



Working to end homelessness, one life at a time. THE CATHEDRAL CENTER

REQUEST FOR PROPOSAL

Overview:

The Cathedral Center is seeking submissions from fundraising consultants to provide professional services for a capital campaign assessment and potential capital campaign.

Contact Person: Donna Rongholt-Migan, Executive Director

drongholt@cathedral-center.org

414-831-0394, ext. 2114

Date of Issue: September 5, 2024

Due Date: October 4, 2024

Submit to: Donna Rongholt-Migan, Executive Director

Cathedral Center, Inc

710 N. Plankinton, Suite 803

Milwaukee, WI 53202

Drongholt@cathedral-center.org

Board of Directors: Carrie Bedore, Patti Dew, Julia Fennelly, Meghan Focht, Pat Hickey, Bill Klingsporn, Robert Mikulay, Molly Perillo, Kim Preston, Elisabeth Sellars, Tony Tagliavia, Jim Trubshaw, Tracey Wellman

General:

1. The RFP and addenda are available on Cathedral Center's website: www.cathedral-center.org
2. Any changes to the RFP or addenda will be posted no later than 5 p.m. September 23, 2024. Organizations are responsible for checking Cathedral Center's website to ensure that they have the most current RFP information.
3. All questions pertaining to the RFP must be in writing via email and received no later than 5 p.m. September 16, 2024. Questions may be sent to Donna Rongholt-Migan, using the subject line Capital Campaign RFP: questions, to drongholt@cathedral-center.org
4. Please submit five (5) printed copies to the Cathedral Center address noted in the



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Overview page, no later than 5 p.m. October 4, 2024. See instructions regarding submission of estimated costs and fees for service in **Required Information- Fee Structure** (pg. 8).

5. All submitted proposals are binding until December 4, 2024, sixty (60) calendar days following the submission date.

Purpose of Request for Proposal:

Cathedral Center seeks proposals from fundraising professionals interested in working with our organization to (i) assess the philanthropic community’s interest in supporting a capital campaign for basic needs services and (ii) develop a capital campaign based on such assessment. The goal of the capital campaign is to address the critical need for purchase and renovation of a new, larger facility to respond to the growing demand for emergency shelter and supportive services in Milwaukee.

Cathedral Center’s Board of Directors is considering a capital project that includes:

- The purchase and renovation of a larger building, enabling our team to provide emergency shelter services in one location together with our supportive services team. This includes creating private sleeping areas for unaccompanied women, improved shower and laundry areas, separate spaces for child & family and employment services, with a full kitchen and pantry to support up to 28 women and 8 families with children each night.
- Cathedral Center is pursuing a facility that will allow both direct client services and administrative teams to work under one roof, expand storage and build upon programs that raise the quality of life for Milwaukee’s homeless women and families.

The Cathedral Center’s board and executive director expect to collaborate actively with the selected firm in the work to ensure that the deliverables meet Cathedral Center’s expectations and the needs of those we serve, women and families facing homelessness and housing crises.

Agency Background Information:

***See attached, confidential, Executive Summary for detailed proposal.**

The Cathedral Center (CCI) provides emergency shelter services, emergency flexible housing and primary prevention services for unaccompanied women and families with children who are experiencing homelessness or a housing crisis. Programs have grown in downtown Milwaukee, where the Cathedral Center offers a secure environment for our



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community's most vulnerable individuals to heal and access services. We focus on helping them set and achieve goals related to health, well-being, income improvement, and securing safe housing. Cathedral Center services and programs play a crucial role in saving lives in today's climate.

The annual operation for Cathedral Center in 2024 is just over \$3 million, including an estimated \$200,000 value of in-kind food and services, with an average of 6 months of unrestricted operating funds in reserve. Our fiscal year runs January 1 – December 31. In fiscal year 2023, revenues were received from the following sources:

Contributed Income and Major Gifts:	\$1,027,208
Government Grants:	\$655,438
Program Services Grants:	\$596,695
United Way:	\$159,109
Investment & Miscellaneous:	\$72,869
In Kind Donations:	\$199,142

Project Scope:

Cathedral Center seeks proposals from fundraising consultants interested in partnering with us to (i) assess the philanthropic community's interest in supporting a capital campaign focusing on basic needs and (ii) develop a capital campaign based on assessment results. The goal of the capital campaign is to address the critical need for the purchase and renovation of a new, larger facility to respond to the growing demand for emergency shelter and supportive services in Milwaukee.

Cathedral Center has identified a building of strong potential, which will become available for purchase in 2025, when current tenants exit their lease. Current owners remain supportive of the purchase of their property by Cathedral Center. Colliers has partnered with Cathedral Center to facilitate purchase and has drafted an initial scope of renovations. Colliers development team has previously presented to Cathedral Center's board of directors a space needs analysis and options for renovations. Scope of work has a wide range, up to \$4 million, which will be fully vetted and confirmed once site control is secured. The most recent purchase price for the building was \$1.2 million in 2023. Colliers is further engaged to assist with locating alternative sites, should our first choice become untenable.



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The estimated goal of this campaign is between \$7 million and \$10 million.

We anticipate a three-phase project:

Phase 1 – Assessment of the philanthropic community’s interest

- Conduct confidential interviews with Cathedral Center’s leadership, directors and others
- Identify and evaluate resources available to support a capital campaign
- Identify challenges to a successful capital campaign
- Identify potential prospects
- Complete an audit to assess internal capabilities to support a campaign
- Present findings to Cathedral Center leadership and directors

Phase 2 – Audit of the philanthropic community’s interest

- Develop Cathedral Center’s case statement and story
- Conduct confidential interviews with potential prospects
- Determine realistic campaign goals
- Present recommendations to Cathedral Center’s leadership and directors

Phase 3 – Develop a campaign plan

- Develop campaign plan, including specific goals for dollars raised, milestones, solicitation strategies
- Develop a campaign calendar
- Develop a campaign budget
- Assist in the development of campaign materials
- Present recommendations to Cathedral Center’s leadership and directors



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We seek a consultant who can move from feasibility study to leading our team through a capital campaign successfully.

Proposed Schedule:

Due to likely project timing, including having identified a building that holds strong promise and potential, as well as commitment for our first major capital gift of \$500,000, Cathedral Center wishes to begin planning for a capital campaign as soon as possible. The selected firm should be prepared to begin work quickly after a contract is signed with the goal of completing work on the following preliminary schedule:

November 11-15, 2024: Presenters notified of the Selection Committee decision by telephone.

December 1, 2024: Selected company Initiates Study.

February-March 2025: Completion of phase I: presents Study findings to the board.

February -March 2025: Decision on capital campaign made by the board.

February-March 2025: If approved by board, the selected company initiates a capital campaign.

June 2025: Completion of Phase 2

September 2025: Completion of Phase 3

Evaluation Process and Criteria:

The Cathedral Center will select the firm based on their professed ability to meet the overall expectations of Cathedral Center, including experience and familiarity with homeless services in Milwaukee. The board of directors will be the judge of which proposal offers the greatest benefit to Cathedral Center. The following criteria may be considered in the selection process:

- Responsiveness and completeness of proposal.
- Experience and qualifications of consultant and management team, including demonstrated knowledge of planning, management, evaluation skills and experience.
- Technical quality and methods of consultant approach to organizing and managing



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the project. This includes demonstrated ability to document and provide recommendations in a clearly written manner.

- Depth and breadth of understanding of the project objectives and scope. Ability of consultants to communicate and build consensus with board members, staff and community members.
- Ability to communicate with governmental units.
- Experience with public facility fundraising projects and/or nonprofit emergency services campaign projects.
- Past and current projects.
- References and examples of completed consulting projections, including satisfaction of former clients.
- Overall project management and ability to accomplish a project of this nature within the proposed time schedule.

Selection Process:

Cathedral Center's board of directors, Executive Director and development team will review and evaluate the written responses to the RFP. At their discretion, they may seek expert advice in reviewing responses. Firms with top ranked proposals may be invited to participate in an on-site interview at their own expense between October 8-11, 2024. Full details regarding the interview process and format will be announced later in the process.

The Board and executive director and development team will evaluate, select organizations for interviews, check references, make the final decision, and enter contract negotiations with the successful organization. If these negotiations fail, Cathedral Center will proceed with contract negotiations with the firm scoring second, and so on. Unsuccessful respondents will be notified as soon as possible.

Cathedral Center is under no obligation to make a selection under this RFP, and it reserves the right to make any selection it chooses. Cathedral Center reserves the right to reject any and all submissions at its sole discretion, accept a proposal based on considerations other than cost, and waive or modify any provision of this RFP.

Submissions:

Submit five (5) printed copies no later than 5:00 p.m. on October 4, 2024 to the contact listed on page 1: Donna Rongholt-Migan, Executive Director

See instructions regarding submission of estimated costs and fees for services in Required Information – Fee Structure (page 8)



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Late submissions will not be accepted. Proposal will not be opened in public, and proposal information will be kept confidential until an award is made. An acknowledgement will be sent for each proposal received.

The response must include the below listed required information in the stated order. Submission should not exceed 20 single spaced pages. This limit does not include the cover letter and resumes. The submission may be printed single sided or doubled sided as long as it does not exceed the 20 single spaced page limit.

Required Information

The following should be included in the submission in the stated order:

1. Introduction
2. Cover letter with firm's name, address, email, phone and fax number
3. Contact person's name, address, email, phone and fax number.
4. Statement of philosophy
5. A concise statement that demonstrates the organization's understanding of the project and scope of services sought by Cathedral Center.
6. Description of the organization's approach to the project.
7. Description of the implementation of the project, including specific tasks.
8. Proposed completion date and project timeline
9. Description of any additional consultants that will perform work as part of your proposal. Provide names, address, and relevant experience for additional consultants.

History/Experience

1. Number of years in business
2. Type of organization.
3. Type of ownership, identify owners, partners, etc.
4. Geographical areas of operation.
5. Professional affiliations.

Personnel

1. List of principals and stakeholders.
2. Description of the size and composition of your organization.
3. An organizational chart.



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4. Resumes of the proposed project manager and other key personnel proposed to be assigned to this project (the “team”)

Experience and References

1. Discuss your organization’s experience and, in particular, the team’s experience with capital campaigns for public facilities and, in particular, nonprofit emergency services.
2. Identify five completed similar projects, that the identified key personnel have completed within the last five (5) years which best represent the skills of the organization and the team. For these projects provide:
 - a. Name and address of client.
 - b. Name, telephone number, and email address of the client contact person.
 - c. Summary of the project, include year completed.

Other Information

Provide other pertinent information that you feel makes you qualified for the proposed project.

Fee Structure (Note special delivery instructions)

1. Provide information on your proposed fee structure which separately lists each service and related fee based on the scope of the project discussed above. If necessary, state separately any charges for anticipated reimbursable costs. This structure should be expressed as a “fee not to exceed” figure which itemizes all services included in the proposed fee, as well as an itemized list of what would be considered “additional services” if requested by Cathedral Center.

Anticipated Timeline

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|-----------------------------|--|
| September 5, 2024: | RFP issued. |
| October 4, 2024: | Proposals due by close of business. |
| October 14-15, 2024: | Interviewees selected and notified by telephone; other companies notified of a decision by letter. |
| October 21-25, 2024: | Interviews and Presentations to Board Selection Committee. |