THOMAS MEMORIAL LIBRARY
REQUEST FOR PROPOSALS:

FEASIBILITY STUDY FOR CAPITAL CAMPAIGN

The Thomas Memorial Library (a department of the Town of Cape Elizabeth) in conjunction with the Executive Board of the Thomas Memorial Library Foundation is considering a capital campaign to raise funds to replace the existing Thomas Memorial Library building with a new library facility. Based on a needs assessment and program study developed by the library-consulting firm of Himmel & Wilson, we anticipate the entire project cost to be approximately $8 million, of which the Town hopes to raise $2.64 million through private donations. The Town is currently working with Casaccio Architects to refine their original concept drawings and preliminary elevations for the new Library facility.

While the replacement of the current Thomas Memorial Library building with a new facility will in all probability depend upon a positive ballot outcome in November 2012, this referendum is more likely to succeed if the community is assured of the availability of private funds underwriting this challenging project. Should that referendum fail, the Board would be forced to consider other scenarios, such as renovating another building outside the village center or renovating the current problematic library building. For any of these scenarios to work, the Town, working through its Board of Library Trustees and their partner the Thomas Memorial Library Foundation Board, requires an assessment of our fundraising capacity.

We seek the assistance of an organization or individual with expertise and experience in conducting capital campaign feasibility studies. All responses to this Request for Proposals should address the following issues:

1. How long have you been in business and how many capital campaign feasibility studies have you completed?

2. Have you ever completed a feasibility study for a library and, if so, which one(s)?

3. How familiar are you (or your firm) with Cape Elizabeth and its demographics? Have you worked with any Cape Elizabeth organizations in the past?

4. Do you have experience with projects that are split-funded, i.e., a combination of municipal and privately raised funds?

5. What is the success rate of projects/organizations for which you have done feasibility studies?

6. What time frame would be required for the feasibility study to be completed?

7. What is the cost of your services?

8. Please provide at least three references from nonprofit and/or municipal clients.

9. Please discuss in your response how your feasibility study would address the following:

   **Community attitudes:**
   - Do Cape Elizabeth residents perceive the need for a new library facility?
   - Are residents in favor of replacing the historical TML Facility?
   - Should the referendum fail, would residents support relocating the library to another location?
What steps would the Board of Library Trustees and the Foundation Board need to take to educate the community about the need to build a new facility at our current location?

**Donors:**
- Who are likely to be the major donors in the Library’s capital campaign?
- Who might be leaders in the fundraising effort, both within the Library community and among other Town of Cape Elizabeth residents?
- Will the entire membership of both the Foundation and Trustee boards contribute to the fundraising effort?
- In the event the referendum does not pass, is there a donor willing to give a parcel of land or other major gift to the library to help with alternate plans?

**Capital campaign structure:**
- What are the Boards’ levels of commitment and energy for this project?
- What role would board members and staff have to take in the study and in a campaign?
- What is an appropriate time frame for both the feasibility study and the fundraising itself?
- And the bottom line: Can we raise the funds?

Should you have any questions about the content of this RFP, please call Thomas Memorial Library Director Scherma at (207) 799-1720. Please submit your response no later than June 10, 2011, to:

Jay Scherma, Director
Thomas Memorial Library
6 Scott Dyer Rd.
Cape Elizabeth, Maine 04107
Additional Information

We have received some inquiries for further details from a number of interested parties. I have listed these below with my response so that everyone has a common base on which to build their proposals. I hope these are helpful. - Jay Scherma, Director, Thomas Memorial Library

Set 1

1) Political backdrop: What is the referendum in November 2012? Are the Town Council and/or Town Manager committed to go to bond for the balance of $5.36M for the library project or are they awaiting the ballot results of the referendum?

It is our belief that the Town Council is unlikely to approve a bond of $5.36M without the approval of the taxpayers of Cape Elizabeth. We are projecting a Referendum at the November 2012 Presidential Election as the optimal date for testing public approval within a realistic time frame for educational efforts.

2) How confident are you of the $8M total project cost? What level of detail is the project cost breakdown?

We are fairly confident that the cost estimates provide a reasonable set of working numbers based on current per square foot numbers. When Casaccio Architects finishes their next design development phase some better numbers should be available along with some new elevations and sketches of the facility intended for fund raising illustrations.

3) Will the architectural rendering be available for the feasibility study?

Yes, see above.

4) How well developed is your project’s Case for Support?

A written document has not yet been compiled; it should be addressed in the RFP response perhaps under the campaign structure.

5) Timeline: When do you hope to have the results of the study? Is it fair to assume there will be no active solicitation/campaign until after the referendum in November 2012?

It is my understanding that studies of this sort normally have a duration of six - eight weeks. Even given the time it will take to evaluate RFP responses, then invite some respondents to make a presentation, then for the committee to make a decision on whom to recommend to the Town Manager and finalize a contract, it seems that it should be possible to have results by November 2011. At this point in time, it seems unlikely that there will be no active solicitation/campaign for this project prior to the Referendum although I assume that the ramp up will have begun. But, I anticipate that normal efforts of the TML Foundation and Friends would be uninterrupted. But, we welcome constructive comment on whether these expectations are reasonable.

6) How many copies of the proposal would you like?

Please submit ten copies of the proposal, in addition to a production-ready copy and a digital copy.

Set 2
1. Are there any updates describing what the Library Trustees and/or the town did to further the project in 2010?

I'm sorry, no. But, in general terms, the Board of Library Trustees and members of the TML Foundation Board have been involved in writing a number of educational pieces for the local newspaper (The Cape Courier), posting information on the TML website and speaking on behalf of the Library in a variety of public meetings to educate citizens and elected officials to the findings of the Study Group.

2. I know that the Town Council postponed consideration of a new library until early 2010. Did the new Town Council then vote to proceed with the plans for a new library?

The Town Council has NOT made a final determination on the future of this project. However, they have authorized the Board of Trustees to undertake an educational campaign, to solicit a proposal from the original study architects to develop a second phase of concept design drawings and engineering studies and to solicit bids for a Fund Raising Feasibility Study. Casaccio Architects was awarded a contract to further the original design concept on March 24, 2011. Those plans will be available for use by the Fall.

3. What is your planned time frame for hiring a consultant and beginning a feasibility study?

See number 5. above.

4. Assuming the feasibility study results are positive, is it your hope to raise the entire $2.64 million needed in private funds by the Nov. 2012 election?

As stated above, I don't envision a fund-raising campaign really getting into full swing before the vote; but, again, we are open to advise to the contrary.

5. Does the Library, or the Friends of the Library, currently conduct an annual fundraising program and if so, approximately how many donors do you have and how much is raised annually?

The Foundation has an annual appeal that generates about $26,000/yr from a pool of about 500 donors. The Friends Book and Bake Sale generates about $12,000/yr more.

6. Has the Library worked with a fundraising consultant on any other projects before?

No.

7. How did you hear about [our firm]?

The names of firms were generated by recommendations from several area librarians and an Internet survey.

8. Will the consultant who assists you with the feasibility study be working most closely with the Thomas Memorial Library Board of Trustees or the Executive Board of the Foundation, or both?

The Foundation Board is comprised of members from the Board of Trustees, a representative of the Town Council and committed citizens; that group would most likely be the core of any campaign.
1. Excellent RFP. Was there someone on staff/Board who helped develop it?

The RFP was developed by myself using samples sent to me by colleagues, advice from Board Members and some Internet research.

2. Who on staff is currently involved with fundraising efforts? Would that person be the point-person for the Study and the Campaign?

Jessica Sullivan, who sits on the Town Council and TML Foundation Board, has expressed a willingness to be point person on getting a capital campaign off the ground. She was an active member of the Study Committee that worked on Needs Assessment and Programmatic Review conducted by Himmel and Wilson. As a direct report to the Town Manager and liaison to both the Board of Trustees and TML Foundation Board, I would also remain available.

3. What percentage on an annual basis comes from the town and percentage from other sources?

Assuming that you are referring to the Library's operating budget, as a Town Department about 94% of our budget comes from the taxpayers. About 6%+/- comes in a variety of private gifts and donations from the Foundation.

4. What’s your largest fundraising effort to-date?

In my 15 year tenure, there have been no major fundraising campaigns. As stated above, the Foundation/Friends annually raise $35-40K. Back in the 1980's, sufficient funds were raised on behalf of the Library to pay for furnishings with a remainder. I think I have seen the number $100K in this regard.

5. What is the largest gift your organization has received to-date?

Several years ago, various members of the Marion Chase family (coupled with some matching funds from Georgia Pacific) gave the Library $100K. Of course, this does not include the original 1919 donation of the land, building and contents from William Widgery Thomas to the Town.

6. Is there a separate Friends of the Board? If so, how much do they contribute yearly? Would their fundraising be part of this effort?

Yes. See above.

7. Is there a sub-group already identified that would act as a Feasibility/Campaign Steering Committee?

There is a chair and a number of people have expressed interest in this; but, no committee roster has been formalized.

8. Why now? What is the driving decision to start this campaign?

There are a number of factors at work. Among these are: 1) the economy seems to have stabilized and gradual growth seems to be occurring; 2) there is growing awareness that the old (current) building is a money pit: expensive to operate and maintain; and, 3) the consultant's study is aging.
1. How many staff members does the library employ? FTEs? What are their roles and lengths of service (if known)?


2. Is there any anticipated change in staffing levels with a new facility?

No.

3. Approximately how many patrons are participating in the library's programs (children's programs and/or other programs)?

FY2010 Program attendance: 5879

4. Number of library volunteers?

Volunteers: 6 regularly work in the library.

5. Number of Friends?

About a dozen people regularly work on the Book & Bake Sale with donations from many more.

6. Number of private contributors on an annual basis?

See above.

7. Amount raised on an annual basis from private dollars?

See above.

8. Largest single annual gift?

Repeated(?) $1,000. (Foundation); $5,000 (Library).

9. Number of four- to five- figure gifts received on an annual basis?

Six (?)

10. Are all of the Library Trustees contributing on an annual basis?

Yes. I think so.

11. Are all of the Foundation Directors contributing on an annual basis?

Yes. I think so.

12. How many and what (if publicly-known!) business or foundations support the library on an annual basis? How much of the annual fund total is attributable to these sources?
13. Do the private funds raised fund any operations, or are they all allocated to special programs?

All go to special programs.

14. What is the library's endowment? What, if any, are the restrictions on its use?

The Library has no "Endowment Fund" although there are funds in a Memorial Account that are subject to Town procurement guidelines. The Foundation has about $150K with no formal rules in effect yet as it is growing the account at this point.

15. Is there anticipated savings to the town for facilities maintenance with the new plan?

We hope to see those numbers as part of the current contract with Casaccio Architects as systems are studied. But, in general terms it is anticipated that they will be better than a wood-frame structure approaching 160 years old.

16. Does the private fund-raising component (of ~$2.6 million) include funds for anything other than the project itself? Projected staff needs? Interim finance? Campaign staff costs? Endowment?

I don't believe so.

17. Please describe any previous major fundraising efforts (apart from annual support).

None in the 15 years I have worked here.

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Jay Scherma, Director
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