

**PLANNING STUDY
FOR**



Planning Study Conducted and Published by
Demont Associates
for Thomas Memorial Library
Cape Elizabeth, Maine
Copyright January 2012

Table of Contents

<i>Acknowledgement</i>	4
I. Purpose of the Study	5
II. The Method Utilized	6
III. Elements Necessary for Success	7
IV. Observations & Conclusions	8
V. Recommendations	17
VI. Study Findings & Analysis	22
A. Public Image of THOMAS MEMORIAL LIBRARY	24
B. Strengths of THOMAS MEMORIAL LIBRARY	26
C. Challenges of THOMAS MEMORIAL LIBRARY	28
D. Evaluation of Aspects of THOMAS MEMORIAL LIBRARY	30
E. Agreement with the Need	33
F. Opinion of the Proposed Building Plan	35
G. Relative Importance of Expansion Plan Components.....	37
H. Receptiveness to a Campaign in 2012	40
I. Appropriateness of the Funding Method	42
J. Attainability of Goal (\$3,000,000).....	44
J1. Is a Top Gift Available? (\$500,000)	46
J2. Are the Top 10 Gifts Available? (\$100,000-\$499,999).....	47
J3. Are the Next 20 Gifts Available? (\$25,000-\$99,999).....	48
K. Philanthropic Priority of the Project (Personal).....	50
L. Willingness to Give (Personally)	52
M. Willingness to Volunteer	54
N. Willingness to Accept Leadership Role.....	56
O. Fundraising Strength of Foundation Board and Trustees	58
P. Proposed Campaign Timing	60
Q. Importance of Interviewees.....	62
R. Graphic Summary of Responses	63

Appendices

A. List of Interviewees.....	65
B. Trustees and Foundation Board of Directors	67
C. Study Oversight Committee.....	68
D. Preliminary Statement of Need.....	69
E. Standards of Giving Chart	71
F. A Donor Bill of Rights.....	72

Acknowledgement

It has been a pleasure for Demont Associates to serve Thomas Memorial Library in this special planning study.

We found all interviewees to be thoughtful and candid in their responses, helping to ensure an accurate report that is truly reflective of the library's current status and its future potential.

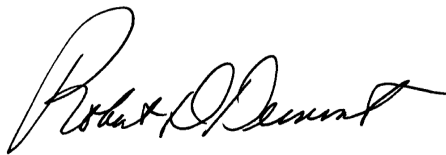
We wish to thank the Board of Trustees, the Thomas Memorial Library Foundation Board of Directors, and the Study Oversight Committee for their cooperation and leadership in conjunction with this planning study. Everyone was most helpful and willing to make him- or herself available during the course of this study.

Special thanks go to Jay Scherma and Michael McGovern for their willingness to supply relevant information about the library and community.

Finally, the successful completion of a total of 57 interviews can be credited to Judy McManamy, Beverly Sherman, and Jessica Sullivan. The three of them were persistent and flexible in scheduling appointments for the team of interviewers from Demont Associates.

We hope that our services have been helpful to everyone involved with the library as you strive collectively to plan for a successful project and campaign.

We look forward to continuing our work with you.



Sincerely,
Robert D. Demont, CFRE
President



Kate White Lewis, CFRE
Vice President
New England East



Cathy Coffman
Senior Associate

I. Purpose of the Study

This study was conducted by Demont Associates to determine the feasibility of a private fund-raising effort to fund \$3,000,000 of the proposed \$8,000,000 to \$8,500,000 building renovation and expansion project for Thomas Memorial Library.

The primary purpose of the study was to determine the fund-raising potential for this project. In addition, corollary objectives of the study were:

1. To determine the current assessment of the library's public image;
2. To determine the interviewees' perception of the library's stated needs and specific plan to meet those needs;
3. To determine whether or not a capital campaign seeking three- to five- year pledges would be an appropriate method to obtain the necessary funding for this project, in conjunction with a public referendum for a bond, and whether or not the community would be receptive to a campaign for this project;
4. To determine the priority of this project in relation to the interviewees' other current philanthropic interests;
5. To determine the level of support which might be expected from the various segments of the library's constituency (i.e. Board of Trustees, Library Foundation Board of Directors, Library Foundation Donors, Study Oversight Committee, parents, other community members);
6. To determine the availability of major gifts in line with the standards of giving, which must be approximated to assure a successful campaign;
7. To investigate the availability of qualified volunteers and leaders for a campaign;
8. To determine the proper timing for the proposed effort in relation to the above mentioned considerations; and
9. To anticipate the necessary preparations and create an action plan to assure the maximum success of a public and private campaign for Thomas Memorial Library.

II. The Method Utilized

The major observations, findings, and recommendations presented in this planning study report resulted from a series of individual interviews. Between December 1, 2011 and January 9, 2012, Robert Demont, Lauren Geiger Moye, Kate White Lewis, Cathy Coffman, and Sean Ireland conducted a total of 57 individual interviews. The statistical results of 53 of these interviews are detailed in the Study Findings section of this report. All interviews were face-to-face, forty-five minute meetings either at the library or the interviewee's home or office. Representatives of the following major constituencies were interviewed: Board of Trustees, Library Foundation Board of Directors, Study Oversight Committee, Library Foundation Donors, library patrons and local community residents. In addition, an effort was made to interview a sampling of prospects for the various gift levels required for success in a private fund-raising campaign. The list of those to be interviewed was compiled with the assistance of the Study Oversight Committee. See *Appendix A* for a list of individuals interviewed.

Before each interview, all participants received assurances that their opinions and comments would be kept in strict confidence and not personally attributed to them in this report or conversation with any members of the community. For this reason, written reports and/or notes on each interview remain in the confidential files of Demont Associates.

To acquaint each study participant with the programs, services, needs and proposed plan for Thomas Memorial Library, each interviewee was asked to review a two-page need and vision statement, which appears in *Appendix D* of this report. This document was prepared by Demont Associates with the input and assistance of the Study Oversight Committee.

During the interview, participants were shown a Standards of Giving Chart (*See Appendix E*), outlining the gift levels and number of gifts at each level required for a successful private fund-raising campaign for Thomas Memorial Library. This chart was prepared for the library and is based on analysis of dozens of successful cultural campaigns throughout New England.

The observations, recommendations, and findings of this report were developed following the interviews and after consultation among the staff of Demont Associates. The recommendations represent the considered judgment of this firm regarding requirements for successful fulfillment of Thomas Memorial Library's projected plans.

III. Elements Necessary for Success

Demont & Associates, Inc. has identified eight essential elements that must be in evidence in order to ensure a successful fund-raising program. It was on the basis of these elements that the proposed fund-raising campaign for Thomas Memorial Library was evaluated. They are as follows:

1. The library by virtue of its contribution to the community, its record of service, and its image and reputation, must be deemed worthy of support from its potential giving constituency;
2. There must be a high degree of understanding of the need for a proposed project and the plan to meet that need must be acceptable to the library's potential giving constituency;
3. The project must have a reasonably high priority in the giving consideration of the library's constituency and that constituency must be receptive to a campaign effort on behalf of the organization;
4. The philanthropic funds sought must be available and attainable;
5. Standards of giving developed from other successful campaigns must be approximated;
6. There must be a campaign organization comprised of informed, well-trained, interested, and influential leaders;
7. The responsible inner group (the Thomas Memorial Library Foundation Board of Directors, and the Thomas Memorial Library Trustees) must form a dedicated unit behind the campaign, and exemplify a willingness to give and to work to bring the effort to a successful conclusion; and
8. A campaign must occur at precisely the right time for the community and library's constituency.

IV. Observations & Conclusions

Public Image of Thomas Memorial Library

The Thomas Memorial Library is an “important community staple” with a quaint, small-town image. While its history may be charming to some, several respondents describe the library’s image as antiquated and dated, and express concern that it is not welcoming, inviting, or user-friendly.

Library Trustees, Foundation Board representatives, and Foundation donors tend to describe the library’s image more positively than representatives from other segments of the community. Others say the library is underutilized.

Strengths of Thomas Memorial Library

- Library staff;
- Children’s programs and services;
- Interlibrary loan system;
- Community use and access to the library because of its location and institutional purpose;
- Service to all age groups, from youth to the elderly; and
- The library’s collection and resources.

Challenges of Thomas Memorial Library

- Facility deficiencies;
- Accessibility to the library;
- Integration of technology into programs and services;
- Increasing public awareness about the library’s programs, services, and needs; and
- Funding for the library and project, because of the economic climate and how it may affect private and public support.

Evaluation of Aspects of Thomas Memorial Library

Collections:

Respondents frequently noted that they can “get anything” through interlibrary loan with the staff’s help. Most study participants do not

expect the library to have an extensive current collection and understand the value in having access to all collections in Maine through Minerva. The exception is a handful of people who would like to see Thomas Memorial Library develop its multimedia collection (books on tape, videos, etc.). Responses reflect the times—the role of the library is changing, and community members recognize how this library has and should adapt for the future.

Adult Collections and Services:

Adult programs are perceived as sparse and not widely publicized. Study participants emphasized the need for more adult programming and for better distribution of information and schedules for adult programming via email and through other more effective means. Interest in the new Socrates Café seems to be growing, and art exhibits at the library receive high marks from those who commented on them.

Young Adult Collections and Services:

The Young Adult area of the library is described as “cramped,” “tiny,” and “limited.” Young adults have “lost interest” in the library and some respondents felt that young adults are ignored as an age segment. Negative feedback about the young adult area was significant and should be considered as plans are developed. Sharpening the plan details for this age group may significantly change the perception of programs and services for this population group. Enhanced programming is as important as space for this age group, according to many study respondents.

Children’s Collections and Services:

Whether through previous or current direct experience with story hours, or from what people hear around town, interview participants express very positive perspectives on children’s services at the library. Trend and program information on children’s services will be key to generating widespread community support. This program should be showcased and positioned as among the most important elements of the new library plans, with strong programs in this area as a key to lifelong learning. As one potential top contributor stated, “readers are leaders.”

Facility:

The library facility gets the lowest marks of all specific aspects of the

library, with more than half of participants rating it as “below average” or “poor.” It is clear that the facility is out of date, “piecemeal,” and in “rough shape.” While some participants suggest that the facility itself is not important because at-home technologies eliminate the need for public book collections and computer access, most interviewees agree the facility is not supporting optimum library functions.

Historical Archives:

The interview team found little consistency in responses about the historical archives in the library. For those who know about them, the number of people who say it is “excellent” to have these archives in the library at least matches those who question whether the Cape Elizabeth Historical Preservation Society should turn the information over to the South Portland or Maine Historical Societies. While more people suggest that the space for archives is “terrible”—inadequate in terms of quantity and quality—some state that few people know the resources exist at the library.

Access to Technology:

Access to technology in the library is considered “average.” Responses from those who felt they knew enough to comment ranged from “the computers are not really used” to “the computers are in use every time I go.” There seems to be agreement that the number of computers should be increased and better placed in the library. While *technology* is seen as an important element of a library of the future, the responses to this question suggest that public access to *computers* and the Internet in Cape Elizabeth is a fairly low consideration or need. In addition, Cape Elizabeth does not serve a large seasonal population requiring these services.

Agreement with the Need

Nearly three-quarters of interview participants understand the needs as they were presented, or “agree with the needs with modifications.” Important to note, however, is that at least ten interview participants, including several potential top contributors and current library foundation donors, “do not know” whether the stated needs are valid.

Those who “agree with the needs” understand that the young adult and children’s areas need expansion, and that the facilities must be updated. Questions and uncertainty relate to the need for expanded community gathering space, and a need to see more “hard data” on the facility. Library leaders will need to be able to provide data in response to the questions: “Has there been a town-wide inventory of meeting spaces in all public buildings; including the community center, public safety building, town hall, and schools?” “Have the needs of the library been assessed in coordination with school needs?” “Have the structural or mold problems been documented by experts?”

Approximately ten percent of interviewees “do not agree with the needs” and suggest that the described “needs” amount to a “wish list,” especially given the other libraries, like Portland’s, that are in relatively close proximity to Thomas Memorial Library.

Opinion of the Proposed Building Plan

Approximately three-quarters of interviewees consider the overall expansion plan appropriate, or “accept the plan with modifications” in some cases. The vision and focus on a cultural center rather than a library resonates with many interviewees, as does the need for flexible space to meet the changing needs of technology. Access to e-books, which can be downloaded for free, live streaming, audiovisual equipment, and emerging technological resources resonate more with interviewees than does having more computers and Internet access.

Similar questions arise about duplication of space for community gathering and archives as those raised when participants were asked about the library’s needs. Some interviewees want more information about how the town library is partnering with or complementing school libraries. Several interviewees (fifteen percent) would prefer a one-floor design.

Twice as many interviewees believe the café is excessive as those who like the idea of having a café. Its placement in the plan raises skepticism about “needs” vs. “wants,” as described above. Some study participants cite competition with local businesses as a concern.

The data shows the following trend: those who’ve had time to review and

understand the plans in advance of the planning study conversation, including representatives from the Boards and Study Oversight Committee, generally reacted much more positively to the plan. Parents, who presumably have more familiarity with children's services and programming, also reacted more favorably.

Relative Importance of Expansion Plan Components

When asked about the relative importance of each plan component, youth program space and access to technology ranked among the highest for the entire interview pool. These two areas intuitively represent the future for the community to many respondents, regardless of how much they personally use the facilities.

Community gathering space, reading space, and historical archive space/climate control all ranked lower in importance of plan components. The case must respond to questions about facilities usage in the town before the community will support the square footage devoted to these areas in the new plan.

Some interviewees question the amount and placement of space for historic archives. "Are there other facilities in town that could house these resources?" "Will preservation be compromised because space for the archives appears to remain below grade?" "Are other entities such as the South Portland or Maine Historical Societies better positioned to absorb the collection?"

Interviewees agreed that rating the importance of accessibility was almost a futile exercise, as it's required by law and is understood to be a top priority for any upgrade.

Receptiveness to a Campaign in 2012

A low one-third of respondents believe the community will be receptive to a campaign for this proposed library project in 2012. There is consensus that a focused PR campaign is necessary for people to understand the information, needs, and plans. There is also agreement that more parents with young and school-aged children will need to be involved in any effort moving forward.

Competition for resources among other projects in town is perceived as challenging to community receptiveness to this campaign. Also important to note also is that study participants often project their personal feelings about a campaign when answering this question.

Appropriateness of Funding Method

The majority of interviewees agrees that a combination of private fund-raising and public bond referendum is an appropriate method to fund the proposed project. Some suggest that the more that can be raised privately, the higher general community support will be for the entire project. Others suggest that the project will be more attractive if there is a low tax impact.

Attainability of the Goal and Availability of Top Gifts

Despite reservations about the overall magnitude of the project, interviewees agree that a \$3,000,000 private fund-raising goal is attainable for the town of Cape Elizabeth, and that the top gifts needed to reach that goal are available. While study participants presume that the gifts are available, it's not yet clear whether top potential donors would choose to allocate their resources to this project over others in the greater community.

It is important to note that interviewees perceived as capable of top level gifts were among the least likely to say that top level gifts were available for this campaign.

Personal Philanthropic Priority

A less-than-sufficient number of interviewees (approximately one-quarter) rate this project as a "high" or "top" priority. Those in leadership positions as Trustees or Foundation Directors rate this project as among their top philanthropic priorities. The library will need to deepen its relationships with donors and make a stronger case for the project to elevate its priority among those who can make the greatest difference.

Willingness to Give

There is broad willingness to give to the proposed campaign *at some level* among all categories of interviewees. Potential top donors still need convincing that this project is a real need. For some, priorities trump their willingness to support the library at this time. Offering the opportunity to pledge over a period of years, further clarity of the vision and programming for a cultural center, and possible naming opportunities will enhance the project's fund-raising potential.

Willingness to Volunteer & Lead

One hundred percent of Trustees and Foundation Directors demonstrated a willingness to volunteer for a capital campaign for the new library. All but one would accept a leadership role in the campaign. This is most encouraging since this group of constituents is presumably most aware of the needs and their role as leaders of the library.

Important to note is that very few of those who can make the greatest difference in a private fund-raising campaign, the potential top donors, expressed a willingness to be part of a volunteer effort for the library. Their commitments to other priorities and lack of engagement in library programs and services preclude their time and interest in the project at this time.

Fundraising Strength of the Foundation Board and Library Trustees

Very few of the people interviewed during this study believe that the Foundation Board and Library Trustees are sufficiently strong in terms of their fund-raising ability for a major capital campaign. More than half of the study participants do not know the members of these groups enough to comment, which significantly lowered the scores. Many study participants suggested leaders who are part of the Study Oversight Committee or other groups in town who should be engaged to help raise awareness and private funding for the new library.

Proposed Campaign Timing

Economic uncertainty leads to some hesitation in responses about whether 2012 is a good time for Cape Elizabeth to proceed with gathering support for the library project. However, more than half of the interviewees believe that the timing is “as good as any.” There is acknowledgment that most organizations are continuing and succeeding in fundraising, that bond rates are low, and that the needs will not diminish with time. For these reasons, the majority of interviewees generally believe now is the time to proceed with caution with the project planning and campaign preparation.

V. Recommendations

Campaign Planning

1. Thomas Memorial Library should plan to raise a minimum of between \$1,750,000 to \$3,000,000, IF it mounts a public awareness effort and creates buy-in for the proposed cultural center vision from all major community constituencies in advance of any public referendum for public support.
2. A public referendum to bond any portion of the new library facility should be scheduled for June 2013, after a minimum of two-thirds of what can be raised in private support is secured through written, conditional pledges, and after a concentrated public awareness effort can be executed in 2012.
3. The proposed capital project budget should be predicated on raising a minimum of \$1,750,000 and a maximum of \$3,000,000 in private support over a five-year pledge period (2012-2017). An operating budget for programs and staff in the new Center also should be developed and presented in the context of this vision and plan with an equal emphasis on programs, not just space.
4. Public awareness efforts should emphasize the low impact of the project on the taxes of the average household in Cape Elizabeth because of other debt that is being retired.

Building the Case for Support of the Cultural Center

It is recommended that the Foundation Board, Trustees, and other volunteer and staff leaders:

5. Finalize a cultural center plan, which optimizes functionality and accessibility of space and resources, adaptability for current and emerging technology, and emphasizes programming and resources for youth. Capital investment in archival space should be reconsidered and other add-ons, such as the café, should be more clearly described and/or be funded separately from the core plan for a new facility.

6. Build on the appealing vision of a cultural center for Cape Elizabeth, of which the traditional Thomas Memorial Library is an integral component.
7. Place Thomas Memorial Library in context by:
 - a. Demonstrating effective renovation and/or expansion models in communities with similar size and demographics as Cape Elizabeth.
 - b. Answering questions about library trends—before and after renovation and library trends specific to Cape Elizabeth.
 - c. Emphasizing trends for utilization of library programs and resources among various segments of the population.
 - d. Citing national trends for library usage, and particularly, integration of technology into library sciences.
 - e. Demonstrating the clear difference between school and town library functions and resources.
8. Clearly show costs for renovation by each aspect of the plan, and differences in space/resources for each element—current vs. envisioned.
9. Demonstrate a clear investigation into usages of various archival and community spaces, particularly gathering space at the community center, public safety building, town hall, and schools. Community members are eager to know how heavily scheduled the various community gathering spaces are.
10. Continue to seek input from current and potential users (especially young adults) before finalizing the building's design.

Identifying, Engaging and Soliciting Prospective Donors

11. Proactively promote existing and envisioned library programs for adults and other age groups through all possible means, including regular and frequent email communications, postings to the town's website, and short articles for the community calendars in the local newspapers.
12. Continue to build relationships with current donors to the Library's Foundation. Continue to recognize and thank them regularly, engage them, deputize them, and track their involvement with the organization. Who is attending the donor receptions? Who has come to library programs or information sessions?
13. Seek parents of pre-school children and elementary school children or young adults to become advocates for the needs of Thomas Memorial Library.
14. Conduct a series of awareness tours and sessions, led by members of the Foundation Board or Trustees who are knowledgeable and passionate about the needs of the current library facility and the vision for its future. These awareness events should be varied to suit attendees, personalized as much as possible, and intimate for optimum information-sharing and engagement.
15. Conduct focus groups and/or targeted information sessions in a spirit of collaboration with all stakeholders, including faculty, staff, students and volunteers in the town's public schools.
16. Identify, engage, and solicit a transformational gift to both engage and challenge private supporters in advance of a public referendum.
17. Create and authorize naming opportunities in the new facility and on its grounds, which appeal to leadership prospects and the entire community at a variety of giving levels. Smaller opportunities (to be determined by campaign leadership and approved by Trustees) should not be announced until the public phase of the campaign.

Campaign Organization and Leadership

18. Conduct a volunteer-driven campaign for Thomas Memorial Library, organized inside-out (Board solicitations completed before any others) and top-down (leadership gifts secured before widespread appeals are made to the community). A campaign will be most successful if it is driven by the Foundation Board and Library Trustees, including strong volunteer representation from parents of children representing ages Pre-K through Grade 12.
19. Organize a campaign into the following major divisions, requiring a certain number of volunteers for each:
 - a. Board/Advance Gifts Division: (Up to 5 volunteers)
 - b. Leadership Gifts Division of \$25,000+ Prospects (8-12 volunteers)
 - c. Major Gifts Division of \$5,000+ Prospects (20 to 24 volunteers)
 - d. Community Gifts of up to \$5,000 (25+ volunteers)
20. Build the Foundation Board of Directors by enlisting those who have:
 - a. A strong belief in the library's mission;
 - b. Experience with not-for-profit governance, preferably in communications; and
 - c. The ability to give and get five-or-six figure contributions in a capital campaign.

Campaign Timetable

21. The following general timetable is recommended for a campaign for Thomas Memorial Library:

January through May, 2012: Intensive campaign planning, project refinement, awareness efforts, Board/volunteer training and early Board solicitations.

June through September, 2012: Quiet phase and awareness continues, Board and Leadership Gift campaigns underway.

October through December, 2012: Leadership Gift Campaign ongoing; assess progress by year-end. Emphasize additional awareness and focus on library programs.

January through March, 2013: Major Gifts Campaign organized; assess campaign progress and prepare for referendum in June, 2013.

April through June, 2013: Intensive public awareness. Leadership and Major Gifts campaign ongoing. Possible referendum in June.

July through December, 2013: Community Campaign phase. Celebrate success! Groundbreaking TBD.

Staffing

22. The Library Director and Children's Librarian should prepare to allocate up to 30% of their combined professional time to awareness, information, and education over the course of the campaign planning and implementation period.
23. Fund-raising management and administrative support for the campaign should be retained throughout the campaign.
24. Communications services should be sought for the creation and production of professional campaign and referendum materials in 2012.

Key Strategies

25. Approval of this Planning Study and associated recommendations by the Foundation Board of Directors assumes that the Foundation Board and Thomas Memorial Library Trustees to the extent permitted by existing policies:
 - a. Agree to be strong advocates of the capital vision, plan and campaign in their respective circles of influence;

- b. Agree to be active participants in giving and securing eventual campaign gifts to the very best of their abilities; and
 - c. Commit to serving on planning committees, as appropriate, to design and implement a successful campaign effort.
26. Now public fundraising goal should be established until completion of:
- a. 100% of the Trustees, Foundation Directors, and Campaign Cabinet have made campaign pledge;
 - b. Solicitation of the top 8-10 gift; and
 - c. Complete prospect review and evaluation of all prospects.

VI. Study Findings & Analysis

In developing this Planning Study, the analysis which was conducted and results presented here were focused on the essential elements that would determine the success of a public support and fund-raising campaign for Thomas Memorial Library. The following study findings are based upon 57 interviews that were conducted during December, 2011 and January, 2012 by a five-member Demont Associates study team. Fifty-three of the interviews were used for statistical analysis.

The study interviewees included for statistical purposes are as follows:

- 8 Thomas Memorial Library Trustees or Thomas Memorial Library Foundation Board members
- 8 Planning Study Oversight Committee Members
- 21 Thomas Memorial Library Foundation Donors
- 24 Parents or Grandparents
- 5 Additional Community Members who did not fall into the above categories

(Note: the total number of affiliations of the study participants exceeds 53 because many had multiple modes of involvement with Thomas Memorial Library. Four interviewees provided quotes and insights, but were not included in statistical data.)

Among the group of 53 interviewees, sixteen (16) were considered capable of making gifts of at least \$100,000, over a three to five year pledge period, and are described as “**Top 10**” prospects in the statistical tabulations. (This does not mean that they or the entities they represent actually committed to such gifts during interviews. It reflects our estimate of their capability of significant giving if properly motivated to support the capital campaign). Nineteen interviewees were categorized as “**Next 20**,” capable of giving, if properly motivated, a minimum of \$25,000 over a period of three-to-five years. The number of responses in the graphs exceeds the total number of interviews because in some cases interviewees were assigned to multiple categories.

We make frequent reference in the Planning Study findings and graphs to a percentage called the “**Demont Positive Benchmark**,” or the **DPB**. This percentage is based on responses in studies conducted for organizations that went on to conduct successful capital campaigns. By comparing the DPB with the actual percentage response in various categories, we can compare how the

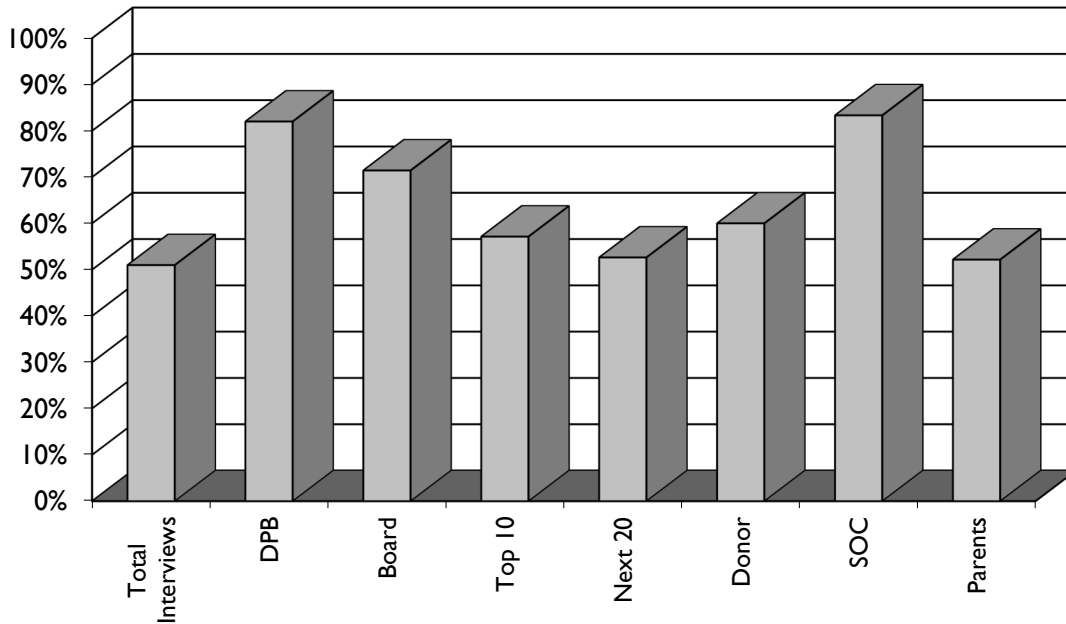
Thomas Memorial Library might fare in a capital campaign. We emphasize that the DPB is only one tool to assist in Planning Study analysis, and it must be considered in the unique context and special circumstances relating to Thomas Memorial Library.

A. Public Image

Interviewees were asked to describe the public image of Thomas Memorial Library. Their responses are tabulated as follows:

	Total								
	Interviews	Actual	DPB	Board	Top 10	Next 20	Donor	SOC	Parents
Excellent	3	51%	82%	1	0	2	2	0	1
Good	23			4	8	8	10	5	11
Average	18			1	3	8	6	1	10
Poor	2			0	0	0	0	0	0
Unaware	4			1	2	1	1	0	1
Does Not Know	1			0	1	0	1	0	0
No Response	2			1	2	0	1	2	1
Totals	53			8	16	19	21	8	24
Percentages	51%	51%	82%	71%	57%	53%	60%	83%	52%

Public Image of Thomas Memorial Library



The above table and graph compares the percentages of the “excellent” and “good” responses to the Demont Positive Benchmark (DPB).

The public image of Thomas Memorial Library is characterized as “excellent” or “good” by 51% of interview participants. This response rate does not compare favorably to the desired 82% benchmark.

Two of the respondents rating the library’s image positively describe it as important to the community, a “staple” of the town. It is described by at least two interviewees as “quaint.” The “tons of kids” and various age groups that use the library enhance its image. One donor and potential Next 20 contributor states: “I am amazed at the flow of traffic and varying age groups.” According to another interview participant with school-age children, “I think of the library as more than just books. It provides a sense of community. We’ll need that even more as we move into the technology age. I’m concerned about my children’s ability to have discourse. The library can provide human interaction.”

Study Oversight Committee and Board members interviewed for this report rated the library’s public image higher than other categories of participants.

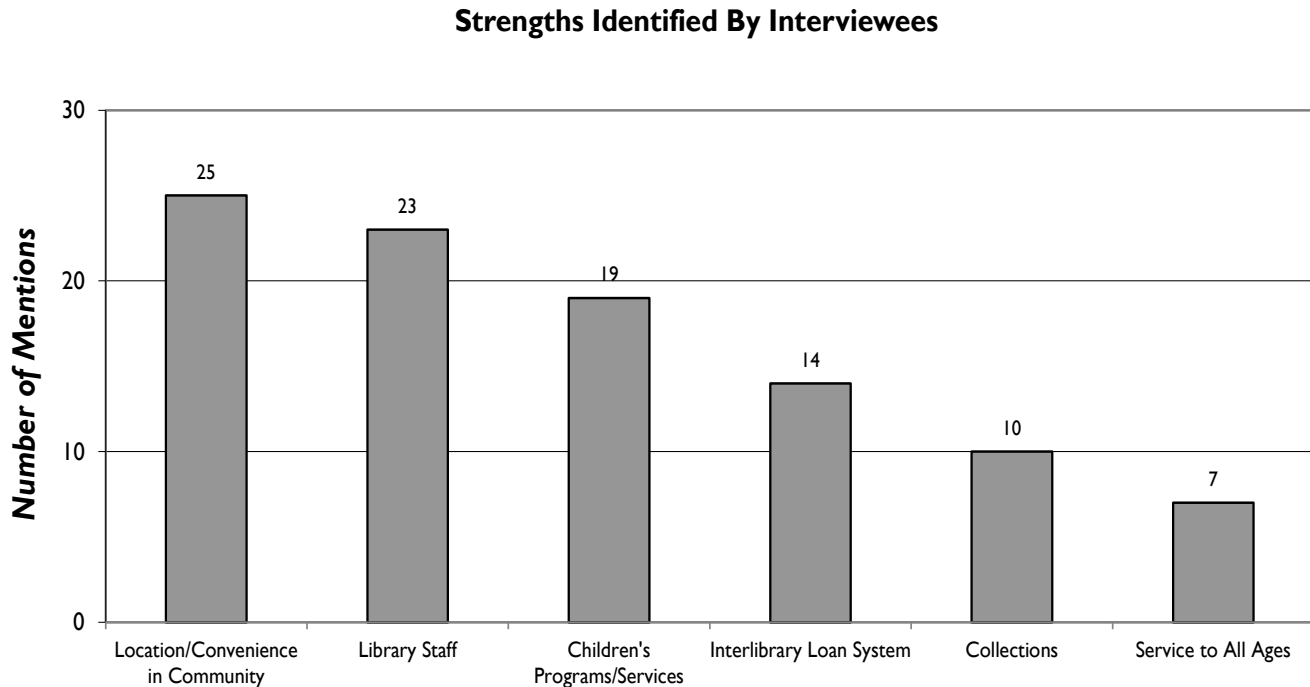
Fewer than 60% of potential Top 10 and Next 20 contributors rate the library’s image positively. Five interviewees describe the library as “dated” and “antiquated.” Three interview participants describe the library as “average” compared to other libraries they have visited around the country. As one community member states, “I’ve used extraordinary public libraries in my life, so Thomas seems average.”

Of the interviewees rating the image as “average” or “poor,” three describe the library as unwelcoming, not inviting, and not user-friendly. There is agreement among at least four study participants in answering this question that the library is overcrowded, inadequate, and “falling apart.” “Although the library staff is trying to make it user friendly, the building is not; but it wasn’t designed to be a library,” stated one potential Top 10 contributor. A Foundation Donor and Parent stated, “Space is antiquated, poorly organized, and you can’t find stuff.”

Four interviewees state that the public is “unaware” of Thomas Memorial Library and its services and programs in Cape Elizabeth, including two who believe the library is underutilized, and one who “does not hear about the library.” One potential Top 10 donor stated, “I don’t know. I grew up there and have lived there 70 years, and I’ve used the library 3 times in those 70 years. I use the Portland library from time to time.”

B. Strengths of Thomas Memorial Library

Interviewees were asked to describe the major strengths of Thomas Memorial Library. Their responses were categorized, and those groupings are presented in the following graph:



Twenty-five, nearly one-half of study participants, suggest that community use and access is a major strength of Thomas Memorial Library. Of these, at least eight made comments about its location in the town center, close to the schools and other municipal buildings, which makes it highly accessible to all segments of the community. Three made positive comments about the library's hours. At least six people made comments about the library's position as a Cape Elizabeth institution that represents a "centerplace for community gathering and discussion," creating human connections and building "a sense of community."

A significant number of interviewees, twenty-three, commented on the staff as a strength of the library. Staff members are described as "dedicated," "helpful," "welcoming," and "competent." They are considered to be a major asset to the library, and many interviewees perceive that they successfully manage the library's services and resources.

Nineteen interview respondents identify the children's programs and services as a strength of the library. Story hours, reading circles, and parents' groups were heavily praised by many interviewees.

Some interviewees noted that the library is a safe place for children to gather and study after school, and one believes the engagement of young families at the library is a strength of the library and important to the entire community.

Fourteen interviewees are impressed with the interlibrary loan system, Minerva. Although the stacks may not always contain the materials for which they search, these library users state that they can quickly find and obtain books and other media utilizing this program.

At least ten participants praise the collections and library resources as strengths of Thomas Memorial Library. They noted the strong collection of periodicals, audio books, and current books available. They also praise afterschool study space and the level of service the library provides to the community.

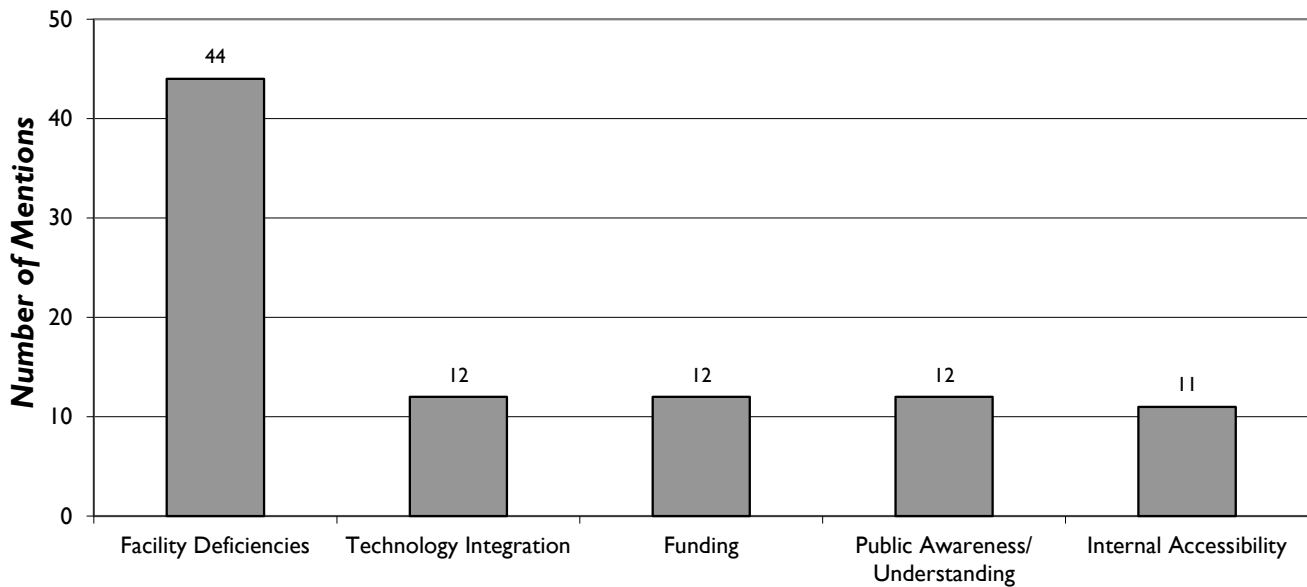
Seven interviewees noted that the library's service to all age groups is one of its major strengths. The generational mix of children's programs and elderly/senior services is considered to be an important positive facet of the library.

Additional strengths of the library were mentioned by interviewees. Three study participants mentioned the library's compelling vision to become a cultural center in town as a strength for the future. At least two identified the art and collections exhibitions as a strength of the library. Two specifically praised the staff's ability to do as much as possible with resources available to optimize space. The book sale, computer access, volunteers, fliers, and historical collection were all mentioned as strengths by individuals in the study.

C. Challenges of Thomas Memorial Library

Interviewees were asked their opinions about the most significant challenges confronting Thomas Memorial Library. Their responses are categorized in the following graph:

Challenges Identified By Interviewees



Facility deficiencies were mentioned most frequently (by 44 interviewees) as a challenge for Thomas Memorial Library. Its design is considered flawed, with a “choppy layout” which promotes “bad flow” for people. Five interviewees consider the space to be ill-suited to the library’s mission. Three believe that the library does not have enough meeting space. At least three others cited the young adult/teen space as too small. Two interviewees described the children’s section as “dangerous” for children. At least four interviewees are concerned with air quality, including mold and related human allergies. Maintenance of the dated facility was also suggested as a challenge by two participants. At least one suggested that the floors do not support the books’ weight.

Twelve interview participants believe that technology integration into the library’s programs and facilities represents a challenge. Approximately half of these believe that the library does not have enough access to technology as it is now. Another half of participants who raised technology as a challenge shared concerns about influence of technology on demand for library resources such as books. At least one of these participants also suggests that the library’s challenge is to create future space and systems that are flexible to adapt to emerging technologies.

Funding for the library is considered to be a challenge by at least twelve respondents. The economy and perception of public funding for the library's building and resources may be challenging to fund-raising efforts in the future, according to these interviewees.

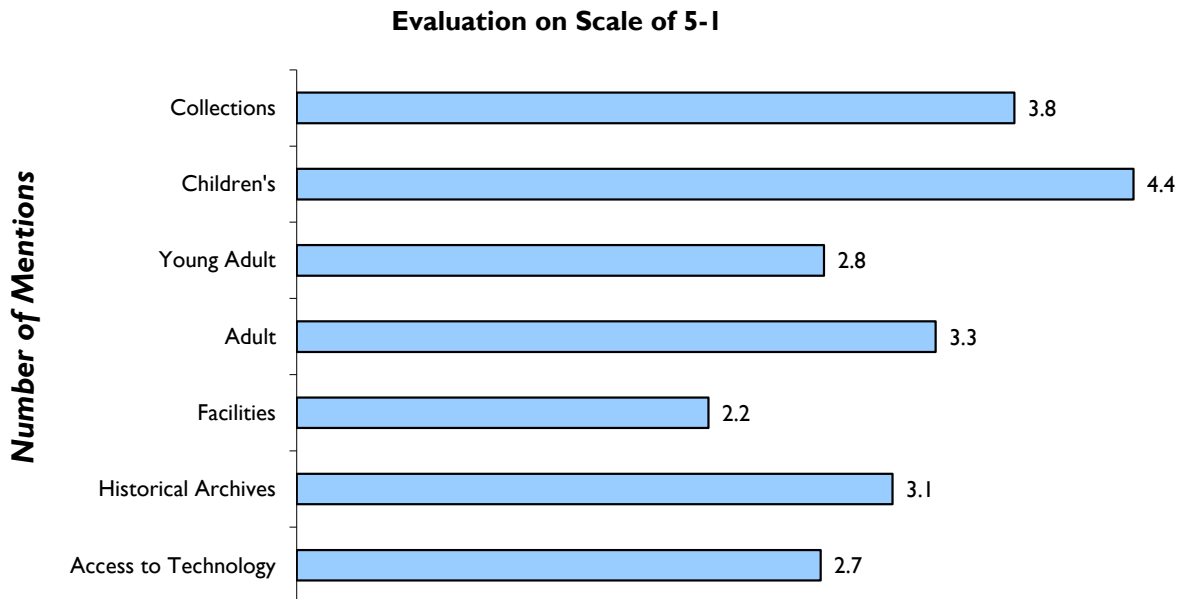
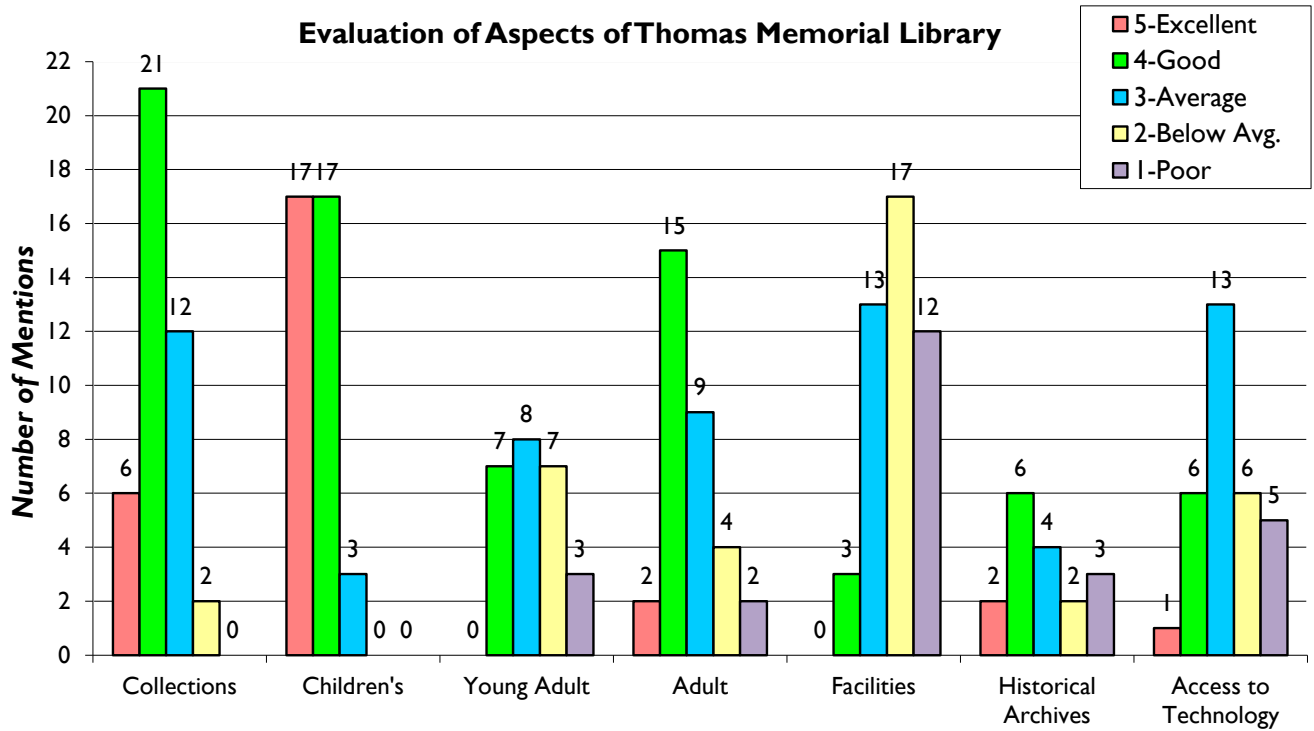
At least twelve interviewees identify lack of public awareness as a challenge for Thomas Memorial Library. These interviewees cited limited visibility of the library and its programs, and the need for better communication about programs and services. Getting the public to understand the need, and getting a referendum passed for the library, are challenges raised by at least two of these interview participants.

Accessibility in the library facility is considered to be a challenge by at least eleven interview participants. This challenge is a very specific sub-category of those who identified facility deficiencies. Older community members, or those with physical disabilities, face real barriers to library access because of the dated, noisy, and sometimes broken lifts between floors. They also face challenges with stairs and sloping floors, according to a few people in this group of interviewees.

Other challenges were mentioned by interviewees. Four are concerned that the library's staff is unfriendly, not welcoming, and not helpful. Three mentioned weak and/or old collections, with one concerned that there is too much emphasis on science fiction at the library. Three respondents cited competition or duplication of resources with schools and other area libraries. Three are concerned about weak programming as a challenge, including at least one who cited deficient young adult programming.

D. Evaluation of Aspects of Thomas Memorial Library

Study participants were asked to evaluate seven aspects of current Thomas Memorial Library operations, rating each as “Excellent,” “Good,” “Average,” “Below Average,” or “Poor.” The following graphs represent their responses:



The library's collections are considered to be “excellent” or “good” by 27, or well over half, of interviewees who felt they knew enough to comment on this aspect of the library. At least fourteen of these interviewees feel they “can get anything” through interlibrary loan. Five describe the collections as “average,” including one who described them as “paltry” because of the lack of new books available. Four interviewees suggested that the library needs more books on tape, videos, and other multimedia available for lending. Just two interviewees described collections as “below average.”

Children's programs and services at Thomas Memorial Library are considered to be very strong, with seventeen interviewees rating them as “excellent,” and seventeen rating them as “good.” Just three consider this aspect of the library as “average.” Of all aspects of the library about which the study team received feedback, children's programs and services is the strongest with a composite score of 4.4 out of five. Seven interview participants said that they “used it all the time when the kids were little.” Six described the story hours and children's librarian as “very good.” Two, while not directly familiar with the children's programs, “hear they are great” in the wider community. Two have concerns about the facility for the children—the dangerous steps and the lack of a “comfortable and cozy place for the kids.”

Young adult programs and services at the library receive a composite score of just 2.8 out of five. They are considered to be “below average” or “poor” by ten of the 25 people who felt they knew enough to comment on this aspect of the library. A primary reason for the low scores is lack of space, which five pointed to as “tiny,” “cramped,” and “limited.” Three perceive and expressed that this age bracket has lost interest in and do not use the library. At least one suggests that this group of patrons is ignored at the library.

Adult programs and services receive mixed responses from interview participants. Seventeen respondents rated them as “excellent” or “good,” and fifteen rated them as “average” or lower. At least six interviewees expressed that the library needed more adult programming. Four stated they did not know about programs that were offered, and three suggested that the library needed better email distribution of information about adult programs and times. At least five mentioned their interest in and enthusiasm for the new Socrates Café, and at least one describes the art exhibits as “great!”

Library facilities receive low marks from interviewees, with a composite score of just 2.2 out of five. Just three rate them as “good,” and 29 give facilities scores of “2” (below average) or “1” (poor). Again, facilities are described as “out of date,” “piecemeal,” and “old.” Mold and the “awful carpet” were mentioned as deficiencies. At least one person commented that the state of the physical facilities is not important because of the possibilities available with modern technology.

Historical archives are rated as “average” from those who felt they knew enough to comment. At least two interviewees expressed that they thought the archives are excellent for Cape Elizabeth history. One participant believes the library is a good place to store the archives. However, three questioned whether the historical archives should be housed with another entity, such as the Maine Historical Society. At least two suggested that “no one knows they are there.” At least five interviewees cited concerns about lack of space, leaks, and poor air quality for the archives as they exist now.

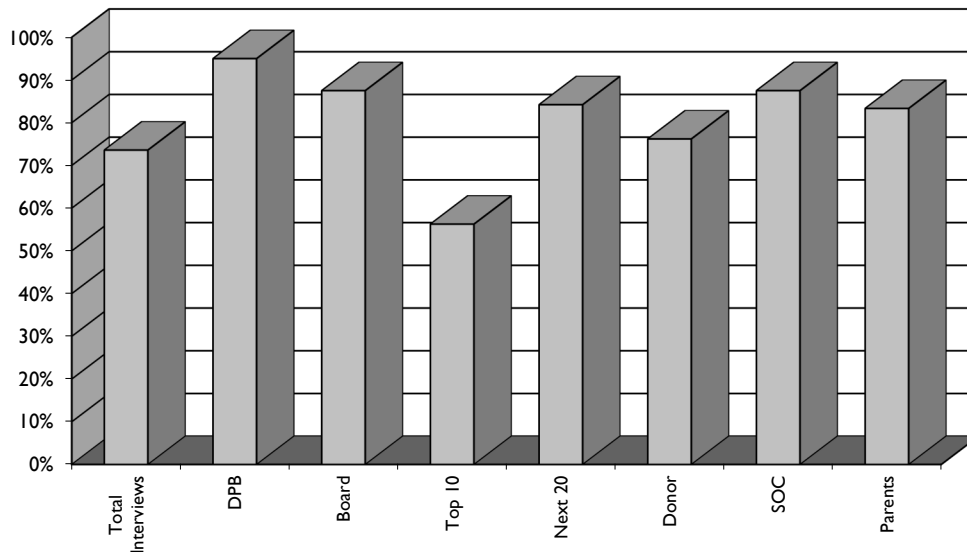
Access to technology was rated by most interviewees as “average,” earning a composite rating of 2.7 out of five. There are conflicting perceptions about access to computers, specifically. One interviewee said, “They are in use every time I go,” while another stated, “The computers are not really used.” Two participants suggested that there needs to be more computers and better placement throughout the library. Another believes they are easy to use in the children’s section of the library. Still another said the computers do not always work to meet her needs.

E. Agreement with the Need

Each interviewee was asked to read the Preliminary Statement of Need (*Appendix D*) and to comment on his or her agreement with the needs identified for improvement at the library. Their responses are tabulated below:

	Total Interviews	Actual	DPB	Board	Top 10	Next 20	Donor	SOC	Parents
Agrees	31	74%	95%	7	5	15	13	5	14
Agrees with Modifications	8			0	4	1	3	2	6
Doesn't Agree	4			0	3	1	0	0	0
Does Not Know	10			1	4	2	5	1	4
No Response	0			0	0	0	0	0	0
Totals	53			8	16	19	21	8	24
Percentages	74%	74%	95%	88%	56%	84%	76%	88%	83%

Agreement with the Need



The above table and graph compares the percentages of the “agrees” and “agrees with modifications” responses to the Demont Positive Benchmark (DPB).

Seventy-four percent of interview participants said they “agreed with the needs” as described, or “agreed with slight modifications.” While lower than the desired benchmark of 95%, the categories of respondents who are more engaged with the library—including Board representatives, the Study Oversight Committee who helped develop the preliminary statement, and parents and grandparents who are familiar with the needs of the children’s section—all agree more strongly with the needs as presented. A relatively low 56% of potential Top 10 contributors say they “agree with the needs” as stated.

Participants offered a variety of positive perspectives on the needs of the library. According to one potential Next 20 contributor and parent, “I like the idea of a digital collection, young adult expansion, public debates, and other such stuff.” Four suggested that library leadership focus on families and needs of programs affecting Pre-K children. According to another potential Next 20 contributor and parent, “The library should be geared toward families and integrated better with schools, so it is more welcoming for school kids. It would be nice if it were more accessible to that side of the building.” Three identify an importance to educate the public on the library’s needs, since library staff manages to “work around” the needs and mask their prominence. At least one participant sees the library as growing in importance to seniors as the population ages. Another “agrees with the need” to address expansion in the young adult section.

Among those offering modifications to the needs, at least two people suggested that the library needs to update its adult and digital collections. Another three said they would agree with the need for repairs to the existing building, but not a reconstruction with added space at this time: “Do you need to raze the building completely to address these needs or just put in a little to fix it up?” At least two suggested that preparing for live broadcasting should not be included in the project because of its expense.

A significant number of interview participants, nearly 20%, say they “do not know.” At least three posed questions about other spaces available in town for gathering and community meetings. Has anyone completed a townwide inventory of space and usage? Can the library interweave with community services? At least three questioned whether libraries are becoming “obsolete” because of growth in technology, such as eBooks and widespread use of the Internet to get information. Three question the need to address mold, because they are not sure whether it’s suspected or actually existent in the library. One donor and potential Top 10 contributor asked: “How do we know there is a mold problem? I’ve heard it vaguely referenced as a possibility, but has it been confirmed?” Three others want to assess the library’s needs in the context of school needs. One questions four times the existing space for the teen room. Several interviewees want to see research on these questions and the “hard data” to support statements made about the library’s needs.

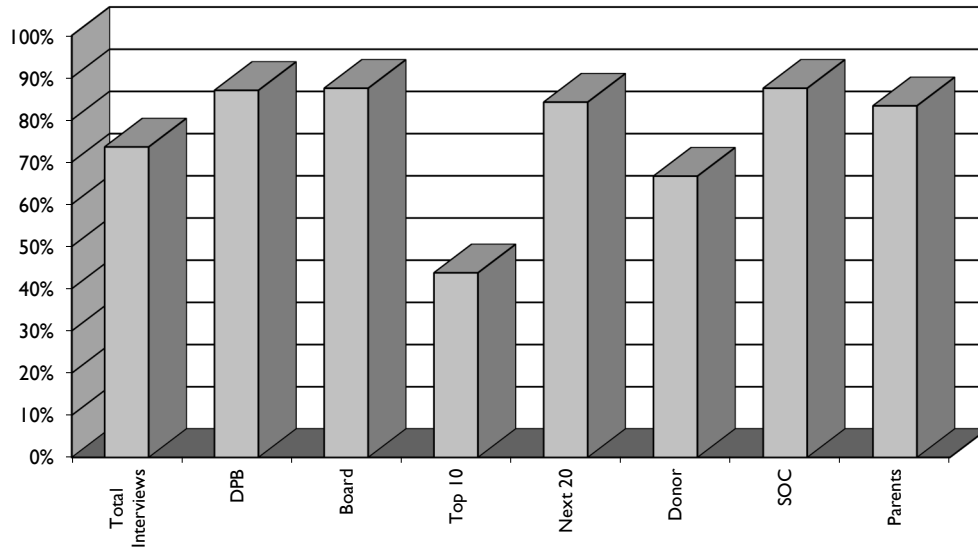
Four interviewees, including three potential Top 10 donors, “do not agree” with the need for a major capital project at Thomas Memorial Library. Of these, three argue that the South Portland and Portland libraries are minutes away and an expansion in Cape Elizabeth would be a duplication of resources. Three believe the needs amount to a “wish list,” of items that would be nice to have, but not needed. At least one person questions the ability of the town to appropriately maintain a new library facility.

F. Opinion of the Proposed Building Plan

After reading the Preliminary Statement of Need (*Appendix D*) and reviewing renderings of the proposed capital improvements, participants were asked to comment on their opinion of the plan to meet the needs. The statistical responses follow:

	Total Interviews	Actual	DPB	Board	Top 10	Next 20	Donor	SOC	Parents
Right Plan	23	74%	87%	4	5	11	6	7	10
Accepts with Modifications	16			3	2	5	8	0	10
Wrong Plan	4			0	3	1	0	0	0
Does Not Know	10			1	6	2	7	1	4
No Response	0			0	0	0	0	0	0
Totals	53			8	16	19	21	8	24
Percentages	74%	74%	87%	88%	44%	84%	67%	88%	83%

Opinion of the Proposed Building Plan



The above table and graph compares the percentages of the “right plan” and “accepts with modifications” responses to the Demont Positive Benchmark (DPB).

Nearly three-quarters of interviewees said the plan presented to meet the library's needs was the "right plan" or that they "accepted the plan with modifications." Again, those who appeared to have had previous understanding of the needs and plan, including Board representatives and members of the Study Oversight Committee, had a more favorable opinion of the plan. Fewer than half of potential Top 10 contributors have a positive opinion of the plan, with at least six of the 16 in that category needing more information.

Among those who said this is the "right plan," at least five pointed to the vision and cultural center focus as accurate. The plan is considered to be an improvement over previous renderings presented by the architects. Three participants appreciate the incorporation of the historic front to the building with the old Pond Cove School façade. At least one interviewee believes the plan "will make the town center better." Another said it is nice that the library will be more accessible to the school side of the building. Overall, practicality and flexibility are important elements for a plan, according to at least three interviewees.

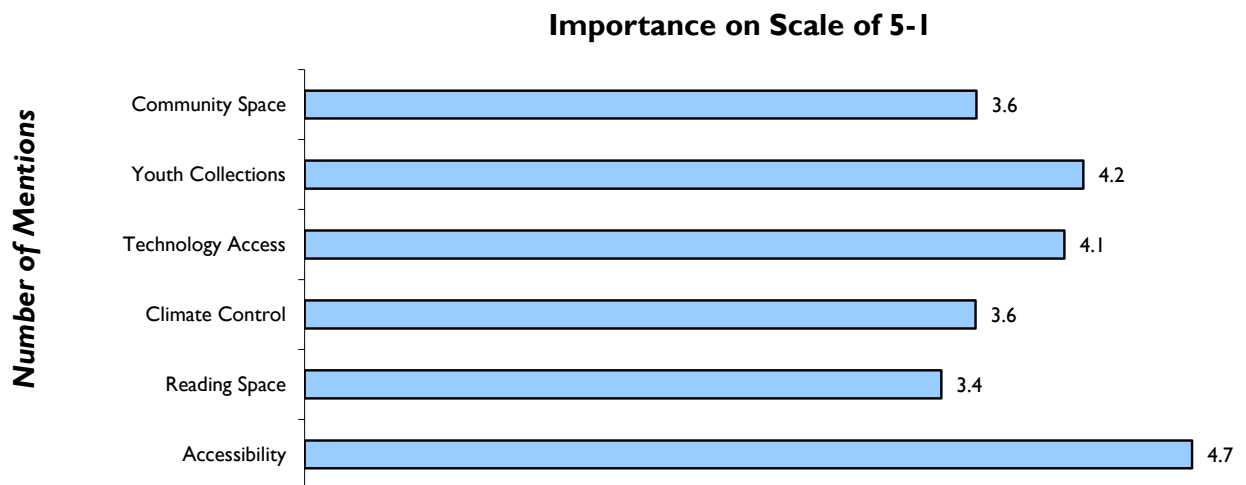
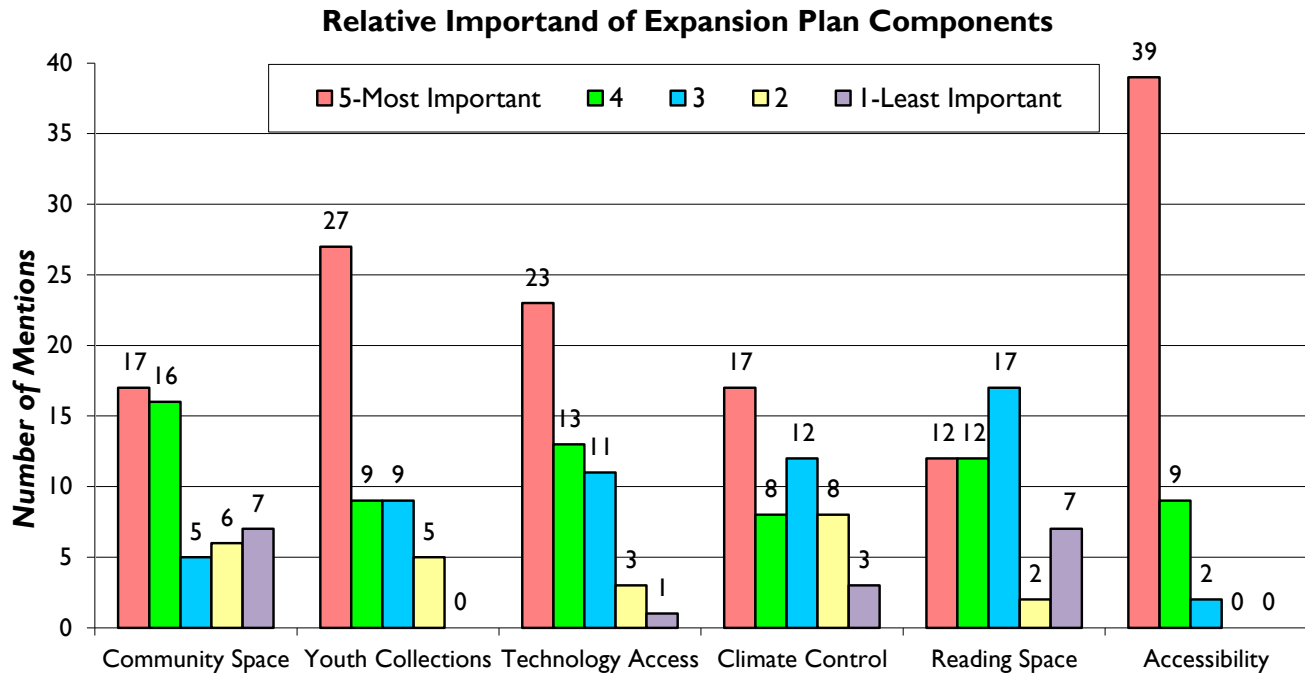
Sixteen participants recommended modifications to the plan. Of these, five would prefer a one-floor design. Two are interested in environmental sustainability. At least five interviewees would like to see the school form stronger partnerships with school libraries and combine resources wherever possible. One interview participant suggested that the plaza be minimized or removed because of its perceived expense. At least two interviewees question the amount of space for the historical archives (in response to this specific question). Another suggested that the space for adult collections is too small.

Ten respondents said they "do not know" enough about the plan to endorse it at this time. Three question the space usage at the Community Center and high school auditorium. At least two believe the plan may be too expensive, and therefore, unrealistic. One questioned whether there is a "viable business plan" for the library once a capital project has been completed. Two want to see the differences in square footage for each aspect of the plan.

Four participants, including three potential Top 10 donors, characterize this plan as the "wrong plan" for the library at this time. One believes the current library is adequate for the town's needs. Another believes the plan needs more square feet for the price. Still another stated that the floor plan should be entirely on one level.

G. Relative Importance of Expansion Plan Components

Study participants were asked to respond to the relative importance of plan components, rating each discretely on a scale of one to five with one being least important and five being most important. The following graph represents their responses:



Accessibility to the library is rated as the most important aspect of the plan by 39 of the 50 interview participants who made comments about accessibility. The lifts are considered slow and noisy, and at least two people commented on one of the lifts breaking while someone was in it. There are concerns about what would happen if the building was on fire. There are also concerns about accessibility for older people. At least five people noted that upgrades to accessibility would be required by law if the plan were implemented, so rating this aspect of the plan is almost irrelevant.

Space for youth collections and programming is also rated very highly, with well over half (27) of respondents rating it as “most important.” There is understanding among this group of respondents that this section of the library is heavily used now, and such usage may even increase with a new building. Two respondents suggest that reading material and hours in which to access research materials are both limited in the public school libraries. At least one interviewee suggests that if this space is expanded, it is critical to invest in appropriate staff who are passionate about engaging young adults through programs.

While one interviewee suggests that the library should be sold as “a safe place for kids to meet” after school, several others express various concerns about programming in space for youth. Three have specific concerns about noise levels in children’s space. Two emphasize that it is “not the librarians’ jobs to baby-sit.” And two emphasize that space in the library should *not* be used by children who are playing games. At least one interviewee asked (in response to rating this aspect) if space for youth collections duplicates what is available in the schools.

Access to technology scores a composite 4.1 out of five, and is given top marks by nearly half of the interviewees. At least two respondents stress that the library should make technological access adaptable for the future. Another suggests that a staff person providing training on various technological applications as part of the library’s programs is something that would enrich the community in the future.

Of the interview respondents rating technology access as less important than other aspects of the plan, at least seven noted that Cape Elizabeth residents are all “wired,” and so computers available to the public are not necessary. It’s important to distinguish this perspective on technology from other ways technology can be utilized and accessed in a new library facility.

Interview participants rate climate control for historical archives at 3.6 out of five. While seventeen believe this is among the most important aspects of the plan, at least eleven rate it far lower than other aspects. At least five recognize that archival space is a “huge part of the floor plan.” One interviewee is concerned about putting the archives below grade, where they exist now. He states, “they are gone forever if you lose them.” Another questioned whether documents are actually being lost. At least five questioned the cost of climate control and archival space being incorporated into this proposed building plan, given the town’s other needs and other facilities which might be available to house them. One interviewee was interested in learning more about community access to the archives as a way to determine whether their cost may be better justified.

Community gathering space and reading space achieve composite scores of 3.6 and 3.4 out of five, respectively. At least 18 respondents questioned other available gathering spaces in town. Is there space available in the Town Hall? Community Center? Public Safety building? At least two suggest producing a space inventory among public facilities in Cape Elizabeth which might prove or disprove the need for additional gathering space in the library. Three suggest that space for cultural events and lectures at the library should be available, flexible to accommodate attendees, and widely publicized. Two others want clarity on the size and location of proposed tutorial rooms. Four respondents praise additional reading space as a way to meet social needs. Of these, two say it's very important for the elderly to have this space, and another suggests it will encourage community members to "stay and linger."

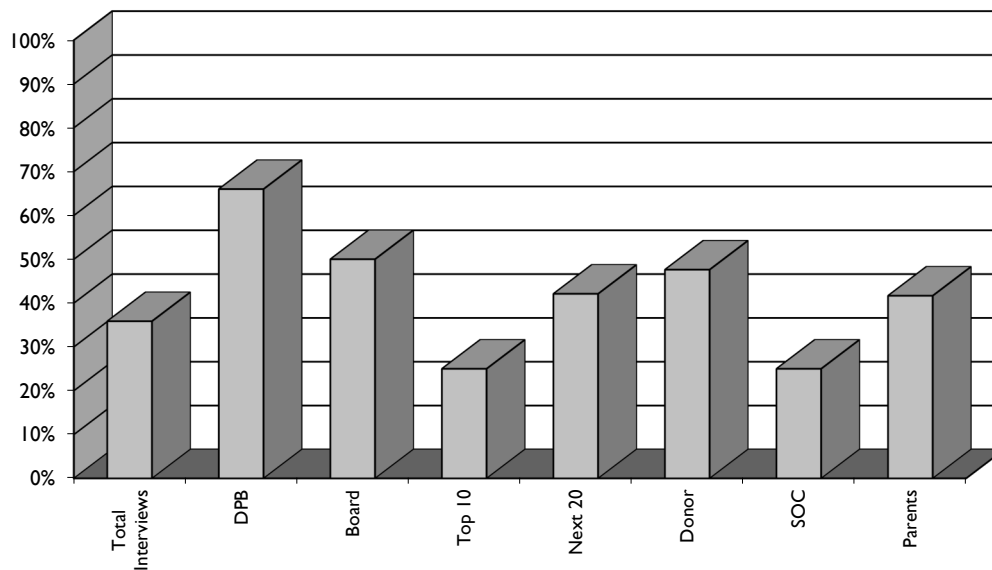
Of the ten percent of interviewees who made specific comments about the inclusion of a café in the plan, three expressed that the café is a positive touch in the plan. Eight others believe the café is unnecessary and may significantly detract from the perception of need. According to one potential Top 10 donor, there is "Way too much space dedicated to things not needed." The café may become emblematic of this perception.

H. Receptiveness to a Campaign in 2012

In our interviews, we asked for feedback on how the community would respond to this project. The responses are tabulated below:

	Total Interviews	Actual	DPB	Board	Top 10	Next 20	Donor	SOC	Parents
Receptive	19	36%	66%	4	4	8	10	2	10
Unreceptive	6			0	4	2	3	1	2
Indifferent	0			0	0	0	0	0	0
Mixed	22			4	7	5	7	5	10
Does Not Know	6			0	1	4	1	0	2
No Response	0			0	0	0	0	0	0
Totals	53			8	16	19	21	8	24
Percentages	36%	36%	66%	50%	25%	42%	48%	25%	42%

Receptiveness to a Campaign in 2012



The above table and graph compares the percentage of the “receptive” responses to the Demont Positive Benchmark (DPB).

Just 19 of 53 interviewees, or 36%, believe the community will be “receptive” to the proposed project. This response rate falls short of the desired benchmark of 66% positive response. Important to note is that 22 interview respondents say the response will be “mixed.” Just six interviewees believe the community will be “unreceptive.”

In general, interviewees responding positively think the community will be receptive because the library serves an “important town function” and they know it at least needs to be upgraded.

Of interviewees who believe the community response will be “mixed,” seven cited a lack of focused public awareness efforts to disseminate information and convince community members of the need. Six participants suggested that the library needs must be balanced against school needs. Three suggested that hard facts and numbers are needed to inspire community receptivity to the project. Another three suggested that the community might be receptive if town councilors first demonstrate their support of the project. At least three interviewees speculated that people will be receptive to the plan itself, but not finding the funding for it.

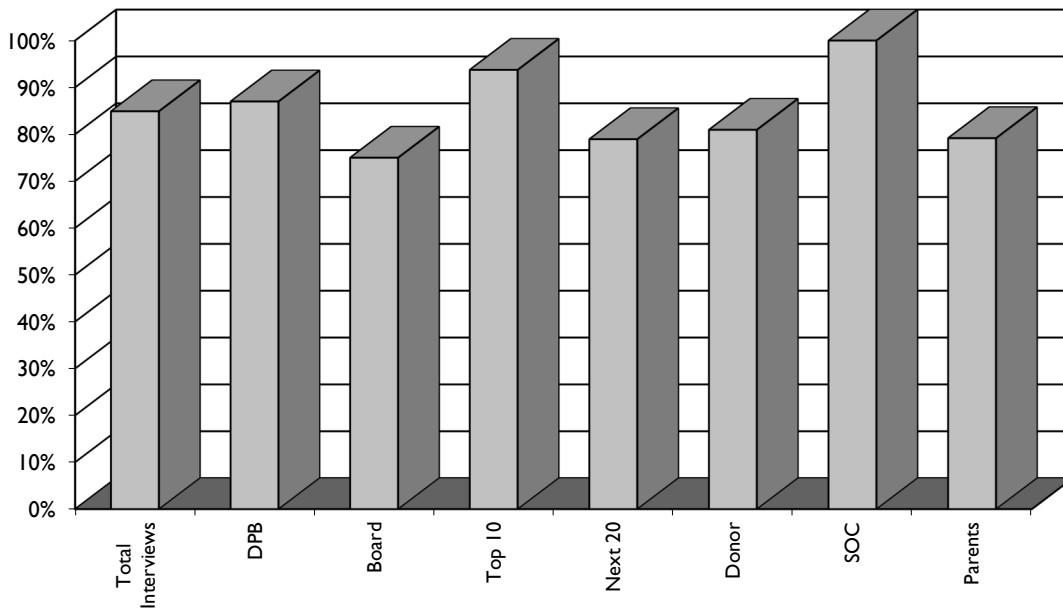
Among the six interviewees who believe the community will be “unreceptive” and the six who stated they “do not know” how the community will receive the project, at least five suggested that competition for project funding among other groups such as the local education foundation, land trust, arboretum, and political campaigns in an election year are leading to “campaign fatigue” in the community. Four raised concerns that the public safety building is still perceived to be “not worth the investment.” At least two (both potential Top 10 donors) responded negatively, because they “just don’t understand the need for the project.”

I. Appropriateness of the Funding Method

Interviewees were asked if they considered a private fund-raising campaign, augmenting public funding, to be an appropriate method to fund the plan. The answers are tabulated as follows:

	Total Interviews	Actual	DPB	Board	Top 10	Next 20	Donor	SOC	Parents
Yes	45	85%	87%	6	15	15	17	8	19
Perhaps	5			1	1	2	2	0	4
No	2			1	0	1	2	0	0
Does Not Know	1			0	0	1	0	0	1
No Response	0			0	0	0	0	0	0
Totals	53			8	16	19	21	8	24
Percentages	85%	85%	87%	75%	94%	79%	81%	100%	79%

Appropriateness of the Funding Method



The above table and graph compares the percentage of the “yes” responses to the Demont Positive Benchmark (DPB).

Most interview participants (85%) said they believe the funding method is appropriate for the project (approximating the benchmark response rate of 87%). There is general agreement among study respondents that showing community and private support through a capital campaign will relieve taxpayers and lower the burden of any bond which might be proposed. Four interviewees suggested that if there is any case to be made for a minimal tax impact, the facts would be important to share as private fund-raising occurs.

Of the interviewees who question or disagree with the proposed funding method, five suggest that taxes and bonds may be preferred over private funding, including two who see the library as a purely public resource, like any other municipal facility, and including one who has concern about asking anyone to give in this economy. At least one interview participant questions whether other capital needs should be included in the bond question, while another has concerns about possible changes to tax credit for private philanthropy that have been proposed nationally.

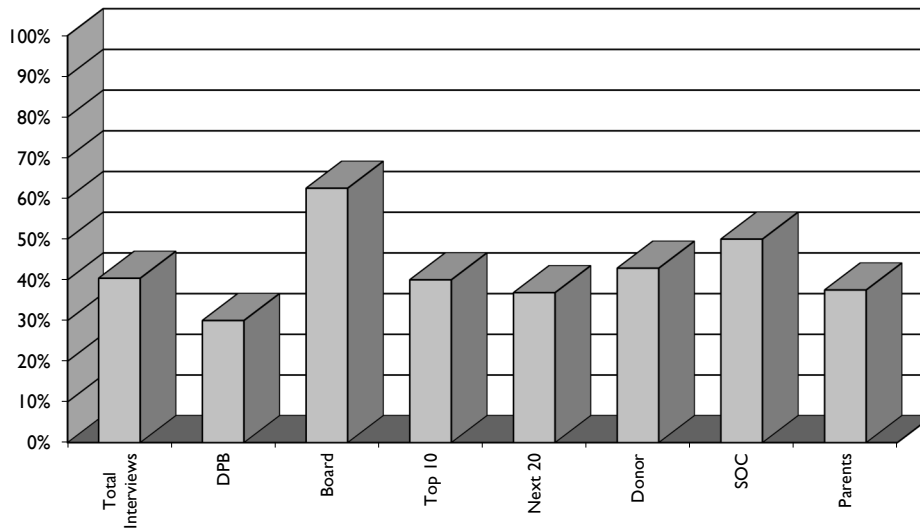
Important to note is that 100% of members of the Study Oversight Committee who have initially helped to shape this project, and 94% of potential Top 10 contributors—those who could make the greatest difference in private funding for the project—gave very favorable responses to the proposed funding method.

J. Attainability of Goal (\$3,000,000)

Interviewees were asked to review a chart entitled Standards of Giving Necessary for Success (*Appendix E*), which sets forth the size and number of gifts needed to raise \$3,000,000 through private contributions from individuals, corporations, or foundations. Participants were asked to comment on the possibility of reaching this goal. Their responses are tabulated below:

	Total Interviews	Actual	DPB	Board	Top 10	Next 20	Donor	SOC	Parents
Yes	21	40%	30%	5	6	7	9	4	9
Perhaps	11			2	2	7	4	3	5
No	2			0	1	1	0	0	1
Does Not Know	18			1	6	4	8	1	9
No Response	1			0	1	0	0	0	0
Totals	53			8	16	19	21	8	24
Percentages	40%	40%	30%	63%	40%	37%	43%	50%	38%

Attainability of Goal (\$3,000,000)



The above table and graph compares the percentage of the “yes” responses to the Demont Positive Benchmark (DPB).

A favorable 40% of study participants said they thought a private fund-raising goal of \$3,000,000 would be attainable, compared to a DPB of 30%. Representatives from the Foundation Board and Library Trustees appear to be most confident about the attainability of a goal of this size, with a 63% positive response rate for that group. Important to note is that 29 interviewees, well over half, responded “perhaps” or that they “do not know.” Only two suggested that a goal of \$3,000,000 was not attainable.

Of those responding most positively, two said that the project is “long overdue.” Four are convinced the goal is attainable “if you can prove it’s worth spending the money.”

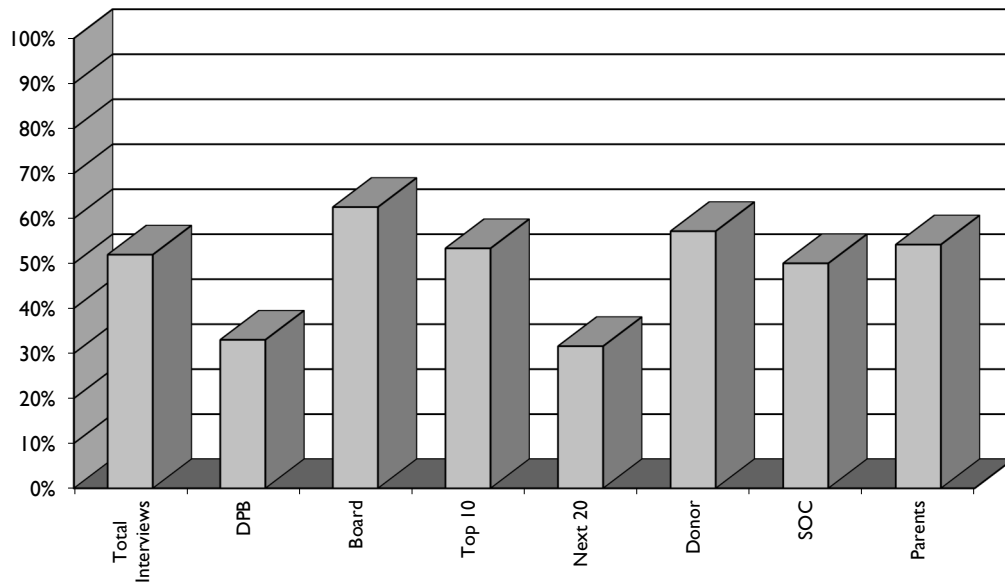
At least four interview participants suggested that a goal in the range of \$1,000,000 to \$1,500,000 would be more achievable. For at least one of them, a private fund-raising goal of \$3,000,000 is “ambitious.”

J1. Is a Top Gift Available? (\$500,000)

Interviewees were asked if they believed if a top gift of \$500,000 as projected on the Standards of Giving Necessary for Success Chart (*Appendix E*) could be obtained in a campaign. Their responses are presented below:

	Total Interviews	Actual	DPB	Board	Top 10	Next 20	Donor	SOC	Parents
Yes	27	52%	33%	5	8	6	12	4	13
Perhaps	11			2	5	5	4	3	4
No	1			0	0	1	0	0	1
Does Not Know	13			1	2	7	5	1	6
No Response	1			0	1	0	0	0	0
Totals	53			8	16	19	21	8	24
Percentages	52%	52%	33%	63%	53%	32%	57%	50%	54%

Is a Top Gift Available? (\$500,000)



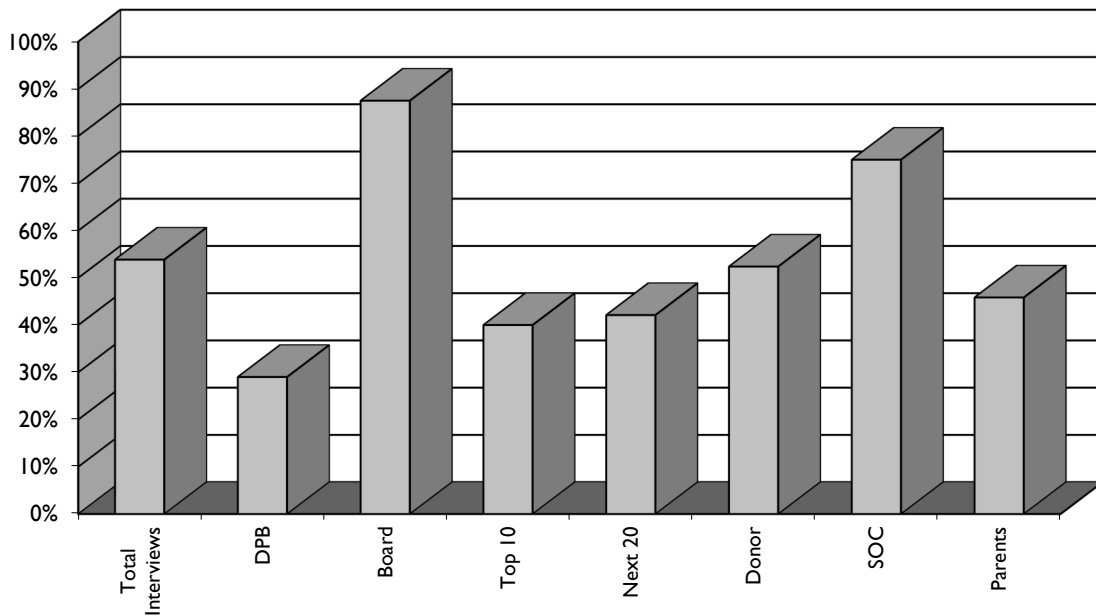
The above table and graph compares the percentage of the “yes” responses to the Demont Positive Benchmark (DPB).

J2. Are the Top 10 Gifts Available? (\$100,000-500,000)

Participants were asked to comment on the likelihood of the campaign receiving 10 gifts of \$100,000 or more, as presented on the Standards of Giving Chart (*Appendix E*) which need to be approximated for a \$3,000,000 effort. Their responses are tabulated below:

	Total Interviews	Actual	DPB	Board	Top 10	Next 20	Donor	SOC	Parents
Yes	28	54%	29%	7	6	8	11	6	11
Perhaps	9			0	5	3	4	1	6
No	2			0	1	1	0	0	1
Does Not Know	13			1	3	7	6	1	6
No Response	1			0	1	0	0	0	0
Totals	53			8	16	19	21	8	24
Percentages	54%	54%	29%	88%	40%	42%	52%	75%	46%

Are the Top 10 Gifts Available? (\$100,000-500,000)



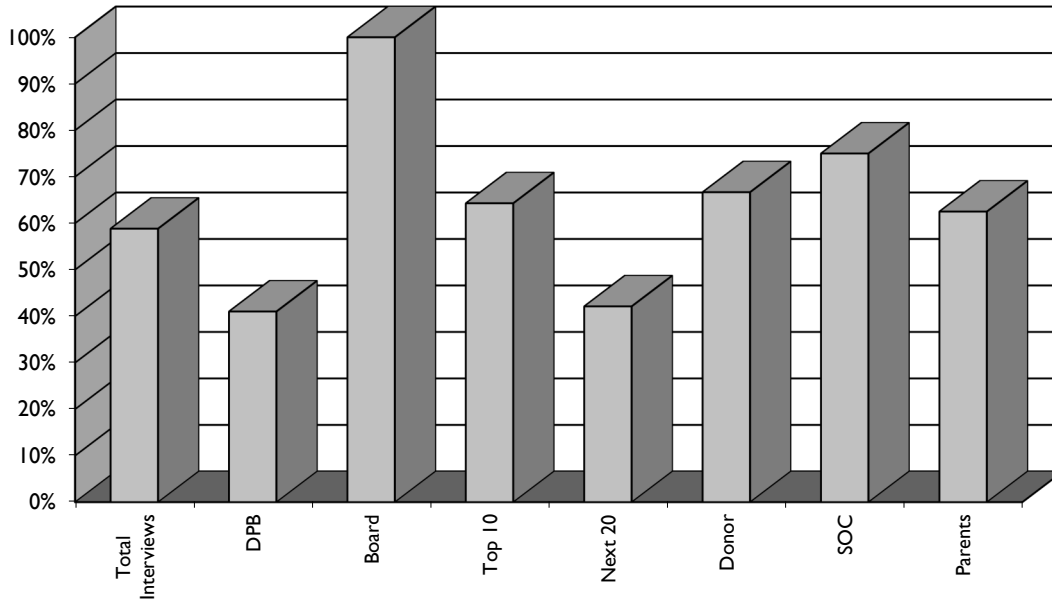
The above table and graph compares the percentage of the “yes” responses to the Demont Positive Benchmark (DPB).

J3. Are the Next 20 Gifts Available? (\$25,000 - \$99,999)

The responses to the question of the availability of the Next 20 gifts ranging from \$25,000 to \$99,999 are presented as follows:

	Total Interviews	Actual	DPB	Board	Top 10	Next 20	Donor	SOC	Parents
Yes	30	59%	41%	8	9	8	14	6	15
Perhaps	6			0	1	5	3	0	3
No	4			0	1	1	1	1	1
Does Not Know	11			0	3	5	3	1	5
No Response	2			0	2	0	0	0	0
Totals	53			8	16	19	21	8	24
Percentages	59%	59%	41%	100%	64%	42%	67%	75%	63%

Are the Next 20 Gifts Available? (\$25,000-99,999)



The above table and graph compares the percentage of the “yes” responses to the Demont Positive Benchmark (DPB).

More than half of interview participants said they thought a top gift, the Top 10 gifts, and the Next 20 gifts would be available in the community for this project, response rates which far exceed the DPB for each question. At least two interviewees believe the top giving level on the chart could be even higher—at \$1,000,000 or more, especially because of recent publicity about the relatively high (for Maine standards) number of households in Cape Elizabeth with annual income of \$1,000,000 or more.

Two interviewees suggest that naming opportunities in the new project could be appealing for elevating the top gift level and for attaining other top gifts.

Of those expressing more uncertainty about whether the top gifts are available, at least four interviewees believe the gifts *could* be there, but the philanthropic priority assigned to this project by those donors is unknown.

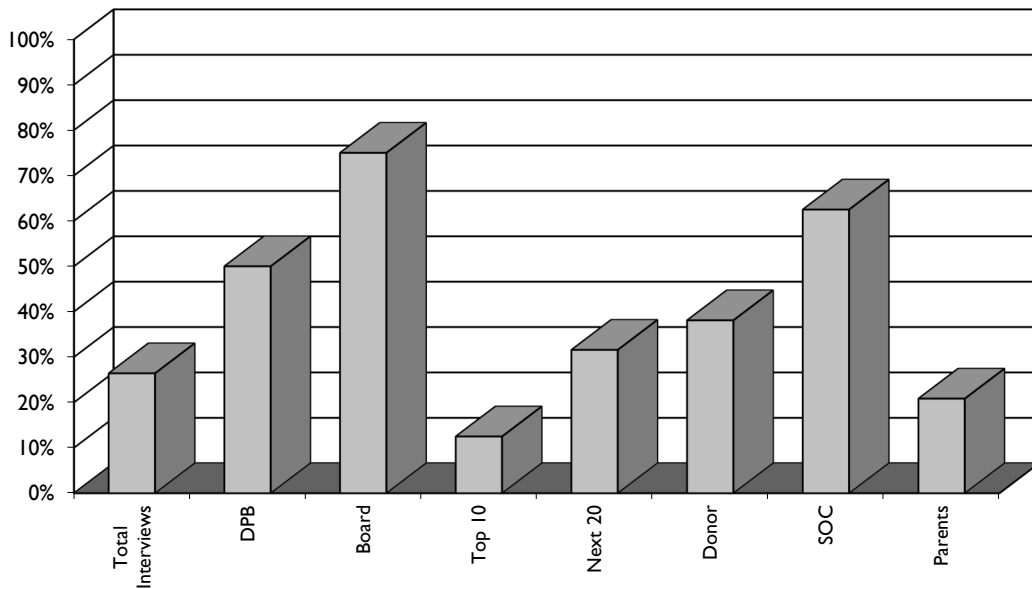
Four interviewees expressed that they thought the gift levels in the Next 20 range would be harder to obtain, because they represented donors who may be in younger age brackets with children at home. Interestingly, for all questions about availability of giving levels, interviewees in the potential Next 20 donor category had slightly lower positive response rates than other categories of interviewees.

K. Philanthropic Priority of the Project (Personal)

As part of the interview, each person was asked how he or she would prioritize the proposed library project and related fund-raising campaign among his or her other philanthropic activities or priorities. The answers to that question are tabulated below:

	Total Interviews	Actual	DPB	Board	Top 10	Next 20	Donor	SOC	Parents
Top	4	26%	50%	4	1	1	1	4	0
High	10			2	1	5	7	1	5
Reasonable	22			2	6	7	7	2	13
Low	14			0	7	6	6	1	5
Unnecessary/ Will Not Support	3			0	1	0	0	0	1
No Response	0			0	0	0	0	0	0
Totals	53			8	16	19	21	8	24
Percentages	26%	26%	50%	75%	13%	32%	38%	63%	21%

Philanthropic Priority of the Project (Personal)



The above table and graph compares the percentage of the “top” and “high” responses to the Demont Positive Benchmark (DPB).

Just over one-quarter of interviewees rate the proposed library project as a “top” or “high” philanthropic priority. Board representatives and Study Oversight Committee members—groups that have been engaged in some of the planning to address library needs—respond very favorably to this question. However, fewer than one-quarter of potential top contributors (Top 10 and Next 20) responded positively to this question.

Among those rating the project for the library as a “top” or “high” priority, at least one couple rated it highly because their family is in the habit of giving to the annual Library Foundation campaign.

Those rating the project as a “reasonable” priority cited other local and statewide priorities, including environmental organizations, and organizations that provide food and housing to people in need. Three interviewees questioned whether they would consider shifting support from some of their philanthropic priorities to this project.

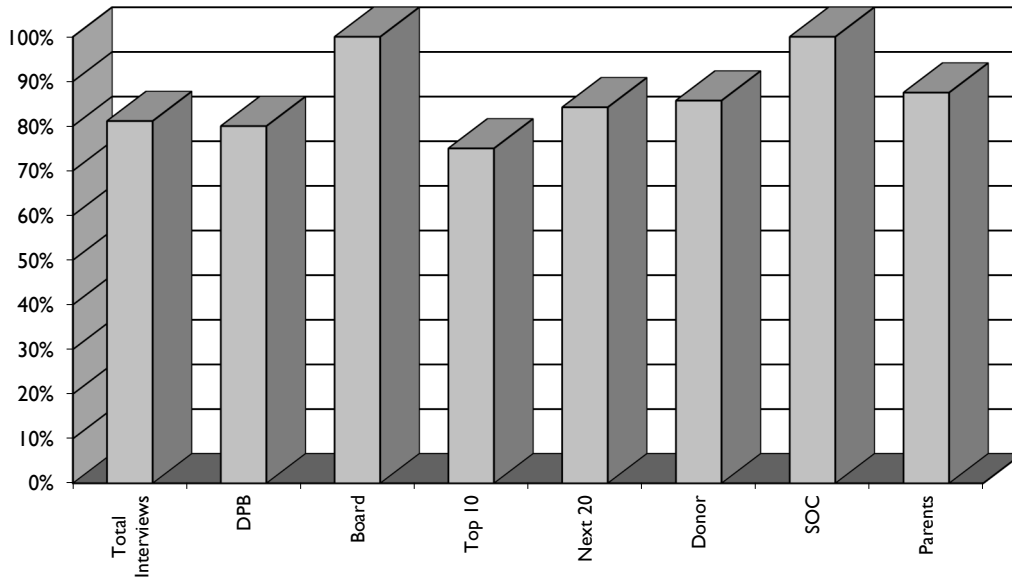
Four of the 14 who rated this as a lower priority said they would rather support the project through their taxes. One said that he primarily used the Portland Public Library.

L. Willingness to Give (Personally)

While study participants were not solicited in the interviews, they were shown a list of the gifts required for success in the campaign and were asked to indicate whether or not they would consider making a personal gift. If the answer was positive, they were invited to suggest a confidential amount or range they would consider. The responses are tabulated below:

	Total Interviews	Actual	DPB	Board	Top 10	Next 20	Donor	SOC	Parents
Yes	43	81%	80%	8	12	16	18	8	21
Perhaps	5			0	2	2	3	0	1
No	5			0	2	1	0	0	2
No Response	0			0	0	0	0	0	0
Totals	53			8	16	19	21	8	24
Percentages	81%	81%	80%	100%	75%	84%	86%	100%	88%

Willingness to Give (Personally)



The above table and graph compares the percentage of the “yes” responses to the Demont Positive Benchmark (DPB).

Results show that a sufficiently favorable number of interviewees are willing to consider a personal gift to the campaign (81% vs. a benchmark of 80%). One hundred percent of Board and Study Oversight Committee members interviewed said they would be willing to support the campaign. Four out of 16 (one-quarter) potential Top 10 contributors hesitate to commit to supporting the library project at this time.

Of those who responded most positively, two suggested that they “like to give locally.” One said that securing a challenge match may inspire a bigger gift from that family. Another stated that personal business opportunities in the future may translate into a larger gift. Three interviewees suggested that they would be able to consider a larger gift if they could make it over a pledge period of some years. Three others noted that they were paying off other commitments and could consider a larger gift in the future.

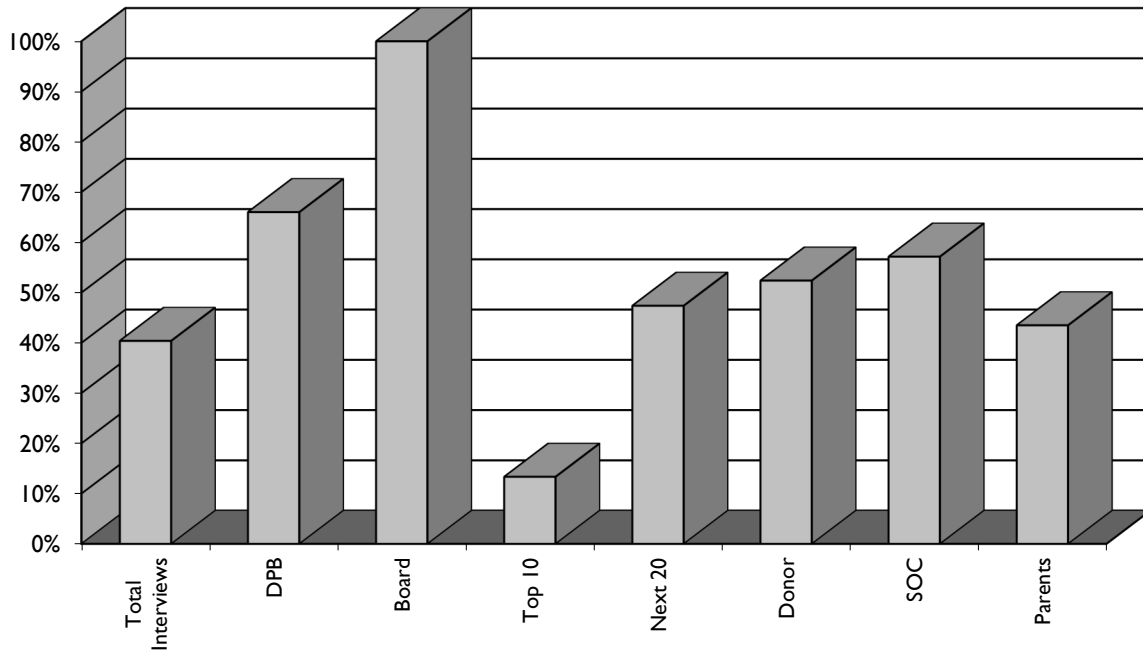
Of the interviewees who responded with “perhaps” or “no,” two suggested that they would “need to be sold on the plan first.” One said becoming more involved and being asked by the right person may inspire a gift. Another said it depends on the stock market. Three said that they have little to no interest in the project and/or have other giving priorities. One stated that he would support a tax increase over giving a charitable contribution.

M. Willingness to Volunteer

We asked each person during the interview if he or she was willing to volunteer as a solicitor for the proposed capital campaign. The responses to that question are tabulated below:

	Total Interviews	Actual	DPB	Board	Top 10	Next 20	Donor	SOC	Parents
Yes	8	40%	66%	5	2	2	3	4	1
Perhaps	13			3	0	7	8	0	9
No	31			0	13	10	10	3	13
No Response	1			0	1	0	0	1	1
Totals	53			8	16	19	21	8	24
Percentages	40%	40%	66%	100%	13%	47%	52%	57%	43%

Willingness to Volunteer



The above table and graph compares the percentages of the “yes” and “perhaps” responses to the Demont Positive Benchmark (DPB).

Fewer interviewees than desired are willing to volunteer for a capital campaign, with just 40% of participants responding “yes” or “perhaps.” Encouragingly, 100% of Board members interviewed are willing to volunteer for a campaign. This makes sense because of their engagement in the project and fiduciary responsibility to the Library and Foundation. However, just two of the potential Top 10 contributors are willing to volunteer on a campaign.

Of those responding more positively, three suggested that they were not favorably inclined to fund-raise, but would consider helping because of the importance of this project to the community. One suggested that she would be willing to volunteer if given a finite role in the campaign. Another is willing to host a gathering to ask people to give. Still another wants to “help people give.”

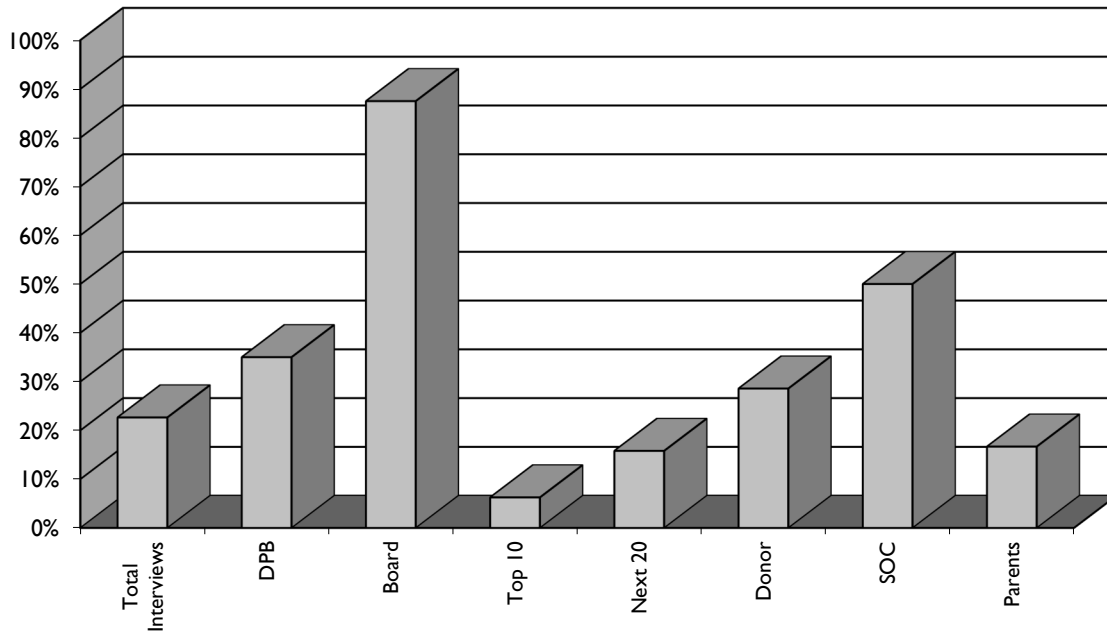
More negative responses came from at least ten people who stated they were already committed to other organizations or priorities. Four said they did not have “passion” for or believe in the need for the project, including one who would need to see a different plan before committing. Five cited a lack of personal time for volunteering. And two said they were gone for too many months out of the year to stay committed to a volunteer position.

N. Willingness to Accept Leadership Role

The interviewees were asked if they would be willing to accept leadership of some kind in the proposed campaign, such as chairing a committee or division, or serving on the Campaign Cabinet. The results follow:

	Total Interviews	Actual	DPB	Board	Top 10	Next 20	Donor	SOC	Parents
Yes	6	23%	35%	5	1	1	2	4	0
Perhaps	6			2	0	2	4	0	4
No	41			1	15	16	15	4	20
No Response	0			0	0	0	0	0	0
Totals	53			8	16	19	21	8	24
Percentages	23%	23%	35%	88%	6%	16%	29%	50%	17%

Willingness to Accept Leadership Role



The above table and graph compares the percentages of the “yes” and “perhaps” responses to the Demont Positive Benchmark (DPB).

Fewer than one-quarter of interviewees are willing to accept a leadership role during a campaign, a positive response rate that falls short of the desired DPB of 35%. The categories of interviewees who expressed the most willingness to lead were representatives from the Board and Study Oversight Committee members. Again, these groups have been most engaged with the project and their involvement has led to a greater willingness to continue leading.

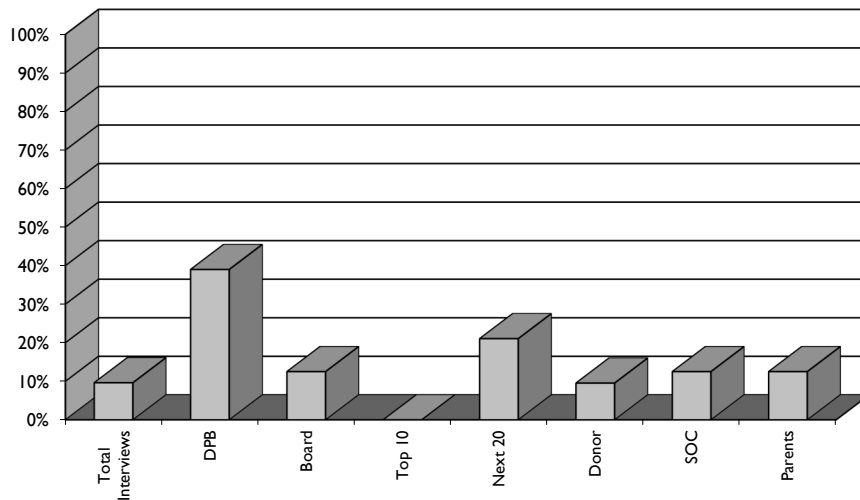
Just one of the 16 potential Top 10 and three of the 19 potential Next 20 donors are willing to lead. These numbers may increase with more public awareness and engagement of prospective donors. Enlistment of those who can give the largest gifts can benefit a capital campaign, because they can help set the pace for other support.

O. Fundraising Strength of Foundation Board and Trustees

In any fund-raising campaign, the constituency looks to the leadership of the institution, in this case, the Foundation Board of Directors or Board of Trustees, to set the pace and to demonstrate the need for the proposed project. Additionally, the leaders are expected to provide exemplary support and to influence others to give generously. We asked those who were interviewed for this study how they rated the ability of these Boards to accomplish those responsibilities. The responses are tabulated below:

	Total Interviews	Actual	DPB	Board	Top 10	Next 20	Donor	SOC	Parents
Excellent	0	10%	39%	0	0	0	0	0	0
Good	5			1	0	4	2	1	3
Average	8			1	2	3	1	2	4
Weak	12			4	3	6	6	4	5
Does Not Know	27			2	10	6	12	1	12
No Response	1			0	1	0	0	0	0
Totals	53			8	16	19	21	8	24
Percentages	10%	10%	39%	13%	0%	21%	10%	13%	13%

Fundraising Strength of Foundation Board and Trustees



The above table and graph compares the percentages of the “excellent” and “good” responses to the Demont Positive Benchmark (DPB).

Just five interview participants characterize the Board’s Fund-Raising Strength as “good,” a response rate which falls well below the desired benchmark of 39%. A full 27 interviewees said they “do not know” enough of the Board members to comment on their fund-raising strength. This is a significant number of participants—well over half, including ten potential Top 10 contributors, and twelve donors to the Library Foundation, categories of participants who could both potentially make the largest difference in a capital campaign.

Two participants suggested that the Foundation Board is stronger than the Board of Trustees. Two others suggested that the Study Oversight Committee is stronger than the Boards in terms of their fund-raising strength. Two suggested the Boards could benefit from the addition of parents with school-age children.

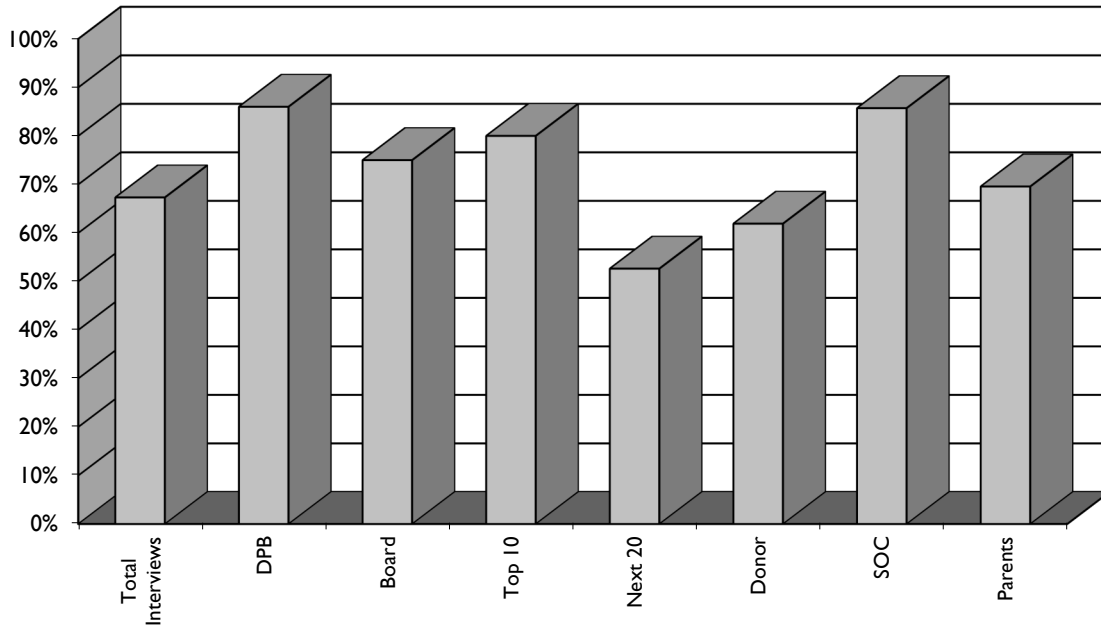
Those rating the Boards as “weak” in fund-raising suggested they do not have experience fund-raising, they were not chosen for their fund-raising strength, and/or they need to be organized as a group.

P. Proposed Campaign Timing

When asked if 2012 would be a good time to proceed with a campaign for public and private support, participants responded as follows:

	Total Interviews	Actual	DPB	Board	Top 10	Next 20	Donor	SOC	Parents
Good	7	67%	86%	3	1	3	3	1	2
Good as Any	28			3	11	7	10	5	14
Poor	13			1	2	8	7	0	6
Does Not Know	4			1	1	1	1	1	1
No Response	1			0	1	0	0	1	1
Totals	53			8	16	19	21	8	24
Percentages	67%	67%	86%	75%	80%	53%	62%	86%	70%

Proposed Campaign Timing



The above table and graph compares the percentages of the “good” and “good as any” responses to the Demont Positive Benchmark (DPB).

Two-thirds of interviewees responded that 2012 was a “good” or “good as any” time to proceed with a campaign to secure public and private support. This response rate is slightly lower than the desired benchmark of 86%. Study Oversight Committee members, Board representatives, and potential Top 10 contributors tended to give more positive responses about the proposed timing.

Of the 28 who responded that this is a “good as any” time, at least four recommended that the library proceed based on its own needs and momentum. Three interviewees suggested that the library “continue thoughtfully” without rushing or delaying. At least one of these urged that the library take the time needed to make sure enough information is distributed in advance of any public vote on the project.

While two interviewees suggested that the economy is getting better, at least six urged that the library wait until there is more significant economic improvement before implementing any type of campaign. Four predicted that more money from individual donors might be available for the project in later years. At least two suggested that the library wait one to three more years, until unemployment rates decrease.

Of the four who said they “do not know,” three are not sure how the presidential election in November might affect a ballot question about the library project. Another wanted to know what other funds would be needed on the horizon for other municipal projects in Cape Elizabeth.

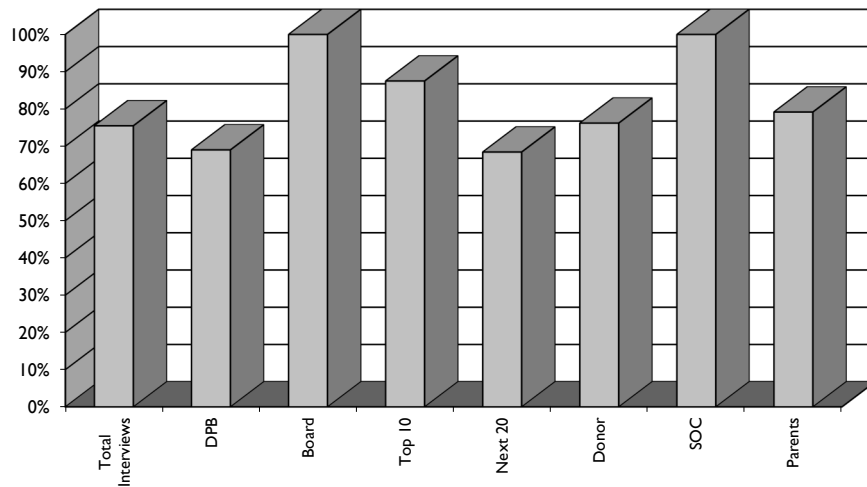
Q. Importance of Interviewees

The table below reflects an experienced, but still subjective, judgment made by us and is our attempt to depict the relative assistance of each interviewee in this Planning Study and his or her level of importance to any capital campaign. A majority of the interviewees are considered by us to be “vital” or “important” to a campaign. The remainder are considered by us to be “helpful.”

The results indicate that the appropriate number and kind of participants were interviewed for the purposes of accurately assessing the potential of a major gifts fund-raising campaign and developing the action plan necessary for this to occur. Our thanks are extended to all those who participated in this important undertaking.

	Total Interviews	Actual	DPB	Board	Top 10	Next 20	Donor	SOC	Parents
Vital	14	75%	69%	3	9	1	2	5	5
Important	26			5	5	12	14	3	14
Helpful	13			0	2	6	5	0	5
Totals	53			8	16	19	21	8	24
Percentages	75%	75%	69%	100%	88%	68%	76%	100%	79%

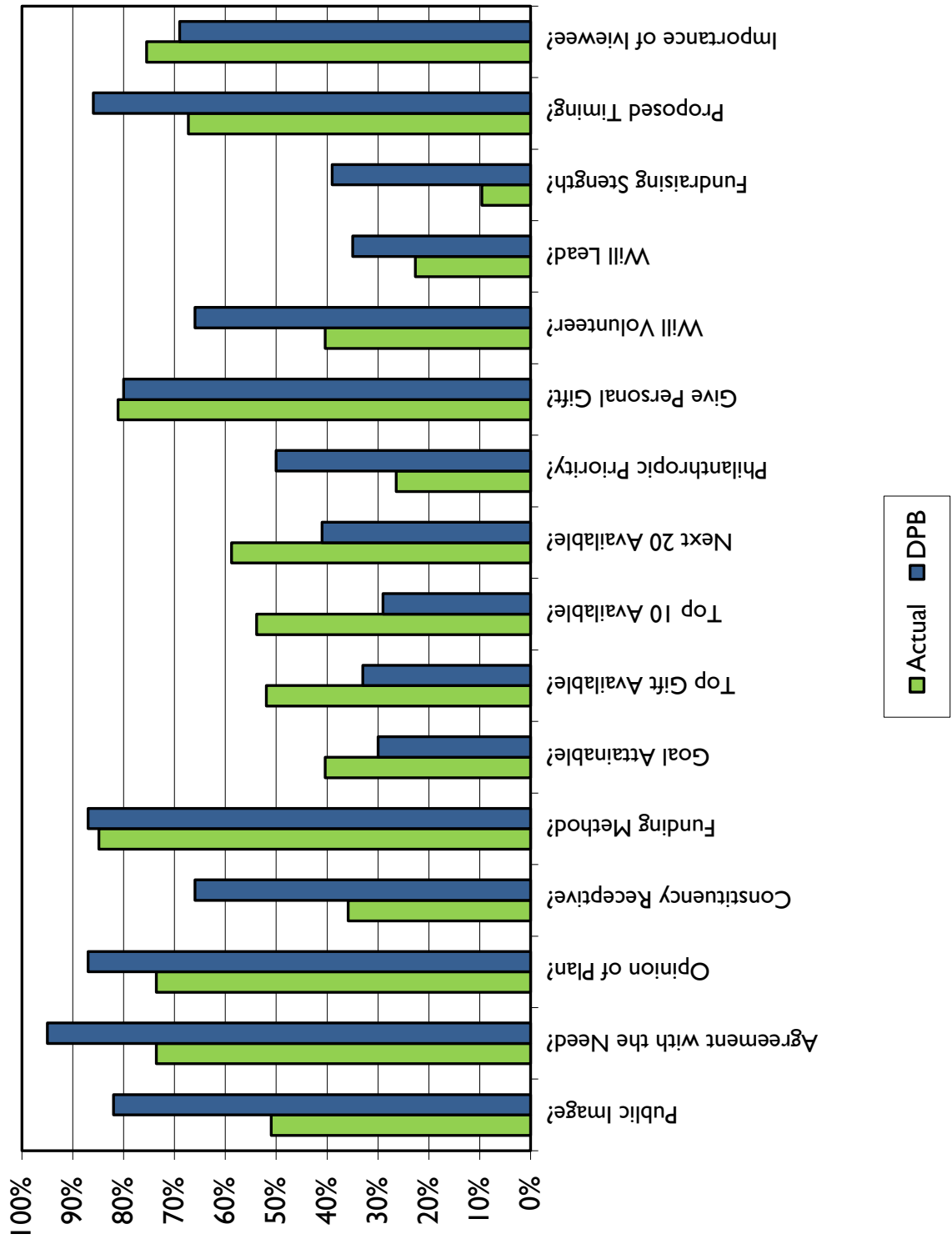
Importance of Interviewees



The above table and graph compares the percentages of the “vital” and “important” responses to the Demont Positive Benchmark (DPB).


R. Graphic Summary of Responses

Graphic Summary of Responses



Appendices

List of Interviewees

 Interview conducted via telephone

* Informational interview only, not included in statistical data

Lindsay Alexander

David Backer, Esq.

Kathy Barber

Mary Beth Benoit

Jo Boeschstein*

Karen Burke*

Hugh Campbell

Anne Carney

Peter Cary

**Daniel Chase
Patricia Chase**

**David Cimino
Stacy Cimino**

Stephanie Clifford

Mary Murray Coleman

Jennifer Cooper

Rachel Davis
Children's Librarian
Thomas Memorial Library

Thomas Dunham*
Sandra Dunham*

Kate Ekedahl

Maria Gallace

Patty Grennon

Frank Governali

**Beverly Griffin
David Griffin**

Jeanette Hagen

RuthAnne Haley

**Varney Hintlian
Molly MacAuslan**

Anne Ingalls

Brigitte Kingsbury

**Richard Kurtz
Virginia Kurtz**

Sara Lennon

Nancy Marshall

**Cornelius McGinn, MD
Suzanne McGinn**

Michael McGovern
Town Manager
Cape Elizabeth

Judy McManamy

Ed Nadeau

Harold Pachios, Esq.

**Charlene Petruccelli
Gerald Petruccelli, Esq.**

Kathleen Pierce

Stephen Podgagny*
Library Director
Portland Public Library

Nancy Pond

Bonnie Porta

**Stephen Rabasca
Katie Rabasca
Maggie Rabasca**

Katherine Ray

Elinor Redmond

Helen Roos

**Judy Rowe
James Rowe**

Barbara Schenkel

Jay Scherma
Library Director
Thomas Memorial Library

Nancy Sears

Wendy Seltzer

**James Shaffer
Lynne Shaffer**

**Beverly Sherman
David Sherman**

David Sherman, Jr., Esq.

Robert Stier, Esq.

Jessica Sullivan

Anne Swift-Kayatta

**Ellen Van Fleet
Jeffrey Van Fleet**

Tricia Wasserman

Tracy Weatherbie

Trustees & Foundation Board of Directors

Trustees

RuthAnne Haley, Chair

Jennifer Healy

Molly MacAuslan

Kate Mitchell

Ken Piper

Lee Rutty

Foundation Board of Directors

Robert Stier, Esq., President

Joel Bassett, Treasurer

Ed Nadeau, Secretary

Geoff Alexander

Jennifer Baldwin

Valerie Hall

Kate Mitchell

Ken Piper

Beverly Sherman

Jessica Sullivan

Study Oversight Committee

David Backer

Kathy Barber

RuthAnne Haley

Suzanne McGinn

Beverly Sherman

Robert Stier

Jessica Sullivan

James Walsh

Michael McGovern, *ex officio*

Jay Scherma, *ex officio*

Preliminary Statement of Need

Thomas Memorial Library A Cultural Center for the Centennial



With the Library's Centennial approaching, we have an opportunity to gift our town and our future a dynamic information and community hub. Our town's Library has serious structural and design flaws that can't be effectively resolved with band-aid solutions. From numerous surveys and focus groups, a vision has emerged for an exciting solution.

The Library Board, Foundation Board, and Town Council are asking residents to embrace building a new cultural center. In this new center, information flows not only in books, but also in technology, information systems, dialogue, and substantive community interaction.

While showcasing all the current Library's strengths, the Centennial Plan envisions the Library as an information center that will transform our interactions as a community. The best libraries in America are already serving this purpose in their communities. Cape Elizabeth can join their progressive ranks.

The current recommendations address the Library's facility issues with a combination of renovation and new construction that will match a vision for the Centennial and beyond. That vision is of a cultural center where:

- There are no barriers to accessibility, and all may come and go with ease.
- Patrons of all ages have a range of computing options including private media/tutorial rooms and computer labs for instruction.
- New meeting facilities enable groups of 100 or more to enjoy movie screenings, live HD broadcasts, literary presentations, public debates, and lectures.
- There are casual areas for friends to chat, share, and support each other.

Funding a facility that can do all of this and more will be a joint effort of Town bonding and private philanthropy.

The new Library would be nearly 50% larger than the current Library and cost about \$8.0 to \$8.5 million depending upon final specifications and timing.

The Library Foundation is now exploring whether it is feasible to raise approximately \$3 million of the anticipated cost from individuals, foundations and businesses. The Foundation has chosen the Portland firm of Demont Associates to conduct a planning study on its behalf to gauge the reaction of key community leaders to these plans both in conception and in funding.

In summary, the new Thomas Memorial Library is designed from every angle to become the cultural center of Cape Elizabeth. It is efficiently designed to replace the outdated paradigm of the library as a book depository with a cultural cornerstone for our Town Center.

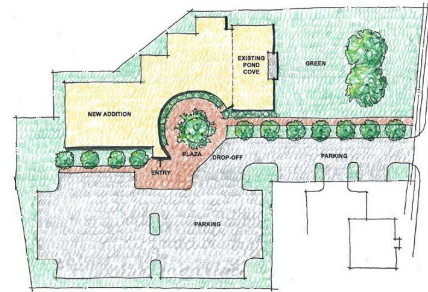
The new Thomas Memorial Library is designed from every angle to become the cultural center of Cape Elizabeth.

Take a Moment to Imagine

Imagine a visit to a Cape Elizabeth information and cultural center where choices await everyone. Do you drop into the presentation on using social media in the new interactive conference room? Or take your child to the pre-K reading hour in the new children's program section? Or head to the new adult reading section? Or download a book to your e-reader from the Library's free digital collection?

You contemplate a movie screening/discussion on Thursday in the new community room. And a poetry reading in the café on Monday night (which right now is full and buzzing with conversation). You pass the new young adult section and happily note a dozen teens computing, researching, and reading. The tutoring/media room holds several parents working on a media presentation on literacy. In fact, as you walk to *your* choice, you see the entire Cape community represented in age and diversity. What a vision! What a future!

New Library Envisioned



The Centennial Plan combines existing and new construction on essentially the same footprint.

Current Library Facility Issues Compared With the Centennial Vision

Library Aspect	Current Conditions	Vision
FUNCTIONAL	Designed as a repository of books	An information hub and cultural center
Accessibility	ADA inaccessible stacks & spaces Antiquated lift	Fully accessible Elevator
Public Access Computers	Well below national standards due to limitations of electrical system capacity	Triples current capacity and meets standards
Children's Library	No dedicated children's program space	Doubles children's spaces with both programming and technology access spaces
Teen Center	Cramped, very limited seating, teens sitting on floors in hallways	Four times the current space
Community Meeting Space	Limited seating in water-damaged space with possible mold issues	132 seat multi-media community meeting and cultural presentation space
Tutoring/Group Study/Media Spaces	Nonexistent	Two soundproof rooms
Seating and Meeting Spaces	Around 2800 square feet	Around 5700 square feet
CE Historical Society Room	Humidity issues, limited space for exhibiting CE story, water damage	Climate-controlled with exhibit space
Cafe	No	Yes
Adult Library	No quiet reading area; limited research seating	A new adult section with technology access
Live Broadcasts	No	Yes
STRUCTURAL	15,000 square feet	22,000 square feet
Air Quality	Humidity issues; circulation issues	Air handling system to meet all codes/needs
Energy Efficiencies	Variable to inefficient, entrance area very energy-inefficient	State of the art, many green features, new energy-saving entrance
System Capacities	Electrical maxed, stack floors at overload weight capacity	Fully code compliant and robust capacity
Design Limitations	One-quarter of space unusable (corridors, stairwells, fire code issues and more)	Designed for purposeful use of all square footage

The History of Current Facility. Thomas Memorial Library, dedicated in 1919, opened in an 1848 one-room schoolhouse donated to the town by William Widgery Thomas, Jr. The small building (926 sq. ft.) had already been moved three times when it opened in 1919, only to be moved again in 1944 to its present site. In 1957, another 1,380 square feet was added. In 1967 an entry way was added and the basement of the original schoolhouse was renovated into a children's room. In 1978, set to raze the Pond Cove School Annex built in 1912, the Town Council instead offered it to the Library. A connector was built, the school basement refurbished, the various classrooms assigned library usages, and the Library rededicated in 1986.

Standards of Giving Chart

Standards of Giving Necessary for Success
THOMAS MEMORIAL LIBRARY
CAPE ELIZABETH, MAINE
\$3,000,000

Guidelines:

Top Gift	10 - 20% of Objective
Top 10 Gifts	55 - 65% of Objective
Next 100-125 Gifts	30 - 40% of Objective

No. of Gifts	Cumul. No.	Min. Gift	Total	Cumul. Total	Percentage
1		\$ 500,000	\$ 500,000	\$ 500,000	16.7%
1		\$ 300,000	\$ 300,000	\$ 800,000	
2		\$ 200,000	\$ 400,000	\$ 1,200,000	
6	10	\$ 100,000	\$ 600,000	\$ 1,800,000	60.0%
6		\$ 50,000	\$ 300,000	\$ 2,100,000	
10		\$ 25,000	\$ 250,000	\$ 2,350,000	
25		\$ 10,000	\$ 250,000	\$ 2,600,000	
60	101	\$ 5,000	\$ 300,000	\$ 2,900,000	98.3%
Numerous up to		\$ 5,000	\$ 100,000	\$ 3,000,000	100.0%

A Donor Bill of Rights

PHILANTHROPY is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

I.

To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.

II.

To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.

III.

To have access to the organization's most recent financial statements.

IV.

To be assured their gifts will be used for the purposes for which they were given.

V.

To receive appropriate acknowledgment and recognition.

VI.

To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.

VII.

To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.

VIII.

To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.

IX.

To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.

X.

To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

DEVELOPED BY

AMERICAN ASSOCIATION OF FUND RAISING COUNSEL (AAFRC)
ASSOCIATION FOR HEALTHCARE PHILANTHROPY (AHP)
COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION (CASE)
ASSOCIATE OF FUNDRAISING PROFESSIONALS (AFP)

ENDORSED BY (INFORMATION)

INDEPENDENT SECTOR
NATIONAL CATHOLIC DEVELOPMENT CONFERENCE (NCDC)
NATIONAL COMMITTEE ON PLANNED GIVING (NCPG)
NATIONAL COUNCIL FOR RESOURCE DEVELOPMENT (NCRD)
UNITED WAY OF AMERICA