

**Lamoille Family Center
Board of Directors
January 6, 2015
5:00 -7:00pm**

Present: Bryn Fisher, John Duffy, Sandy Paquette, Brenda Christie, Peter Peltz, Ronna Ziegel, Eileen Paus, Scott Johnson, Christine Graham, Charlie Teske, Christie Leone

Special Board Meeting – Feasibility Study Report

1. Overview of Feasibility Study Report by Christine Graham:

- a. The study was well organized and the response was good in regard to the number of people interviewed.
- b. Based on the interviews, I have the sense that people who already know what you do, have a very positive impression. Those who don't know you... *really don't know you*. It will be important to help people understand the need and then to understand your programs and what you do. Support is strong from 'friends' but necessary to do marketing work to bring in additional donors.
- c. Some interviewees expressed concern regarding the location, walkability, cost of bringing in the infrastructure, is sharing property with affordable housing the right fit?
- d. Overall, this was a positive report...the campaign is feasible. It will, however, be important to know how much work is involved in a capital campaign and essential that the Board to be fully engaged and ready to be very involved.

2. Questions/Discussion:

- a. Brenda – Were there other partners to share the property with suggested in the interviews? Yes, multigenerational/senior housing, teen center, market price town homes. Others thought it wise to keep the property for future expansion.
- b. Peter & Ronna- Christine's report is thorough and well written and was effective at encouraging readers to reflect on what this means for the Board, being realistic about just how much will be involved.
- c. Christine – A new facility will have an expanded capacity and will therefore change the way you operate, your programs, etc. A building puts personality on the program. Ronna –What does our current building say about our 'personality'?
- d. Scott- Could you explain the financial findings in the report? - Christine – The findings in the report are based on study...with good marketing, engaging new donors with capacity, it may be possible to raise more.

- e. Scott – We should be thinking about our ability to manage a new operating budget after the campaign...electric, utilities, etc. Christine - Yes, it will be important to have a projected budget prior to embarking on campaign. You could consider the project in phases, Building part of the facility and planning to postpone other parts. Peter- is it difficult to maintain momentum when you tackle the project in phases? Christine - if you approach this as a multi-phase project, you might revisit the same donors several years later vs. expanding donor group. Expanding the donor group is possible in your communities.
- f. Eileen - What resources are necessary to run/launch a capital campaign? Christine – The range of cost varies...another staff member to run campaign – approx. 10% of goal, utilizing current staff 7 - 8% of goal. These days, people are looking for simple campaign materials, staff, basic materials, website, videos, entertainment, etc.
- g. Bryn – What kind of time frame could we expect? Christine- Maybe 3 ½ years. Planning is still needed before you get started.
- h. Bryn to Scott - How does this 3-4 year time frame work for you... do you plan on being at LFC that long? Scott - We should always be thinking about our capacity to handle succession planning and leadership transitions. If I were to retire before a Capital Campaign was complete, I would be open to joining the board or working on the campaign. Christine - it is a big issue for a campaign, but it could work for Scott to transition to the ‘campaign director.’
- i. Christine – In regard to staffing, I would recommend hiring someone to manage lower levels details of campaign so that current staff can focus on the campaign and work to foster relationships. This is more efficient and less expensive than hiring a ‘campaign manager.’
- j. Ronna-Is it an effective practice to identify those who have given? Does it have a positive effect on potential donors? Christine – You should focus on the largest donors first (quiet phase). This gives you an opportunity to gage progress/campaign potential. If you are successful in this phase, it is encouraging to other donors.
- k. Eileen- What are the program needs, things that are not currently accommodated? Scott - There are a number of areas including the Families Learning Together program that is currently off site and child care program is currently too small to be financially viable. It will also be important for us to be positioned correctly in the future to respond to community needs in the future.

3. Executive Session:

Ronna motioned, Sandy seconded and board unanimously voted to enter into an executive session to discuss property at 5:46pm. Consent to come out of executive session...6:02pm

- l. Christine- Regardless of the Board’s decision, the study has made it clear that it is important to do some marketing to improve the community’s understanding of your programs/what you do. Sandy- What approaches have worked in your experience? Christine – Subtle, upbeat, reporting results, pictures, videos, etc. Show how you are making things better. Best to hire marketing firm who has the expertise. Investigate local firms. Would they be willing to work pro bono or at a discounted rate?

m. Scott- How would you respond to those who suggest that resources should be directed to staff salaries instead of new facility? We cannot fund salaries with a capital campaign. Christine - one response might be that new building will improve services, confidentiality, and overall working condition.

4. Adjournment: Sandy motioned, Duffy seconded and the Board unanimously voted to adjourn.

Next Board Meeting

Wednesday, January 21, 2014

5:00pm – 7:00pm

Location TBD

(Regular Board meetings are typically every 4th Wednesday of the month)

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