



MARYLAND HALL
art for all

Request for Proposal
Request for Proposals: Diversity, Equity & Inclusion Strategy

Release Date: July 1, 2022

Closing Date: July 29, 2022

Dates of Proposed Scope of Work: September 1, 2022-August 31, 2023

Project Manager

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Maryland Hall (MH) invites qualified bidders to submit proposals to develop a diversity, equity and inclusion (DEI) strategy for MH as detailed below.

Background

In 1979, Maryland Hall was founded by a group of artistic visionaries who believed the former Annapolis High School could best be re-used as a community arts center. The doors opened in late 1979, however, its founding began a year earlier when the Fine Arts Festival Foundation began hosting fundraising events for a local cultural arts center. In the Fall of 1978, Ellen Moyer, Joseph Sachs, Joanne Scott, Senator Roy Staten, Beth Whaley, and Martha Wright formed Maryland Hall for the Creative Arts Inc. to further the process by approaching the Board of Education with a proposal for an arts and cultural center, which was passed.

In January of 1979, the old Annapolis Senior High School was vacated in preparation for its move to Riva Road. Maryland Hall for the Creative Arts Inc. saw the building's potential and were granted use through a private/public partnership with Anne Arundel County Public School System that still stands today. In October of 1979, they were awarded a \$25,000 grant from Anne Arundel County, and prepared to open.

Studio spaces were rented out to artists, and several resident companies joined including The Ballet Theatre of Annapolis (now Ballet Theatre of Maryland), Annapolis Opera, and Annapolis Chorale/Live Arts Maryland. Annapolis Symphony Orchestra joined later in 1987. Maryland Hall opened its doors with a celebration. The open house allowed visitors to enroll in classes in visual arts, music, theatre, writing, and dance. That year Maryland Hall celebrated with multiple performances and activities such as student and visiting performances from Washington, DC and Baltimore, and the Architecture Lecture Series.

Today, our historic landmark building is the region's cultural core, bringing together people of all ages and backgrounds to strengthen community and experience the power of the arts. Discover an energy where the arts serve to connect, empower, inspire, and heal through arts education, visual arts, performing arts, and entertainment.

We have historically served an audience which is not reflective of our diverse region. We value our community and are committed to furthering the work that we do and the platform that we provide. Over the last two to three years, Maryland Hall has worked towards more inclusive programming, however much of our public perception does not reflect the shift that we are undergoing, and we see the opportunity to build awareness for who Maryland Hall is and the mission of the organization to provide art for all.

Structure

MH is governed by a volunteer board of directors with 19 members and has a staff of 15 full-time employees.

Vision, Mission and Values

Vision: We welcome, connect, and enrich all with inspiring arts experiences.

Mission: Dedicated to Art for All, Maryland Hall is the region's cultural core, convening and engaging all people in arts experiences that strengthen community.

Values:

We are committed to:

- Acting honestly, truthfully and with integrity in all our transactions and dealings;
- Avoiding conflicts of interest;
- Appropriately handling actual or apparent conflicts of interest in our relationships;
- Treating our grantees fairly;
- Treating every individual with dignity and respect;
- Treating our employees with respect, fairness and good faith and providing conditions of employment that safeguard their rights and welfare;
- Being a good corporate citizen and complying with both the spirit and the letter of the law;
- Acting responsibly toward the communities in which we work and for the benefit of the communities that we serve;
- Being responsible, transparent and accountable for all of our actions; and Improving the accountability, transparency, ethical conduct and effectiveness of the nonprofit field.

You can also visit www.marylandhall.org for further information

Strategic Plan

MH undertook a strategic planning process in 2019, to develop a five-year strategic plan. Throughout the process, the community voice was captured through qualitative and quantitative research, key stakeholder interviews and surveys, and Board and Staff discussions.

The six strategies in the strategic plan focus on facility, branding and marketing, programming, guest experience, revenue and people.

1. FACILITY: Make Maryland Hall, onsite and off, a welcoming place for inspiring arts experiences that connect and enrich our community.
2. BRANDING AND MARKETING: Delineate and elevate the brand to increase recognition and inspire community engagement and purchase.

3. PROGRAMMING: Define successful programs and secure the resources necessary to launch, support and grow successful programs.
4. GUEST EXPERIENCE: Design the desired Maryland Hall guest experience and upgrade the facility, operational infrastructure, and staff and volunteer recruitment and training to deliver it.
5. REVENUE: Build a long-term, sustainable financial model underpinned by the necessary revenue and funding to achieve the vision.
6. PEOPLE: Recruit, orient and retain people who are passionate about our mission, have appropriate experience, and are capable of performing the roles needed. Equip the broader community of stakeholders to be engaged in and deliver on mission.

In support of these strategies, which continually go back to the mission of Art for All and broader community, MH seeks to develop a DEI strategy to help MH articulate its vision for DEI, establish key priorities for its work in this area and create an action plan to guide this work over the next several years.

Scope of Engagement

MH is committed to pursuing DEI at all levels of the organization—including in how we build our boards, teams, cultivate leaders, engage in partnerships, and deliver programs and services to our community. As an integral part of our strategic plan, MH is ready to take its next steps to support a full creative life for all. MH commits to championing policies and practices of cultural equity that empower a just, inclusive, and equitable community. create a workplace and culture that fosters inclusion and equity and values diversity in all its forms, and in so doing become a model for other arts organizations.

Purpose

The purpose of this RFP is to secure a forward-thinking, solutions-driven DEI consultant or firm to develop a DEI strategy reflective of MH's organizational values and DEI ambitions. We aim to create a culture of DEI that is accountable and sustainable.

Scope of Work and Deliverables

The following represents the anticipated activities and deliverables to be conducted by the selected vendor. As we seek external expertise and perspective, we may consider an alternate approach if the applicant proposes one that aligns with our objectives for this work.

1. Conduct a robust assessment (qualitative and quantitative) of the state of DEI at MH. This should include organizational development, internal systems, governance, human resources, strategy and performance management.
2. Lead MH in articulating a clear vision and mission for DEI at MH that is aligned with its mission, vision and values as well as the current Strategic Plan. Lead in developing a DEI statement for the organization.
3. With the DEI vision as the anchor, develop a comprehensive DEI strategy and action plan, including both the Board and the staff. This must include short-term and longer-term DEI goals, as well as short-term and longer-term monitoring and evaluation methods to understand, enhance and sustain DEI initiatives.

Timeline & Budget

MH is seeking creative proposals that can deliver the scope of work in a cost-effective way without compromising quality. All proposals should include a proposed budget and timeline, costed out for each phase of the proposed work.

The term of this engagement is for one (1) year beginning September 1, 2022 and ending on August 31, 2023. Please note that November 15, 2022 is Anticipated Board Retreat -three hour DEI session led by consultant.

The budget range for this project is \$40,000 to \$50,000, inclusive of all costs.

Closing Date and Time

Proposals must be received by the Director of Programs by **5:00 pm EST on Friday, July 29, 2022**. MH will not consider any proposals after this closing date and time.

Clarification Questions

Requests for clarification shall be submitted via email to jcoleman@marylandhall.org between July 1 and July 18, 2022, as noted in the RFP Timeline below.

MH may at any time after submission, request that bidders provide proposal clarification in writing, or through a phone call or virtual meeting.

RFP Timeline

- July 1, 2022 – RFP released by MH. Questions will be accepted between July 1 and July 19, 2022 at 5:00 pm EST.
- July 29, 2022 – RFP submissions must be received by Friday July 29, 2022, at 5:00 pm EST.
- August 9, 2022 – Review of submissions completed by MH. Short list identified.

- August 15 – 19, 2022 – Short list contacted and final interviews scheduled (virtual/in person).
- August 29 – September 1, 2022 – All bidders contacted with results of review and contract awarded.
- November 15, 2022-Anticipated Board Retreat -three hour DEI session led by consultant

This schedule is for information only and may be amended if necessary at MH's discretion.

Should MH decide to extend the submission deadline, it shall promptly communicate its intention by issuing an extension to all respondents before the submission deadline.

Submission Requirements

Proposals shall be submitted as a PDF via upload [on the MH website here](#), by Friday, July 29, 2022, at 5:00 pm EST. It is the responsibility of the bidders to ensure that the submissions are received by MH.

Proposals must include the following components, each in appropriate detail:

1. Name of the consultant or firm and name of the representative submitting the proposal, including all contact information.
2. A detailed overview of you or your firm and its ownership/organizational structure, mission, culture and number of employees. Include information on the diverse perspectives you/your team brings to this work.
3. A summary of the qualifications of the individuals who will be working on this project.
4. Company expertise and experience: Describe your expertise and specific consulting approach when partnering with a small not-for-profit organization. Articulate what makes your approach unique and effective. Describe your expertise specifically in DEI strategy development and implementation of DEI initiatives. Describe the DEI-related

work you have most recently completed for organizations similar in size and scope to MH.

5. A minimum of three other organizations similar in size and scope to MH that engaged you as a DEI consultant to serve as business references.
6. It is expected that this assignment will be conducted in person or as a hybrid model (in person and virtually). Describe how you/your firm will manage the assignment and what resources will be used to assure active and timely communications and engagement with MH when virtual. **Please include a detailed plan on how you will address training of staff as well as separate training of Board members.**
7. Timeline and fees table.
8. A signed statement regarding the independence status of the bidder with MH, including a declaration that any of the bidder's employees or its subcontractors' employees do not and will not have an actual or potential conflict of interest in submitting the proposal to this RFP or, if selected, as the supplier under contract.

MH is dedicated to promoting diversity. MH does not discriminate based on race, colour, religion, sex, sexual orientation, gender identity or gender expression, national origin, age, disability, or based on an individual's status in any other group or class. All qualified applicants, including minorities, women, and individuals with disabilities are encouraged to apply.

Should you require accommodations in submitting your proposal, please contact Jackie Coleman at jcoleman@marylandhall.org

Evaluation Criteria

1. Firm /Consultant experience and proven outcomes (35%)
2. References (20%)
3. Proposed work-plan (35%)
4. Price (10%)

Additional Detail

In the event that MH is unable to successfully finalize the contract with a selected bidder in a timely manner MH may, without liability, cost or penalty, in its sole discretion:

- Extend the period for negotiation or execution; or
- Cease negotiations with the selected bidder; or
- Cancel this RFP; or
- Enter into negotiations with another bidder.

No Obligation to Purchase and Costs Related to this RFP

- Nothing in this RFP, receipt of proposals, negotiations of the terms of the contract to supply, shall impose a legal obligation on MH to make any purchases from any bidder.
- Nothing in this RFP, receipt by MH of a response to this RFP, or subsequent negotiations by MH of terms of a contract to supply, shall in any way impose an obligation on MH to reimburse any bidder or to pay any compensation for costs incurred in the preparation of a response to this RFP, presentations, or the negotiation of a proposed contract.

Ownership

The information, reports, documentation, plans, etc. that are a product of this award to the successful firm, will become the exclusive property of MH. However, intellectual property, such as specific tools, templates, processes, etc. that the firm has provided as part of the deliverables for this project remains the property of the firm and the firm is free to use any of such material in other contexts and with future clients.

Confidentiality Understanding

MH and the bidder will treat the information exchanged through this RFP process as confidential.