



## BlackRock Center for the Arts Call for Proposals for Strategic Planning Process

### **1. Introduction**

BlackRock Center for the Arts (BlackRock) is a 501(c)3 nonprofit organization with fourteen full-time staff and sixteen part-time staff, with an annual budget around \$1.6 million supported through state and local government, private foundation and corporate grants, private donors, and revenue generated through rentals, program enrollment, and ticket sales. BlackRock is known in the community to host community-wide events on its lawn at the heart of Germantown's Town Center in celebration of Juneteenth, Hispanic Heritage, and for seasonal festivals. Greater detail on the history and mission of the organization can be found below and on our [website](#).

### **Our Mission**

BlackRock Center for the Arts brings inspiring performing and visual arts experiences to diverse audiences in a welcoming and intimate setting, providing opportunities to explore, celebrate and engage in the arts.

### **Our Vision**

Our overarching vision is to provide ARTS ACCESS FOR ALL, regardless of race/ethnicity, financial resources, gender or gender identity, disability, or religion.

### **Our Values**

- We believe that BRCA is the cultural and economic anchor of upper Montgomery County, one of the most ethnically diverse communities in the country.
- We believe that the arts reflect the human experience, and that work of BRCA as a multi-purpose cultural arts center is to reflect the community where we reside through artistic and community connection.
- We believe that the arts are vital to a thriving and connected community.
- We believe that an arts education for everyone and every age is critical to human development and well-being.
- We believe that the arts are unifier and connector among differences and provide an opportunity to tell stories through performance, visual arts, and community events.

## Our Work

- Present programs and artistic experiences of the highest quality to attract, retain and grow participation in the arts.
- Facilitate opportunities for engagement, development and life-long learning in the range of artistic disciplines.
- Reflect, celebrate and engage the diversity of our communities through programming and participation at all levels of our organization.
- Ensure long term sustainability of the arts in our region through high-quality programs and consistent resources.

## 2. Scope of Work

BlackRock is seeking proposals from experience strategic planning consultants to design and facilitate a participatory planning process, provide recommendations, and summarize key findings, write a long-term strategic framework with priorities to achieve the goals of the framework. BlackRock anticipates the consultant to engage staff, Board of Trustees, members and guests. The strategic framework should be completed by the end of the fiscal year, July 31, 2024. The project budget is not to exceed \$25,000 for the entire project.

The consultant is responsible for:

- Develop the planning process and time,
- Facilitate the process that effectively engages stakeholders in providing input,
- Document the process, summarize findings, and frame the input that may lead to refinement of the vision, mission, and values and provides the base for the strategic framework.
- Use existing data, findings, and knowledge of the Arts sector to write a strategic framework that can be shared publicly.
- Use the strength and assets of BlackRock to recommend up to five strategic goals or priorities that can lead to a short-term strategic plan while achieving measurable impact on the strategic framework.
- Present the strategic framework to the Board of Trustees for approval.

While the process and timeline is the responsibility of the consultant, some deliverables include:

- The planning process and timeline,
- Notes and documents from stakeholder engagement,
- Written summary of findings which includes key findings and themes, and recommendations, and
- Write the Strategic Framework that includes vision, mission, values, land acknowledgement, diversity statements, and key priorities to inform the creation of a strategic plan.

## 3. Submission

BlackRock is seeking proposals from experienced consultants and responses to this Request for Proposals are due by 5:00 pm on September 22, 2023 and should include:

- a. Organizational Profile: a description of qualifications and capacity to lead the process, including:
  - i. Experience and expertise in strategic planning,
  - ii. Commitment to Racial & Social Justice, Equity, Diversity, & Inclusion;
  - iii. Knowledge of the Arts and/or Cultural Organizations

- iv. Member(s) of the Team
- b. Process: describe the pedagogy for conducting the strategic planning process, include
  - i. How the consultant will engage stakeholders
  - ii. List the deliverables that will be provided at the conclusion of the project
  - iii. Provide benchmarks & timeline for the project that describes the initial planning through the approval of the Board of Trustees
- c. Budget: describe the full budget of the project.
- d. References:
  - i. Provide a sample list of previous clients which includes a short description of services provided, length of the engagement
  - ii. Provide two (2) complete strategic frameworks. Information may be redacted to protect the client and private information.
  - iii. Have two past clients complete a reference form submitted directly to BlackRock, Addendum A.

Anything deemed confidential and proprietary should be indicated and clearly marked.

The deadline to submit proposals is September 22, 2023.

Proposals can be sent to the attention of Pamela Garrido at [pgarrido@blackrockcenter.org](mailto:pgarrido@blackrockcenter.org).

For any questions, contact President & CEO, Katie Hecklinger at [khecklinger@blackrockcenter.org](mailto:khecklinger@blackrockcenter.org).

#### **4. Evaluation**

Proposals will be reviewed and evaluated on the following criteria:

- a. Qualifications (35%)
- b. Planning Process and Deliverables (50%)
- c. Budget (15%)

If necessary, interviews will be conducted between October 2 through October 6, 2023.

Decision will be made by October 20, 2023.

## Addendum A

# Reference Form

Please complete the following to help BlackRock Center for the Arts consider a consultant to write a strategic framework. The completed form must be sent to Pamela Garrido at [pgarrido@blackrockcenter.org](mailto:pgarrido@blackrockcenter.org) by September 22, 2023.

This reference form is for (Name of Consultant): \_\_\_\_\_

### Client Information

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Name of Company/Client:

Company Address:

Website:

### Client Contact

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Name of Individual:

Title/Position:

Email Address:

Phone Number:

### Project Evaluation

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Please rate the following aspects of Design-Builder's performance on a scale of 0 to 5.

	5 Excellent	4 Good	3 Acceptable	2 Minimally Acceptable	1 Poor	0 Unacceptable
Communication						
Ability to facilitate and engage stakeholders						
Quality of the process in meeting project objectives						
Quality of the deliverables, specifically the written product						
Timeliness of project completion						
Ability to meet budgetary constraints						
Overall satisfaction						

### Evaluation

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Provide a brief evaluation of the consultant's work with you. Would you recommend the consultant?

### Additional Comments

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Feel free to provide any additional comments or information that may be helpful for us in selecting a consultant.