



# FALL CREEK PUBLIC LIBRARY & COMMUNITY CENTER

CAMPAIGN READINESS STUDY

*AUGUST 2024*

**Table of Contents**

**Executive Summary** \_\_\_\_\_ **3**

**Fall Creek Public Library’s Mission, Values, and Goals** \_\_\_\_\_ **3**

**Introduction to the Capital Campaign Readiness Study** \_\_\_\_\_ **9**

**The Project Tested by the Study** \_\_\_\_\_ **10**

**History, Programs, & Funding of Fall Creek Public Library** \_\_\_\_\_ **10**

**Current Library and City Hall Facility** \_\_\_\_\_ **14**

**Study** \_\_\_\_\_ **14**

**The Purpose and Procedures for the Study** \_\_\_\_\_ **14**

**Study Detail** \_\_\_\_\_ **15**

**Mini Case Summary** \_\_\_\_\_ **17**

**Campaign Readiness Study Findings and Analysis** \_\_\_\_\_ **20**

**Benefits of the Proposed Project** \_\_\_\_\_ **20**

**Questions about the Proposed Project** \_\_\_\_\_ **24**

**Concerns Regarding the Proposed Project** \_\_\_\_\_ **27**

**Final Conclusions** \_\_\_\_\_ **30**

**Economic Conditions, Fundraising Environment, and Area Capital Campaigns** \_\_\_\_\_ **31**

**Area Capital Campaigns Being Planned or Underway** \_\_\_\_\_ **31**

**Potential for Lead Gifts and Indications to Give** \_\_\_\_\_ **32**

**Volunteer Leadership Potential** \_\_\_\_\_ **34**

**Final Analysis** \_\_\_\_\_ **37**

**Favorable Factors** \_\_\_\_\_ **38**

**Challenging Factors** \_\_\_\_\_ **38**

**Recommendations** \_\_\_\_\_ **39**

**Next Steps** \_\_\_\_\_ **39**

**Appendix A: Importance of a Strong Case Statement** \_\_\_\_\_ **40**

**Appendix B: Personal Interview Questions** \_\_\_\_\_ **40**

**Appendix C: Focus Group Facilitator Script** \_\_\_\_\_ **41**

**Appendix D: Online Survey Questions** \_\_\_\_\_ **42**

**Appendix E: Gift Table** \_\_\_\_\_ **43**

## ***Executive Summary***

The Fall Creek Public Library contracted with Crescendo Fundraising Professionals, LLC to conduct a Campaign Readiness Study designed to determine the ability and willingness of businesses, individuals, and foundations to support a capital campaign to create a new Fall Creek Public Library, community meeting rooms, Community Hall, Fall Creek Administration, and public meeting spaces. The firm specializes in fundraising campaign management for public and private partnerships in the tri-state area. Crescendo owner Ellen Hongerholt, along with Jillian Harris, Brittany Bral, and Nicole Hall prepared the methodologies, conducted the interviews, and prepared the following report.

### ***Fall Creek Public Library's Mission, Values, and Goals***

Fall Creek Public Library's tradition of providing resources, holding events, and promoting community involvement has enriched the Village of Fall Creek for more than 60 years.

- The mission of Fall Creek Public Library is, "To serve community residents of all ages by providing materials and services that meet their education, recreational, and informational needs.
- The vision is that "The Fall Creek Public Library aspires to be the welcoming heart of the Chippewa Valley Community where all may come to discover, connect, and create."

While aiming to do just that, Fall Creek Public Library is met with dozens of restrictions including lack of space, safety hazards, non-ADA-compliant areas, and more. These challenges led to the library dreaming of more space for programming, meeting rooms, storage, and beyond.

In July of 2023, the Library Board of Trustees approved a Strategic Plan for 2023 to 2027. The Fall Creek Public Library decided on three important Strategic Goals as a part of their plan.

1. Optimize physical space to increase the flexibility of facility use and align spaces with programming and community needs to position the library as a community center and destination.
  - To achieve this goal, the library will complete a facilities assessment with Inspiring and Facilitating Library Success (IFLS) staff, develop a space and feasibility plan to examine community needs and evaluate, update, and improve children's play areas. Additionally, they will investigate the potential for expanded library hours including weekends and evenings, and improve the functionality, ergonomics, and workflow in library staff areas.
2. Foster community partnerships and provide volunteer opportunities for community members, which ultimately strengthens the community and improves overall well-being.

- Accomplishing this goal will mean expanding the number of library volunteers by increasing collaboration efforts and investigating current collaborations with community organizations and businesses. Initiate an ongoing community project recruiting community volunteers of all ages and to create and maintain a list of in-library volunteer opportunities.
3. Implement marketing and communication efforts that increase awareness of all the library's offerings and promote the library as a place for everyone while also targeting non-library users.
- The library would develop a social media outreach plan and a marketing plan around patron stories and outcomes. They also would enhance their staff training to equip staff with the ability to sustain the increased in-house marketing activities. In addition, they would increase their presence at community events.

During extensive research in establishing strategic priorities, investigation of the functionality of the current facility was a common theme. Library leaders quickly came to the conclusion that the state of the current facility was their number one priority. This led to a facilities assessment completed by the library system director, Charlene Conradi, and Wisconsin state expert in library buildings and spaces, John Thompson. The assessment revealed numerous accessibility concerns and showed a severe deficiency in the overall space that a library should be providing. In August of 2023, the Village Board approved the library's decision to hire Lien & Peterson Architects to complete a feasibility study and proposal for a new library building. Beginning in October of 2023, a building advisory committee was formed and work with the architectural firm began.

As part of the strategic planning process, the community was offered a survey about the library and the services offered. Community members were encouraged to take this survey, even if they were not regular users of the library – asking respondents if they didn't use the library, why not? The survey made it clear that the library holds a special place in the hearts of community members of all ages. Heartfelt notes were left in the survey results, highlighting the profound impact that small town libraries have on people's lives.

Fall Creek Public Library is proud to carry out their mission, and they understand and embrace the important role that libraries play in communities. Library representatives are eager and excited about the potential growth of the library, the community togetherness that it will provide, and the welcoming environment for people of all ages, abilities, and backgrounds fostering a sense of belonging and inclusion.

Fall Creek Public Library is a part of the IFLS Library System, a cooperative network of over 53 public libraries and four county libraries.

### **The Changing Role of Libraries**

Despite the digital revolution and the vast amount of online information available, libraries remain a staple in today's society. Serving as community hubs and offering a safe space for people to gather –

whether for senior coffee and conversation, story time for children and caretakers, or collaboration meet-ups for teens – this environment remains an essential and indispensable space for communities.

Library usage is certainly changing across the country. Unlike predictions of the past - that with e-books and Internet learning, the library's role would soon be diminished in community life - quite the opposite is taking place. Libraries are now stepping in to bridge the digital divide for those without Internet access by providing access to learning materials, acting as a source of unbiased information, serving as a forum for community life, and answering the community's desire to learn and grow in a myriad of innovative ways.

Additionally, libraries offer more than just books. They offer a wide variety of resources and programs that may not be readily available to everybody, especially those limited by internet restrictions or unavailability. From books and magazines to digital and multimedia materials, libraries are a gateway to thousands of materials and resources. They play a crucial role in promoting literacy, education, and a love for learning from an early age – something for which one cannot place a price tag.

Libraries have been reinventing themselves for quite some time as the digital revolution has been taking place, and COVID-19 increased the dramatic shift that libraries were being forced to make. According to the American Library Association, "Libraries are no longer just places for books. They are viewed as anchors, centers for academic life and research, and cherished spaces."<sup>1</sup>

Walking into a library now, - a community member can check out sewing machines (and even take a sewing class if needed), board games, Science Technology, Engineering & Math (STEM) learning bags with age-appropriate materials, fishing poles, zoo passes, and more.

If you have not stepped into a library lately, you may be surprised to hear the number of imaginative conversations happening in the children's area or senior chats over coffee taking place in community rooms. You may also see STEM learning happening for youth and teens, entrepreneurs meeting to share their business ideas with others, videoconferencing for business professionals, homeschool parents meeting up to let their children imagine and learn while moms meet to discuss curriculum and much more. Libraries are becoming a central hub, a community center, and a safe place of learning and development for people of all ages. They level the playing field for youth and help those experiencing a lack of accessible resources.

Younger generations are increasingly embracing the library's growing role. According to Pew Research<sup>2</sup>, millennials are more likely to have visited a public library in the past year, more than any other adult generation. Investing in libraries now, as this generation engages in community endeavors and raises families, will have a lasting impact for decades.

This new sentiment is demonstrated in a recent survey by Pew Research. Eighty percent of adults feel that public libraries help them to find information that is trustworthy and reliable, 76 percent report that libraries help them learn new things, and 56 percent believe libraries help them obtain information needed to make important decisions.

## Library Benefits

The benefits of libraries in today's world are much more than just shelves of books and rows of computers. Libraries are places where people gather to explore, interact, and imagine. According to an article by the Public Library Association, around the country the role of libraries is changing for the following reasons:

1. Libraries are important partners in sustainability.
  - As key municipal agencies and focus points for community education and resources, libraries are major players in creating livable, friendly cities and towns.
2. Libraries are places where people come to know themselves and their communities.
  - In libraries, community-building connections are an everyday occasion. New moms connect at story times, elderly people often facing life transitions attend events to find new friends, teens meet up in spaces after school, and readers can discuss current events or mutual books in meeting rooms.
3. Libraries serve as catalysts for addressing social problems.
  - Public librarians know their communities firsthand and are often among the first to recognize a pressing local need because of their daily interactions with library patrons from all walks of life.
4. Libraries provide immigrants with helpful information about the community and opportunities to connect with their new communities.
  - Not only are libraries gateways to the community, but they can also provide a safe space where immigrant families can connect with resources, learn new skills, and meet new local people.
5. Libraries serve as the "people's university."
  - In a time and age where education is becoming increasingly more expensive, public libraries provide information and educational opportunities free for all people, regardless of socioeconomic status. They also provide quiet, uninterrupted space and access for individuals looking for a place of solitude for studying and learning.
6. Libraries promote civil discourse.
  - The decline of civil discourse stems in part from the fact that it is so easy for people to watch the news and engage only with those of similar backgrounds. The library is a place for all people to come together, discuss different backgrounds, and learn from one another.
7. Libraries provide free tutoring, homework help programs, and summer reading programs for kids and teens to help bridge the economic divide that impacts students' academic performance.
  - The cost of hiring a private tutor is expensive and libraries often offer homework and tutoring help free through in-person, online, or phone calls.
8. Libraries are important partners in child development.
  - Children learn to share, engage in their communities, participate in the arts, and explore their immediate world and the world at large all through library spaces and programming. The single most significant factor influencing a child's early educational success is an introduction to books and reading at home prior to beginning school

(National Commission on Reading, 1985). Children who are read to at least three times per week by a family member are almost twice as likely to score in the top 25 percent in reading compared to children who are read to less than three times per week.<sup>3</sup>

**“Whatever the cost of our libraries, the price is cheap  
compared to that of an ignorant nation.”  
- Walter Cronkite**

### **Facility Usage After New Build**

A newly built library opened in 2024 in a neighboring Midwest state with a similar population to Fall Creek recently wrote an article about their new library, entitled “Their Community’s Newest WIN!”

The Grimes Public Library in Grimes, Iowa,<sup>4</sup> reported that there has been a noticeable uptick in patrons and library cardholders, along with visiting guests for story time, children’s play, and young adult, teen, and senior programming. Residents of the growing community say it is a key hub not only for knowledge but also for fostering community. The attractive location destination has people coming from not only within the town but also from neighboring communities and surrounding areas.

Statistics indicate that library usage can triple after a new building is constructed. Charlene Conradi, Director of the Fall Creek Public Library, suspects that a new facility for the library will increase patrons drastically, as the current library limits access and inclusivity. Conradi states, “The library is supposed to be for everyone. Right now, it feels like it can only be for a few people at a time. The new building will have spaces for everyone to do what they are there to do at the same time.” She also mentioned that she’s had patrons tell her, “We know we can’t come to the library on Wednesdays since that is story time day for the kids.” She understands the limitations that the current space brings to its library patrons and is excited and optimistic about a new multi-purpose facility for the entire community as a whole.

### **Multi-Purpose Facility Benefits**

The proposed new facility includes dedicated spaces for the Fall Creek Public Library, community meeting rooms, Community Hall, Fall Creek Administration, and public meeting spaces. The design ensures that the main building entrance provides access to restrooms and individual access to each of these spaces. This arrangement allows certain areas to be secured and locked while keeping other areas accessible. For example, the Community Hall can be available for events during evenings or weekends, even when the library and Fall Creek Administration offices are closed.

Consolidating these municipal facilities into a single location offers numerous benefits. Multi-purpose facilities are becoming increasingly popular due to their efficiency and flexibility. Shared resources and expenses make the facility more cost-effective, reducing the burden of maintenance, management, and operating costs for each entity. This allows the municipal services to focus on their core functions while enjoying well-maintained spaces and high-tech amenities. The convenience of a shared facility enhances operational efficiency for all involved.

Another advantage of a multi-purpose facility is increased exposure to a broader audience. For instance, a library patron might notice a beautifully set-up baby shower in the Community Hall and consider it for their next event, thereby generating additional revenue. Conversely, event space renters from out of town might be inclined to explore the new library. This cross-exposure leads to higher traffic and greater community engagement for each facility.

These benefits were highlighted by several individuals interviewed during the Campaign Readiness Study Summit. When asked to rank the importance of each space, many respondents found it difficult to prioritize, seeing the project as a cohesive whole with all four components included.

Overall, this smart growth strategy significantly impacts the Fall Creek community. It eliminates the need for additional parking for each facility, frees up valuable commercial space downtown where the library and Fall Creek Administration currently stand, and consolidates construction projects. This approach enhances the community's infrastructure and supports its long-term development.

IFLS Library System Director and building consultant, John Thompson, who has provided guidance to Fall Creek on their Space Needs Analysis, shared his thoughts and insights on multi-use buildings based on his experience over nearly 18 years serving libraries in the state of Wisconsin. Thompson emphasized the primary benefits of combining the space of multiple entities into one shared area. He highlighted the efficiencies gained when addressing a common public need, specifically public meeting rooms. By consolidating resources, both logistically and financially, a joint facility serves the community more effectively. The need for these large public meeting rooms may serve the village hall for elections or large public-facing meetings, while they serve the library best for hosting children's summer reading programs. The need does not often overlap, and this minimizes unused space, optimizing utilization for community events and programming throughout the year.

Thompson also acknowledged the potential drawbacks of buildings fitting the needs of multiple entities. He mentioned that the risk libraries face is receiving insufficient space, often getting the "leftover" space assigned to them. Despite this concern, he says he is impressed with Fall Creek's multi-use building design, commending its focus on creating a library-first and focused building, a rarity in similar projects he's seen in years past.

From a financial standpoint, Thompson acknowledged the community center component in this design as a valuable asset, presenting opportunities for generating additional revenue. Renting out the space for various events like reunions, parties, showers, meetings, or gatherings offers the availability of a small revenue stream to offset maintenance expenses associated with the building.

Fall Creek's envisioned facility aims to address current and future needs, replacing outdated, inadequate, and unsafe spaces with modern, efficient infrastructure. Thompson recognized the importance of incorporating advanced technology and operational efficiencies to enhance community accessibility and reduce long-term maintenance costs. According to Thompson, "Everybody always assumes a new building will cost more to operate, but that is not always the case. There are efficiencies that the building spaces they are currently in do not have." Contrary to common assumptions, he mentioned that a new building can actually lead to cost savings, particularly through



shared utility expenses and energy-efficient design, positioning the community for future sustainability and financial resilience.

### ***Introduction to the Capital Campaign Readiness Study***

Fall Creek Public Library Board of Trustees contracted with Crescendo Fundraising Professionals, LLC to conduct a Campaign Readiness Study to determine if businesses, individuals, and grant-making organizations were willing and able to support a \$7M campaign to construct a building to house the Fall Creek Public Library, Fall Creek Administration, a Community Hall, and public meeting spaces.

#### **Fall Creek Public Library Board of Trustees**

John Kuehn, President  
Ryan Aylesworth, Village Board Representative  
Kim Gillett, Board Member  
Trista Anderson, Board Member  
Marisa Kleven, Board Member  
Megan Jaenke, Board Member, School Board Representative  
Karen Strasburg, Board Member  
Karen Mittag, Friends of the Library President

Crescendo specializes in fundraising initiatives for campaigns in the tri-state area. Its founder and consultants have successfully managed 45 capital campaigns over the last 25 years, primarily raising funds for capital construction projects for municipalities, nonprofits, and schools. The firm specializes in serving organizations that have never conducted a successful capital campaign or have never existed. The company abides by the Association of Fundraising Professionals (AFP) code of conduct which does not condone fundraising on a percentage basis but is paid on a time-for-fee service. The firm has a solid track record of successful capital campaign management and philanthropic studies in the Chippewa Falls and Eau Claire area serving 10 clients since 2002.

This report summarizes respondents' remarks without identification of sources. The questionnaire, surveys, and results are included throughout the report and in the addendum.

Crescendo Fundraising Professionals, LLC consultants found that the respondents provided an excellent basis upon which to establish the recommendations and conclusions of the firm's findings. The interviewees were capable of making or influencing decisions regarding philanthropic contributions, knowledgeable regarding issues surrounding the potential campaigns, able to indicate personal, corporate, foundation, or organizational financial support, and able to evaluate leadership qualities. Not all of the key informants responded to all of the survey questions, and some answered the question (as a couple) with one response.

## ***The Project Tested by the Study***

Fall Creek Public Library is currently experiencing a severe lack of space to accommodate its library patrons which includes 900 current cardholders, more than 20 community partnerships, and over 12,000 individuals served in the past year. Beginning in the summer of 2023, the Library Board approved a Strategic Plan where it completed a Space Needs Analysis and began working with Lien & Peterson Architects to form a proposal for the new building.

The Facility and Space Needs Report, prepared by IFLS, determined that projected space needs currently range from 9,600-11,000 square feet. The Fall Creek Library is a part of the IFLS Library System, a cooperative network of over 53 public libraries and four county libraries. IFLS is dedicated to Inspiring and Facilitating Library Success and was an active part of the Space Needs Analysis and Strategic Planning that the Fall Creek Library conducted in the summer of 2023.

Regarding the space needs analysis that was completed last year, the library is significantly limited as it is currently only 3,360 sq. ft. Aside from the space that is at least three times too small, many other concerning issues are present in the current space. The restrooms are located outside the library, there is water damage to the ceilings, shelving is too low and too high according to Americans with Disabilities Act (ADA) standards, many areas lack sufficient lighting in shelving aisles, and the list goes on.

Other challenges include limited and inconvenient parking, creating a barrier to the resources and services the library provides. Street parking is not only inconvenient for many patrons but also often unavailable. Inadequate spaces in the library hinder programming accommodations and limit the library from being able to house and store new resources. Also, no quiet study space exists. This also includes no quiet or collaborative workspaces, no meeting rooms, and no designated program room. Without designated meeting or private rooms, patrons lack essential space for collaboration, group discussion, and private consultations.

Although there is a designated children's area, the space is not large enough. Oftentimes, children's programs disturb other library programs, creating discomfort and tension among adult patrons. The library aims to be a hub for learning, collaborating, and enriching patrons' experience – yet without these spaces, it lacks this basic ability.

## ***History, Programs, & Funding of Fall Creek Public Library***

### **History**

Fall Creek Public Library has a long-standing history of supporting free access to educational resources. This history has enriched the Village of Fall Creek for more than 60 years. In 1954, the upper level of the village hall Chambers was converted to accommodate a new library - Fall Creek Public Library. A pastor from the village, who was an avid book lover and collector, donated 1,000 books to the new library and donated \$200 for the library to purchase additional new books. It was this generous act and

the many hours volunteered by many individuals that were necessary to officially open a functioning library in 1956. The village council then purchased an old furniture store on Lincoln Avenue in 1991 and moved the library to this joint downtown location, where they are still located today.

In 2009, the Fall Creek Public Library, under the direction of Sue Olson, considered a possible expansion and renovation of the space. Damaged ceiling tiles, poor ADA accessibility, uneven floors, and the high cost of utilities due to inefficiencies led the library to pursue a major remodel or even a possible new building. Their dreams for more were left at just that - dreams and the library remained in its current state, with no remodel or repairs.

In 2010 a small expansion took place when the library took over a portion of the police department and remodeled it to add 300 square feet to the current library space.

Since that dream 15 years ago, the library and village hall facility have only deteriorated more while efficiencies in energy, technologies, and other utilities have improved. The Public Library and village hall are bursting at the seams and are determined and committed to making this attempt more than just a dream but a reality.

### **Current and Past Programming**

In 2023 more than 1,200 children and teens attended 63 programs sponsored by the library and 643 adults attended programming. The summer reading program alone engaged over 200 individuals.

Director Charlene Conradi has engaged children, teens, and adults alike with a diverse collection of programs and made it a priority for the library to allow and encourage these programs for library growth. More frequent programming includes movie watching, bingo, literacy night, library Friday, global read-aloud, play n' learn for babies, year-long story time for toddlers, and preschool and young children, Intro to Microbiology STEM, collaboration with homeschool clubs and the public school for field trips, scavenger hunts, bookmark creations, partnerships with local authors to come share about their books, and book discussion.

More programs happening on a less frequent basis include Light Up Fall Creek, Art Month Contest, Craft Kits, Snake Discovery, National Teddy Bear Day, Spring Art Series, Kevin's Juggling, Lego Club, Clifford Meet & Greet, Seed Starting Make & Take, Family Yoga & Storytime, History Book Club, Antique Appraisals, Adventure Camp, Star Lab, Let's Talk about Pain Medicine, Fall Leaf Guessing, Santa's Mailbox, and the annual Easter Egg Hunt which engages hundreds of individuals and families from the area. Conradi also helps aid her community with Basic Computer Skills, Drop-in Technology Help six days a week, Drop-in Reference Help six days a week, and more.

Other notable partnerships with the Fall Creek Public Library include participating in the Chippewa Valley Book Festival, collaborating with the local Extension Office to provide resources for Homeschool Clubs, partnering with Wisconsin Health Literacy to bring in professionals on accurately finding health information online, and bringing awareness and knowledge to the opioid crisis.

The library recently functioned as a rural water testing location partner for the Health Department, hosting a community conversation in partnership with the Health Department, during which staff discussed top community health concerns, and library staff hosted a booth at the community's National Night Out - a national community building campaign promoting police and community partnerships. Additionally, the library collaborated with the Wisconsin DNR, allowing cardholders to check out a state park and forest vehicle admission pass, and collaborated with the MORE Passport Program where all West-Central Wisconsin libraries demonstrate how the MORE system works, increasing circulation and library traffic.

This list of programs is not a complete list, but nonetheless showcases the efforts and dedication of Conradi and the library staff. Conradi expressed her concern about the library's size and how hosting many of these larger programs limits other patrons from coming to utilize the library's resources due to high participation and lack of space for all. A new, larger library would allow for these programs to increase in size and scope while still providing other patrons their peace and space to use other sections of the library. Thanks to the design of the proposed project, other spaces such as the Fall Creek Administration would not be affected as they are now with foot traffic from these programs as well.

## **Funding**

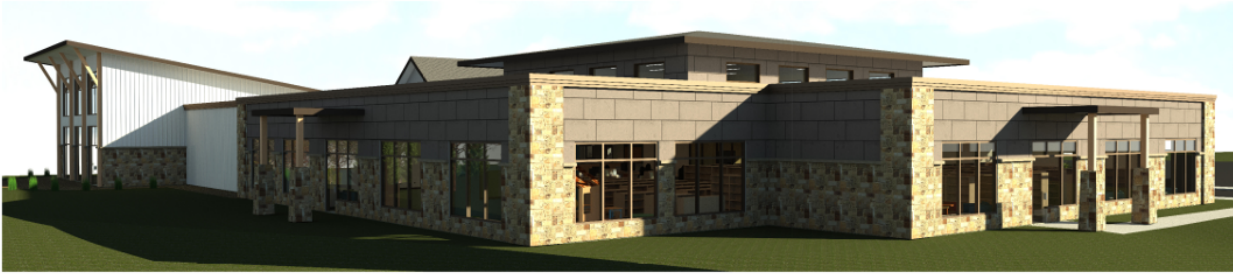
The library is currently funded through sponsors, donations, and sales. The annual library budget for 2024 is \$168,800. A large majority, nearly \$165,000 of this funding, comes through Intergovernmental Revenue – Village funding, county library aid, inter-municipal aid, and other counties. The remainder of the revenue to meet the budget needs is completed by library fundraisers.

Director Conradi sends letters via postal mail for sponsors and donations for the summer reading program annually, bringing in between \$1,000-\$2,000 which covers the reading program materials, special event costs, and children's prizes. Ongoing, the library collects cans and aluminum in two locations in town that generates a small revenue for the library year-round. Additionally, the Friends of the Library group holds two book sales per year. Community members donate gently used books that are sold, usually generating between \$400-\$800. This year the Friends held their first annual Pi(e) Day Pie Sale fundraiser, making around \$900 so they plan to continue this sale in the future! The Friends also accept membership dues by donation to help with other library expenses.

### *Funding -Design of Facilities*

The proposed building square footage cost breakdown is as follows:

- Library and community meeting rooms: 11,884 net sq. ft. - \$4,432,732
- Community Hall: 2,444 net sq. ft. - \$911,612
- Fall Creek Administration: 1,697 net sq. ft. - \$632,981
- Public Space: 745 net sq. ft. - \$277,885
- Fundraising Fees & Miscellaneous - \$300,000



**NORTHWEST CORNER VIEW**



**SOUTHEAST CORNER VIEW**

The Fall Creek Public Library Board of Trustees has been working tirelessly over the past year preparing a proposal for a Wisconsin Facilities Grant due July 2024. The state of Wisconsin created a “Flexible Facilities Program” which distributes ARPA funds, and the library board is requesting the maximum \$4.25M that the program allows for their potential new building project. A decision on the grant will be made October 1, 2024.



## ***Current Library and City Hall Facility***

The Library Board and village representatives envision selling the current library and Fall Creek Administration building. The sale of the building will present several significant advantages to benefit both developers and businesses in the area. One of the primary benefits is the financial gain from the sale of the old property. The \$600,000 sale of the old building space will go toward the new building as a financial gift from the village city hall.

According to village and library leaders, remodeling the current site would not provide the footprint necessary to respond to the future growing demographic needs of the village due to several factors, one of which includes limited parking downtown. Community leaders look for the current library/village hall site to be sold which would offer opportunities for business development to improve the quality of life and downtown health and vibrancy. Remodeling an older building, while seemingly cost-effective at first glance, often reveals hidden expenses and structural limitations. The costs of upgrading an existing space, adhering to building codes, and addressing these unforeseen issues can quickly escalate, making renovations much pricier, while not even fully addressing the issues and limitations that the library is facing. Most importantly, remodeling the existing structure does not increase the available square footage, address the lack of parking or many of the other limitations and issues that IFLS deemed important for the Fall Creek Public Library in their Facility and Space Needs Assessment.

## ***Study***

### ***The Purpose and Procedures for the Study***

The purpose of the Campaign Readiness Study was to determine if private individuals, donors, area foundations, and Fall Creek and area businesses, corporations, and foundations would support a \$7M campaign for a new, larger facility to house the Fall Creek Public Library and Community Meeting Rooms, Community Hall, Fall Creek Administration, and public space. A \$4.25M Facilities grant offered through the State of Wisconsin is being requested to meet the funding needs for the project, particularly addressing the state's goal of providing community centers for small, rural communities. The grant won't cover the costs for the entire project.

Specifically, the study results help provide feedback to:

1. Plan the most effective fundraising strategy for meeting the proposed goal or goal range if the fundraising capacity is evident.
2. Identify favorable conditions for the proposed fundraising campaign.
3. Highlight potential conflicts with the proposed fundraising campaign.
4. Outline any challenges that could inhibit or slow the fundraising process.
5. Assess the level of financial support available.
6. Cultivate prospective contributors.

7. Identify and recruit potential campaign leaders.
8. Provide an opportunity for stakeholders to voice their opinions.
9. Educate philanthropic leaders about the campaign status.

### ***Study Detail***

The Fall Creek Library Board engaged Crescendo Fundraising Professionals, LLC to lead the campaign readiness study in May 2024. Crescendo has a wealth of experience in fundraising and capital campaign management including four capital campaigns in the Chippewa Valley in the past 11 years which totaled more than \$15M with ten completed projects since 2002.

Crescendo worked closely with the members of the Study Committee.

The committee helped Crescendo plan and carry out the study, including identifying respondents to interview regarding the proposed capital campaign. The committee's dedication and assistance in identifying, contacting, and scheduling individuals was extremely helpful.

### **Campaign Readiness Study Committee Members**

Crescendo Fundraising Professionals are grateful to the members for their dedication and assistance in completing the Campaign Readiness Summit on June 20 and 21, 2024.

Curt Van Auken  
Justin Held  
John Kuehn, Library Board President  
Tamara Mattison  
Doug and Sue Raether  
Karen Strasburg  
Richard Ziemann

Special appreciation goes to Charlene Conradi, Director of Fall Creek Public Library, John Kuehn, President of the Library Board, and Karen Strasburg, Library Board Member for their help in completing the necessary steps and scheduling details. Their dedication to helping create a well-organized and well-executed Campaign Readiness Study Summit was vital to secure meaningful responses from the community.

Thank you also for the beautiful and comfortable accommodations for the interviewees at St. Paul's Lutheran Church, Fall Creek, Wisconsin.

## ***Procedures for the Campaign Readiness Study***

Crescendo advisors employed several methodologies to gather information and make recommendations:

- Reviewed the history of the library and past libraries and their fundraising and development efforts to date.
- Researched library planning and background materials and held conversations with IFLS Library System professionals.
- Researched multi-use facilities for municipalities.
- Conducted fact-finding with the Fall Creek Public Library Board of Trustees, the village, and key stakeholders.
- Organized a one-and-a-half-day Summit on June 20-21, at St. Paul's Lutheran Church, Fall Creek, Wisconsin.
- Collaborated with the Study Committee on the Mini Case Summary, which was distributed to Summit participants ahead of time.
- Interviewed or recorded responses from 83 individuals, which included 41 interviewees, two focus group respondents not indicated in other responses, and 40 online surveys.
- Conducted two in-person focus groups at the Summit and recorded their responses.
- Prepared an online survey that was circulated to library patrons and community members and posted on Fall Creek Public Library's website and Facebook page.
- Conducted many general discussions with the Library Board of Trustees and volunteers.

During the Summit, participants representing stakeholders, donors, and volunteers shared feedback, questions, comments, concerns, and potential interest or support for the proposed project through 45-minute, confidential, personal interviews and focus groups. The focus group participants also were invited to complete an online survey to allow them to add information they were not comfortable sharing in a group setting.

All study participants were asked to review the following Mini Case Summary as background for the project prior to their interview or participation in focus group discussions.



## Mini Case Summary

[www.fallcreekpubliclibrary.org](http://www.fallcreekpubliclibrary.org)

### FALL CREEK PUBLIC LIBRARY & COMMUNITY CENTER

MINI CASE SUMMARY / JUNE 2024



Fall Creek Public Library's tradition of providing resources, holding events, and promoting community involvement has enriched the Village of Fall Creek for more than 60 years. The Library Board of Trustees is thrilled to share that they have been working on an exciting proposed project, including a new Library, Community Center, and Village offices. **This project represents a significant milestone in the community's journey to serve its residents and create facilities that foster learning, community building, collaboration, and enrichment for generations.** Preliminary estimates indicate a capital campaign goal of approximately \$7M that includes a gift of the land required for the total footprint.

In 2023, the Library Board approved a Strategic Plan, completed a Space Needs Analysis, and began working with Lien & Peterson Architects to form a proposal for the new multi-purpose building. The proposed facility is an 18,700 sq. ft. building, including designated space for the Library, Community Center, public meeting spaces, and Village offices.

Fall Creek Public Library is planned to be the heartbeat of the proposed facility, now serving 12,100 annual visitors in 2023,

with 1,850 program attendees. The library has 900 current cardholders, more than 20 community partnerships, and nearly 25,000 library resources have been checked out in the past year. While trying its best to serve patrons well, a lack of space is severely limiting guest services.

According to the Space Needs Analysis completed through the IFLS Library System, the projected future space needs range from 9,600 to 11,000 sq. ft. The current library space is only 3,300 sq. ft. The proposed building may seem ambitious, but it's a conservative estimate based on current state library standards and projected population growth rates. In the current library space, parking is challenging and limited. The library needs to be improved to accommodate a growing collection of library materials, and shelving is currently too high and too low, hindering access to library resources for patrons. Narrow aisles make it difficult for those with limited mobility and those using strollers or wheelchairs. Designated areas for quiet study spaces, collaborative workspace areas, meeting rooms, or program spaces do not exist. Also, current restrooms require patrons to exit the library.





With these concerns in mind, the Library Board of Trustees has proposed to build a community hub for the Library, the Village offices, with a Community Center and community meeting rooms with the following benefits:

- A spacious and vibrant library to meet collection needs and provide space for programming with study and collaboration spaces, including additional children's and teen spaces.
- A Community Center with a warming kitchen which may be rented for reunions, weddings, celebrations, and community events.
- Public meeting rooms for small and large groups with the ability to access them after library hours.
- A STEM Makerspace for all ages that fosters collaboration and innovation through hands-on learning.
- Ample parking, including 65 stalls and an unloading zone.
- Provide a Business Center and other exciting amenities, including outdoor seating, raised garden beds, and an outdoor Amphitheater.
- Space for Village offices to provide cost efficiencies for municipal services and improve the quality of life for residents with new meeting spaces.
- Efficiency will be improved with staff work areas, a larger circulation desk, self-checkouts, and holding pickup space.

Plans are underway to investigate the capacity to secure private funding to be located on the West side of the Mill Pond, North of Lincoln Avenue on 3.75 acres, for the proposed building project. The Library Board of Trustees has applied for a grant with a max award of \$4.25M, which they are hopeful will fund a large portion of the project. The community leaders involved in the

project are also actively pursuing a future capital campaign that would provide private giving opportunities, and corporate gifts as well as identify potential support from foundations.

#### Building Square Footage Cost Breakdown:

- Library and Community Meeting Rooms: 11,884 net sq. ft. \$4,432,732
- Community Hall: 2,444 net sq. ft. \$911,612
- Fall Creek Administration: 1,697 net sq. ft. \$632,981
- Public Space: 745 net sq. ft. \$277,885
- Fundraising Fees & Miscellaneous: \$300,000

Crescendo Fundraising Professionals, LLC has been retained to conduct a Campaign Readiness Study to identify the philanthropic interest and capacity, potential lead and major gifts, fundraising opportunities and challenges, and the area's financial environment. Crescendo Fundraising has a history of previous work in the Chippewa Valley. The firm has completed 45 successful capital campaigns and has provided fundraising support for nine organizations and municipalities in the Chippewa Valley since 2002 with four successful capital campaigns over the last decade.

**Confidential interviews and focus groups will be held at St. Paul Lutheran Church during a day-and-a-half summit on June 20 and 21, 2024.** Online surveys and virtual interviews will also be conducted to secure feedback. Crescendo advisors will make recommendations to the Trustees of the Library Board Foundation and the Village Board about the best strategy and goal for the proposed campaign. **No formal solicitation will take place during the study.** For more information, contact Charlene Conradi, Library Director at [conradi@fallcreekpubliclibrary.org](mailto:conradi@fallcreekpubliclibrary.org).

The questions to the interviews, focus groups, and online surveys are attached as Appendices A-C.

*Summit Participants and Online Survey Respondents*

**Private Interviewees**

Ed and Mel Accola	Josiah and Marisa Kleven	Eric Ryan
Trista and Matt Anderson	John and Michelle Kuehn	Marv Schmit
Ryan and Jenna Aylesworth	Gary Kunz	Zach Schultz-Bates
Sue Bornick	Amy Kurtz	Sheri Sorensen
Allie Burch	Kim Leslie	Curt and Jane Strasburg
Brad Ceranski	Jen Mason	Karen and Fred Strasburg
Marleen Clark	Gail Mattison	Julie Thoney
Dan Estenson	Tamara Mattison	Curt Van Auken
Kim Gillett	Matt and Pamela Mattoon	Richard Ziemann
Greg Hageness	Dr. Steve Mickleson	Arnie Zimmerman
Pat Henke	Jennifer McHugh	
Justin Held	Jared McKee	
Rod Hennig	Sheri Page	
Megan and Kris Jaenke	John Peach	
Bryan and Sheena Kaatz	Tim and Stephanie Raap	

**Focus Group Participants**

Mary Davison  
Pam Logghe  
Karen Mittag  
Dorothy Moen  
Fred Strasburg  
Trudy Wagner

**Online Survey Respondents**

Anonymous 14	Nathan Hanson	Dorothy Moen
David Barribeau	Makayla Johnson	Naomi Munz
Westley Bennett	Debbie Krenz	Bridget Peck
Jamie Ceranski	John Kuehn	Mark Pranckus
Sheila Ciulla	Michelle Kuehn	Stephanie Raap
Charlene Conradi	Pamela Logghe	David Ross
Beth Day	Cheryl Manor	Brandon Schroeder
Steve Gillett	Rachel Minner	Kay Severson
Kim Gillett	Staci Moldenhauer	Eileen Zanko

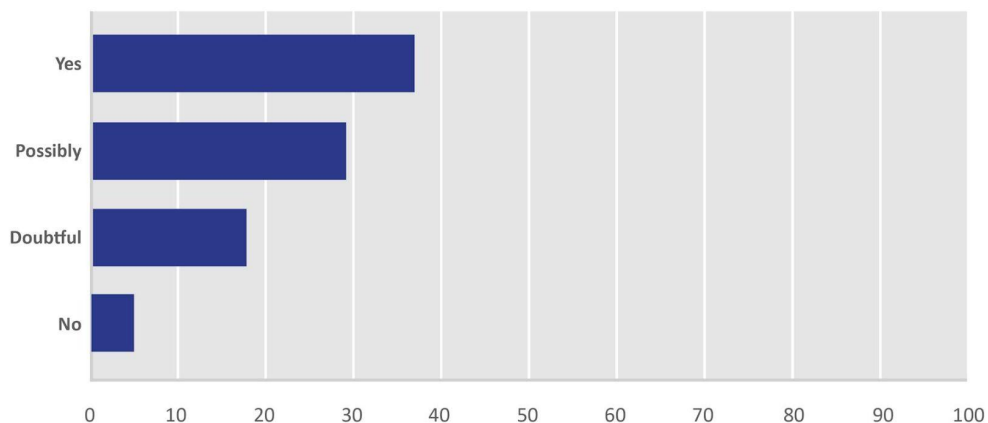
## ***Campaign Readiness Study Findings and Analysis***

Crescendo consultants reviewed and analyzed the information gathered from independent research, personal interviews, focus groups, and online surveys to determine benefits, questions, and concerns related to the project. They also assessed the community interest in Fall Creek, the financial capacity of the surrounding area, and the leadership and volunteer potential.

### ***Benefits of the Proposed Project***

Those interviewed cited a number of benefits for opening a multi-purpose municipal facility housing the Fall Creek Public Library and Community Meeting Rooms, Community Hall, Fall Creek Administration, and public space in Fall Creek.

**Do you believe the proposed \$7M campaign for Fall Creek Public Library and Village offices to provide resources, host events, and promote community involvement will be accepted by the philanthropic and business community?**



### ***Findings***

Many had amazing things to say regarding the current library director, Charlene Conradi, and her desire for all students to be library cardholders, so they can have books in the hands of students. Even those who claimed they didn't frequent the library said they understand the importance of libraries and agree that this is a good investment for the village. "Readers are leaders," one respondent quoted regarding her unwavering support for the new space.

The most common theme of comments regarding benefits from respondents was the need for more space for the Fall Creek Public Library and village administration to serve their population well and to

fulfill their mission to the village. Reasons primarily included providing space for all demographics of people, increasing space for library programming, providing adequate ADA accessibility for all patrons and users of the space, and highlighting benefits in efficiencies with a combined multi-purpose municipal facility. Increased space also contributes to more opportunities for village members to utilize the space, rentable options for members of the community, and the opportunity for a stream of revenue for sustainability and operational costs.

Another common benefit cited was the increased availability for collaboration with other organizations, clubs, and programs within the community. Meeting rooms would allow for Boy and Girl Scouts to hold meetings or events, 4-H clubs to meet, Lions Club meetings could be organized here, or entrepreneurs may be able to utilize the space to host an informative meeting.

Respondents also voiced the noticeable efficiencies in one building housing the Fall Creek Public Library and Community Meeting Rooms, Community Hall, Fall Creek Administration, and public space. A multi-purpose municipal facility made a lot of sense to many of the individuals interviewed, and they saw the benefits that this would provide. For example, shared utility and water bills were mentioned as well as less overhead costs, maintenance, and shared responsibility of the facility.

The following statements summarize the benefits (some are truncated for space and clarity). The statements have been categorized into general themes.

#### Library Space

- *Fall Creek is desperate for a library with more space.*
- *Would be great to have a design that we could grow into, not that is bursting at the seams.*
- *Library parking will be easier for families and seniors.*
- *When I want materials from the library, I often have to order and wait for them. This would allow them the space to house more resources.*
- *Librarians and libraries are vital to educational, emotional, social, and financial health and wealth and this new space will serve them and our community well.*
- *Adding to a library is massively impactful on a community, not only in providing a safe and functional space but also in providing useful resources to the whole community.*
- *The current library goes unnoticed as is and while it still hosts a good number of patrons, something with this curb appeal and amount of resources and space will draw in people even from other neighboring towns.*
- *Ease of access for all community members - handicapped, with strollers, those that aren't able to access it now that will be able to enjoy the new space.*

#### Library Programs and Opportunities

- *Better collaboration efforts for events and programming.*
- *We live in an age where there is a tremendous amount of giving to people in need. I'm not against that but I would observe that it hasn't alleviated the need, it has maybe contributed to it. Let's put our money into preventing the need by improving our libraries, schools, and families.*
- *More families and kids are able and likely to attend programming and it's important that we are investing in this generation's education.*

- *The space will allow for more utilization of programming and provide more books on the shelves.*
- *Provide more room for programming with littles - Sometimes I take my family there for story time and we don't feel like there is adequate space for us.*
- *More people will utilize the library and resources, which is a benefit both for the library and for the community.*
- *Able to provide better programming for youth, teen, adult, and senior programs and activities.*
- *A beautiful library space is as good for the community as a great school system - It draws people to the community and keeps our village members here.*
- *Literacy is so important for everybody and it's important to invest in our younger generation.*

#### Community Space

- *Ability to generate revenue with the community room.*
- *A community center for kids and families will go over well in this community.*
- *Fall Creek doesn't have spaces to host big events. This would be an investment in the community and will absolutely be utilized.*
- *Could help provide more opportunities for residents in the area.*
- *Give us as residents the opportunity to have more practical space to use and rent.*
- *Gives better access for groups and clubs in town - Boy and Girl Scouts, 4-H Clubs, and other organizations would be able to comfortably meet in this location.*
- *A new community center in Fall Creek would be a huge benefit - Able to host weddings, showers, and meetings and will provide a stream of revenue.*
- *The community aspect is just as important to me as the library portion.*
- *Better event-hosting capabilities.*
- *More indoor space to assist the community during all times of year which is much needed in Wisconsin where winter can be brutally cold.*
- *We often have to travel to Eau Claire for resources and meeting space and they are sometimes full so it would be nice to be able to stay in our own town.*

#### Multi-Use Facility

- *Combined use facility is a benefit to the community in many regards.*
- *This is a fairly impressive-looking facility and I think people would enjoy and take advantage of using all of the space, especially the community room for weddings or event rentals.*
- *The village buy-in is important and shows the community that this matters.*
- *Village government would benefit from more space to carry out their work efficiently.*
- *A multi-use facility helps with sustainability and financial longevity.*
- *Efficient to have four things located in one space rather than building and finding space for all independently.*
- *A much-needed, upgraded space for the library and City Hall and the addition of a Community Room.*
- *By having all of these entities in one building, you are saving and splitting all bills and overhead costs.*
- *Integration of offices – cost-saving effectiveness.*

- *Especially if the grant is provided and we are able to get a \$7M facility for a fraction of the price, this is a steal of a deal for our village and for the municipal entities that are able to use the space.*
- *Would be great for the village administration to have space and privacy for their work.*
- *I don't know that as many people would be thrilled about any of these spaces individually but the fact that they are all combining to open this beautiful building that you see as you come into town is great for everybody.*

#### Facilitates Village Growth

- *The Village of Fall Creek is growing, and we want the growth - I think this is a good goal and a good investment.*
- *I am hopeful that this fuels the economic growth of Fall Creek - I don't think we could currently support a small coffee shop or grocery store but if we give our village the bones to grow with a great school, churches, library, parks and rec, etc., we could become an upscale community that people want to come live in and we could hopefully support those smaller businesses in the future.*
- *More opportunities in Fall Creek for people to work and remain "home" compared to going into Eau Claire for opportunities and space like this.*
- *Schools, churches, and libraries bring young families to Fall Creek. This could be helpful for the growth that we are hoping to see.*
- *The Village of Fall Creek wants "more" - and this is certainly that.*
- *Promotes community and business development.*
- *The location is great as the first thing you will see coming into town is this beautifully built new building, showcasing the support and growth in Fall Creek.*
- *Exciting opportunity for growth, education, and programs in the community.*
- *Fall Creek is a tight community and because we have the small-town love, we all feel and desire to improve the town and support local infrastructure and growth.*
- *Could create a ripple effect in growing the community – showing that we are investing in our town and supporting local.*
- *Fresh look for the brand that Fall Creek wants to be and promote.*
- *The location and building will become a recognized and positive landmark in the area. Has the potential to promote Fall Creek as an amazing place to live and raise a family.*
- *This will update our present facilities tremendously and open the downtown area for businesses to come in and create tax revenue.*
- *Great to have a new facility for events for the people of Fall Creek so they don't have to travel to Eau Claire for these types of resources.*

#### Other

- *A well-run and well-distributed campaign spreads the word and generates excitement.*
- *The fact that the location is good, it's secured, and it's a gift is massive! This is often half the battle.*
- *An amphitheater could provide great entertainment for the community - more opportunities as well! Music in the park and other entertainment would allow people to come and be more involved and connected.*
- *Improved handicap accessibility, layout, and space.*

- *A huge plus is that resources can be kept here in Fall Creek rather than going to a neighboring town to use their resources. Good for us as the village and helpful for the patrons and community members.*
- *Access to community space after library and village hall hours.*
- *Frees up the current building downtown to be used by something else.*
- *Removing the library and village offices from downtown will open up more retail space.*
- *More people are attending college and classes remotely nowadays and this would present them with a beautiful, quiet, comfortable setting.*
- *Bringing revenue to the area (or back to Fall Creek when they currently have to utilize Eau Claire for these resources) which helps the entire community. Could host speakers or other local events in the summer that could present a good revenue stream.*
- *Helps us to build community connections and support one another.*
- *Better, modernized space and technology.*

### *Conclusions*

As mentioned, there are numerous benefits regarding the multi-purpose municipal facility including generating community spirit, connectedness, cost efficiency, and revenue generation. Respondents commended the library for their efforts in outreach and programming. They understand the limitations of the current library and recognize the benefits that a new facility could provide. Intermixed with the benefits, however, many expressed that while they understand the need and the benefit of the project, they have heard questions, concerns, and misinformation from others regarding the project. Those questions and concerns are discussed below.

### ***Questions about the Proposed Project***

Interviewees were asked what questions they had regarding the proposed multi-purpose building including the Fall Creek Public Library and Community Meeting Rooms, Community Hall, Fall Creek Administration, and public space in Fall Creek.

### *Findings*

Respondents had questions about the total cost of the facility and if the village can support it. They also had questions regarding taxes, safety, and feasibility of the project.

Questions about the cost breakdown of the project and sustainability costs such as upkeep, ongoing resources, and salaries for additional staff were highlighted. Questions arose about boring the pond for utilities and sewer. Some asked who would own the building, who would pay rent, and who would receive the revenue for renting community rooms. In addition, tax burden and village debt were concerns of many.

Safety questions also were raised, with many asking how students will get there safely. Others wondered if they had considered safety precautions, and others asked if there are plans to prevent accidents in areas where children will need access.



One of the biggest questions that respondents had was if there is really a need for a facility of this size in Fall Creek. People asked for the need to be more clearly communicated to them and to the community before they felt comfortable giving money to a project of this size. Respondents wondered if the price tag is something that the community can support, given that the Fall Creek Public Schools are currently trying to raise philanthropic dollars for a track and football field. Questions arose about whether a town of this size could support two large multi-million-dollar campaigns running simultaneously.

A complete list of questions regarding these themes is detailed below.

The following summarizes the questions (some are truncated for space and clarity) as well as categorizes them into general themes.

#### Cost:

- *What is the financial sustainability of the project?*
- *Have they considered the additional upkeep of a building of this size? Mowing? Plowing snow? Janitorial staff?*
- *Will they be able to sell the old library and village hall office for another business to use?*
- *If the grant is not secured, will they be able to afford this?*
- *If they need to downsize the building, will the grant still be available?*
- *Was this bid out or brought to many architecture firms to assess? The price seems high.*
- *Can we see a better cost breakdown?*
- *Is there a town representative that could do this cheaper and not take a cut as big as a large architectural firm would?*
- *Would this money be better spent paying off the water plant and lowering everybody's water bill?*
- *How will this affect property taxes and village utilities?*
- *Will this be entirely funded through grants and private donations?*
- *How can you ensure that this is sustainable now and in the future?*
- *Could a smaller library be built for considerably less money and the village maintain the current space, taking over library space for community rooms?*

#### Safety:

- *Will there be a bike trail added to the lot for kids to get there safely?*
- *Why is a downtown location not being considered for safety purposes?*
- *Is there a plan in place to keep our children safe while accessing the library?*
- *What was the criteria for the selection of the location site?*
- *Will there be a sidewalk that leads to the town sidewalks from the new building?*
- *Is the Wisconsin DOT making considerations for this area? Side roads? Sidewalks? Earlier speed reduction?*

#### Necessity for Village:

- *Are towns truly using libraries more?*
- *Is there a need that supports building a new facility of this size?*
- *Does Fall Creek need/has there been expressed a need for a newer bigger library?*

- *Will they continue to collaborate with the school if they are that far outside of town?*
- *What would the rental capacity be for the community room? How would this work well? Who would unlock the space?*
- *Why do we need meeting rooms?*
- *Could this be built for less if we removed the community rooms since that seems like a big need that could be met downtown in another space?*
- *Does a small town like Fall Creek need two libraries? Could Fall Creek Public Schools make their library accessible to the public?*
- *Should people wanting a bigger library go to a neighboring town to use their library like Altoona or Eau Claire?*

Fall Creek support:

- *If Fall Creek cannot support the full \$7M amount, can they downsize the project?*
- *If the school is struggling to get to their \$1M campaign, what makes them think this \$7M campaign in the same district could work?*
- *Is this something that our community even wants and can support?*

Feasibility:

- *How would you get utilities to the library? Would you have to go through the pond?*
- *Will our taxes increase?*
- *Will anybody be able to rent the community rooms or just village members?*
- *Is the economic outlook good enough to support this project?*
- *Do we have to bore the pond to get sewer and water to the site?*
- *Will there be added staff to manage a building of this size? Added staff if they are adding a circulation desk?*
- *If there is added staff, where is that money coming from? It's not factored into the campaign and it's an ongoing cost.*
- *Does the library currently or will it rent from the village or is it owned by the library? Who will own the new building?*
- *When will the project be complete?*
- *What events or activities could the public use the space for?*
- *Would the rental revenue cover the sustainability/maintenance costs?*

Other:

- *Would the venue rental for the Community Room go to the library funds or village funds?*
- *Has there been consideration for what the rental fee for the Community Room will be?*
- *Have other lots been considered or remodeling the current space?*
- *How can we handle misinformation being circulated in the community?*
- *What is the square footage of other libraries in communities of our size?*
- *Is there a committee guiding the process of building/architecture?*
- *Can the library ask the patrons and community members what they want to see in a new library?*
- *Will there be a history segment in the new space?*
- *Has there been consideration to taking over the village hall where it currently stands and having the library expand that way? Then getting the village hall its own space?*

- *Will the library offer naming rights?*
- *Why did we do all the drawings with the architecture firm before the study? Who paid for them?*
- *Will this be a qualified charitable distribution? Is my donation a financial or IRA distribution?*
- *Are there already charitable gifts pledged?*
- *Is it accessible to all in terms of transportation?*
- *What is being done in terms of environmental sustainability?*
- *Is this a place that the homeless will hang out at like the Eau Claire library?*
- *When do we find out if we received the grant?*
- *What community programs would be added if the new space was built?*
- *Is it possible that there would be a childcare program like after-school care offered here?*

### *Conclusions*

Dozens of questions were identified in the study interviews, focus groups, and surveys. This is not uncommon and is not a concern to Crescendo regarding the potential for a successful capital campaign. Clearly, questions from the community must be addressed before funds are solicited to engage community support and build on the groundswell of interest already present from those most closely involved and excited about the vision.

The campaign leaders and committee members will use participants' questions as a guide for preparing a frequently asked questions (FAQ) document. Consultants, working with volunteer committees, will strive to answer these questions through a compelling case statement and campaign materials that are well-written, visually appealing, and clear. See Appendix A – Importance of a Strong Case Statement.

As fundraising moves forward, the comprehensive case statement, FAQ document, and brochure (including operation details, ongoing maintenance, and design plans) will show why potential donors should support the campaign.

### ***Concerns Regarding the Proposed Project***

A number of concerns were mentioned by respondents around opening a multi-purpose municipal facility in Fall Creek. As with the questions, many of the voiced concerns were around safety and the cost of the overall project.

### *Findings*

Several respondents noted concerns with the location of the proposed building. Concerns regarding the pond nearby, children having to cross Hwy 12, and the highway speed limit were at the top of many people's lists. Others wondered why the location was so far from the school, why a downtown location wasn't considered, or what the Department of Transportation (DOT) was doing to prepare for the possibility of this project.

The transparency of the project and what it would do to the village taxes was another major concern. Interview respondents stated that they would want to have a clearer picture of the project including a cost breakdown and a better understanding of the need, both in terms of space for the new library and what the current facility is lacking. Others expressed that they would like to see a business plan for

current costs and also a projected business plan for ongoing maintenance and operations to ensure that it would not affect their taxes for the build or in the future for maintenance.

The following summarizes the statements and questions (some are truncated for space and clarity) as well as categorizes them into general themes.

#### Cost:

- *This cost estimate seems high.*
- *It's expensive and it's a lot of money to be raised.*
- *It will cost a lot to get water and sewage across the pond - Also worried that this was not in the initial cost.*
- *People are saying that this is a high price for something we're getting by with now.*
- *Too big of an ask for a small town - If the grant were not secured.*
- *Sustainability and funding ongoing maintenance.*
- *If you hire a construction manager, you could spend upwards of an additional \$200K.*
- *Fall Creek has a smaller number of businesses compared to other communities in the area so I don't know if we can support this price tag.*
- *There is a limited number of deep pockets and businesses in Fall Creek, and I don't think we will get support from neighboring towns since they have their own libraries.*
- *I have doubts about viability if the grant is not secured.*
- *Unsure if Fall Creek has enough businesses or foundations to help financially with the project.*
- *Worried that there could be a price increase to the initial bid since nothing is finalized and costs continue to increase.*
- *Who will maintain this property and what is the cost of that? Additional staff, landscapers, mowing crew, snow removal, etc.*
- *I think a \$5-6M goal seems more responsible and attainable.*

#### Location and Safety:

- *The location is right next to a busy highway.*
- *Would like the DOT to look into the traffic flow.*
- *The way that the building is facing the road in renderings doesn't look right.*
- *A library utilized by children next to a pond doesn't seem safe.*
- *Would love to see the speed limit reduced earlier or a crossing light installed.*
- *Coming down that hill into town is tricky and unsafe.*
- *Accessibility for school-aged kids.*
- *Even if we advocate for the speed limit to decrease, it doesn't force people to abide by it.*
- *Safety has to be our number one priority - vehicles and semis are gaining speed coming down that hill and we want to keep our kids safe.*
- *The location is a turnoff in terms of accessibility and safety.*
- *Worried about children crossing Hwy 12 without increased signage or an earlier speed reduction.*
- *A lot of negativity in the community regarding the location.*
- *I think the project is lovely but needs to stay downtown.*
- *I would rather the library be kept where it is as homeschoolers, students, and daycares can easily walk to this location.*

- *I believe that the village owns property south of town near the new developments which would be closer to the school - I think that would be a more convenient and safer location.*

Need:

- *Seems bigger than what Fall Creek could support or even need.*
- *Can our town support more than one philanthropic need at a time? Currently struggling to secure the funds for the school project.*
- *Not convinced the need is there for a town of our size.*
- *The need is not clear - People have a lot of questions.*
- *The condition of the current building is not clear or communicated to the public, so we don't understand why we need a new library.*
- *This is far more than Fall Creek needs, even considering potential growth.*
- *Many Fall Creek residents work in Eau Claire and can utilize the L.E. Phillips Library if a large library is something they desire.*
- *People are uninformed about the project and the "need" needs to be made clearer to generate more buy-in.*
- *I don't know if I've heard of a need in Fall Creek for meeting rooms or community space.*
- *I worry that the new location may be underutilized and that we have wasted our money.*

Taxes:

- *Concerned about what will this mean for our taxes initially and in the future.*
- *Our taxes are already high enough - When will we draw the line?*
- *People want to see the big picture for this - in terms of what it means for taxes, sustainability in the future, is there projected growth supporting this need.*
- *I want to support this, but I can't get on board with adding a tax burden to the village.*
- *Tax implications need to be addressed and made clear before people can get on board.*
- *A clear message needs to be made about whether or not there will be a tax burden on the community.*

Other:

- *I'm not opposed to forward progress as long as we don't get rid of the past - I want to see our town's history included in the new library.*
- *Contrary to other concerns I'm worried that people will want a cost-cutting facility and I want a landmark facility that you notice as you come into town. That people drive by and say, "I want to stop there." I want this to be something we grow into for the next 40-50 years.*
- *Worried that the growth of the town will outgrow this library since many want to build a more conservative building.*
- *I would want longer evening and weekend hours if there is a community room available.*
- *There is a lot of burnout from a philanthropic standpoint - for volunteers, leaders, and donors.*
- *Some people who don't utilize the library don't understand the value that it brings to a community.*
- *The concept of a library is outdated in my opinion but a community space would be nice.*
- *We're concerned that the small group of nay-sayers is louder than the positive people who are in support.*

- *My concerns are actually for the community members who think this project is not worthwhile. The books, resources, and knowledge that libraries provide are so important and we have not made any updates to our library in many years.*
- *There are negative, ignorant, and uninformed opinions that are being circulated in the community, and I don't want it to negatively impact the project.*
- *This project feels of low importance when we need help with our roads, infrastructure, creek, and water plant.*
- *Securing people to devote the time and volunteer hours to keep the facility nice.*
- *Sustainability for a project/building of this size is a concern.*
- *I'm worried that if we take on a construction management team, we could be introducing too many opinions, and it could become argumentative.*
- *Our school has a lot of open enrollments - I think a better investment would be in our school, and I want to ensure we have a good opportunity for the next school referendum which I assume will be in a couple of years.*
- *Libraries and cities are introducing literature and other non-family-friendly resources that I am worried about.*

### *Conclusions*

While there were many respondents concerned with the cost of the proposed project, there was also a clear need to educate the community on the need, the overall project, possible safety concerns, and the tax implications that it could bring to the village.

The importance of an up-to-date, fully functional library is well understood by those who utilize the library; however, perhaps it has caused some of the library's excellent work to go unnoticed by some in Fall Creek.

Philanthropic support and general community support are clearly evident for a capital campaign. There are no major concerns with the organization, its staff, or the Board of Trustees leadership to cause or limit acceptance of the project.

A clear Case Statement or rationale to support the library expansion campaign must be developed in tandem with pre-campaign planning with strong pre-campaign committees. See Appendix A – Importance of a Strong Case Statement.

### ***Final Conclusions***

Concerns, like questions, are common during the early stages of fundraising campaigns. The case is no different in Fall Creek. Careful preparation and dissemination of responses to these and other important questions will be completed during the Case Statement development and validation process. It will include final library construction costs, future operating projections, and the best possible location given economic needs of the growing community. It is Crescendo's experience that the philanthropic community will support a project if it is confident that the project will improve the community and operate as a viable institution for many years to come.

## ***Economic Conditions, Fundraising Environment, and Area Capital Campaigns***

### *General Financial Capacity of the Surrounding Area*

The Chippewa Valley historically has been an economically strong and giving region. The area has a can-do attitude and strives to care for its own by improving the quality of life for its residents. Fall Creek is a vital, close-knit community with a large focus on community spirit, philanthropy, and volunteerism. The area's general economic condition and other fundraising campaigns are important factors when assessing whether the area has the potential to support a \$7M capital campaign for the proposed project. It is also important to note that Fall Creek, while a part of the Chippewa Valley, has a considerably smaller population and competes with neighboring towns that have more diverse businesses that come with more supportive philanthropic gifts. These neighboring communities also have libraries and municipalities of their own to support, making businesses and foundations consider where their philanthropic dollars are going.

Nationally, economic conditions factor strongly in giving trends locally. Over the last 40 years, only four years saw declines in giving – 1987, 2008, 2009, and 2022. These years all experienced significant economic challenges.<sup>5</sup>

While overall giving was down in 2022, there is reason to be optimistic with bright spots including mega donations, increased engagement in younger generations, and more opportunities with online giving. Overall giving is down, yet the share of sources of giving is becoming more diverse.

After a significant increase in giving to \$516.65B in 2021, giving then declined 10.5% to \$499.33B in 2022, trending up again 1.9% in 2023 to \$557.16B, reaching a high in dollars but not outpacing inflation at 2.1%. Total giving did not surpass the all-time inflation-adjusted high that was set in 2021. Inflation reached 9.1% in 2022, causing all four sources of funds – corporations, bequests, foundations, and individuals – to decline. In 2023, total giving reached pre-pandemic levels, even when adjusted for inflation, indicating positive signs for nonprofits.<sup>6</sup>

### ***Area Capital Campaigns Being Planned or Underway***

The community should consider if there are other campaigns either under consideration, ongoing, or near completion.

#### *Findings*

- Altoona Library Remodel
- Beaver Creek Nature Reserve
- Fall Creek Public Schools - Athletic Track and Football Stadium Upgrade - \$2M goal. Raised \$350,000
- Pond Restoration Project
- Potential Fall Creek School Referendum in upcoming years

*Conclusions*

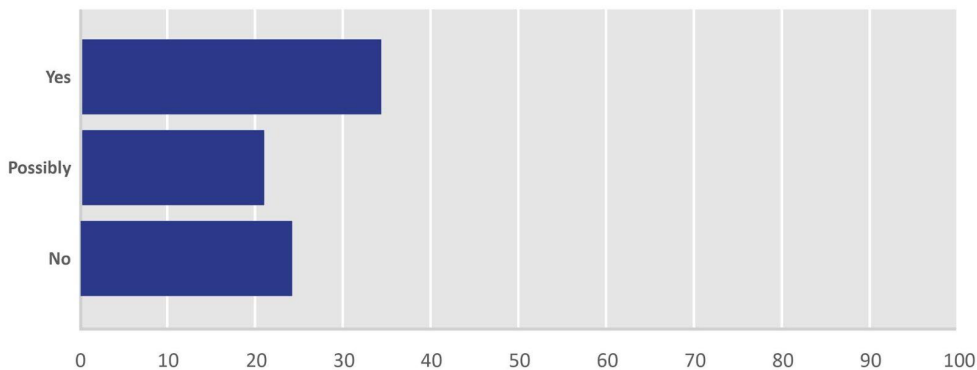
The School Athletic Field capital campaign was the most notable campaign underway in Fall Creek at the time of the study. Respondents were concerned about the size of Fall Creek and whether there will be enough support for both projects raising funds concurrently given that the same donors will likely be called upon. However, the study indicates a positive environment to initiate a capital campaign.

**Potential for Lead Gifts and Indications to Give**

In all successful capital campaigns, the top 12-to16 pledges generally must provide 60 to 70 percent of the total to meet the campaign goal. The lead or top two gift levels are vital to a campaign’s overall success. The indication of these needed give levels was attained during the respondent’s interviews.

*Findings*

**Would you or your company consider a gift to the proposed campaign?**



*Early Indications of Financial Support*

The Chippewa Valley and surrounding area is a successful and vital region. Fall Creek offers an excellent quality of life, and the support of the town and school is notable. In comparison to other bordering towns with similar demographics and populations, Fall Creek offers the 3rd lowest taxes of 24 other towns.

Local individuals, businesses, foundations, and organizations were identified as having strong financial capacity. The lead gifts required for a total \$7M goal were available during the time that the study was conducted given the village gift of \$850,000 and the gift of land valued at \$250,000.

Many, if not most, respondents collectively support the mission and goals of the Fall Creek Public Library and agree with the need for more space. However, understandably at this early juncture, there was a



clear consensus that the “need” has not been clearly identified within the community and the village members would like a clearer and more transparent picture of the project before proceeding.

Several individuals, area foundations, or businesses were identified as having the potential and capacity to support one of the top three levels between \$100,000 to \$500,000 over a three-year pledge period. Individuals who had been involved in businesses and foundations or who were involved in past fundraising drives were identified as having the capability of supporting vital needs in Fall Creek.

One respondent indicated they would support the project with a gift of \$250,000 to \$500,000. Two respondents indicated their support between \$40,000 and \$70,000.

Possibilities exist to apply for several grants from area foundations with close local connections to the area. Two of these grantors already indicated a strong likelihood of receiving \$200,000 to \$500,000 for the project. In addition, five individuals indicated a personal gift in the \$10,000 to \$24,999 range, eight respondents indicated pledges of \$5,000 to \$9,999, eleven indicated pledges from \$1,000 to \$4,999 and more than 14 responded that they would consider pledges of up to \$1,000.

Five respondents remain uncommitted at this time.

There is significant financial capacity in the Fall Creek area. The respondents gave examples of community fundraising drives that have been completed for churches and other small community projects. Individuals who were interviewed wholeheartedly support the concept of a new library and municipal facility.

One respondent commented, “There are many older adults who possess the financial capacity to give generous gifts in Fall Creek.”

Some interviewees expressed concern about the significant amount necessary for the top gifts, which is quite common at this stage in the campaign process.

Several individuals did not know how much they would give to a prospective campaign at this early stage. This is not uncommon.

Please review the corresponding gift tables on page 35 of the document to review the breakdown of gifts to reach a \$7M campaign goal. The private campaign goal would decrease drastically, by \$4.25M, if the Wisconsin Facilities grant was to be secured.

<b>Personal Confidential Interview Amount Pledge Considerations (of 83 respondents)</b>	<b>Number of Gifts</b>	<b>Approximate Pledge Ranges</b>
\$1,000,000 to \$1,250,000	-	-
\$499,000 to \$999,999	1	village \$850,000
\$250,000 to \$500,000	1	\$350,000
\$100,000 to \$249,999	1	\$200,000
\$50,000 to \$99,999	2	\$110,000
\$25,000 to \$49,999	-	-
\$10,000 to \$24,999	5	\$50,000
\$5,000 to \$9,999	8	\$48,500
\$1,000 to \$4,999	11	\$25,000
\$999 and under	14	\$4,530
In-kind gift options		\$250,000 gift of land
Total Range Survey	42	\$1,888,030

### *Conclusions*

The early knowledge of a lead gift of \$850,000 is the most important element uncovered through research to ensure the eventual success of this capital campaign.

Moreover, the cumulative gift of \$1,888,030 from pledge respondents is very significant to show the capability to reach the remaining private goal amount of \$3M toward the total \$7M goal if the \$4.25M State of Wisconsin Facilities grant is awarded.

Respondents self-identified gifts of more than \$1,000,000. This is highly encouraging.

Well-planned cultivation of prospective major gift contributors would be vital to formulating the groundwork for successfully realizing significant financial support needed in the other giving categories required.

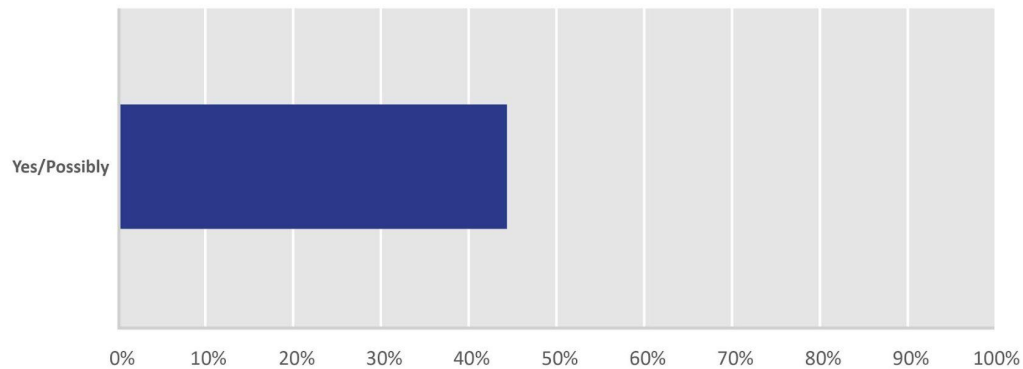
The library expansion is needed due to space limitations. The philanthropic community is interested in contributing to meet the \$3M private goal in combination with the Wisconsin Facilities grant if it is secured. Given the fact more than \$1,000,000 has been self-identified at this early stage beyond the village gift is extremely positive for reaching a successful campaign. Crescendo Fundraising Professionals, LLC believes that the area's philanthropic and business community will consider stretching to make significant financial gifts to help provide the community with the benefits of the new library, community center, and village hall which will further serve as a catalyst toward the community growth and sustainability efforts.

### ***Volunteer Leadership Potential***

Capital campaigns depend on dozens of volunteers to participate in four to five pre-campaign and campaign committees. Without their vital support, connections, and feedback during a campaign, it would be difficult if not impossible to raise large sums of money in smaller more rural communities. Fall Creek is a town of active, dedicated, and energetic volunteers which bodes well for the proposed library, community center, and village hall campaign.

## Findings

**44% of interview respondents said yes or possibly to accepting a leadership position.**



Fall Creek citizens understand the importance of volunteerism and community involvement. They are very proud of the village. There was a clear “small-town love” feel that was apparent throughout the interviews. The community’s general culture is one of commitment and engagement in a continual effort to improve and grow the community’s programs, organizations, and services. Interviewees were asked to identify people who were knowledgeable about the community, and the business and social relationships that exist in the community. Respondents were also asked to recommend an individual or individuals who could provide the top leadership for the proposed campaign. A total of eleven individuals were identified as having the potential to chair or co-chair the campaign. Several of those individuals were identified many times. Sixty-one people were identified as having leadership skills and abilities to work in other capacities of the campaign.

Individuals also were asked if they would be willing and able to fill the required committees necessary to build the foundation for a capital campaign. Those committees include Steering, Case Statement, Communications, Prospect Development, Leadership, and Building/Finance.

Respondents were asked if they would consider providing leadership or would volunteer on behalf of the campaign. Four individuals indicated a willingness to participate or possibly participate in a leadership or committee role at this time, while 35 names of others were given for committee volunteer ideas.

Twenty-three responded “No” that they would not serve in a leadership role or volunteer. They may be supportive of the project, but they could not participate due to other obligations.

Names of those who indicated a willingness to become involved are not listed in the report for confidentiality reasons. However, the list would be used in a private addendum to recruit leadership and volunteers in a campaign.

*Pre-Campaign Job Descriptions*

Name	Duties	# Needed and Attributes	Time Commitment
Steering Committee	<ul style="list-style-type: none"> <li>● Directs all activities of the campaign.</li> <li>● Provides input on the foundation for a successful capital campaign.</li> <li>● Helps ensure the success of the campaign by overseeing all committees.</li> <li>● Solicit three to five potential donors with another team member.</li> </ul>	8-10 individuals who: <ul style="list-style-type: none"> <li>● Are area leaders who will be instrumental in providing input on the foundation for a successful capital campaign.</li> </ul>	<ul style="list-style-type: none"> <li>● Will meet over approximately 12-16 months or until the goal is met.</li> <li>● Will tentatively begin meeting in October 2024.</li> <li>● Will be one-hour meetings.</li> </ul>
Leadership Development Committee	<ul style="list-style-type: none"> <li>● Identifies and recruits the general campaign co-chairs.</li> <li>● Identifies and recruits the topmost echelon of campaign volunteer leadership for the campaign co-chairs.</li> </ul>	4-6 individuals who: <ul style="list-style-type: none"> <li>● Have a commitment to Fall Creek.</li> <li>● Are interested in the benefits of the mission and project.</li> <li>● Are knowledgeable about the business, philanthropic, and social relationships which exist within the area.</li> </ul>	<ul style="list-style-type: none"> <li>● Will meet three times in October, 2024.</li> <li>● Will be one-hour meetings.</li> </ul>
Case Statement Committee	<ul style="list-style-type: none"> <li>● Provides input for consultants to develop a strong and compelling campaign rationale and FAQ, as well as answer key questions regarding the campaign and fundraising plan.</li> <li>● Tests or validates the case statement.</li> <li>● Gives feedback on the case statement development and validates the case statement with key donors.</li> </ul>	12-14 individuals who: <ul style="list-style-type: none"> <li>● Are knowledgeable about the scope and mission of the campaign.</li> </ul>	<ul style="list-style-type: none"> <li>● Will meet 4-5 times.</li> <li>● Will begin in October 2024.</li> <li>● Will be one-hour meetings.</li> </ul>
Communications Committee	<ul style="list-style-type: none"> <li>● Enhance the effectiveness of the campaign by helping provide input for the promotional elements.</li> <li>● Assists in raising awareness of the project.</li> <li>● Provides information to the area about the project.</li> <li>● Provides input on coordinating a large campaign launch event.</li> <li>● Provides input on materials.</li> <li>● Provides feedback on materials.</li> <li>● Plans the public launch event.</li> </ul>	10-12 people who: <ul style="list-style-type: none"> <li>● Are knowledgeable about branding, communications, marketing, and media.</li> </ul>	<ul style="list-style-type: none"> <li>● Will meet every month for 8 to 10 months.</li> <li>● Beginning October 2024.</li> <li>● Will be one-hour meetings.</li> </ul>
Finance Committee	<ul style="list-style-type: none"> <li>● Supports the capital campaign process by reviewing financial materials for the project.</li> <li>● Provides input on fiduciary aspects of the organization or capital project.</li> <li>● Reviews financial materials.</li> </ul>	10-12 people who: <ul style="list-style-type: none"> <li>● Typically work in banking, accounting, or financial management for a corporation or business.</li> </ul>	<ul style="list-style-type: none"> <li>● Will meet approximately four times.</li> <li>● Beginning October, 2024</li> <li>● Will be one-hour meetings.</li> </ul>

	<ul style="list-style-type: none"> <li>• Provides direction on which elements should be included in the Case Statement for Support or other campaign documents to provide the best picture of the project and the organization itself.</li> <li>• Reviews and provides input on the business plan for the proposed project.</li> </ul>		
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*Conclusions*

Two essential ingredients are needed for a successful capital campaign – a worthwhile mission and strong leaders who are enthusiastic, willing to participate, and willing to give financial support or secure financial support from other individuals. The capital campaign’s success would depend upon leadership from these high-profile people who are easily recognizable in the philanthropic and business community and who are committed to the organization and community.

This project has the fundamental requirements to achieve success in the area of leadership. A strong pool of people exists within Fall Creek to provide leadership and become involved in a capital campaign.

Many questions cannot be answered at this early stage. Yet the area’s leaders feel the general concept is strong enough to warrant their involvement now due in part to their respect for the Library Board of Trustees, past librarians and staff, the current librarian, and a high level of interest in furthering community goals. This is very positive. Recruitment of involved, credible, high-profile leaders in the Fall Creek area is crucial to the success of an eventual campaign. Success in reaching the goal is achievable if leaders are involved, the rationale is sound, lead gifts are available, and a comprehensive campaign strategy is developed.

***Final Analysis***

The campaign readiness study demonstrates that Fall Creek Public Library is poised to embark on a successful fundraising campaign. Through comprehensive assessments, stakeholder interviews, and review of area philanthropic potential, Crescendo Fundraising Professionals has identified key areas of strength that can be leveraged, as well as challenges that must be addressed to maximize fundraising potential. The following section details the favorable factors, challenging factors, and strategic recommendations that will guide participants from a proposed capital campaign toward a prosperous campaign, ensuring philanthropic goals are met and exceeded.

## ***Favorable Factors***

In summary, the following favorable factors exist to affect the outcome of a fundraising campaign.

1. The lead gift of \$850,000 from the Fall Creek Village Board is available in support of the project. Major support from a municipality is the strongest indicator of philanthropic success in capital campaigns.
2. The gift of land valued at \$250,000 provides another major commitment to the fundraising campaign.
3. Two additional gifts identified at \$200,000 and \$250,000 to \$500,000 were available as long as community support was evident during the campaign.
4. The \$250,000 to \$500,000 that could be used as a challenge to leverage further giving is a strong opportunity to encourage philanthropy for the project.
5. Additional gifts are also available.
6. The land required for expansion is secured and funded.
7. There is majority agreement within the community that the area needs a fully functional library. Now is the time to see this come to fruition with the opportunity of the facilities grant from the State of Wisconsin.
8. Fall Creek has a very good quality of life and an average to above-average economic condition.
9. Fall Creek leaders understand the significance of an expanded library to enhance the village and town and are willing to fund it responsibly.
10. A strong and willing leadership pool exists to support the library expansion and community improvement within the Fall Creek area.
11. Volunteers were willing to become involved in a private, fundraising initiative given the strong reputation of the library, its leaders, and a focus on improving the downtown's community engagement opportunities with the community center, village hall, library, and meeting room complex.
12. A community with a library sends a clear message about the quality and commitment to educational focus and quality of life of that community.

## ***Challenging Factors***

1. Concerns about safety must be carefully addressed and mitigated prior to the campaign.
2. A business plan for the library expansion must be completed following the final design prior to a campaign.
3. The perceived high cost of the \$7M project is inhibiting some residents from engaging in the project at this time as some consider it high for a small community.
4. The school athletic field capital campaign is running concurrently with the library project.

5. A number of key community leaders are unaware of the library's scope of services and the magnitude of library interest, attendance, and usage.
6. A substantial amount from the Facilities Grant must be secured to fund the entire project.
7. A small but vocal segment of the community is concerned about the possibility of tax increases once the facility is completed.
8. The perception that taxes will increase is not embraced by some respondents.

## ***Recommendations***

On the basis of the study findings, conclusions, and favorable and challenging factors Crescendo Fundraising Professionals, LLC recommends the following:

1. The Campaign Readiness Study Committee, Library Board of Trustees, and Village Board reviews and discusses the report, accept its findings, and support its conclusions as a basis to initiate a \$3.25M to \$3.5M capital campaign beginning after awards from the State of Wisconsin Facilities Grant have been announced.
2. The Library Board, Village Board, and Campaign Readiness Study Committee reassemble to serve on pre-campaign committees consisting of leaders from the philanthropic community, library board members, library building committee members, and village officials/leaders identified in this study.
3. Engage a volunteer Building Committee comprised of area construction experts to value, engineer, and decrease the total cost by \$1M. Use those cost savings to double the Community Hall to meet the long-term growth of the community.
4. Create a business plan that includes a sustainability plan and staffing considerations for the additional space.

## **Next Steps**

Determine a course of action if the \$4.25M Facilities Grant is not secured.

Begin the pre-campaign process.

## Appendix

Appendix A: Importance of a Strong Case Statement

Appendix B: Personal Interview Questions

Appendix C: Focus Group Facilitator Script

Appendix D: Online Survey Questions

Appendix E: Gift Table

Appendix F: Citations

### ***Appendix A: Importance of a Strong Case Statement***

To raise capital funds, a comprehensive and compelling case statement that cites the components and rationale for the project must be prepared to inspire those able to consider a major contribution. The case statement must point to the opportunities to positively impact the quality of life and the benefits of the project once completed. The case statement serves as a vehicle to convince people that their support for the project and the organization is worthwhile and needed. A strong capital campaign case statement must contain the following information:

- A summary and a clear statement of the organization's mission.
- List of key people involved in the campaign.
- The challenge the project is deemed to correct.
- The benefits of the proposed project.
- The final solution.
- A convincing description of the purposes for which the capital funds will be used.
- Plans about ways one can give — pledges, gifts of securities, gifts of real property, stocks, etc.
- Financial information on how the facility will be operated and maintained.
- Recognition opportunities, such as buildings, rooms, or exhibits to be named for donors.
- Testimonials

### ***Appendix B: Personal Interview Questions***

1. Name
2. Can you please tell me a bit about yourself and your volunteer involvement in the community?
3. Do you believe the proposed \$7M campaign for Fall Creek Public Library and village offices to provide resources, host events, and promote community involvement will be accepted by the philanthropic and business community?
4. If yes/possibly, please provide why.
5. If no/doubtful, please provide why.
6. Based on the brief summary of the project, what do you believe to be the benefits of the potential campaign to open a new building for the Fall Creek Public Library, Administration Offices, a Community Hall, and public meeting spaces?
7. Do you have any questions?
8. Do you have any concerns?



9. Please rank the different components of the project from greatest importance to least importance. Fall Creek Public Library Expansion, Community Hall, Public Meeting Space, Fall Creek Administration
10. On a scale of 1-5, with one being poor and five being excellent, how do you regard this area's present, general economic condition for this proposed campaign which would begin in the fall of 2024?
11. Please list the major fundraising campaigns currently underway or being planned in the area of which you are aware.
12. What names of individuals would you expect to see in leadership positions (chair or co-chair) in a campaign for this project?
13. Whom would you recommend has the credibility within the philanthropic community to serve as general chair or co-chair of the campaign?
14. From the list of committees, who are some other possible volunteers in the community who you think would be important to become involved?
15. Who do you feel would be able to contribute 15-20% of a campaign goal for the project if a campaign is to move forward?
16. Whom would you suspect may be the largest contributors to this campaign?
17. Would you consider accepting a leadership position in a campaign if you were asked?
18. If you answered yes, please list which committee you may be interested in serving.
19. Would you consider serving on one of the short-term committees? Please list which committee(s) you may be interested in serving.
20. Would you volunteer your efforts in some way if they were small, such as providing input on the case statement?
21. This is at a very initial stage of a potential capital campaign, but do you believe you (or your company/foundation) would consider making a personal gift to the campaign if asked?
22. If you answered yes, what possible amount could you see giving over three to five years to help the library board consider if they are able to move forward?
23. If the \$4.25M Wisconsin Facilities grant is awarded, would this increase your financial support?

### ***Appendix C: Focus Group Facilitator Script***

#### **Focus Group Script**

Welcome to the focus group, part of the Campaign Readiness Summit, which will provide feedback for the proposed plan you just heard about from the Fall Creek Public Library Board.

Brief Introduction of participants

Let's take about one minute each to introduce yourself and explain your interest in being here.

Introduction questions

Do you believe the proposed \$7M campaign for Fall Creek Public Library and village offices to provide resources, host events, and promote community involvement will be accepted by the philanthropic and business community?

1. What are specific questions you have regarding the proposed library?
2. How do you envision the new library, community center, and village hall will benefit the community?
3. Do you have any concerns about the proposed campaign?
4. Do you believe the library may experience challenges that have not been addressed in the new plans? If so, please provide your suggestions.
5. What else would you need to know about the fundraising campaign to feel comfortable giving an outright one-time gift or a multi-year pledge?
6. What are some strengths of the project?
7. Do you see any weaknesses in the project?
8. Is there anything we haven't touched on today that you would like us to know?
9. Are there any other “white elephants” in the room that we aren’t addressing?
10. Finally, here are two items that are used during a potential capital campaign – a gift table for the full amount needed for the \$7M building and the job descriptions for the committees that are usually needed in a campaign. Please take a minute to look at each and then I will share some information about each.
11. If it is determined funding is available to move forward in a campaign, the following committees will be necessary to set the stage for the campaign.
12. Are there any questions you have from reviewing this information?

Thank you for coming today and sharing your feedback. We appreciate the time you’ve given us today. Your comments have given us good information to formulate a report with recommendations for the completion of the campaign.

### ***Appendix D: Online Survey Questions***

1. Do you believe the proposed \$7M campaign for Fall Creek Public Library and village offices to provide resources, host events, and promote community involvement will be accepted by the philanthropic and business community?
2. If yes/possibly, please list in what ways.
3. If doubtful/no, please list why.
4. Based on the brief summary of the project, what do you believe to be the benefits of the potential campaign to open a new building for the Fall Creek Public Library, Administration Offices, a Community Hall, and public meeting spaces?
5. Do you have any questions?
6. Do you have any concerns?
7. Please rank the different components of the project from greatest importance to least importance. (Use the up and down arrows to identify your preference from first, second, third, and fourth) Fall Creek Public Library Expansion, Community Hall, Public Meeting Space, Fall Creek Administration
8. Whom would you recommend has the credibility within the philanthropic community to serve as general chair or co-chair of the campaign?

- 9. Would you consider serving on one of the short-term committees? Please list which committee(s) you may be interested in serving.
- 10. Campaigns also require strong committees that work together to solicit and provide awareness for a campaign. Who are some possible community volunteers who would make good volunteers for this campaign? Please list 3 to 5 names.
- 11. Would you consider accepting a leadership position in a campaign, if you are asked?
- 12. If you answered yes, please list which committee you may be interested in serving.
- 13. Who do you feel would be able to contribute 15-20% of a campaign goal for the project if a campaign is to move forward?
- 14. Whom would you suspect may be the largest contributors to this campaign?
- 15. Do you believe you (or your company/foundation) would consider making a personal gift to the campaign, if you are asked?
- 16. If you answered yes, what possible amount could you see giving over three to five years, even if it is a minimal amount to help the Fall Creek Public Library board consider if they are able to move forward?
- 17. If the \$4.25M Wisconsin Facilities grant is awarded, would this increase your financial support?
- 18. Contact Info

**Appendix E: Gift Table**

Fall Creek Public Library \$7M							
Range of Gifts		Number Required	\$ at this Level	Total Donors	Total Dollars	Percent of Goal	
Secured from the Village \$850,000	\$1,000,000	\$1,250,000	1	\$1,125,000	1	\$1,125,000	16%
	\$500,000	\$1,000,000	1	\$750,000	2	\$1,875,000	27%
Land Secured \$250,000	\$250,000	\$499,999	1	\$375,000	3	\$2,250,000	32%
	\$100,000	\$249,999	11	\$1,924,995	14	\$4,174,994	60%
	\$50,000	\$99,999	10	\$749,995	24	\$4,924,989	70%
	\$25,000	\$49,999	27	\$1,012,487	51	\$5,937,476	85%
	\$15,000	\$24,999	30	\$599,985	81	\$6,537,461	93%
	\$5,000	\$14,999	47	\$469,977	128	\$7,007,437	100%
<\$5,000		many		many	>\$7,000,000		

## ***Appendix F: Citations***

- 1- <https://www.ala.org/tools/libfactsheets/alalibraryfactsheet06#:~:text=Academic%2C%20public%20and%20school%20libraries,and%20research%20and%20cherished%20spaces>
- 2- <https://www.libraryjournal.com/story/2-st-century-lbraries-changing-from-the-ground-up-lj210616>
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- 4- <https://www.grimesiowa.com/2024/02/08/the-new-grimes-public-library-a-hub-for-everyone/>
- 5- <https://givingusa.org/giving-usa-limited-data-tableau-visualization/>
- 6- [https://philanthropy.indianapolis.iu.edu/news-events/news/\\_news/2024/giving-usa-us-charitable-giving-totaled-557.16-billion-in-2023.html](https://philanthropy.indianapolis.iu.edu/news-events/news/_news/2024/giving-usa-us-charitable-giving-totaled-557.16-billion-in-2023.html)

Thank you for the opportunity to participate in this exciting project for Fall Creek Public Library and the Village of Fall Creek.

Ellen Hongerholt, MA – Founder/President, Senior Consultant  
Jillian Harris, MA – Communications Strategist, Consultant  
Brittany Bral, Communications Consultant  
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