

# **REQUEST FOR PROPOSALS**

# **Business Consulting Services**

National Dance Institute (NDI), a New York State registered charity, seeks proposals to provide Business Consulting Services

National Dance Institute Leslee Asch, Executive Director Elliott K. Slade and Diane K.R. Volk, Board Co-Chairs

John Fullerton, Chair of Board's Center Task Force

Issue Date: September 18, 2006

Due Date: October 16, 2006

# REQUEST FOR PROPOSALS (RFP)

## FOR BUSINESS CONSULTING SERVICES

National Dance Institute ("NDI") is seeking proposals for business consulting services. NDI is in the process of analyzing its existing operations and planning for its future, which includes exploration of a variety of real estate options. The designee will work with NDI's Center Planning Committee to establish and prioritize NDI's strategic business goals, establish a five-year business plan, and produce materials suitable for NDI's Capital campaign.

NDI seeks to retain a business consulting firm to assist its Center Planning Committee with three main objectives, which are (1) the establishment and prioritizing of strategic business goals (as described below); (2) the creation of a five-year business plan (including income statements, balance sheet, and cash flow projections through fundraising, construction and facility opening phases); and (3) the production of an Executive Summary (in writing and presentation format), including financials, suitable for use in Capital campaign collateral materials.

The deadline for completion of these three tasks is February 15, 2007.

An important aspect of the designee's role will be to evaluate NDI's existing and proposed operations as they relate to real estate options for the establishment of a permanent home for NDI's Center for Learning and The Arts ("Center"). The Center is anticipated to be in Manhattan's Chinatown or Lower East Side neighborhoods and contain approximately 35,000 square feet (plus parking), with studios and related facilities, administrative space, conference facilities, kitchen, archives/video space, storage, and artist-in-residence facilities. NDI is entering its 30<sup>th</sup> year of providing its distinctive arts education program, inspiring children through the arts. NDI will utilize the Center as home for its advanced instruction, performances, teacher training and specialty programs, enabling NDI to reach a larger audience, and secure its future.

Working with NDI and its consultants, the business consultant will help identify NDI's program needs, evaluate existing programs, and identify new methods for meeting those needs. The consultant must be able to help NDI refine its requirements, specifically as they relate to its real estate options, and work closely with NDI's consultants. The business consultant should provide input regarding space and operational requirements, and detail and confirm any related costs. The designee should be able to identify new sources of revenue for NDI, taking full advantage of its facility, and provide input regarding how design and other issues can improve revenue, increase audiences, create greater public awareness of NDI, and expand community involvement. The designee is expected to prepare an achievable five-year business plan, which will be based on a series of draft plans formally presented to the Center Planning Committee for review and input during the course of the project.

The designee must possess significant experience working with creative and performance-oriented not-for-profit clients, preferably those that are expanding significantly and developing new facilities. The designee should have a strong track record of working in the City of New York and be aware of the various complications and issues that arise, including dealing with public agencies. NDI seeks a business consultant that is flexible, creative and has the ability to provide significant guidance to NDI throughout the process.

Respondents should submit Proposals to Leslee Asch, Executive Director, National Dance Institute, 594 Broadway, Suite 805, New York, NY 10012. All pre-submission inquires should be directed <u>via email only</u> to <u>LAsch@nationaldance.org</u> (no phone calls). Proposals are due by 4:00 p.m. Monday, October 16, 2006. Please note that this schedule is subject to change as necessary.

### **REQUEST FOR PROPOSALS TIMETABLE**

The following schedule has been established for the Request for Proposals:

RFP Release Date: Monday, September 18, 2006

Proposals Due: Monday, October 16, 2006 at 4:00 PM

#### PROJECT BACKGROUND: NATIONAL DANCE INSTITUTE

National Dance Institute ("NDI") is a not-for-profit organization (501 (c) (3)) founded in 1976 by New York City Ballet principal dancer Jacques d'Amboise in the belief that the arts have a unique power to engage children and motivate them toward excellence. Using professional artists and a distinctive combination of dance classes and performances integrated with music, literature and the visual arts, NDI fosters a love of the arts, a pride of achievement, and a curiosity about the world in all of the children that it serves. Children develop discipline, a standard of excellence, and a belief in themselves that carries over into all aspects of their lives. NDI is also committed to training teachers in the NDI educational pedagogy.

NDI endeavors to introduce ALL children to the arts. This year marks NDI's 30th year of service to New York City school children of all ages and abilities. Since its founding, NDI has touched the lives of more than one million children and their families. Each year, NDI's programs inspire thousands of children, reaching across social, ethnic, and economic boundaries. Using dance as a catalyst, NDI's goal is to engage and inspire youth to achieve their highest potential.

## RFP Process/Proposal Procedure

All proposals must meet the requirements stated in this RFP. Proposals should be printed on 8 ½" x 11" paper. No electronic or facsimile proposals will be accepted. There is no page limit. Exhibits, including renderings and visuals, may be presented, and may be submitted in printed format or on disk (as an Addendum). The proposal should be submitted in a sealed envelope with the following information written on the outside:

# Firm name, address and contact information (name, phone number) National Dance Institute: Business Consulting Services

All proposals must include a fee requirement.

Proposals should include a description of the proposer's background, including names and information on principals and staff members who will be in charge of and work on this project. This information must include relevant projects, along with contact information for each project, and a description of the projects. NDI anticipates contacting each of the proposer's references, when feasible.

Proposers must submit two (2) copies of their proposal.

The proposal should include a resume or detailed description of the proposer's professional qualifications, demonstrating extensive experience in the industry, including work with relevant organizations, or access to individuals and/or firms with such expertise. Include the names and addresses of all corporate officers of the entity submitting the proposal.

Proposer should include a description of the methodology and process used to create its business plans, including a detailed description of relevant previous plans. Proposer should make a clear argument regarding why proposer feels it is the strongest candidate for designation and clarify its value proposition in creating successful plans.

Proposers should submit a preliminary timetable describing the various steps it anticipates to include in the process, an estimate of how long it expects to take to complete each of these elements, and how the respondent will meet the required deadline.

Any additional information that proposer deems relevant should be included.

## **EVALUATION AND SELECTION PROCEDURES**

Proposals will be evaluated by a selection committee composed of NDI's Board-designated committee, which may include employees and consultants, based on the following criteria. The designee will be the proposer whose submission the selection committee judges best overall based on these criteria. In evaluating proposals, NDI will use the following criteria:

- Fee
- Experience with performing arts, not-for-profit, cultural, and educational organizations
- Experience in New York City
- Example plans described
- · Organizational capability

NDI will only consider proposals that meet satisfactory levels of the above criteria. NDI is not required to accept the proposal that includes the lowest fee. NDI's acceptance of a proposal does not imply that every element of that proposal has been accepted. NDI cannot consider any proposal that does not comply with stated requirements. Proposals that do not meet these requirements will not be evaluated.

#### OTHER GENERAL RFP REQUIREMENTS AND CONDITIONS

NDI reserves the right to postpone or cancel this RFP or reject all proposals if it deems it to be in NDI's best interest. While NDI anticipates holding interviews, proposers are advised that NDI has the option of selecting the proposer without conducting negotiations. Therefore, proposers should submit their best proposals initially, since negotiations may not take place. NDI is not liable for any costs incurred by proposers in the preparation of proposals or for any work performed in connection therein.

A proposer may submit a modified proposal to replace all or any portion of a proposal submitted up until the proposal submission deadline. NDI will only consider the latest version of the proposal. Late proposals and late modifications will not be considered for evaluation. Proposers may withdraw their proposals from consideration at any time before the proposal deadline. To withdraw a proposal, the proposer must provide NDI with written notification. All Requests for Proposals submission materials become the property of NDI.