



## REQUEST FOR PROPOSALS

### STRATEGIC PLANNING FACILITATOR(S)

#### PURPOSE

The Theatre of Youth (TOY) has initiated a Request for Proposal (RFP) process to identify a consultant(s) to guide and execute a strategic direction and planning process with our Board of Directors, staff, and stakeholder community to inform and produce a dynamic strategic roadmap to guide TOY for the next three years. We are interested in identifying priorities that will inform a working roadmap/adaptive plan to guide operations and growth. Innovative approaches are encouraged.

#### WHO IS ELIGIBLE TO RESPOND

TOY seeks a consultant(s) who demonstrates a strong overall understanding of the structure and purpose of nonprofit organizations. Experience with theatre based, cultural organizations, or associations is preferred. The selected candidate will have strong facilitation skills, proven experience with nonprofit strategic guidance, and is comfortable working with groups that, while available to meet in person, will also need to meet via Zoom or by phone for portions of this process. The proposal is due by 5:00 PM Eastern on April 1st, 2024.

#### ABOUT THE ORGANIZATION

Theatre of Youth Company, Inc. (TOY) stimulates the imagination, nurtures the creative spirit, and enhances the education of young people by engaging them in relevant, child-centered, and professionally produced live theatre programs. TOY believes meaningful childhood experiences in the theatre develop confidence in creative thinking skills, cultivate empathy and establish a life-long connection to the arts.

TOY is a place where all families, children, cast, and crew feel included, represented, and inspired. We strive to reflect the community that gave rise to our theatre, both on and off the stage, and to improve access to the magic of children's theatre and arts education for all. TOY is a safe haven where children can explore and be creative in comfort, with diversity in our productions and ensuring that our community has a voice in everything we do.

TOY was founded in 1972 by Daemen College theatre instructors Rosalind Cramer and Toni Smith Wilson. What started as a small company of local actors working out of the theatre at Daemen College has grown into a cornerstone of the Buffalo Arts & Cultural community. Housed permanently at the historic Allendale Theatre, TOY employs over 60 actors and craftsmen. Each season, more than 30,000 children attend TOY performances.

Now parents who experienced TOY during their childhood are returning with their own children, sharing in the joy of the theatre experience, and taking the time to see the world through their children's eyes. A wondrous experience and lifelong memories await you at the Theatre of Youth.

## OWNERSHIP AND CONFIDENTIALITY

All intellectual property will become the property of the nonprofit organization receiving services. All data remains the sole property of the nonprofit organization. The consultant shall agree to keep information related to this process in strict confidence, including, but not limited to, the terms of the contract and any confidential business information or proprietary information that has been gathered on this project.

## PROPOSAL

The proposal must include the following specific information:

**General Information:** The proposal should provide the name of the consultant, title, address, phone number, email address, and website. The names and email addresses of any team members assisting with the project should also be included.

**Consultant Qualifications & Roles:** The proposal must describe the consultant's qualifications such as work activities, expertise, knowledge, and experience. Experience should include examples of similar related nonprofit work.

Some key qualifications that will be considered:

- Knowledge of collective impact or collaborative strategic initiatives
- Strong facilitation skills
  - Experience in creating a neutral environment for obtaining input
  - Experience in gathering and utilizing data to drive the strategic process
  - Ability to constructively challenge key stakeholders
  - Experience in inspiring others to think innovatively
- Project management experience
- Culturally competent in the areas of race, equity, and inclusion
- Familiarity with arts education and cultural organizations is preferred

**Scope of Work & Deliverables:** We expect the project to include:

- Project management and meeting facilitation
- A series of facilitated conversations resulting in an innovative and inclusive strategic guidance document that includes metrics with a focus on three-year goals
- A written document to guide the organization's sustainability and growth

**Work Plan:** The proposal should include a detailed description of the activities to be conducted by the consultant to complete the work.

- Your approach to nonprofit strategic planning/visioning and facilitation
- Specific activities to be conducted in the process

- Sample timeline for the activity in the process
- List of milestones & deliverables tied to the activities
- Proposed payment schedule tied to project milestones & deliverables

**Detailed Budget for the Project:** Please include a budget narrative to explain the costs.

**Three Client References:** Information regarding each reference should include the client's name, address, contact person's name, phone number, and email address.

**Previous Work Product:** The proposal should include at least one sample of a previously completed strategic planning document OR a comprehensive and concise summary document which portrays the previous planning engagement. Please describe the planning process used to develop the document or project. Portions may be redacted to protect private information as needed.

## INSTRUCTIONS FOR SUBMISSION

**Closing Submission Date:** Proposals are due by 5:00 PM Eastern on April 1st, 2024.

**Inquiries concerning this RFP should be directed to:** TOY Executive Director Tracy Snyder at [tsnyder@theatreofyouth.org](mailto:tsnyder@theatreofyouth.org) no later than 5:00 PM Eastern on March 18th, 2024.

**Conditions of Proposal:** All costs incurred in the preparation of a response to this RFP are the responsibility of the bidder and will not be reimbursed by TOY.

**Submission Instructions:** All submissions must be submitted electronically to [tsnyder@theatreofyouth.org](mailto:tsnyder@theatreofyouth.org). Please use "Response to RFP" as the subject line.

- An email acknowledgement of each submission received will be sent to the applicant.
- All proposals received by the deadline will undergo a preliminary screening. Late or incomplete applications will not be accepted for review and rating. Any proposal may be disqualified if it deviates from the submission instructions in the RFP.

**Reservation of Rights:** TOY reserves the right to request or negotiate changes in a proposal, to accept all or part of a proposal, or to reject any or all proposals. TOY may, at its sole and absolute discretion, select no provider for these services if, in its determination, no applicant is sufficiently responsive to the need. TOY reserves the right to withdraw this Request for Proposal (RFP) and/or any item within the RFP at any time without notice. TOY reserves the right to disqualify any proposal which does not adhere to the RFP guidelines. This RFP is being offered at the discretion of TOY. It does not commit TOY to award any grant.

**Confidentiality:** If the bidder deems any material submitted to be proprietary or confidential, the bidder must indicate this in the relevant sections of the response.

**Ineligibility:** Conflict-of-Interest: Any individual or entity that has a conflict-of-interest.

**Notification of Selection and Timeline:** The TOY Executive Committee will evaluate submissions. The evaluation process will include individual committee member evaluation, followed by committee discussion and ranking of proposals. After preliminary ranking of proposals, interviews may be scheduled with finalists, particularly if two or more proposals are closely ranked and/or more information is needed. References will be contacted for all finalists. The final recommendation of the Executive Committee will

be submitted for approval by the TOY Board and is not subject to appeal. All applicants will receive written notification of TOY's decision regarding their proposal. Additional information may be required from the selected applicant prior to the awarding of the project. Any information withheld or omitted, or failure to disclose any history of deficiencies shall disqualify the applicant from award of the project and/or contract. TOY reserves the right not to select an applicant for project implementation if, in its determination, no qualified applicant has applied or is sufficiently responsive to the service need. If no proposal is selected, TOY may elect to either not develop the service pending further analysis of alternatives to meet the expressed need, or to issue a new RFP to attempt to expand the pool of potential respondents.

## TIMELINE

- March 4th, 2024 RFP Release Date
- April 1st, 2024 RFP Response Deadline
- April 2nd, 2024 Evaluation of proposals begins

## CONTACT PERSON

Completed RFP submissions including all elements listed above are due by 5:00 PM Eastern on April 1st, 2024. Submissions must be emailed to Tracy Synder, Executive Director at: [tsnyder@theatreofyouth.org](mailto:tsnyder@theatreofyouth.org). Please put "Response to RFP" in the subject line.