



PURPOSE: The purpose of this Request for Proposal (RFP) is to solicit proposals from consultants experienced in strategic planning to lead the Guadalupe Cultural Arts Center Board of Directors and staff through a long-range strategic planning process.

Specifically, the organization is seeking a consultant to provide the following services:

- Work with a Strategic Planning Team, comprised of Board Members and key management and program staff, to articulate a clear strategic plan for the Guadalupe.
- This plan should identify specific fundraising, communication, board development, and programming objectives for the organization to pursue over the next 5 years in pursuit of its mission.
- Conduct a small scope internal and external survey to evaluate the GCAC's success in achieving its mission and programming goals and conduct a general SWOT analysis of internal and external perceptions of the organization.
- Develop a timetable of implementation with specific measurable benchmarks, objectives and tasks to be accomplished to achieve goals.
- Identify clear, measurable outcomes for how to measure organizational and strategic effectiveness, impact, and success.
- Establish a framework and process for the organization's leadership to effectively implement the strategic plan and monitor progress toward achievement of goals and objectives.
- Facilitate all meetings and provide leadership, direction and expert consultation and advice related to the development of an effective strategic plan, including successful implementation.
- Deliverable should be a clear, easily consumed, strategic planning roadmap, accompanied by a strategic planning timeline, implementation and evaluation methodology.

Specific areas that need to be addressed:

- An environmental scan that examines internal and external opportunities and perceptions impacting the organization's ability to achieve mission.
- A review of organizational history of public programming and internal operations to determine needs for functional and solid future.
- Alignment on artistic and programming vision.
- A thorough assessment of infrastructure needs including, but not limited to space, technology, human capital and financial resources
- The development of a sustainable financial and programmatic model to achieve goals.

PROJECT REQUIREMENTS & TIMELINE:

GCAC is seeking proposals from applicants who are capable of addressing all of the above stated management issues and who can provide additional expertise to help the organization and the community it serves achieve a successful project outcome.

While GCAC understands that completing this project requires significant and active Board and staff involvement, it is important to note that the applicant selected will be responsible for completing all project work products and final deliverables (e.g., writing organizational assessments, writing the actual strategic plan, etc.). The staff will not be expected to be involved in writing work project products or final project deliverables.

Applicants are to propose which aspects of the project will require Board and/or staff involvement and include the expected time requirements for all activities involving their participation.

Proposals must include a clear description of the applicant's plan to complete all of the project components (i.e., in what order will the projects be completed, how long each component will take to complete, etc.)

Applicants must include in their project timelines "check-in" points for GCAC and funder(s) to be provided with project status updates. As work products/deliverables are completed prior to the established check-in points, applicants will be required to send GCAC and the project funder(s) these materials to facilitate the status update meetings and/or conference calls. The successful applicant will be responsible for setting up the check-in meetings/calls, preparing an agenda for each meeting/call, sending out meeting invites and writing meeting minutes.

In addition to the check-in meetings and/or conference calls, the applicant will be expected to present a status update on her/his preliminary findings and recommendations prior to writing the final project deliverables and strategic plan.

GCAC will be responsible for implementing the recommendations from all final deliverables; however, it is expected that the consultant selected will provide the agency with ongoing coaching and implementation support as needed, per letter of agreement.

Project Budget: not to exceed \$20,000

Evaluation Criteria:

In awarding a contract for consulting services to develop a long-range strategic plan for the organization, GCAC will examine a number of factors and criteria will include:

- The extent to which the proposal addresses the stated management issues and clearly describes the scope of work
- Specific plans or methodology to be used to perform the services
- Qualifications and experience of consultant in providing strategic planning development
- Understanding of and experience in working with organizations and communities of color
- Availability for work to be conducted during June through September 2021 with strategic plan draft presented to the GCAC board no later than at their September 2021 board meeting.

- Project cost APPLICATION PROCESS & PROCEDURES: Please provide a complete written response to this RFP which is double-spaced and does not exceed 15 single sided pages.

Proposals should include:

1. A brief Executive Summary
2. A description of the applicant's general approach to strategic planning consultation, including methodology, perspective, or philosophy that guides your work with organizations in this undertaking
3. A clear explanation of how the consultant will address the management issues to be examined at GCAC
4. A list of project deliverables to be created with a detailed timeline for each deliverable and overall project completion
5. A detailed budget that breaks out expenses
6. Credentials and qualifications of key personnel who will take responsibility for working directly on this project, including three references
7. Example(s) of a finished strategic plan created by your company. Applicants must submit one (1) electronic copy of the proposal.
8. Proposals and inquiries may be addressed to Cristina Balli, Executive Director, at cristinab@guadalupeculturalarts.org . Proposals will be accepted through April 30, 2020