



Request for Proposals
to Perform a Feasibility Study for a Capital Campaign

Issued: August 1, 2017

The National Hispanic Cultural Center (NHCC) and NHCC Foundation (NHCCF) are requesting proposals to perform a feasibility study for a capital campaign for the NHCC and NHCCF. The Consultant will work in close collaboration with the NHCC Executive Director Rebecca Avitia and NHCCF Director Anna Sanchez, and complete the study by August 1, 2018.

Proposals should be submitted no later than August 25, 2017, by email to the following: rebecca.avitia@state.nm.us, nicoler.larranaga@state.nm.us, and asanchez@nhccfoundation.org. Any questions regarding the RFP should be sent to the above email addresses as well.

Background

The NHCC is devoted to the preservation, promotion and advancement of Hispanic culture, arts and humanities, and the NHCCF is devoted to raising funds in support of the NHCC. The NHCC is a division of the New Mexico Department of Cultural Affairs (DCA) and the NHCCF is a 501(c)(3) non-profit.

The NHCC achieves its mission through the presentation of visual arts, performing arts, history and literary arts programming in its Art Museum, three theatres, a library, an educational facility, and the outdoor spaces on its 20-acre campus. In total, the NHCC serves over 280,000 people, primarily through its exhibits and 700 events each year. These exhibits include visual arts exhibitions of all disciplines, history exhibitions, and community exhibitions. The events range from musical, dance, and theatre performances to book readings, lectures, films, community gatherings and festivals.

The NHCC is the only institution of its kind nationally – given the breadth of the cultures it includes within its mission, the disciplines through which it explores cultural heritage, the physical footprint of its campus, and the funding sources it draws from. The NHCC has also very recently become the most visited New Mexico State museum and is very likely also the most visited Museum/Cultural Center dedicated to Hispanic art in the nation.

The NHCC was opened in October 2000 and has continued to grow its physical imprint and programming since then. In 2017 the NHCC will complete the landscaping of its Central Dirt Lot and in 2018 the NHCC will complete its New Mexico Mutual Welcome Center. Next, the NHCC will work to renovate an existing warehouse for the National Hispanic Art Workshop and Institute and then design an intended international building.

In the next year, the NHCC intends to complete a new three- to five-year strategic plan and a campus plan and facility assessment. These documents will inform and be available for the work outlined in this RFP.

Purpose of Project

Through this feasibility study, the NHCC and NHCCF will explore their ability and likelihood to secure capital and endowment funding to bring the NHCC fully into its next phase as the leader among Latino cultural institutions nationally. Both the NHCC and NHCCF look forward to working with a consultant to perform this study and provide input and assistance throughout the process.

Scope of Service

The NHCC and NHCCF seek a consultant to determine the amount of funding that could reasonably be raised from private-sector donors, philanthropic individuals, and foundations, to support the NHCC's capital needs and campus improvements and to establish an endowment to support the NHCC both programmatically and operationally. The consultant, in coordination with NHCC and NHCCF leadership, would:

- Perform a fundraising assessment of the NHCC and NHCCF's fundraising capability to date.
- Develop a compelling case for future support.
- Identify a donor list comprised of local, regional and national philanthropic donors and foundation prospects.
- Recommend campaign strategies for reaching new and diverse audiences and donors.
- Offer key staff and leadership training in capital campaign solicitation.
- Provide specific recommendations on donor recognition appropriate to this project.
- Assist with early implementation, outreach and communication about the campaign.
- Determine potential donors' current and possible interest in and engagement with the NHCC.
- Develop the optimal funding mix of lead donors, major donors, private foundations, and, if necessary, direct-mail public solicitations.
- Identify public grant and possible tax credit sources.
- Provide a realistic estimate for potential campaign success based on donor prospects.
- Identify board leadership and their fundraising capabilities and assess efforts needed to recruit additional board leadership for campaign efforts.
- Set a realistic campaign goal and phases for achieving the goal.
- Determine campaign strategies based on identified strengths, weaknesses, and a prognosis for ability to reach the recommended goal.
- Develop a fundraising plan for soliciting prospects, including recommendations on levels of giving for prospects (potentially including in-kind gifts) and a fundraising schedule.
- Prepare a written report/fundraising plan synthesizing the findings from the outreach and research efforts, and the consultant's recommendations for conducting a successful capital campaign.
- Present findings to NHCC and NHCCF Leadership, including NHCCF Board.

Deliverables

Deliverables for the project will include, at a minimum:

- Situation Analysis. Establish foundation of assets, challenges, opportunities and threats related to campaign, based on, but not necessarily limited to:

- Stakeholder research (interviews, surveys, audience mapping, etc.)
- Materials review
- Infrastructure audit
- Peer competitor review/environmental scan
- Case for Support. Develop foundational document and appropriate supporting documents to guide philanthropic strategy for campaign, informed by NHCC and NHCCF's strategic plan and NHCC's campus master plan.
- Donor Prospect List and Volunteer Leadership Prospect List. Identify promising prospects for capital campaign donors and volunteer leadership, based on, but not necessarily limited to:
 - Review of existing members/donors/prospect lists
 - Conducting strategy/information-sharing workshop
 - Wealth screening current lists
 - Research to uncover potential new donors, volunteer leadership
- Feasibility Report & Suggested Campaign Structure. Test case/messaging, prospects (donor and leadership), campaign scope/gift pyramid with key stakeholders to measure the feasibility of conducting a successful campaign.
- Campaign Plan. Develop a campaign plan that includes clarified goals (dollars raised, timeframe, donor distribution); milestones (dates when specific objectives for dollars raised are met, plus supporting benchmarks – volunteers recruited, prospects cultivated, solicitations); prioritized donor segments; recommended key cultivation and solicitation strategies and supporting tactics; specifications for campaign tools; budget and timeline; and recommended evaluation methods.
- Campaign Implementation Counsel. Provide strategic counsel throughout capital campaign planning, launch, implementation, evaluation, and refinement. Activities may include: driving implementation of the strategy; facilitating the most effective use of staff and volunteer resources; preparing coaching and supporting staff and volunteer solicitors; conducting direct cultivation and solicitation of prospects where appropriate; developing and/or editing proposals, updates and other campaign materials; advising on campaign communication and serving as a strategic partner to the campaign's leadership.

All deliverables will become the property of the NHCC.

Submission Requirements

Applicants shall submit a proposal that includes, at a minimum, the following elements:

- Project understanding.
- Project approach, including significant phases and deliverables (i.e., describe your feasibility study process, including the duties you perform and those you expect to be done by the client staff or leadership, what information and recommendations will be included in the Feasibility Study Report, and what components are included in the campaign plan).
- Project timeline.
- Fees and expenses for feasibility study.
- Fees and expenses for ongoing campaign counsel, should you be awarded the feasibility study project.
- Firm capabilities, including experience with similar organizations and capital campaign projects, feasibility studies and fundraising plans, the NHCC community, arts and culture organizations, and Hispanic/Latino cultural organizations.

- Project team, including biographies or resumes detailing experience with similar projects, raising private funds, working in NHCC community.
- References, specifically including contact information of three references from the past five years.

If a proposal does not include any of the deliverables or elements within the scope of services listed above, the proposal must clearly specify what is excluded.

Applicants also may, but are not required to, submit additional information or sample materials where relevant, including case statements, campaign collateral, and training material.

Selection

NHCC and NHCCF staff will review and examine all proposals received. The selected consultant will be notified no later than October 15, 2017.