

**New Shutesbury Library Fundraising Committee**  
**Monday, December 13, 2010, 6:30pm, Shutesbury Town Hall**

**Minutes**

**Members Present:** Karen Traub, Jen Davies, Weezie Houle, George Arvanitis, Kristin Mattocks, Jane Urban and Susie Mosher

**Non-members present:** Becky Torres, Lori Tuomenin

- 1) Meeting called to order at 6:35pm
- 2) Review interview questions
- 3) **6:45pm:** Meet with Kristen Leuchs & Dan Kirsch
  - A) Introductions
- 4) 7:45pm: Meet with Matt Blumenfeld & Nina Mankin
  - A) Introductions
  - B) One of our concerns is that we are a small community and strategies described in books and standard fundraising practices may not necessarily apply to a community like Shutesbury. With this in mind, please provide a general overview of your fundraising strategy in Shutesbury. Specifically, please describe the challenges and opportunities that we may encounter in trying to raise money for our new library in Shutesbury.
    - 1) In any small community, how ready is the community ready to receive what you are getting ready to present them. The transient community. They did a campaign in Rheinbeck, came saw loved it, moved there. Challenge to connect them to the library. Not necessarily want to give to their community. Understanding the library project are very complex. They involve MBLC, tax levy. Why are you building when you have the Jones, Do we need something this big. An educated community will understand the MBLC guidelines. Educating the community will be a real challenge. AS unique as Shutesbury is, there are some challenges that are true for any small community is that you can think that people are all on one side of an issue and one or 2 can throw an attitude. The day before the election someone put in an op-ed slamming the campaign. They lost the vote. Be respectful of everyone's voice. What are some of the key obstacles that people have with the project? Listen and agree to disagree.
  - 2) For FDA: In your bid, you noted that you would conduct 20-30 interviews with community members. Please describe what you hope to accomplish in these interviews, and how information generated from these interviews will help us either set a campaign fundraising goal or generate a solid campaign strategy.
    - (a) Prospect research: You can look at the value of real estate. It is one of the basic things you can look at. The 20 interviews are important and will yield. It is an opportunity to take the message out. Start with talking about the library in general. What is their interest in the library and what their opinion of the library. What improvements would you like to see. After you get an assessment, you show the floor plans, etc, and how the \$ will flow into that. Opportunity to have their tax \$ will flow back into the community. Important to 500-700,000 over a 5 year period. Get a reaction from each interviewee. When you get 20 educated answers to that question, they can give us a best guesstimate from that info. They then suggest a conservative goal. They will be talking to some folks that have some experience. It is not just throwing a number out there. It is related to their knowledge in this community. Ideally it is people who have part of their culture they have philanthropic giving. This is getting their intelligent input.
    - (b) What do the interviews do? From their prospective, it really is, is this campaign feasible. What are the issues we may not know about? Because they don't live here, people will talk to them. They had to spend time at the beginning of the campaign educating the community that this project was worthwhile.
    - (c) How do you get the voice of the non movers and shakers into the case statement if the interviews are targeting the top 20? Another survey tool to get at broad issues with

- (d) Secure the trustees, friends, volunteers, top down, \$5,000 or more over a 5 year period. Then go out to the broader community. do grant writing. Survey is one way of letting people to know you are listening. What would you be working on in the campaign? Hosting a diner, open house, spaghetti supper. Campaign in Chicopee with every school. Every school did a campaign for the children's room in the library.
  - (e) Need to neutralize the folks who aren't going to want to pay more taxes.
  - (f) Letting people know that there will be room in this project beyond asking
  - (g) Helped form a Hispanic Friends drive to show that there was demand.
- 3) How important is it for us to have a fundraising goal? And, given the strategy you outlined for us in the RFP, do you think you can help us set a reasonable fundraising goal? Please describe how the financial yield of our campaign would differ if we set a 100% participation goal rather than a set financial goal (i.e. \$500,000).
- (a) How important is it to set a goal? He thinks it is fundamentally important for discussion in the feasibility study. It may not be the ultimate goal but is a discussion point (the test goal). Out of 20 people, 1 says, never given, I'd like to consider something major. What are you thinking about? Maybe \$100,000. Big mistake that organizations make is assuming the answer on the other side. You don't know what their financial consideration is. If you make a goal that is too low, you may limit giving. Every campaign there is someone that surprises everybody. We are always going to ask what your business plan is.
  - (b) Prospecting and interviews: Who do you think can make a major gift to this project? You want to tailor your strategy in to drawing them into your project.
  - (c) Create a list of 40 donors, FSB, Noho Coop, ESB, GSB, community banks are very good corporate citizens. Then work with us to determine who. Sit and prioritize them. Everything is confidential. Developing that list together we will get better information. You are looking for intellectual, creative and financial wealth. The interviews determine the customized strategy.
  - (d) Prospect review: review the lists and suggest who might be the best person to talk with them. Hopefully there will be some who have roots.
  - (e) Rating prospects: 15 people sit around and rate folks.
  - (f) Why interviews are important? Who are the leaders for this campaign? People who are opinion leaders and respected in town. Who are the leaders in town? People with credibility to pull in leaders. Then recruit to the campaign steering committee, us and expand outward.
  - (g) Other type of training is solicitation training.
  - (h) After we got the study back and identified the leaders. 3 training. Always available to do follow up by phone.
  - (i) Articulate what moves them the most. It is no longer about them asking for money it is about asking for the community.
  - (j) Participation: recommend the focus on participation after the major gifts have been solicited.
  - (k) What is the Friend's role in the campaign? The Friends commit and then go out and do their own.
  - (l) One of the first lead gifts.
- 4) In your experience, do most contributions come from large, medium, or small donations? Given what you know about Shutesbury, what kind of contributions do you expect to generate from this community?
- 5) You highlighted the importance of campaign training in your bid. Please describe the goals of campaign training, the type of training you'll do with us, and how this training strategy will be specific to the Shutesbury community.
- 6) Have you ever worked with a fundraising committee that has to go to Town Meeting (or a similar body) to request funding? Do you have strategies that you can help us with to successfully navigate this process?
- 7) As you may note, our committee has not reached consensus on what strategy we would like to pursue to achieve our fundraising goals. We are a committee with strong, and occasionally divergent, opinions. Please describe how you plan to work with us. Do you have strategies that can help us come to a consensus?
- (a) How do you work with divergent committees? How do you bring us together? With a lot of hard work. No one has stick their feet in the ground as they know that it will kill the project. Folks will compromise for the sake of the project. Finding where the commonality lie and bringing that to the fore. Most important is that everyone has the largest goals in mind. They can help us. They are outside of our group

and can be a mirror as to our issues. Here is what we are seeing and hearing. Sounds like these are your priorities. In developing the case for support, can be done in small committee or in larger committee. Use that process to build consensus around that point. What are the key questions people are asking and the good answers.

- 5) Discussion about how to move forward
  - A) Do we want to hire someone
  - B) Should we interview other folks such as what Susie did
  - C) If we do want to hire, which one.
- 6) **Motion: To hire a fundraiser.** Discussion:
  - A) Could come back to bite us.
  - B) Learning curve could be big, but doable.
  - C) 4 towns around who did it without a fundraiser.
  - D) We have to get farther to get more excited about it.
  - E) **Vote:** 4 in favor, 2 opposed 1 abstention
- 7) **Motion: To hire FDA:** 4 in favor; 2 opposed; 1 abstention **Motion passed.**
- 8) **Motion: To hire KirschLeuchs:** 1 in favor; 4 opposed; 2 abstentions; **Motion failed**
- 9) Review Fundraising proposal plan for MBLC grant from Weezie
- 10) Next Meeting: January 11, 2011, 7pm,  
Kristin will let Matt Blumenfeld we voted to hire FDA and invite him to our next meeting.