



REQUEST FOR PROPOSALS

DATE OF ISSUE: June 3, 2021
DEADLINE: July 15, 2021 at 5:00 PM
EST

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INTRODUCTION

The Baltimore Office of Promotion & The Arts (BOPA) is a 501(c)(3) nonprofit organization that serves as the arts council, events producer and film office for the City of Baltimore. Primarily known for producing popular, free city-wide events, BOPA uplifts Baltimore's creative community through funding and support to artists, and cultural programs and organizations across the City. BOPA is the primary advocate for the arts within the City of Baltimore, and BOPA's annual economic impact for special events and festivals is \$111.1 million.

DEFINITIONS

Opportunity to Cure: The period of time allotted to allow an applicant to correct any errors in its application submission that were identified during the technical review.

Equity Approach: Incorporates an inclusive, socially-just, community-engaged approach to arts and culture internally and externally.

Technical Review: The internal review process for finding errors in application/proposal submission.

PROJECT DESCRIPTION

The Strategic Planning process is important to outline measurable goals and objectives for BOPA moving forward. The organization recently transitioned to new leadership after the three-decade tenure of the previous Chief Executive Officer. Several factors in the marketplace (increased competition for leisure time, changing demographics and stakeholder priorities) have prompted BOPA to realign its programmatic priorities. Additionally, increased pressure to support the arts as a direct response to the Global Pandemic. Since its inception, BOPA has never undergone a Strategic Planning Process. Having a clear sense of direction moving into the future is critical to our success.

BOPA's Board of Directors and Executive Director participated in initial planning sessions to identify areas of alignment and strategic questions that should be addressed during the formal Strategic Planning process. We are seeking an experienced strategic planning consultant who has a strong understanding of applying an equity approach, proven strategic planning facilitation skills and experience assisting organizations with implementation of plans and processes to achieve agreed upon strategies and goals.

The consultant would be responsible for facilitating an inclusive and participatory process that will create a three-to-five-year Strategic Plan for the organization. This plan will outline how BOPA will move forward in relationship to the city and its neighborhoods, artists, Baltimoreans and how it interacts with Baltimore City Government, Maryland State Arts Council and Federal arts funders.

The applicant with the best fit will have:

- Experience at successfully developing strategic plans.
- Knowledge of local and regional arts and cultural communities
- Understanding of the role of intermediary organizations
- Commitment to incorporating an equity approach in process and outcome
- Ability to constructively gather and engage a diverse group of key stakeholders
- Strong facilitation and project management skills

Key Deliverables:

- Full written 5 Year Plan that includes:
 - Five SWOT Analysis summary reports
 - Refined Strategic Priorities with performance measures/targets
 - Answers to the identified Strategic Planning Questions
 - A strong recommendation for Financial Sustainability
 - An Organizational Sustainability Plan
 - A Community Impact Plan from which a cultural master plan can evolve
 - Constituency Input Report
 - Data Package that includes data, charts, graphs and summaries of focus groups, assessments and supporting documents.
- 1-Year specific Action Plan
- Covid-19 Lessons Learned Report

PROJECT TERMS AND APPLICANT ELIGIBILITY

Budget: \$35,000 to \$50,000

To apply, interested individuals or organizations must:

- Qualify as a nonprofit corporation with a 501(c)(3) status, a for-profit corporation, or a public entity;
- If a nonprofit, have a status of 501(c)(3) in “Good Standing”. Must provide a PDF of the certificate within the 2021 Calendar year;
- Provide a copy of the organization’s independently audited financial statements for its fiscal year end within the past 12 months;
- Provide evidence of organizational capacity to implement a thorough plan as outlined in the RFP; And
- Provide a clear and concise project proposal, including budget.

*As a note, we encourage and prioritize MBE and WBE that apply.

SUBMISSION REQUIREMENTS

Applicants are required to submit proposals to rnorris@promotionandarts.org. **Submission must be completed by July 15, 2021 at 5:00 PM EST.** The deadlines will be strictly enforced. It is the responsibility of the applicant to ensure that the application process is completed by the deadline. Furthermore, BOPA reserves the right, at its sole and absolute

discretion, to amend or modify any provision of this RFP or to withdraw this RFP at any time prior to the contract award. BOPA shall not be bound by or liable under this RFP and/or any response thereto until a final written contract has been executed by BOPA and the entity incorporating the terms and conditions of the award.

Submission Requirements:

- **Cover Letter:** On the organization’s official letterhead, provide a brief summation of the organization’s interest in this opportunity. The cover letter should also include a. information as to whether the organization is a minority-owned/operated business or women-owned/operated business and b. signature of authorized signatory.
- **Detailed Overview:** Please provide a detailed narrative overviewing the answer to the following questions.
 - What approach will you use to engage a diverse group of stakeholders to ensure a comprehensive level of feedback to support BOPA’s Strategic Planning Process?
 - Explain how you ensure that you apply an equity approach to the process and outcome and provide an example of a time that you have incorporated this into a Strategic Planning Process?
 - Describe your understanding of the local arts and cultural communities and what makes the strategic planning process for organizations that serve these communities unique.
 - Provide additional information that would be important for us to know to understand your approach to the strategic planning process and/or your qualifications for this role.
- **Draft Project Timeline:** Provide a timeline for the contract period with major tasks and milestones.
- **Work Sample:** Submit at least one sample of work for a similar project.
- **References:** Include 1-2 success stories that demonstrate client success as a result of engaging with you/your organization. Include contact name, address, phone number, and email address.
- **Resumes of Key Personnel:** Submit resumes for all individuals who will be engaged in the work for the proposed project that identifies each person’s role and relevant experience.
- **Project Budget:** Please provide a clear and concise budget using the budget template attached to this application.

PRE-PROPOSAL QUESTIONS

Pre-proposal questions may be submitted through June 17, 2021 to rnorris@promotionandarts.org. All responses will be available on the BOPA website, www.promotionandarts.org no later than June 22, 2021.

BUDGET GUIDELINES

Be sure that the budget:

- Does not exceed the award amount;
- Uses the attached budget template;
- Is consistent with the work outlined in the corresponding proposal;

REVIEW AND SELECTION PROCESS

Review Panel

Applications will be reviewed and rated by a panel comprised of members of the BOPA Board of Directors and BOPA staff.

Selection Criteria

Proposals will be reviewed and evaluated based on the following criteria:

- Qualifications and Experience
 - Consultant has the qualifications necessary to successfully complete the project
 - Consultant has prior experience working on similar projects
 - Consultant has prior experience working with similar organizations
- Scope of Proposal
 - Proposal demonstrates an understanding of the project and desired results
 - Proposal illustrates an approach to the work that aligns with BOPA's values
 - Proposal demonstrates the consultant's ability to successfully execute the project using an equity approach.
- Work Plan
 - Proposal adequately details project activities and deliverables associated with the scope.
 - Proposal includes a detailed project timeline
- Budget
 - Proposed costs are reasonable

TERMS AND CONDITIONS

Contract Award

The submission of a proposal does not, in any way, guarantee an award. BOPA is not responsible for any costs incurred related to the preparation of a proposal in response to this RFP. BOPA reserves the right to withdraw an award prior to execution of a contract with an applicant at BOPA's sole and absolute discretion.

Contract Terms

All Applicants must comply with all terms and conditions applicable to contracts executed by BOPA. By submitting a proposal to this RFP, applicants attest that they have read and accept these conditions fully. A Scope of Work with details about specific requirements will be a requirement as an addition to the contract.

Additional Funder Conditions

Any additional terms and conditions imposed by funders following the release of this RFP shall become a part of the contract between consultant and BOPA.

KEY DATES AND DEADLINES

KEY DATE	ACTIVITY
June 3,2021	RFP RELEASED
June 17,2021	QUESTION SUBMISSION DEADLINE
June 22, 2021	RESPONSES TO Q&As POSTED TO WEBSITE
July 15, 2021	PROPOSAL DUE
July 15, 2021 to July 30,2021	REVIEW PERIOD/INTERVIEWS
August 6,2021	AWARD STATUS ANNOUNCEMENT