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## **REQUEST FOR PROPOSALS CONSULTANT TO CONDUCT CAMPAIGN FEASIBILITY STUDY**

### **Purpose**

The Public Interest Law Center seeks proposals from consultants, preferably with CFRE (certified fund raising executive) designation, to conduct a feasibility study and internal development audit to assess the organization's capacity to implement a 50<sup>th</sup> anniversary fundraising campaign for growth. While CFRE designation is preferred, it is not required.

### **Mission & Background**

Our mission is to use high-impact legal strategies to advance the civil, social, and economic rights of communities in Philadelphia facing discrimination, inequality, and poverty. We use litigation, community education, advocacy, and organizing to secure their access to fundamental resources and services.

We were founded in 1969 as an affiliate of the Lawyers' Committee for Civil Rights Under Law in response to President Kennedy's call for lawyers to engage in the civil rights movement. Since then we have achieved such landmark reforms as establishing the right of all children with disabilities to receive a public education, developing the first ever Community Right-to-Know ordinance that granted citizens access to information on pollution in their neighborhoods, and protecting voters' rights by successfully challenging Pennsylvania's unconstitutional Congressional district map.

With a staff of only 16, including eight attorneys, we make a substantial impact through lawsuits and advocacy projects undertaken in partnerships with pro bono lawyers, other nonprofit legal services providers and advocacy organizations. In 2017 we led 33 impact litigation and advocacy projects, which directly advanced the needs of more than 264,000 people, with the potential to benefit over 8 million people.

### **Campaign Overview**

For the last two decades, the Law Center's operating budget has hovered around \$1 million. The organization's inability to grow has left it without the capacity to respond to a long list of requests for help or to meet increasingly urgent, emerging needs as they arise. This lack of capacity has become more pressing as the organization is increasingly recognized as the go-to law firm to resolve pressing legal issues. Our track record has helped us build a reputation for taking on intractable problems that other organizations are not willing or able to address.

Faced with this urgent need, the Board of Directors has acted to create a five-year plan for growth; a plan that calls for an increase in staffing through 2022. Under the plan, some of the growth will be funded by increased productivity by the staff; for example, with the addition of new communications/development capacity and with additional funding opportunities created by the additional work conducted by new attorneys. In addition, the Board of Directors and staff believe the organization's 50<sup>th</sup> anniversary, in 2019, offers a unique opportunity to fully fund the planned growth through a 50<sup>th</sup> anniversary campaign.

### **Consultant's Role & Responsibilities**

The consultant will conduct a feasibility study and internal readiness audit to determine the amount of capital that could reasonably be raised from private sector donors, corporations, individuals and foundations in support of organizational growth for the next 50 years; and to develop the foundation for the execution of a campaign.

### **Feasibility Study**

- Conduct confidential interviews with current and prospective donors to assess fundraising capability and gather overall feedback on the organization.
- Conduct wealth screening and research to discover potential new donors.
- Develop a compelling case for future support and test that case with prospective donors.
- Set a reasonable fundraising goal and timeframe for meeting that goal.
- Create gift pyramid with appropriate and achievable levels.
- Determine campaign strategies and create campaign plan, including campaign structure.
- Identify volunteer leadership potential, including interviewing potential campaign leaders such as civic, business, cultural, and other community leaders who may be willing to serve.
- Determine budget for campaign execution.
- Identify strengths and weaknesses with respect to attaining the campaign goal.
- Present strategies for reaching new donors.
- Conduct peer competitor review/environment scan.

### **Internal Readiness Audit**

- Evaluate solicitation capabilities and capacity of Board Members and key staff to determine ability to run campaign.
- Assess organizational structure and its effectiveness at increasing funding.
- Assess technology and communications capabilities.
- Review giving history.
- Review gift acceptance policies and endowment/investment policies.

### **Deliverables**

- 1) **Case Statement.** Create compelling case statement and campaign brand/title that articulates problem, proposed solution, and the Law Center's unique value in implementing the solution.

- 2) **Campaign Plan.** Develop a foundational capital campaign plan that includes:
  - a. clarified goals (dollars raised, timeframe, donor distribution);
  - b. milestones (set appropriate deadlines for dollars raised, plus supporting deadlines such as volunteers recruited, prospects cultivated, solicitation meetings and communications);
  - c. prioritized donor segments;
  - d. recommended key cultivation and solicitation strategies and supporting tactics;
  - e. specifications for campaign tools;
  - f. budget and timeline; and,
  - g. recommended evaluation methods.
- 3) **Situation Analysis.** Compile report presenting organization assets, challenges, opportunities and threats related to campaign.
- 4) **Donor Prospect List and Volunteer Leadership Prospect List.**

### Proposal Requirements

1. Project Understanding
2. Project Approach and Strategy
3. Outline of staff and board responsibilities during the feasibility study and internal audit processes
4. Timeline
5. Capabilities and experience, including attaching CV or resume
6. Estimated fee and payment structure
7. References

### Timeline

RFPs issued \_\_\_\_\_ April 9, 2018  
**EXTENDED** Proposals due \_\_\_\_\_ ~~April 23, 2018~~ May 8, 2018  
 Interviews conducted \_\_\_\_\_ May 10 and 11 (May 15 if needed)  
 Decision announced \_\_\_\_\_ COB May 15  
 Board Annual Meeting\* \_\_\_\_\_ May 17, 5 – 7:30 p.m.

\*Chosen consultant will be asked to make brief presentation at May 17 Annual Meeting.

### Contact for Questions and Submission

Barb Grimaldi  
 Director of Development & Communications  
 bgrimaldi@pubintl.org  
 267-546-1304