

THE BRETON GROUP

Development Consulting for Non-Profit Organizations

FINAL REPORT

FEASIBILITY STUDY REPORT FOR BLAIR LIBRARY COMMITTEE

Prepared for:

Blair Library Committee and
Traverse Area District Library Board of Directors

Prepared by:

The Breton Group, Inc.

October 2002

TABLE OF CONTENTS

I.	BACKGROUND INFORMATION _____	1
II.	METHODOLOGY _____	2
III.	EXECUTIVE SUMMARY _____	3
IV.	THE FINDINGS: FAVORABLE & UNFAVORABLE FACTORS _____	4
V.	CONCLUSIONS _____	7
VI.	RECOMMENDATIONS _____	8
VII.	PROPOSED CAPITAL CAMPAIGN ORGANIZATION CHART _____	10
VIII.	PROPOSED CAPITAL CAMPAIGN TIMELINE _____	11
IX.	PROPOSED CAPITAL CAMPAIGN BUDGET COMPONENTS _____	13
X.	INTERVIEW CANDIDATES _____	14

APPENDICES

CASE FOR SUPPORT

INTERVIEWEE COVER LETTER

INTERVIEW QUESTIONS

I. BACKGROUND INFORMATION

PURPOSE OF THE STUDY

Before any initiatives can be taken to develop a viable funding program for the proposed building of a library branch in Blair Township, appropriate preliminary information must be gathered. The feasibility study provides objective data that will assist leadership in making critical decisions concerning the construction project. This feasibility study was conducted for the exclusive benefit of the Blair Library Committee and Traverse Area District Library.

This study focused on factors that will impact the potential for major private financial support within the Blair community. Following are elements that were pursued through a series of open-ended questions.

- Awareness of Traverse Area District Library (TADL) and the proposed Blair branch library construction project:
 - Knowledge of TADL and the plans for construction of a branch library in Blair Township.
 - Knowledge of current TADL programming and services.
 - Understanding of the need for a branch library in Blair.
 - Knowledge of the plan to build a new library facility in the Blair community.
 - Awareness of the different potential constituent groups.
- The potential to secure \$400,000 in private support:
 - Assessment of support from individuals, businesses, foundations and other prospective major donors.
 - Understanding and acceptance of the case for support.
 - Availability of volunteer leadership for the capital campaign.
 - Identification of a pattern of lead gifts.
 - Appropriateness of timing, relative to other community fund raising activities.
- Potential level of project support:
 - Assessment of the community's attitude toward the proposed campaign.
 - Assessment of the community's general economic condition.
 - Assessment of elements in and outside the community that might contribute to the campaign.
 - Assessment of other strategies/options that might be explored to achieve the desired campaign objective.
 - Assessment of the community's willingness to participate in a capital campaign, to provide leadership and financial support.
- Advisability of a major capital campaign to answer facility and resource needs.

II. METHODOLOGY

PROCEDURES EMPLOYED IN THE FEASIBILITY STUDY

- Research
 - Review of the architectural renderings and project costs.
 - Development of a written case for support document.
 - Discussion with committee members and TADL board members.
 - Determination of potential interview candidates representative of the Blair community.

- Interviews

Personal, confidential interviews were conducted with a representative group of community members. Interviewees were asked open-ended questions and had the opportunity to offer other pertinent information. While attention was given to a specific pattern of questions, each interviewee was given ample opportunity to expand upon his/her own thoughts and feelings. Careful consideration was given to the understanding and agreement of the proposed project, the level of potential funding support, campaign timing and prospective campaign leadership.

- Analysis

Information, perceptions, questions and concerns generated through the interviews, as well as other pertinent materials and data, were assessed and evaluated by The Breton Group. This report documents our best judgment regarding the potential for major private support for the proposed Blair Township branch library project.

III. EXECUTIVE SUMMARY

Following careful evaluation of the favorable and unfavorable factors identified as affecting potential fund raising, it is the judgment of The Breton Group that Blair Township does have support for a future branch library project. The hard work and effort put forth by the library committee to date has provided a solid foundation for a future project in the Blair community. However, further education in the general community and greater involvement of TADL and community leadership are necessary in the continued pursuit of a branch library project.

Blair Township residents are hopeful for the future of their community and look positively toward growth and progress. The interviewees believe a new library would be a beneficial and welcome addition that would have a profound impact on the community's self-perception and quality of life. However, there is a general lack of awareness about the need and the proposed project, which currently limits overall support.

Major limitations to greater support of the proposed project at this time, include:

- Lack of awareness/education about the need and the plan for a new library.
- Lack of consensus among community leaders about the plan.
- Skepticism about the community's ability to raise \$400,000 in private support.

It is our judgment that, prior to initiating a building campaign and project, it will be vital to:

- Work closely with TADL and local community leadership to resolve project, funding and operational issues.
- Communicate clearly with the greater community, educating residents about the need and the plan
- Engage community members in the process and invite input into the final revisions of the proposed plan.

It is our opinion that addressing these issues will help increase potential support and ownership of the project among area residents.

In conclusion, The Breton Group finds *current* private gift potential for a new branch library to be limited. Because the plan is still in its early stages and requires significant definition, no concrete figure for potential private support was able to be determined at this time. However, it is our belief that if the Blair Library Committee and township officials follow all recommendations outlined in this report, the Blair community will eventually rally to support a new library project that will meet area library needs now and in the future.

IV. THE FINDINGS: FAVORABLE & UNFAVORABLE FACTORS

The following favorable and unfavorable factors, identified through the interview process, are determined to have an effect on the fund raising potential for a branch library in Blair Township. In addition to providing the basis for the conclusions and resulting recommendations in this study, these factors need to be considered when planning and implementing fund raising initiatives for a new library.

COMMUNITY

Favorable Factors

1. There was an overall positive perception that Blair Township was working to improve itself and residents were hopeful for the future; however, most interviewees acknowledged the relatively low income levels of area residents and other social issues facing the community.
2. All those interviewed believed the area was growing, attributing much of the growth to people moving out of Traverse City.

Unfavorable Factors

1. While most interviewees indicated that they were happy living in Blair Township, there was a tone of negativity in the community's self-perception. Many described the area as a "low-income" community with an "at-risk population."
2. Some commented that there is no physical community "center."
3. Many expressed concern over the lack of vision for managing area growth. A large number of interviewees referred to the sewer system issue that resulted in community havoc and forced a recall of township leadership as an example of the poor planning in the past.
4. Most respondents viewed the economy as relatively weak.
5. Interviewees indicated that there is a sense of "tax weariness" in the community. With the low income and number of mobile homes, tax issues are very important to residents and are scrutinized closely.

LIBRARY

Favorable Factors

1. The majority of interviewees were familiar with the main branch of the Traverse Area District Library and its programs and services, and many were current or past users.
2. Most respondents recognized the importance of public libraries as a community asset. Many commented on the role libraries play in learning and education, especially for children, and the great resource it is in providing Internet access to everyone.

3. Most believed a library in Blair Township would be a great addition to the community and would attract and bring services to many who don't currently utilize the main branch.

PROPOSED PROJECT

Favorable Factors

1. Most recognized and agreed with the need for a branch library in Blair Township and believed it is a necessary addition to the community.
 - The majority felt a branch library has the potential to attract significant usage and would have a profound impact on the area. Many working parents do not have the time nor the energy to travel to Traverse City with their children at the end of a workday.
 - Interviewees viewed the proposed community room, technology and youth services as key points of interest in the project as well as positive additions to the Blair community. (Many believed it was particularly important for area youth, as the community offers them very little in the way of programs and activities now.)
2. The location was viewed very positively, and many interviewees believed it had the potential to become a "center" for the community.
3. The large majority of the interviewees were pleased with the proposed design of the new facility and felt it was an attractive building they could be proud of.

Unfavorable Factors

1. The proposed library project was perceived as more than the community is prepared to manage. There was a perception that it was too big "as an initial step."
2. Several commented on the lack of project and funding details. Questions about the site plan and more finalized project costs prevented many from viewing the plan as complete.
3. Some believed that those who would benefit most from the branch library may not use it initially and would need to be educated about the library programs available.

COST AND FUNDING PLAN

Favorable Factors

1. Most respondents thought the \$550,000 total project cost seemed reasonable, given the high costs of new construction and rising costs in Traverse City.
2. Many thought a capital campaign was the best way to fund the project. They liked the "idea" of generating private support and minimizing the chance of raising taxes to cover capital costs.
3. The community is characterized by modest volunteerism, and many respondents indicated a willingness to provide volunteer support for a library project and campaign.

Unfavorable Factors

1. Reactions were doubtful as to the community's capability to raise \$400,000 in private funds. Most felt it would be a struggle and that large personal donations were unlikely. Most also indicated it would not be attainable without significant business, foundation or grant support from outside Blair Township.
2. While most indicated some willingness to support the proposed project financially, the estimated giving levels were low. No pattern of major or lead gifts was identified.
3. Current committee leadership is not perceived to have the *influence* or *affluence* necessary to garner essential major financial support.
4. Because of the township's past experience with millages and the anti-tax sentiment within the community, many did not believe the project could rely on millage support.
5. There was concern about potential competition for private dollars from other TADL libraries and future community projects.

V. CONCLUSIONS

After careful consideration of the favorable and unfavorable factors identified during the interview process, The Breton Group has formulated the following conclusions:

- **The Blair Township community is growing and working on improving itself.** While many identified the area as struggling financially, the overall tone of the community is one of hope. Residents conveyed a real desire for progress through a master plan or vision for managing community growth.
- **The hard work and effort put forth by the library committee to date has provided a solid foundation for a future project in the Blair community.**
- **Community members recognize the important role libraries play in communities,** especially in regards to children's education and bridging the technology gap. Residents view libraries as a valuable community asset.
- **Residents recognize the need for a library in Blair Township and feel a library branch would have a profound impact on the community.** A new library in a community of this size and economic status could potentially attract a strong number of users, would provide important benefits for area youth, and could improve the overall quality of life.
- **There is a strong core of volunteer support and "believers" in the library project.**
- **The plan for a new library has had little visibility within the community and residents have little knowledge of the details.** Outside of a few fund raising events, there has been little communication about the plan and its benefits, resulting in a community that is uninformed and unprepared to undertake a project of this size.
- **While there is a basis of community support for a branch library in Blair Township, the community is not prepared for a project *at this time*.** While there is agreement that a new library is needed, community members need proper education, involvement and cultivation before moving forward with a project.
- **The proposed location was viewed very positively and could create a "center" for the community.** It also could be a catalyst to other community improvement projects.
- **There was concern about the community's ability to raise \$400,000 in private support.** Interviewees agreed that a capital campaign was the best way to fund a library project and that the community would most likely not support any millage. However, there was an overall skepticism about the community's ability to fund a project of this size, due to its perceived limited financial resources and lack of identified pattern of major lead gifts.
- **There is general consensus that significant support from outside sources will be necessary for the success of the project.** The community does not believe it can fund a project of this size without substantial assistance from sources outside the township, such as TADL, the Traverse City Rotary Club, etc.

VI. RECOMMENDATIONS

It is the opinion of The Breton Group that the Blair Library Committee has an exciting opportunity to realize the vision of a new branch library. Utilizing the information found in this report, we recommend that the committee follow these steps to secure funding for a new library:

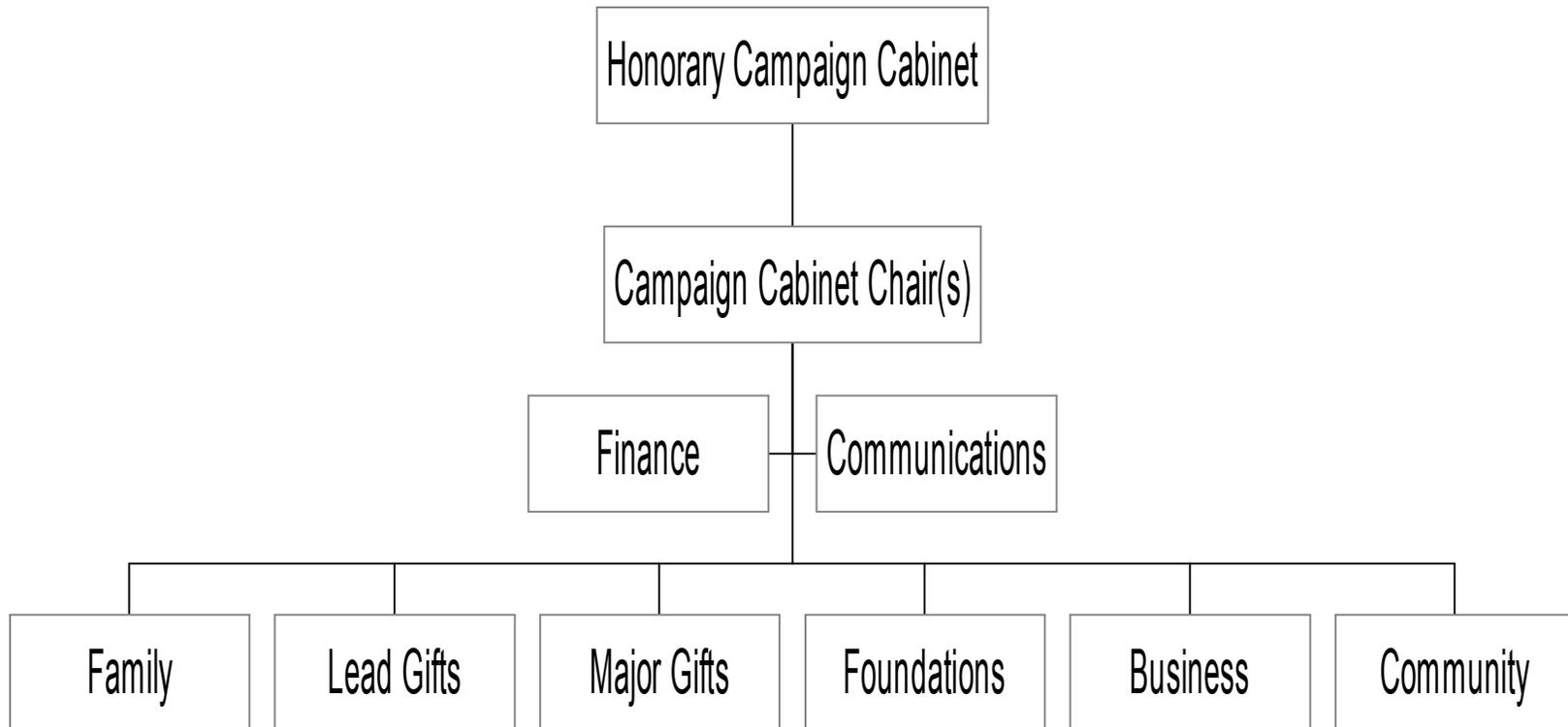
1. **Meet with TADL and township leaders to define the plan for and determine the future of a branch library in Blair Township.**
 - Develop, with TADL staff and board members, a detailed plan for involvement and assistance that will be provided by the district library. Issues such as the role TADL will play in the facility planning, capital funding and operational costs should be clearly defined.
2. **Based upon the input received from TADL and township leaders, finalize the building plan and associated project costs,** such as site work, architectural fees, construction costs, furnishings and equipment, contingencies, etc.
3. **Secure approval and financial support from township officials for the finalized plan.** Although the new library building will be a centerpiece for library services, leadership should make every effort to present a vision for the future of the entire area. The library project could be a catalyst to additional programmatic and economic enhancements to the area.
4. **Complete the plan by organizing a steering committee** to assist in the planning process, raise visibility in the community, and lead the project toward a funding campaign. Attention should be paid to the diversity in the area, including representation from long-time and newer members of the community, parents of young families and seniors. Other areas of the community from which to draw leadership include:
 - Agriculture
 - Government
 - Education
 - Business
 - Potential major gift donors

The steering committee would be responsible for the following:

- Engaging broad community involvement.
- Initiating and maintaining communications.
- Developing general campaign and project timetables.
- Collaborating with TADL leadership.
- Developing a funding plan to be determined after finalizing the plan and further conversations with foundations and other potential major donors.

5. **Initiate a community-wide capital campaign** to educate the community about the library project, engage the participation of community volunteers and generate necessary financial support.
- Finalize and approve a campaign plan (strategies).
 - Consistently communicate to the community. The goals should be to educate and engage all potential library constituencies. Establish a sub-committee of volunteers who would see the project through to its completion. The goal will be to raise the project's visibility in the community and to make every Blair Township area resident aware of the community's library needs and the short- and long-term benefits associated with the project. Areas to highlight include:
 - The responsible planning, the community's participation, and the exciting vision which led to the proposed project, stressing the committee's efforts to provide necessary and quality resources and services that will meet the community's needs for many years to come.
 - The benefits that the new library will provide for all area residents, especially children, through improved programs, technology and additional resources.
 - It will be vital to include other township residents that would benefit from a Blair Township library in your communications efforts. Educating these residents about the need for and benefits of a new library can be the basis for expanded operational and capital support for the effort.
 - The opportunity for the community to take a step forward, create positive change, work together on a project that has the potential to build community pride and demonstrate that it can be the forerunner to other necessary community projects.
 - Develop a case for support that clearly articulates how the proposed project will improve library services and resources for the community it serves.
 - Include in the campaign plan adequate budget support, clear lines of accountability to the community, a realistic solicitation timeline, and a distinct delineation of roles for campaign leadership and volunteers.
 - Concentrate early campaign activity on the cultivation and solicitation of leadership gifts from individuals, businesses and a select number of foundations.
 - Design the plan to accommodate memorial and commemorative gift opportunities (special naming opportunities of rooms or areas in the new facility) and a gifts-in-kind strategy for local suppliers and trades people.
 - Develop a variety of ways to give all members of the community an opportunity to place a family name within the new building. Variations on the theme of "buy-a-brick" can be most effective at garnering financial and emotional support for the project. With proper cultivation and ongoing education, campaign donors can become lifelong library supporters.

VII. PROPOSED CAPITAL CAMPAIGN ORGANIZATION CHART



VIII. PROPOSED CAPITAL CAMPAIGN TIMELINE

Given successful completion of the recommendations regarding determining a long-term relationship with TADL, finalizing the project and associated costs, and securing approval and financial support from township officials, leadership may begin campaign planning.

MONTHS 1-4

- Determine campaign plan.
- Establish campaign timeline.
- Revise case statement.
- Identify and recruit campaign leadership.
- Identify and recruit communications committee.
 - Determine campaign theme and logo.
 - Begin working on printed materials.
- Identify and recruit campaign cabinet.
- Review and approve campaign budget.
- Determine campaign goal.
- Develop campaign gift chart.
- Develop commemorative/memorial giving opportunities, a gifts-in-kind strategy, and a donor recognition policy.
- Obtain financial commitments from library committee, township officials and campaign volunteers.
- Begin planning family, lead and major gift divisions' strategies.
- Identify family, lead and major gift prospects.
- Identify major challenge gift prospect (foundation or individual).
- Begin cultivation of key major gift prospects.

MONTHS 5-7

- Identify and recruit divisional committee members.
- Finalize and produce printed materials.
- Obtain financial commitments from campaign divisional volunteers.
- Train family, lead and major gift volunteers.
- Initiate family, lead and major gift strategies.
- Review foundation list.

MONTHS 8-10

- Continue communications efforts.
- Finalize family, lead and major gift divisions' solicitation.
 - Review solicitation results and determine appropriate follow-up strategies.
- Identify business prospects.
- Identify community division strategies.
- Train business division volunteers.
- Begin preparation of foundation proposals.
- Initiate business solicitation strategies and events.
- Continue communications efforts.
- Begin community division activities and events.
- Finalize business solicitation.
 - Review solicitation results and determine appropriate follow-up strategies.
- Begin submission of foundation proposals.
 - Follow-up on foundation proposals, as appropriate.
- Finalize community division activities.
 - Review results and determine the need for additional activities.
- Begin planning for a millage vote (if deemed necessary).
- Conduct appropriate volunteer/donor recognition/appreciation ceremonies.
- Verify donor records.
- Identify strategies for:
 - Staying in touch with donors and volunteers.
 - Encouraging continued financial support.
 - Communicating with the community regarding library programs and building project progress.

CELEBRATE THE SUCCESSFUL CONCLUSION OF THE CAPITAL CAMPAIGN!

156 WEEKS (3 YEARS)

- Implement and maintain donor reminder system.

IX. PROPOSED CAPITAL CAMPAIGN BUDGET COMPONENTS

A capital campaign budget should be developed for approval by library leadership. It should not exceed eight to ten (8-10%) percent of the total project goal and should include the following:

- Campaign materials
 - Printing of all campaign materials: letterhead, envelopes, pledge cards, return envelopes, brochure, Q&A, display boards, video, etc.; three issues of a campaign newsletter
- Education/awareness activities
 - Hospitality for meetings, room rental, donor cultivation, special events, special equipment, honorariums, volunteer training materials
- Campaign counsel (optional)
 - Fee for consultant retained to assist with the campaign
- Office expenses
 - Copying, incidental printing, etc.
- Postage
 - All campaign mailings, including donor acknowledgments and newsletters
- Donor/volunteer recognition
 - Permanent donor recognition and volunteer appreciation activities
- Contingency
 - Overages in other areas of the budget

X. INTERVIEW CANDIDATES

INTERVIEWEES

Jason Allen
Patricia Alpers
Barb Benson
Tony Buday*
Rick and Lori Dubro
Nick Edson
Evert Fournier
Dale Hanson
Michelle Holland
George Lombard
Joe Lowe
Marc McKellar
Dennis Mikko
Wayne Moody
Mike Radamaker
Dave Rose
Art Schmackal
Paul Schmuckal
Glenn Solowiej
Mark Sumption
Brent and Petty Wagner
Perry and Effie Williamson
Don Wolf

* Phone Interview

UNAVAILABLE

Nikki Blonshine
Butch Broad
Chuck Chase
Susan Leone
Mark Ribel Sr.
Joe and Shirley Schichtel
Ken Stine

BLAIR BRANCH LIBRARY

The mission of the Traverse Area District Library is to support the District's diverse and changing population in its lifelong search for intellectual, recreational or vocational information and enrichment.

Background

Library service in the Traverse City area had very early beginnings, with records of the earliest operations in 1859. The creation of an independent library district in January 1984 pulled together library operations in a federated system that includes the former Traverse City Public Library and the Fife Lake, Interlochen, Kingsley, and Peninsula Public Libraries. The former Traverse City Public Library serves as the Headquarters Library, and branch libraries, East Bay Branch Library and Kingsley Branch Library, are operated through the Traverse Area District Library (TADL).

Need

Blair Township is a working class community with very limited access to library services. The township is located eight miles south of Traverse City. Its approximately 6,500 residents live anywhere from 6 to 20 miles from the nearest library, making it difficult and often preventing them from frequenting a library. (Studies have indicated that patrons in rural areas, like Blair Township, tend to drive only three to five miles to visit a library.) The area is growing quickly, and its population is projected to reach 11,200 or more in less than 10 years. The township is characterized by a high poverty rate, residents with limited formal education, and a large number of young families with children.

Library services are important to improving the quality of life for all communities, but in particular rural communities like Blair Township. Libraries offer access to resources and tools that are essential to enhancing education and learning opportunities for people of all ages, but especially for children. A library in Blair Township would reach thousands of people, offering educational and cultural opportunities previously unmatched in the community.

Project

The Blair Library Committee has been working to bring a library to the Blair community for some time, and Blair Township has now been approved by TADL as a location for a branch library. The new library will bring important library services, providing easy and convenient access to new technology and other informational, educational and cultural resources, to thousands of residents in this rural area. Residents from the under-served townships of Grant, Mayfield, Green Lake, and South Garfield Townships, as well as those from the town of Buckley, could also access a library in Blair Township.

A site has been chosen for the proposed new library facility in Grawn, adjacent to the Blair Township Hall. This centralized location is growing rapidly and is a hub of

community activity. There are more than 6,000 residents living within a three-mile radius of the site and two nearby elementary schools with over 630 students.

The proposed plan for a new branch library will result in:

- A convenient, easy-access site with ample parking
- A new 3,200 square foot library building, designed to be flexible to accommodate future growth and change and to meet the library service needs of the community efficiently and effectively
- An automated circulation system
- Convenient hours of operation

Highlights of the new library will include:

- A large collection of books, reference materials, subscriptions, and audiovisual items
- The latest computer and media technology
- Building designed with seniors in mind such as quiet reading areas away from more noisy programming areas
- A variety of seating options (i.e., children's seating, casual reading, study and research, etc.)
- Space designed specifically for children
- Programming opportunities for children, families and all community members
- Opportunities for community volunteerism
- Barrier-free access, providing full accessibility to all patrons
- Convenient book drop

A special area of the new library will be a community room. The community room will expand the library to become more like the community cultural and activity center. Local civic groups could reserve the room and have regular meetings in this comfortable new area of the library.

The new branch library in Blair Township will be a focal point in the community, generating pride and enthusiasm among area residents. It represents enhanced educational, cultural and recreational opportunities for families and individuals of all ages, from pre-school to senior citizens. It represents an opportunity to make a lasting investment in the educational, social and cultural well being of Blair Township—an opportunity the Blair Library Committee and the TADL board are committed to providing.

Funding Plan

The Blair Library Committee has developed a plan, in conjunction with the TADL board, to build and operate a branch library in Blair Township. The committee is responsible for raising funds to construct the new facility. The TADL board has hired an architect to assist in the design of an appropriate building. Once the library is built, the TADL board has agreed to provide the collection materials, technology, shelves and furnishings. Blair Township currently supports TADL through property taxes and will continue to do so. In turn, TADL will provide for the branch library's operational expenses.

The total cost of new construction will be approximately \$550,000. It is anticipated that upwards of \$150,000 would be raised from grants and resources outside the immediate Blair Township area. The community would be challenged to raise the balance of \$400,000 from individuals, businesses, and families.

The committee is considering a community-wide capital campaign to raise the \$400,000 in private support. The capital campaign will give all area businesses, individuals and families the opportunity to be involved in and contribute to this important project. Gifts will include cash contributions, pledges paid over a three-year period, and “in-kind” contributions of skilled labor and building materials.

Once the community has the resources to construct a building, the TADL Board has agreed to lease the building and operate a branch library.

While the committee fully recognizes the immediate and long-term benefits that will accrue from the proposed library project, they also recognize the impact a \$400,000 capital campaign will have on the community. The project is deemed to be critically important – a project that will enhance the entire community. However, before making a final decision, the committee is seeking input from community members to determine the level at which the community will support such a project. Therefore, the question is:

Will the community and business leadership of the greater Blair Township community place the need for the proposed library project high enough on its priority list to make it a reality?

Date

Name

Address

City, State Zip

Dear <<personalize>>,

We have some exciting news for residents of Blair Township and surrounding communities!

Our efforts for establishing a new library, right here in Blair Township, are bringing us closer than ever to making it a reality! Traverse Area District Library (TADL) has approved Blair as a location for a brand new branch library. This means no more inconvenient trips into town to take advantage of important library services. The Blair Branch Library will provide close and easy access to new technology and other informational, educational and cultural resources important to our quality of life.

The Blair Library Committee has been working to bring a library to our community for some time, and its efforts have resulted in a plan for a new facility to be constructed in Grawn, adjacent to the Blair Township Hall. Working in conjunction with the TADL board, the committee has developed a funding plan for the new library that includes raising \$400,000 in private support for the construction of the new facility. Once the library is built, the TADL board has agreed to provide the collection materials, technology, shelves and furnishings necessary, as well as to fund the branch library's operational expenses.

However, before making any final decisions on the building project, the Blair Library Committee is seeking input from a number of key community members. As a result, we have engaged the services of The Breton Group, a Grand Rapids-based library development consulting firm, to determine the community's interest in and willingness to support the project, as well as perceptions regarding this important community project.

In the next few days, you will be contacted to arrange a private and confidential 30-minute interview with a member of The Breton Group staff. We hope you'll take advantage of this opportunity to share your views and assist us in making the final decisions about the proposed new library. Interviews will be conducted at the Grawn United Methodist church. Please take a few minutes to review the enclosed materials to learn more about the project.

On behalf of the Blair Library Committee, thank you in advance for your cooperation and your input.

Sincerely,

Dorothy Biegler
Committee Co-Chair

Larry Fleis
Committee Co-Chair

**Questions for Feasibility Study
Traverse Area District Library**

I. YOUR COMMUNITY

1. Please give me a brief background of yourself, your family and the community here, including your involvement in community activities.

Age

Single/Married

Children/No children - if yes, how many?

How long lived in Grand Traverse community: Less than 10 yrs/10-15 yrs/15-20 yrs/20+ yrs

Rate the local economy: Very Poor Poor Good Very Good Excellent

Comments on "sense" for the community:

Do you think the area is growing? Why or why not?

II. TRAVERSE AREA DISTRICT LIBRARY

2. Are the library and the services it provides to the community important? **Yes/No**

3. If so, why?

Comments:

4. What is your awareness of the district library?

Very familiar Somewhat familiar Not familiar Don't know

Comments:

5. Have you ever been inside one of the libraries in the District?

Comments:

6. Are you a library user or former user?

User? Yes No Don't Know

How often? 1 x 2x 3x 4x 5+x/month

Comments:

What do you use it for?

7. If you are a user of a library, which one do you frequent most?

III. PROPOSED PLAN/PROJECT

8. Did you receive the case statement and other materials regarding the proposed construction of a new library? **Yes/No**

9. Have you had a chance to review these materials? **Yes/No**

10. What was your reaction to the documents after you read them?

Comments:

11. Do you think that the need for the new library has been adequately documented in the materials? **Yes/No**
12. Does the case statement clearly document that a new library will meet the needs of the community now and into the future? **Yes/No**

FUNDING

13. What do you think of the overall project cost of \$550,000?

Comments:

14. What do you think of the plan to raise \$400,000 in private support?

Comments:

15. Do you think the Blair Township community is capable of and willing to raise \$400,000 for the library?

Potential for Traverse Area District to raise this money:

Very Poor Poor Good Very Good Excellent

Comments:

16. When the project and the campaign move forward, would you be willing to support this project financially? **Yes No Don't know**

17. At what level would your support likely be?

(no commitment) Tier 1: Tier 2: Tier 3: Don't know

18. Would you be willing to take an active volunteer role in the campaign to assist the board in raising the necessary money? **Yes Possibly No Don't know**

19. Are there others in the community to whom we should talk who would provide an additional perspective on the project?

20. Who in the community needs to be a part of this capital campaign to achieve its financial goal?

21. Are there any issues of which we should be aware as we continue?