

Boris Frank Associates

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BARABOO PUBLIC LIBRARY LIBRARY

FUNDRAISING CONSULTATION

FEASIBILITY STUDY REPORT

Corrected September 11, 2009

Serving Not-For-Profit Organizations Since 1982

OVERVIEW AND PURPOSE OF STUDY

Boris Frank Associates was retained by the Baraboo Public Library to determine the feasibility of conducting a community fundraising campaign to support construction of an addition and remodeling and improvement of the Library.

As often occurs in a study of this type, other issues surfaced that have potential impact on the deliberations of the Library Board and operation of the Library.

Therefore, this report goes beyond communicating the results of the study relating to fundraising and deals with a variety of issues and findings that we believe will be useful to those planning Library services for Baraboo and the surrounding area.

INTERVIEWS

Boris Frank interviewed, met with or received information from 58 community leaders, members of the Library Board, members of the Friends of the Library, Library staff and patrons regarding the project.

Participants were selected in consultation with members of the Library Board and staff. This was not intended to be a random sampling of area residents but rather a select list of individuals representing a broad range of interests and opinions of service area stakeholders.

Participating were:

Katie Alexander	Staff
Meg Allen	Staff
Sandra Anderson	Hospital Administrator
Donna Baker	Library Board
Ginny Behn	Staff
Jim Bohl	Former City Attorney; Friends member
Mary Jo Burri	Staff
Fred Clark	State Representative
Gene Clingman	Library Board
Chelsea Couillard	Staff
John Darrow	Retired
Gene Dalhoff	Chamber of Commerce
Al Dippel	Resident
Ann Effinger	Retired
Jim Evenson	Judge
Kathy Faivre	Staff
Steve Freese	Circus World Museum
Ed Geick	City Administrator
Deb Gerencser	Home Schooler
Karen Gjersvig	Staff
Alice Grady	Library Board
Karna Hanna	Sauk County Development Director

Forrest Hartmann	Attorney
Anne Horjus	Staff
Bob Jauch	Sysco
Gail Johnson	Staff
Penny Johnson	Staff
Tom Kolb	City Council
Marty Krueger	County Board Chair
Bob Lange	Aldo Leopold Foundation
Greg Lindner	Baraboo National Bank
Patrick Liston	Mayor
Richard MacDonald	Library Director
Wayne Maffei	Library Board
Bill Mossman	Retired WPL
Nancy Nelson	Library Board
Lena Nissley	Library Board
Keri Olson	Hospital Foundation; Friends member
Don Padley	Walmart
Beth Persche	Library Board
Joel Petty	City Council
Tom Pleger	UW Dean
Sarah Rescaf	Boys & Girls Club
Guy Reynolds	Judge
Crystal Ritzenthaler	School Superintendent
Gretchen Roltgen	Staff
Nathan Rybarczyk	Staff
Karen Sacia	Community Foundation
Craig Sauey	Flambeau; Wm & Floy Sauey Foundation
Kathy Schauf	County Administrator; Rotary President
Judy Spring	Spring & Associates
Amy Teeling	Bravo Center
Brett Topham	City Council President; banker
Arnold Utzinger	Dentist
Karla Vale	City Council
Kevin Vodak	School Board; Business owner
Lou Ann Ward	Library Board
Phil Wedekind	City Council

FINDINGS AND RECOMMENDATIONS

In our experience, there are four key factors that dictate potential success of a capital campaign:

- Credibility and image of the organization;
- Perceived need for the project;
- Fundraising potential, including capacity of donor prospects to meet the goal;
- Experienced and dedicated campaign leadership.

In general, we determined positive responses regarding these issues.

CREDIBILITY AND IMAGE

- * The Library enjoys an excellent reputation. Visibility is high and almost all of those interviewed gave very high marks to Library staff and services.

Frequent users of the Library were especially laudatory in their comments.
- * Everyone praised the staff as being cordial, welcoming, professional and helpful. Library management gets high marks.
- * The youth and teen services were singled out by many as being very strong and an important program for Baraboo area young people.

In our experience, the Baraboo Public Library has one of the strongest youth programs we have ever seen for a city its size. The teen program, especially, is exceptional, filling a community niche that is rarely taken on by a library.

- * Despite the efforts of project leaders, several of those interviewed had limited or no knowledge of the project. Transparency and publicity is essential.

The Library should mount a renewed effort to publicize the project, using every informational tool available to engage area residents.

LIBRARY USE, NEED FOR THE PROJECT AND LOCATION

- * Library use appears to be very robust and a broad range of people are using its services. The computer stations are heavily utilized throughout the day.
- * Almost all of those interviewed believe expansion and upgrading is needed. Heavy users realize that a state-of-the-art Library is essential to the future growth and vibrancy of the Baraboo area.

While those familiar with the Library understand the need, for some, including several potential major donors, the case still must be made. A complementary public information initiative will be required.

As is often argued in this age of new and emerging technology, several question the efficacy of expanding library services in what they see as an era of technology replacing the traditional library. A vision of “the library of the future” needs to be articulated.

The very word “library” implies books and a traditional approach to what libraries have been historically. The concepts of “information and learning center” and “gathering place” need to be introduced.

We have attached several articles and reports that help make this case.

- * Almost all of those interviewed favored retaining the Library in its current location...some very vehemently. It is considered an icon and core building in the downtown area.

A few suggested that alternative locations should be considered as plans move forward in relocating City offices and services. They suggest that the current Library could be remodeled to serve other downtown needs and that a new Library, built from scratch, would be more efficient and cost effective in the long run. There are those who believe raising such an alternative would split the City and doom the project to failure.

- * Relatively few of those interviewed addressed service or collection issues. There appears to be general satisfaction with the services currently provided.

Special mention was made by several of the effectiveness and value of the inter-library loan system.

Some would like to see more Library initiated programs and activities. Mentioned were distance learning opportunities; cooperative programs with the University, the State Historical Society and the Technical Colleges; utilization of technology; educational lectures; genealogy research; and expansion of the children’s and teens programs.

- * More computer terminals could be utilized immediately. We recommend considering adding laptops to the current inventory.

- * We also recommend exploring the possibility of including drive-up and 24-hour lock box pick up services in the new building design.

- * Several suggested more materials and programs for the increasing Spanish speaking population.
- * Library ambience is important to many...a place of comfort and respite. A comfortable sitting and reading area around the fireplace, an informal coffee and snack bar and study and listening rooms were all mentioned as desirable amenities.
- * There are mixed feelings about the need for additional quality meeting space in Baraboo. A number of venues are currently available, and additional meeting space will come on line as City projects are implemented.

That said, expanded and improved Library programs will require additional flexible multi-purpose meeting space, and there are a number of organizations in the area that prefer meeting at the Library.

We recommend revisiting the multi-purpose area in the current design. Consider a configuration that will allow for meetings to be held outside Library hours, without having to keep the Library open and staffed.

We also suggest considering a small kitchen in the design.

- * If the Methodist Church chooses to retain the green space between the Library and the Church, it was suggested that they collaborate in creating an outside sitting area that can be used by both organizations.
- * In many communities, the library is playing an important role in economic development. The Baraboo area is following the trend toward more home-based “micro businesses” and employees working out of their home. The Library can serve as a small business support center.
- * Many are concerned that the ambience of the Library will be affected and that the historical “comfort” and beauty of both the interior and exterior of the Library will be compromised.
- * Lack of sufficient parking was raised by several. Most are resigned to the fact that it will be a continuing problem.

COST

- * Cost of the project is the biggest issue for most. A carefully crafted and communicated case will need to be made regarding the rationale for construction costs and estimates and the impact the project will have on the levy.
- * The current distressed economic climate influenced many responses. “This is not the time to implement such a major project” was a recurring theme.
- * Commitment to other City projects clearly preempt moving ahead immediately with the Library.

We recommend completing all planning and design so that the project can be implemented as soon as City funds become available.

We also recommend urging the City Council to set aside funds in upcoming budgets to be earmarked for the Library project ...start building a debt service reserve. Several suggested a figure of up to \$200,000 annually.

We further recommend that the City and Library Board prepare and submit to the *Wisconsin Office of Recovery and Development* appropriate documentation in the event federal stimulus funds become available.

Contact should also be made with Congresswoman Tammy Baldwin to apprise her of the project and seek her support in exploring availability of federal funds.

- * There is concern regarding the potential effect of expansion on operating costs. We recommend drafting a 5-year operating pro forma and beginning to establish a depreciation and sinking fund for future equipment replacement and building repairs.
- * There are many in the Baraboo area who are concerned about environmental issues. Some believe Leed certification, and ‘greening’ of the Library, will improve fundraising success.

FUNDRAISING POTENTIAL

- * Based upon responses received in the interviews, we are reasonably optimistic that the potential of raising approximately \$600,000 in a community fund drive, given time, can be achieved.
- * It is clear that the capacity to meet this goal exists in the community.
- * At the moment, there are no indications that those able to provide major gifts...in the six, or high five figure range...are ready to step up.

- * Achieving success will depend on some key factors:
 - Several significant private lead gifts will be needed to set the bar for other donors;
 - Strong, experienced leadership will need to commit to directing and spearheading the campaign.

The Library will need to attract active, high profile hands-on volunteers.
 - * There is significant anxiety regarding the current state of the economy. It will potentially affect timing and generosity until full recovery is realized.
 - * Given the many contractors and construction professionals in the area, in-kind contributions in lieu of cash may play a significant role in the campaign. We recommend encouraging in-kind support that meets construction standards and needs.
 - * There are a few locally based foundations that are prospective donors. We do not anticipate foundation support from outside the immediate area.
 - * There are a relatively small number of major businesses with a presence in the Baraboo Library service area. While an upturn in the economy may improve prospects, at this time we do not anticipate any significant commitments from local businesses.
 - * We believe reaching the goal will fall primarily on securing gifts from individuals and families with deep roots in the community and those who use Library services.
 - * The Friends of the Library is unusually large and strong for a Library of this size, especially considering it is only 4 years old. A number of prominent citizens are members.
- We believe the Friends can, and should, play a key role in fundraising and informing the community of the importance of the project.
- * There are several significant fundraising campaigns underway in the area...Ringling Theater; UW-Baraboo; County Home; Circus World Museum; the Hospital; International Crane Foundation; Aldo Leopold Foundation; and a few churches.
- We do not believe these campaigns, especially those that solicit on a national or international basis, will appreciably affect the Library campaign.

CAMPAIGN STRATEGY

- * Primary theme and “case for support” should revolve around the importance of the Library’s role in the community and its historical significance, with special emphasis on service to youth.
- * It will take time to meet this goal. While we believe encouraging 3-5 year pledges will result in more generous support, realistically, given the current state of the economy, shorter or one-time commitments may be the norm.
- * We recommend conducting a two-part campaign:

Part 1 A “quiet phase” directed at major donors to secure at least half the fundraising goal;

Part 2 A broad based grass roots campaign to secure the balance, with special attention to securing pledges from the Library’s highly satisfied clientele.

- * A significant percentage of the Library's circulation is with non-City residents.

It will be essential to engage residents of the surrounding towns and the “bluff people” if the goal is to be met.

- * Fundraising will have a much greater chance of success by involving other organizations and institutions in the service area including:

- Business groups
- Agencies serving the Aging
- Area churches
- Arts and cultural organizations
- Educational institutions and youth groups
- Service clubs

We recommend convening a meeting of the leaders of these organizations to secure their endorsement of the project and commitment to helping raise funds.

- * A comprehensive donor recognition plan should be drafted that includes opportunities for naming areas within the Library.

We also suggest establishing a contribution level that will offer naming rights for the Library. It is always possible that a major philanthropist, a successful business person who grew up in the Baraboo area, or an affluent individual or family would be interested in creating a lasting legacy for the community. Typically, contributing half the cost of a project of this magnitude secures naming rights.

- * "Buy-A-Brick" and "Million Pennies" strategies that engage smaller donors and students should be considered.

- * We recommend developing a flexible, loose leaf campaign materials package to be used by volunteers in soliciting major donor prospects.

The package should include renderings of the exterior and interior of the building and a model that can be displayed throughout the community.

- * An aggressive public information campaign, including a volunteer speaker's bureau, should be mounted to support the fundraising strategy.

- * Following completion of the capital campaign, we recommend implementing an ongoing campaign to build the endowment to help secure the future of the Library.

TIMING

- * We recommend the following timetable:

October - November, 2009

Complete campaign strategy and work plan

Identify campaign leadership

Design and print campaign materials

Identify lead donor prospects

December

Train key volunteers

Solicit lead donors

To be Determined

Kick off broader community fundraising campaign when the project has a firm construction timetable

- * It will be important to implement the lead donor initiative this year so key prospects can include the Library in their financial planning.

Most of those interviewed emphasized that it is not a matter of “if” we should proceed, but rather “when.”

- * Some are concerned that any delay in the project will have a significant affect on construction costs.

Bids for similar projects are currently coming in well below estimated cost.

CAMPAIGN LEADERSHIP AND ADMINISTRATION

- * Key to obtaining larger pledges will be peer solicitation of prospects and the prominence and experience of volunteers ready to work actively in the fund drive.
- * Additional credible, respected, experienced high profile community leaders will need to be recruited to endorse the fundraising campaign and participate in soliciting key donors.

We expect a higher degree of participation of community leaders if they are recruited to fulfill specific, short-term tasks that do not require commitments to formal committee participation and ‘immersion’ in the campaign.

Several prominent individuals who support the project were interviewed. Their leadership and participation would go a long way in enabling the Library and the Friends to conduct a successful campaign.

- * The Library lacks the staff and specific skills needed to manage and administer a campaign of this magnitude. It will be necessary to retain a Campaign Administrator to staff the fundraising effort and support campaign volunteers.

We believe a position devoted to general fundraising, marketing and public information would be a good addition to the Library staff.

A draft position description is attached.

A peek at the library of the future

By John Makulowich, special to USATODAY.com

Row upon row of books, manuscripts, magazines and papers indexed by card catalog and housed in a dimly lit chamber — a musty memory of what libraries used to be.

In libraries built today, books take up less and less space — replaced by audio recordings and videotapes, CD-ROMs, databases, computer terminals and networks linking remote resources via the Internet.

Some in the younger generation — my 18-year-old son, Sean, among them — can count on two hands the number of times in their lives they set foot in a library, now commonly called an "information center."

If you seek an image of the swift change wrought by the Internet and information technology, the sign of the digital times hangs by tape on the front door of the local library. It reads, "Starting December 1, all patrons will be restricted to one hour on terminals connected to the Internet."

Inquiring about this change in policy, I discover that abuses of the system range from teenagers trawling chat boards for hours on end to people running their e-businesses full time at taxpayers' expense.

At one extreme stand working parents who view the library as alternate day care; at the other, small business owners who seek a way to defray research and communications costs.

This portrait does not surprise James O'Donnell, vice provost for information systems and computing as well as a professor of classics at the University of Pennsylvania. He also chaired the committee responsible for the recently published report *LC21: A Digital Strategy for the Library of Congress* (National Research Council).

After all, O'Donnell quickly points out, college students are already running their own businesses over university networks.

However, what does intrigue O'Donnell — and which is a subject of the committee report — is the dramatic change in the intellectual role of libraries caused by the explosive growth in digital information.

The paradigm of the Western library — the features that make it distinctive, like widely and freely available information and strong research and rare book collections — is being transformed. The outcome remains fuzzy.

Indeed, how is information technology likely to alter the landscape for libraries in the years ahead, especially for the end user?

O'Donnell gives two answers. One, the library of tomorrow will look a lot like whatever you have in your hands or at your fingertips to access information. Simply stated, much of what we did traditionally in library buildings we will do beyond their walls. Gone will be the days of limited access — of buildings open only 12 hours a day seven days a week — and 24-7 will rule.

The second answer addresses the library layout — a front as well as a back of the house. The back section will get more complex, more expensive and more challenging to build and maintain. Why? Because it will house the more sophisticated talent and equipment that make the flashy resources in the front available.

The front of the library will undergo a social change. Not only will it be a place where trained professionals help you organize your assault on information, but it also will increasingly be a place where people go to work on and work with information together. This change is already evident in colleges and universities.

I vividly recall seeing a few years ago the eerie glow on the faces of eight students at Thunderbird, the country's oldest Master of International Management Program in Glendale, Ariz. The graduate students were hunched over their laptops in the lunch room while working on a team project — all with umbilical-like cords tied from their computers into network jacks along the walls.

Other social changes lie ahead that will define and deflect the effect of technology. A case in point is whether we will depend on people bringing their own hardware to the information center or on the campus supplying it.

On the cellular phone model, will we carry a wireless network information appliance that we use for most purposes, including information gathering? Or — on the pay phone model — will we walk around empty-handed in the belief that any time we need a machine one will be handy?

Library staff are already finding the pay phone model deficient; the potential use is well beyond what campuses can reasonably be expected to provide.

For O'Donnell, the interesting wave will form in the next one to five years, when data, voice and video converge in one master network. Then we will use more video and integrate more physical talk with our data connections.

In fact, O'Donnell believes that the golden age of e-mail might soon come to an end. Marking its demise will be the ability to talk to people live on the Internet as well as to easily leave long voice messages. This will create the need for a whole new etiquette of when to send e-mail or when to leave a recording of what you meant to say. That in turn will lead to new problems with archiving.

The issues multiply simply because the quantity of information generated will not allow one person to work through it in a lifetime. As more audio and video materials are created and used, we will face a critical challenge: how we preserve our cultural past when we think about what it is we are preserving.

You get a taste of this information glut from a new Web site started by the University of California at Berkeley called How Much Information? Researchers there estimate that the world's total yearly production of print, film, optical and magnetic content would require about 1.5 billion gigabytes of storage — equal to 250 megabytes per person for each man, woman and child on Earth!

Is this the library of the future?

By Megan Lane
BBC News Online

The word library is set to fade from our vocabulary - but not because we've fallen out of love with books. Today's libraries are being made over as "idea stores", complete with cafés, crèches and multi-media offerings.



A proposed library, or Idea Store

In an unlovely High Street in east London comes the query "can you tell me the way to the library?"

"You mean the Idea Store - turn right at the clock, can't miss it." And indeed you can't - instead of a Victorian-era pile or a squat 60s block, the new library in Bow brings colour and light to a corner of the capital still largely untouched by the forces of gentrification.

On walking through its sliding glass doors, what first meets the eye is not shelves of books or stern librarians but a café, complete with espresso machine and banana loaf. Tables dot the spacious foyer and a cheery security guard asks a passing child not to blow up her whoopee cushion inside. He knows her - and others streaming into the building on this sunny spring afternoon - by name.



The foyer of Bow's revamped library

To the right are internet terminals, a space in which Bow residents young and old occupy almost every work station. To the left a "Sight and Sound" stall for DVDs, CDs and videos.

But where are the books? It is only once around the corner, en route to the children's play area, that the reader comes across the well-stocked, lime green shelves. One themed display is on holidays within the UK, another is on understanding Islam - a timely choice, and apposite in a borough where just half the population is white.

Surge in interest

"People have been very positive since we opened last May, as the numbers using it show," says ideas supervisor Zoinul Abidin (a librarian in the old

jargon). "In our previous building we'd get between 250 to 300 people a day, here we average about 1,000."

While the initial spike in book issues has levelled off somewhat since the opening, both these and course enrolments are up on previous years. This, in a borough which recently had a library use rate of just 28% compared with the national average of 55%.



Children jump and play - and read

Rabia Puddicombe, who lives in the tower block overlooking the revamped library, says she is now a frequent visitor. "Whenever I'm looking after my granddaughter, I bring her here to play with the other children. And for me it's a lovely place to sit with a cup of tea."

Siobhan Bevans, a teaching assistant and mother of three, says her boys now clamour to come to the library. "They like using the internet; and the pupils from my school come here for the afternoon homework club."

New image, new users

For this is the new direction for the UK's libraries, 150 years young in 2000, an example singled out by the Department for Culture, Media and Sport in its blueprint for the future published last month. It will no doubt be praised again in the Social Market Foundation's lecture on rejuvenating libraries this Wednesday.

The borough of Tower Hamlets plans to open six more idea stores within the next five years, including its flagship building in Whitechapel due to open in 2004. While construction work on this glass-encased emporium of learning has yet to get



Books may not be so easy to find

underway, its arrival will prompt a much-needed facelift for the market stalls which set up daily on the High Street's litter-strewn pavements.

But such projects do not come cheap, and the borough - one of the UK's most deprived - is funding its brave leap forward through a combination of national and European grants, proceeds from building sales, and sponsorship from the likes of Sainsbury's and Lloyds.

What of its old libraries, still used and still loved? While these will no longer be filled with books, buildings such as Bethnal Green's rather lovely - albeit somewhat imposing - public library will remain open for community use. It's just up to the council to decide in what capacity.



Bethnal Green: Ye Olde Style library

Meanwhile, the staff here and at other library services around the UK do what they can to attract people. Space once given over to bookshelves has been cleared to make way for extra computer terminals and racks of CDs. As in Bow a mile or so away, folk songs and popular operatic arias vie for space with the soundtracks to Bollywood hits.

Yet still, its ornate wood panelling and hushed whispers provide an altogether different experience than slouching on a comfy armchair in the bright and buzzy Bow Idea Store. Almost like stepping back in time... or into a place where reading comes first.

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THE LIBRARY OF THE FUTURE

REFLECTIONS ON THE EVOLUTION OF LIBRARY DESIGN

AND SERVICES ENTERING THE 21st CENTURY

THE LIBRARY OF THE FUTURE

Leading edge library design suggests the library of the future will be much more than the traditional repository of a collection of materials.

It will be user friendly...warm and welcoming, highly flexible, designed to be easily modified and reconfigured as library services evolve.

If the community is to embrace the concept, it is essential that this expanded vision be articulated and communicated to area residents.

Supporters need to get excited about the project. The message must revolve around the multiple benefits to the community that will be the result of an improved, state of the art facility.

Contemporary library design features such phrases and concepts as:

- * **Gathering Place**

- * Quiet reading and gathering areas

- * Self-service snack bar/coffee bar

- * Fireplace

- * **Activity Center**

- * Small meeting and activity spaces

- * Outdoor activity areas

- * **Cultural Center**

- * Arts and history display space

- * Performance space

- * Shared arts programs and activities

- * **Learning Center; Distance Learning and Education; Business Information Center**

- * Student homework and assignment resources

- * Information literacy services, computer and technology use training and support

- * State-of-the-art security systems
- * Copying services
- * A home school support center
- * State-of-the-art interactive distance learning and teleconferencing facilities
 - Interconnection with K-12 schools, the Technical College System and the University System
- * Small business support - "Office away from home"
 - Desktop publishing capability
 - Copier, fax, scanner, laser printer
- * **Information Center**
 - * 48-hour access to large collections
 - * High speed Internet access
 - * E-book service center
 - * Dial-in access to local, regional, national and international collections
 - * Full, comprehensive digitization
 - Worldwide digital search capability
 - * Mobile technology systems and labs
 - * Wireless technology
 - Laptop computers (as opposed to fixed computer stations)
 - Laptop lending program
 - Word processing, e-mail, WEB search capabilities
 - * RFID Technology (chip embedded technology)
 - * An interactive WEB site

- * Drive-up service; drop-off
- * 24-hour lock box off-site pick-up and drop-off locations
- * Genealogy center
- * **Enrichment**
 - * Diverse program offerings
 - Outside speakers
 - Educational and informational classes
 - * Educational toy and arts lending

STAFFING

The staff will have expertise in serving specialized clientele:

- * Children and youth
- * The elderly
- * Students
- * Small businesses

Staff will be skilled in:

- * Utilizing latest technology
- * Resource research and collection access
- * Program development and implementation
- * Marketing and public information
- * Volunteer management and development
- * Fund development, underwriting and sponsorships
- * Special event development and management

SAMPLE JOB DESCRIPTION

DIRECTOR OF DEVELOPMENT, MARKETING AND PUBLIC INFORMATION

POSITION

Director of Development, Marketing and Public Information

SUMMARY DESCRIPTION

The position reports to the Librrary Director and is responsible for the effective planning, organization, coordination and evaluation of all fundraising, marketing and public information efforts.

RESPONSIBILITIES

- * Conceive, plan and implement short and long range fundraising, marketing and public information programs for the organization;
- * Identify and research potential sources of funding, including corporations, foundations, community organizations, government agencies and individuals;
- * Develop suitable approaches and strategies, including written proposals, to potential donors;
- * Coordinate contact and communication with donors and prospects;
- * Coordinate the work of volunteers involved in fundraising. Serve as staff for volunteer fundraising committees. Train volunteers;
- * Supervise preparation of fundraising materials and reports;
- * Acknowledge all gifts, pledges and donations and develop appropriate donor recognition programs;
- * Prepare and manage the annual fundraising budget;
- * Maintain fundraising records and files. Prepare appropriate reports for the Board and donors;
- * Plan and implement marketing strategies;
- * Plan and supervise public information and public relations.

CAPITAL CAMPAIGN ADMINISTRATION

Campaign administration includes:

- * Maintenance of campaign records
- * Financial responsibilities, banking, deposits, etc.
- * Data and word processing...correspondence
- * Maintenance of prospect and mailing lists and prospect assignment system
- * Preparation and maintenance of pledge cards
- * Assembling campaign literature
- * Typing and mailing of solicitation proposals
- * Pledge acknowledgements and reminder system
- * Preparation of campaign reports and projections
- * Distribution of campaign newsletter
- * Recording minutes of campaign meetings
- * Full knowledge of campaign strategy and structure
- * Maintain contacts with volunteers
- * Campaign administration including:
 - Establishing office procedures
 - Maintaining campaign records
 - Coordinating collection procedures and financial record keeping
 - Preparation of campaign reports
 - Campaign correspondence

- Maintaining prospect lists
- Distribution of campaign literature
- Monitoring volunteer efforts
- Record and maintain meeting minutes

QUALIFICATIONS

- * Minimum of five years experience in development and directing major fundraising programs and campaigns;
- * Knowledge of major gift and grant solicitations, cause related funding and planned giving;
- * Demonstrated marketing and public information skills;
- * Demonstrated ability to work effectively with volunteers, committees and Boards;
- * Outstanding writing and oral communication skills essential. Ability to work with top corporate executives and professionals.

This individual should be a people person...well organized, an excellent communicator, able to work effectively with a broad range of volunteers.