



Request for Proposals to Develop a Strategic Plan

Issued: August 1, 2017

The National Hispanic Cultural Center (NHCC) and NHCC Foundation (NHCCF) are requesting proposals to develop a three- to five-year strategic plan for the NHCC and NHCCF. The consultant will work in close collaboration with the NHCC Executive Director Rebecca Avitia and NHCCF Director Anna Sanchez, and complete the plan for the NHCC and NHCCF Boards' review and approvals by March 1, 2018.

Proposals should be submitted no later than August 25, 2017, by email to the following: rebecca.avitia@state.nm.us, nicoler.larranaga@state.nm.us, and asanchez@nhccfoundation.org. Any questions regarding the RFP should be sent to the above email addresses as well.

Background

The NHCC is devoted to the preservation, promotion and advancement of Hispanic culture, arts and humanities, and the NHCCF is devoted to raising funds in support of the NHCC. The NHCC is a division of the New Mexico Department of Cultural Affairs (DCA) and NHCCF is a 501(c)(3) non-profit.

The NHCC achieves its mission through the presentation of visual arts, performing arts, and history and literary arts programming in its Art Museum, three theatres, a library, an educational facility, and the outdoor spaces on its 20-acre campus. In total, the NHCC serves over 280,000 people, primarily through its exhibits and 700 events each year. These exhibits include visual arts exhibitions of all disciplines, history exhibitions, and community exhibitions. The events range from musical, dance, and theatre performances to book readings, lectures, films, community gatherings and festivals.

The NHCC was opened in October 2000 thanks to the work and efforts of the NHCCF since its founding in 1983. The NHCC is the only institution of its kind nationally – given the breadth of the cultures it includes within its mission, the disciplines through which it explores cultural heritage, the physical footprint of its campus, and the funding sources it draws from. The NHCC has also very recently become the most visited New Mexico State museum and is very likely also the most visited Museum/Cultural Center dedicated to Hispanic art in the nation.

The NHCC has a bifurcated governance structure, with a Governor-appointed Board of Directors overseeing the NHCC property (including its art collection) and a DCA Cabinet Secretary-appointed and Governor-approved Executive Director overseeing the NHCC's operations and programming. The NHCCF is governed by a Board of Trustees and operated by the NHCCF Director, under the guidance of that Board and the NHCC Executive Director.

The NHCC has around 30 full-time employees, 15 part-time employees, and many hundreds of volunteers. The NHCCF has 1 full-time employee, 2 part-time employees, and several volunteers.

Despite the talent, strength and well-intentions of the NHCC and NHCCF staffs, the organizations struggled until very recently to retain consistent leadership, establish strong relationships with the community, create long-term financial stability, and grow their programming with human and financial resources. For much of that time, the NHCC and NHCCF also had difficulty establishing a strong, mutually beneficial working relationship. Over the last three years, the dynamic between the NHCC and NHCCF has dramatically shifted and together both organizations have worked to create improved relationships with the community, begun to generate more stable revenue opportunities, and dramatically increased programming.

Purpose of Project

With the help of a thoughtful and well-crafted strategic plan, the NHCC and NHCCF would be poised to dramatically stabilize and increase their funding streams, solidly establish and improve the quality of their programming and grow their role nationally. Both organizations look forward to working with a consultant to develop this plan, in a collaborative approach that includes staff, leadership, community partners and constituents, and key stakeholders.

Scope of Service

The NHCC and NHCCF seek a consultant to perform the following services:

- Review input previously obtained by the NHCC Executive Director from NHCC and NHCCF staff, volunteers, Board members and community stakeholders.
- Design and establish a comprehensive strategic planning process that includes, at a minimum:
 - Soliciting additional input from NHCC and NHCCF staff, volunteers, and Board members, and the DCA Cabinet Secretary
 - Interviewing at least 10 key stakeholders and community partners
 - Facilitating at least two meetings with NHCC and NHCCF staff
- Work with the NHCC Executive Director to synthesize input received; establish a strategic framework; propose organizational priorities, policies and services; and develop a plan to help the NHCC and NHCCF assess and prioritize proposed future activities and strategies
- Identify the unique opportunities and challenges facing the NHCC within both (a) the field of Latino/Hispanic/Chicano organizations and (b) the arts and cultural landscape of New Mexico
- Write the strategic plan document, to include a three- to five-year strategic plan and supporting implementation strategies

Deliverables

Deliverables for the project will include, at a minimum:

- Copies of all instruments used to gather information,
- Interim briefings midway for feedback on direction of the plan,
- Draft plan that specifies possible 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 the NHCC and NHCCF Boards.

All deliverables will become the property of the NHCC.

Submission Requirements

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

1. The name of firm or lead consultant, address, telephone number, email, contact person and date of submission.
2. Profile of the consultant, to include:
 - a. A brief history of the firm, if applicable.
 - b. A list of the names of individuals who will work on the project and each of their resumes.
 - c. A minimum of three references for which the consultant has provided contractual services comparable to those specified in the RFP.
 - d. A summary and samples of the consultant's work on similar projects.
 - e. A statement outlining the consultant's experience working with organizations (a) like the NHCC and/or (b) in New Mexico, including the particular opportunities and challenges that need to be addressed in developing a strategic plan in this/these contexts and mechanisms for managing the challenges and capitalizing on the opportunities.
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. There should be a clear delineation of contractor's and NHCC/NHCCF's task responsibilities.
4. Project Fees, which must include all costs for carrying out the proposed work, including personnel, travel, lodging, meals, supplies, materials, overhead and all other necessary expenses.

Selection

NHCC and NHCCF staff will review and examine all proposals received. The selected consultant will be notified no later than October 15, 2017.