



FLEISHER

Request for Proposal (“RFP”)

Fleisher Art Memorial | Philadelphia, PA
RFP for Strategic Planning Services

Inquiries and proposals should be directed to:

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INTRODUCTION

Fleisher Art Memorial (“Fleisher”) seeks an experienced strategic planning consultant (the “Consultant”) to lead Fleisher’s Board of Directors (the “Board”) and management staff through the process of creating a strategic plan for the next three years (2025-2028) including, but not limited to, the facilitation of a retreat for Fleisher’s Staff and Board of Directors. The process will:

- (1) Help us map Fleisher’s future and its position in the communities it serves,
- (2) Enable us to prioritize physical, financial, and personnel needs to chart a sustainable path forward, and
- (3) Identify strategies for future programming, facilities, leadership, community engagement, and institutionalizing an effective DEIB framework.

ABOUT FLEISHER

Fleisher is a source of inspiration, creativity, and community. Every year, we help thousands of people experience the transformative power of art by participating in our classes, tuition-free classes, workshops, exhibitions, and community-based programs.

Founded in 1898, we are one of the country’s oldest nonprofit community art schools and are committed to advancing the vision of our founder, Samuel S. Fleisher, who believed that art is one of society’s greatest assets and equalizers, and from the doorway of his Graphic Sketch Club, “invited the world to come and learn art.”

Our **Mission** is to make art accessible to everyone, regardless of economic means, background, or artistic experience.

Our **Core Values** are rooted in the ideals of Samuel Fleisher:

- **The Artist in Us All.** Within every individual are the ingredients for original artistic expression.
- **Art is a Pathway to Fulfillment.** An individual’s ability to use art is a vital means for emotional and intellectual exploration and growth.
- **Art Enriches the Community.** By nurturing each individual’s creative potential, we aim to provide social, cultural, and economic benefits to the community as a whole.

FLEISHER’S STRATEGIC PLANNING PROCESS

Fleisher acknowledges that completing this project requires significant Board and Staff engagement. This will also be the first time Fleisher is completing a Strategic Plan with the assistance of an outside consultant, reflecting the seriousness of creating a path forward after 125 years of public service.

Fleisher’s Board of Directors established a Strategic Planning Committee in the Fall of 2023 that is already hard at work, brainstorming an internal framework that will be flexible enough to

accommodate the Consultant's recommendations and is designed to complement any work a Consultant does with external stakeholders.

To date, this work has included:

- white papers from each department about the past and the future,
- a renewed focus on Board education in advance of Strategic Planning,
- third party surveys of discrete programmatic initiatives, and
- third party facilities and campus master planning recommendations.

By the beginning of the consultant's Discovery Phase, this work will also include

- SWOT analyses performed by Fleisher's permanent administrative and facilities staff, and
- a concurrent communications plan for sharing and implementing the new Strategic Plan with key stakeholders.

Fleisher's Strategic Planning Committee is aware that seasoned Consultants may suggest additional internal work and capacity-building initiatives, and is open to receiving additional guidance in this area. Ultimately, Fleisher's Strategic Planning Committee is solely responsible for integrating the work of the Consultant into a final framework and implementing all recommendations.

PROJECT SCOPE OF WORK

Fleisher's Strategic Planning Committee seeks a Consultant to collaborate on its first Strategic Planning Process in five years. The Committee anticipates a three-year plan, reflecting the need for flexibility and shorter-term planning as the institution continues to respond to a post-pandemic world, changed funding landscape, and new leadership.

Outside of the internal strategic work being done by leadership and the Board, the Committee seeks a Consultant to complete the following tasks:

- Implement impactful research with Fleisher's external stakeholders including students, faculty, donors, and community members through focus groups, surveys, interviews or another tactic proposed by the Consultant.
- Synthesize data from external stakeholder interviews/surveys into recommendations about how to cement institutional Core Values into future programming decisions and address challenges around serving an already diverse public audience.
- Provide market research and comparable organizational examples of paths forward for Fleisher that provide new thinking around mixed-use historic facilities, business models for economically accessible arts programming and best practices in community-led cultural initiatives.
- Facilitate (at minimum) 2 in-person retreats—one for Fleisher's Board and one for Faculty—that create a safe space for discussing the best paths forward for

another 125 years and to gather information specifically about improving the experience of faculty and audiences of color on Fleisher's campus.

- Synthesize findings from retreats for recommendation to the Strategic Planning Committee.
- Participate in routine check-in meetings and/or conference calls with the Committee or Executive Director to share preliminary findings and evolving recommendations, prior to finalizing project deliverables and strategic plan.
- Present final recommendations and findings to the Committee or Board at appropriate time.
- Propose any additional internal work that the Board and/or leadership could be doing concurrently to increase project impact (Note: The Committee will be solely responsible for final decisions about which additional recommendations to implement and resource).

PROPOSAL EVALUATION CRITERIA

The proposal should include an executive summary of the work, including a description of the Consultant's qualifications for this scope of work, followed by a clear and cogent timeline, project implementation plan and budget outline. Proposals should be comprehensive but not to exceed five (5) pages. Fleisher is open to a variety of approaches for addressing the business, audience and mission needs of its future that might come up in Strategic Planning; therefore, no particular methodology is required.

Proposals will be evaluated individually by the Strategic Planning Committee. Proposals from DEI-focused consultants and/or minority-owned consulting firms are strongly encouraged.

Strong proposals will:

- demonstrate clear understanding of the scope of work and ability to perform the prescribed services;
- focus on assessing the regional landscape of possibility for Fleisher— specifically, the geography and demographics of Philadelphia, and the particular challenges facing the city's cultural organizations;
- recommend the use of appropriate plans and methodologies to perform the services with respect to the proposed timeline and budget;
- highlight a commitment to and expertise in advising organizations that seek to deepen their commitment to embedding diversity, equity, inclusion and economic access as values in all facets of their work; and
- demonstrate an ability to adhere to the proposed timeline and to deliver quality work within the budget parameters, including transparency around the relationship between time, deliverables and anticipated fees.

APPLICATION PROCESS AND PROCEDURES

Interested Consultants should provide a complete written response to this RFP, not to exceed 5 pages, including summary of qualifications. No other submission modes will be accepted.

Consultants may attach a work sample demonstrating their expertise, but please do so as a separate pdf and do not embed it in the actual proposal.

Proposals are due to the Chair of the Board and Strategic Planning Committee by March 15th, 2024. Please email (1) PDF of the proposal to: Melissa Blanton, mblanton@dilworthlaw.com.

PROJECT TIMELINE

2/26/24	RFP released.
3/15/24	RFP submission deadline.
3/18/24	Interviews. (Week of)
3/28/24	Contract Announced.
4/1/24 - 7/25/24	Contracted discovery phase.
7/31/24	Final recommendations and deliverables due.

PROJECT BUDGET

The total budget for this contract is anticipated at \$20,000. Expenses incurred in preparing and presenting a proposal to Fleisher are the sole responsibility of the Consultant and may not be charged to Fleisher in any way.