



HIGH PLAINS LIBRARY DISTRICT FOUNDATION

PHILANTHROPIC FEASIBILITY STUDY
FOR A POSSIBLE
\$1 MILLION ENDOWMENT CAMPAIGN

THE KELLOGG ORGANIZATION, INC.
NATIONAL AND INTERNATIONAL FUNDRAISING COUNSEL
COAST-TO-COAST
HEADQUARTERS - DENVER, CO
AUGUST 26, 2016



The Kellogg Organization, Inc.
National and International
Full Service Fundraising
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HIGH PLAINS LIBRARY DISTRICT FOUNDATION

MISSION

Cultivate information, inspiration and entertainment for our communities by raising funds to sustain and create literacy programs, collect development, technology upgrades and capital improvements for our libraries.

HIGH PLAINS LIBRARY DISTRICT

VISION

To build a solid reputation, increase overall participation and unite residents by being so connected to our communities that the library:

- Becomes everyone's first and best choice for life- long learning.
- Is seen as a necessary and important community asset.
- Is a community destination and gathering place.



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PREPARED FOR

HIGH PLAINS LIBRARY DISTRICT FOUNDATION
BOARD OF DIRECTORS

Lucile Arnusch

Chair

Karen Rademacher

Vice-Chairman

Jacqueline Maslowe

Secretary/Treasurer

Kay Broderius

Brian C. Larson

Stan Sameshima

Joseph Slobojan

Rochelle Mitchell-Miller

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Janine Reed

Executive Director



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NOTE

Readers of this Philanthropic Feasibility Study for High Plains Library District Foundation should understand that it is neither a statistical analysis nor a marketing document—it is an empirical assessment and a quantitative and qualitative evaluation. Its unique approach brings a different dynamic by measuring judgmental samples and contrasting subjective points-of-view.

In particular, the objective was to measure and research the probability of success for an endowment campaign to grow the current \$300,000 endowment to a minimum of \$1,000,000 by 2018—possibly \$1.5-\$2 million.

This objective was accomplished through analysis, observations, and recommendations derived from select confidential interviews with representative current and potential individual donors; and members of the Foundation's Board of Directors. The potential for financial and personal involvement required for the proposed campaign was measured and evaluated.

The Kellogg Organization, Inc. is a fundraising counseling organization. Therefore, this document addresses the overall governance, organizational, operational, and management structure necessary to successfully plan and implement an endowment campaign of cash pledges, planned gifts, and bequests for High Plains Library District Foundation.



ACKNOWLEDGEMENTS

It is with appreciation that we extend our thanks and gratitude to Janine Reid, High Plains Library District Executive Director; Rochelle Mitchell-Miller, High Plains Library District Foundation Director; Kelli Johnson, High Plains Library District Public Information, and Alex Rockwood VISTA Intern, who, in so many ways, assisted in the preparation of this Study. They diligently and efficiently strategized with us to set interview appointments, provided us with necessary background information, research materials, and participated in briefing and progress sessions, as requested.

We are particularly grateful to the members of the High Plains Library District Foundation Board of Directors and other respondents who gave willingly of their time during the confidential interview stage of our work. We were consistently greeted with hospitality, candor, genuine interest, and creative thought.

The Kellogg Organization, Inc. is pleased to have been selected to conduct and prepare this Philanthropic Feasibility Study for High Plains Library District Foundation.

Respectfully submitted,

Peter M. Kellogg, *Chairman and CEO*

Marne Davis Kellogg, *Executive Vice President*

Mary K. Schaefer, *Senior Executive Consultant*

Mary Jensen, *TKO Operations*

The Kellogg Organization, Inc.

August 26, 2016



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Separate PDFs

Summary of Interviewees
 Pre-Appointment Interview Letter
 Fact Sheet
 Interview Questionnaire
 PowerPoint Presentation





As part of the District's vision to serve as an incubator for the arts and further our mission of "connecting communities to inspiration for life", the High Plains Library District Foundation (HPLDF) is proud to introduce the inaugural Writer in Residence program.

EXECUTIVE SUMMARY

THE STUDY FRAMEWORK

On March 21, 2016, the High Plains Library District Foundation retained The Kellogg Organization, Inc. to test the feasibility for a possible endowment campaign to increase the corpus of the endowment's current \$300,000 to a minimum of \$1 million by 2018—possibly to \$1.5-\$2 million.

The Foundation's Strategic Plan incorporates the ideas of the Foundation Board and library staff related to the development of the High Plains Library District Foundation. Priorities and options for endowment funding include:

- Technology Education
- 1,000 Books Before Kindergarten
- Nursery Rhyme Book Distribution
- Capital Projects
- Creative/DIY Spaces



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- Writer-in-Residence
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The Philanthropic Feasibility Study was conducted by The Kellogg Organization, Inc. from April through July, 2016. The Study's observations, conclusions, and recommendations are the result of analysis and evaluation of the 32 respondents to-date who participated in individual, confidential research interviews in person or by phone with Peter M. Kellogg, Chairman and CEO, and Mary K. Schaefer, Senior Executive Consultant, in response to the pre-interview appointment letter and fact sheet that was sent by the Foundation to the interviewees. The Kellogg Organization team also participated in informational, strategic, and coordination meetings, conference calls, and emails with Foundation Director, Rochelle Mitchell-Miller and District Executive Director, Janine Reid.

The Kellogg Organization Study sought to answer the following questions:

- | | |
|--|---|
| <ul style="list-style-type: none"> ▪ <i>Are the High Plains Library District Foundation Board members and volunteers prepared and ready to initiate a significant funding effort?</i> | <p style="text-align: right;">NO.
NEED MORE INFORMATION.
READY TO GET READY.</p> |
| <ul style="list-style-type: none"> ▪ <i>Is qualified volunteer leadership available and willing to lead the campaign?</i> | <p style="text-align: right;">PARTIALLY.
MORE EXPERIENCED
VOLUNTEER FUNDRAISERS
NEEDED.</p> |
| <ul style="list-style-type: none"> ▪ <i>Is the \$1 million in private philanthropy from individuals, foundations, and corporations achievable?</i> | <p style="text-align: right;">MAYBE.
WITH PLANNED GIVING AND
CASH PLEDGES INCLUDED.</p> |
| <ul style="list-style-type: none"> ▪ <i>In what timeframe?</i> | <p style="text-align: right;">THREE YEARS
FOLLOWING PRE-CAMPAIGN
PREPARATION.</p> |
| <ul style="list-style-type: none"> ▪ <i>Are the right range and number of five- and six-figure potential donors available from a capacity as well as readiness standpoint?</i> | <p style="text-align: right;">CAPACITY—YES
READINESS—NO</p> |
| <ul style="list-style-type: none"> ▪ <i>Is the marketing case for support understood and supported by the District's philanthropic community—individual and corporate?</i> | <p style="text-align: right;">MIXED.
#1 TASK—RAISE AWARENESS,
VISIBILITY, AND
UNDERSTANDING</p> |

Based on our research and professional judgment, we believe that High Plains Library District Foundation can only raise \$1 million through an endowment campaign after extensive pre-campaign planning, and then over the next three years, utilizing planned giving vehicles, bequests, and 3-5 year cash pledges.



During the individual interview process, respondents were queried in four specific areas regarding their confidential opinions as to the Foundation's potential to launch a \$1 million endowment campaign.

Responses were sought in the following areas:

- Image and Reputation
- Case for Support
- Donor Potential
- Volunteer Leadership

What follows is an Executive Summary of the Study interviewees' responses to questions particularly relating to the Foundation. In some instances, questions, responses, and perceptions necessarily overlapped with the Library District Board, but participants were asked to direct their opinions primarily to the Foundation opportunities. More detail is contained in the four individual Cornerstone sections following in this Study.

IMAGE AND REPUTATION

An organization's image and reputation are critical to its ability to attract qualified campaign volunteer leadership and potential prospects/donors who, before investing their philanthropic dollars, must be motivated by that organization's vision, mission, and leadership. High Plains Library District Foundation's number one challenge is visibility:

- "The Foundation's existence is virtually unknown by many."
- "The Foundation is the best kept secret in Greeley."

Secondly, the lawsuit with the County Commissioners was so prominent in the minds of the majority of the interviewees that we found that their answers were skewed either as an excuse or a legitimate concern not to give because of this particular outstanding issue.

Although Greeley and Weld County have undertaken fundraising campaigns in the past, the Library Foundation is without a philanthropic tradition. The Study was done at a time when the oil industry, a major factor in Weld County's economic health, was starting to show small signs of recovery from a devastating drop in prices.

High Plains Library District is considered to be a prosperous and significant cultural and educational asset to Weld County and beyond; however, public awareness of the Foundation's existence, and current programs, needs to be achieved by increasing its visibility.

Board Leadership—The size of the HPLDF Board is small (6) and its existence is relatively unknown. The Board members' representation of the various communities in Weld County was seen as providing important linkages. Many thought that dual roles of serving on the Library and Foundation Boards were not productive and created a confused perception because of the overlapping nature of those roles. Areas for Board



development and expansion should include more corporate representation and clarification of what members' fundraising roles, responsibilities, and accountabilities would be during a possible campaign.

The High Plains Library District Foundation Board was not organized as a fundraising Board; however, as a nonprofit Board planning for a potential campaign, the Directors must define how they will be involved personally as well as collectively in the work of "giving and getting." They must ultimately approve the campaign goal as well as own and lead the campaign. Their decisions will send a strong message to the County's philanthropic community about the Board's passion, commitment, creativity, and resolve to ensure that the endowment campaign succeeds.

Library District Executive Director—Janine Reid is highly respected and unanimously credited for her vision, tenacity, authenticity, intelligence, expertise, and dedication in successfully leading and growing the High Plains Library District to an exceptional success.

Foundation Director—Rochelle Mitchel-Miller is seen as a bright, effective, and an expert development officer in moving the Foundation Board process forward by establishing excellent by-laws, standards, accountability, training and inspiration. One interviewee said, "Rochelle's professionalism is a breath of fresh air."

Rochelle is experienced and knows how to manage, plan, structure, and implement a campaign. What needs to be strengthened is an expanded and connected community of experienced campaign volunteer leadership to help identify, recruit, develop, cultivate, solicit and steward major donors.

Endowment—Respondents' comments regarding the necessity of undertaking an endowment campaign were indicative of why a strengthened and motivating Case for Support is critical. In a very general sense most interviewees thought increasing the Library's endowment was "probably a good idea." Pre-campaign work is important, and misperceptions must be addressed concerning the excess funds that are perceived to exist but have not been utilized by the District or Foundation.

These observations are important from both development and fundraising perspectives—potential donors want to invest in a cause that will truly make a difference and meet a true educational need in Weld County. Endowment donors, in particular, who might be asked to include HPLDF in their estate plans, want to know exactly how the organization will use their philanthropic support in a meaningful and impactful way. Again, the funds spent on the lawsuit have created a perception of unfortunate political wrangling between County Commissioners and the Library District. This situation is seen as detrimental to the District's success as well as an unnecessary utilization of its financial resources. Therefore, a strategy and timeline must be created that will give potential philanthropic donors answers to these concerns and confidence to invest in a larger endowment.

Fundraising and Marketing Effectiveness—A majority, 46%, of the Study respondents did not feel the Foundation had been effective in marketing the need, and utilization for more funds. The comments were not criticism but encouragement that the community-at-large needs to know more about this fiscal planning step and the intention and vision for expanding the Foundation's principal.



Fifty percent (50%) of respondents felt the Foundation has not had enough time to maximize its effectiveness in the fundraising arena; that Rochelle was off to an excellent start, and that her experience and connections within the community were solid assets for future fundraising success.

The HPLD Foundation is “ready to get ready” for a campaign. When the Director began, the donor database had 120 contacts. It has grown but must continue to be expanded while resources are ramped up—a campaign requires broad community support, corporate representation in volunteer leadership, and a connected campaign volunteer champion. This takes time and more potential major donor relationships need to be cultivated.

CASE FOR SUPPORT

The Case for Support is the written document which articulates in a clear, compelling, and urgent manner why donors should contribute to the High Plains Library District Foundation endowment. It serves as the basic marketing tool for fundraising volunteers and staff to speak with a united voice about the campaign’s purposes, goals, and objectives. Because Study respondents had questions and concerns about the necessity of an endowment for HPLDF, the Case becomes a critically important message to answer these questions with clarity and create confidence. The message must be honed and repeated often in presentations, proposals, press releases, website content, social media, and other campaign support materials,

This Study tested community reaction to creating an endowment and the potential projects it might fund—short- and long-term. The majority of the interviewees chose Technology Education as their number one priority. Many potential investors wanted to know how the endowment would work, who would benefit, and how the return on their philanthropic investment would be measured. It is imperative that these questions be answered in the Case.

Interviewee Case Questions:

- **Skill Development:** Is this the Library’s role or should it take place at alternative education schools? (Technology Education)
- **Endowment:** Is endowment the best way to support these programs? Do we bring in 50 kids for resumé writing rather than trying to create a whole program that might not succeed? Is \$50,000 a year from a \$1 million endowment the right financial model? Have other models been explored?
- **Programs:** Does the community know what is offered for free at the Library? If not, then is marketing on the right track? How are the benefits of these free programs monitored and evaluated?
- **Decisions:** How does staff know these are the right programs to support?
- **Donor Recognition:** What opportunities will there be for individuals, foundations, and corporations to be recognized with gift naming opportunities for their contributions?



DONOR POTENTIAL

An important goal of this Philanthropic Feasibility Study was to ascertain whether HPLDF has enough current or prospective supporters with adequate interest in an endowment, as well as the financial capacity and readiness to make leadership gifts (\$100,000 and above). Board members, Trustees, current and past individual donors, and potential new prospects were interviewed.

Regarding the criteria of degree of interest in the project—Most respondents felt an endowment was generally a good idea but were unsure/unclear if it was the best way to fund the brochure list of suggested funding opportunities.

Regarding financial capacity—Much more prospect research remains to be done. High capacity prospects were minimally represented in the interview pool.

Regarding readiness—Fifty percent (50%) of respondents said they would *consider* a cash or pledge gift to the campaign. For the most part though, these respondents represented three- and four-figure gifts, not the prospective major, legacy, or transformational gift donors necessary for a campaign of this magnitude to succeed.

Typically, the Board of Directors must make the first campaign gifts, personally and corporately, and as generously as their individual and business circumstances allow. This will be a challenge with the Foundation Board which is seen as a wonderful and dedicated group but not as representative of significant wealth or with access to necessary major individual gift prospects.

To properly position a potential campaign, we recommend a planned giving effort where a specific percentage of a gift goes directly to Library programs similar to those tested in this Study. This takes time and relationships; the tempo will be slow to start but will build as visibility is raised and success is achieved around longer term planned giving and bequests.

The Study examined the current fundraising environment in Greeley and Weld County and how the economic outlook for potential donors and competing campaigns might affect the timing or outcome of an HPLDF endowment campaign. Generally, respondents were cautiously optimistic in their view of the local economy, citing the end of the Great Recession and that—in spite of the downturn in the oil industry—jobs, housing, and other economic impact criteria were in a positive position. The three greatest potential hurdles for gifts: 1. the lawsuit; 2. the upcoming mil levy on December 6, and 3. the perception that the Library doesn't need more money. Competition for contributions always exists. The HPLDF campaign needs to be creative and strategic in its approach and planned giving, bequests, and cash pledges over 3-5 years are the vehicles.

LEADERSHIP POTENTIAL

The engagement of enthusiastic, committed, generous volunteer leaders is essential to ensuring a successful campaign by High Plains Library District Foundation—they will be the linchpin to the campaign's success.



While the Foundation has a small core of leaders on its Board, it must reach out and significantly expand its visible and community-connected volunteer force and recruit a band of Library champions.

Study interviewees were asked about their willingness to volunteer and in what ways. Forty-one percent (41%) offered to help in a volunteer role capacity, 13% in leadership roles. This group has limited campaign experience, including providing access, making introductions, hosting and attending cultivation events, and serving on solicitation and stewardship teams. The challenge is to expand this group into a community-wide and leveraged team to implement this campaign.

The Kellogg Organization recommends two initial leadership groups spearhead the campaign:

Endowment Ad Hoc Task Force—With the charge of determining the best programs to be funded by the Foundation, this relatively small group will revisit and determine endowment-applied priorities and establish a realistic campaign goal. The Endowment Task Force should include one Board representative and 4-5 non-Board members, including two major retail/corporate representatives, who can bring visibility, access, and fundraising experience to the table.

Board of Directors—The Board's role will be to approve the campaign goal, participate 100 percent as donors, monitor the progress of the campaign, and assist the other volunteer groups.

CONCLUSION

The High Plains Library District's libraries are at the heart of Weld County's cultural, intellectual and civic life. Residents take full advantage of the variety of exceptional materials and programs in all formats with ease of access to various technologies.

High Plains Library District Foundation is on the right track to raise funds responsibly—research, build visibility, continue to build major donor relationships, and ask for participation and representation. This is a long-term process—careful planning and decisions are required. The Kellogg Organization recommends that HPLDF is ready to get ready.



CORNERSTONE #1

IMAGE AND REPUTATION

The Image and Reputation section highlights how a representative group of High Plains Library District Foundation (HPLDF) Board members, prospective donors, and community leaders perceive the organization's capability and capacity to conduct an endowment campaign. This section represents a confidential sampling of the collective and varying perceptions of those interviewed. HPLDF leadership should consider carefully these subjective opinions, using this information to evaluate the potential for success of a campaign based on individual, foundation, and corporate contributions. Before implementing any campaign, the leadership also should determine the best strategies and tactics to address, proactively, opinions contained herein that may be inaccurate, incomplete or misinformed.

BOARD OF DIRECTORS

STRENGTHS

- "Ron and Joe could be terrific fundraisers."
- "Lucile Arnusch is a high level leader. She weathers tough situations and is equitable."
- "Brian Larson is involved throughout the community, very pro-Greeley, with strong management skills."

CHALLENGES

- "The Board is not a fundraising Board."
- "Some Foundation Board members are not comfortable serving on both the District and Foundation Boards."
- "I don't know one person on the Board list."
- "We have to connect with more people who can fundraise and have that prior experience."

ADMINISTRATIVE LEADERSHIP

STRENGTHS

- "Janine is the best leader we could possibly have in this tough situation (lawsuit)."
- "These last couple of years, Janine has been a stellar leader—we wouldn't be where we are without her."
- "Janine is a national leader in the field of library management, terrific."
- "Rochelle is out in the community building relationships. She has great ideas and understands governance and policies."
- "Rochelle has a different and very creative way of looking at fundraising, this will help us."

CHALLENGES

- "Janine struggles at times when everyone doesn't want to collaborate, compromise, go forward in the best interests of all concerned and the Library District."
- "Rochelle came into a situation where there weren't any donors or records."



MARKETING EFFECTIVENESS

A majority of the respondents felt the Foundation was not effective in marketing its existence, programs, and mission.

- “I don’t think Northern Colorado even knows there is a Foundation, let alone why we have one.”
- “The public relations are a nightmare because of the lawsuit—it is so harmful!”
- “I get a newsletter online but it isn’t interesting enough to get me to read it.”

FUNDRAISING EFFECTIVENESS

As with Marketing, very few respondents knew the Foundation’s plans or that it was responsible for fundraising. Most recognized that the Foundation was new and that Rochelle was just getting the funding started. Many questioned why endowment fundraising was necessary with its strong balance sheet.

- “The Foundation is growing, the gift level is rising.”
- “Fundraising has improved but we’re not there yet.”
- “Greeley is a highly educated community, but I don’t think we have reached out to the County enough.”
- “The Outlander fundraiser is an excellent special event.”

OVERALL IMAGE AND REPUTATION

“It is impossible to rate the reputation of something you don’t know exists.”

Fifty Percent (50%) of the interviewees did not know High Plains Library District had a Foundation so when we report that 15 percent think the HPLD Foundation is Excellent, that is in fact 5 people of the total 32 individuals interviewed. Twenty-five percent (25%) of those who were familiar with the Foundation think the reputation is Good and 50 percent were not comfortable giving an opinion. Although respondents were not specifically asked to evaluate the Library District, almost everyone praised it and wanted us to know they thought it was between Good and Excellent.

- “The Foundation is the best kept secret in Weld County.”

ORGANIZATION STRENGTHS

- “The staff is passionate and knowledgeable.”
- “The value of the Library and what programs it offers to educate the community are exceptional.”

ORGANIZATION CHALLENGES

- “Visibility is the Foundation’s number one challenge. If private sector fundraising is to be successful, the community must know more about the Foundation, its purpose and objective, as well as fundraising needs and goals.”
- “Fundraising must become sustainable. Without consistency and continuity, budget planning becomes difficult. “
- “The Foundation has not demonstrated a clear, urgent, and compelling need for endowment.”
- “The Foundation must be clear why my taxes (the current mil rate) don’t cover future planning costs.”



CORNERSTONE #2

CASE FOR SUPPORT

Presenting a clear, compelling, and urgent marketing case for support is mandatory to the success of High Plains Library District Foundation's proposed \$1 million endowment campaign. As the basic marketing tool for communication with potential individual, corporate, and foundation philanthropic donors, the case for support explains why this campaign is important to the future of the High Plains Library District, its programs and mission. Many respondents questioned why basic needs to support an endowment campaign have not yet been clearly articulated and why private sector philanthropy is needed.

The case informs, inspires, and touches current and prospective contributors about the need to provide philanthropic support to High Plains Library District Foundation beyond tax dollars. It must answer the following questions:

Why are endowment gifts necessary?

Who will benefit from these gifts and programs?

What is the Board's expectation for an endowment?

What happens if the campaign goals are not met?

The case should be substantiated by the following points:

NEED—Explain the *need* for the philanthropic endeavor.

USE—Outline how the funds will be *utilized and directed*.

TIMING—Explain how long the endowment campaign will take.

GOAL—Highlight if there a single goal or if this is a staged/phased effort.

CASE FOR SUPPORT—BASICS AND CHECKLIST

The case for support serves several purposes, the primary of which is to provide “one voice” for volunteers and staff to effectively represent the need for philanthropic support of High Plains Library District Foundation. It plays an essential role in the solicitation of pacesetting individual, corporate and foundation leadership gifts.

Written in a factual and anecdotal style, the case is the campaign's standard reference piece, telling the HPLDF story and communicating the endowment campaign's critical goals, highlighting and building upon research and planning, and clearly outlining the potential for future community impact and benefit. The case must be urgent and compelling and resonate with every potential donor prospect.

The campaign marketing case for support:

- Presents data to justify the need.
- Convinces all prospective donors that their contributions will further an outstanding cause as well as generate a feeling of personal accomplishment on behalf of HPLDF.



- Leads volunteers toward advocacy for increased visibility for the Foundation's vision, mission, services and programs.
- Creates enthusiasm, dedication, and determination in the volunteer campaign leadership.
- Answers all pertinent questions, formulates basic policy, and emphasizes the importance of creating an endowment.
- Helps everyone agree on the endowment's scope, relevancy and leadership.
- Communicates urgency and emotional appeal.
- Supports the volunteer leadership's fundraising goals.
- Aids in the enlistment of a team of volunteers who have sufficient influence to carry the campaign to success.
- Outlines potential naming and gift recognition opportunities for donors.

The case must be urgent and compelling and resonate with every potential donor prospect.

The urgency and importance of the endowment campaign for HPLDF must be powerfully portrayed. Weld County is a diverse yet highly educated and competitive philanthropic environment. Requests for funds will be in competition with many other philanthropic priorities.

INTERVIEWEE COMMENTS

Campaign Awareness: Thirty-five (35%) were aware of a potential campaign before our interview.

Necessity of Campaign: Nine percent (9%) fully supported the campaign; 18 percent Might be a Good Idea; 46 percent Maybe; 18 percent No Opinion.

Elements of the Campaign:

Technology Education

1,000 Books before Kindergarten

Capital Projects

Writer-in-Residence

21st Century Professional Skill Development

Priority for Giving: Thirty-eight percent (38%) Technology Education. 13 percent Capital projects, specifically a downtown renovation; 18 percent 1,000 Books Before Kindergarten; 18 percent did not name a priority or didn't think a program was the right way to use funds.

Attainability of Goal: For a \$1 million goal: 59 percent "Yes"; 18 percent "Maybe". For a \$2 million goal, 41 percent "No"; 29 percent "Maybe;" 30 percent Yes.

Timing of the Campaign: Almost all respondents declined to speculate on the length of the campaign, citing unfamiliarity with endowment fundraising. Again, the settlement of the lawsuit was noted as a barrier to moving forward that must be resolved.



CORNERSTONE #3

DONOR POTENTIAL

Thirty-two percent (32%) of the participants in this Study have contributed to a capital campaign. Almost none have contributed to an endowment campaign. Twenty percent (20%) have made contributions using three- or five-year pledges. Several interviewees were interested in learning more about a planned gift as a vehicle for supporting the Library endowment, but emphasized their planned gifts would be small. An impressive 50 percent said they would consider cash gifts to the HPLDF endowment campaign, again emphasizing they meant small three-to-low-four-figure gifts.

Many respondents addressed the topic of the difficulty of raising money as the oil industry is currently depressed in Greeley—Greeley is stable but the oil and gas industry has made a significant historical and positive difference in philanthropic funding throughout Weld County.

BOARD OF DIRECTORS

The High Plains Library District Foundation Board is the governing body of the organization which will approve or disapprove moving forward with an endowment campaign and must take ownership and responsibility for its success. The Board will determine what the campaign goal will be, and what role each Board member is willing to play in achieving that goal. Traditional campaign best practice suggests that Board members:

1. Give first
2. Involve every member with 100 percent participation; and
3. Include lead gifts that total as much as 20 percent of the campaign goal.

It is imperative that each Board member participate early and generously. Each must lead the way with his or her own gift, at stretch levels, raising the sights for all prospects and donors.

LEAD AND MAJOR PROSPECTS

Campaigns today rise and fall on leadership gifts, the large gifts which motivate others to contribute at stretch levels and combined form 70-90 percent of the campaign goal. At this time, the Library Foundation does not have potential contributors of this magnitude on its roster—a major gifts/planned giving program will have to be built from the bottom up with Rochelle's leadership.

CORPORATIONS—Many Study respondents commented that corporate participation is essential to assuring the campaign's success. Libraries are a known employee recruiting factor for corporations—the perception is they need to participate in volunteer leadership, funding, and possibly naming. Historically, corporations favor funding program initiatives rather than endowment. The rare exceptions are scholarship funding.



COMPETITIVE CAMPAIGNS

The greatest competition cited for this campaign locally was not other nonprofit campaigns but the proposed Greeley-Evans District \$6 million mil levy ballot issue in November. A mil levy increase has not taken place in years; this one is perceived as a competing community investment.

At this time, the major campaigns in Greeley and the district that were perceived as potential competition:

- Aims
- Citadel Academy
- Colorado State University
- Jefferson Alternative High School
- Kersey Library Capital Campaign
- Campaign for Library Moments
- Lincoln Park Capital Campaign
- NPR
- Northern Colorado Medical Foundation
- Poudre Learning Center – Endowment
- Rocky Mountain PBS
- United Way
- University of Northern Colorado Foundation
- Wildlife Center
- The Women's Fund

ECONOMIC OUTLOOK

Study participants were asked to comment on the current economic outlook and any effect it might have on the success of a campaign by HPLDF. Generally, respondents were cautiously optimistic about the current fundraising environment with a few reservations. Selected observations include:

- "It's not a bad time to raise money. The recession is over."
- "I am guardedly optimistic about the economy in Greeley, despite the decline in the oil and gas industry—we still have land and water."
- "Because it's an election year, people may feel a little negative; the candidates make us think everything is bad."
- "We are still feeling the effects of the 2013 flood in this area; it sapped the philanthropic dollars."



CONFIDENTIAL**POTENTIAL INDIVIDUAL PROSPECTS—#52**

Adams, Mary	Jacobson, Bryce
Berryman, Kathy	James, Julie
Bond, Dick & Reva	Jones, Michele
Bond, Mike	Maldonado, Jacqueline
Boettcher, Dick & Irene	Martinez, Margie
Brinker, Pam	McQuiddy, Sarah
Carter, Nadine	Mitchell-Miller, Rochelle
Cole, Carole	Monfort, Charlie
Curtis, Mare	Notestein, Ty
Davis, Marcia	Oliver, Kathy
Dean, Norm & Bonnie	O'Neal, Mary
Dietz, Corney	Osborne, Cindy
Earlich, Scott	Pilch, Debbie
Faulkner, Lea	Plane, Don
Foe, Elaine	Purdie, Joanne
Fortner, Kay	Reid, Janine
Gates, John	Safrek, Becky
Gates, Patty	Selders, Sandi
Gattis, Carolyn	Solice, Ronda
Geiblier, Gale and Karen	Springfield, Chalis
Gutterson, Art	Stolley, Laurie
Hall, George & Betty	Teksten, Karen
Haner, Judith	Thompson, Linde
Hartman, Rick	Trainor, Wayne and Karen
Hinton, Todd	Tschillard, Ray
Jaccaud, Rene	Witwer, Stow and Maggie

These lists have not been proofed for spelling and are not intended to be considered complete, but rather serve as examples of potential donor prospects.



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CONFIDENTIAL**POTENTIAL CORPORATE PROSPECTS—#8**

DCP Midstream

Enviroteh

Haliburton

Hensel Phelps

JBS

Leprino

Noble Energy

Vestas

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CONFIDENTIAL**POTENTIAL FOUNDATION PROSPECTS—#26****Colorado foundations that support libraries, but not endowment.**

The Armstrong Foundation
 Baron Family Foundation
 Paul & Mary Cancellarini Charitable Trust
 The Certe Foundation, Inc.
 Change Happens Foundation
 Helen N. Clark Charitable Trust
 The Dunn Foundation
 El Pomar Foundation
 Gates Family Foundation
 Don L. Griswold Charitable Foundation Trust
 Ladd and Katherine Hancher Library Foundation Inc
 Harper Brush Works Foundation
 Huddleston Butler Memorial Foundation
 The Janus Foundation
 Joslin-Needham Family Foundation
 Kelton Family Foundation
 Kinder Morgan Foundation
 Kitzmiller-Bales Trust
 The Vernon K. Kriebel Foundation, Inc.
 Kroh Charitable Trust
 The Nicholson Foundation
 The Richard L. Petritz Foundation
 Kenneth and Ethel Powell Trust
 The Harold W. & Mary Louise Shaw Foundation
 William I. Smith Family Foundation

Southwestern Foundation for Education and Historical Preservation—Does support endowment.

Susan Stevens Foundation
 David and Eula Wintermann Foundation

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CORNERSTONE #4

LEADERSHIP

The success of an endowment campaign for High Plains Library District Foundation will begin and end with the active participation of qualified and committed volunteer leadership—the linchpin to any successful campaign. Funding of HPLDF's endowment priorities is a premier opportunity to attract and engage highly positioned Greeley and Weld County leaders in ensuring the sustainability of the Library's programs and projects.

Paramount to the realization of the High Plains Library District Foundation's vision is the engagement of enthusiastic, committed, generous, accessible volunteer leaders, supported by Janine Rei, the Library District's respected Executive Director.

An important goal of this Study was the identification of volunteer leaders willing to join the Foundation Board in raising funds to expand the current endowment to the tested \$1 million. A list of volunteers or suggested volunteers is included at the end of this section. Some, though few, of this group have past campaign experience, including evaluating prospects, making introductions, hosting and attending cultivation events, and serving on solicitation and stewardship teams. The challenge ahead is to expand this group to include well-respected, connected, and experienced fundraisers in Greeley and throughout Northern Colorado.

LEADERSHIP STRUCTURE

Cultivation of potential volunteer leaders should start now to raise the visibility and knowledge of the Foundation and its vision for an endowment. The formation and recruiting of a specific campaign leadership team can be started in an organizational sense now but placed on hold until the conclusion of the lawsuit.

Three Campaign volunteer leadership groups are suggested:

- Endowment Task Force
- Board of Directors
- Honorary Advisory Committee

ENDOWMENT TASK FORCE—A successful approach for many Boards is to create a very focused, limited-term, small team of volunteers whose sole responsibility is to plan and implement a campaign. Made up of Foundation Board and non-Board members, this Task Force works first to explore and define the purposes of the endowment. Then, with staff and consultants, the Campaign Master Plan and case for support can be developed. The Endowment task Force actively works at prospect identification and cultivation and assures the Board's 100 percent campaign participation. For those willing to participate on solicitation calls, the Task Force works in teams to solicit leadership gifts. Stewardship of donors also is also a key Task Force key role, particularly in a campaign in which initial investors may have to wait a long time to see the results of their gifts.



As stated previously, a major finding of this Study was the Foundation's low visibility in the County. Therefore, the Endowment Task Force needs to advocate factual information about the Foundation as well as the need for an increased endowment. Public awareness and support, whether through print and social media, and organization supported by a highly visible marketing effort will help to measure success.

BOARD OF DIRECTORS—While the HPLDF Board was not initially organized as a fundraising group, it must address the need for fundraising as part of its duty to execute the organization's mission. A key challenge for the HPLDF Board today is building its fundraising capacity. Various models exist for fulfilling this basic role of a nonprofit Board, varying from delegating fundraising to a Board committee, to organizing a separate fundraising group. The HPLD Foundation's role is to support the HPLD; consequently, fundraising should be considered a primary role for the Board. It must address how it will raise funds in the future, develop policies outlining fundraising expectations for the Board going forward, and proactively recruit more citizens of wealth, access, and influence who can help achieve its financial goals.

HONORARY ADVISORY COMMITTEE—This Committee offers a volunteer involvement opportunity for those who support the Library and an endowment but do not have time to serve on the Task Force. Honorary Advisors lend their names, prestige, and leverage to the campaign.



ENDOWMENT TASK FORCE

DESCRIPTION OF DUTIES AND RESPONSIBILITIES

Committee Name:	Endowment Task Force
Purpose of Committee:	Oversee the planning and implementation of a \$1 million Campaign for the High Plains Library District Foundation
Number of Members:	8-10
Duties and Responsibilities:	<p>Make a cash and/or planned gift to the campaign</p> <p>Oversee the:</p> <ul style="list-style-type: none"> ▪ Define endowment need; correct vehicle ▪ Determine the best financial model and what it supports ▪ Implementation of a Campaign Master Plan ▪ Review of the Case for Support and Campaign Materials ▪ Identification of Prospects ▪ Cultivation and Solicitation of Leadership and Major Gifts
Criteria for Membership	<p>Willingness and capacity to contribute to the campaign</p> <p>Knowledge of current and prospective donors</p> <p>Willingness to meet with prospects as a team member</p>
Meetings	Monthly
Time Commitment	6-8 hours per month

ENDOWMENT TASK FORCE CANDIDATES—#22

Mike Bond	Elaine Foe	Sarah McQuiddy
Pam Brinker	Kay Fortner	Ty Notestein
Kay Boderius	Patty Gates	Becky Safrek
Marcia Davis	Carolyn Gattis	Joe Slobojan
Bonnie Dean	Gale and Karen Geiblier	Chalis Springfield
Corney Dietz	Rene Jaccaud	Nancy Teksten
Scott Earlich	Brian Larson*	Wayne and Karen Trainor
		Stow Witwer

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HONORARY ADVISORY COMMITTEE

DESCRIPTION OF DUTIES AND RESPONSIBILITIES

Committee Name:	Honorary Advisors, HPLDF Endowment Campaign
Purpose of Committee:	Create public awareness and enthusiasm for the Endowment Campaign
Number of Members	15-20
Duties and Responsibilities	<p>Make a cash, in-kind, and/or planned gift to the Campaign</p> <ul style="list-style-type: none"> • Become familiar with the Foundation and its future plans ▪ Be an advocate for the Foundation ▪ Participate in Campaign activities and events
Criteria for Membership	<p>Commitment to High Plains Library District and its Foundation</p> <p>Enthusiasm for the concept of an endowment</p> <p>Willingness to publicly associate with the Foundation</p>
Meetings	Orientation and as needed
Time Commitment	Limited

HONORARY ADVISOR CANDIDATES—#14

Dick Bond	Margie Martinez
Lea Faulkner	Charlie Monfort
John Gates	Pete and Jean Morrell
Art Gutterson	Tom and Kathy Norton
George and Betty Hall	Mary O'Neal
Todd Hinton	Ronda Solice
Bryce Jacobson	Bob Tointon

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STRATEGIC ACTION STEPS AND RECOMMENDATIONS

ORGANIZATION AND PREPARATION FOR A \$1 MILLION ENDOWMENT CAMPAIGN FOR HIGH PLAINS LIBRARY DISTRICT FOUNDATION



STAGE I—2016-2017

PRE-CAMPAIGN ORGANIZATION AND PREPARATION

RECOMMENDATION #1: Establish Endowment Task Force

- Establish a small influential, volunteer leadership group to determine if endowment is the optimum program for the Foundation campaign.
- Determine specifically what elements an endowment revenue stream will support.
- Determine policies of endowment funds.
 - Gift acceptance policies
 - Investment policies
 - Determine custodian
 - Determine investment advisors
 - Develop distribution policy
- Create and price naming opportunities.



RECOMMENDATION #2: Campaign Master Plan.

- Detail campaign structure and organization.
- Establish donor cultivation and solicitation strategies.
- Activate SmartSheet (weekly, monthly, quarterly) campaign timeline as well as moves Management system.

RECOMMENDATION #3: Accelerate Foundation marketing and public relations plan—Increase advocacy and public awareness.

- Develop a distinct HPLDF branding.
- Develop platforms to recognize and promote the Foundation's uniqueness apart from the Library District.
- Utilize Foundation events to promote awareness and comprehensive information about the Foundation's Mission and Vision, as distinct from the Library's Board of Trustees.

RECOMMENDATION #4: Recruit and expand Foundation Board membership.

- Clarify the role of Foundation Board members—advisory, advocacy, and fundraising.
- Address Foundation Board size, composition and representation.
- Address needed Foundation guidelines, policies, and planned giving vehicles and promotion.

RECOMMENDATION #5: Recruit High Plains Library District Foundation Honorary Advisors

- Utilize name recognition, influence of respected members.
- Members lend their names in support of the Foundation.

RECOMMENDATION #6: Implement a Planned Gift Program

- Market and host an informational session at every branch.



SUMMARY OVERVIEW

THEME: TBD

NEED: \$1,000,000

GOAL: \$1,000,000 - \$1,500,000

USE: ENDOWMENT
CASH—60%
EXPECTANCIES—40%

TIMING: TBD

I. PRELIMINARY ALLOCATION BREAKDOWN

		GOALS	%
ENDOWMENT		\$ 1,000,000	100%
Cash	60%	\$ 600,000	
Expectancies	40%	<u>400,000</u>	
Total	100%	\$1,000,000	100%

II. RECOMMENDED TIMELINE—TBD

PHASES	START	COMPLETION	TOTAL
STAGE I	Sep. 2016	-	Dec. 2016
Campaign Organization and Preparation			4 mos.
<ul style="list-style-type: none"> ▪ Endowment Ad Hoc Task Force established ▪ Lawsuit settled ▪ Finalize Endowment purpose, need, and use ▪ Campaign Master Plan Executed ▪ Marketing Case for Support ▪ Endowment Campaign Volunteer Leadership Steering Committee identified and recruited ▪ Library Foundation Board approves Campaign Goal and Operating Budget 			
Implementation—Lead Gifts	Jan. 2017	-	Dec. 2017
<ul style="list-style-type: none"> ▪ Leadership gift prospects identification and cultivation ▪ Types of planned gifts marketed to District ▪ Foundation Board of Directors, Library Board of Trustees, and Endowment Task Force solicited ▪ Corporate cultivation and recruitment ▪ Lead gift solicitation initiated. 			12 mos.



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STAGE II <ul style="list-style-type: none"> ▪ Public Announcement and kickoff ▪ Major gift and community prospect cultivation and solicitation 	Jan. 2018	-	Ongoing	
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III. STAGE GOAL BREAKDOWN – \$1 MILLION

STAGE	GOAL	%	TIMING	# MOS.
Stage I	\$ 665,000	67%	Sep. 2016—Dec. 2017	16 mos.
Stage II	<u>\$ 335,000</u>	<u>33%</u>	Jan 2018—Ongoing	
Total	\$1,000,000	100%	Sep. 2016—Ongoing	

IV. VOLUNTEER LEADERSHIP STRUCTURE

- Endowment Ad Hoc Task Force
- Board of Directors
- Endowment Campaign Steering Committee
- Honorary Advisors

V. PAYMENT METHOD

Gifts may be paid in pledges, cash, appreciated securities and real estate. Pledges for cash gifts may be made in three to five year pledge payments.

VI. TYPES OF GIFTS

Cash, appreciated stock and real estate, planned gifts and bequests are sought. On a case-by-case basis additional forms of funding such as appreciated property, tangible personal property, annuities, trusts, and life insurance, will be considered.

VII. GIFT RECOGNITION AND NAMING OPPORTUNITIES

Policy for Gift Recognition and Naming Opportunities will be developed and made available to donors.

