



REQUEST FOR QUALIFICATIONS
STRATEGIC PLANNING CONSULTANT

Proposals will be received until

December 22, 2017
5:00pm

This RFQ is also available on our website:
www.mediaartscouncil.org

REQUEST FOR QUALIFICATIONS

I. General Information

Project Objective: To develop a three year strategic plan with action steps.

Issuing organization: Media Arts Council
609 B West State Street
Media, PA 19063

RFQ Issued: Nov. 17, 2017
Questions must be received by: Dec. 1, 2017
Responses to questions: Dec. 11, 2017
Due date for proposals: Dec. 22, 2017

Contact: Liz McClearn, Managing Director
exec@mediaartscouncil.org
484-445-4161

II. Summary

Media Arts Council (MAC) is seeking consultant services for the creation of a three year strategic plan for the organization. The project has been budgeted at \$2,000.

III. Background

The Media Arts Council is a 501(c)(3) nonprofit organization founded in 2004 with a mission to support local artists and integrate a wide range of arts into the life of the entire community. MAC achieves this mission by providing artists with opportunities to exhibit or perform; communicating information about art events throughout the area; and contributing to local arts events that appeal to all members of the community.

MAC first Executive Director, hired in 2010, was a founding member and the organization's initial board president. She retired in 2017, leaving the growing organization to its new Managing Director. MAC is reliant on its team of 50 dedicated volunteers, who work selflessly to promote Media and Delaware County as an arts destination.

Situated on State Street in Media's growing West End neighborhood, the MAC Gallery is free and open to the public, and presents work from hundreds of artists in over 20 annual programs and events, reaching approximately 5,000 people every year. MAC's arts opportunities draw people from across the region to engage in appreciating, viewing, experiencing learning about, and making art. MAC's largest and most prominent event is the Media Film Festival.

IV. Scope of Work

The MAC Board is seeking a consultant to lead the process of developing a three year strategic plan. The plan will articulate MAC's mission and vision, and include the goals, objectives, and action steps that will guide the organization for the next three years. It will include a strategy for moving forward during times of growth for both the organization and the Borough of Media.

Some of the questions we want to address include:

- What should be MAC's area of strategic focus?
- What educational opportunities does the community consider to be essential?
- What programming does the community consider to be essential?
- Are there new areas of education and programming that should be considered?
- What is our target demographic, and how do we effectively reach them through marketing?

The consultant will work with a Planning Committee comprised of MAC's two part time staff members and select board members.

V. Desired Qualifications

MAC will look most favorably upon respondents who:

- Have created at least one successful strategic plan
- Are familiar with small nonprofits (operating budget of about \$100,000)
- Have worked with small museums and/or nonprofit galleries
- Have experience with marketing and public relations plans
- Are at least somewhat familiar with Media and Delaware County

VI. Deliverables

The final deliverable is a Strategic Plan that must include the following in detail:

- Strategic areas of focus and service priorities for the next three years
- Goals, objectives, and action steps
- Services and programs (both current and new) that will support goals

VII. Timetable

Questions must be received by:	Dec. 1, 2017
Responses to questions:	Dec. 11, 2017
<u>Due date for proposals:</u>	<u>Dec. 22, 2017</u>
Planning Committee awards contract:	Jan. 5, 2018
Draft plan completed:	Mar. 9, 2018

VIII. Information Required of Respondents

Responses to this RFQ should not exceed three pages in length (excluding attachments).

Please include

- General description of planning activities recommended
- Work plan and time table
- Budget

Attachments should include:

- Professional resume
- References
- Copy of a strategic plan you designed (or assisted with designing), if available

IX. Proposal Submission

Questions concerning this RFQ should be emailed to Liz McClearn, Managing Director, in adherence with the timeline outlined in Section VII.

Please address proposals to:	Liz McClearn, Managing Director
Email address:	exec@mediaartscouncil.org
Subject line:	Strategic Planning RFQ
Deadline:	Dec. 22, 2017

MAC RESPONSES TO APPLICANT QUESTIONS

Updated December 11, 2017

1. How will MAC measure success of this project?

Success of the consultant engagement will be evident with a useable document that reflects the organization's culture and vision, and includes well-defined measurable goals with realistic action steps to guide the next three years of MAC operations.

2. How do you envision MAC leadership and stakeholders collaborating with the consultant guiding this planning process?

We envision that the entire board will be involved during the consultant's information-gathering stage. If there is a gap in representation once all stakeholders are defined, MAC will recruit to bring a relevant participant to the process.

A steering committee, (currently six-members) will be actively involved with the consultant in determining the final content. The steering committee is prepared to write the document with the guidance of the consultant, if time and budget dictates.

3. As this is not MAC's first strategic plan, what elements of the previous plan has MAC been challenged in implementing, and why?

The 2013 strategic plan is available upon request.

With a small budget and without a robust volunteer program, MAC is constrained by resources (both time and money). The board is a working board, which has challenged the time for governing.

The "education" piece is still evolving, primarily due to the challenges involved in finding MAC's niche.

The "supporting artists" piece has shifted as a result of obtaining gallery space, which was not in the 2013 plan. There has not been a comprehensive plan for the use of this space though, and currently, much of MAC's effort to support artists is limited to the "Gallery Artists".

4. Are there examples of strategic plans or planning processes that MAC would like to see recreated here?

We are not aware of specific examples to emulate. In addition to the elements described above, we would like a plan that includes gathering metrics so that we can make data-based decisions in the future.