

# ***Request for Proposals Strategic Planning Coordinator***

***New Hampshire State Council on the Arts  
19 Pillsbury Street  
Concord, NH 03301***

***Issue Date: September 15, 2021  
Proposal Deadline: October 15, 2021***

***Contact:  
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The [New Hampshire State Council on the Arts](#) is a Division of the [New Hampshire Department of Natural and Cultural Resources](#).



**New Hampshire**  
State Council on the **Arts**



## **Project Description**

The New Hampshire State Council on the Arts (NHSCA) seeks professional services to coordinate and develop a new strategic plan for the agency's work beginning in 2022 with duration of coverage yet to be determined. The plan must include:

- Mission statement
- Vision and values statements
- Goals
- Detailed objectives and strategies

The plan must be reflective of current social, economic and demographic circumstances in New Hampshire and be shaped through close examination of the agency's current strategic plan, current programs and resources (human and financial) and extensive public input involving New Hampshire citizens, cultural representatives, artists, and state and local civic leaders gained through public meetings, surveys, personal meetings, and electronic communications.

The contractor will work in collaboration with NHSCA staff throughout the process. Point of contact for the agency will be Director Virginia Lupi.

## **Background**

The Council's enabling legislation RSA 19:A sets forth the agency purpose in part to:

- Stimulate and encourage throughout the state the study and presentation of the performing and fine arts and public interest and participation therein.
- Make such surveys as may be deemed advisable of public and private institutions engaged within the state in artistic and cultural activities, including, but not limited to, music, theatre, dance, painting, sculpture, architecture, and allied arts and crafts, and to make recommendations concerning appropriate methods to encourage participation in and appreciation of the arts to meet the legitimate needs and aspirations of persons in all parts of the state.
- Take such steps as may be necessary and appropriate to encourage public interest in the cultural heritage of our state and to expand the state's cultural resources.
- Administer any federal funds received from the National Endowment of the Arts and the art fund established under RSA 19-A:9, also known as the Percent for Art Program.

The Council's current Strategic Plan (2019 – 2021) is an updated extension of a plan developed for 2014 – 2018. The mission, goals and objectives are the result of a statewide needs assessment and public planning process. Research and planning activities encompassed a survey of state and national trends, surveys with arts organizations and individual artists, evaluation of Council programs, interviews with policy makers, round table discussions, and focus group meetings held throughout the state.

The current 2019 – 2021 Arts Plan expresses the following:

Mission: The New Hampshire State Council on the Arts strives to ensure that every citizen and community in New Hampshire enjoys the cultural, civic, economic, and educational benefits of the arts.

Goals:

#1 – Strengthen the Arts and Increase Awareness.

#2 – Cultivate Equitable Access to Arts Education.

#3 – Identify, Preserve and Promote New Hampshire’s Cultural Diversity and Traditional Arts.

#4 – Maximize Capacity to Effectively and Equitably Serve All New Hampshire Citizens.

A summary of the State Arts Council’s current strategic plan is available [here](#).

### **Scope of Work and Responsibilities of Contractor**

The next strategic plan needs to address a mission statement, vision, values, goals and objectives that respond to the Council’s enabling legislation, to the current issues facing New Hampshire, and the needs of New Hampshire citizens. The research and development of the next plan must include the following:

- Evaluation of the mission, vision, values, goals and strategies of the current plan.
- Assessment of the State Arts Council’s achievements in relation to the 2019-2021 strategic plan.
- Evaluation of existing NHSCA partnerships, collaborations, and networks.
- Exploration of the value of fostering new partnerships and collaborations.
- Assessment of the State Arts Council human and financial resource history and existing conditions so that the plan aligns with capacity to implement it.
- Examination of significant variables that will impact the development of the next strategic plan including, but not limited to:
  - The duration of time that appears feasible for the next strategic plan to address factoring in current social, economic and political circumstances in New Hampshire and nationally;
  - The changing demographics of New Hampshire’s population;
  - The stability and growth potential of non-profit arts organizations in the current economic environment;
  - The role of the cultural sector in positively impacting local and statewide economic stability and growth;
  - The current economy and its potential impact on arts participation and funding;
  - The value of culture and the arts on impacting quality of life issues for the citizens of New Hampshire;
  - Continuing advances in technology and their impact on lifestyle, communication and the arts;
  - Trends in K-12 and higher education policy and practices at the national, state and local levels as relates to the arts;

- Trends in the preservation and presentation of folk and traditional arts at the national, state and local levels as relates to the preservation and education aspects of heritage-based arts and artists;
- Trends in meeting the needs of underserved populations including people in institutions, people in recovery, people of color or indigenous people, people who identify as LGBTQ+, people who live in rural areas, people with disabilities, people who identify as immigrants or refugees, people whose first (or only) language is not English, veterans, and others at the national, state and local levels as relates to the arts;
- Public opinion toward government support of the arts as related to continued public and private investment in the arts.

### **Deliverables from Contractor**

The end product of this project is a strategic plan (approximately 20-24 pages) and an executive summary (approximately 4 pages) for the New Hampshire State Council on the Arts that is reflective of public input, the needs of NH citizens, and the financial and human resources available to the agency. To achieve this, contractor will work in collaboration with State Arts Council staff and be responsible for the following:

- Design a research methodology that allows for input from agency staff, appointed Councilors, Department of Natural and Cultural Resources administration and Commissioner, artists, arts organizations, targeted constituent groups, and the general public.
- Develop a work plan and timetable for soliciting public input through meetings, interviews, surveys, etc.; compiling notes from public input; producing drafts of a plan and a finalized plan; soliciting public input on the plan; and carrying out any revisions resulting from the public input.
- Facilitate a one-day visioning session for Council members and staff. (optional: 2 separate days)
- Design research strategies and questions for up to 15 public/constituent/focus group meetings; convene meetings; facilitate sessions; and compile information gleaned for input into the plan.
- Design research strategies and questions for up to 12 interviews with individuals, including constituents and others concerned with public policy in the arts and compile information gleaned for input into the plan.
- Design up to two online surveys through available web interfaces designed to seek input on cultural priorities from NHSCA constituent organizations and artists and make available for input in plan.
- Compile, analyze, and synthesize the data collected from all sources and prepare up to three preliminary drafts of a plan incorporating revisions to the plan provided by State Arts Council; finalize a completed plan.
- Develop performance indicators and benchmarks to monitor progress toward achieving the mission, goals and objectives of the newly developed plan.

### **Responsibilities of New Hampshire State Council on the Arts**

- Provide contact person/s on the Council staff to collaborate with the contractor.

- Participate in determining project objectives, strategies, and timetables.
- Approve proposed models, methods, indicators, samples, and data collection tools.
- Identify strategic plan stakeholder groups and representatives.
- Compile data that can be obtained internally.
- Provide materials, duplication, and communication services as needed for the project.
- Review and edit drafts of the written plan & summary.
- Approve the final plan and summary.

### Timetable for Performance of Services

The services described in this request will be rendered between December 1, 2021 and December 31, 2022. The following timetable is an approximation. Final deadline is firm.

<b>2021</b>	
November	Execution of contract and approval sought by NH Governor and Executive Council
<b>2022</b>	
January	Facilitate Council planning retreat
January – March	Data collection and public meetings
March	Report on preliminary findings
April – May	Development of draft plan
June	Delivery of draft plan
July	Council review and approval of draft plan
August	Public comment period

### Format and Procedures for Delivery of Proposal

The proposal shall be in writing (PDF format) and shall consist of three parts:

*Part I - Qualifications.* This section should provide evidence of your capacity to provide the services described in this request in a timely manner and should include a description of relevant experience, current resume/s of key personnel, references, samples of past work (such as plans or summaries of plans for other state agencies and/or arts organizations), and client lists. Please clarify your role/s, the structure of the planning process, and the community/constituent involvement in the planning process. Also, please mention briefly other obligations that may limit your availability for this project. (no more than 3 pages)

*Part II - Production Proposal.* Part II should provide a description of the respondent's proposal to provide the services requested. Clearly outline the tasks to be accomplished, strategies for accomplishing those tasks, and an outline of a proposed timetable for completion. Please recognize that the actual planning process will be designed collaboratively with State Arts Council staff.

*Part III - Budget.* Part III should present a cost proposal. You may wish to include optional components that would be available for an additional cost; please itemize. The proposed

budget is a maximum cost, and the Council will not pay any costs above the proposed amount. Indirect costs will not be allowed. **Proposals above \$60,000 will not be considered.**

### **Criteria for Evaluating Proposals**

Proposals will be evaluated based on the following criteria, which will be equally weighted:

- Qualifications and experience as demonstrated in Part I of the proposal. Related professional experience with a statewide or other large-scale strategic planning process.
- Important considerations include: ability to work at a systems level; ability to analyze data and apply to the building of practical goals and objectives; ability to work in a collaborative team setting; skills and experience working with constituent/consumer-driven planning processes; ability to devise creative approaches to assessing public input in a planning process; excellent facilitation skills; working knowledge of best practices of state arts agencies; understanding of issues surrounding public investment in the nonprofit cultural sector; understanding of the role that individual artists have in the economy, community vitality, and education.
- Capacity for carrying out the project as reflected in the tasks, strategies, and timetable described in the proposal. Communication and facilitation skills with a proven ability to coordinate projects and meet timelines.
- Appropriateness and feasibility of the proposed budget of the proposal.

### **Procedures and Deadline for Delivery of Proposals**

Deadline for Proposals: **11:59 PM October 15, 2021**. Proposals should be in **PDF format only** and emailed to: [virginia.a.lupi@dncr.nh.gov](mailto:virginia.a.lupi@dncr.nh.gov).

Proposals may be rejected for reasons that include, but are not limited to, the following:

- The proposal is incomplete or ambiguous.
- The proposal is not received by the deadline.
- The proposal does not offer to provide all the services required by this request.
- The proposal exceeds the maximum dollar amount specified in this request.
- The proposal does not conform to the requirements set forth in this request.

### **IMPORTANT**

The New Hampshire State Council on the Arts may choose to interview Proposers prior to awarding a contract.

The award of a contract resulting from any proposal is contingent upon the following:

- Favorable evaluation of the proposal, based on the criteria stated in this request.
- Successful negotiation of any changes to the proposal as required by the State Arts Council.
- If the State decides to award a contract as a result of this RFP process, any award is contingent upon approval of the contract by Governor and Executive Council of the State of New Hampshire and upon continued appropriation of funding for the contract.

The work products resulting from a contract award under the terms of this request shall be the property of the Council, which shall have the right to use such materials in any manner and for any purpose.

Proposals must be valid for one hundred and eighty (180) days following the deadline for submission of Proposals, or until the Effective Date of any resulting Contract, whichever is later.

The Agency will require the successful bidder to execute a Firm Fixed Price Contract using the Standard Terms and Conditions of the State of New Hampshire.

To the extent that a Proposer believes that exceptions to the standard form contract will be necessary for the Proposer to enter into the Agreement, the Proposer should note those issues during the Proposer Inquiry Period. The Agency will review requested exceptions and accept, reject or note that it is open to negotiation of the proposed exception at its sole discretion. If the Agency accepts a Proposer's exception the Agency will, at the conclusion of the inquiry period, provide notice to all potential proposers of the exceptions which have been accepted and indicate that exception is available to all potential proposers. Any exceptions to the standard form contract that are not raised during the proposer inquiry period are waived. In no event is a Proposer to submit its own standard contract terms and conditions as a replacement for the State's terms in response to this solicitation.

By submission of a proposal, the Proposer agrees to comply with Title VI of the Civil Rights Act of 1964; Section 504 of the Rehabilitation Act of 1973, as amended; Title IX of the Education Amendments of 1972, as amended; Title 29 (Part 505) of the Code of Federal Regulations (governing fair labor practices); the Age Discrimination Act of 1975; the U.S.C. Sec. 1913 regulating lobbying with appropriated monies as well as all regulations of the National Endowment for the Arts pursuant to these statutes; the Drug-Free Workplace Act of 1988; and the Americans with Disabilities Act of 1990.

The content of each Proposer's Proposal shall become public information upon the award of any resulting Contract. Any information submitted as part of a response to this request for proposal (RFP) may be subject to public disclosure under RSA 91-A. In addition, in accordance with RSA 9-F:1, any contract entered into as a result of this RFP will be made accessible to the public online via the website Transparent NH (<http://www.nh.gov/transparentnh/>). However, business financial information and proprietary information such as trade secrets, business and financials models and forecasts, and proprietary formulas may be exempt from public disclosure under RSA 91-A:5, IV. If you believe any information being submitted in response to this request for proposal, bid or information should be kept confidential as financial or proprietary information; you must specifically identify that information in a letter to the agency, and must mark/stamp each page of the materials that you claim must be exempt from disclosure as "CONFIDENTIAL". A designation by the Proposer of information it believes exempt does not have the effect of making such information exempt. The Agency will determine the information it believes is properly exempted from disclosure. Marking of the entire Proposal or entire sections of the Proposal (e.g. pricing) as confidential will neither be accepted nor honored. Notwithstanding any provision of this RFP to the contrary, Proposer pricing will be subject to disclosure upon approval of the contract. The Agency will endeavor to maintain the confidentiality of portions of the Proposal that are clearly and properly marked confidential. If a request is made to the Agency to

view portions of a Proposal that the Proposer has properly and clearly marked confidential, the Agency will notify the Proposer of the request and of the date the Agency plans to release the records. By submitting a Proposal, Proposers agree that unless the Proposer obtains a court order, at its sole expense, enjoining the release of the requested information, the Agency may release the requested information on the date specified in the Agency's notice without any liability to the Proposers.

Notwithstanding any other provision of this RFP, this RFP does not commit the Agency to award a Contract. The Agency reserves the right, at its sole discretion, to reject any and all Proposals, or any portions thereof, at any time; to cancel this RFP; and to solicit new Proposals under a new acquisition process.

By submitting a Proposal, a Proposer agrees that in no event shall the Agency be either responsible for or held liable for any costs incurred by a Proposer in the preparation of or in connection with the Proposal, or for Work performed prior to the Effective Date of a resulting Contract.

### **Questions**

Questions regarding this request should be directed to:

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19 Pillsbury Street  
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Telephone: (603) 271-8418  
E-mail: [virginia.a.lupi@dn-cr.nh.gov](mailto:virginia.a.lupi@dn-cr.nh.gov)

### **Additional Resources and Information**

New Hampshire State Council on the Arts general information: [www.nh.gov/nharts](http://www.nh.gov/nharts)  
[2019-2021 Arts Plan](#)