the renovation includes:

- Optimized spaces for material collections with more comfortable spaces for patrons
- Relocated service desks, to maximize efficiency and sightlines
- Dedicated adolescent area with improved visibility, functionality, and comfort
- Enhanced children's area with interactive learning spaces
- Additional meeting rooms and study spaces of diverse sizes
- Improved versatility of large programming rooms with flexible flooring and storage to support interactive and creative spaces
- Modernized technological infrastructure throughout the building, and expanded outdoor Wi-Fi connectivity
- Sufficient and efficient staff work areas with better connectivity and workflow
- Strategic relocation of an interior security gate to maintain the integrity of the library
- Reconfigured existing bathrooms with an additional one to meet the needs of families, caregivers, and individuals
- Revitalized lower-level spaces and improved ADA accessibility to the outdoors
- Developed outdoor spaces for programs, events, quiet reading, and open-air Internet access for working, studying, or browsing while relaxing in natural settings
- Enhanced visibility from Main Street, including better signage for library/community events

### Our Library's Future

As previous River Falls residents enthusiastically supported and contributed to earlier library projects, we are asking our community to do the same for our collective future. The renewed River Falls Public Library will be an attractive, inviting, and engaging space where residents are eager to gather, learn, create, and find inspiration. It will continue to be the heart of our community, adapting to meet our changing needs, while honoring our rich history and shared love of learning.

Sincerely,

Tanya Misselt  
Library Director

### Study Committee Members:

Jeff Bjork

Lorraine Davis

Rebecca Ferguson

Linda Jacobson

Heather Johnson

Tanya Misselt

Alice Olson

Dave Ostness

## *Appendix A, Vision Statement, cont'd*

### **Addendum: Estimated Project Costs**

The master plan outlines several key projects to revitalize and improve our library. The estimated costs for these projects, including all necessary technology, are as follows:

- Meeting Room Renovation: \$240,400
- Security Gate Relocation: \$410,000
- Restroom Reconfiguration \$437,100
- Office Suite Renovation: \$437,100
- Service Area Improvements: \$304,900
- Library Stacks Area Improvements: \$874,200
- Teen Area Relocation: \$159,600
- Children's Area Renovation: \$268,800
- Meeting Room Improvements: \$131,100
- Café/Kitchen Option at Gallery Level: \$174,900
- Gallery Room Improvements: \$131,200
- Exterior Spaces: \$250,000
- Contracts and Professional Services: \$551,700

Total Estimated Cost: \$4,002,000

**Scale of Giving: \$4 Million**



	<b>Gift Range</b>	<b>No. of Gifts Needed</b>	<b>Totaling</b>		<b>Cumulative</b>	
<b>Leadership Gifts</b>	\$500,000	2	\$1,000,000			
	\$250,000	2	\$500,000			
	\$100,000	5	\$500,000			
	\$75,000	6	\$450,000			
			<b>\$2,000,000</b>	<b>50%</b>	<b>\$2,000,000</b>	<b>50%</b>
<b>Major Gifts</b>	\$50,000	10	\$500,000			
	\$25,000	15	\$375,000			
	\$20,000	20	\$400,000			
	\$10,000	20	\$200,000			
			<b>\$1,475,000</b>	<b>37%</b>	<b>\$3,475,000</b>	<b>87%</b>
<b>Community Gifts</b>	\$2,000 to \$9,999	50+	\$300,000			
	\$1,000 to \$1,999	75+	\$175,000			
	Under \$1,000	100+	\$50,000			
			<b>\$525,000</b>	<b>13%</b>	<b>\$4,000,000</b>	<b>100%</b>
<b>Grand Total</b>					<b>\$4,000,000</b>	



## **Study Participants**

### **Personal Interviews**

By late September 2024, a total of forty-nine (49) people participated in the study. The following twenty-eight (28) individuals participated in twenty-seven (27) confidential personal, phone, or Zoom teleconference interviews conducted by Baker Street Consultants.

- |  |                        |
|--|------------------------|
| 1. Bell, David                                 | 14. Leitch, Steve      |
| 2. Bruns, Curt and Julie (2 people)            | 15. Loeglin, Heather   |
| 3. Foy, Rick                                   | 16. Manion, Brian      |
| 4. Harsdorf, Lanette                           | 17. McKay, Terry       |
| 5. Herzog Drewiske, Ann                        | 18. Moody, Michael     |
| 6. Hoffman Peterson, Barb                      | 19. Moon, Dan          |
| 7. Jackson, Nick                               | 20. Page, Alison       |
| 8. Johnson Myers, Staci                        | 21. Schroeder, Steve   |
| 9. Johnson, Jeff                               | 22. Schultz, Todd      |
| 10. Jorgensen, Dale                            | 23. Simpson, Scot      |
| 11. Klapatch-Mathias, Mark                     | 24. Symes, Todd        |
| 12. Kleven, Cindy                              | 25. Thompson, Mike     |
| 13. Kreibich, Liz (one-on-one and small-group) | 26. Toland, Dan        |
|  | 27. Tuchtenhagen, Alan |

### **Small-Group Interview Sessions**

The following twenty-one (21) individuals participated in either one of the small-group interview sessions held at the River Falls Public Library on September 17th and September 18th, 2024.

- |  |                         |
|--|-------------------------|
| 1. Bauman, Elaine                              | 11. Ladnier, Annie      |
| 2. Baumgartner, Mary                           | 12. Maplethorpe, Cheryl |
| 3. Bowen, Sandy                                | 13. Mottaz, Carole      |
| 4. Christian, Adam J.                          | 14. Richards, Don       |
| 5. Ellinger, Janet                             | 15. Roemhild, Amy       |
| 6. Hoffman, Cheryl                             | 16. Schmidt, Helen      |
| 7. Hoffman, Jayne                              | 17. Smith, Shelly       |
| 8. Johnson, Robert and Janet (2 people)        | 18. Westerhaus, Tom     |
| 9. Kirk, Linda                                 | 19. Wood, Ruth          |
| 10. Kreibich, Liz (one-on-one and small-group) | 20. Zalusky, Anna       |

**Individual Study Letter of Invitation**



140 Union Street  
River Falls, WI 54022  
715-425-0905  
715-425-0914 Fax  
riverfallspubliclibrary.org

---

**RIVER FALLS PUBLIC LIBRARY**

Date:

Name:

Address:

Address:

Dear ,

River Falls Public Library is currently conducting a planning and feasibility study to determine interest and support for potential updates and improvements to our library facility at 140 Union Street. These enhancements will help ensure a bright future for the library and the many community members we serve in River Falls and throughout St. Croix and Pierce Counties. Your advice and counsel are not just valuable, but integral to the success of this project.

We are undertaking this planning exercise to determine the most effective way to further develop our library for future success. To assist us, we have retained Baker Street Consulting Group, a Wisconsin-based firm specializing in nonprofit projects of this nature. They will incorporate feedback from the study process and help us further develop our plans. A Vision Statement with more information is enclosed.

We would like to schedule a time for Jim Radford, Baker Street President, or one of his associates, to meet with you and seek your advice. We hope you will agree to a confidential 20-30 minute in-person, telephone, or videoconference interview. You may contact Mr. Radford directly at (314) 369-7751 or jradford@bscgm.com if you'd like to schedule your interview right away.

**Please note: This is not a solicitation for funds. We are solely interested in obtaining your advice and suggestions on this important matter. The interview will be conducted confidentially.**

We are deeply grateful for your consideration. Your participation will benefit our library and the entire River Falls community.

Sincerely,

Tanya Misselt  
Library Director

Study Committee Members:

Jeff Bjork

Lorraine Davis

Rebecca Ferguson

Linda Jacobson

Heather Johnson

Tanya Misselt

Alice Olson

Dave Ostness

**Small Group Study Letter of Invitation**



140 Union Street  
River Falls, WI 54022  
715-425-0905  
715-425-0914 Fax  
riverfallspubliclibrary.org

---

**RIVER FALLS PUBLIC LIBRARY**

Date:

Name:

Address:

Dear ,

River Falls Public Library is currently conducting a feasibility study to determine interest and support for potential updates and improvements to our library facility at 140 Union Street. These enhancements will help ensure a bright future for the library and the many community members we serve here in River Falls and throughout St. Croix and Pierce Counties. Your advice and counsel are not just valuable, but integral to the success of this project.

We are undertaking this planning exercise to determine the most effective way to further develop our library for future success. To assist us, we have retained Baker Street Consulting Group, a Wisconsin-based firm specializing in nonprofit projects of this nature. They will incorporate feedback from the study process and help us further develop our plans. A Vision Statement with more information about our plans is enclosed.

We hope you will join us for a small-group feedback session of about 10-12 people, lasting around 30 minutes. Jim Radford, Baker Street President, or one of his associates will lead this session. Please RSVP for one of the sessions by contacting our Program Coordinator and Promotion Specialist Alice Olson directly at [aolson@riverfallspublic.org](mailto:aolson@riverfallspublic.org) or (715) 426-3498.

**Session 1**

Tuesday, September 17  
6:30 p.m. – 7:30 p.m.

RFPL, Main Level Meeting Room

**Session 2**

Wednesday, September 18  
12:00 p.m. – 1:00 p.m.

RFPL, Board Room

**Please note: This is not a solicitation for funds. We are solely interested in obtaining your advice and suggestions on this important matter.**

We are deeply grateful for your consideration.

Sincerely,

Tanya Misselt  
Library Director

**Study Committee Members:**

Jeff Bjork  
Johnson

Lorraine Davis  
Tanya Misselt

Rebecca Ferguson  
Alice Olson

Linda Jacobson Heather  
Dave Ostness

## **Sample Comments**

The sample comments contained herein were derived from the personal interviews regarding River Falls Public Library conducted by Baker Street Consulting Group. They are not listed in any particular order of importance or priority and are derived notes taken during the interactions – they are not necessarily recorded verbatim. They are intended to provide the reader with a sense of what the BSCG consultants were hearing from study participants. Comments made in a privileged manner are not included herein.

### **1. How would you characterize the River Falls Public Library’s image and reputation?**

- *I love the Library! We have been going there for many years and it’s always a pleasure.*
- *Excellent reputation and positive image in the community. Highly valued.*
- *I don’t go to the Library much, but my daughter loves it. She has young ones now and is excited about potential updates to the children’s area.*
- *The Library is well-respected, but people don’t always realize how much it offers the community.*
- *The need for these updates is obvious. The Library spaces should feel more comfortable than they do now.*
- *The Library is outstanding. It has served our community well, but it is no longer adequate to meet the needs of our growing community and evolving technology.*
- *The City’s budget allocates too much money to the Library.*
- *The City needs to give the Library more funding. What is their role in the campaign?*
- *People in River Falls kind of take the Library for granted, but it is a very nice resource and the staff are trying really hard.*
- *A lot of people still perceive the Library as “our new library.” In fact, it is nearly 30 years old!*
- *No complaints. A safe, hospitable place to go.*
- *Kind of a boring interior and lacks adequate space. The downstairs is sorely underused.*
- *I have seen some buildings that truly inspire – I would love it if our library were like that.*
- *We are so fortunate to have the library that we do have here in River Falls, but it could use some updates. This is way overdue.*
- *It has a great image here. It has an amazing staff.*
- *The building is looking a little worn and outdated. I think updates would be welcomed and appropriate.*
- *They are good stewards of dollars and good managers.*
- *Way outdated! Great timing to get this going*
- *The Library is a consistent community asset, but it needs to evolve with the times.*

- *By far, the best library in the region – other communities would like to have it.*
- *Wonderful reputation in the community. They really do a lot in the community in terms of book signings and hosting events.*

## **2. What is your perception of Current Volunteer/Board Leadership?**

- *They are demonstrating excellent leadership with these plans for bringing the library up to date.*
- *From what I can see, the Board does a good job.*
- *I believe they are well-liked and well-connected. I have every confidence in their capabilities.*
- *The Board does an excellent job and to organize and pursue this is so impressive.*
- *Don't know them very well, so I'm counting on your analysis of our situation and potential.*
- *They will need a larger force of additional community leaders to assist them on this project. Both Boards should work together on this.*
- *I don't know them well anymore.*
- *I know most of those folks. They are a good, very respectable group, but not sure they can do a campaign without getting others to help.*
- *I don't know who they are, but they seem to be doing a good job. I don't ever hear anything negative.*
- *I'm sure they're all very busy, but Library leaders should join organizations like the EDC, Chamber, and Rotary if they aren't already active in them. The connections and networking opportunities in these groups cannot be understated. They should at least offer to host their meetings.*
- *A high-quality group, good reputations, and demonstrated leadership as individuals.*
- *Very trustworthy people - I think they can be successful.*
- *No complaints - very accountable.*
- *They are all good people, but not the group to raise \$4 million. They will need lots of help!*
- *They are being methodical and deliberate with this study process - they are doing it right.*
- *I don't know who is on the Board.*
- *For a project like this they may want to recruit some new members. Make sure they get people that can represent different community groups – examples: educators, business leaders, parents, etc.*
- *Good people with good reputations.*
- *I don't know them well, but I'm in full support of this project.*

### **3. What is your perception of current staff leadership?**

- *They have a good reputation and a very capable staff.*
- *I am familiar with the Library and have used it often, but I am not all that familiar with the staff and leadership. They've all been very nice to me though.*
- *An outstanding and very positive image and reputation. Good Library Director and dedicated staff.*
- *I think they're doing a good job with the resources they have, but the space feels outdated.*
- *The staff are always very positive and friendly. They do a great job with what they have to work with.*
- *Tanya is a top-notch, hands-on leader of high caliber.*
- *They are good people. They pay attention to what's going on in the community and they are actually fairly active in the community. They provide a lot of great programs, author visits, and interesting presentations.*
- *Not experienced in campaign fundraising.*
- *It is a good team who seem to work well together.*
- *Tanya is an excellent Library Director - she's professional, capable, and highly dedicated.*
- *Personable, professional, and well-liked.*
- *Sometimes, I wish the staff were a little more eager to help me. I'm older and don't know how the new technology works, but I feel intimidated to ask.*
- *They do a great job with limited resources.*
- *Good operations - I'm very pleased with everything I've seen.*
- *I think that the staff members are all very good.*
- *Make the best use of a really cramped, outdated facility.*

### **4. How would you characterize the Library's plans as outlined in the Vision Statement?**

- *I don't see the need for more visibility – everyone knows where the library is!*
- *I'd love to see a café there; it would make it a more attractive space for people of all ages.*
- *The lower level is wasted right now; it could be a huge asset for the community if they use it properly. It could also draw a lot more library visitors.*
- *It sounds like a good plan, but they need to show us exactly what updates are necessary and why.*
- *They really need to emphasize the benefits for kids, teens, and older folks – the groups that use the library the most.*
- *Needs more emphasis on creative uses or impact. Can it become more of a shared space with other nonprofits?*
- *I'm excited about the plans and want to see them succeed, but I hope they stay focused on the programming that already brings people in.*

- *Make the library “the place” to meet! A gathering place for a variety of community groups and events. Right now I meet up with other old guys at McDonalds - it would be nice to have better choices.*
- *Excellent idea with a multitude of positive benefits for many people in this area.*
- *The library renovations sound like a good idea, but more details would be helpful on what, exactly, the updates are going to be to the things on this list. What are they planning to do with the bathrooms?*
- *The lower level of the Library is hardly used at all now, and it’s filled with potential. They must address this.*
- *It would be great to see the downstairs gallery used again - I used to love going there!*
- *The benefits would have a positive impact for many years and help lots of people, they really need to stress the long-term benefits of this project.*
- *I’m impressed with the ambition of the project and I hope they’re successful. We really value our library and its quality.*
- *Sounds okay, but I am really neutral on this. I will need to be convinced that it’s worthwhile. The bathrooms seem fine to me.*
- *Our town needs a place like the library in Hudson or Stillwater. Those are wonderful spaces with all the amenities for people of all ages and needs.*
- *\$4 million seems like a lot of money for not a lot of changes. Are all of these things necessary?*
- *I’m not really sure what they mean by “better signage” – it seems adequate to me.*
- *I would love to see an updated children’s area and I love the idea of a café. It would be really nice to be able to get a cup of coffee and a snack at the Library.*
- *This needs way more explanation of costs over value and specific benefits for such a huge investment. I would want to know exactly where my money is going and why each update is absolutely needed.*
- *They should do this in phases to show the community their donations at work. I think that would be very inspiring and get people to donate on the next phase.*
- *We utilize the meeting room a lot. I recommend that they promote it more and put funds into updating it. They should also really have some flexible spaces that can serve a lot of community needs.*
- *It’s an ambitious plan, but very timely. The Library’s tech definitely needs updating.*
- *Make this a real “happening” and get everyone excited about the project.*
- *I am confused about the statement, “Limited visibility from Main Street.” I drive past the Library every day and you can’t miss it!*
- *I will need more details, but I would support this, and I will even make a small donation.*
- *I think they need to educate the public more on what the plans are exactly. To a lot of people the Library isn’t very old, so they should get really specific about this one and why they want our money.*
- *It is the smart thing to do, but I think it may be a tough sell. They don’t seem to have the fundraising experience to pull this off.*

- *The community will be receptive, but it depends on how it is marketed and who leads it.*
- *I'm not sure how it will be well-received. The Library is going to have to sell the specific reasons why this campaign and these renovations are necessary right now.*
- *The community will be receptive because the Library has great value. However, things are uncertain – the economy, the country's leadership – it's a very edgy time.*
- *It must be a multi-use building addressing other community needs in addition to those of the Library. River Falls needs more flexible, year-round gathering spaces.*
- *I like the vision, but I can't help at this time. What will the City do?*
- *Refine and reduce the number of plan details and make them more exciting. Add more emphasis for the lower level gallery and add interesting activities that align with a more modern library.*
- *It's going to be around for a long time, and it needs to be updated for future generations.*
- *Need to make sure the Board is involved and willing to share the case with the community. They need to be very transparent about their plans, how dollars are being utilized, and keep us all informed. If we know what's going on, we can more confidently spread the word in the community.*
- *I think with the right guidance, they can do this. The dollars are here if the key donors will lead this effort. River Falls is a very generous community.*

## **5. Should the Library conduct a Capital Campaign at this time to achieve its vision?**

- *They've done projects like this before and have had success, so I think it's doable.*
- *It's a big number, but if they can reach the right group of donors, I think they can succeed.*
- *I'm concerned about their ability to fundraise \$4 million when they're already saying they don't get enough funding from the City.*
- *They have to dispel the impression that people do not really need or use the Library anymore.*
- *Absolutely!*
- *They have successfully completed two prior campaigns, so they can do this too.*
- *It's worth trying. People appreciate having an important resource like the Library so easily accessible.*
- *No, it isn't necessary. The City should just fund it and not ask the community for dollars.*
- *They will need to work hard to make people look at it as a project that needs that level of donor support. Why can't taxes pay for it all?*
- *I think people will support them, but it will be hard (competition / economy).*
- *The City needs to put up something, but the community should take some ownership of the project, too.*
- *They will have to be very creative and get the right people involved – but they should try. I know a lot of people are tied up with other community projects.*



- *They must have the right kinds of leaders and the right kind of leadership gifts to have a successful campaign. They are in River Falls – you just need to find them.*
- *Whatever they do, avoid trying to float a tax referendum.*
- *They can launch a successful initiative, and people will get behind it, but it must be carefully positioned with the right people.*
- *Present a strong case and details about costs and benefits, and it will be supported.*
- *There is no right time for a campaign. If they have a justifiable need, they should go for it.*
- *Just do it – move forward, tell the nay-sayers it is going to happen.*
- *The Case Statement could be improved, sharpened, and better document the need for this. Some of these don't seem like priorities or need more details. Some are just boring.*
- *I think that they should, but I couldn't tell you how much they should try to raise.*
- *It is really hard for me to gauge community support for something like this. You just don't know what might inspire someone, but the dollars are here.*

**6. What is your perception of the current fundraising environment, e.g., any competing campaigns/economy?**

- *There's nothing going on that I can think of.*
- *The University's campaign is almost done, and they were able to get a lot of support from the community, so I think this can be successful too. It seems like it would be a different pool of potential donors.*
- *I think now might actually be a good time for a campaign. A year ago the economy looked really bad – high interest rates and high inflation. Now things are looking more promising.*
- *A lot of big projects have been funded in this area before, so the money is here. They just need to tap into it.*
- *It's a generous community, but people are always being asked to give, so they might be a bit tapped out. You don't hear much about big gifts around here.*
- *The University is always doing something. Right now, it's the Science/Tech building project (\$5 million), but they are close to their goal.*
- *The money is here, but you better have a very appealing reason for why the renovations are needed and why you need the community's dollars. Also, why doesn't the City do this?*
- *The economy is getting better, and some new money has come into town. This project might be an enticing way for new residents to give back.*
- *It's always going to be a competitive environment, so let's not let this deter us—it can be done if the will is there and if they can get the right leaders for a campaign.*
- *River Falls is always doing lots of good work and engaging in community efforts.*
- *The project must be accepted by the community as worthwhile for them to support it.*
- *It's as good of a time as any—they better get started.*

- *The dollars exist here if people are motivated to give. Maybe start with a quiet campaign and then challenge the community to help finish it. Could this be done in stages?*
- *Waiting for the “right time” will only stall this project, so let’s get started.*
- *I think the economy is still too uncertain, and people are nervous about their futures. Who knows what will happen with this election!*
- *People will rally behind this as a high priority for the community if led by the right people. We’ll need a really strong Vision Statement to get their attention. This one needs more exciting ideas.*
- *Difficult, but not impossible.*
- *There is a lot of money in River Falls...you just need the right person to ask for it and have a justifiable need.*
- *It is a very ambitious goal for this area. A lower amount would be much appreciated and more achievable. They could get a lot of \$1,000 gifts.*
- *I think we could raise some money, but I don’t know about \$4 million. Maybe \$1-\$2 million over 3 years.*
- *With support from area businesses, the University, and residents, it could be done.*

## **7. What is your perception of the dollar goal?**

- *I think the dollar amount is very reasonable for what they are looking to do, and I think it could be done.*
- *This is way too high - most local companies are not as giving as they used to be.*
- *I think of this as an investment, and I love investments – especially one towards our community’s future.*
- *The dollar goal should be around \$1.5 to \$2 million or even less. Maybe they could set a 5- to 10-year window to raise the \$4 million, so you can encourage deferred gifts as well.*
- *It’s ambitious but do-able.*
- *River Falls is a small but very giving community. \$4 million will be a tough nut, though.*
- *I’m not sure where you’ll find any million-dollar gifts around the area.*
- *We recently passed two referendums, and people were very supportive of them. I think they would be supportive of improving our library.*
- *Break this up into stages over a couple of years, and I think the \$4 million could be raised.*
- *Get a diverse campaign committee and go for a lot of mid-sized gifts.*
- *It is too high right now. Maybe \$1-2 million at best.*
- *\$4 million is on the top side for this area for something like this, but it would be fantastic if they could do it, and I think they can.*
- *The community is capable of doing it if the community leaders and area families get behind this. People here really love the Library.*

- *The money is here. If they ask the right people, they could definitely reach a \$3-4 million goal. It's not a lot of money anymore.*
- *If that is what they need, it's tough for me to argue against it, but they will need to make a strong case.*
- *I worry that the economy is still too weak, and competition for contributions is too difficult at this time. There is donor fatigue out there, and the same people get asked all the time.*
- *\$3-3.5 million may be the maximum—there are too many other things going on for a town this size. But all of the needs make sense, and if they can look to foundations and some businesses around town for lead gifts, there are many people in town who could make smaller gifts.*
- *We would definitely give something, but at a modest level.*
- *It is about right, but on the high side. It will be a challenge for River Falls. But with other surrounding communities and the Twin Cities nearby, it could work.*
- *Maybe with some large leadership gifts, it is possible. We would consider a 6-figure gift.*
- *That's a lot of money for River Falls, even in the best of times. This will be a real turnoff to many people who feel the Library is fine as it is or doesn't get used enough. But with any outside funding, they could be inspired.*
- *Do they really need that much? It seems like the Library was just built.*

#### **8. Would you contribute financially to a campaign for this project?**

- *Who is doing the asking for gifts will set the tone for how successful your fundraising will be.*
- *We could do a very strong gift spread over five years for the Library.*
- *Yes, but not at the leadership level. We are tapped out. I'm in the middle of another long-term obligation.*
- *We could do something in the \$5,000 to \$10,000 range.*
- *Oh, I would do something in the Major Gift range, but not at Leadership levels.*
- *We would do something for this. But not 7-figures, more like 5-figures.*
- *Yes, but I can't do much because I can't give at a very high level.*
- *We might consider a major gift and encourage others to do so. It would be a very worthy project.*
- *Yes, of course, I'd give for this, but I'm not sure at what level.*
- *Yes, I would contribute – the Library is something my family uses, and it's important to make sure it thrives and can continue to serve our community far into the future.*
- *I would give if I could, but if they did the campaign today, I don't know. I may be in a better position six months or a year from now.*
- *No, not at this time.*
- *They could get a lot of gifts at the mid-range and lower level of your gift chart.*

- *I would give something because I see this as an investment in bettering our community.*
- *Yes, I'm just not sure how much. Depends on who else is supporting this.*
- *Yes, but I am not sure of the range at this time.*
- *Depends on who is asking, but some people could give big gifts for this - stress naming opportunities.*
- *My company will make a modest gift (\$5-10,000) because we have our business here.*
- *Yes, but not at the Major Gift level.*
- *Good potential if the Library does a large educational campaign first. They need to tell the community more about the project's details and justify why each of these components needs to have money poured into it.*
- *I think you'll get a lot of gifts in the \$15,000-25,000 range, especially if people can spread them out over 5 years.*
- *I would help open doors where I can, but I can't give much myself.*
- *We'll give, but it will be at the community gifts level.*
- *Others will have to give first to demonstrate a solid base of support. Start with the Boards and the City leaders.*
- *I believe good support will be forthcoming at the levels needed to reach a \$4 million goal.*
- *If they have a pledge system set up, we could do a monthly gift for a couple of years to contribute.*

## **9. Would you work on a campaign for the Library?**

- *I really don't want to ask for money, but I would help out. I love River Falls.*
- *I will help, but behind the scenes. I hate asking for money.*
- *Yes. If you make this an exciting endeavor with a good case and great people, it could be a real joy for our community.*
- *I can help in a limited way. I just finished asking people for big money, so it may be hard.*
- *I suppose, but I don't carry much weight anymore!*
- *I may help out. I can't say to what capacity right now.*
- *Yes, I could help as an ambassador and spread the word about the project, but I don't have much available time. Just be sure to keep us informed so we can knowledgeably talk to others about it.*
- *No, I just don't have the time or interest in this project.*
- *We would be willing to be advocates or champions in the community to spread the word.*
- *Depending on what I would have to do, I would consider helping out in some way.*
- *I really don't want to ask for money, but I would help the best I can.*
- *I am already involved in some other activities around town. I can't take on another at this time.*
- *I think those who really care about the Library will help out. This is really big!*

- *No, no time.*
- *I would promote the campaign but would prefer to do it privately.*
- *I would love to be involved in this!*
- *I would be willing to serve on a committee. This community is really important to me, so I want to help ensure its success.*
- *Yes, I could help with this as a donor and a committee member. I really want to see this go!*
- *I'm not sure how I could help, but I'd be happy to join in the effort.*

#### **10. How would you characterize the Library's potential to attract campaign leaders?**

- *They have a long history of relationships with many area families – they should be alright.*
- *This project will be exciting to a lot of area residents and their families. I bet they'll have no problem getting people involved.*
- *Maybe some of the new residents would like to get involved?*
- *A lot of the people I can think of are already committed to other things.*
- *No doubt, there are very capable and committed people in this community who would lead this.*
- *With the combination of the right people getting involved around here, it could be done.*
- *I have no idea what people would think about this. But I'd assume they would like to help make sure our Library thrives.*
- *Get our younger families involved in this.*
- *Some people will be passionate about this because they love the Library and love River Falls.*
- *Educate the public on what your plans are and what we need to do. If they can see how important this project is for the Library and for the community at large, they will get behind it.*
- *Yes, but I just don't know who.*
- *This is a wonderful community project that I'm sure a lot of people would want to be associated with. I don't think you'll have trouble finding someone.*
- *Many of the people who come to mind may be tired of campaigns. The people I know of always seem to get asked to work on these kinds of projects in the area. They may be tapped out. But there are also younger families who may want to lead this to keep the children's programs going, etc.*
- *There are a lot of capable people in the area, with both influence and affluence to lead this kind of effort.*
- *It has the stature and perception of value to attract top level people to work on a committee.*

- *This project is important enough that I'm confident someone will step up and chair this effort.*

## **11. What is the Library's potential for attracting Leadership Gifts?**

- *With the right leaders you can attract the leadership gifts!*
- *Leadership gifts will be tough, but I believe a few local businesses could step up if approached properly.*
- *Secure some early leadership gifts to set the tone - then, this should be possible, but maybe at a lesser dollar level.*
- *Overall, it should be achievable with diligent planning and professional assistance.*
- *It will be difficult, but they could raise most of this. But, lower the goal!*
- *I'm not sure where the large gift they'll need to get this off the ground will come from.*
- *People will give in adequate levels because it's so positive for our community.*
- *That's an awful lot of money! It could have greater success if this goal were lower.*
- *Challenging, but very possible.*
- *Excellent, with a good, well-organized approach and the right leaders.*
- *I believe you could get a couple of those Leadership Gift donations from some local people - the dollars are here, you just need to ask the right people.*
- *They have the potential to get our best and brightest people leading this - it would be a project that will leave a lasting legacy!*
- *The gifts are out there, they just need to put together a good story and have the right people involved.*
- *Maybe one or two gifts at the six-figure range and a number in the five-figure range could be achievable.*
- *You are going to have to work hard to get every dollar in these times. And they need to be sure they are grateful for each dollar given - even if it's only \$5. It adds up!*
- *I would look to the banks and the residents of senior living communities. Will the Library try to get deferred gifts?*
- *I don't know who could give at the top levels on that chart. It would be tough to get gifts at these levels.*
- *I think you'll have a good chance of getting a lot of smaller gifts.*
- *They will have to get significant support from area businesses.*
- *Would they extend their pledge period out to 5-10 years?*
- *You might get lucky and get one of the Leadership Gifts, but that's the limit in my mind.*
- *There are people in town connected to big companies who I think could do Lead gifts.*
- *Don't change the name of the Library, but offer appealing donor recognition.*

## 12. How would you characterize the Library's potential to reach, or exceed, the campaign dollar goal?

- *Leadership is paramount!*
- *Get to community foundations to get behind this. They know who all the major donors are.*
- *It sounds like a lot for River Falls, but I think it could be done.*
- *They have the potential – now they need the willpower.*
- *Good, the Library is such a positive presence in the community. Who doesn't like libraries?*
- *It's a real stretch. Maybe \$2 million to \$3 million at best. With businesses and foundations helping it could work.*
- *Difficult to raise \$4 million, but maybe it could be done.*
- *Anything is possible. We can raise this money if we have a positive attitude and belief in the power of libraries.*
- *They will fall short on the \$4 million unless they can secure a few major benefactors early in the campaign.*
- *Excellent if they proceed with a good plan and the right leadership.*
- *If they set out to do it, I believe they can. But they will have to find a way to do this with a lower campaign dollar goal.*
- *Will they have any connections to donors in the Twin Cities?*
- *It can be done if done correctly and with professional help.*
- *Anything is possible with the right plan, community support, and belief in the project.*
- *The community is definitely in need of more gathering spaces, so I think people will support it.*
- *They need to have the right people, the right strategy, and some outside help. I don't think they have enough fundraising staff for this.*
- *This is a huge undertaking for the Library - they'll need professional guidance. But they have such a great staff, I think they will accomplish the goal and that is so important to the community. It will bring people together.*
- *They have the capability of raising a force adequate to get this done right. There is so much support for the Library in River Falls.*
- *If these Study Committee members continue to participate, they have a good team to do this right.*
- *If they can get all the lead gifts, they'll make it. They cannot rely on the general community to reach even half of their goal.*
- *Setting a lower goal would be prudent until they have gained a few top-level gifts.*

**13. How would you characterize the Library's ability to plan and implement a campaign program at this time?**

- *They will need some time to do it right. It must be seen as an investment in the future, not just something that would be nice to do.*
- *I'm a little concerned with some comments I've heard about the City lowering its budget for the Library. If their budget has decreased, how can they do a \$4 million campaign on top of it?*
- *With some professional help, this project is very doable with a lower dollar goal.*
- *They are capable of doing this. It's so exciting!*
- *It looks like they have plans in place, and doing this study really sparked interest in the community. They will be able to do something big.*
- *The Library has so many wonderful programs and events; I hope the campaign won't disrupt this.*
- *They won't be able to do this alone; they'll need professionals who specializes in campaigns.*
- *This will get people involved more with the Library and get them excited about it. Once they see the plans, they will be impressed.*
- *Reassure people. Get the names of leadership out there so they know it's credible.*
- *Very good, but they need a large force behind this.*
- *This is a bold initiative, and they must be united in this effort. Make sure they are all onboard before moving forward.*
- *They are capable of planning it and definitely have the fortitude see it through to the end. I'm a little concerned about the Library staff getting spread too thin though.*
- *They'd need help. I'm happy to see them doing their homework, laying a solid foundation and using consultants. The study was a really good thing to do.*
- *There are some very astute people involved with the Board. I have confidence in their abilities to do what they want.*
- *They are capable of doing this.*
- *They can do it, but the City should be involved and supportive too.*
- *There is no reason why they can't do this if they really want to.*
- *The Library is well-respected and valued as a community asset. They should be able to see this through to a successful outcome.*
- *The Board and staff must demonstrate a strong, visible display of enthusiastic support. When people see that they are taking the effort seriously, they will get excited about it.*
- *The Library staff will be the first line of Ambassadors for this initiative. They will have to be totally behind this project and be prepared to explain the case and rationale for this endeavor.*