

**NORTH LAKE COUNTY PUBLIC LIBRARY DISTRICT
BOARD OF TRUSTEES ATTENDANCE
Monday, December 7, 2020**

MEMBERS PRESENT: Allen Bone, Maggie Newman, Holly Wurl

OTHERS PRESENT: Abbi Dooley, Connie Brownell, Ryan Gage, Brittany Simonich, Cindy Willis, Nancy Armistead, Melanie Brooks, Karen Swan, Kevin Wallace, Carlyn Runnels

The Trustees were invited to a meeting hosted by the North Lake County Library Foundation in which Carlyn of Campaign Counsel provided their final Planning Study Report. A quorum of the library Trustees was present; however, no Library Board business was discussed nor voted upon. The meeting began at 4 p.m. A copy of the report presented is attached to these minutes.

Respectfully submitted,

Abigail J. Dooley

Abbi Dooley, Library Director



North Lake County Public Library
Foundation
Capital Campaign
Planning Study Report

December 2020

CAMPAIGN COUNSEL.ORG

CAPITAL CAMPAIGN LEADERSHIP, PLANNING & MANAGEMENT FOR NONPROFITS

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I. Overview

The leadership of the North Lake County Public Library Foundation retained the professional capital campaign planning and management services of CampaignCounsel.org from January 2020 through December 2020. During that time, CampaignCounsel.org conducted a Campaign Audit and a Campaign Planning Study to research the fundraising potential for a capital campaign.

The mission of the North Lake County Public Library (NLCL) is to provide a welcoming, contemporary center of literacy and lifelong learning for all users. A renovated, accessible space is at the forefront of NLCL's vision-setting for the future. NLCL provides essential youth and adult services for its 6,000 library cardholders and 54,000 annual visitors. Individuals rely on the library for its technology and WiFi access, book and e-book resources, and community meeting spaces. Families depend upon the library's 500 youth programs that instill an appreciation of reading and promote literacy at a young age. Adults – particularly seniors – value the quiet, safe space where they can gather and read comfortably with beautiful views of Flathead Lake.

The North Lake County Library Foundation (NLCLF) is a private, nonprofit organization that supports and enriches resources and services of the North Lake County Public Library. The foundation augments, but does not replace, tax-based support for NLCL through gifts from individuals, families, businesses and non-profit organizations who wish to demonstrate their love for books, literacy, education, the library and the Polson community.

Since opening in the current space in 1989, the library has adapted over the years to accommodate children's programming, technology access and assistance, and community meeting spaces despite space and layout limitations. The closure of the Sandpiper Art Gallery within the library building left behind a large, relatively unusable space for anything other than storage. Despite the library's commendable efforts to keep the space as functional as possible, the structural and layout limitations of the current space are real. In order to create more space for programming and increase efficiency in the building, leadership initiated this investigation into the need and support for a renovated library facility.

This report includes the findings and details of a potential capital campaign to fund the renovation of the existing North Lake County Public Library building.

CampaignCounsel.org sincerely appreciates the opportunity to conduct this Campaign Audit & Planning Study. It was a pleasure working with the leaders at the North Lake County Library, and spending time with some of the region's best philanthropists. Counsel would like to extend special thanks to **Connie Brownell and Cindy Willis**. Their hard work, support and dedication helped make this Audit and Planning Study a success.

II. Executive Summary

The North Lake County Library (NLCL) is investigating the goal of renovating its current facility in downtown Polson to modernize the space, meet ADA requirements, improve the layout's safety and efficiency, and upgrade the available technologies to continuing addressing the needs of North Lake County's growing population. The North Lake County Public Library Foundation (NLCLF) leaders contracted with CampaignCounsel.org to conduct a Capital Campaign Audit and Planning Study to help determine the feasibility of launching a major capital campaign.

The Audit and Planning Study goals were as follows:

- Audit: Measure the level of the organization's capital campaign readiness by examining its internal (Foundation board, Trustees, Friends, staff) rationale for entering into a campaign, if there are sufficient internal champions to initiate a campaign, and whether the NLCLF family can manage the day-to-day functions of a campaign. The Audit Report can be found in this report's Appendix.
- Planning Study: Measure the level of philanthropic support for a capital campaign to renovate the library facility in downtown Polson. This is accomplished in two steps. First, ask for advice from philanthropic and community leaders regarding the library's image, its case for support, current and prospective leaders and donors, and a plan to achieve its campaign goals. Second, combine the advice provided by philanthropic leaders with Counsel's capital campaign expertise. This report details the findings of the Planning Study.

This is a fun and challenging project. NLCL's current facility is not ADA compliant and has other safety and line-of-sight concerns. Additionally, the space has incredible potential to be used more efficiently. As Polson and North Lake County grow, the need for a larger, more modern library is also growing. The closure of the Sandpiper Art Gallery within the library building left a large space that is difficult to use for anything other than storage. The library is considering a simple solution – moving the entrance – that will streamline the space and make additional renovations simpler and effective. However, the library has a unique challenge: they are not a well-known fundraising entity in Polson. Counsel has past clients that faced similar challenges. The ones that met their fundraising goals did so by trusting and following the plans and processes that Counsel prescribed. NLCLF leaders have the desire to succeed, and they have evidenced their ability to execute Counsel's recommendations; however, raising millions of dollars will take a team effort over an extended period of time – the campaign must be the foundation's top priority – and this level of determination was sporadic during the Planning Study.

Overviews of the five key elements that impact NLCLF's internal readiness and external support for entering into a capital campaign include:

1. Image

- NLCL is perceived positively and is valued by the community.
- The library is an important anchor for downtown and provides necessary resources.
- The library is clean and well-kept, but its facility is aging and inefficient, and limited space hinders its growth and development.
- The library is great, but there are some concerns that services may be duplicated by the schools or Boys and Girls Club.

2. Case for Support

- The library would benefit from better utilization of its space, improvements on the safety and lines of sight in the building, and upgrades to become ADA-compliant.
- Adults of all ages, families and children rely on the programming, access to technology and internet, and community spaces provided by the library.
- As North Lake County grows, the need for a modern library will grow too.

3. Leaders

- The NLCLF board is dedicated, and several members are recognized as top-tier community leaders.
- Community leaders are intrigued by the potential of a renovated facility.

4. Donors

- The library does not have a strong donor base and neither the library nor the foundation are recognized as fundraising entities in the community. However, people are aware of and appreciate the library itself, so connecting donors with capacity to the project has potential.
- Some interviewees expressed surprise that the library would seek private donations for a campaign since it is a tax district; however, this can be successfully addressed through the education and cultivation process of a campaign.

5. Plan

- The NLCLF board will be the starting point for a capital campaign; all campaign processes, from donor identification through retention, will be managed through this leadership base.
- Through this campaign plan, the library and foundation will gain recognition with philanthropists, solidifying their images in the region and improving their collective fundraising potential.
- Counsel will call upon volunteers to not only identify, educate and solicit potential donors, but to also employ their varied skill sets – especially determination – to move the plan forward.

- The prescribed plan is longer than some due to Counsel's uncertainty regarding potential major-gift donors. One six-figure gift can substantially shorten the length of a campaign, but without direct knowledge of any gifts of this size, the plan utilizes more four- and five-figure gifts.

Based on these findings, CampaignCounsel.org recommends a **campaign goal of \$2,000,000**. Given the level of community support uncovered during this process, Counsel believes a lower goal is the only way this campaign would be feasible. One reason for this is that a leadership level donor (six-figure gift) was never discovered. Another reason is that the community overwhelmingly pushed back against too many "bells and whistles," but believes a renovation campaign is a prudent move for the library. The "bells and whistles" were perceived to be the difference between the \$2M and \$3M suggested project goals; the majority felt that a \$2M project would be successful, but didn't feel the difference to raise an additional \$1M would be necessary.

Campaign goals are functions of several factors: size and philanthropic wealth of the organization's service area, ability to fully engage with internal and external leaders, interview findings, success of past campaigns, self-disclosed gifts, a strong case for support, competition and organizational readiness.

While relevant, none of these factors are as significant as determination and talent. The leaders of both the library and the foundation are passionate about the project; the campaign's probability of success is relatively high. However, its leaders will need great determination and talent to define and manage its scope. They must work diligently to assess the vision and keep the costs as close to the \$2,000,000 recommended goal as possible.

Counsel believes that NLCL has the potential to reach a fundraising goal of \$2,000,000 because:

- The need for a modern, efficient library is evident and compelling.
- Some of the right community leaders/donors have stepped forward.
- Library and foundation leadership groups are determined, intelligent, and willing to follow industry-proven processes.
- The community is excited by the idea of a renovated library in downtown Polson.

III. Process

The Capital Campaign Audit and Planning Study process is designed to perform five functions:

1. Prepare the nonprofit's internal and external leadership for a capital campaign
2. Elicit advice from community leaders and philanthropists regarding the nonprofit's ability to enter and successfully complete a capital campaign
3. Identify prospective leaders and donors who are interested in participating in the capital campaign
4. Initiate the donor education and cultivation process
5. Gather sufficient information to devise a capital campaign plan that will meet the nonprofit's fundraising goal

When this process is completed successfully, donors are prepared for a capital campaign solicitation. As the saying goes:

If you want advice, ask for money. If you want money, ask for advice!

The Study process does not measure overall community perception. It is not a public relations effort. Rather, the Audit and Planning Study focus on the relatively small population of men and women who have the capacity to lead and/or make significant gifts to the capital campaign. On average, over 80% of a capital campaign's goal is gifted by fewer than 20% of its donors. Therefore, the process focuses on educating and cultivating top prospects prior to making an ask in order to optimize their giving potential. There were two methods used to gather information in NLCLF's Audit and Planning Study.

1. Personal Interviews: CampaignCounsel.org conducted personal interviews with 83 people. These interviews were held with Foundation board members, Trustees, Friends, staff, community leaders and philanthropists. A complete list of the interviewees can be found in the Appendix.
2. Foundation Research: Research was conducted into local, regional and national foundations. The results are listed in the Appendix. Grant applications can be made throughout the campaign process, although many foundations will require a show of internal support prior to accepting an application.

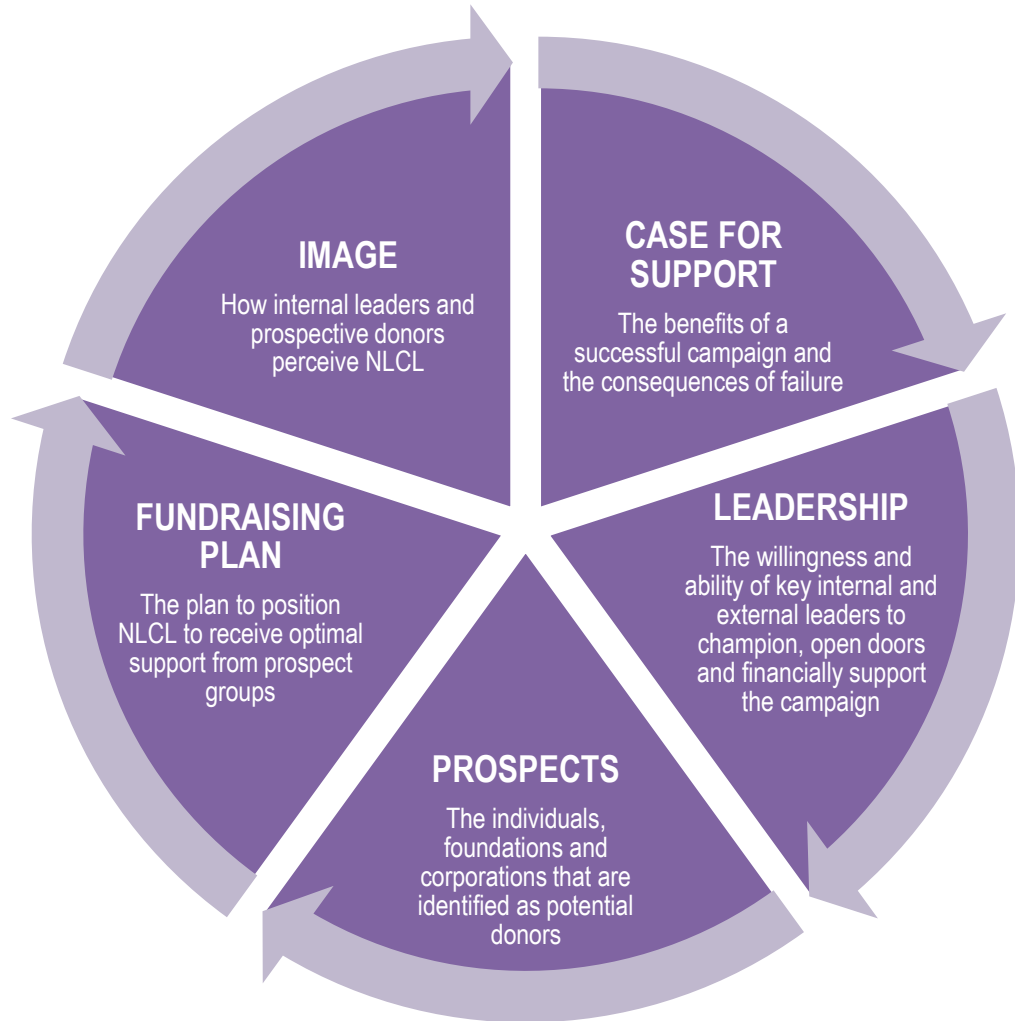
IV. Findings

The Capital Campaign Audit and Planning Study is a snapshot in time of the organization's image, case, current and prospective leaders and donors, and plan according to the men and women interviewed.

Achieving NLCLF's fundraising goal is dependent upon campaign leaders incorporating the Study findings into its comprehensive campaign plan. The fundraising plan is tailored to the organization's unique circumstances and goals. It is based on an assessment of the following factors:

1. Organizational priority – Successful campaigns are long-term commitments that require:
 - A willingness to incorporate Study findings into the organization's vision for the future
 - A willingness to identify and meet with prospects
 - The ability to convey a consistent message to prospects
 - Ongoing cultivation and education to enrich donor relations
2. Community Perceptions – The donor community's positive/negative image of the library, their interest in supporting its mission **and** vision, and how community perceptions might influence the fundraising plan, particularly if the library decides to move ahead with a higher fundraising goal.
3. Internal Resources – NLCLF's commitment to allocating the time, energy and financial resources necessary to build and sustain campaign momentum.
4. Major Gifts – The existence of prospective lead donors who are willing to make significant gifts (\$300,000+) to the campaign.
5. NLCL and NLCLF Leaders – The availability and willingness of organization leaders to contribute to the campaign, champion the campaign, and recruit others to do the same.
6. Case Development – The ability of organization leaders to hone and refine the draft Case for Support provided by CampaignCounsel.org in such a way that outlines the needs, benefits and rationale for the campaign.
7. Flexibility – NLCLF's ability to adhere to the fundraising plan while maintaining an appropriate level of flexibility to allow for inevitable changes.

Factors Evaluated by Counsel



A) Image

The North Lake County Public Library is a well-known resource in the Polson community. Residents depend on the library for its books in all formats, reliable technology and internet access, and community meeting room availability. The library is especially well-known for its adult and children's programming. Fostering literacy and a love of reading in young children is at the heart of NLCL's approach to children's programs.

The library's mission is to provide a welcoming, contemporary center of literacy and lifelong learning for all users. Its staff are praised for their knowledge, friendliness, and eagerness to help. Its board leaders are credited with great community connections and forward-thinking mindsets.

The library is considered an important anchor of downtown Polson, and the location on Flathead Lake is considered one of the best aspects of the library. The location reinforces the special sense of place that the Flathead brings, along with the history and legacy of the region.

While the library is clean and well-kept, the facilities are aging and not ADA-compliant, the layout is disjointed and inefficient, and limited space hinders the growth and development of programs. The library inherited the current facility in its existing layout in 1989. As the population of North Lake County has grown, the library has done its best to accommodate the increased need for space, books and technology within the current building. There have been minimal improvements made over the last 31 years. Although the facility's current ADA accommodations were grandfathered in, bringing the accessibility up to code is overdue. The space between the library shelves is growing narrower as the number of books and shelving units increase; the available computer stations are in high demand; and the children's area is becoming overcrowded. Additionally, the current layout is not conducive for secure lines of sight or improved safety for the staff and patrons alike.

Some community members interviewed expressed surprise that the library would consider a capital campaign since they are already a tax district of Lake County. Others were concerned that the community's lack of awareness of the library as a fundraising entity in Polson could deter traction for a campaign. With the other campaigns and possible bonds in the community, there was also concern that the library could be duplicating services already offered by the Boys and Girls Club or the schools. However, Counsel found no evidence of services that are actually being duplicated, and prospects didn't cite specific examples. And while many agreed that the library needs a facelift to address some safety and space challenges, they were also concerned at the price tag associated with what they perceived to be "bells and whistles" of an unnecessarily large capital project.

NLCL leadership and many community members believe that the library has reached the ceiling of what it can provide to the community with its existing space limitations. A renovated facility with a new layout will increase its programmatic scope, welcome members with all abilities, double the current space, and bring the library into modern times.

The most positive images of the North Lake County Public Library are:

- Strength of resources: The community relies on the library for its range of books, technology and internet access, and public meeting spaces.
- Youth programs: The necessity and scope of programs fostering literacy and a love of books for children and families.
- Downtown location: The library's presence is vital to downtown and members appreciate the location on Flathead Lake.

The most negative images Counsel was told of the library are:

- Aging facilities: The lack of ADA accessibility, concerns about safety/lines of sight, and need for basic improvements were prevalent topics.
- Question of need: While people don't doubt that the library needs improvements, there is concern about the possible duplication of services between other organizations and questions of whether the possible \$2 million campaign is completely necessary. Overall, people supported the idea of a \$2 million campaign but questioned whether a \$3 million campaign would be necessary.
- Finances: Questions were raised about the community's awareness of the library as a fundraising entity, and if they'll be able to succeed in a capital campaign because people already "give" to them through the tax district.

B) Case for Support

The NLCL Case for Support represents how the project is presented during the capital campaign. The case strategically outlines the organization's current needs, the consequences of not addressing them, and the benefits of meeting the capital campaign goals. The case is the backbone for all capital campaign materials (brochure, video, ask letters, naming opportunities, etc.). Below are the key elements that Counsel discovered during the Study which are pertinent to the library's Case for Support. The entire Draft Case for Support is presented later in the report.

NEED

- Adults of all ages, families and children rely on the resources and programs provided by the North Lake County Public Library.
- There are nearly 6,000 library card holders, but that doesn't fully capture all of the people who rely on the library.

- To better serve these patrons, the library needs more space, structural improvements, adjustments to meet ADA compliance, and improved safety and secure lines of sight.

CONSEQUENCE

- Serving the community in its current location since 1989, the library has kept up the facility through piecemeal improvements but hasn't done anything significant structurally. Additionally, the Sandpiper Art Gallery's closure left behind space that was unusable to the public; the library has used it for storage and a secondary meeting room, but it has caused the overall library layout to be inefficient.
- Costs to keep the aging facility up-to-date and well-maintained will continue to rise.
- Due to lack of efficient space, the library hasn't been able to expand the children's area, increase the available technology, or even simply add more bookshelves.

BENEFIT

- An intentional, meaningful expansion of services and space including more room for children's programs and technology like additional computers and a 3D printer.
- A welcoming environment for all library users by bringing the facility up to ADA code.
- Improved space efficiency to nearly double the public library area.
- Creating a safer facility with improved lines of sight for staff and patrons alike.

C) Leaders

CURRENT LEADERS

- North Lake County Public Library leaders on the Foundation Board, Board of Trustees, and staff are credited with bringing community connection, engagement and solid leadership to the organization.
- The Foundation board is committed to 100% participation in the campaign (time, talent, treasure); this dedication will resonate with prospective donors in the region.
- Counsel interviewed many enthusiastic community leaders who want to help ensure this project is successful. Assuming we can recruit them on to the capital campaign committee, NLCLF should have sufficient leaders to achieve its campaign goal.

Staff at the library have done an excellent job running the facility and providing vital services. The Foundation Board and Library Trustees have proved their ability to support the staff and Counsel throughout this Planning Study process. These individuals have great reputations within the community and are regarded as

driven, compassionate, and welcoming. However, Counsel learned during the internal Audit that the execution of a capital campaign would be managed by the Foundation Board, all of whom are volunteers. In the Audit, Counsel recommended hiring an additional staff person whose sole focus would be donor database development, gift processing, and donor stewardship. This recommendation is reinforced here now. A successful campaign will require 10-20 hours **per week** of consistent work towards furthering the capital campaign efforts. While the volunteers who assisted with the Campaign Planning Study were very helpful, the work was inconsistent, causing delays in progress. Hiring a part-time development staff person will be instrumental in the success of this campaign.

Fundraising for a capital campaign of this magnitude is not necessarily something that the library or foundation leaders signed up for. However, the campaign will only be successful with talented and determined individuals in place who have institutional and community knowledge and a long-term commitment to the organization's mission. The foundation's leadership is committed to this project; each board member who was interviewed indicated a willingness to help identify, educate, cultivate, solicit and close pledges. And they will not be doing so alone as CampaignCounsel.org can be there to provide campaign management services.

The plan presented in this report is a multi-phase blueprint for success. The first phase and potentially part of the second can be handled by Counsel and the campaign committee. However, there will come a time that the foundation needs development staff a few hours every day to update the database, prepare solicitation materials, process pledges, and send thank you notes and tax deduction notices. Counsel further advises that this part-time development position remain in place post campaign. NLCLF will become a top-tier nonprofit after its successful campaign. It will want to ensure that it remains so through good stewardship of donors, which is best handled by staff.

All told, foundation leadership is determined to continue fulfilling the library's mission and broadening its vision. There is strong emphasis on creating a contemporary facility that brings literacy, accessibility, and a sense of community beyond "just books" to the library in downtown Polson.

PROSPECTIVE LEADERS

Counsel interviewed many enthusiastic community leaders who want to help ensure this project is successful. Assuming we can recruit them on to the capital campaign Steering Committee, NLCLF should have sufficient leaders to achieve its campaign goal. Recruiting these leaders into the campaign Steering Committee, which is formed after the Alignment and Internal phases of the campaign plan, is best achieved in three steps.

First, the prospective committee member is identified and agreed upon by the existing committee. Second, the prospect is solicited. Third, the prospect is invited

on to the Steering Committee if he or she has made a personally significant gift to the campaign. Some of these potential committee leaders should be recruited as soon as possible because their presence will create more confidence and credibility for the capital campaign.

The campaign plan commits resources to identifying, educating and cultivating the Polson community and surrounding areas of the Flathead with the intent of preparing prospects for financial support **and** campaign leadership. This will be accomplished through database research, networking and campaign events. Additional prospective leaders can be found within local foundations and business leaders.

The Plan section of this report provides details on the process involved in building the best capital campaign leadership.

D) Donors

CURRENT DONORS

- During Counsel discussions of financial support, no six-figure gifts were discovered. In fact, the majority of gifts were under \$10,000. There were 23 prospects who shared explicit amounts they might give, totaling \$85,400. Nine prospects shared a range of their possible gift, totaling between \$32,000 on the low end and \$84,000 on the high end. All together, Counsel discovered between \$117,900 and \$169,400 in possible gifts. Twenty-five donors were unwilling to share the amount they would give, but indicated they would likely contribute.
- Some interviewees (internal and external) expressed surprise that the library would consider a capital campaign seeking donations since they're already a tax district; however, this is just a matter of educating the community about the role of the NLCL Foundation.
- Library donors are not limited to people who use the library. Rather, they would support the organization because they believe in its mission and the impact it has on the residents of North Lake County.

Securing large gifts from current donors early in the campaign is desirable because it does two things. One, it builds campaign credibility. People who are considering a gift will perceive the project as credible because other philanthropic leaders are committing time and resources to the project. Two, it builds campaign momentum. Large gifts early in the campaign build excitement in the community and invigorate internal leaders. In addition, people considering a gift will likely make an expedient pledge because the campaign is perceived to be moving quickly.

Soliciting current donors during a capital campaign is, in theory, simpler than soliciting new donors. However, NLCLF is in a unique and challenging position because it does not have an extensive list of current large donors. This can be overcome through education and cultivation about the role of the foundation and the campaign itself. For the community members who participated in a Campaign Planning Study interview, this education process has already begun.

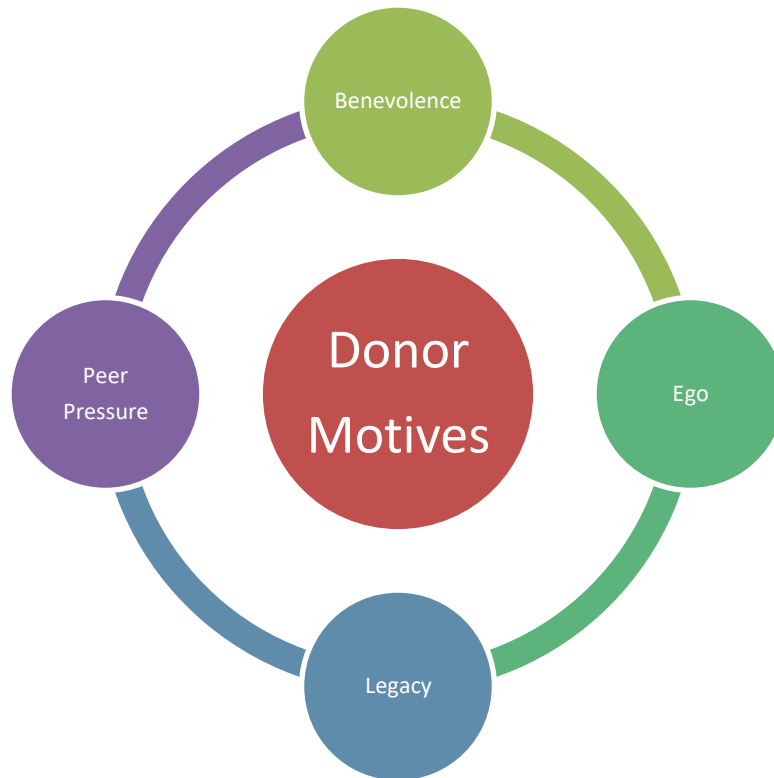
Sometimes, however, nonprofits will shortcut the solicitation process. They assume that current or prospective donors are pre-sold on the project, so they will make casual, open-ended asks. This is rarely successful. Campaign committee members should make professional and thoughtful asks of all donors, both current and prospective.

The NLCL Foundation Board has yet to take on a fundraising project outside of small annual appeals, so this campaign will be a big undertaking. Those who were interviewed during the Study were excited to help advance the library's mission and provide the community with important assistance and facilities. Counsel had several very good conversations with internal and external donors during the Study and believes some of these individuals will make major gifts to the campaign.

PROSPECTIVE DONORS

Prospective donors are those who have not previously been involved with or supported the library. In NLCL's case, this will be the majority of its donors. Prospective capital campaign donors are broken into three categories: individuals, corporations and foundations. Fundraising professionals generally agree that the motivation to give originates from one or more of the following:

1. Benevolence – the donor who gives because he/she believes it is their duty
2. Ego – the donor who gives to make a personal statement
3. Legacy – the donor who gives to memorialize or promote a person or organization
4. Peer Pressure – the donor who gives to appease



Knowing what motivates a donor will help ensure a good ask. For example, a prospect who has benefitted directly or indirectly from the library's programs or services may be primarily motivated by benevolence or legacy. In this instance, campaign volunteers who have personal ties to the library participate in the ask. Their ability to closely identify with the prospect will entice his/her feelings of benevolence or legacy.

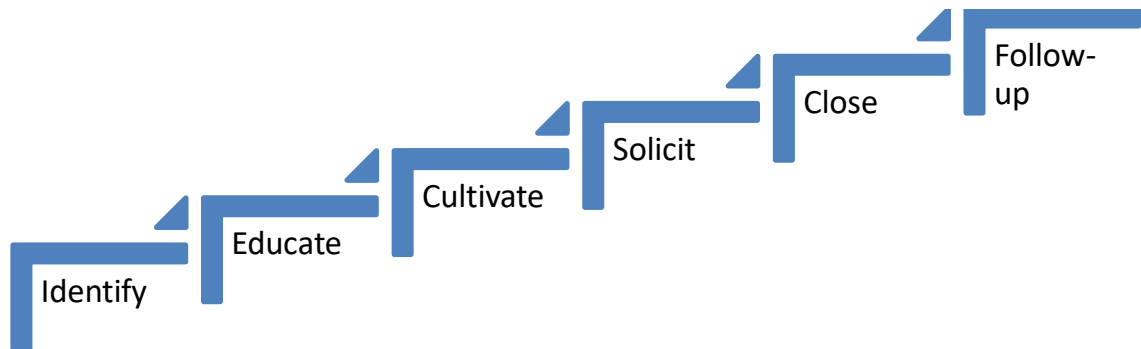
NLCLF's best prospective donors are:

- Residents or local business owners who are passionate about the library's mission to help children, families and adults safely access literature and technology, and to create a space for community gathering.
- Local and regional foundations with a history of supporting the library or similar projects.

Campaign competition can also affect an organization's ability to find new donors. Often, campaigns compete for donors, but more often they complement one another. A community rich with campaigns is a community rich with donors.

The only significant campaign competition discovered during the Study is from the Boys and Girls Club, which is concluding shortly. There have been discussions about a campaign for ice skating rinks, a possible hospital campaign, and the ongoing funds needed for both the pool and the Boys and Girls Club, but nothing has officially launched.

Counsel interviewed 83 current and prospective donors during the Planning Study. Most were supportive of the project, and a handful indicated interest in making leadership gifts. Of note, Counsel never discovered a donor who explicitly indicated they would make a high five-figure or six-figure gift. Without that knowledge, Counsel cannot recommend a goal higher than \$2,000,000; however, this does not mean that this goal cannot be achieved within the community if the foundation follows the plan. Every prospect should go through the same professional process:



DONORS AND TIMING

Counsel began this study in January 2020, paused in March because of COVID-19, and resumed virtually in July. It is important to acknowledge the high number of unusual and unprecedented events that have occurred over the course of this study – all of which shape the way people perceive the world and how their philanthropy could be impacted. From a global pandemic to civil unrest to a turbulent Presidential election, there has been no shortage of concerning events on prospective donor’s minds as Counsel had conversations about the library’s capital campaign and if, and how much, donors would consider contributing.

With that said, Counsel feels there were many interviewees who likely have capacity for a five-figure gift who were uncomfortable disclosing an amount for this campaign due to the uncertainty of the election. For this reason, Counsel feels comfortable recommending the \$2 million goal, knowing there are fewer numbers of disclosed gifts than we typically see. Counsel is optimistic that with the proper training and processes, the foundation can bring these donors into the campaign.

E) Plan

CampaignCounsel.org adheres to fundamental fundraising principles:

- PEOPLE GIVE TO PEOPLE
- PEOPLE GIVE BECAUSE THEY ARE ASKED
- DONORS RESPOND TO PEER SOLICITATIONS FOR SPECIFIC GIFTS

- DONORS OFTEN WANT AND ALWAYS DESERVE RECOGNITION
- PEOPLE GIVE TO BENEFITS AND CONSEQUENCES, NOT JUST NEEDS

Achieving NLCLF’s fundraising goal is dependent upon campaign leaders subscribing to the principles above **and** adhering to the fundraising plan presented in this section. The fundraising principles are not true for this project alone; they are true for any fundraising effort that targets leadership gifts of \$25,000 and higher. This fundraising plan, however, is tailor-made to the library’s unique circumstances and goals.

Table 1: Campaign Timeline

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
2021	Family Phase		Quiet Phase				Leadership Phase					
2022	Public Phase					Close-Out						

Each phase is designed to achieve specific and sequential goals, which means that skipping one phase or leaving one incomplete will likely hinder the remaining. For example, if the foundation does not professionally solicit and secure gifts from its entire board of directors, then these leaders may not become “invested” in the project and likely will not champion it through to completion. This typically results in stalled solicitations because there are not enough donor prospects being cultivated by peers.

The table below represents Counsel’s professional assessment of the most likely leadership-gift distribution scenario for an ideal \$2,000,000 campaign. It is based upon what we know today – information provided by internal and external interviewees and CampaignCounsel.org’s experience working in Montana. Note that the gift distribution that comes to fruition may not actually resemble this table because of the assessment provided above in “Donors and Timing”. For example, there may only be one six-figure gift. However, Counsel still recommends that NLCLF pursue gifts at these levels. It will require additional research on donor capacity, but Counsel is certain that these size gifts exist in the region.

The campaign’s duration will be directly impacted by the size of gifts secured early in the campaign. Large gifts open the door to more large gifts, which we know can be secured in Polson based on other campaigns (e.g. Boys and Girls Club). Unfortunately, the donors at those levels were either not contacted during the Planning Study interviews or chose not to disclose their intended gift amount. The capacity does exist in Polson, however.

Table 2: Major-gift Distribution for NLCL’s \$2,000,000 campaign

Gift Level	Gifts Required	Total Value	Accumulated Value
\$300,000	1	\$300,000	\$300,000
\$150,000	2	\$300,000	\$600,000
\$75,000	4	\$300,000	\$900,000
\$35,000	8	\$280,000	\$1,180,000
\$20,000	15	\$300,000	\$1,480,000
Total Gifts:	30	Total Dollars:	\$1,480,000

These 30 gifts represent roughly 75% of the campaign goal. They are based upon donor capacity to an extent, but primarily based on similar projects. Worth noting, Counsel discovered 22 gifts below the \$20,000 threshold totaling \$60,400 and believes a significant number of new donors at this level could also be discovered in the Leadership Phase of the Campaign Plan with proper education and cultivation.

To successfully implement this plan, the library will call upon its greatest assets, community and mission. Many of North Lake County's most impactful philanthropists are not library users or involved with the library. Although they may not check out books, they believe in the impact and importance of libraries, particularly in smaller communities.

The next portion of this report details the expectations of each phase:

1) Family Phase

Description	Duration	Phase Goal	Accumulated Total
Form a Campaign Committee, prepare campaign materials, solicit Library boards and family	3 months, January – March 2021	\$50,000	\$50,000

The Family Phase focuses on preparing the library and foundation boards and staff for a capital campaign. Steps include forming a cabinet, preparing solicitation materials and conducting internal solicitations. NLCLF should also begin the search for a Development Coordinator during this phase. This person will be instrumental in all subsequent phases of the campaign.

OBJECTIVES:

Campaign Cabinet – The Cabinet instills confidence and credibility through its leadership. It is comprised of 3-5 members who work with Counsel to design and approve campaign materials. Counsel will create the initial drafts, then the Cabinet will help finalize the Case for Support and solicitation materials and cultivate members of the boards for solicitation. Cabinet members will be the first to make personal gifts to the campaign, followed by their remaining board members, staff, and volunteers.

Case for Support – A draft Case for Support is provided at the end of this report. This document embodies the needs, consequences and benefits of a renovated library according to prospective donors. The Case is the backbone for all campaign materials and should be edited and approved by the full Cabinet.

Solicitation Materials – Campaign materials that will be used in the solicitation process include video, brochure, pledge cards, gift levels, ask letter and naming opportunities. To minimize unsolicited giving, the library's and foundation's websites should not contain campaign materials of any kind, including renderings. Educational materials like the campaign newsletter, however, are well suited for the website because they will help educate donor prospects on the Case for Support.

Renderings – The library will want to work with architects to develop conceptual renderings of the renovated facility. Counsel knows some already exist but may need to be updated to reflect current costs. These renderings are very important – the campaign cannot move into the Quiet phase without them.

Solicitation Training – Counsel will train the Cabinet on how to identify, educate, cultivate, solicit and close prospective donors. Training is done with written and

video instructions, role playing and practice with other Cabinet members. Training occurs throughout the campaign. Often, committee members need to be reminded of correct solicitation techniques or new committee members are recruited. Counsel also strategizes with committee members on solicitations. We have worked with every type of donor (ego, benevolent, peer-pressure, legacy) and can provide valuable insight into how to succeed. In addition, some Campaign Committee members will have experience making asks for different types of fundraising (e.g. special event) that target smaller gifts. This is valuable experience, but it is not the same as making leadership-gift asks. These committee members still need training and should follow the prescribed processes.

Internal Solicitations – The two most common approaches to soliciting board members and family are personal visits and/or social events. Personal visits are one-on-one asks with each individual and their spouse, if possible. A social event, such as a cocktail reception, involves a group solicitation. The best approach depends upon the group – if they are comfortable and social with one another – then a group ask may be best. The advantage to personal visits is that this approach gives Counsel the opportunity to teach the best and most commonly used solicitation techniques through example. Video solicitations using platforms like Zoom and GoToMeeting have also been successful during COVID-19. Cabinet members should have a conversation and decide which method would yield the best results.

Once the boards and staff have been solicited, Counsel recommends that the Cabinet assess its volunteers, if applicable. Those with \$10,000+ gift capacity should be asked one-on-one, while the remaining volunteers can be solicited during a social event such as a campaign kick-off party.

Identify and Prioritize Major-Gift Prospects – The Cabinet will identify and classify gift prospects based upon giving potential. Then, prospects who are identified as capable of making \$25,000+ gifts will be assigned to Cabinet members for visitation, solicitation and follow-up, including asking some of them to join the Steering Committee. These asks will occur throughout the campaign, but it is best to prepare for them and make them early on because these donors play important roles in building the campaign's credibility and momentum.

Foundations – Create a timeline for application deadlines. A list of local, regional and national foundations is supplied in the Appendix.

Campaign Communications – The most timely, effective and cost-efficient means of communicating campaign news is through monthly newsletters. This direct-mail piece is dedicated solely to capital campaign updates. It should be distributed to individuals, corporations, foundations and other interested parties. The format should be brief (one-page front-and-back) and easy to

read. Issues will be released on a monthly basis, or immediately upon some newsworthy event. Additional campaign communications such as website updates will begin in the Quiet Phase.

Press Releases – The library’s plan to renovate their facility in downtown Polson will be of great interest to the community at large. Announcing campaigns to the general public does not generally occur until a significant amount of money has been pledged. However, Counsel believes it is prudent to begin this education process with the entire region as soon as possible.

New Market Tax Credits – The library may be eligible for New Market Tax Credit dollars which could account for a large portion of the capital needed for construction. CampaignCounsel.org has experience positioning organizations for this funding. Initial contact with the Montana Community Development Corporation should occur in this phase – securing these funds is a long and difficult process so it is best to get started early.

2) Quiet Phase

Description	Duration	Phase Goal	Accumulated Total
Begin top-level community asks, build Steering Committee	5 months, April – August 2021	\$1,500,000	\$1,550,000

The Quiet Phase marks the point where the campaign leaves the comfort of the library and ventures out into the community. This phase focuses on major-gift prospects in the community with \$25,000+ capacity. The timing of this phase is no accident: this is when many of the wealthier, part-time Polson residents begin to return to the area for summer.

OBJECTIVES:

Campaign Steering Committee – The Campaign Cabinet is a relatively small group of internal leaders. However, to raise \$2,000,000 it must expand in size and reach. To do so, prospective campaign Steering Committee members will be identified and solicited. *After they have made a pledge to the campaign*, they will be recruited on to the committee and trained on the correct process of making solicitations. This Steering Committee will meet once a month, but some Steering Committee members will rarely attend meetings; they’re too busy! Their best work is done by opening doors to additional leaders and donors. If this means making a phone call vs. attending a meeting, then it is better they make phone calls. The Steering Committee grows throughout all phases of the campaign.

Major Gift Visits – Success comes down to the number of personal visits made and closed. This phase will utilize Steering Committee members to set-up personal meetings with prospects capable of making \$25,000+ gifts to the campaign. Steering Committee members schedule and participate in these asks.

Foundation Proposals – Several foundation prospects were identified during the Study process (see Appendix for complete list). Letters of Intent or full proposals will be submitted to foundations. Generally, the likelihood of a gift is greatly increased if the library or a Steering Committee member has a personal relationship with the foundation. It will be important to show a degree of success with project fundraising before applying to some, if not all foundations. These organizations will want to see community support prior to making grants.

Campaign Communication Activities

- Campaign newsletters
- Website updates
- Press Release and/or Op-ed story

3) Leadership Phase

Description	Duration	Phase Goal	Accumulated Total
Focus on \$10,000+ prospects, grow Steering Committee, close-out gifts	4 months, September – December 2021	\$ 250,000	\$ 1,800,000

By this time in the campaign, the Steering Committee should be focusing on prospects with \$10,000+ giving potential and/or desirable campaign leadership skills. These prospects are well educated on the Case for Support via the campaign newsletter and are expecting an ask. However, just because a prospect is expecting an ask does not mean that just anyone should make the ask. The prescribed campaign process does not include blind asks. A blind ask is when the people making the solicitation do not have a personal or professional relationship to the prospect. Blind asks rarely produce the desired result. It is easy for a prospect to say, “No, thank you” to a stranger, but much more difficult to do the same with a friend or colleague. Therefore, this phase of the capital campaign remains focused on assigning the right Steering Committee volunteers to the right prospects. And if the Steering Committee lacks this connection, then it will become necessary to recruit the appropriate person on to the committee.

OBJECTIVES:

One-on-one solicitations – Do not waver from personal solicitations. At this point of the campaign, committee members may begin getting antsy and want

to alter the prescribed process, which always includes working in groups of two and making thoughtful, professional asks. Personal asks may seem too time consuming. They are not. In fact, personal asks yield higher returns (larger gifts), close more quickly, and take much less time to prepare for than group asks.

Foundation Proposals – With the campaign pledge total climbing, the library’s ability to write grant requests to local, regional and national foundations increases. Counsel will work with the Steering Committee to identify the best foundation prospects and write applications or Letters of Inquiry that highlight the project’s overlap with the foundation’s areas of interest.

Close-Out – Often times the campaign committee will get so caught up in making solicitations that it forgets to close-out people who have already been asked. This can be challenging, so Counsel has developed several “triggers” to assist in moving prospects towards a decision.

4) Public Phase

Description	Duration	Phase Goal	Accumulated Total
Invite the whole community to join the campaign	5 months, January – May 2022	\$ 200,000	\$ 2,000,000

The Public Phase is designed to invite **everyone** to support the campaign. This is the phase of the campaign when online and direct-mail solicitations are made. The campaign goal is within sight; however, now is not the time to let-off. There will be hundreds of donors who will **want to** support this project. The gifts will be small, and the majority of these donors will be new; they will help secure the library’s future fundraising efforts.

OBJECTIVES:

Prospect Solicitation – Campaign volunteers should not abandon one-on-one solicitations. Plenty of donor prospects will remain who, if asked correctly, can make multiple-year pledges of \$10,000 or more. The highest return on a campaign volunteer’s time remains with personal solicitations.

Website Donations – The library and foundation should adjust their websites to encourage online campaign donations. Up until this point, the website has been a distribution depot for campaign newsletters, renderings and perhaps a list of campaign donors. Now is the time to include naming opportunities, pledge forms and a DONATE NOW! button.

Direct Mail Solicitations – Prospects who did not respond to any type of ask – personal, website, or one-on-one – will be mailed an invitation to make a pledge.

Foundation Proposals – Continue completion of applications.

Campaign Communication Activities

- Campaign newsletters
- Website updates
- Press releases

5) Close-Out Phase

Description	Duration	Phase Goal	Accumulated Total
Close all outstanding gifts	2 months, June - July 2022	NA	\$ 2,000,000

The Close-Out Phase focuses on closing all gifts through personal visits, phone calls, emails and direct mail. All too often a campaign will close shop before exhausting the campaign’s momentum. The Steering Committee has worked hard for almost two years on building a Case for Support within the donor community. Don’t quit just yet!

OBJECTIVES:

Close-out Asks – Prospective donors often delay making a decision on their pledges. Sometimes their reasons are legitimate, but more often their delays are due to procrastination. Making personal contact with a donor two or three more times, utilizing “triggers” such as the campaign coming to an end, can motivate these donors to finally make their pledge.

Foundations – Review foundation grant application deadlines and decision dates to ensure that all avenues have been explored.

Campaign Communication Activities

- Campaign newsletters – announce campaign success!
- Press Releases – announce campaign success!

6) Pledge Redemption

Description	Duration	Phase Goal	Accumulated Total
Collect all outstanding pledges	Five years	N/A	\$2,000,000

Don't let your donors forget about your project. Send them reminders and thank you notes to keep the pledges rolling in.

OBJECTIVES:

Donor Recognition - Naming opportunities will have been utilized throughout the campaign to incentivize prospective donors. Now is the time to finalize how **all** campaign donors will be recognized. Donor recognition can become surprisingly expensive. Care should be taken to ensure the appropriate level of recognition is sought.

Pledge Redemption and Replacement – The library will want to ensure that correct personnel and software are in place to track pledge redemption. There is the tendency to slack off at the end of a capital campaign. Don't do this! Maintain the process of sending reminders **and** thank you notes until all pledges are complete – this is good stewardship and will grow the organization's future fundraising potential. Most campaigns experience a 90%+ pledge redemption rate when they remain committed to good stewardship practices. If a major donor becomes delinquent, the library should be prepared to replace that gift with another.

V. Leadership Roles and Job Descriptions

Capital Campaign Cabinet – This is the overall management team of the campaign. These leaders will serve as early decision-makers for the campaign. Responsibilities include:

- Working with Counsel to finalize the Case for Support and develop solicitation materials
- Finalizing and approving the campaign plan
- Identifying individual, corporate and foundation prospects
- Making and/or assisting with solicitations
- Recruiting Steering Committee members
- Attending periodic Campaign Committee meetings
- Making personally significant gifts

Steering Committee – This will be an ever-expanding and contracting committee of the library and community leaders who agree to champion the campaign. Their responsibilities include:

- Making personally significant gifts
- Identifying individual, corporate and foundation prospects
- Soliciting gifts and/or opening doors to other prospects

Capital Campaign Chair(s) – This individual(s) will be the official spokesperson for the campaign. Their participation in the top level of the campaign will lend credibility to the fact that this is a serious and worthwhile undertaking endorsed by well-respected, civic-minded people. This optional role carries with it the following responsibilities:

- Making a leadership gift
- Being a spokesperson for the campaign
- Identifying individual, corporate and foundation prospects
- Soliciting gifts and/or opening doors to other prospects
- Participating in and hosting cultivation events
- Assisting with Steering Committee member recruitment

VI. Role of Professional Fundraising Counsel

CampaignCounsel.org provides management and strategic direction throughout the campaign process. However, it is important that library leaders understand that they have certain management responsibilities in a campaign. Day-to-day management such as follow-up correspondence and other time-sensitive activities are best conducted by internal volunteers/library family. CampaignCounsel.org brings three very important roles to the campaign:

1. Consultation and Strategy

CampaignCounsel.org brings a combined 40+ years of fundraising experience to the campaign. Invariably, it is the consulting organization that provides the fundraising philosophy to the campaign.

A fair portion of the capital campaign process includes “dirty work.” These tasks are essential to successful fundraising and often include:

- Case for Support drafting
- Brochure copy, and if necessary, minimal design and layout
- Brochure tear sheets
- Prospect tracking
- Meeting agendas and management
- Newsletter copy, design, and layout
- Committee selection
- Solicitation training
- Prospect identification
- Setting ask amounts
- Campaign naming
- Commemorative gift ideas
- Gift acknowledgements
- Closure techniques
- Follow-up techniques

These tasks are numerous and can weigh down any organization. CampaignCounsel.org has systems in place to assist clients with these and other essential tasks, which, if left undone, can greatly reduce an organization’s ability to raise capital.

2. Direction and Implementation

The execution of the fundraising plan will have a great effect on the campaign’s success. Library and foundation leaders along with CampaignCounsel.org will make strategic decisions every day, but it is the execution of the plan that will ultimately determine its success. Specifically, CampaignCounsel.org will professionally provide the following services if retained to manage and direct the campaign:

- Finalize a comprehensive campaign plan
- Write a thorough campaign Case for Support
- Plan and coordinate the selection of top campaign leadership
- Assist in identifying and segmenting prospective donors
- Write appropriate foundation proposals
- Organize committees and direct their activities
- Prepare speaking notes and detailed agendas for speakers
- Train all volunteers on the proper methods of solicitation
- Devise appropriate gift plans, including stocks, bonds, insurance, trusts and other deferred giving methods
- Coordinate publicity and public relations programs
- Prepare all materials (brochures, cards, forms, letters, and records)
- Report regularly to client on the activities and progress of the campaign
- Establish procedures for the redemption of gifts and pledges

3. Expertise and Commitment

NLCLF's primary consultants will be Kevin Wallace, CampaignCounsel.org's president, and Carlyn Schulzke, CC.org's Consultant and Systems & Information Director. Carlyn will be on maternity leave during a portion of the campaign, so the two will work in tandem throughout this project to keep it moving forward seamlessly. The Audit and Planning Study knowledge they have acquired on the organization, its leaders, community philanthropists and the organization's fundraising culture, coupled with their years of experience conducting campaigns throughout Montana and the nation, will bring a heightened level of knowledge and professionalism to this project.

History shows that campaigns managed by professional counsel raise more money in a shorter period of time than campaigns without counsel.

VII. Draft Case for Support

This Case for Support draft is based upon information gained and gleaned from personal interviews and independent research.

The suggestions and ideas expressed by those interviewed or otherwise taking part in the Audit and Study process are reflected in the Case for Support. This is important because the case is based upon the interviewees' – particularly community leaders' – perceived needs, consequences and benefits of renovating the library facility in downtown Polson.

Considerable input and advice from North Lake County Library leaders will ensure that this document optimizes philanthropic support. Organizational feedback leads to a thorough document and greater ownership. Reviewing, editing and finalizing the Case for Support should be one of the first steps in the campaign process. The case is the root of all campaign materials (video, brochure, ask letter, gift plans, etc.) and should be approved and supported by campaign leadership.

Background

The original Polson City Library was founded in 1919 and moved to the current facility in 1989. In 2010, it became an official tax district, and the library was renamed the North Lake County Public Library (NLCL).

The mission of NLCL is to provide a welcoming, contemporary center of literacy and lifelong learning for all users. The library achieves this mission through adult and youth literacy programs, offering reliable technology and internet access to community members, and creating a meeting place for community members to gather.

Literacy and youth engagement are at the forefront of the library's programmatic vision-setting for the future. The importance of stimulating, engaging, and fun story-time and literacy programs for children cannot be overstated; the library is proud that it fills this need in the community by offering events led by librarians both in and out of the library. In 2019 alone, 7,500 children attended the 500 youth programs offered through the library.

Outside of youth programming, the library also offers many other services. Residents take advantage of the technology that is available within the library and

know they can seek help with their own devices from the librarian staff. From tasks as basic as printing to help in Microsoft Word, community members appreciate that the library is a resource for this technological help.

Additionally, the greater Polson community values the meeting spaces that are available through the library. Groups like the local Audubon chapter, P.E.O., etc. regularly gather in its meeting rooms.

Programs and resources like these make the North Lake County Library a staple in the community. Many interviewees expressed that a town is incomplete without a library. Although the majority of interviewees were not library users themselves, they still acknowledge and appreciate the role the library plays in North Lake County.

There are nearly 6,000 library card holders in North Lake County. The beautiful downtown location on Flathead Lake attracts those from all walks of life and age groups who come to use the resources available at the library. With more and more people moving to the Flathead, a modern library facility can become an even greater community asset.

Challenges

Since opening in 1989, NLCL has not made significant structural improvements in the facility. At one point, the library was also home to the Sandpiper Art Gallery. Since that space closed several years ago, the library has used the former gallery for storage and a secondary meeting room. However, the closure of the gallery, combined with the growing need for public library space, has left the facility's layout inefficient and aging.

Despite the library's efforts to keep the facility up to date through piecemeal improvements, the cost of making significant structural upgrades while improving the layout cannot be denied. Additionally, the facility's ADA accommodations have been grandfathered in, but desperately need to be brought up to code. Related to safety, the current space also has concerns about the secure lines of sight within the facility for staff and patrons alike. In order to create a safer, bigger, and more efficient public space for the library that includes the necessary structural updates, renovation of the North Lake County Library is needed.

The North Lake County Library's reputation within its community is extremely positive. It is regarded as mission-driven, impactful and necessary for the residents of the greater Polson area.

The programs for children are so popular that the current designated area is growing more and more cramped for story time. As a mission-driven organization that prides itself on its work with children, the library is committed to finding a

solution to comfortably accommodate all kids and families who are interested in these programs.

This limited space not only causes the facility to fill up quickly; it also thwarts programming and resource growth. Because there isn't space to house things like additional computers, a 3D printer, or even just more books, the library hasn't been able to expand as much as it would like to fully achieve its mission.

Being an accessible place for all library users is at the heart of NLCL's mission; however, the current facility does not completely meet this element of the mission because it is not up to code with ADA compliance. The current ramp's grade is too steep; not all the doorways or spaces between bookshelves can accommodate a wheelchair, walker, or stroller; and the restrooms need to be brought to code as well.

NLCL navigated the COVID-19 pandemic by offering curbside library book pickup and eventually reopened by limiting capacity and implementing extra sanitization measures. Throughout this process, one thing became clear: more space would significantly help the library in general, but especially if future social-distancing measures need to be put in place.

As the greater Polson community continues to expand, the need for a modern library facility that has technological resources, updated ADA compliance, interior structural improvements, and a more efficient layout will continue to grow as well. In order to fully achieve its mission and better serve the community, the library has a clear need for a renovated facility that can achieve more within the existing space. They have plenty of unused space in the area of the vacated Sandpiper Art Gallery, but renovations are vital to maximize this available area.

Solutions

The North Lake County Library can transform its facility without moving or demolishing the current building. NLCL leaders have partnered with forward-thinking architects to make simple adjustments that will:

- Double the size of the existing public library area by moving the entranceway to the corner of 1st St. and 1st Ave. and bringing down the walls from the former Sandpiper Art Gallery.
- Accommodate necessary ADA improvements at the entrance, in the restrooms, and throughout the library space.
- Create more space for valuable mission-driven offerings like children's programming and technology access.

Summary

The North Lake County Library knows how to foster a love of learning and literacy in its community members; it has been successfully doing so for 100 years. However, the library is hampered by its current facility. To fix this problem, the library leaders envision a new space. They determined that renovating the existing space would significantly improve efficiency, would provide the opportunity for expanded services, and could accommodate more patrons.

The cost of this renovated facility is expected to be \$2 million. The library leaders are committed to keeping the cost as reasonable as possible while achieving the necessary improvements in line with their vision and the needs of the community.

A renovated North Lake County Public Library will modernize the facility and increase its programmatic scope, opening the door to reach even more families and individuals in a more efficient and impactful way. NLCL leaders have envisioned a renovated, innovative library in downtown Polson that provides community resources to help everyone reach their full potential through literacy and lifelong learning.

VIII. Appendix

A) Professional Credentials

CampaignCounsel.org has planned and directed campaigns throughout the United States and abroad that have generated over \$200 million for nonprofit and non-government organizations.

CLIENTS INCLUDE:

Billings Public Library – Billings, Montana
Benedictine Sisters of Pittsburgh – Pittsburgh, Pennsylvania
Bourgade Catholic High School – Phoenix, Arizona
Carmelite Nongovernment Organization – Worldwide
Casa Grande Regional Hospital – Casa Grande, Arizona
Confluence Health – Wenatchee, Washington
Crespi Carmelite High School – Encino, California
Friendship Haven – Ft. Dodge, Iowa
Family Connections – Mt. Sterling, Kentucky
Family Service, Inc. – Billings, Montana
HealthNet – Indianapolis, Indiana
ImagineIF Library – Kalispell, Montana
Intermountain Health Centers – Tucson, Arizona
Kootenai Health – Coeur d’Alene, Idaho
Mercy Regional Medical Center – Durango, Colorado
Mercy Hospital – Oklahoma City, Oklahoma
Missoula Public Library – Missoula, Montana
Missoula County Fairgrounds – Missoula, Montana
Mount Carmel High School – Chicago, Illinois
New Mexico BioPark Society – Albuquerque, New Mexico
Norman Regional Medical Center – Norman, Oklahoma
North Country Community Health Center – Flagstaff, Arizona
Ottumwa Regional Medical Center – Ottumwa, Iowa
Prosser Memorial Hospital – Prosser, Washington
Roadrunner Food Bank – Albuquerque, New Mexico
Ronald McDonald House Charities – Billings, Montana
Salpointe Catholic High School – Tucson, Arizona
Sanctuary at Canyon’s Edge – Los Alamos, New Mexico
Shasta Community Health Center – Redding, California
St. Joseph Health – Lexington, London and Mt. Sterling, Kentucky
Southern AZ Veterans and First Responders Living Memorial – Tucson, Arizona
The Regional Medical Center – Orangeburg, South Carolina
Wyoming Medical Center – Casper, Wyoming

CampaignCounsel.org adheres to the Code of Ethical Practice of the Association of Fundraising Professionals (AFP). We serve clients on a flat-fee basis that reflects the time and expertise required for each unique project.
