



## Endowment Growth Campaign Feasibility Study Request for Proposals

### Overview

In December of 2022, the Board of Trustees of the Albuquerque Community Foundation (“the Foundation”) approved a strategic plan, including an Organizational Sustainability and Endowment Growth Goal:

***Become a self-sustaining organization by the end of 2026, through intentional growth of the endowment and developing strategically aligned fee for service revenue streams, allowing the Foundation to fully fund its operations without relying on donations to support operations.***

***The endowment growth goal target is \$200 million by 2026.***

We believe the endowment growth goal is a reasonable, attainable projection based on historical growth of the last five years. Key to the goal of building a \$200 million endowment is a thorough understanding of our current assets. As of December 31, 2023, the Foundation and its component units had an endowment valued at \$140 million. Foundation staff have prepared a five-year endowment and operating expense growth model and believe that an endowment of \$200 million will cover operating expenses for the Foundation. This will free up the other revenue the Foundation has historically brought in to cover the remaining operating expenses to be used for grantmaking and community leadership. The full financial model is available upon request. **The total goal for the endowment growth campaign is \$14 million.**

### Purpose

The purpose of this RFP is to acquire consulting services of a qualified consultant to conduct a feasibility study on the initial endowment growth plan. Subsequent RFP requests will be issued to then create a detailed, tactical endowment growth plan, along with management of the plan. An outline of the endowment growth plan can be provided upon request.



## Consultant's Role, Objectives and Deliverables of Study

The consultant will conduct an endowment growth feasibility study to determine if the endowment growth goal can realistically be raised from the intended audiences through the identified sub-campaigns.

With support from the Foundation's Staff, Board of Trustees, and Advancement Committee members, the consultant will:

- Put our vision for a campaign into focus.
- Assess current fundraising capability.
- Identify board leadership, including Board of Trustees and Advancement Committee, and their fundraising capabilities and assess efforts needed to recruit additional board leadership for campaign efforts.
- Determine current and potential donors' current and potential future interest in supporting the campaign.
- Assess initial campaign goals and sub-campaigns, and re-allocate if necessary.
- Assess goals and sub-campaigns through a lens of goal diversifying our donor base, a critical goal of the Foundation's strategic plan.
- Identify strategies and resources necessary to conduct a successful campaign.
- Provide a realistic time estimate for the Foundation's ability to reach the recommended goal.
- Help build the case for support
- Present written findings and recommendations for conducting a successful campaign to the Foundation's Board and Staff leadership.

## Objectives

The feasibility study is the consultant's primary deliverable and should address the following areas:

- Testing of basic planning assumptions with potential donors.
  - How do potential donors view the Foundation and do they see the Foundation's goal of growing its endowment via the identified sub-campaigns as important enough to place on their priority giving list? Do the identified sub-campaigns appeal to a diverse range of current and prospective donors? Do the identified sub-campaigns appeal to a diverse range of donors, supporting the Foundation's goal of diversifying its donor base? Are there additional sub-campaigns the donor would be interested in?
- Setting a realistic campaign goal.



- What is reasonable and realistic given the Foundation's endowment goal of \$200 million (currently a \$14 million growth target) and its need to meet regular, annual contribution targets of \$9 million?
- Estimating for success.
  - What is a realistic estimate for potential campaign success based on the goal and timeline for this campaign? Are there other campaigns occurring in the community that might affect the Foundation's success?
- Recommending next steps.
  - Based on the study's findings and the consultant's expertise in endowment campaign fundraising, determine necessary next steps and infrastructure for the Foundation to achieve success.

## Deliverables

- Situation analysis utilizing various methods and based on stakeholder research (interviews, surveys, audience mapping, etc.) and peer competitor review/environmental scan. Determine inventory of assets, and identify challenges and opportunities related to the campaign. Include a target number of interviews that will need to be conducted.
- Case for support that takes into account current communications/messaging and donor base.
- Suggested timeline for conducting campaign.
- Materials review, infrastructure audit and needs assessment.

## Proposal Requirements

- Context
- 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 Foundation Staff or Leadership, and which information and recommendations will be included in the Feasibility Study Report).
- Project timeline, including any requests for meetings with Foundation Staff or Leadership
- Estimated fee for feasibility study.
- Capabilities, including experience with similar intermediary organizations and endowment campaign projects, feasibility studies and fundraising plans, including size of previous campaigns/feasibility studies.
- Project team, including biographies or resumes detailing experience with similar intermediary organizations, similar projects, and raising endowment funds



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- References, specifically including contact information of three references from the past five years and including amount raised.
- Proof of Liability Insurance

## Schedule

**No Later Than January 29, 2024** - Invitation to select consultants to provide response to RFP

**February 7, 2024** - Deadline to receive questions from potential consultants

**February 8 - 9, 2024** - Response to questions from potential consultants provided

**February 16, 2024 (5:00 p.m.)** - Proposals due. Please submit to points of contact referenced below

**February 20, 2024** - Proposal evaluation process concludes

**February 22 - 23 2024** - Interviews conducted with finalists

**No Later than February 26, 2024** - Decision announced

**No Later than March 1, 2024 - (5:00 p.m.)** - Deadline to complete consultant contract, background check, confidentiality agreement and non-compete agreement

**March 4, 2024** - Feasibility study work begins

**May 10, 2024** - Feasibility assessment completion date & deliverables due (10 week feasibility study period)

## Terms and Conditions

Consultants providing a proposal agree to the following terms and conditions:

- Successful bidder will not release records or information related to the Foundation approved by the Foundation's President & CEO.
- The Foundation reserves the right to reject any or all proposals received, to request clarification of any proposal, to request a face-to-face interview, to waive informalities or irregularities; and to select a service provider not based solely on the lowest cost.
- Pricing included in your proposal must be valid for at least 90 days and may not be modified, withdrawn or canceled.
- The Foundation will not pay for any information requested herein, nor is it liable for any costs incurred by the participant in responding to this request. All proposals submitted become the property of the Foundation and will not be returned.
- None of the information released either verbally or in writing shall be deemed binding to The Foundation in any manner.
- All proposals or offers must be signed by a duly appointed officer or agent of your company. 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 and why it 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 Process

The selection of the consultant will be conducted by the Leadership Team of the Albuquerque Community Foundation, including the President & CEO, COO, CFO and Marketing & Development Director and a representative from the Board of Trustees. Proposals will be evaluated based on:

- Ability to meet the required deliverables and timeline of the feasibility study
- Budget
- Overall background & experience, particularly noting experience with Community Foundation growth campaigns and diverse groups of donors.

## Point of Contact

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