

Request for Proposal (RFP): Capital Campaign Feasibility Study Design and Construction of a Community Health Center in Thomaston, Maine

I. Introduction:

Hello from The Knox Clinic! We are a community-based organization with a heart for service, and we're excited to announce a new project. We're planning to build a Community Health Center in Thomaston that will serve the mid coast area of Maine. We're looking for an experienced capital campaign consultant to conduct a feasibility study as the next step in realizing our vision. The center will be located on a 1.5-acre lot on the Thomaston Green and will consist of a 10,000-12,000 square foot building spread over two floors.

II. Our Dream:

Our dream is to create a health center that serves as a multifunctional hub for our community, offering a range of services including primary medical care, dental, vision, mental health, social services, and remote care. We also want to serve as a training ground for the next generation of healthcare professionals.

While we've provided thousands of mid coast residents with the vital care that they could not otherwise afford, we are not currently able to serve all area residents who need this care. In recognition of the need to expand our services, the Knox Clinic was recently awarded \$2.1 million in Congressional Directed Spending toward the construction of a new Community Health Center, as well as \$1.2 million from the American Rescue Program Act.

Beginning with this seed money, the Knox Clinic plans to initiate a capital campaign to raise an additional \$6.7 million to fund the construction and launch of a new Community Health Center. At the completion of this project, the Community Health Center would provide comprehensive health services on a sliding scale, exponentially increasing access to care for Knox County residents and accepting all insurances, as well as the uninsured whom we've always served.

III. About Us:

For over two decades, Mid Coast Health Net, d.b.a the [Knox Clinic](#), has been providing essential volunteer-based care to vulnerable populations. We advocate for the uninsured and underinsured in Knox County, plus its border towns. The patients we serve rely on our medical, dental, prescription assistance, and mental health and wellness services which they otherwise would not be able to access. Our medical and mental health programs currently operate out of a set of small offices in Rockland provided by Pen Bay Healthcare. Our dental clinic, which is our largest program, is housed in donated space in Rockport.

IV. What We Need

The Knox Clinic seeks a qualified fundraising consultant to conduct a study and provide other services to determine the feasibility of raising funds to construct a new Community Health Center. The feasibility study should determine how much capital can realistically be raised from private-sector donors, philanthropic individuals, and foundations, and in what duration of time. Additionally, the consultant would develop a plan outlining the steps and cost of ongoing campaign counsel.

V. The Capital Campaign Consultant's Role

At this stage the consultant, in coordination with clinic staff and Board Members, will conduct a feasibility study, to include:

- Perform an assessment of the organization's fundraising capability to date.
- Guide the development of a compelling case for future support.
- Recommend campaign strategies for reaching new and diverse audiences and donors.
- Identify a donor list comprised of local, regional and national philanthropic donors and foundation prospects that reaches beyond the pool of current Knox Clinic donors.
- Offer key staff and leadership training in capital campaign solicitation.
- Provide specific recommendations on donor recognition appropriate to this project.
- Prepare a capital campaign plan for moving forward.
- Assist with early implementation, outreach and communication about the campaign.

VI. Objectives of the Feasibility Study

In addition to the above, the consultant's primary deliverable is a feasibility study outlining the Knox Clinic's short- and long-term philanthropic goals and long-term opportunities for financial success. Specifically, the feasibility study should address the following key areas:

- **Test basic planning assumptions with potential donors.** Find out how potential donors feel about the proposed project Do potential donors see these projects as important enough to place on their priority giving list?
- **Expand potential prospect list.** 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.
- **Ascertain potential support.** Through ongoing interviews and knowledge of our solicitation capabilities, the consultant will provide a realistic estimate for potential campaign success. The consultant will determine if there are enough donor prospects, distributed through all giving levels, to reach the recommended goal.
- **Identify volunteer leadership potential.** Interview potential campaign leaders and civic, business, cultural, and other community leaders who may be willing to serve on a campaign committee. Identify board leadership to participate on the campaign committee and their fundraising capabilities. Work with our board to assess what it will take to recruit volunteer leadership.
- **Set a realistic campaign goal.** The overall cost of the capital project is estimated to be about \$10 million. This study should explore what financial goals might be feasible within a capital campaign.
- **Determine campaign strategies.** Identify strengths, weaknesses, and a prognosis for success/inability to reach recommended goal. Make a proposal for successful implementation.
- **Prepare written report/fundraising plan.** The completion of the feasibility study will be a written report that synthesizes the findings from the confidential interviews, and the consultant's recommendations for conducting a successful capital campaign.

VII. Deliverables

1. Feasibility study

Situation Analysis. Establish a foundation of assets, challenges, opportunities and threats related to campaign, based on:

- Stakeholder research (interviews, surveys, audience mapping, etc.)
- Materials review
- Infrastructure audit
- Peer competitor review/environmental scan

Donor Prospect List, Volunteer Leadership Prospect List, Top Prospects for both. Identify most promising prospects for capital campaign donors and volunteer leadership.

2. Capital Campaign plan

Develop a capital campaign plan that includes clarified goals (dollars raised, timeframe, donor distribution); milestones (date specific objectives for dollars raised, 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.

VIII. Proposal Elements and Schedule

If you're interested in helping us make this dream a reality, please submit a written proposal that addresses the following:

- Project Understanding.
- Project approach and process.
- Include the duties you perform and those you expect to be done by the client staff or leadership.
- Include which staff member(s) of your firm will be working with us.
- What information and recommendations will be included in the Feasibility Study Report?
- What components would be included in the campaign plan?
- How will you identify who to interview?
- How will you expand our donor base?

Firm capabilities:

- experience with similar organizations and capital campaign projects, including past clients whom we could call for references.
- experience with feasibility studies and fundraising plans
- experience in expanding a limited major donor base, i.e., finding new donors
- experience in Maine and the Knox County community.
- What information and recommendations will be included in your Feasibility Study Report?
- At the conclusion of the study process, will you share with us what each interviewee indicated they might give to the campaign, to the best of your ability?
- Project timeline including an estimated submission date for your Feasibility Study Report.
- A description of your current workload and your ability to take on this project.
- Available start date.
- If we select you, what will your first step be?
- Estimate of expenses for feasibility study, and for the capital campaign if it moves forward.

Proposal due date

- Proposals are due July 20, 2023.
- We anticipate inviting candidates for interviews by the beginning of August.
- Work on the feasibility study would likely commence in September.

Questions/Clarifications

For more information about this RFP, please contact Meredith Batley at meredith@knoxclinic.org or Karen Brace at karen@knoxclinic.org, or call us at 207-301-6991.

Proposal Submissions Proposals are due no later than **5:00 pm on July 20** by electronic submission. Please send an electronic copy to karen@knoxclinic.org. We may accommodate extensions by request.

We're looking forward to hearing from you as we work to create a health center that truly serves our community's needs!