

Kalkaska County Library Feasibility Study

...to determine the feasibility of a Capital Campaign to raise funds required to construct a new library.

6/1/2010

Introduction

The modern library is expected evolve to meet current and future needs of the 21st Century and its citizens. It must accommodate technological demands as well as those for standard print and recorded materials. We need to keep pace with society interests.

The current recession, the worst in 70 years, has forced many people to find new ways to live more frugally. As a result, more individuals are utilizing the free resources at our local library, making it challenging, and sometimes impossible to operate our library efficiently within the confined space it currently occupies.

Respondents to the survey were overwhelmingly favorable to the construction of a new facility. The perceived value of the library in the community (*whether frequented or not*) was that it should stand as a significant feature of the community. To quote a respondent, the library... *“should be critically important – you can tell the importance, values and worth of the community by the library and whether the citizens care about the people and the children in the community.”*

According to the patrons of Kalkaska’s Library, the existing library space is inadequate. Factors are affecting the operation are:

- The library is approximately ¼ the square footage recommended to serve a community of this size.
- Lines quite frequently form to use computers, disrupting other library functions.
- Number of computers is inadequate.
- Shelf space is at capacity
- The children’s section can only host 20 children and parents comfortably.
- Library owned parking is limited to 10 spaces, including staff vehicles. Patrons, quite often parents accompanying children, need to cross 4 lanes of highway traffic to visit the library.
- No additional land is available for expansion.

This study was conducted as a survey. There was no public vote associated with the results of this study or report. We would like to thank the study participants – those who provided confidential interviews, responded to our questions and countless phone calls, and to all those who took the time to fill out our survey and offered to lend a hand in support of this project.

History

Started in 1934 by the members of the Academea Club, the current location was constructed in 1939 as part of a community building shared with the Chamber of Commerce. Funds from the Works Progress Administration (WPA) project enabled the library to hire its first paid librarian. Additions in 1977 and 1992 brought the building to its current size of approximately 3,700 square feet.

Within one decade of the most recent expansion, the library was out of room. The library has reached its land boundaries and has no ability to expand

The Board of Directors contracted The Breton Group, Inc. to conduct a needs assessment. Targeting many deficiencies and evaluating the library based on established standards, their recommendation was to search for a new location and construct a new library to meet current needs.

To quote *“The Needs Assessment & Facility Planning report for the Kalkaska County Library”* January 2002, *“...The Kalkaska County Library has been faced with the challenge of finding enough space to provide the services and resources necessary to meet the community’s needs. The library staff has been using limited space strategically to provide a level of service comparable to much large facilities. However, serious space constraints are preventing the library from expanding its collection and services, and offering additional programs necessary to meet the needs of both children and adults in the community.”*

In 2005, the Library Board of Directors contracted with Mandy Gibson to facilitate as organizer of a task force to develop a plan of action. The task force reviewed possible choices of locations and in November 2005 four locations were targeted and evaluated. After ensuing months of examination and work, the Board reached consensus in February 2006 to build a new 15,000 square foot building on County owned property.

The lack of significant enthusiasm for the proposed site (County Annex, Island Lake Road) convinced the Library board and New Building Committee to review options. After consulting with County Commissioners and others, the best option appeared to be a location owned by the County, near the Kaliseum, placing the library within walking distance of schools, recreational trails, governmental buildings and the majority of the village's population in Kalkaska. This land was set aside by the County for this purpose, AT NO COST TO TAXPAYERS.

In February 2010, the Kalkaska Library Board of Directors contracted with Pamela Stuckman, of *3 Threads, LLC* for the consideration of a Capital Campaign to raise funds. This decision was the basis for the purpose of the study.

Purpose of the Study

The purpose of the study is to determine the feasibility of constructing an updated Library Facility of an estimated 15,000 square feet. For the purpose of this study, “feasibility” will be determined by examining the following:

- An appropriate amount of residents in support of a new library
- A list of volunteers willing to assist in a variety of capacities.
- A list of desirable resources and design criteria supported by residents to be included in a new library
- A target of potential funding that might be raised, (anywhere from 1.5 to 4 million dollars), for construction, fixtures and resources of the library from all sources – governmental, foundation, corporate and individual

Design Concept

Several features of the design were indicated in the interviews and in surveys to gather opinions of specific design features.

Several interviewees provided designs of their favorite libraries, or referenced their favorites in the interview. Participants were reminded that the design was just a concept and most participants were intrigued in the design; offering ideas and asking several questions. In total, an average of 1/3 of each interview was spent reviewing the design and location.

Survey Results

Of the participants in the study, there was an overwhelming support for the library and an equally overwhelming support to do *something* to improve the library. Just over 99% of the participants indicated their support of the project in concept to create a new library that better served the needs of our county and communities.

“If it was presented as in the light as a total community effort, people will get on board. It is important that we would be reaching the seniors and the kids, not just business owners and parents in the community. This should also be considered that it would be a real asset for families moving to the area”

A Case Statement

The first step in developing a survey was to create a case statement. The Case Statement was based on facts taken from the US Census and reports created by The Breton Group (TBG) and the Traverse Bay Economic Forecast for the Five County Region (TBEF).

The case statement received a variety of responses from participants. To quote one respondent, when asked if they felt the case statement was compelling, stated, *“You bet; it is compelling and depressing. It's more severe than I thought.”*

Another stated, *“I think it was extremely compelling. I have seen the demographics when I opened my business here. At first blush, this place looks bad demographically. If you have a serious person reviewing the statistics, they should be throwing money at us. However, this place is a wonderful community and I’m glad I chose to open my business here. This is really a community that suffers an image problem and things like this reflect the time of the area (economics). The biggest problem with Kalkaska is the image.”*

Our Case Statement

According to the 2000 US Census, the per capita income of Kalkaska County is \$16,309, which is significantly below the National average of \$30,906. Only 9.7% of our population has a bachelor’s degree or higher, compared to the Michigan average of 21.8%. Of the 17,066 residents reported, 3,228 have some level of disability.

The level of poverty in Kalkaska County has steadily increased since 1990; families with children remain the highest population below the poverty line. Families struggling below poverty level attain lower than average education, resulting in poor health, poor diets and increased dependency on public service. Studies show that children living in poverty have fewer than two age-appropriate books at home – and sometimes none at all. In 1993, the Kalkaska schools made national headlines when a financial crisis resulted in a two month-long closure.

Kalkaska County currently does not have affordable access to high-speed broadband internet. Regional governmental statistics indicate that a lack of access to adequate internet services has led to a below average educational attainment, lower than average ability for new businesses to locate within the County and a significant loss of mid-range workers age 22-40. Critical to education, business, and technological advances and to create a sustainable community: the high cost and/or lack of continuing educational opportunities and internet service isolates our citizens by limiting their connection to the outside world.

A task force was established to review, analyze and evaluate potential solutions. Our ongoing findings indicated that the *desire for a new library was overwhelming.*

Existing Library

Although the existing library facility is highly regarded by its patrons, a study prepared in 2002 by The Breton Group (TBG) reveals several serious challenges to the library’s ability to deliver programming and services to the community. Among the greatest concerns are:

- A library collection that is 29% the size of similarly-sized service populations.
- Attendance at Children’s programming only 20% of that of similar sized service populations.
- Children’s circulation less than half of average circulation compared to libraries serving the same size communities within the State of Michigan .
- Lack of computer access and space to accommodate the growing lines of patrons wishing to use the service. In addition these lines and lack of space tend to disrupt or limit other library activities.
- Limited public services, including quiet reading areas, study rooms and staff work space.
- Surrounding site constrictions prevent expansion of the existing facility in its current location and while vacant buildings exist within the village, none were adequately designed to house a library, without extensive costs for reconstruction.

Furthermore, the report states that the Kalkaska County Library has approximately 41% less space than industry standards suggested to *simply house its existing services and collections.*

TBG evaluation concluded that the Kalkaska County Library is less than 50% the size of libraries that serve similar sized communities throughout the State of Michigan. Based on limited education and other activities within the community or

opportunities for computer use in a region with such as high rate of poverty, *these services are considered critical for the survival of this region.*

Participants

A total of 109 people participated in the study, along with 22 foundations and governmental agencies.

Library Surveys

One page surveys were provided at the library to patrons, based on interview questions. This shorter version of the full interview received 73 responses from people who use the library. This group of people, already familiar with the libraries positive aspects and deficiencies, provided a stable list of volunteers and those who would be willing to help. As with those interviewed, 98% supported the idea of a new library.

One-to-One Interviews

Letters were sent to 64 residents in our area requesting an interview. The list was prepared by the Library Building Committee and represents a cross-section of residents, business owners, long time residents and government associates. We received four replies to the letter; a below average response. A series of follow up phone calls ensued, producing a total of 25 one-to-one interviews at citizen's homes or in the library. Most of the home interviews included a spouse whose responses were included in the study. The initial response represents a 36% response rate in comparison to the typical 25% response rate. However, the Board believed we would be able to reach a larger number of people on the list and more phone calls were made. This resulted in four additional interviews.

Of those that responded, most interviews lasted 1 hour, with the longest at 2.25 hours. It was felt that of those that did respond, their input provided great insight into the project. And, it also appears the respondents have been talking to others in the

community. Their input reflected others thoughts (or their opinion of other's thoughts) of the project.

Most of the remaining citizens on the list did not respond even when probed by Board members with which they were acquainted. I can make several assumptions regarding this lack of response, and in doing so, feel that this lack of response is actually a response in itself. I believe the reasons include:

- Too busy
- They forgot (I received a couple "after the fact" phone calls, which resulted in phone interviews)
- Aren't attached enough to the library to feel they have an opinion to contribute
- Thought we would ask them for money and wanted to avoid the embarrassment
- Won't support building a new library

The Trout Festival

With the assistance the Friends of the Library over 200 individuals were approached at the craft show. We received a lot of input regarding the library, use of the library and potential support of a new library building. 125 surveys were distributed along with 100 cards with the library's address and phone number. 70% of those interviewed supported the idea of a new library.

Foundation Surveys

Letters were sent to 68 Private Foundations, of which 27 responded in the form of a phone call, letter or email. Taken into consideration regarding this response, is timing. Many smaller foundations meet once a quarter and don't have staff to cover such responses. They require a meeting to respond. Several foundations require online inquiries only and won't send a response without an online inquiry.

Fifteen phone calls were placed to known supporting foundations in addition to the letters sent to foundations. Private interviews were established with five major foundations with a known history of supporting projects such as ours.

Foundation Support

Letters were sent to 68 foundations. Interviews were then held with five prominent foundations – The Kresge Foundation (Kresge), The Erb Family Foundation (Erb), Kellogg Foundation (Kellogg), The Herbert H. & Grace A. Dow Foundation (Dow) and Grand Traverse Regional Community Foundation (GTRCF). Of these foundations, Kresge, Erb and Kellogg indicated their support. Dow through a follow up phone call indicated that a project would be considered. A sixth foundation – Chase Foundation, was contacted. However, Chase indicated they required a full proposal and an interview, following their system to consider such as request.

In whole, these significant foundations conveyed the requirement to see a substantial community support *prior to granting funding to the project.*

We had several conversations with Kresge. Kresge indicated that **if** we are able to raise 70% of the required funding, via a Capital Campaign, they would come in at the end with an 8-10% challenge grant for the project.

To quote The Herbert H. and Grace A. Dow Foundation)... *“The Capital Campaign goal is a big stretch and we don’t know how the area could raise that much.*

Not all foundations felt that way. We were provided with guidelines, advice and opportunities which could potentially fund a significant portion of the project with \$1,000 to \$30,000 grants, requiring more of these grants to equal a larger donation.

We met with the Director, Phil Ellis of GTRCF regarding their ability to support the project and to also discuss the possibility of a Capital Campaign being run by the Foundation. Their responses produced several Pros and Cons:

1. They realized that Kalkaska felt they were underserved by the foundation, because in reality, *we are underserved.* The reason provided for this is that most funds received by GTRCF were discretionary funds and designated for particular uses which didn’t allow for money to be spent within our County. There hasn’t been any reason for GTRCF to seek and secure funding for our County
2. The new President of Board of GTRCF, as of August 2010 will be from Kalkaska County. This would seem to indicate the potential future funding to become available.
3. If the Capital Campaign were to run through the GTRCF, the money would be gifted *to* the GTRCF to be *used as they see fit*, and not at the discretion of Kalkaska County Library. This means that if we did not reach our goal, the money would stay with the foundation and over time would become theirs.
4. An annual service fee of 2-3% would be required by the Foundation to operate a Capital Campaign, which would come off the top of money received. While this amount is typical of the costs of a campaign, it would not be under the control or discretion of Kalkaska County Library.
5. The Foundation felt that our Capital Campaign was not feasible and that we were overly optimistic regarding our ability to raise money for a new library
6. The Foundation also felt the image of Kalkaska prevents the ability for money to be raised through outside resources beyond the County Boundaries
7. In the end, Mr. Ellis indicated that in all reality, they did not want to host the Capital Campaign because they saw it as a failure.

Once relationships are established with foundations, we have a greater chance of gaining additional foundation support. The

effort to contact foundations for the purpose of this study was to open those doors, and improve the awareness of our programs, services and plight. These relationships need to be built over time and we've laid the groundwork for the process.

Governmental Support

Discussions with public Officials such as State of Michigan Representative Wayne Schmidt and with the offices of Senator's Carl Levin and Debbie Stabenow have indicated their support of our project. While not secured, the potential exists for congressional earmarks in the form of funding. This avenue would need to be explored in greater detail. Regardless, an assistance of their written support will help establish and strengthen efforts in securing funding from governmental agencies from Federal, State, Regional and Local levels.

Several grants have already been written on behalf of Kalkaska County Library. The most significant are related to high speed broadband internet access and computer work stations. One grant was submitted by Merit Network, a nonprofit in Ann Arbor – REACH 3MC application. This application brings fiber optic cable into the Village of Kalkaska. Their grant application was submitted as part of the USDA's Rural Development Broadband USA BTOP middle mile project. Michigan State University also submitted an application through BTOP for Public Computing Centers. These two applications were highly recommended by Governor Granholm's Office and are both in final due diligence with the USDA. Awards on these two grants are expected in September, 2010. These awards, while not significantly affecting the construction of a structure, would provide the necessary infrastructure for increased technology, along with the necessary equipment to establish a Public Computing and Community Resource Center. It is estimated these awards total around \$500,000 in grants to provide these resources. It is our hope that should we receive these awards, the grants could serve as leverage

to awaken community desire to move forward and increase potential support by other foundations.

The opportunity for a Federal grant is possible, based on the County of Kalkaska receiving Federal Recovery Zone Designation in 2009. With this designation, we have a greater chance of receiving federal funding, such as a full grant with the USDA for \$500,000 or a grant through the National Endowment for the Humanities. (As a side note) If a building of historical significance were to be utilized, funding could also be available through *Saving America's Treasures* project with the National Park Service.

The USDA has the ability to provide a low interest loan permitting construction to start within the three year period of a Capital Campaign. To take advantage of the loans, it would be necessary to have pledges of grants and funding in place to insure the full loan would be repaid.

Individual Support

Based on the response, we can anticipate that 60 % of prominent citizens would financially support the new library concept. Of those interviewed, 98% supported the project *in concept*, even if they didn't fully understand how we could fund the project, and did not feel comfortable conveying their financial support. However, an overwhelming response felt that we had to be very cautious that what we propose is not considered extravagant. Following is a quote from one of the respondents:

"I think we should be going into it with the knowledge that we aren't going to build a fancy library. As an example, a fancy fireplace will have to come later. It needs to be utilitarian. I would not be averse to building a beautiful facility if someone would support it individually, but in talking with others, it needs to be what we should support with the least amount of money to make it a reality."

Individual support would range \$1.00 to \$5,000 over a three year period. I found most respondents indicated the library could fall

within their top five donations, but less than 10% placed it in the top three.

Response to Questions

It should be noted that an overwhelming 87% of respondents made reference to the economic conditions of our County or of their personal lives. There was a strong community feeling that we need to live within our means. This desire was across the board demographically from those of affluence to those on a tight budget.

Mission Statement

Participants felt the existing mission statement adequately stated a proper mission for the library. While it's not a "tagline", the statement fully describes the mission of the library as a guide for staff to provide services.

Need

The vast response is ***YES, we need to do SOMETHING!***

Services

Design for seniors and for children was the overwhelming response. Second mention was a design for professionals with quiet spaces for studying and small meetings. Programs mentioned including the addition of reading clubs and book clubs of various types. It should be noted that there is an apparent unawareness of available services provided by the library.

Design

Much of the design consideration revolved around our local economy and our ability to afford, maintain or staff a building as proposed. As a whole, the following is a compilation of suggestions:

- To merely double the existing floor space of current library to no more than 10,000 only satisfies current needs and *does not* address future growth.

- A location near the schools, Kaliseum and government facilities was desired by over 84% of respondents, as proposed
- Create a multipurpose meeting room for up to 100 people with private entrance that could be used by the community or rented for private functions
- Create a spacious, dedicated children's room (that could double as the meeting room) so that the remaining library would be quiet
- Include an adult reading room that could also include genealogy and Michigan history resources in addition to study rooms that was quiet without distractions for professional use
- Expanded computer workstations to meet underserved demand
- Include a community room where patrons can congregate, read & enjoy coffee – like a café setting
- Be sure there is ample room to display the library's books, magazines, DVD, & CDs
- Make it green with Solar roof and skylight tubes like the Kaliseum.

Of the interview and survey responds, the number one desired feature was "green" energy efficient design supported by 75% of respondents. The community resource computer center, study rooms and Wi-Fi availability throughout the library each received a 68% support rate. Special programming features as a child sensory area and DVD collection came in at 58%. A drive up window to drop off books received 48% support. An interesting fact is that the drive up window was supported by 98% of those participants who don't have a history of using the library, while it was supported by 40% of current library patrons.

The conference room, fireplace, open walk-ability, and outdoor reading space placed between 30-40% as a top five feature, but fared better lower on the list as less crucial in the overall design. Several library patrons like the "room to room" coziness that exists at the current library and didn't like the idea of openness at all.

Programming Niches

The most popular program niches mentioned were programs for seniors and programs for children, with specific resources for visually impaired. Another suggestion was for a VIP internet usage club, that for a fee, they were allowed longer internet time to complete work.

Other suggestions included a small fee for best sellers. Several people interviewed buy their own books because they didn't want to wait to borrow one. However, if they could "rent a best seller" for a couple dollars a week, they would be more compelled to use the library. The system suggested would be similar to programs run by other Friends of the Library. Fees obtained pay for the extra volumes of best sellers, which are then sold by the Friends once the Best Seller is no longer on the "hot list". Of course, currently there is limited space to put a program such as this into service.

Volunteers

Of the 109 participants, 99 offered to volunteer in some capacity. Following are some of the volunteer statistics:

- 37% would donate financially to support the project
- 54% would volunteer to help at an event
- 31 people provided their email address
- 67 people provided their phone number so they might be contacted to help
- 39 people offered to write a letter of support

A constituent's commitment to time is the strongest buy-in to a Capital Campaign next to their commitment of monetary support. Invaluable; a successful Capital Campaign needs a wide range of volunteers. And, the key to a strong campaign is to compel your volunteers to stay involved and to involve others. The strength of our community to support others in the community works well in this situation.

With the right solution for the Capital Campaign amount, location and design, it could be easy for our communities to buy into the idea of support and to stand behind their decision, because they feel it is the right thing to do.

Gift Range

While a typical Capital Campaign gift range incorporates many large donations, we knew from the start that our list would be different, requiring a larger quantity of smaller gifts to raise the same kind of funding. However, results from the interviews indicated that pledges would be significantly smaller than originally anticipated. The general population of Kankaska County is fearful of their economic state and has been placed into a position of "*feeling the need to hang on to everything (they) possibly can*". They are uncertain about the future, and our Government's ability to improve the economy in our region. The history of a struggling economy in Kankaska has been heightened by the current state of financial affairs in our Country, with little view of resources actually coming to rest in within our County.

Historically, the majority of support in the region is of sports and band programs for children. These programs compel children to stay in school, resulting in stronger education. Others donate to churches and other humanitarian causes. Our county citizenry, despite their financial strain, has a history of giving to help others.

It is anticipated that pledges over a 3 year period would range from \$33.00 a year to a one time gift of \$1.00 to \$200,000. From our contacts, we were unable to acquire one foundation or private donor able and willing to provide funding beyond \$200,000. Of the proposed \$200,000 gifts, these grants would partially be in the form of challenge grants and *would not be available until the majority of funding was raised*. They would also require matching funds to be distributed.

By averaging responses, survey results indicate we could anticipate raising:

\$1-99 gift	\$20,000
\$100 pledge (\$33/yr)	\$30,000
\$300 pledge	\$30,000
\$500 pledge	\$10,000
\$1000 pledge	\$30,000
\$2,000 pledge	\$30,000
\$5,000 pledge	\$50,000
\$10,000 pledge	\$100,000
\$50,000 pledge	\$150,000
\$100,000 pledge	\$100,000
\$200,000 pledge	\$400,000*

Total potential pledges: \$950,000

Note: The amount in yellow denotes mostly local funding through events, individual pledges and local small naming opportunities.

() It should be noted that the \$200,000 grants were based on a \$2,000,000 budget – with gifts provided at 10%. If a smaller amount is raised, then the two \$200,000 grants would also be reduced accordingly.*

If we were to receive the USDA grant, this would place fund raising around \$1,450,000. We could also anticipate receiving an additional \$50,000 from local corporate sponsorship, bringing the total amount pledged to \$1,500,000.

3.0 Recommendations

Approach

To determine the feasibility of a Capital Campaign, it is necessary to find a viable solution within the context of the problem that will prudently meet the needs of the greater part of the community. We identified the best ways to communicate with the citizenry and developed a strong list of volunteers to assist with events, planning, and limited fundraising.

Historically, our County citizenry stands behind community projects, if a viable solution is perceived. This study’s recommendations have targeted specific challenges and make a strong attempt to accurately estimate the total financial need and availability of funding for the project.

During the course of evaluating the interview and survey results, many participants were revisited for clarification. Several of these new visits brought more information to light that helped further define the challenges and potential solutions.

Challenges

Challenges that came to light during the study and several were anticipated:

Economic Conditions:

The economic conditions of our County have cast a “fear of the future” over many of our residents. This has left a majority of potential supporters who realize:

1. The library is needed
2. We need to find a solution within our means
3. We need to explore all alternatives to be sure we chose the right one
4. They will donate what they can, but they don’t know what that is yet
5. We need to be able to afford it once its built
6. They don’t trust the future

The realization exists that we need to address the economy within our strategic plan and provide a solution that is perceived as the best possible choice. This will provide optimum buy-in to the project and optimum support from the community.

Economic Forecast

According to TBEF our County is expected to grow significantly in the next 5 years, with further expansion in the next 40 years.

as we move forward. While this counterbalances Economic Concerns, it means we have to have the ability to expand services as our communities expand.

Technology

Technology changes require we keep pace to support community needs and to provide a space for technology that addresses the varying demographics of those we serve.

Handling the Funding

The Friends of the Library, with 501 (c) (3) status, do not have the ability to run a million dollar or larger Capital Campaign. The best solution is for the Library Board to file for 501 (c) (3) nonprofit status to manage the Capital Campaign.

Perception of Need

While the study prepared by the Breton Group compared our library to other like size institutions in the State, or to institutions serving like sized communities, most respondents thought that was irrelevant: their desire was to create a facility that would meet *our* needs, and not be compared to others.

Revenue Projections

An endowment, a critical part of the Capital Campaign, should be run simultaneously and on-going as a permanent project for the Friends of the Library. While this places an additional burden on the *Friends*, the solution is actually simple and would require a small Capital Campaign that is easy to establish.

It is important that the design reflect an operations budget that is manageable by the County. At this point, the County Government through the Board of Commissioners must “buy in” to the project and place emphasis on support of the library for its sustainability.

It is important that Kalkaska County Library maintain full access and control over funding raised. Funding should be held by the Kalkaska Library Board in a Building Fund until the appropriate

money is pledged or raised to either construct a new building or renovate an existing building such as a vacated school facility.

It is equally important to work with a design that could be expanded over time to meet the needs of a growing community.

Capital Campaign Strategic Plan Recommendations

Throughout this feasibility study, we’ve opened a lot of doors to start cultivating strong partners and relationships outside of our County’s boundaries. By developing a viable strategic plan, with the proper design based on our economic conditions, it is possible to hold the support of our citizens, local governments, library patrons, outside foundations, local and regional businesses and State and Federal Governmental agencies. However, the face of our Capital Campaign will need to be very different than what is typical.

The following are recommendations for that Capital Campaign.

1. A three year Capital Campaign should be planned. Any longer, and the community will lose interest.
2. The Kalkaska County Library Board should file for 501 (c) (3) nonprofit status to be able to leverage all available funding for this project and to allow for donations to be tax deductible.
3. The Library Board needs to maintain control of the funds locally. A fund should be established as “New Building Fund”.
4. Friends of the Library should establish an “Endowment Fund” for the library under their existing 501 (c) (3) nonprofit status. An attorney should review their by-laws to ensure their ability to accept this responsibility.
5. Working with local financial institutions, money will be managed by the Kalkaska County Library Board for the Capital Campaign’s new building fund.
6. Plans for the building need to be revisited. It is important to prove we have exhausted all other possibilities and prepare a plan for multiuse and expansion. It might also be necessary to

- create an “Alternative Analysis” presentation for the public to squelch all concerns regarding solutions. We’ve already established need.
7. The plan should be in place to accommodate a 15,000 square foot library, if not larger.
 8. A kick-off event should be held to launch a county-wide Capital Campaign to raise awareness of our project and to further illustrate need and generate community “buy-in” to the project. Utilizing a list of volunteers generated from the study participants, this one event will be solely for the purpose of gaining further input and support. This event will then lead to an actual Capital Campaign to raise funds, once more of the citizenry are behind it.
 9. Another meeting should be held with the USDA regarding funding – grants and loans, with contact to State and Federal Congressional Leaders, Regional and Local governments for support in the form of letters. This USDA program will be the crux of foundation support, when coupled with individual support. This should take place immediately following the decision regarding options.
 10. Other programs need to be funded simultaneously. A grant writing Capital Campaign could be implemented to raise awareness of our Library needs, specifically with those foundations which support local need but prefer to support programs. Establishing relationships will have tremendous impact on our ability to also secure Capital Campaign funding for a new building. Specifically, grants should be sought for the Book Mobile. In addition, a solution of space and staffing needs to be arranged for a potential award of the Public Computer Grant through Michigan State University.
 11. A multilayered campaign for local support needs to be planned and implemented – sooner, rather than later. Several comments equated to the length of time the project had been under consideration. *“This project has been in the planning phase too long”*. A viable realistic solution should be sought and a plan developed around it. We want to work *with* the community.

12. The library needs to “expand their footprint”, to increase their visibility and to increase use of the libraries services. This could be done through an “image campaign” starting with a series of local news articles. Another solution suggested is for the library to host events outside of their existing building – such as movie night at the Kaliseum.
13. The library needs to establish a Facebook page for email participants to follow the Capital Campaign’s progress and keep up to date with events at the library.
14. Since a Federal 501 (c) (3) non-profit status would be established, all donations would be tax deductible.

In Conclusion

The overwhelming reply is that a new library building is needed and desired in the community. The new location near the Kaliseum was desired by most.

- We need to act now: **People are tired of waiting.**
- While not knowing how it funds could be found (no one stepped up to the plate to say “I will fund Kalkaska’s Library”) was discouraging, we expect that 60% of the community would provide donations of some kind, from \$1.00 to \$5,000.00
- Realistically, we need to develop a design that fits adequately within the budget.
- We need to be able to sustain operations at the new facility following its construction.
- We need to remind the community that the various boards and committees have looked at available alternatives and that our proposed idea is *the most prudent*.
- We need to expand the library’s visibility in the community.
- We need to continue the momentum of the doors we’ve opened with potential funders, foundations and agencies.
- We need to further develop new volunteers and thank our existing volunteers for their strong devotion to the library and its continued strength in the community.