

**Foundation for Baltimore County Public Library
Request for Proposals for a Feasibility Study
February 1, 2022**

Project Overview

Foundation for Baltimore County Public Library is seeking a qualified independent fundraising consultant for the purposes of conducting a capital campaign feasibility study for our organization to assess the philanthropic community's interest in supporting a capital campaign and to develop the framework of a capital campaign based on such assessment. The goal of the capital campaign is to address the aging infrastructure of Baltimore County Public Library to renovate or replace library buildings to respond to 21st century library services and the needs of the community.

We are looking for a partner who is experienced with planning and conducting a fundraising feasibility study and is familiar with the public library environment. The plan should assess our current situation, potential fundraising capacity for a campaign and make recommendations on a strategy to maximize our fundraising efforts. A project budget, timeline and action items should be clearly identified.

The Foundation for Baltimore County Public Library Board, the Library Board of Trustees, Director and staff expect to collaborate actively with selected firm in the work to ensure that the deliverables meet the Library's expectations and the needs to the community.

Organization Background/Overview

Foundation for Baltimore County Public Library is a 501(c)(3) non-profit organization located in Towson, Maryland, founded in 1998 to support Baltimore County's commitment to a superior public library system. Foundation for Baltimore County Public Library relies on the involvement and counsel of its volunteer Board of Directors to ensure its viability and financial stability. This Board of Directors is different from the Library Board of Trustees, which is a seven-member administrative board appointed by the County Executive and has the legal authority to see the library system is well managed and operates in accordance with the laws as well as policies established by the Board.

Mission and Vision

Mission:

Foundation for Baltimore County Public Library provides additional resources to enrich the library's commitment to empower the citizens of Baltimore County to explore, learn, create and connect.

Objectives:

- To provide funding for projects that encourage children and young adults to cultivate a life-long enthusiasm for reading and learning.
- To act as advocates for the library to ensure that library services continue on into the future.
- To raise funds for specific programs or projects that enhance systemwide Baltimore County Public Library goals and objectives.

Current Situation

Baltimore County Public Library has been an anchor in the community since 1948 and continues to grow and evolve to meet the needs of Baltimore County residents. Today, its 19 branches are safe zones, civic centers, technology hubs and spaces for ideas and learning. There are offering through collections, resources and services for the entire family to explore, learn, create and connect.

Despite the high level of success Baltimore County Public Library has achieved in working to better our communities, many of our existing branch buildings are outdated and insufficient to meet the needs of the communities they serve. The average age of our buildings is 48 years old with past renovations being limited or lacking the sufficient funding to achieve quality results. The buildings have seen tremendous wear and tear over the years and are, in many cases, much too small to meet the current and future needs of our customers, and/or incapable of being updated to offer the kinds of 21st century library services we would like to offer.

In order to ensure that we are able to effectively continue our work, Baltimore County Public Library needs new or updated, modern facilities that will not only meet the needs of our staff and those we exist to serve, but will run more efficiently. Our first priority is to assess the needs for capital improvements at Lansdowne, Towson and Woodlawn branches.

Study Objectives

Our goal in conducting this feasibility study is to understand what the potential is for a capital fundraising campaign and to gauge the level of support for this project in our community. The feasibility study report should address the following:

- Foundation for Baltimore County Public Library's real and perceived strengths and weaknesses in fundraising.
- The community's perception of Baltimore County Public Library.
- Identification of potential leaders in the fundraising effort.
- Names of potential major donors/funders and what their interests might be.
- Determination of the amount of money that can be reasonably raised.

- Identification of strengths and weaknesses with respect to obtaining campaign goals. Potential strategies for implementation and challenges to address prior to launching.
- Other major fundraising campaigns in the area that might compete for the same donors.
- Possible alternatives for raising funds needed to complete the project.
- Roles and responsibilities of Board Members, staff and volunteers in a campaign.
- Appropriate timeframe for both the campaign planning study and the capital fundraising itself.
- Prepare a written fundraising campaign plan utilizing all information gathered through a variety of methods including those listed above, compile a comprehensive and detailed recommendation for meeting the campaign goals, including ideal timing and position of the project, timeline for campaign and identification of next steps.

Proposal Requirements

The following should be included in the submission in stated order:

- Cover letter with firm's name, address, website URL and telephone number. Include name, title and e-mail address of the individual who will serve as firm's primary contact.
- Statement of philosophy.
- A concise statement that demonstrates the organization's understanding of the project and scope of services sought by Foundation for Baltimore County Public Library.
- Description of the organization's approach to the project.
- Description of the implementation of the project, including list of specific tasks.
- Proposed completion date and timeline for the project.
- Description of additional consultants that will perform work as part of your proposal. Provide names, addresses and relevant experience for additional consultants.

Organization History/Experience

- Number of years in business, type of organization, type of ownership, geographical areas of operation and professional affiliations.
- Personnel including principals, stakeholders, and resumes of project team and other key personnel to be assigned to this project.
- Proposals should include a list of 3-5 references for similar projects that your firm has completed.

Schedule and Timeline

- Proposals should include the proposed work schedule, timeline and deliverables resulting from the feasibility study. The contract is expected to begin in April 2022 and should ideally be completed by July 31, 2022.

Cost

- Proposals must include the estimated cost for all work related to tasks and deliverables outlined in the Study Objectives.

- Foundation for Baltimore County Public Library is not liable for any costs incurred by an organization or agent thereof in connection with this RFP. Expenses incurred by responding organizations and its agents are the sole responsibility of the organization and may not be billed or charged to the Library or the Foundation now or at any time in the future.

Proposed Timeline

We request that the project be completed by July 31, 2022.

Submit To / Project Contact

Please contact Linda Frederick, Executive Director, by February 14 with any questions you may have regarding the project or RFP.

Deadline

Please submit five (5) printed copies of your proposal to Linda Frederick, Executive Director, by March 1, 2022.

Linda Frederick, Executive Director

Phone: 410-887-2457

Email: lfrederick@bcpl.net

**Foundation for Baltimore County Public Library
320 York Road
Towson, MD 21204**

Late submissions will not be accepted. Proposals will not be open in public and proposal information will be kept confidential until an award is made. An acknowledgement will be sent for each proposal received.

Schedule

Foundation for Baltimore County Public Library would like to conclude the feasibility study by July 31, 2022. The preliminary schedule is as follows:

Issue Request for Proposal	February 1, 2022
Questions from potential consultants accepted through	February 14, 2022
Responses to questions sent out by	February 18, 2022
Proposal due	March 1, 2022
Evaluation process	March 7, 2022
Interviews conducted with finalists (if necessary)	March 14-18, 2022
Organization Announces decision	March 25, 2022
Consultant begins work	April 11, 2022

Evaluation Process and Criteria

The Foundation for Baltimore County Public Library will select the firm based on its professed ability to meet the overall expectations. The Board including its ex-officio members will be the judge of which submissions offers the greatest benefit. The following criteria will be used in the selection process:

- Responsiveness and completeness of the response provided to the RFP.
- Experience and qualifications of consultant and management team, including demonstrated knowledge of planning, management, evaluation skills and experience.
- Technical quality and methodology of consultant's approach to organizing and managing the project, ability to document the information and make recommendations in a clearly written format.
- Ability of the consultant and management team to communicate and build consensus with board members, staff and community residents.
- References and examples of completed consulting projects. Satisfaction of former clients with competency of completed work.
- Overall project management and ability to accomplish a project of this nature within proposed time schedule.

Selection Process

Board members and staff of Foundation for Baltimore County Public Library will review and evaluate written responses to the RFP. Firms submitting the top-ranked proposals may be invited to participate in an interview during the week of March 14-18, 2022. Full details regarding the interview schedule and format will be announced later in the process.

Foundation for Baltimore County Public Library will evaluate, select organizations for interviews, check references, make the final decision and enter into contract negotiations with the successful organization. If these negotiations fail, the Foundation will proceed with contract negotiations with the firm scoring second, and so on. Unsuccessful respondents will be notified as soon as possible.

Foundation for Baltimore County Public Library is under no obligation to select under the RFP, and it reserves the right to make any selection it chooses. The Foundation reserves the right to reject any and all submissions at its sole discretion, accept a proposal based on considerations other than cost, and waive or modify any provision of the RFP.

FAQ- Addendum #1 Request for Proposals for a Feasibility Study

Q: Have you done any kind of facilities study to determine what all will be needed for these three branches to meet the community's needs (square footage, programs, partners, etc.)?

A: *Yes, a building assessment was completed in 2018 and updated in 2021. The Maryland standard for public library space is 1 SF/cap for Essential (820K SF). Baltimore County Public Library is at 55% of minimum standard at .55 SF/cap. Renovations would allow the Library to increase the SF/cap for each but still not meet Maryland standards. With renovations, Woodlawn (.62 SF/cap), Lansdowne (.94 SF/cap) and Towson (.86 SF/cap).*

Q: Do you have an estimate of the total cost of the three building renovations?

A: *Yes, Woodlawn (\$9.5M), Lansdowne (\$9 M) and Towson (\$61 M). Since issuing the RFP, there has been some consideration of bumping the Essex Branch in front of Towson. The anticipated cost of Essex is (\$18.5).*

Q: Do you have any commitment for public funding for these projects or will they be done completely with private funds?

A: *The goal is to seek public funding in some capacity including bond, an increase in County capital funding and to apply for Maryland State Library capital grants. Currently, Baltimore County Government provides Baltimore County Public Library \$1.95M every five years for capital improvements. The Maryland State Library has \$7.5M available for 24 library systems in the State to apply through a competitive grant process.*

Q: Is there a preliminary fundraising \$ goal (needs) to be tested? (Understanding that this would be preliminary and might change.)

A: *A goal of \$21 million has been stated but we are interested in seeing what the study yields in terms of setting a goal.*

Q: How many interviews would you anticipate? (Current and former board members, elected officials, staff, leading philanthropists in the community, foundation leaders, corporate leaders, top contributors, etc.)

A: *We are looking for a recommendation on the number of interviews as part of the study based on the potential goal of \$21 million, our donor database of roughly 8,000 records, fourteen Foundation Board members, seven Library Board of Trustees, County and State elected officials and demographics of the County (individual and business leaders).*

Q: Given COVID, would you be okay with "hybrid" study interviews? (In-person study interviews if the prospect is comfortable doing so, virtual - phone, Zoom, etc., - if they wish to be interviewed for the feasibility study in that manner.)

A: *Yes, we are okay with conducting interview hybrid especially if it helps to complete the study in a more timely fashion with better results.*

Q: Can you offer more information about the level of detail needed in the campaign plan?

A: The campaign plan should be a realistic timeline and overview of a strategy to achieve a determined capital campaign goal. Details would come after the recommendations included in this plan.