

REQUEST FOR PROPOSALS

Alabama Artistic Literacy Consortium Strategic Planning

Announced: June 22, 2020

Project Overview

The Artistic Literacy Consortium seeks proposals for strategic planning of our state-wide collective impact initiative to increase student access to arts education across Alabama. This project includes team and culture building, leadership development, and visionary planning including 3-5 year goals, strategies, measurable outcomes, SWOT analysis, and possible revised mission.

Mission

The **mission** of the Artistic Literacy Consortium (ALC) is to provide fully funded, high quality, arts education that enlightens, inspires, and develops in every Alabama student the creative and innovative thinking necessary to ensure college and career readiness.

Initiative History

In September 2013, a task force was appointed by the Alabama State Council on the Arts and the Alabama State Superintendent. The team of arts, education, business, and community leaders from across the state worked for three years to create the Alabama Plan for Arts Education. Initial data shows that the majority of Alabama's students lack access to arts learning. The Plan was accepted by the State Board of Education in March 2016. In 2018, the Alabama State Legislature approved \$400,000 in new funding for the Alabama State Council on the Arts to launch three pilot Regional Arts Education Collaboratives in Huntsville, Tuscaloosa, and Birmingham. The Collaboratives serve as resource centers and mini-backbone organizations within their respective communities. Together with state partners at the Alabama State Council on the Arts (ASCA), Alabama Arts Alliance (ALAA), Alabama Institute for Education in the Arts (AIEA), Department of Education (ALSDE), and the three Collaborative sites, a state-wide collective impact initiative striving for arts education access for all students across Alabama is ready to build the next phase of our work. For more information including the 2016 Alabama Plan for Arts Education, visit:

<https://www.alartsalliance.org/artistic-literacy-consortium>.

Current Situation

Having established three Collaborative sites across Alabama that are making measurable progress in their communities, the ALC is ready to build a plan for Phase 2 of our work. A leadership group has been established and includes membership from ASCA, ALAA, ALSDE, AIEA, and each Collaborative site. Given the rapidly changing landscape due to COVID-19 impact, the plan will need to be fluid and responsive to emerging situations around the state. The need for culture building among the leadership group, targeted messages and audiences, 3-5 year goals, strategies, outcomes, and scenario planning is being brought to the forefront.

There are several positive outcomes the ALC is looking for with this strategic planning effort, including:

- A unifying vision among the ALC Leadership, governance structure, and fiscal management system
- Revised 3-5 year goals, strategies, measurable outcomes, and scenario planning
- Leadership development strategies for personnel involved in the initiative
- Identification of target audience(s) and key messages, including case making and advocating for policy
- Inclusion of different types of groups and philosophies
- Updated baseline data
- Identification of strategies to develop sustained funding streams for state-wide and local initiatives and a unified message that can be carried to policy makers and by grassroots means

Required Deliverables

The ALC is a state-wide initiative. To meet the needs of strategic planning at this level, the ALC requires the following deliverables:

- 1) **Design and facilitate a comprehensive strategic planning process that addresses access to the arts for students in Alabama:** identify issues and information needed and determine personnel roles;
- 2) **Assess the ALC's current situation:** review the ALC's history, develop SWOT analysis, gather information from internal and external stakeholders;
- 3) **Articulate the ALC's mission and values:** develop a values statement and review the current mission to determine if an update is needed to align with a new strategic plan;
- 4) **Select strategic priorities:** analyze information gathered, identify core strategies & activities, identify future activities, priorities and objectives, and solicit feedback from Leadership;
- 5) **Provide recommendations and implementation strategies for this plan** including but not limited to:
 - Messaging & case making, brand development, target audience discovery, and advocacy;
 - Governance structure, inclusion & equity, culture building, leadership development and recruitment (especially recruitment of voices that are historically left out of decision making);
 - Systems thinking and mapping, research strategies, data and evaluation;
 - Long term and sustainable funding at the state and community levels.
- 6) **Write 3-5 year strategic document** that contains revised goals, implementation strategies, and measurable outcomes that addresses access to the arts for students in Alabama.

Research

it is anticipated that these tasks will be accomplished through a combination of:

- Review of ALC historical materials, publications, websites, public data, and any relevant research documents;
- Personal interviews (in person or electronically), of ALC personnel, stakeholders, leadership, teaching artists, principals, funders, students, and others;
- Written and/or electronic surveys, and;
- Focus groups, public forums, committee meetings, and/or any other method that will be useful in receiving community input (email, website, etc.) that identify dominant issues, design consensus building objectives and strategies that can be implemented.

PROPOSAL REQUIREMENTS

Firm Information

- Provide agency's name, address, URL, and telephone number.
- Include name, title and e-mail address of the individual who will serve as agency's primary contact.
- Include a brief description and history of your firm.

Project Approach

Please explain your project approach, style, and process. Please also briefly describe your experience with and approach to 1) research and to 2) each of the six (6) deliverables listed in the Required Deliverables section above.

Provide biographies of key staff

Please include a summary of experience of all key staff.

Experience

Proposals should include a list describing projects that are similar in scale that your firm has completed. Please include at least one in-depth case study that includes a limited number of narrative samples. Where possible,

highlight work for analogous organizations. Experience with arts education, program development, scenario planning, and rural initiatives are preferred but not required. List of references encouraged.

Schedule and Timeline

Proposals should include the proposed work schedule, timeline, and deliverables resulting from each required deliverable outlined above. The contract is expected to begin on or about October 1, 2020 and should be completed on or about April 30, 2021.

Cost

Proposals must include the estimated cost for all work and expenses related to tasks and deliverables outlined in the schedule/timeline including anticipated travel expenses, though in-person travel for this project is not required at this time. Please break out all related costs so the ALC can determine best use of funds. Proposed budget should not exceed \$50,000.00 and the ALC seeks experience, quality, and value.

Adherence to Specifications

It is not the intent of these specifications to rule out or eliminate any prospective bidder. If the services you intend to bid do not comply with the specifications as written, you should attach to your proposal an itemization and explanation of each deviation or variation from the specifications. The ALC may, at its sole discretion, consider or deny any deviation and contract for the services that best suit its intended objectives.

APPLICATION PROCESS AND DEADLINES

Submission Instructions and Deadline

To be considered, all bids must be submitted in writing to the ALC Strategic Planning Committee by **August 1, 2020 by 11:59pm CST**. All materials must be submitted digitally. Digital files share drive accesses, and links with descriptions are all acceptable means of submission. Paper and mailed materials will not be accepted. Bids may be submitted by email to alcstrategicplanning@gmail.com with “Strategic Planning Proposal: [Firm Name]” in the subject line. Submissions made within one (1) email are appreciated.

Method of Selection/Award

The ALC Strategic Planning Committee will evaluate each proposal submitted in response to the RFP to determine the most responsive and appropriate proposal(s) after the submission deadline. The ALC seeks proposals offering the best value, while maintaining a high standard. However, the ALC retains the sole discretion to choose one proposal, more than one proposal, or to reject all proposals. Notifications will be sent out on or around September 1, 2020.

Condition of Award

The ALC will award a contract to the successful bidder(s) on the condition that the selected contractor(s) sign a mutually agreeable contract and a Confidentiality Agreement with our fiscal agent.

Inquiries

Inquiries may be submitted to alcstrategicplanning@gmail.com with “Inquiry Re: Strategic Planning” in the subject line. Please expect up to 5 business days to receive a response to inquiries.

The ALC is committed to providing an environment of mutual respect where equal opportunities are available to all applicants without regard to race, color, religion, sex, pregnancy (including childbirth, lactation and related medical conditions), national origin, age, physical and mental disability, marital status, sexual orientation, gender identity, gender expression, genetic information (including characteristics and testing), military and veteran status, and any other characteristic protected by applicable law. The ALC believes that diversity and inclusion among our teammates is critical to our success, and we seek to recruit, develop and retain the most talented people from a diverse candidate pool.