



## WAUKESHA PUBLIC LIBRARY

Bruce Gay, Director

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To: Library Board of Trustees

From: Bruce Gay, Library Director

Re: Planning for Increased Private Support for Waukesha Public Library

Goal: to develop a mechanism to provide private support for the Waukesha Public Library, initially for capital needs to reimagine the library's first floor, providing more public meeting space, both in total capacity and in the number of spaces; and afterwards to provide ongoing private funding for library programs and services beyond what is possible with municipal and county support.

Decide on appropriate funding mechanism.

From speaking with Library Foundation consultants, other library directors, and online research, there are three structures libraries use for private funding.

1. Library Foundation. A Library Foundation would be a separate 501c3 with a board, bylaws, and plan for fundraising, investment, and management. For larger foundations, separate staff may be employed. This option requires the newest infrastructure and resource expenditure. A benefit would be that the Foundation would be entirely separate from the City, which some donors may prefer. The Library Board could have less control of funds with a Foundation. The Library staff and director would have an additional set of board meetings to manage. Other libraries have indicated some confusion between the role of a Foundation and a Friends group, both between the groups themselves and in the public eye.
2. Combined Friends/Foundation. The Friends of the Library are already a 501c3, have a board, meet regularly, and have investments in place. Some libraries have chosen to add Foundation and capital campaign responsibilities to their Friends group. This avoids some of the confusion between the two organizations mentioned above. However, the Library Board of Trustees may have less control of the funds in this case. It is also unclear if the Friends of the Waukesha Public Library have any interest or ability to take on this responsibility. Also, the current Friends group is fairly successful and it might be in the best interests of the library to avoid making changes.
3. Board-Controlled Foundation Account. The Library would set up accounts with the Waukesha County Community Foundation (or other community foundation, such as the Greater Milwaukee Foundation). A Board subcommittee would manage funds from the



accounts. This solution requires the fewest additional structures and resource expenditure. The Community Foundation already manages funds similar to this, along with City of Waukesha department foundations, such as Parks, Recreation, and Forestry. It is well known in the community. Additionally, using a Community Foundation at the outset does not preclude a later change to a combined Friends/Foundation or a separate Library Foundation. The Waukesha County Community Foundation offers both organization endowment and campaign funds, which could meet the initial capital and ongoing support needs.

My recommendation is to pursue a board-controlled foundation account with the Waukesha County Community Foundation. I recommend meeting with the Foundation along with interested board members to work through details to provide the library a flexible and efficient system for private support. I would like to take this step in January, 2019.

Additional steps to meet Library goals

1. Perform a Needs Analysis/Space Study for the Library's first floor. January through April, 2019.
2. Work with City of Waukesha on municipal commitment level. April-May 2019
3. Weed Library collection to allow for different use of space. Ongoing—to begin January, 2019 with completion before build phase.
4. Complete a feasibility study for a capital campaign. May-June, 2019
5. Based on feasibility study results, plan and run capital campaign. September 2019-Fall, 2020?
6. Design and build. 2021-2022.
7. Celebrate opening of new spaces and transition to endowment fundraising.

