Keizer Community Library
SPECIAL Board of Director Meeting Minutes
September 29, 2026, 6:30 p.m.
Meeting Room, Keizer Fire Station

Board Officers	Board Members-KCL	Board Members-FoL	Excused Absences
Betty Hart, Treasurer	Susan Jacobo	Gayle Bachik	Carlie Dossman
Cindy Hunt, Vice President	Oca Patriarca	Vicki Brammeier	Paula Guiles
Barbara Miner, President	Kiara Ramsay	Jayne Downing	Paulette Helsey
Gina Pye, Secretary		Carolyn Homan	Michele Schwartz
BJ Toewe, Library Director		Rhonda Rich	

Mandy Hansen - Attendee

Motions

(Each Seconded and Passed Unanimously, unless otherwise noted)

- None

Call to Order	6:32 pm
Welcome and Introduction of Guest(s) – BJ	BJ welcomed everyone. Each attendee provided a brief bio and their association with either the KCL or FoL Board.
Process of Constructing a Debt-Free Structure for a Social Service Non-Profit – Jayne	• See attached presentation materials distributed at the meeting. • Jayne, Former Director (27 years) of the Center for Hope and Safety (CHS), provided a short description of her fundraising. • There were multiple campaigns, including four main ones ranging from $1M to $14.5M which included new and remodel projects. • The Hope Plaza project received state, federal funding and general donations over a period of eight years. • The $400K bridge loan allowed for some breathing room and was paid off within three years through various donations and/or grants. • Jayne stressed the importance of spreading the word and talking with everyone (public and public service). Two Senators (Merkley and Wyden) were instrumental in obtaining $2M in federal earmarks. • With each win, a public presentation/celebration was held with invitations extended to political representatives, providing additional opportunities for further exposure, discussion, advertising, etc. Their participation also brought wider attention to the project through their own social media. • The public was invited to tours at various stages of the project. • It is important to note that most foundations prefer to donate later in the project rather than being among the first to donate. • Kevin Mannix was instrumental in obtaining $750K.

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- Senators Courtney and Girod joined together to support a joint ask of the first $7.5M to fund the construction overruns. Requests less than $1M are funded in that legislation period. Higher asks are paid out from the lottery funds in the following session.
- By taking out only one bridge loan, CHS was able to reduce the tax liability on the completed property.
- To secure their commercial space in Hope Plaza, the commercial businesses in the property space had to agree to partner with CHS.
- Everyone (contractor, realtor, etc.) was asked to provide their services at a reduced price and/or contribute to the project. They could then be presented as supporters/project believers. For example, the demolition team never submitted an invoice for their services, which probably saved more than $250K.
- A member of the construction team was a consultant throughout the project at no cost.
- CHS also developed Plan B (ten-year projection addressing various financial scenarios).
- CHS' initial vision changed over time from full-time housing only to include the commercial spaces (providing additional income), etc.
- KCL's initial vision may be for a larger library to serve more people, build more community, serve more children, etc. All the details are not initially required.
- Jayne mentioned the KCL project to architect John Shirley. He has expressed his support.
- CHS visited every neighborhood association and neighbor to explain the project in advance to tamp down any type of concern.
- A one-pager was developed and modified over time regarding the dream for the project which was distributed heavily throughout the process.
- A capital construction committee member champion is needed for the legislative request(s), conversations and to prioritize the request.
- It was suggested that a dream team Advisory Board be formed to use their names to spread the word about the project.
- Jayne recommended contacting Senator Gerard to obtain his support.
- Capital Campaigns INCREASE general donations.
- Fundraising is about relationships.
- Jayne would ask:
  - 100% of the Board Members on both boards give/provide some funding to the project on their own.
  - 100% Board Commitment, which demonstrates our commitment
  - Enthusiastically spread the word and build goodwill through the community.
- When submitting a grant, a project manager, staff to track the project, maintenance cost, first year maintenance, etc. should be built in.

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	• There are some grantors who will fund staff rather than facilities.
	• Funders love volunteers. We want to keep volunteers supporting the library.
	• Jayne made the CHS a self-sustaining project. She was able to tell funders that if it worked properly, she would never need to ask them for money again
	• Next steps:
	  • If we want to do an imagining, it was suggested the KCL board undertake Jayne's post it note exercise as a group. Use that to get a consensus of what the vision will encompass. We then talk to John Shirley to realize a paper version of our vision (drawing).
	  • Can we locate a grant to fund a project manager or look at a construction company who has its own project manager? Jayne suggested someone who might also manage the financial aspect.
	  • Based on her past experience, Cindy recommended KCL use a Level 3 Project Manager (highest level).
	  • The first step is to get both boards to commit to the project.
	  • Add to the next board meetings' agenda. The FoL Board is supportive of the project.
	  • Suggested minimum requirements for a capital campaign:
	  • Go public immediately with the campaign
	  • Approach select key donors and say here's what we'd love to have (present your vision) and ask for a large donation.
	  • Have a coherent vision that can be presented on one page with an architectural rendering
	  • What do we want?
	  • How does it work into a space?
	  • What are nonnegotiable minimums?
	  • Is being within the city limits of Keizer desirable?
	  • Parking?
	  • Public transportation accessibility?

Public Comment	None
Other Business	None
Upcoming Events	• Children's Committee Meeting: Monday, October 5, 4:30pm • Operations Committee Meeting: Wednesday, October 14 at 3:00pm • Executive Committee Meeting: Wednesday, October 14 at 4:00pm • Board of Directors Meeting: Thursday, October 22 at 6:00 pm • Magic Show: Friday, October 9 at 11 am in the Event Center
Next Board Meeting	Thursday, October 22, 6 pm

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Adjourned	8:21 pm

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KEIZER COMMUNITY LIBRARY

A joint presentation to the KCL Board of Directors and Friends of the Keizer Library Board

Presented by Jayne Downing

UP TO YOU ON WHICH DIRECTION TO GO

"Without leaps of imagination or dreaming, we lose the excitement of possibilities. Dreaming, after all is a form of planning."

Gloria Steinem

BACKGROUND

4 Capital Campaigns

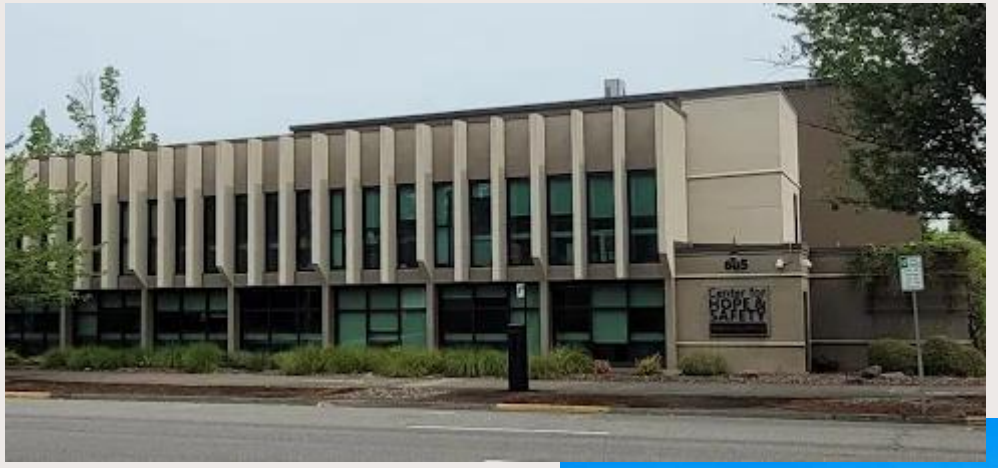
Ranging from $1M - $14.5M

Reconstruction/Reimagining Older Buildings

- Former bank into office (Center for Hope & Safety)
- Former motel into shelter for families (Mosaic)

New Construction

- Tear down former Greyhound Bus Terminal and build housing, commercial space, & more (Hope Plaza)



TIMELINE FOR HOPE PLAZA

Jan 2016 - Purchased Greyhound Bus Terminal (on market for $1.2M – negotiated to $650K).

Early 2019 – Paid off bridge loan* through donations/grants. Demolition. Phase II fundraising. Visits to key stakeholders (ultimately, 150+ visits).

2019 – Applied for $2.5M in Lottery Bonds to be paid out in spring 2020.

2020 – Pandemic - all Lottery Bonds frozen & all fundraising efforts stopped.

**Bridge loans allow you to continue fundraising. If you take a mortgage, foundations will not pay it off.*

2021 - OR Legislature approved $7.5M in Lottery Bonds. Federal delegation secured $2M earmark.

April 2022 – Groundbreaking event on site.

2022/23 – Applications to foundations, large donor requests, and partnerships. Environmental issues addressed (paid for by Business Oregon & EPA).

2023 – OR Legislature approved $750K in general funds due to increased costs for construction.

August 2024 – Hope Plaza opened debt free!

Note: ***No*** *additional loans were taken out on the property after the initial bridge loan in 2016.*

HOW WE DID IT

- Told a thousand people – let them dream with us!
- Identified key partners – architect, attorney, key politicians, contractors. Asked all to make a commitment to donate (money, in-kind goods or services, sponsorships).
- Visited anyone who would listen (and a few who do not want to listen).
- Visited Legislators (state & federal), Commissioners, Mayors, City Councilors, Neighborhood Associations, media, funders, neighbors to the property (when identified), businesses, and more.
- Developed a one-page flyer about the dream for the project (modified it as needed to use for funders, legislators, etc.).
- Connected with Oregon State Capital Construction committee members.
- Formed “dream team” Advisory Board.

Note: Ours was not a “quiet capital campaign”

LDI Environmental & Demolition Services

JLG
Center for HOPE & SAFETY
HOPE plaza

25th

JLG
Center for HOPE & SAFETY

EXIT

SHOW US THE MONEY

THE UPSIDE OF CAPITAL CAMPAIGNS

Capital campaigns increase general donations – didn't believe it, but it is true! (see handout).

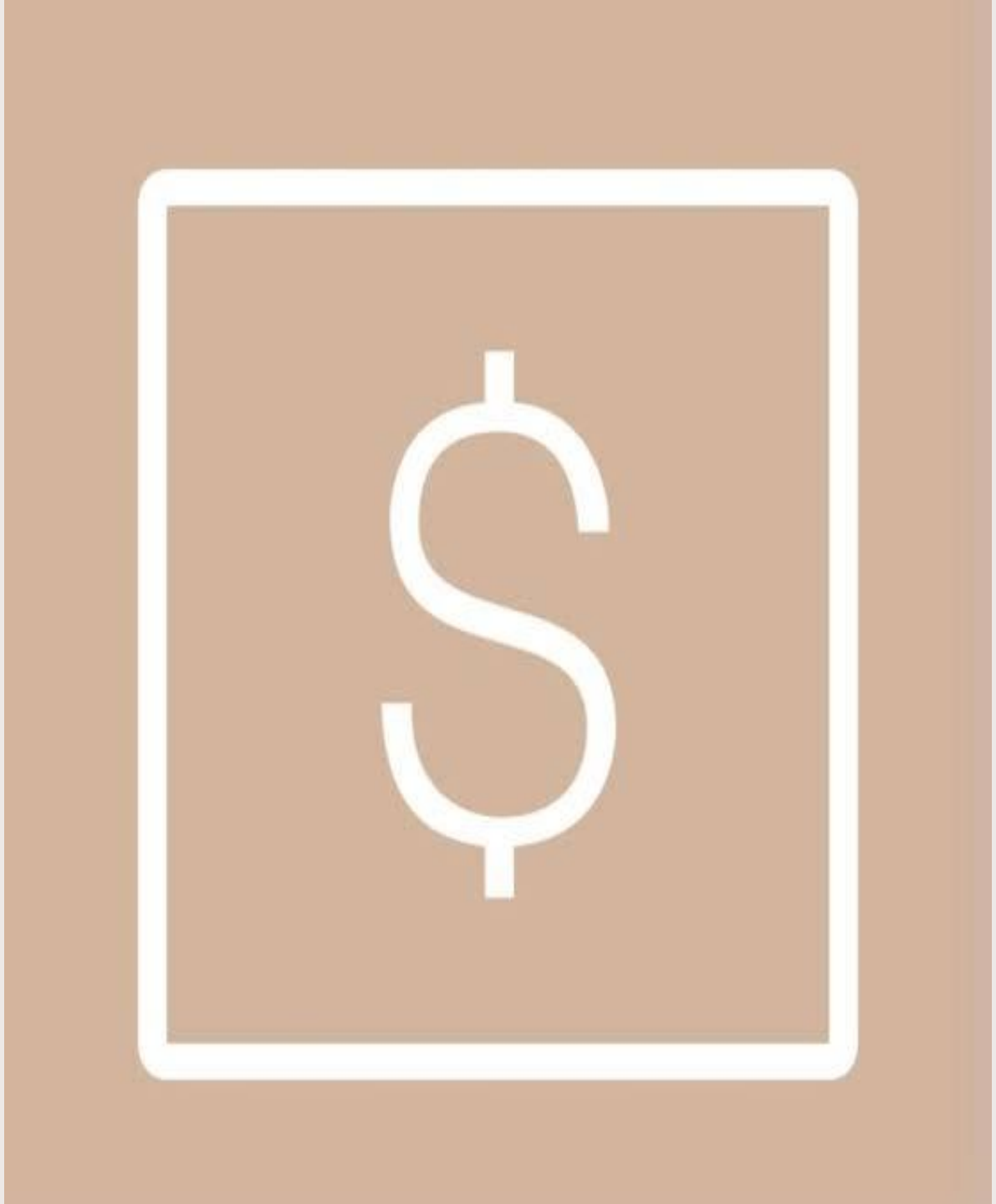
Increases awareness of your program.

Increases awareness with funders and businesses that can continue to support you after the campaign.

Can tap into funders that ONLY fund capital projects.

May be able to add costs for a project manager, staffing, maintenance funds into some grants.

It may build so much good will, detractors will have a harder time speaking out against your project.



QUESTIONS?

...And maybe a few answers!

Benefits of Capital Campaigns for Nonprofits

-BARC Developmental Services

1. Focused Fundraising Efforts

Capital campaigns enable organizations to channel their fundraising into highly focused efforts with clear goals. This focus allows for targeted messaging and gives donors a tangible understanding of what their money is supporting.

2. Capacity Building

By funding large-scale projects, capital campaigns allow nonprofits to expand their capabilities and increase their impact. The funds raised are a direct investment in the nonprofit's capacity to serve its community.

3. Increased Visibility

Launching a capital campaign often puts nonprofits in the public eye, attracting attention from media and potential large-scale donors. This increased visibility can lead to additional funding and support beyond the immediate goals of the campaign.

4. Donor Engagement and Stewardship

Capital campaigns often attract high-level donors, and with those donors come opportunities for deeper engagement. These donors can become long-term supporters and advocates for the nonprofit's cause.

5. Legacy and Naming Opportunities

Capital campaigns often offer naming opportunities for significant gifts, providing donors with the chance to leave a legacy. This can be a powerful motivator for major gifts, securing substantial funding for the campaign.

The Power of Nonprofit Memberships

While capital campaigns are geared towards specific goals, memberships create a steady stream of support that can be just as vital to a nonprofit's sustainability. Members are supporters who commit to the organization through regular contributions and often receive certain benefits in return.

Why Memberships Are Crucial for Nonprofits

1. Sustainable Revenue

Memberships provide a predictable income stream that can help nonprofits plan and budget more effectively. This financial stability allows organizations to focus on their mission rather than constant fundraising.

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2. Community Building
Memberships create a sense of belonging and community among supporters. This can foster a loyal base of advocates who are more likely to volunteer, spread the word, and support the nonprofit in various ways.

3. Engagement and Feedback
Regular interaction with members can provide valuable feedback for nonprofits, helping them to refine their programs and strategies to better meet the needs of the people they serve. At BARC Developmental Services, your membership gives you a voice; members take an active part in an election that directly impacts the ~~future of the~~ organization by casting votes for the volunteer Board of Directors.

4. Increased Outreach
Members often serve as ambassadors for the cause, expanding the nonprofit's reach and influence by sharing their commitment with friends, family, and colleagues. This helps organizations grow organically, ensuring that vital programs like our early intervention, residential, and vocational services are continually reaching more people and impacting more lives.

5. Leveraging Support
A strong membership base can be leveraged to secure additional funding from corporations and foundations, which often look for evidence of broad-based support before committing their own resources.

The Role of Capital Campaigns and Memberships in Advancing Causes
Capital campaigns and memberships are not mutually exclusive; in fact, they often work best in tandem. A successful capital campaign can build an organization's visibility and credibility, which in turn can boost membership growth. Conversely, a robust membership base can provide a foundation of support that makes ambitious capital campaigns possible.

Nonprofits tackling significant challenges and large-scale projects need the substantial push that capital campaigns provide, while memberships offer the sustaining force necessary for ongoing operations and smaller-scale initiatives. Together, they form a comprehensive approach to funding that can propel a nonprofit to new heights of effectiveness and reach.

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INFORMATION ON CAPITAL CAMPAIGNS

Myth - The Annual Fund Suffers During and After a Capital Campaign
-Association of Fundraising Professionals

Many nonprofit leaders worry that launching a major fundraiser can divert resources away from their annual fund. This applies to capital campaigns, as well as other fundraising opportunities like Giving Tuesday. As a result, some nonprofits end up abandoning their campaign plans altogether.

While there's little data to suggest these fears are well-founded, there is data that should assuage worries over capital campaigns cannibalizing annual funds:

- For organizations in the midst of a capital campaign, 75.5% reported that their annual funds either increased or stayed the same in the years when the campaign was active.
- For organizations that recently completed a capital campaign, only 12% reported a decrease in annual funding in the ensuing post-campaign years.

Capital campaigns transform the way nonprofits approach fundraising, often leading to processes changing for the better. As a result, nonprofits carry over these practices into their day-to-day operations, improving overall fundraising.

Additionally, there's no reason why a donor must choose between giving to a capital campaign and an annual fund. Making a clear distinction between a donor's "regular" annual gift and a special campaign gift towards a specific purpose (with a clear case for support) is the key to "protecting" your annual fund and engaging major donors with the opportunity to participate in the campaign.

Are capital campaigns effective?
-DonorSearch

Launching a capital campaign may seem daunting if you've never done it before, but it may be comforting to know that these major undertakings have surprisingly high success rates. As the 2024 Capital Campaign Benchmark Report explains, 96% of organizations that run these campaigns consider them successful, and nonprofits raise an average of 106% of their original fundraising goals!