

# **REQUEST FOR PROPOSALS**

**To Develop a Strategic Plan for  
Josephine Herrick Project**

**ISSUE DATE: January 15, 2016**

## **To Develop a Strategic Plan for Josephine Herrick Project**

This request for Proposal (RFP) is soliciting written proposals from professionally qualified contractors to provide services to Josephine Herrick Project (JHP) for the development of a three to five year strategic plan. All proposals should clearly define how they will work with Josephine Herrick Project to assist in a comprehensive, participatory planning process.

**Issue Date:** January 15, 2016

**Closing Date and Time:** March 1, 2016

**Submission:** Deliver email or mail proposal copies to:

Maureen McNeil, Executive Director  
Josephine Herrick Project  
64 Fulton St. Suite 905  
New York, NY 10038  
[maureen@jhproject.org](mailto:maureen@jhproject.org)

Proposals received after the deadline will not be accepted.

## **BACKGROUND**

### **Mission**

Josephine Herrick Project is celebrating its 75<sup>th</sup> anniversary in 2016. Founded in 1941, Josephine Herrick Project (JHP) is a volunteer service organization, providing free photography programs to underserved audiences. JHP believes that cameras are transformational tools that give a voice to all people and strengthens visual literacy. Participants photograph their communities with the help of professional photographers, promoting volunteerism and advocacy. Through workshops, exhibitions and publications, participants connect to the world through the visual language of photography.

JHP has been effectively partnering with Community organizations and VA hospitals in New York City for 75 years. The founder of the organization, Josephine Herrick, was a photographer who gave back by taking photographs of young men going to WWII. During the War she began teaching photography to wounded veterans in the VA hospitals and started the organization.

Today, JHP works with 25 community partners throughout New York. Josephine Herrick Project works primarily with veterans, children and young adults on the autism

spectrum, adults and seniors with disabilities and youth. Partners includes VA hospitals, Rusk Rehabilitation, the McSilver Institute on Poverty Policy and Research at NYU, St. Francis College, Goodwill Industries, Services for the Underserved, the New York Public Library and more. JHP serves over a thousand participants a year through programs and thousands more through exhibitions of photography.

The last strategic plan for the organization was in 2008. Since then the staff has changed as has the vision of the organization. Josephine Herrick Project has a growing staff and board who are committed to the organization and to the strategic planning process.

### **Rationale**

Numerous studies have demonstrated the benefit of the arts and specifically photography for all populations.

- Arts education supports academic development in reading, language development and mathematics;
- Arts education helps youth to develop analytical, social, and motivational skills; and
- Arts education fosters connection with the community and self-discovery

### **Goals and Objectives**

The primary goals of Josephine Herrick Project are to use photography to provide opportunities for People with disabilities or are impacted by poverty with a way to tell their story and connect to their community

Objectives include:

- using photography to tell a story
- Improving self-perception and confidence through their photography
- Viewing and interpreting the world around us by learning to create and assess works of photography
- connecting to the community through work with other students and photography out in the neighborhood
- Encouraging veterans with a special aptitude for photography to explore and consider careers in the field.

## **PURPOSE OF PROJECT**

Josephine Herrick Project has been through a number of transitions over the past few years and is now fully staffed with high-level professional staff. The organization is ready to expand its veterans programs and create strategies for future sustainability. Both the Board and the Executive Director have agreed that it is important for the organization to review where we have been, where we are, and, where we want to be in the future.

Josephine Herrick Project wants to create new strategies going forward to guide us in the next three years. This strategic planning process is intended to address, as the following issues:

- What financial model would be most strategically advantageous to maintain a sustainable organization?
- How do we enhance private sector support for our mission and programs?
- How can we attract and maintain a diverse, hard working & financial board of directors?
- What are the future space options for the organization?
- What additional marketing efforts can JHP employ to expand our brand recognition in the community?
- What systems do we need in place to expand veteran programs statewide?
- How can we create a career ladder for veterans interested in pursuing photography professionally?
- How will the process itself identify issue areas comprehensively?

## **SCOPE OF SERVICE**

The contractor shall, at minimum, accomplish the following in performance of this contract:

### **Planning Activity and Final Product**

Working with JHP, the contractor will:

1. Design and establish a comprehensive strategic planning process,
2. Develop a three to five year strategic plan,
3. Provide recommendations and implementation strategies for this plan.

### **Research**

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

- Focus groups with various stakeholders including JHP photographers, community partners and participants including veterans
- Individual and group interviews with JHP board members and staff
- Planning meetings with staff from Vet centers in targeted New York expansion regions
- Planning meetings with artists and/or local arts councils where teaching photographers in expanded region will be procured
- Financial feasibility study for a. expansion b. shift in current model

## **DELIVERABLES**

Deliverables will be reviewed and accepted by the JHP staff and Board of Directors. Deliverables will include, at a minimum, the following:

- Copies of all instruments used to gather information,
- Interim briefings midway for feedback on direction of the plan,
- Draft plan, in conjunction with JHP, that specifies goals, objectives, strategies, timeline and required resources (i.e. financial and human) for implementation, and
- Final plan incorporating necessary revisions along with a presentation to JHP. All deliverables will become the property of Josephine Herrick Project.

It is also hoped that the strategic planning process with Board members will raise the level of discourse among the board members about the work of Josephine Herrick Project and deepen and strengthen their engagement with the organizational mission.

## **SCHEDULE**

The planning process shall commence on March 24, 2016, and be completed within 6 calendar months. The following schedule provides the target dates for the selection process and the services to be performed for the strategic planning process:

<b>Activity</b>	<b>Date</b>
Postmark Deadline for proposals	March 1, 2016
Notify finalists selected for interviews	March 15
Presentation and interview finalists	March 21
Selection of contractor	March 22
Contract signed by both parties	March 24
Work begins	March 28
Mid-contract check-in	June 2
Preliminary recommendations to JHP	July Board Meeting
Final plan completed	September 1 2016

## **COMPENSATION FOR SERVICES**

Josephine Herrick Project will expend between \$30,000 - \$35,000 for completion of a high-quality planning process, data and plan. Each contractor's bid should include all fees, expenses, supplies, printing, travel, per diem, overhead and profit, insurance, taxes, and any other expenses attributed to the planning process.

## **SUBMISSION REQUIREMENTS**

Applicants shall submit a proposal that includes, at a minimum, the following elements:

1. Title Page should include the Request for proposal subject, name of firm or lead contractor, address, telephone, email, contact person and date of submissions.
2. Profile of the Contractor must include:
  - a. A list of the names and title of the members, partners, officers, management and staff of the contractor's firm. Include an illustration of the firm's organizational structure and the number of years the firm has operated.
  - b. A minimum of three references for which the contractor has provided comparable contractual services to those specified in the RFP along with the subcontractors and contacts where applicable.
  - c. A summary and samples of the contractor's work on similar projects.
  - d. Evidence of experience working with issues relating to diverse populations.
  - e. Resumes of key individuals associated with this proposed project.
  - f. If subcontractor(s) will be used, please include resume and qualifications of the subcontractor.
3. A Work Plan that incorporates the scope of services outlined. The work plan should generally identify the expected duration of each task and reflect associated personnel and other resources required for all tasks to be performed. This should include a schedule for all deliverables. On-site and off-site time should be separately stated. There should be a clear delineation of contractor's and JHP's task responsibilities.
5. Project Fees must include a line item project expense budget indicating all costs for carrying out the proposed work, including personnel, travel, lodging, meals, supplies, materials, overhead and all other necessary expenses.

## **SELECTION**

### **Technical Approach**

In outlining your proposed approach to creating a strategic plan for JHP, please consider the following:

- Your experience in working with an organization like JHP to create a strategic plan, and based on your understanding of our organization, explain the particular challenges and opportunities to address in a strategic plan in this community.
- Your experience with planning for arts education organizations. What were the particular challenges and how were they managed?
- Based on your knowledge and experience, list five critical factors that contribute to successful planning.
- Your role in the process relative to that of JHP.
- Your unique capabilities/experiences that your firm would bring to the process.

### **Selection Process**

1. JHP staff will review and examine all proposals received. Those proposals that do not respond to the requirements of the RFP will be rejected.
2. A strategic planning committee of the JHP board and staff will review the proposals and will choose a limited number of contractors for on-site presentations. Contractors selected to give presentations will be expected to bear travel costs to and from New York City.
3. Contractor will make an official presentation that will be followed by committee questions.
4. Selection will be made based on the best value to JHP and the quality of the proposal.