



Request for Proposal Strategic Planning

Deadline for Submission: June 1, 2016

Brief Project Overview

NCTC Performing Arts Theatre seeks to retain a candidate with experience in strategic planning to lead its Board of Directors and Executive Director in creating and implementing a five-year strategic plan with a focus on fund development. This four-month project would begin in September 2016 with an anticipated budget of \$8,000 - \$9,000.

Organizational Background

NCTC Performing Arts Theatre provides quality entertainment and hands-on educational programs in the performing arts to children and young adults from preschool through college. In addition to eight annual productions, NCTC offers a variety of performing arts classes, voice lessons, and summer programs. Founded in 1963 as part of the Newington Parks and Recreation Department, NCTC is the oldest operating children's theatre in Connecticut. In 2003, the theatre became an independent 501(c)3 and moved to its current location, 743 North Mountain Road. For the next seven years, NCTC continued its tradition of touring productions throughout Connecticut with several performances at home each year. In 2009, the organization changed its operating name to the current NCTC Performing Arts Theatre to recognize that participants include young adults as well as children who reside not only in Newington.

In 2011, NCTC hired its first full-time Executive/Artistic Director, Claire Van Cott, under whose direction:

- Year round programming has been established including 8 – 9 productions per year.
- Class offerings have expanded to include performance classes and voice lessons.
- Participation has increased from approximately 100 to 450 children annually.
- Annual revenue has grown from \$70,000 to \$175,000.

NCTC Performing Arts Theatre is currently at capacity in terms of space, programming, and staff. The Directors are looking to expand programming which will require additional staff, space, and revenue.

Scope of Work & Deliverables

The NCTC Board is seeking a consultant to lead the development of a five-year strategic plan that will articulate NCTC's vision and mission, including the goals, objectives, and action steps that will guide the organization through the next five years. The plan will include a strategy for moving forward during times of growth, with an emphasis on fund development. Specific areas that need to be addressed in the strategic plan include, but are not limited to:

- The development of a sustainable financial and programmatic model to achieve goals.
- A thorough assessment of infrastructure needs including space, technology, human capital, and financial resources.

Services to be furnished pursuant to this RFP include, but are not limited to:

- Facilitation of the strategic planning process in collaboration with the NCTC Board and the Executive Director, schedule of activities, and selection of background information.
- Enhancement of current funding model as part of the future planning initiative to ensure sustainability.
- Identification of new revenue sources and the infrastructure needed to support each option.
- Development of three-year projected budgets that assess earned income revenue growth potential and address how to fund not only current infrastructure needs, but also future capacity building initiatives, e.g., additional staffing, larger facility, improved technology.
- Review and development of financial policies.
- Assistance in the development of a Capital Campaign.

Timeline

May 10 - 20, 2016 – RFP open for bidding

May 20 – Deadline for questions

May 20 - 25, 2016 – Questions answered

June 1, 2016 – Postmark deadline for proposals

June 2, 2016 – Notification of finalists selected for interviews

June 7-8, 2016 – Interviews and presentations

June 17, 2016 – Selection of contractor

September 20016 - Work begins

January 2017 – Final plan completed and presented at January Board Meeting

Criteria for Selection

The NCTC Board and Executive Director will review all proposals. In addition to price, the NCTC Board and the Executive Director will consider any factors they deem necessary and proper. In awarding a contract for consulting services to develop a long-range strategic plan for the organization, NCTC will examine a number of factors:

- The extent to which the proposal addresses the stated 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 with an emphasis on fund development.
- Familiarity with nonprofit community theatre.
- Knowledge of best practices.
- Availability for work to be conducted during September, October, and November 2016 with the strategic plan presented to the Board no later than the January 2017 Board meeting.

Application Process and Procedures

Please provide a complete written response to this RFP in the following format:

- a. A brief Summary of the Proposal.
- b. A description of the applicant's general approach to strategic planning consultation, including methodology, perspective, or philosophy that guides work with organizations in this undertaking.
- c. A list of project deliverables to be created with a timeline for each deliverable and overall project completion.
- d. A detailed budget that sets out expenses.
- e. Credentials and qualifications of key personnel who will take responsibility for working directly on this project, including three references.
- f. Example(s) of a finished strategic plan created by you and/or your company.

Applicants must submit one (1) original paper copy of the proposal sent to NCTC Performing Arts Theatre, 743 North Mountain Road, Newington, CT, 06111 and one (1) electronic copy of the proposal emailed to renee@NCTCArts.org. Questions concerning this RFP shall be emailed to Renée Lavoie, Board of Directors Vice President, at renee@NCTCArts.org no later than 5:00 PM on May 20, 2016. Responses to questions will be emailed no later than 5:00 PM on May 25, 2016. The questions and answers will be shared with all respondents to this RFP via email.

Address the Proposal to: Renée Lavoie, Board of Directors Vice President

Email address: renee@NCTCArts.org

Deadline for Receipt of Proposal: June 1, 2016

The NCTC Board may request representatives of a bidding organization to appear for interviewing purposes. Interviews will be conducted June 7th and 8th. Travel expenses and costs related to the interview shall be the responsibility of the bidder.

NCTC will reach a decision on awarding the contract no later than June 17, 2016, and will notify the selected candidate via email.