



QUEENS PUBLIC LIBRARY

We speak your language.

RFP # 0922-3

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

Date: September 22, 2022

**Proposals must be submitted October 20, 2022 by 3:00 PM
via the provided Dropbox link:**

<https://www.dropbox.com/request/AD2i2OGSbD6NHtdwrnRW>

**Procurement Department
Queens Borough Public Library**

**Deadline for Questions
October 7, 2022 by 3PM**

TABLE OF CONTENTS

I. CALENDAR OF EVENTS3

II. CONTACT INFORMATION.....3

III. CONTRACT PERIOD.....4

IV. BACKGROUND4

V. SCOPE OF WORK.....4

VI. PROPOSAL REQUIREMENTS17

VII. EVALUATION AND SELECTION22

VIII. PROPOSAL CONDITIONS AND INSTRUCTIONS23

The following documents are incorporated into this RFP-

Attachment 1- Forms

Attachment 2- Queens Borough Public Library General Terms and Conditions

The Queens Public 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 as further described throughout this RFP.

I. CALENDAR OF EVENTS

Issuance of RFP	September 22, 2022
Deadline for Questions	October 7, 2022
Proposal Due Date	October 20, 2022
Interviews, if performed	To be determined
Award/ and Notification to all Proposers	At the conclusion of the RFP process.

II. CONTACT INFORMATION

The Library’s designated contacts for this RFP, as of the date hereof, are Cristina Polychronopoulos, Procurement Coordinator, Xavier Cerda, Assistant Director of Procurement and William Funk, Vice President of Procurement. Questions regarding this RFP should be sent to: RFPcontact@queenslibrary.org on or before **October 5, 2022**. Responses to any questions received will be posted on the Library’s web site at <https://www.queenslibrary.org/about-us/procurement-opportunities> as they are received. No other communication of questions and answers will be made.

Proposals are to be uploaded to DropBox using this link:
<https://www.dropbox.com/request/AD2i2OGSbD6NHtdwmRW>

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 three (3) year period with two (2) 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. The anticipated start as the result of an award from this RFP is July 1, 2023. The Library may adjust this start date for logistical, coordination, and other reasons.

IV. BACKGROUND

Queens Public Library

Queens Public Library is one of the largest and busiest public library systems in the United States, dedicated to serving the most ethnically and culturally diverse area in the country. An independent, non-profit organization founded in 1896, Queens Public Library offers free access to a collection of more than 5 million books and other materials in dozens of languages, technology and digital resources. Prior to the start of the pandemic in 2020, the Library hosted more than 87,500 educational, cultural, and civic programs annually, and welcomed 11.4 million visitors through its doors. With a presence in nearly every neighborhood across the borough of Queens, the Library consists of 66 locations, including branch libraries, a Central Library, seven adult learning centers, a technology center located in the nation's largest public housing complex, two teen centers, two bookmobiles, and a book bicycle.

Queens Public Library Foundation

The Queens Library Foundation (the "Foundation"), is a 501(c)(3) organization incorporated in 1991 and led by Executive Director Susan Latham. The Foundation is the fundraising arm of the Queens 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 of New York. This is achieved through major gift solicitations, grant writing, planned giving, special events, and direct marketing and direct mail solicitations.

V. SCOPE OF WORK

The Foundation requires proposers to submit a five year 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 (a subcontractor is paid directly by the Successful Proposer), and/or production partners (a production partner is paid directly by Queens Public Library Foundation), 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 and grow revenue. The Successful Proposer must be able to meet the 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 strategies to grow 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 increase the number of donors and maximize the lifetime donation revenue for each donor.
 - a. Develop multi-channel acquisition program 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, both through creative campaigns and through growth of the Foundation's recurring donor program.
 - c. Identify individuals who have the potential to make larger donations and develop an upgrade strategy to build a robust mid-level donor program.
3. Develop new fundraising strategies to appeal to potential donors who are not the traditional Queens Public Library supporters, including those who live outside of Queens.
4. The Foundation requires the Successful Proposer to significantly grow the individual giving program beyond its current size, both in term of the number of individual donors and revenue. In addition, the Successful Proposer must utilize best practice 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 raise less than \$500,000 annually and consist of the following components.

1. **Direct Mail:** The Queens Public Library Foundation has a database of approximately 4,500 active donors who have made a contribution in the past 12 months; this is in addition to lapsed donors, estates, etc This donor list is used in direct mail campaigns and for fundraising events. This past year there were six direct mail appeals and four renewal efforts sent to this list. For acquisitions, the Foundation mails to select Queens Public Library customers who have been identified using a nonprofit cooperative database, as well as lapsed donors in Raiser's Edge.
2. **Digital Fundraising:** Fundraising via e-appeals is a rapidly growing and cost-effective source of donations. Last year, eight e-appeals were sent by the Foundation, with accompanying social media, digital advertising, and website lightbox elements. The Queens Public Library Foundation wants to continue to grow this source of revenue by developing compelling and comprehensive digital campaigns.
3. **Monthly Giving:** Recurring donations, where a donor donates a specific amount every month via credit card, currently generate approximately \$15,000 per year for the Queens Public Library Foundation. This area is ripe for growth.

4. **Planned Giving:** The Foundation has a small legacy society of less than 100 donors, and only 5-10 estate gifts come in each year. There has not been a proactive strategy to identify, increase, and steward this donor base.
5. **Major Gifts:** The Foundation has a small group of major individual donors (\$5,000 and up) who typically donate either to fundraising events (galas) or earmark their gifts for specific programs. These major gifts are made via donor advised funds, family foundations, IRA distributions as well as by cash donations.
6. **Technology:** The Foundation uses Raiser's Edge NXT to track donations, campaigns, appeals and funds, as well as donor information and interactions. Solicitation and stewardship emails are generated via Blackbaud Online Express. Online gifts made through the Foundation's webpage are processed by Blackbaud. In addition, 360MatchPro by Double the Donation is integrated into the Foundation's online donation forms to facilitate corporate matching gifts. Customer appeals (non-donors) are coordinated with QPL's marketing department and sent via their email program.

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 also identify all subcontractors and/or production partners the Successful Proposer intends to utilize in the completion of work with the Foundation, and explain the nature of their production role.

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 Foundation's 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 social media 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 (all creative must follow Library branding guidelines)
5. Collaborating with Library Marketing team on creative as required
6. Development of all package components
7. Preparation of creative files for printer
8. 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. Weekly 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 Public Library Foundation and may be modified by the Executive Director of the Queens Public Library Foundation or the Successful Proposer subject to the approval of the Executive Director of the Queens Public Library Foundation.

The Annual Comprehensive Project Plan will include cost estimates. The successful proposer shall notify the Executive Director of the Queens Public 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 Public 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 Public 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, the Executive Director of the Queens Public Library Foundation and/or the Successful Proposer may recommend delaying or accelerating the performance and budgetary goals of the Scope of Services into another fiscal year; in this event, the delay or acceleration must be approved by the Executive Director of the Queens Public Library Foundation and the total amount shall not exceed the

contract value of the Successful Proposer's Proposed Comprehensive Project Plan (either three-year or one year extension).

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 of 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 obligations under FOIL, other applicable law, regulation or legal process.

A. Management and Qualifications

In setting forth its qualifications, each firm shall provide the information requested below, as appropriate. Responses to this Section should be limited to twenty-two (22) pages in total (not including resumes), and shall be prepared on 8½ x 11-inch sized pages 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 submission, shall be included with the submission and signed by the individual authorized to bind the firm contractually. In signing the cover letter, the firm agrees to be bound by the terms of this solicitation and its submission hereunder for no less than one year. The cover letter shall contain a statement that the firm'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 19.

A. 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, 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 tasks listed in the Scope of Service, with specific references to work for not-for-profit corporations, library systems or other like-entities.

5. Describe how you would staff the engagement. To the maximum extent possible identify all of the individuals who will be involved in fulfilling the obligations and satisfying the Scope of Services under this RFP. When identifying those individuals, include the primary role and responsibilities of each, estimated number of hours per week available to work on the account, as well as the principal/senior officer who will serve as the Engagement Leader. Please provide resumes (not counted towards the page limit) for these individuals including years of employment in your organization and total years of experience. Also, include the physical location at which each team member will work on tasks related to this RFP.
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 Services 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 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 subcontractors and/or production partners that you plan to utilize as part of your proposed team and explain what they will do. Provide information about how your firm works with production subcontractors and/or production partners that provide services to fulfill direct marketing campaigns (i.e. printers, mailing house, list brokers, etc.).

List the subcontractors and/or production partners you would propose working with on the Foundation's account and what services they would provide. Detail how these production partners are compensated for services.

Does your firm subcontract with these vendors and pay them directly, or will the Foundation be asked to pay vendors directly? If your firm subcontracts with vendors, what is your markup, and how do you determine markup (i.e. per piece, etc.)? Do you provide itemized vendor invoices to your clients?

Note: In keeping with the Library's procurement policies, any production partner for which the Foundation will pay an estimated \$50,000 and above for services per annum, will be asked to sign a contract agreeing to QPL's terms and conditions, which are attached as Attachment 2- Queens Borough Public Library General Terms and Conditions.

If after award of the Contract, a production partner of the Successful Proposer refuses to agree to the Library's Terms and Conditions or to otherwise come to mutually agreeable terms with the Library, the Library reserves the right to request that Successful Proposer provide an alternative production partner.

17. Please have each subcontractor and/or production partner complete Form # 3, Vendor Responsibility Questionnaire.
18. Discuss any past or present civil or criminal legal investigations, litigation or regulatory action involving your firm or any of its employees and any proposed subcontractor and/or production partner that could affect 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.
19. Identify the nature of any potential conflict of interest your firm or any proposed subcontractor and/or production partner might have in providing consulting services under this solicitation 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 and/or production partners required to perform the Scope of Services. Provide the not-to-exceed fees for all of these detailed descriptions. In addition, provide the five-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/or production partners 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 (No page limit)

1. Firms must either provide a statement accepting the terms and conditions in the Library's General Terms and Conditions, Attachment 2, or must alternately identify any exceptions taken to the terms and conditions. Firms must also provide such a statement or identification of exceptions with respect to proposed subcontractors, and are strongly encouraged to provide such statement or exceptions with respect to proposed production partners. Any supplemental contract language that a Proposer requires is considered by the Library as an exception and must be included in a Proposer's proposal. If exceptions are taken, the firm 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 firm to the Library's terms and conditions will be a factor considered in evaluating submissions. Firms that demonstrate a willingness to accept the Library's terms and conditions will be given more favorable consideration by the Library.

At any time during the RFP process, the Library, in its sole discretion, may reject a proposal that has exceptions to the Library's terms and conditions.

2. Firms shall indicate in their submissions what information, if any, is proprietary and confidential. Firms 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 submissions.
3. Firms shall confirm that they will meet the insurance obligations.
4. Firms to complete all forms in Attachment 1.

VII. EVALUATION AND SELECTION

A. Evaluation Criteria

For each scope of work, 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. For each scope of work, the Selection Committee will consider the following factors, though not necessarily listed in the order of importance, in considering submissions:

1. The firm's previous experience in providing the proposed services to not-for-profit corporations, library systems, public sector and other similar clients. (25 points.)
2. The qualifications, experience and availability of the lead person(s) and team assigned to provide services to the Foundation. (10 points.)
3. The firm's Proposed Comprehensive Project Plan and the firm's ability to achieve the Foundation's objectives and the Scope of Services. (25 points.)
4. 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. (10 points.)
5. The Library will assess cost proposals for firms that receive a passing evaluation for items 1 through 4 above. Such determination of a passing evaluation is at the sole discretion of the Library. (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.) (30 Points.)
6. Interviews, if conducted. (30 points.)

B. Selection Process

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

At the sole discretion of the Library, the Selection Committee may conduct interviews of Proposers found to be most qualified to perform the services required. Proposers selected for interviews will be notified in writing regarding the interview date(s).

At the conclusion of the evaluation process, the Library anticipates awarding a contract to a responsive and responsible firm whose proposal is determined to be the highest quality and most advantageous to the Library, taking into consideration the overall quality of the submission as measured against all the evaluation criteria above.

Prior to the award of any contract(s) under this solicitation, the Library will conduct a vendor responsibility assessment and may require eligible firms to answer questions and provide additional information to supplement the information provided in the proposal, Vendor Responsibility Questionnaire or other materials to assist the Library in making such a determination. In its sole judgement, the Library may reject a proposal because of a vendor responsibility determination or other determination by the Library. The Library reserves the right to reconsider other proposals.

Proposers will be notified in writing once a proposal has been selected.

VIII. 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 Attachment 1 and Attachment 3 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 number and email address 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 one year 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.