



Queens Library

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RFP # 0217-4

**Queens Library Foundation
Request for Proposals for the
Creation and Administration of a
Direct Response Fundraising Program**

Date: February 23, 2017

Proposals must be submitted by 3:00 PM:

March 17, 2017

**Purchasing Department
Queens Borough Public Library
89-11 Merrick Boulevard
Jamaica, New York 11432**

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The Queens Library Foundation (the “Foundation”), hereby solicits proposals from experienced and qualified firms and individuals (hereinafter referred to as “Proposers”) in response to this Request for Proposals (“RFP”) for the creation and administration of a direct response fundraising program.

I. CALENDAR OF EVENTS

Issuance of RFP	February 23, 2017
Deadline for Questions	March 7, 2017
Submit Notice of Intent	March 14, 2017
Proposal Due Date	March 17, 2017

II. CONTACT INFORMATION

The Library’s designated contacts for this RFP, as of the date hereof, are Cristina Polychronopoulos, Procurement Coordinator, (718)-990-8684 and William Funk, Director of Procurement, (718)-990-0782 . Questions regarding this RFP should be sent to: RFPcontact@queenslibrary.org on or before **March 7, 2017**. Responses to any questions received will be posted on the Library’s web-site at <http://www.queenslibrary.org/about-us/proposals-and-bids> as they are received.

Each interested proposer should send a brief Notice of Intent by **March 14, 2017** to RFPcontact@queenslibrary.org . Such notice should contain the Proposer’s name, address, phone number, email address and contact person for any and all communication regarding the RFP. Submission of a Notice of Intent is strongly encouraged, although not a pre-requisite for submitting a proposal.

Four (4) hard copies of your proposal and a CD or a flash drive or similar device that contains your proposal in either Microsoft Word or PDF format are due no later than **3:00 p.m. on March 17, 2017**, in a sealed package or packages. Each submitted package should be marked clearly on its exterior that it is in response to Foundation Direct Marketing RFP #0217-4. All proposals should be delivered to:

Queens Borough Public Library
Purchasing Department
89-11 Merrick Blvd
Jamaica, NY 11432

The Library will not consider any proposal that is faxed or e-mailed, whenever received, and will not consider any proposal received after the Proposal Due Date. **Failure to submit a proposal on time**

will not be waived by the Library under any circumstances (e.g., traffic conditions, mail or courier failure, etc.).

The Library will not provide reimbursement for any costs or expenses incurred in connection with this RFP, including the costs of preparing and submitting a response, providing any additional information or attending an interview. All material that is submitted in response to this RFP will become the sole property of the Library. The Library expressly reserves the right to utilize any and all ideas submitted in the proposals received unless covered by legal patent or proprietary rights, any of which **must** be clearly indicated in the proposal submitted in response to the RFP.

Interviews of the top-qualifying Proposers may be conducted at the Library's discretion on a specific day or days to be disclosed later in the RFP process. All top-qualifying Proposers will be notified of the exact interview date(s) in advance.

III. CONTRACT PERIOD

The term of the awarded contract will be for a (1) year period with (2) two one-year options to renew at the Library's discretion. The Library may terminate the contract at any time, in its sole discretion, upon written notice.

IV. BACKGROUND

The Library is an independent, autonomous not-for-profit corporation. It is one of the largest and most innovative libraries in the world and one of the three New York City library systems. The Library consists of a Central Library and sixty-four (64) library facilities located throughout the County of Queens in the State of New York. The Library serves 2.3 million Queens residents with an extensive collection of books, reference materials, periodicals, government documents, video and audiocassettes, records, compact discs, DVDs, and photographs and maps. In addition, the Library provides a broad range of programs and services, designed to promote the education and enrichment of its customers including programs for specific age groups.

LIBRARY OVERVIEW

The Queens Borough Public Library (the "Library") is an independent, autonomous not-for-profit corporation. It is one of the largest and most innovative libraries in the world and one of three New York City's library systems consisting of a Central Library and sixty-four (64) library facilities located throughout the Borough of Queens, New York. The Library serves 2.3 million Queens residents, with an extensive collection of books, reference materials, periodicals, government documents, video- and audiocassettes, records, compact disks, DVDs, photographs and maps. The Library has a computerized integrated circulation and catalog system, state-of-the-art computer equipment in all community libraries, and the ability to provide information through free Internet access and facsimile machines to the public. The Library offers a wide variety of reading, writing, and literacy programs, and functions as an integral part of the Queens community.

Highlights

- Queens Library has the largest reach of any educational/cultural institution in the borough. A Queens' resident is no more than one mile away from a community library. Queens Library enjoys a stellar reputation among library professional and foundation leaders for its innovative community based programs.
- The Library has created a variety of digital platforms for laptop and mobile devices, as well as computerized self-checkout and 24 hour self-return kiosks in almost every library.

Queens Library Foundation

The Queens Library Foundation (the "Foundation"), is a 501(c) 3 organization incorporated in 1991 and headed by Executive Director Amy Mugavero. The Foundation is the fundraising arm of the Queens Borough Public Library. It is responsible for raising funds, goods and services to benefit and support the Library's new and innovative programs and services as well as those existing programs and services not normally funded through the city. This is achieved through major gift solicitations, grant writing, planned giving, special events, and direct marketing and direct mail solicitations.

V. SCOPE OF SERVICES

The Foundation requires proposers to submit a Proposed Comprehensive Project Plan with not-to-exceed fees in response to this RFP for the creation and administration of a direct response fundraising program as further described in this Scope of Services. The Scope of Service includes providing marketing and related database services and the creation and administration of a direct response fundraising program. The Successful Proposer shall be an integral component of assisting the Foundation in achieving its mission and organizational goals and objectives. The Foundation requires the Successful Proposer and any potential subcontractors to have the expertise, knowledge and demonstrated capability to enhance the programs that are currently in place and offer guidance and support to advance the Foundation's direct response and multi-channel marketing. The Successful Proposer must be able to meet Foundation's current needs, identify opportunities for and facilitate growth, and identify the technology and support required for both. In addition to the above, proposers must be able to provide a Proposed Comprehensive Project Plan with not-to-exceed fees to meet the requirements further described below.

Strategic Objectives:

1. Develop the strategy to establish a multi-channel fundraising program that includes direct mail, digital, mobile, social media and other channels recommended by the Successful Proposer.
2. Develop a cohesive acquisition and retention strategy to grow donors and maximize the lifetime donation revenue for each donor.

- a. Develop multi-channel acquisition programs to grow the number of individual donors every year.
 - b. Increase the average donation amount and the frequency of donations to increase the lifetime donations per donor.
 - c. Develop a process to identify individuals who have the potential to make large donations and route to development department.
3. Develop new fundraising offers to appeal to potential donors who are not the traditional Queens Library supporters, including those who live outside of Queens.
 4. The Foundation requires the Successful Proposer to significantly grow the fundraising program beyond its current program. In addition, the Successful Proposer must utilize best of breed analytic tools for segmentation, improvement of key performance indicators of donor value and program performance, and delivery of predictable net income to the organization.

The Foundation's current fundraising programs target foundation and corporate grant giving, and individual donations. The fundraising programs that target individual donors consist of the following programs.

1. **Direct Mail:** The Queens Library Foundation has a database of approximately 3,000 active donors who have made a contribution in the past 12 months. This donor list is used in direct mail campaigns as well as used for events and other fundraising events. This past year there were five direct mail campaigns sent to this list.
2. **Digital Fundraising:** Fundraising via digital is a relatively small source of donations. The Queens Library Foundation web site is being redesigned this year but struggles to receive a significant amount of traffic.
3. **Buy-a-Book Program:** This program solicits donations to support the material collections (books) at libraries. The campaign is executed in envelopes which include information about the program as well as the response mechanism. For each \$25 gift a commemorative bookplate is placed in a new book at the community library of the donor's choice. The fundraising program started in 1992 and has generated more than \$4.6 million in that time. Recently performance has been declining.
4. **Monthly Giving:** Recurring donations where a donor donates a specific amount every month via credit card. This program generates less than \$5,000 of the online support annually for the Queens Library Foundation.
5. **Planned Giving:** Planned gifts are major gifts, made in lifetime or at death as part of a donor's overall financial and/or estate planning.

6. **Technology:** The Foundation has an older version of Raiser's Edge to track donor interactions. The Foundation is considering new software.

In addition to the Successful Proposer developing a Proposed Comprehensive Project Plan that builds upon the Foundation's prior efforts, the Successful Proposer's Proposed Comprehensive Project Plan will outline strategy, goals, objectives, projected income (including monthly cash flow projections, key performance indicators and reporting) costs, assignment of responsibilities and outline procedures and communications methods.

The Proposed Comprehensive Project Plan shall consist of all aspects of the Scope of Services stated above and shall also include partnering with the Foundation on the following:

A. Management of the Foundations' direct marketing programs

1. Budget and income projections
2. Development of annual fundraising plans and production schedules
3. Segmentation strategy
4. Multi-agency cooperation and planning
5. Integration of multi-channel strategies with telemarketing and online
6. Analysis as outlined below
7. Results reporting as outlined below

B. Creative

1. Updating control creative
2. Development of new test packages
3. Copy writing and proofreading
4. Graphic design including art/typesetting/proofs
5. Development of all package components
6. Preparation of creative files for printer
7. Annual creative audit

C. Production

1. Management of all print production
2. Coordination of all laser/lettershop instructions and production
3. Managing postal efficiencies
4. Delivery of mail to US Postal Service

D. Data Processing

1. Segmentation matrix and file pull instructions and management
2. Appeal code assignment
3. Merge purge for acquisition

E. Analysis & Reporting

1. Campaign projections
2. Monthly campaign analysis report, by campaign, category and tests
3. Annual key performance indicators and trend reports including Lifetime value
4. Annual file audit
5. Annual budget development, including but not limited to:
 - a. Cash Flow
 - b. Expense Flow
6. Other ad hoc reports

F. Meetings

1. Biweekly calls to discuss current campaigns
2. Quarterly meetings to review campaign performance and plan upcoming efforts
3. Other meetings as deemed necessary by all parties

The Successful Proposer's Proposed Comprehensive Project Plan will each year be revised into an Annual Comprehensive Project Plan by the Successful Proposer. Each Annual Comprehensive Project Plan is subject to the review and approval of the Executive Director of the Queens Library Foundation and may be modified by the Executive Director of the Queens Library Foundation or the Successful Proposer subject to the approval of the Executive Director of the Queens Library Foundation.

The Annual Comprehensive Project Plan will include cost estimates. The successful prosper shall notify the Executive Director of the Queens Library Foundation of any increases in any cost estimates which will be subject to the review and approval of the Executive Director of the Queens Library Foundation. Invoices shall be submitted based on the percentage of completion of Annual Comprehensive Project Plan or other planning documents approved by the Executive Director of the Queens Library Foundation.

In no event shall the Successful Proposer's Annual Comprehensive Project Plan exceed the not-to-exceed fees of the Successful Proposer's Proposed Comprehensive Project Plan. However, at the request of the Executive Director of the Queens Library Foundation or the Successful Proposer subject to the review and approval of the Executive Director of the Queens Library Foundation, the Annual Comprehensive Project Plan may delay or accelerate the performance and budgetary goals of the Scope of Services, but shall not exceed the three-year contract value of the Successful Proposer's Proposed Comprehensive Project Plan.

VI. PROPOSAL REQUIREMENTS

The following is a list of the information that must be provided in the Proposal. A proposal that does not include all the information requested below may be deemed non-responsive and subject to rejection. **Proposals should respond to all areas listed below, in the order listed.**

Proposers shall indicate in their proposals what information, if any, is proprietary and confidential. Proposers are hereby advised that the Library is subject to the New York State Freedom of Information Law (“FOIL”). Material marked “Confidential and Proprietary” will be treated as such to the extent consistent with the Library’s obligations under FOIL or any other applicable laws, rules or regulations.

A. Management and Qualifications

In setting forth its qualifications, each Proposer shall provide the information requested below, as appropriate. Responses to this Section should be limited to 22 single-sided pages in total (not including resumes), and shall be prepared on 8½ x 11-inch paper using at least 12-point type with standard margins no less than 1”.

Cover Letter (2 page limit)

A cover letter, which shall be considered an integral part of the proposal, shall be bound with the proposal and signed by the individual authorized to bind the Proposer contractually. In signing the cover letter, the Proposer agrees to be bound by the terms of this RFP and its submission hereunder for no less than 180 days. The cover letter shall contain a statement that the Proposer’s work for the Library will not create any conflict of interest. If your firm believes that a conflict may arise, the nature of the conflict should be described – see question 18.

General Information (20 page limit)

1. Provide the firm’s legal name, address, tax ID number and state of incorporation for the contracting entity submitting the proposal.
2. Provide a brief description of your firm, its history and ownership structure, and its number of employees. Also include any significant developments, or organization, ownership or financial structure changes that have occurred in the last three (3) years, or that you anticipate in the future.
3. Provide the name, title, address, telephone, fax number and e-mail address of the individual the Library should contact with respect to your proposal.
4. Provide a summary of your firm’s experience performing the listed in the Scope of Service, with specific references to work for not-for-profit corporations, library systems or other like-entities.

5. To the maximum extent possible, identify the individual(s) who will perform the tasks outlined in the Scope of Services. Include information such as name, title, background, expertise, specific responsibilities and estimated number of hours per week available to work on the account.
6. Discuss why your firm is well suited to provide these services to the Library.
7. Identify any additional services not covered in the Scope of Service sections that your firm believes may be of particular value to the Library. Please describe why you believe these services to be relevant.
8. Identify any services listed in the Scope of Services your firm is not able to perform and explain why you are not able to perform these services.
9. Detail how your firm uses data and analytics to direct the segmentation, projection of performance, and measurement/evaluation for the nonprofit direct response programs you serve.
10. Provide an overview of your agency's experience and expertise in the development, execution and evaluation of high value donor programs including those for monthly giving and mid-level segments. Include the number of giving clubs/sustainer programs you've managed in the last 3 years. Provide examples of how you address retention and upgrades within the sustainer program.
11. Describe your agency's model for client service, including relationship management, staffing and onboarding.
12. Please provide your agency's thoughts on the direct response industry, including current trends and where the industry is headed in the next five years.
13. Provide a minimum of three (3) recent clients as references that best represent your ability to perform the tasks described in this RFP (a "Reference Client"). Provide the Reference Client's name, contact person, title, address, and telephone number. Please provide details on the work performed for each Reference Client, including, the length of any contract and explanation of how the work performed is similar to the work required by the Library, as well as any other pertinent information relevant to representing your qualifications to perform the work.
14. Explain how you will safeguard and keep confidential the data and information provided by the Library to you.
15. Provide copies of your two (2) most recent audited financial statements. If audited financial statements are not available, please explain why and identify how the Library can assess the financial condition of your firm.

16. Identify any sub-contractors that you plan to utilize as part of your proposed team.
17. Discuss any past or present civil or criminal legal investigations, litigation or regulatory action involving your firm or any of its employees that could impact your role or ability to serve as a consultant to the Library. If none, include a statement that there are no past or present civil or criminal legal investigations, or pertinent litigation and or regulatory actions that could impact your firm's ability to serve in the required capacity.
18. Identify the nature of any potential conflict of interest your firm or any proposed sub-consultants might have in providing consulting services under this RFP to the Library.
 - (a) Discuss fully any conflicts of interest, actual or potential, which might arise in connection with your firm's involvement with the Library. If your firm believes that a conflict of interest might arise, please describe how such conflict would be resolved.
 - (b) State whether your firm represents any party that is or may be adverse to the Library.

You must certify in writing that your representation of the Library will not create any conflict of interest involving that firm.

**B. Proposed Comprehensive Project Plan with Not-to-Exceed Fees
(Not counted towards page limit)**

For each year of the contract provide your firm's Proposed Comprehensive Project Plan as requested in RFP Section V Scope of Services. Provide detailed descriptions of your firm's project approach, activities and any subcontractors required to perform the Scope of Services. Provide the not-to-exceed fees for all of these detailed descriptions. In addition, provide the three year total of the not-to-exceed fees.

The not-to-exceed fees must include any and all aspects in performing the Scope of Services including postage, mailing houses, any subcontractors and any other costs associated with the Scope of Services.

NOTE: Failure to provide not-to-exceed fees will result in a proposal being deemed non-responsive. In addition, conditional pricing will also result in a proposal being deemed non-responsive.

C. Other (Not counted towards page limit)

1. Proposers must either provide a statement accepting the terms and conditions in the Library's Standard Terms, Attachment 2, or must alternately identify any exceptions taken to the terms and conditions. If exceptions are taken, the Proposer must clearly identify the language that is being taken exception to and provide the suggested alternate language for each such exception. The nature and extent of exceptions, if any, taken by the Proposer to the Library's terms and conditions will be a factor considered in evaluating proposals. Proposers that demonstrate a willingness to accept the Library's terms and conditions will be given more favorable consideration by the Library.
2. Proposers shall indicate in their proposals what information, if any, is proprietary and confidential. Proposers are hereby advised that the Library is subject to the New York State Freedom of Information Law ("FOIL"). Material marked "Confidential and Proprietary" will be treated as such to the extent consistent with the Library's obligations under FOIL or any other applicable laws, rules or regulations, and will not otherwise be disclosed by the Library except as necessary for the evaluation of proposals.
3. Proposers shall confirm that they will meet the insurance obligations in Attachment 2.

VII. EVALUATION AND SELECTION

A. Evaluation Criteria

A Selection Committee consisting of Library staff will evaluate the properly received proposals. This Selection Committee will make its recommendations to the Library for its determination as to its awards of a contract. The Selection Committee will consider the following factors, though not necessarily listed in the order of importance, in considering proposals:

1. The firm's previous experience in providing the proposed services to not-for-profit corporations, library systems, public sector and other similar clients;
2. The qualifications, experience and availability of the lead person(s) and team assigned to provide services to the Foundation.
3. The competitiveness of the proposed not-to-exceed fees. (Although proposed cost will be given significant consideration in the selection process, the Library reserves the right to negotiate lower fees with any firm selected, or a different fee structure than proposed.)
4. The firm's Proposed Comprehensive Project Plan and the firm's ability to achieve the Foundation's objectives and the Scope of Services.

5. Overall organization, completeness, and quality of proposal, including cohesiveness, conciseness, clarity of response, demonstrated understanding of the Foundation and Library, and degree of acceptance of the Library's terms and conditions in the Library's Standard Consulting Agreement; and
6. Interviews, if conducted.

The non- cost criteria listed above will be given more consideration than the cost criteria in the Library's evaluation of proposals.

B. Selection Process

The Selection Committee will initially review all proposals to determine responsiveness. Any proposal that does not address all requested requirements or is incomplete will be rejected.

The Selection Committee will evaluate all responsive proposals based on the criteria enumerated in Section VII (A), as referenced above. The Selection Committee may afford firms the opportunity to clarify proposals for the purpose of assuring a full understanding of their responsiveness to the RFP.

The Selection Committee may also conduct interviews of Proposers found to be most qualified to perform the services required, based upon the criteria listed in this RFP. If so, Proposers will be notified in advance of the interview date.

Prior to the award of any contract(s) under this RFP, the Library will conduct a vendor responsibility assessment and may require eligible Proposers to answer questions and provide additional information to supplement the information provided in the Vendor Responsibility Questionnaire to assist the Library in making such a determination.

All Proposers will be notified in writing once one or more firms have been selected.

IX. PROPOSAL INSTRUCTIONS AND CONDITIONS

A. Limitations

1. This RFP does not commit the Library to award a contract, pay any costs incurred in the preparation of a response, or procure or contract for services of any kind whatsoever. The Library reserves the right, in its sole discretion, to accept or reject any or all proposals as a result of the RFP, to negotiate with any or all firms considered, and to cancel this RFP in whole or in part. The Library reserves the right to request additional information from all Proposers.

2. Proposers may be requested to clarify the contents of their proposals. Other than to provide such information as may be required by the Library, no Proposer will be allowed to alter its proposal or to add new information after the RFP due date.
3. Proposers may be required to participate in negotiations and to submit any price, technical or other revisions to its proposal which may result from such negotiations.
4. Proposers must fully execute the forms contained in Attachments 1 and submit them with its proposal.
5. All material submitted in response to this RFP will become the sole property of the Library.

B. Proposal Submission.

1. Proposals must include a cover letter indicating the mailing address of the office from which the proposal was submitted, the name and email address of the individual who will represent the firm as the primary contact person for the proposal, and the telephone and facsimile numbers of the primary contact person.
2. Non-responsive proposals include, but are not limited to, those that:
 - (a) do not conform to the RFP requirements and instructions;
 - (b) are conditional; or
 - (c) contain a material omission(s).

The Library may waive minor informalities or irregularities in a proposal that are merely a matter of form and not substance, the correction of which would not be prejudicial to other proposers.

C. Administrative Specifications

1. All proposals must be irrevocable for 180 days and signed by an authorized officer of the firm.
2. The successful Proposer(s) must agree to provide the Library with audit access on request during the term of the contract and for 7 years thereafter.
3. The Library at any time and in its sole discretion, may terminate its contract with the successful Proposer(s), or postpone or delay all or any part of the contract, upon written notice.

4. All Proposers are obligated to update any changes in their proposals prior to the proposal due date.

D. Addendum, Errors and Omissions

1. If a Proposer discovers any ambiguity, conflict, discrepancy, omission or other error in this RFP, it shall immediately notify William Funk, in writing, of such error and request clarification or modification to the document.
2. Should the Library find it necessary to modify this RFP, a notice of that modification will be made by way of an addendum that will be posted to the RFP website.
3. If a Proposer fails to notify the Library of a known error or an error that reasonably should have been known prior to the final filing date for submission, the Proposer shall assume the risk. If awarded the contract, the Proposer(s) shall not be entitled to additional compensation or time by reason of the error or its late correction.

E. Debriefing of Unsuccessful Proposers

Upon written request via email to William Funk, a debriefing will be scheduled with an unsuccessful Proposer after the Library has provided notice of its selection of one or more successful Proposer(s). Discussion will be limited to a critique of the proposal submitted by the Proposer requesting the debriefing. Comparisons between proposals or evaluations of the other proposals will not be discussed. Debriefings may be conducted in person or on the telephone, at the Library's discretion.