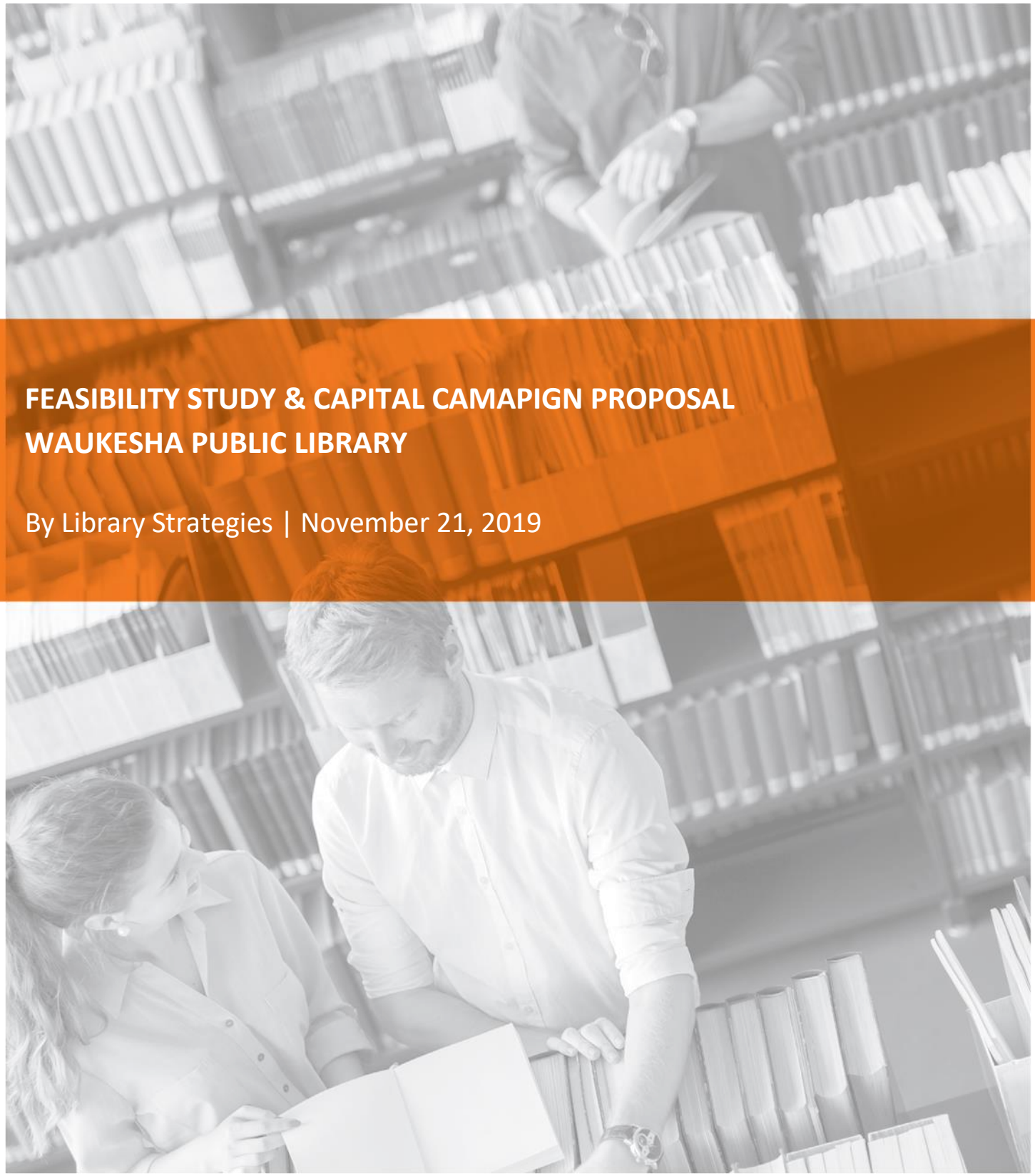
LIBRARY STRATEGIES

FEASIBILITY STUDY & CAPITAL CAMAPIGN PROPOSAL
WAUKESHA PUBLIC LIBRARY

By Library Strategies | November 21, 2019



INTRODUCTION

The Waukesha Public Library is embarking on a new era, with a projected renovation of its current facility on Wisconsin Avenue. As a condition of that project, the Library is looking to supplement public funding of the project with private support from a capital campaign. Preparation for this expansion has included input from the community on needs; a predesign study and cost estimate; enlistment of an experienced architectural firm; preliminary renderings of renovated spaces; and a major funding commitment from the City.

Engaging an experienced and library-focused firm like Library Strategies to develop a feasibility study is a critical next step in the process. If selected, our team would be honored to collaborate with Library leadership on the design/execution of a study tailored to securing candid and crucial information – eventually leading to a decision on whether and when to embark on a capital campaign. If the decision is to move forward, Library Strategies would design a capital campaign strategy and implementation plan, and serve as consultants to the capital campaign itself.

The feasibility study would *not only* look at realistic fundraising goals for the campaign, but also help identify leadership and any potential challenges to running the campaign. As noted in the RFP, developing a sustainable "core" of private support for the Library is a secondary, but vital, goal of these efforts. The study design and execution will build in steps to better position the Library's fundraising efforts for both the capital campaign and the long-range future.

In addition, the feasibility study would clarify the vision and goals for the capital project (effectively serving as the initial phase leading into the campaign itself). Specifically, Library Strategies' oversight of the campaign would include transforming the original feasibility interview document into a compelling and engaging case statement, enlisting and directing an effective campaign committee, and managing all the steps needed to reach a successful conclusion in a timely manner.

We bring extensive experience, established credentials, and unlimited enthusiasm to this project. Our proposed process, budget and other details are outlined below, and we look forward to the opportunity to work with Waukesha Public Library on this important project.

ABOUT LIBRARY STRATEGIES

Library Strategies is a consulting group of The Friends of the Saint Paul Public Library, the 501(c)(3) private foundation of the Saint Paul (Minnesota) Public Library. Library Strategies was established in 2006 to provide services *exclusively* to libraries and their fundraising organizations. Now in our 13th year – and still the only such consulting firm based *inside of* a library organization – Library Strategies is uniquely poised to advance our library clients' mission and goals. (See appendix for a list of relevant clients and projects.)

Library Strategies provides the following core services to libraries and their support groups: strategic planning; development and fundraising; space planning and facilities assessments; staffing and technology appraisals; marketing and public awareness; advocacy; Board training; and Friends/Foundation development. All of these services advance our central mission:

We strengthen communities, one library at a time.

- **We believe in libraries. We *get* libraries.** We're a nonprofit housed within a library foundation. We understand library missions because they are our mission. We also understand the unique challenges libraries and their support organizations face. We bring this passion and library-focused knowledge, and tailor it to achieve *your* goals.

- **We help you serve your community by engaging your community.** We enlist individuals across your community, get to know their aspirations, and help them understand (and you articulate) how libraries can help people achieve personal and professional goals.

- **We bring a comprehensive perspective to your project.** Whether you're looking for fundraising, marketing, strategic planning, advocacy, or other guidance, we approach your project in *the whole context of you*: your current capacity, your future goals, and your desired influence on your community.

- **We are your ally.** We connect with your key stakeholders to engage them in the process, help them adapt to change, and empower them to be advocates for your plan, so that the results are meaningful and sustainable.

PROPOSED PROCESS

I. FEASIBILITY STUDY

A formal feasibility study is a responsible, recommended precursor to any major capital campaign. A properly conducted feasibility study will forecast the potential of the campaign and hone its scope and scale accordingly. It will also clarify what it is about your project that is most compelling to major donors and – if applicable – what challenges need to be addressed before the Library proceeds with its campaign.

Library Strategies believes that feasibility research is so much more than a pro forma due diligence measure. It doubles as an opportunity to galvanize community support on behalf of the Library and its long-term construction and community needs.

Specifically, our approach aims to enlighten and engage would-be major donors. In many cases, this requires updating perceptions of libraries with a new understanding of the library

of the present and future. (Our consultants work extensively with libraries and their nonprofit support agencies and are uniquely suited to do this effectively.) We are clear in stating the expectations and goals of the Library, and we generally find that the people interviewed are forthcoming in offering their own opinions, information about the community, and often more than willing to contribute their time and energy as well as financial support.

Our feasibility study process includes five primary steps:

Step 1: Planning Committee Meeting and Preliminary Work

The first step in the feasibility process is the creation of a planning committee to assist in the work of the project. The planning committee will provide oversight to the process, help create the initial vision and direction for the project, identify major donor prospects to be interviewed, and review the findings and feasibility report. In addition to Library and Friends leadership, the planning committee typically involves some local area donors/philanthropists, including a few individuals who may ultimately serve on the capital campaign steering committee. Library Strategies would assist in creation of the committee, and then hold an initial meeting with the planning group. Throughout the process, Library Strategies would likely convene the committee for another two to three meetings.

Step 2: Create the Project Presentation

For Waukesha Public Library, we would start with the preliminary materials and information you have already compiled, i.e., the predesign, cost estimates, and renderings, plus other background materials, such as your recent strategic plan, annual report, other communications and metrics, etc. Library Strategies and our design team will work with Library staff, board, and planning committee to build a compelling interview piece to guide prospects through the vision and goals of the project. This visual primer will acquaint interviewees with critical information on the building project, as well as provide sequenced questions to assess their interest and willingness to participate. (While we do not consider this preliminary document a formal case statement, per se, it is the basis from which such a case will be developed for the subsequent capital campaign.)

Step 3: Recruit Campaign Feasibility Study Participants

Effective feasibility studies require face-to-face interviews with approximately 20-30 individuals (with the exact number contingent on the scope and scale of the campaign). The interviewees should offer *affluence* or *influence* and be considered serious candidates either for making lead gifts and/or serving on a capital campaign leadership committee, as well as offering insights into the community and its view of the Library. Recruiting this quota of study participants typically requires a minimum list of 40-50 individuals to contact for participation. Targets should include a mix of corporate and foundation representatives, as well as individuals with noteworthy personal wealth.

Step 4: Conduct Interviews with Potential Lead and Major Donors

Library Strategies consultants will conduct one-on-one interviews in person at these individuals' homes or offices, depending on the personal preferences of each. (Interviews

can also be held at the Library if there is a suitable private space and is preferred by the interviewees. Telephone conversations will be substituted and scheduled only in cases where a timely in-person meeting is not practicable.) Our lead consultants will conduct the interviews over a one- to two-week period. Interview questions will address the following focus areas:

- Assessment of the Library's strengths and weaknesses
- Perception of the Library's role and value to the community
- Understanding of the community's vision for the Library's future
- Insights about what features of the project will resonate with potential donors
- Insights about Waukesha's philanthropic priorities, and where the Library fits in
- Knowledge of other capital/major campaigns in the community
- Thoughts on other potential barriers to a successful capital campaign
- Identification of other potential lead/major gift giving sources
- Identification of potential capital campaign leadership

Step 5: Present the Capital Campaign Feasibility Study Summary Report

Following the feasibility study interviews, Library Strategies will provide a detailed Capital Campaign Feasibility Study Report. This deliverable will offer both findings and resultant recommendations.

Our standard report format includes:

1. Executive summary
2. Methodology
3. Major findings (case strengths, potential challenges, etc.)
4. Presentation of potential number, and level, of lead gifts as identified by interviewees
5. Confirmation - or identification - of a realistic campaign goal
6. Identification of potential campaign leadership
7. Proposed campaign timeline and recommendations for next steps

The Feasibility Study Report will provide a reasoned, holistic framework for the Library's subsequent campaign planning. The report will not only include a realistic projected campaign goal, but also other critical aspects for a successful campaign, including potential barriers, such as aspects of the project vision or scope, and the identification of potential campaign leadership.

II. DONOR PROSPECT DEVELOPMENT & CAPITAL CAMPAIGN COUNSEL

This phase of the project is conditional on the findings of the feasibility study, and as such, our proposal is "modular" – not only in the sense of whether or not a campaign will be implemented, but also in what way. For example, if the campaign leadership identified is particularly robust and experienced, our role may be reduced, while if the opposite is true, we may take on a larger or expanded role. This proposal identifies the primary areas of activity and

typical allocations of time and resources, with the possibility of refinements as the project progresses.

Identifying prospective volunteers and donors is an iterative, building-block project requiring careful planning at the front end. By structuring your campaign leadership and messaging, along with building a system to sustain the campaign, you will be developing not only the means to *identify* donors, but to cultivate and support them throughout the process.

Just as it was valuable to have "outsiders" conduct the feasibility interviews to elicit maximum candor, it is essential that campaign "asks" be made by stakeholders in the community. Your volunteer leadership will be much more effective than library staff, in part because donors can identify with them and respond to their shared investment in the Library. At the same time, many of your volunteers may not have experience in this type of campaign, so our role will be to develop a strong framework to make them comfortable in their roles and provide necessary support and guidance.

Step 1: Recruiting Campaign Leadership

Library Strategies believes the first and perhaps the most important step in determining campaign success is the recruitment of the right Campaign Chair or Co-chairs and the Campaign Committee. Recruiting highly respected community leaders *who have experience in fundraising* is critical to elevating the Library's campaign and attracting major gifts. The Feasibility Study will have identified a key person or persons who are widely respected and effective fundraisers. These individuals should be carefully approached to request their involvement in the Campaign Committee. Library Strategies will assist the Board in making these requests and assuring these campaign volunteers that they will have the necessary support to be successful.

Step 2: Campaign Planning

Once the Campaign Committee is chosen, our consultants will work alongside the Chair or Co-chairs to plan and prepare for the campaign. This planning will include the following steps:

- Develop a campaign budget
- Clarify roles and responsibilities (including Library staff and Friends as appropriate)
- Identify and hire campaign support (typically a ½ time administrator)
- Secure campaign infrastructure and processes (including databases and reporting)
- Create a compelling capital campaign case statement, drawing on the initial interview document from the Feasibility Study
- Assist with design of all campaign print collateral and digital media
- Train campaign volunteers for effective major gift solicitation.

Step 3: Campaign Quiet Phase Kick-Off

The initial phase of the campaign—typically called the "quiet phase"—is a series of requests for lead gifts that will allow the public phase to proceed more successfully. The exact percentage you wish to have committed will be determined as we work with you on the campaign plan, but is often as much as 60-80%.

Once the campaign has been structured, a Campaign Kick-Off meeting will be scheduled to engage and prepare volunteers. We will work closely with the leadership team to prepare for and conduct the meeting and engage in any necessary follow-up. An agenda will be developed to address the following issues and any others that we jointly identify:

1. Ensure that all campaign volunteers who will be soliciting gifts understand and embrace the Library's case for giving
2. Confirm key elements, such as naming rights opportunities and policies
3. Review the campaign timeline and reporting schedules
4. Clarify processes, expectations and communications
5. Identify and qualify potential donors
6. Make solicitation assignments
7. Provide solicitation training at whatever level is needed by committee members

Step 4: Ongoing Campaign Counsel

After the Kick-Off meeting and the launch of the quiet phase, Library Strategies will be available as needed to monitor the campaign and assist in any additional refinements or activities. These could include:

- Management of Steering Committee meetings
- Development of donor identification/cultivation/solicitation strategies
- Coaching and donor visits (as needed)
- Assistance with cultivation and solicitation of corporate and foundation support
- Ongoing monitoring of campaign progress
- Oversight of stewardship and donor recognition
- Communication and marketing plan
- Assistance with development and coordination of Public Phases activities, including events, publicity, marketing, reporting, etc.
- Assistance with grant writing (as needed)
- Graphic design of print or digital media (as needed)

PROJECT TEAM

Library Strategies will bring a strong team of experienced consultants to the project. Led by Stu Wilson and Christine Watkins, the team will also include a marketing consultant and a researcher/project manager. Additionally, Library Strategies has a strong "back room" of staff to assist with the project as needed, including two experienced design specialists who will assist with feasibility messaging and creation of "vision statement" print materials.

STU WILSON is the Director of Library Strategies and was previously the Executive Director of the Friends/Foundation of the Hennepin County Library (Minneapolis) and Vice President of the Saint Paul Friends. He has led or participated in over 35 strategic planning efforts for library and nonprofit organizations, as well as conducted numerous fundraising

activities and campaigns, board retreats, and tailored trainings for libraries across the country. Stu will co-lead the project.

CHRIS WATKINS brings over two decades of experience working as a consultant to libraries and nonprofits. Her areas of specialty include institutional advancement, fundraising and donor retention, and marketing. Watkins' library experience includes creation and management of the American Library Association's popular "Live @ The Library" initiative, as well as other work for American Library Association and the Illinois Library Association. Chris will co-lead the project.

KIM HORTON is the Director of Marketing and Communications for The Friends of the Saint Paul Public Library. She has worked in communications for 15 years, developing branding strategies, marketing campaigns, and customer experiences. She has extensive experience in marketing as a consultant, and in working in the nonprofit, government and business realms. Kim will lead the marketing and communications aspects of the project.

DAVID KATZ is Business and Project Manager for Library Strategies. He has broad experience in library communications and marketing, not-for-profit administration and membership campaigns, and data analysis. Katz holds an MLIS from the University of Wisconsin - Madison. David will spearhead research and project management for the feasibility study.

PROJECT TIMELINE & BUDGET

Library Strategies projects a three- to four-month timeline, from initiation of the project to the presentation of the final report, for Phase I: Feasibility Study. Phase II: Capital Campaign Counsel has a more indeterminate timeline, which would be assessed once the first phase is complete.

Separate budgets for each phase are outlined below, based on our standard daily rate of $1,500 ($187.50/hr per consultant). Library Strategies does not charge for consultant travel time. Travel and other pertinent expenses are *estimated*; however, *actual* expenses will be billed.

PHASE I	Consultant Time
Background Research + Initial Meeting	1.0 days
Development of Project Presentation	3.0 days
Interview Participant Research, Recruitment + Scheduling	1.0 days
Consultant Interviews	6.0 days
Feasibility Report Creation + Findings Presentation	4.0 days
Total consulting hours: 15 days @ $1,500/day	**$22,500**

ESTIMATED EXPENSES

5 trips, St. Paul to Waukesha (car rental or standard mileage)	$1,500
9 nights hotel @$150/night average	$1,350
9 days per diem per consultant @$54/day (inc. all meals and incidentals)	$486
Total estimated fees:	**$3,336**

PHASE I TOTAL ESTIMATED PROJECT COST, FEES & EXPENSES - $25,836

PHASE II

Library Strategies offers two fee options for providing the services identified in the proposal for Phase II, Donor Prospect Development & Campaign Counsel

Option 1: Monthly Retainer - **$2,300/month**, plus direct fees for grant writing and graphic design services as needed at a rate of $90/hr.
(i.e. $2,300 x 12 months = $27,600)

Option 2: Time & Materials – Monthly billing for actual time required to provide the above services at a rate of $187.50/hr ($1,500/day) except for grant writing and graphic design, which are billed at the $90/hr rate. A typical month for Phase II activities requires between 10 and 20 hours, depending on the experience and needs of campaign leadership as well as the stage and momentum of the campaign.

ESTIMATED EXPENSES

The following expenses will occur throughout a campaign. At this point, it is difficult to estimate what will be required to make the campaign a success. As the feasibility study and campaign plan is designed, these expenses can be identified. A typical campaign will include the following expenses beyond consultant fees:

- Travel
- Meetings and events expenses
- Printing and postage
- Marketing and communications expenses
- Donor recognition

**NOTE: The Library should anticipate 5-7% of the campaign goal for campaign expenses such as printing, meetings, events, consultant services and administrative expenses. It is customary in the fundraising industry to include these expenses as part of the total campaign goal.*

CONCLUSION

We would be pleased to work with the Waukesha Public Library on both phases of this project. Library Strategies' consultants have extensive and deep experience in work of this type, along with a proven track record, especially for public libraries. Our goal is to provide

advice and recommendations to ensure that the eventual capital campaign will be based on a realistic assessment of the likelihood of success, and that the Library is prepared to take the necessary steps to bring the project to fruition. Our studies, findings, and report will provide solid, informed results and counsel that will allow Waukesha Public Library to set its own course, leading to a successful campaign.

REFERENCES

Over the years, and in various ways, Library Strategies has worked with *hundreds* of communities to enhance their libraries. Spearheading feasibility studies and orchestrating capital campaigns are among the core services we offer. A complete list of past and current clients in all areas of development work, with feasibility studies and capital campaigns indicated in bold, is attached in the Appendix.

Below are three projects, similar in size to Waukesha Public Library's projected campaign, for which Library Strategies conducted feasibility studies, with contact information for references listed for each.

K.O. Lee Aberdeen Public Library (Aberdeen, SD)

Project: Feasibility study and capital campaign counsel
Contact: Troy McQuillen, Library Foundation President
Email: troy@mcquillencreative.com
Phone: (605) 226-3482

Synopsis/Status: Aberdeen had never before conducted a library capital campaign. Moreover, the community was already in the middle of a significant campaign to build a new Boys & Girls Club facility when the Library launched its campaign. Nevertheless, this campaign *exceeded* its ambitious goal of $2 million, raising $2.2 million for a beautiful new library that is now serving as the community hub and economic stimulator for future growth in the area.

Appleton Public Library (Appleton, WI)

Project: Feasibility study and capital campaign counsel
Contact: Jan Quinlan, Director, Friends of Appleton Public Library
Email: JQuinlan@friendsofappletonlibrary.org
Phone: (920) 832-3931

Synopsis/Status: Library Strategies conducted a feasibility study to test whether the community would support a $9 million capital campaign to build a new library. The feasibility study successfully identified the potential lead gift but indicated that a $7 million campaign goal was more feasible. (However, the City of Appleton declined to fund the *public* portion of the project, so the initiative remains pending.)

Davenport Public Library (Davenport, IA)

Project: Feasibility study for campaign, strategic plan, and capital campaign
Contact: Amy Groskopf, Library Director
Email: agroskopf@davenportlibrary.com
Phone: (563) 328-6850
Synopsis/Status: Library Strategies conducted a feasibility study for the renovation of the Davenport Main Library in 2016-17. In the study, various challenges concerning the potential campaign were identified, including the vision for the Library project, projected goals, and possible leadership. To sharpen the focus of its vision, the Library then worked with Library Strategies to develop a new strategic plan for the system. From those processes, the campaign is now underway and moving forward this fall and into next year, with the assistance of Library Strategies, with a fundraising goal of $1.8 million.

CONTACT

Stu Wilson, Director
651-253-3231
stu@thefriends.org

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LIBRARY STRATEGIES
A Consulting Group of The Friends of the Saint Paul Public Library

APPENDIX A: CONSULTANT VITAE

STU WILSON

Areas of Expertise

- Fundraising and Development
- Strategic Planning
- Board Training and Development
- Library Friends and Foundations
- Marketing and Public Awareness

Experience

2018	Director, **Library Strategies Consulting Group,** Saint Paul, MN
2007-2017	Principal, **Library Strategies Consulting Group,** Saint Paul, MN
2008-2012	Executive Director, **Friends/Foundation of the Hennepin Co. Library**, Minneapolis, MN
1997-2008	Vice President, **The Friends of the Saint Paul Public Library,** Saint Paul, MN
1992-1996	Asst. Director, **Silas Wright Museum/St. Lawrence Co. Historical Association,** Canton, NY
1987-1989	Asst. Director, **Michigan Literacy** (based in Library of Michigan), Lansing, MI

Education

University of Oregon, M.A., Art and Architectural History, 1982

University of Wisconsin - Madison, B.S., History and Art History, 1979

Affiliations and Honors

Affiliations: American Library Association, Public Library Association

Recent Board Service: Fitzgerald in Saint Paul, Minnesota Book Awards, Minnesota Library Foundation

Honors (personal or staff leader): National Award for Library Outreach, Institute of Museum and Library Services; Best Friends Award, Friends of Libraries USA; John Cotton Dana Award, American Library Association; John Sessions Memorial Award, American Library Association; Marshall Cavendish Award, American Library Association; Hispanic Community Service Award, Instituto de Arte y Cultura, Minneapolis

CHRISTINE WATKINS

Areas of Expertise

- Fundraising & Development
- Project Design and Development
- Donor/Membership Strategies
- Institutional Advancement and Strategic Planning

Experience

2017-Present	Library Consultant, **Library Strategies Consulting Group**, St. Paul
1995-Present	Principal, **Chistine Watkins Consulting**, Chicago
1994-1995	Director, **Youth Education for Citizenship - American Bar Association**, Chicago
1990-1994	Project Director, **The Humphrey Institute - U. of Minnesota,** Minneapolis
1980-1987	Director of Publishing, **Cy DeCosse, Inc.**, Minneapolis

Education

M.A., Public Affairs, University of Minnesota, Minneapolis
B.A., Journalism, Northwestern University, Evanston, IL

Professional Affiliations, Honors and Leadership

Contributing Editor, *American Libraries*
Guest Editor, *Social Education*
Managing Editor, *19th Avenue*

KIM HORTON

Areas of Expertise

- Marketing and Communications
- Brand Strategy
- Business Development

Experience

2016-Present	Director of Marketing, **The Friends of the Saint Paul Public Library**, Saint Paul, MN
2010-2016	Branding and Communications Consultant, **Kim Horton Consulting**, Minneapolis, MN
2005-2009	Account Director, **Shea, Inc**., Minneapolis, MN
2003-2004	Advertising Account Representative, **Carmichael Lynch**, Minneapolis, MN

Education

MS and BS, Advertising (with Philosophy minor), University of Illinois, Champaign

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DAVID KATZ

Areas of Expertise

- Strategic Communications
- Project Management
- Library Programming
- Database Design and Management

Experience

2011-Present	Business & Project Manager., **Library Strategies Consulting,** St. Paul, MN
2012-Present	Research Consultant, **Minnesota Historical Society,** St. Paul, MN
2011-Present	Office Manager, **Minnesota Association of Library Friends,** St. Paul, MN
2008-2011	Communications Assistant, **Schreiber Foods Inc.,** Green Bay, WI

Education

SLIS MLIS, University of Wisconsin

Bachelor of Arts, Journalism/Public Relations, University of Minnesota

APPENDIX B: LIBRARY STRATEGIES' DEVELOPMENT CLIENTS

The following is a list of clients Library Strategies consultants have assisted, or are currently working with, on fundraising and development projects, feasibility studies and capital campaigns. **Library feasibility studies and capital projects are indicated in bold.**

Anchorage Public Library Foundation (AK) – *Training*
Appleton Public Library (WI) - *Feasibility*
Arlington Public Library (TX) - *Feasibility*
Atlanta-Fulton County Public Library Foundation – *Development Plan*
Atlantic City Free Public Library (NJ) – *Training*
Beloit Public Library (WI) – *Training*
Bozeman Public Library Foundation (MT) – *Development Plan*
Bud Werner Memorial Library (CO) - *Feasibility*
Clarksville-Montgomery County Library (TN) – *Planning/Training*
Crete Public Library (NE) – *Planning/Training*
Davenport Public Library (IA) – *Strategic Planning, Feasibility, and Campaign Counsel*
Denver Public Library – *Foundation Development*
East Side Freedom Library (MN) - *Feasibility*
Elbert County Library District (CO) - *Feasibility*
Fairhope Public Library Foundation (AL) – *Planning*
The Foundation for Sarasota County Libraries (FL) – *Planning/Training*
Friends of the Inver Glen Library (MN) – *Training*
Friends of the Osceola Public Library (WI) - *Feasibility*
Gloucester Lyceum & Sawyer Free Library (MA) – *Foundation Development, Feasibility (campaign projected 2020)*
Gunnison County Library District (CO) – *Training*
Great River Regional Library (MN) – *Development Plan*
Grosse Pointe Library Foundation (MI) – *Planning/Training*
Houston Public Library Foundation (TX) – *Planning/Training*
Hudson Area Public Library (WI) – *Planning/Training*
Hudson Public Library and Historical Society (OH) – *Feasibility*
Huntsville Library Foundation (AL) – *Training*
Indian Trails Pubic Library District (IL) – *Training*
Jewish Community Center (MN) – *Campaign & Grant Writing*
King County Library System Foundation (WA) – *Grant Writing Audit*
Kitsap Regional Library Foundation (WA) - *Campaign*
K.O. Lee Aberdeen Public Library (SD) – *Feasibility and Campaign*
Lake City Public Library (MN) - *Feasibility*
Little Free Libraries (WI) – *Planning/Training & Grant Writing*
Louisville Free Public Library (KY) - *Feasibility*
Madison Public Library Foundation (WI) - *Feasibility*
Mendon Public Library (NY) – *Feasibility*
Montana State Library – *Foundation Development*
Montclair Public Library (NJ) – *Foundation Development and Feasibility*
Monterey Public Library (CA) – *Development Plan*
Muskogee Public Library (OK) - *Feasibility*
Muscogee Public Library Foundation (GA) – *Training*
Napa County Library (CA) – *Training*
Nashville Public Library Foundation (TN) – *Friends/Foundation Merger*
New Jersey Library Association (NJ) – *Training*
New Richmond Friday Memorial Library (WI) - *Feasibility*
Northfield Public Library (MN) - *Feasibility*
North Lake District Public Library (MT) – *Planning/Training*
Petersburg Public Library (VA) - *Feasibility*
Pioneer Library System (OK) – *Training*
Racine Public Library (WI) - *Feasibility*
Ramsey County Historical Society (MN) – *Development Plan*
Rice Lake Public Library (WI) – *Feasibility*
Sonoma Public Library (CA) – *Development Plan*
Stark County District Library (OH) – *Planning/Training*
St. Helena – Friends & Foundation (CA – *Planning/Training*)
Sun Prairie Public Library (WI) – *Development Plan*
Tulsa Library Trust (OK) – *Feasibility, Campaign & Grant Writing*
Upper Dublin Public Library (PA) - *Campaign*
Warren-Newport Public Library District (IL) – *Training*
Watertown Public Library (WI) - *Feasibility*
Winter Park Public Library (FL) – *Feasibility/Training*
Worcester Public Library Foundation (MA) – *Training*
Yonkers Public Library (NY) – *Training*