

**THE BRETON GROUP**

*Development Consulting for Non-Profit Organizations*

# **FINAL REPORT**

## **FEASIBILITY STUDY REPORT FOR LONG LAKE TOWNSHIP**

Prepared for:

Traverse Area District Library Board of Directors and  
Long Lake Township

Prepared by:

The Breton Group, Inc.

September 2002

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## **I. BACKGROUND INFORMATION**

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### **PURPOSE OF THE STUDY**

Before any initiatives can be taken to develop a viable funding program for the proposed Long Lake branch library project, 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 Long Lake Township and Traverse Area District Library.

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

- Awareness of Traverse Area District Library (TADL) and the proposed Long Lake branch library construction project:
  - Knowledge of TADL and the plans for construction of a branch library in Long Lake.
  - Knowledge of current TADL programming and services.
  - Understanding of the need for a branch library in Long Lake.
  - Knowledge of the plan to build a new library facility in the community.
  - Awareness of the different potential constituent groups.
- The potential to secure \$795,000 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

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### **PROCEDURES EMPLOYED IN THE FEASIBILITY STUDY**

- Research
  - Review of the architectural renderings and project costs.
  - Development of a case for support.
  - Discussion with township leaders and TADL board members.
  - Determination of potential interview candidates representative of the Long Lake 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 Long Lake Township branch library project.

### III. EXECUTIVE SUMMARY

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Following careful evaluation of the favorable and unfavorable factors identified as affecting potential fund raising, it is the judgment of The Breton Group that Long Lake Township does have support for a future branch library project; however, support for an immediate project is limited.

Long Lake residents love their community and believe a new library would be a beneficial and welcome addition. Community members are highly committed to quality education and are willing to invest in a new library for the good of their community. 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 about the need and the plan for a new library.
- Speculation as to whether a branch library in Long Lake was an actual necessity or more of a convenience.
- Some concern about the community's ability to raise \$795,000 in private support.

It is our judgment, prior to initiating a building campaign and project, it will be vital for library leadership to communicate clearly with the greater community, educating residents about the need and the plan, engaging community members in the process, and inviting input into the final revisions of the proposed plan. Doing so will help significantly increase potential support and ownership of the project among area residents.

It is our further judgment that Long Lake Township does have the *potential* for major capital support among the community to realize its vision for a new branch library, **provided**:

- Library leadership actively involves the general community in further planning and revisions of the plan.
- The need is clearly defined, communicated to and understood by the public.

In conclusion, The Breton Group finds *current* private gift potential to be limited. However, it is our firm belief that if Long Lake Township leadership follows the recommendations outlined in this report, the Long Lake community will rally to support a new library project and the potential for major capital support will be raised significantly, to a level necessary to meet community library needs.

## **IV. THE FINDINGS: FAVORABLE & UNFAVORABLE FACTORS**

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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 Long Lake 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. Interviewees loved their community and especially viewed Long Lake as a community asset and a particular point of attraction. They described the Long Lake area as a diverse, affluent, bedroom community, characterizing it with such terms as “caring,” “friendly,” “rural” and “outgoing.” Many also commented on the area’s good schools and the community’s strong commitment to them.
2. Most viewed the area as experiencing significant growth and believed the growth is being planned for and managed well.
3. Interviewees viewed township leadership as strong and expressed appreciation for their energy, attentiveness to community needs, and management.

#### **Unfavorable Factors**

1. Interviewees indicated that there is not a strong physical sense of “community” in Long Lake. The community is comprised of mostly commuters working outside the township and recreational residents. There is no real “downtown” nor is there a strong connection among residents. (Note: Some pointed out that the strong school community is the exception to this observation.)

### **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 users.
2. Most respondents recognized the importance of libraries to community life. Many commented on the role libraries play in learning and education, especially for children, and believed libraries are an important community asset.
3. While the majority did not feel the distance to the main library was a serious obstacle, most believed a library in Long Lake Township would be a great addition to the community and would be much more accessible.

## **PROPOSED PROJECT**

### **Favorable Factors**

1. Many of the interviewees were appreciative of the study materials provided and felt they did a good job explaining the need, the proposed project and how a new branch library might meet community needs.
2. While many were surprised that the planning had progressed so far, the majority believed the plan appeared to be well thought out and developed.
3. The large majority was pleased with the proposed design of the new facility and felt it was an attractive building they could be proud of.
4. Most viewed the location as ideal. Many were pleased that it was close to the schools and believed the building would complement the township offices and park nicely and, along with the township offices, would create a “center” for the community.
5. The size and scope of the proposed library was perceived by most to be reasonable and acceptable.
6. Many believed a library in Long Lake would be a convenient benefit for local residents now and into the future.
7. 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 Long Lake community.
8. Respondents indicated that those (officials and volunteers) involved on the planning committee are highly regarded and trusted in the community.

### **Unfavorable Factors**

1. Some commented that the planning “process” was very quiet and the project lacked visibility in the general community.
2. There were questions raised about the township’s plans for the duplex property it originally purchased and planned to use for a library. Some wondered why township leaders chose a new site and plan for a library and how the duplex property will be used now.

## **COST AND FUNDING PLAN**

### **Favorable Factors**

1. Most respondents thought the \$795,000 cost seemed reasonable, although some recalled an earlier estimate falling between \$400,000 and \$500,000 (referring to the initial plans for the duplex property).
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. Most believed the community had a good chance to raise the necessary funds, even though many were uncertain or unaware that community resources existed at the level necessary.
4. Most of those interviewed said they would be willing to financially support a library campaign in the Long Lake community.
5. The community is characterized by strong volunteerism and many respondents indicated a willingness to provide volunteer support for a library project and campaign.

### **Unfavorable Factors**

1. While most favored the idea of a capital campaign, there was some concern about the community's ability to organize an effort of this size and many did not believe the community was currently prepared to take on a project this aggressive.
2. A library fund raising campaign could face potential competition from conservancy issues, the State Theater, the Opera House, and perhaps other community projects.
3. The recent volatility and poor performance of the stock market could negatively impact support for a project from those giving from assets.

## V. CONCLUSIONS

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

- **Community members love the Long Lake area and feel it is a great place to live.** Residents describe the community as a friendly and caring place and are committed to the schools. However, with many commuters and no central downtown area, a strong physical sense of community has not developed.
- **Long Lake residents are familiar with the Traverse Area District Library and many frequent the main branch.** The commute from Long Lake to the main branch library was not viewed as a significant deterrent to library usage.
- **Community members recognize the important role the library plays in the community,** especially in regards to children's education, and are committed to ensuring library services are readily available to area residents.
- **There was general consensus that a library branch would be a great and welcome addition to the Long Lake community.** While many agreed that a new library would be more accessible and could potentially attract a number of users, there was speculation as to whether it was an actual necessity or just a convenience.
- **The plan for a new library has had little visibility within the community.** The planning process has been so quiet, with such little communication to the greater community, that community members were generally uninformed and were surprised at how far the plan had come.
- **There is a basis of community support for a branch library in Long Lake; however, support is limited at the present time.** Despite skepticism regarding the real need for a new library, community members indicated that, with proper education and involvement, they will support and financially back a project that clearly demonstrates how it will address community needs.
- **The size and scope of the project was viewed as acceptable for the Long Lake community.** Community members were very pleased with the design and proposed location of the facility and felt costs were reasonable.
- **The community lacks information regarding plans for the duplex property,** which was purchased earlier for use as a library. There has been little communication as to the plans for that property, and people are questioning how that property will be used and why plans to locate the library there have changed.
- **There was some concern about the community's ability to raise \$795,000 in private support.** While most were supportive of a capital campaign to fund the project and believed the money could be raised, many thought it would be a challenge. There was also some doubt about the community's ability to organize a campaign of this size.

- **Current private gift potential is limited, however, it could be raised significantly** if leadership clearly communicates the need and demonstrates how the plan meets community needs. If leadership can raise awareness and engage the general community, increasing ownership in the project, the community will respond in turn with financial support.
- **Major lead gifts will be imperative to the success of a branch library project in Long Lake.** Early major gifts will be critical to building momentum and setting the tone for giving in the general community. A major challenge grant could significantly enhance community response.

## VI. RECOMMENDATIONS

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

1. **Communicate to the community the results of the feasibility study** and what the next steps will be. It will be particularly important to convey outcomes of the report to those who participated in the feasibility study. Emphasize your accountability to the community—you have listened and are acting on the input received.
2. **Organize a citizen steering committee** to assist in completing the planning process, raising visibility in the community, and leading the project toward a funding campaign. The committee would be responsible for the following:
  - Engaging broad community involvement.
  - Initiating and maintaining communications.
  - Completing project definition.
  - Developing a funding/campaign plan.
  - Developing general campaign and project timetables.
  - Collaborating with TADL leadership.
  - Identifying and recruiting campaign leadership.
    - 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
3. **Initiate a comprehensive communications effort** to educate and engage all potential library constituencies. Establish a committee of volunteers who would see the project through to its completion. The goal will be to raise awareness of the need for a library in the community and to make every Long Lake area resident aware of the short- and long-term benefits associated with the project. Areas to highlight should include:
  - The responsible planning, the community's participation, and the exciting vision which led to the proposed project, stressing leadership's efforts to provide

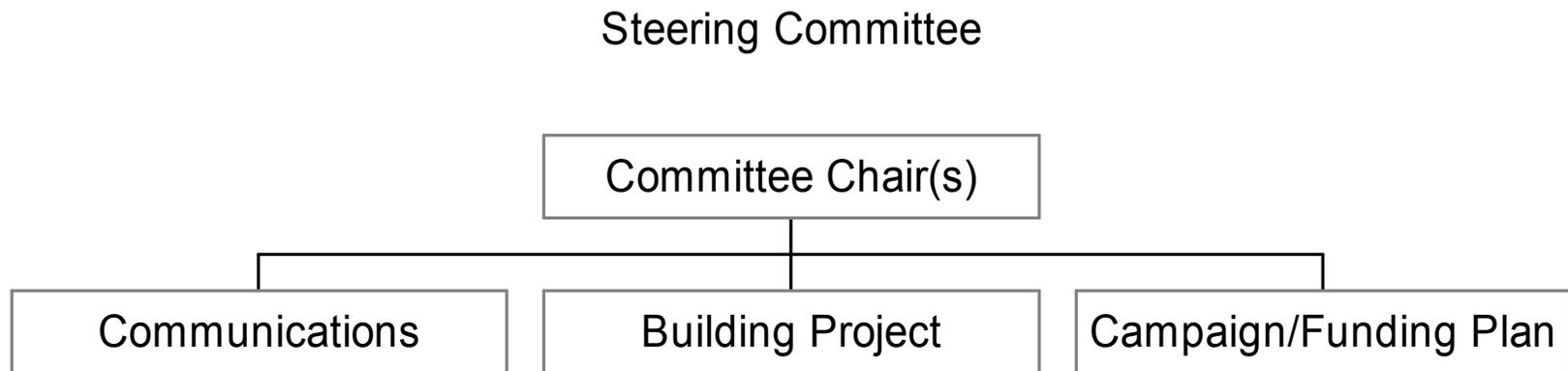
necessary and quality resources and services that will meet the community's needs for many years to come.

- The benefits that the new library will provide for all area residents, especially children and seniors, through improved programs and additional resources.
  - 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.
4. **Consider formally organizing a Friends of the Long Lake Branch Library**, an active group of library boosters communicating with and inviting the participation of supporters could be the cornerstone of community support. This will be vital to the eventual success of the capital campaign. An expanded Friends organization could also work as an effective communication network throughout the community.
  5. **Finalize the schematic design process with the project architect, which includes refining project costs.** Clearly communicate the details of the refined plan to all constituents.
  6. **Develop, with TADL staff, a more detailed plan for operational costs** that will be provided by the district library. Costs such as the facility lease, utilities and future maintenance should be clearly defined.
  7. **Obtain final approval to proceed with the campaign and project from the TADL Board and Township Council.**
  8. **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).
    - 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.
      - **Begin by seeking a major challenge grant** from a foundation, family or individual to be a catalyst for community involvement.
      - **Follow this effort with a large-scale major gift strategy** to obtain early, lead gifts. These major lead gifts are imperative to helping determine the potential size of the overall campaign. They will lend vital momentum to the campaign and give confidence to the broader community that the project will succeed.  
*Given the large number of residents who winter in the South, the timing of this activity will be critical.*

- Design the plan to accommodate memorial and commemorative gift opportunities (special naming opportunities of rooms or areas in the new facility) and, if appropriate, 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.
  - 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.
9. **Schedule a millage vote, *if necessary***, toward the end of the capital campaign when momentum is high, the community has been adequately educated and engaged, and constituents are excited about the project and prepared to approve the necessary millage to complete the project.

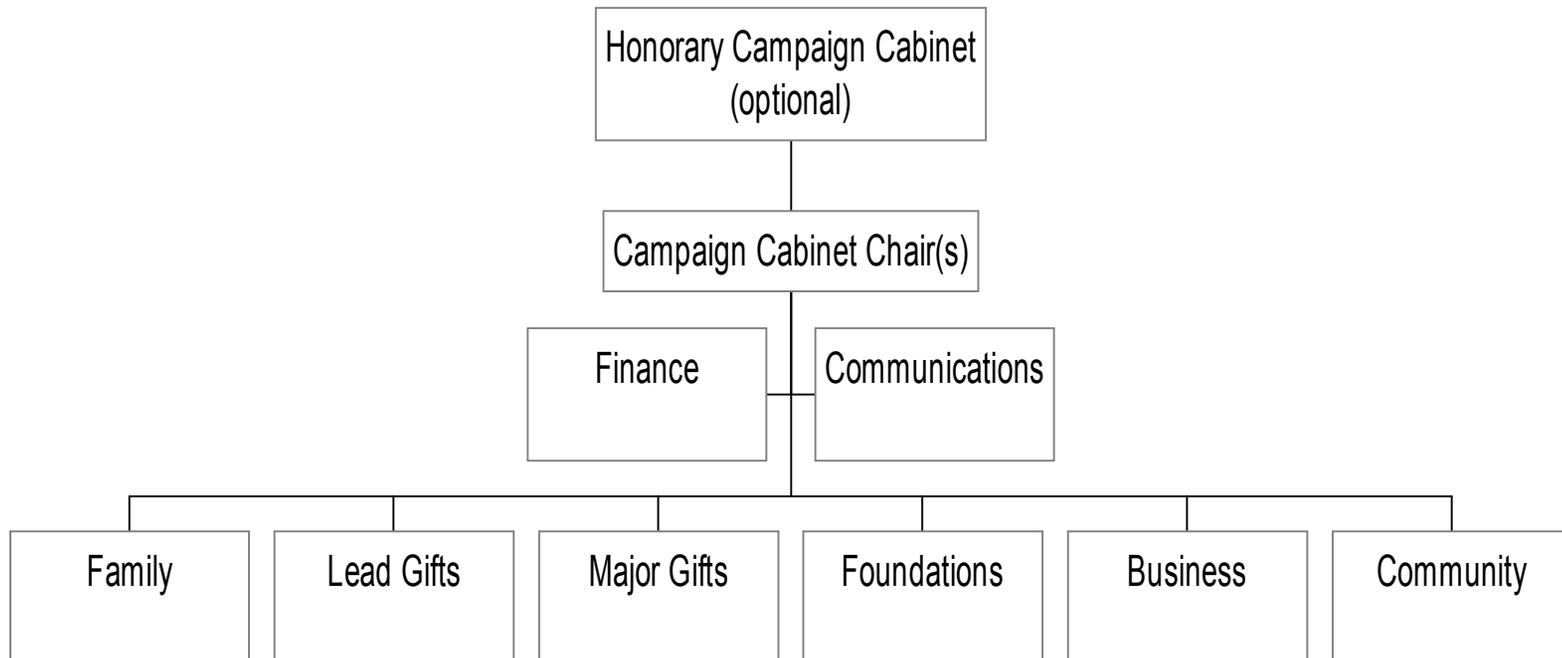
## VII. PROPOSED STEERING COMMITTEE ORGANIZATION CHART

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## VIII. PROPOSED CAMPAIGN ORGANIZATION CHART

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## **IX. PROPOSED CAPITAL CAMPAIGN TIMELINE**

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Given successful completion of the recommendations regarding developing a citizen steering committee, implementing a communications program, establishing a Friends of the Long Lake Library group, finalizing project costs, and detailing support from TADL, the steering committee 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 leadership, Friends, staff and campaign cabinet.
- 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.

### **MONTHS 11-14**

- 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 proposal, as appropriate.
- Finalize community division activities.
  - Review results and determine the need for additional activities.
- 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.

## **X. PROPOSED CAPITAL CAMPAIGN BUDGET COMPONENTS**

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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

## **XI. INTERVIEW CANDIDATES**

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### **INTERVIEWEES**

Mary Kay Archer  
Linda Asiala  
Janet Babel  
Foy Baillie  
Kathy Belovich  
Theresa Boudjalis  
Shari and Skip Bourdo  
Tony Buday  
Mark Clark  
Marlene Flannery  
Laura Franke  
Ann Freckelton

Howard Geerlings  
Marlene Habermann  
Jeff Hickman  
Barbara Larson  
Martha Lepine  
Mary Lee Lord  
Susan Maxbauer  
Don and Ginny Oleson  
Brad Oleson  
Kim Prisk  
Marc Schollett  
Ginny and Harry Stark

### **UNAVAILABLE**

Gerald and Iva Bates  
Les and Ann Biederman Foundation  
Thomas and Laura Danz  
Jill Drake  
Richard and Dana Entz  
Ann Gurian  
Joan and Michael Jackson  
Lucille and Bob Kozlowski

Maris Miller Foundation  
Schmuckal Foundation  
Dennis and Mary Jo Schmude  
Pete and Barb Springsteen  
Carter Strong  
Frank Stulen  
John and Joy Tobin  
Gary and Lisa Vidor

## **LONG LAKE TOWNSHIP – 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).

### **LIBRARY NEEDS IN LONG LAKE TOWNSHIP**

Long Lake Township is a predominantly residential community located to the west of Traverse City. With over 7,600 residents, its population is growing quickly, and it is one of the fastest growing areas in northern Michigan. Children and growing families account for 80% of the township's population. There are two elementary schools in the township, as well as another elementary school and a new high school just outside the township borders. Seniors make up a large majority of the balance of the population.

In 1996 the township established a "Reading Center" that would allow community members an opportunity to borrow books locally. The Reading Center is housed in a closet in the old Community Room and has grown to include more than 2,000 books. The Reading Center also uses the Community Room to offer a children's story hour, summer reading program, weekly arts program, and a variety of senior programs, all of which have been very popular among Long Lake residents. However, the Reading Center cannot meet the township's growing demands for service due to limited hours, resources, space and funds. In fact, because of the community's rapid growth, the township has run out of office space and must use the Community Room for future office expansion, which means there is no space for the Reading Center programs currently offered.

The township is a part of the TADL service area; however, the nearest library is approximately a 15- to 20-minute drive from the closest township border, making it difficult and inconvenient for residents to take advantage of library services. In 1995 TADL conducted a study which identified Long Lake Township as an under-served area in need of local library, and in 2000 the TADL board approved Long Lake Township's request to open a branch library.

The residents of Long Lake Township cherish the limited library services available in their community. They have indicated a strong desire for improved services and access to

resources and tools that are essential to enhancing education and learning opportunities for people of all ages, especially for children. A branch library in Long Lake Township would reach thousands of individuals and families, offering educational and cultural opportunities previously unmatched in the community.

## **PROJECT**

The new branch library in Long Lake Township will bring important library services, providing easy and convenient access to new technology and other informational, educational and cultural resources, to thousands of residents. A site has been chosen for the proposed new library facility adjacent to Haywood Park and the Long Lake Township offices. The site showcases exceptionally large oak trees that will be incorporated into the library's placement on the site. This centralized location will also provide convenient access to all township residents.

The proposed plan for a new branch library will result in a new 5,250 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. It will include a new community room to house programs currently threatened by lack of space, while providing ample space for new and additional programs. The library will serve as a center for the community, a gathering place for all ages, providing ample resources and tools that will promote lifelong learning and offer expanded educational, cultural, social and recreational opportunities to all Long Lake residents.

Highlights of the new library will include:

- A large collection of books, reference materials, subscriptions, and audiovisual items
- Much expanded area and programming opportunities for children, families and all community members
- The latest technology
- A variety of seating options (i.e., children's seating, casual reading, study and research, etc.)
- Space designed specifically for children
- Opportunities for community volunteerism
- Barrier-free access, providing full accessibility to all patrons
- Convenient book drop
- Display area for local history and artifacts

The new branch library in Long Lake 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 Long Lake Township—an opportunity Long Lake Township leaders and the TADL board are committed to providing.

## **FUNDING PLAN**

Township leaders have developed a plan, in conjunction with the TADL board, to build and operate a branch library in Long Lake Township. The township 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. Long Lake 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 for the building has been projected at approximately \$795,000. It is the responsibility of the community to finance the construction of the facility prior to the TADL Board. Therefore, the leadership of the community is seeking to plan for the organization of a \$795,000 community wide capital campaign. A capital campaign to raise private dollars will give all area foundations, businesses, individuals and families a unique opportunity to be involved in and contribute to this important project. It will include the option for donors to make contributions payable over a three-year period.

Once the community has the resources to construct a building, the TADL Board has also agreed to lease the building and operate a branch library and provide funding for costs associated with furnishings, technology and equipment.

While township leaders fully recognize the immediate and long-term benefits that will accrue from the proposed library project, they also recognize the impact a \$795,000 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, community leadership is seeking input from area residents to determine the most appropriate next steps in the process and at what level the community will financially support a project. Therefore, the question is:

**Will the community and business leadership of the greater Long Lake community place the need for the proposed new library facility high enough on its priority list to make it a reality?**

*Date*

*Name*

*Address*

*City, State Zip*

Dear *Salute*,

We have some exciting news for residents of Long Lake Township!

Plans for establishing a new library, right here in Long Lake, are in the works! Traverse Area District Library (TADL) has approved our township as a location for a brand new branch library. This means no more long, inconvenient trips into town to take advantage of a variety of important library services. The branch library will provide close and easy access to new technology and other informational, educational and cultural resources important to our quality of life.

Long Lake Township leaders have been working to bring a library to our community for some time, and their efforts have resulted in a plan for a new facility to be constructed adjacent to the Haywood Park and the township offices. The branch library will incorporate the resources of our current Reading Center, and will offer a full range of library programs and services currently not available in Long Lake. Working in conjunction with the TADL board, township leaders have developed a funding plan for the new library that includes raising \$795,000 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, township leaders are seeking input from a number of key community members. As a result, we have engaged the services of The Breton Group, a Michigan-based library-consulting firm, to determine the community's interest in and willingness to support the project, as well as perceptions regarding this important community project.

As an identified leader in the community, you will be contacted in the next few days 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 in the Township offices. Please take a few minutes to review the enclosed materials to learn more about the project.

On behalf of the Long Lake Township leadership, thank you in advance for your cooperation and your input.

Sincerely,

Committee names listed as signatories.

**Proposed 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 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. Is 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. 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?**

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

**Comments:**

**III. PROPOSED PLAN/PROJECT**

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

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

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

**Comments:**

10. Do you think that the need for the new library has been adequately documented in the materials? **Yes/No**
11. 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**

12. What do you think of the overall project cost of \$\_\_\_\_\_?  
**Comments:**
13. What do you think of the plan to raise \$\_\_\_\_,000 in private support?  
**Comments:**
14. Do you think the Traverse Area District community is capable of and willing to raise \$\_\_\_\_,000 for the library?  
**Potential for Traverse Area District to raise this money:**  
**Very Poor Poor Good Very Good Excellent**
- Comments:**
15. If the project and the campaign move forward, would you be willing to support this project financially? **Yes No Don't know**
16. At what level would your support likely be?  
**(no commitment) Level 1: Level 2: Level 3: Don't know**
17. 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**
18. Are there others in the community to whom we should we talk who would provide an additional perspective on the project?
19. Who in the community needs to be a part of this capital campaign if it is to be successful?
20. Are there any issues of which we should be aware as we continue?