

# Request for Proposal

<b>RFP Title:</b> National Medal of Honor Museum Operating Partner	<b>Issued On:</b> May 3, 2022 <b>Due By:</b> May 31, 2022	<b>Issuing Organization:</b> National Medal of Honor Museum Foundation
<b>Project Overview:</b> <p>The mission of the National Medal of Honor Museum Foundation is to honor and commemorate the stories of Medal of Honor recipients, unite Americans around what it means to be patriotic, and inspire us to find the hero within ourselves. The Foundation is responsible for three (3) key projects:</p> <ol style="list-style-type: none"><li>1. National Medal of Honor Museum, Arlington Texas (Opening 2024)</li><li>2. National Medal of Honor Institute, Arlington Texas (Opening 2024)</li><li>3. National Medal of Honor Monument, Washington, D.C. (TBD)</li></ol> <p>The Medal of Honor is our nation's highest and most prestigious military decoration. Presented to 3,511 recipients (to date) since its founding during the Civil War, the medal symbolizes the timeless American ideals of courage, sacrifice, patriotism, citizenship, integrity, and commitment.</p> <p>The National Medal of Honor Museum broke ground in March 2022 and will open its museum in Arlington, Texas in late 2024. The Foundation seeks to select and engage a singular and turnkey operating partner approximately 12-18 months in advance of that date.</p>		
<b>Project Goals &amp; Scope of Work:</b> <p>The National Medal of Honor Museum is on a Mission to Inspire America, using the heroic stories of valor and reinforcing the values of courage and sacrifice, integrity and commitment, patriotism and citizenship displayed by recipients in both their military and civilian lives. The museum must be a world class structure, and similarly deliver world class content and guest experiences.</p> <p>An operating partner will lead the success of the museum in the areas of sales, operations, guest experience, merchandise/food and beverage, and private/catered events. An ideal operating partner will conduct business on behalf of the Foundation in a manner that positively reflects the magnitude, significance, and excellence of the Medal of Honor itself. The Chief of Business Operations will manage the business relationship and its contract, with input and engagement expected from members of the Executive Team.</p> <ul style="list-style-type: none"><li>● Sales – develop and successfully execute a pricing and sales strategy to maximize ticket revenue, develop and successfully execute a membership program strategy to maximize re-occurring revenue and engagement, develop a private/catered event sales program to maximize opportunistic revenue with limited impact to museum experience.</li></ul>		

- Operations – collaborate with the Foundation to develop and successfully execute plans to operate the museum in a manner that maximizes revenue opportunities while serving the core mission consistently well, including the areas of parking, ticketing, concierge, guides, volunteers, and facilities and maintenance.
- Guest Experience – collaborate with the Foundation to craft a world class guest experience through distinguished facilities, a premium operational approach, highly engaging and impactful content, and unique experiences.
- Merchandise/Food & Beverage – collaborate with the Foundation to develop and execute a merchandise program on-site and through e-commerce that generates ancillary revenue, develop, and execute a food and beverage strategy for the museum’s café and private/catered event business that generates ancillary revenue.
- Private/Catered Events – collaborate with the Foundation to develop a strategy and plan for private catered event sales and execution to maximize opportunistic revenues. Private/catered event spaces include multiple exterior and interior venues within the grounds and structure of the museum.
- Associated Staffing – collaborate with the Foundation to recruit, hire, train, and develop designated full-time and part-time staff necessary to deliver the services detailed above in a best-in-class manner.

**Requirements:**

An operating partner must be able to offer the following services in sales, operations, guest experience, merchandise/food and beverage, and private/catered events.

Sales

Leverage promotional partnerships to create unique and exclusive offers to drive admissions sales during peak and shoulder seasons, reaching a distinct clientele locally and beyond.

Develop a series of admission offerings that are attractive for the Tour & Travel industry to drive guaranteed volume bookings prior to opening.

Guide design consultants and make recommendations for various aspects of the museum’s design, content, and activation.

Provide strategy and advisory services for technology design, platforms, and value generation.

Operations

Develop and execute a customer journey and path of travel to assist in driving higher conversion, average ticket price, and combination package adoption to increase dwell time.

Provide operational input into the design such as but not limited to queue capacity, back-of-

house space, and ticketing requirements.

Provide insight and guidance on experiential components including platforms, partners, design, and curation consultants.

Develop operational health and safety protocols.

Assist with finalizing finance, legal, and technology structure, integration, and reporting.

Prepare and deliver financial reports to National Medal of Honor Museum on a consistent basis, ensuring complete transparency against our agreed upon key performance indicators.

### Guest Experience

Delivery of a cohesive and detailed guest experience plan, tracking metrics, and budgeting for continuous guest experience management.

Measure and report on guest experience metrics.

### Merchandise/Food & Beverage

Develop full food and beverage programming including catering, cafe, and grab and go menus to enhance the guest experience.

Develop merchandise line for e-commerce and store (full vertical line of production) in conjunction with the Medal of Honor Museum to assist in driving conversion and additional per caps.

Create food & beverage menus, highlighting the experience, and driving incremental revenue for our admission guests and private events alike.

### Private/Catered Events

Prepare and execute a robust private events line of business based on historical evidence at other properties and within the region; competitive rate card, cross selling, and execute world class events to highlight the National Medal of Honor Museum.

Develop and define a high-end private events brand, aligning with marketing efforts to pre-book business prior to initial opening.

### Staffing

Collaborate with the Foundation to staff key areas of guest experience including parking, ticketing, concierge, guides, retail and café, volunteers, and private catered events.

Develop and execute on systems, processes, structure, and best practices to ensure the entire staff aligns with the vision of the Medal of Honor Museum, delivering world class guest experience.

### **Current Roadblocks and Barriers to Success**

- New design/build project with construction underway. Some aspects of the facility's design and space plan determined and already in progress, some degree of flexibility remains for adjustment.
- Exhibition design is in 50% Design Development phase. Some aspects of content delivery have been determined; some degree of flexibility remains for adjustment.
- Foundation currently carries a limited headcount and will need to align on staffing plan, with respect to Foundation vs. Operating Partner hiring.
- The National Medal of Honor Foundation is a non-profit organization with a constrained budget. All funding is private, and fundraising is actively in progress.

### **Evaluation Metrics and Criteria**

- Experience and technical expertise in collective areas of sales, operations, guest experience, merchandise/food and beverage, and private/catered events.
- Proven history of success including case studies, and client recommendations.
- Prior experience in the museum and/or attractions space.
- Proposed guest experience metrics.
- Proposed 'overall' Key Performance Indicators (KPIs).
- Proposed fee structure.

### **Submission Requirements & Selection Process**

- Case study of previous work success.
- Proposal inclusive of scope of work.
- Detailed, all-inclusive fee structure.
- Project timeline for engagement pre-opening vs. opening.
- Proposed guest experience metrics and Key Performance Indicators (KPIs).
- Bios and credentials of project team.

Any questions related to this RFP should be sent to the RFP contact, via email, no later than May 10, 2022. One email with a maximum of ten (10) questions permitted per Company. Responses will be returned to all no later than May 17, 2022.

All submissions must be received no later than 5pm CST time on Tuesday, May 31, 2022. Responses must be submitted in writing to: National Medal of Honor Museum Foundation, Attention: Darrell Utt, 1905 East Randol Mill Road, Arlington, Texas 76011. Please also email a digital copy of the submission to [dutt@mohmuseum.org](mailto:dutt@mohmuseum.org).

Submissions should not be more than ten (10) pages in length for consideration (not to include the Cover Page). Only submissions meeting the stated criteria and instructions will be considered.

Finalists will be notified via email on or before Friday, July 1, 2022, and may be invited to a virtual presentation/interview with the Board of Directors during the month of July.

A final selection is anticipated on or before Monday, August 15, 2022. Selected firm should anticipate an in-person session with key stakeholders from the Museum following notification of their selection.

On-Site Kickoff: TBD

**RFP Submission Due By:** May 31, 2022

**Anticipated Engagement Date:** November 1, 2022

**Contact:**

Darrell Utt, Chief of Business Operations

**Email:**

[dutt@mohmuseum.org](mailto:dutt@mohmuseum.org)