



**WASATCH HOMELESS HEALTH CARE  
DBA. FOURTH STREET CLINIC  
CAPITAL CAMPAIGN FEASIBILITY STUDY 2023  
REQUEST FOR PROPOSALS**

**MISSION**

Fourth Street Clinic helps individuals experiencing homelessness improve their health and quality of life by providing high quality integrated health care.

**PROJECT OVERVIEW**

Wasatch Homeless Health Care, Inc. dba. Fourth Street Clinic is seeking a qualified independent consulting firm for the purpose of conducting a Capital Campaign Feasibility study for our organization. We are looking for a partner who is experienced with planning and conducting a fundraising feasibility study; and is familiar with the local donor base and the government funding environment. The goal of the feasibility study is to assess our current and potential fundraising capacity for a large capital campaign, and recommendations on a strategy to raise the required capital. A project budget, timeline, and action items should be clearly identified as part of the proposal.

**ABOUT FOURTH STREET CLINIC**

Fourth Street Clinic began in 1988 as a triage clinic with one part-time nurse; the clinic relied on hospitals for patient treatment. Today, it operates with 90 people on staff with an annual cash budget of \$14 million. Comprehensive health care was delivered to 5,370 unsheltered men, women, and children in 2022 in 23,561 visits with an additional 269 virtual encounters. The pharmacy at Fourth Street Clinic dispensed 60,124 prescriptions last year; a daily average of 253.

Since 1988, Fourth Street Clinic has been providing services to vulnerable individuals and families. Reducing barriers caused by social determinants is key to accessible high quality health care. According to the US Department of Health and Human Services Office of Disease Prevention and Health Promotion's Healthy People 2030, many people in the United States do not get needed health care services simply due to factors such as a lack of transportation, affordable housing, educational background, or discrimination. Even the neighborhood in which they live can be a barrier to accessing regular health care services. Without insurance, individuals are less likely to have a primary care provider, and unable to afford the health care services and medications needed for preventative care and treatment for chronic illnesses—one in ten people in the US have no health insurance coverage.

Patients are charged on a sliding fee scale based on the Federal Poverty Level (FPL). Individuals who fall below 100% of the FPL are not assessed a fee. Individuals whose income is above 100% but below 200% of the FPL are charged a nominal fee of one to four dollars. Individuals are served regardless of their ability to pay. Fourth Street Clinic accepts health insurance and will help enroll an individual with a health plan; but it is not required to receive services.



## **CURRENT SITUATION**

In October 2021, organizational leadership along with our Board of Directors started a strategic planning process to set long-range initiatives and goals. A clear initiative that emerged at the initial retreat was the adoption of the integration of all medical and health services, thus cementing the focus for the future.

Going hand-in-hand with integration is the need to increase staff as well as space. It was quickly realized that in order to meet the increased patient demand as well as adding services such as physical therapy and radiology, our current footprint is inadequate.

In July 2022, Fourth Street Clinic issued a RFP for a Site Feasibility Study to make recommendations regarding space needs and complete facilities assessment (including structural, envelope, and mechanical/electrical systems).

The Site Feasibility Study was to aid Fourth Street Clinic in assessing space needs for the short- and long-term needs and to inform the organization on where and how to best expand. Fourth Street Clinic has been at the current location since 1993. Since establishing it at this location, the organization has significantly added to its services and staff and is planning for significant growth in services and staffing over the next ten years.

The Site Feasibility Study was completed in February 2023 and recommended that Fourth Street Clinic needs to grow from our current 24,000 square foot clinic to over 48,000 square feet with an added parking structure. This new space will accommodate more patients, staff, added programs, and substantially change the workflow to ensure seamless integrated care.

## **STUDY OBJECTIVES**

Our goal in conducting a Capital Campaign feasibility study is to understand Fourth Street Clinic's potential for a capital fundraising and to gauge the level of support for this project in our community.

The study is to be completed using your firm's knowledge of our philanthropic community. The study should be the result of **confidential** interviews with 25-35 donors and/or leader prospects.

The feasibility study report should address the following:

- Fourth Street Clinic's real and perceived strengths and weaknesses in fundraising
- The community's perception of Fourth Street Clinic
- Identification of potential campaign leaders in the fundraising effort
- Names of potential major donors/funders and what their interests might be
- Determination of the amount of money that can be reasonably raised
- Feedback on the preliminary case for support to identify strengths and weaknesses
- Other major fundraising campaigns in the area that might compete for the same donors
- Possible alternatives for raising funds needed to complete the project
- Roles and responsibilities of Fourth Street Clinic Board Members, staff, and volunteers in a campaign
- Appropriate timeframe for both the campaign planning study and the fundraising itself



## **REQUIRED DELIVERABLES**

- Prior to donor interviews, questions will be agreed upon by both parties.
- List of key donor prospects and their potential interest, including giving range.
- Key areas of the case for support that resonate or hinder.
- Presentation of study objective findings as outlined to the Board of Directors and key staff.
- Support for the formation and structure of a capital campaign committee.

## **PROPOSAL REQUIREMENTS**

Provide the firm's name, address, website, and telephone number. Include the name, title, and email address of the individual who will serve as the firm's primary contact as well as the names of additional team members. Include a brief description and history of your firm.

Proposals should include a list of 3 references for similar projects that your firm has completed.

Please explain your project approach, style, and process.

Proposals should include the proposed work schedule, timeline, and deliverables resulting from the feasibility study. The contract is expected to begin June 30, 2023 and should ideally be completed by December 31, 2023.

Proposals must include the estimated budget for all work related to tasks and deliverables.

Please include a summary of the experience of all relevant key staff.

Describe your firm's commitment to diversity and equitable and inclusive practices. Please address your commitment to diversity and equitable and inclusive practices for both internal (e.g., staff, leadership, recruitment, etc.) and external parties (e.g., contracted entities, suppliers, etc.).

## **SUBMIT TO / PROJECT CONTACT**

Proposals will **ONLY** be accepted as an electronic copy in PDF format to Isabelle Roehrig, Executive Assistant, as listed below, no later than **5:00pm (MST) on Thursday, May 4<sup>th</sup>**.

Any response, modification, or amendment received after the due date and time is considered late. No late response, modification, or amendment will be accepted. Proposals may not exceed **10** pages.

An introductory letter expressing an interest in providing the services should be included. The introductory letter should be addressed to:

Janida Emerson, CEO  
Fourth Street Clinic  
409 West 400 South  
Salt Lake City, Utah 84101



Questions should be submitted to Isabelle Roehrig at [iroehrig@fourthstreetclinic.org](mailto:iroehrig@fourthstreetclinic.org). Written updates, clarifications, and answers will be posted on our website. All questions must be submitted by **Tuesday, April 11, 2023**.

### **SCHEDULE**

Fourth Street Clinic would like to conclude the Capital Campaign Feasibility study by December 31, 2023. The preliminary schedule is as follows:

Issue Request for Proposal	Friday, March 17, 2023
Questions from potential consultants accepted through	Tuesday, April 11, 2023
Responses to questions sent out by	Tuesday, April 18, 2023
Proposals due	Thursday, May 4, 2023
Committee Review	May 15 – 17, 2023
Evaluation process/interviews conducted with finalists	May 22 – 25, 2023
Committee makes recommendation to Board of Directors	June 22, 2023
Contract Awarded	June 28, 2023
Presentation to Fourth Street Clinic Board	TBA - December 2023