



## **Request For Proposal To Provide Services as an External Partner in the Organizational Review Process at West Michigan Academy of Arts and Academics**

**Proposals Due:  
Tuesday, March 19, 2024 at noon EST.**

Interested firms must submit one original signed, hard-copy proposal and a separate digital copy in protected PDF format.

One hard-copy proposal must be delivered to the following address:

West Michigan Academy of Arts & Academics  
Attn: Maggie Malone, Head of School's Office  
17350 Hazel St.  
Spring Lake, MI 49456

A digital copy in PDF form must be sent via email to the following individuals:

- Andrew Alt, Board President, [aalt@westmichiganacademy.org](mailto:aalt@westmichiganacademy.org)
- Maggie Malone, Head of School, [mmalone@westmichiganacademy.org](mailto:mmalone@westmichiganacademy.org)

Questions should be sent by email to Maggie Malone, WMAAA Head of School, at [mmalone@westmichiganacademy.org](mailto:mmalone@westmichiganacademy.org), who will forward them to the appropriate personnel to provide a quick response.

Please note that the Board of Directors of West Michigan Academy for Arts and Academics reserves the right to accept or reject any and all proposals submitted for any reason. This Request For Proposal is not a contract for services.

Dear Prospective External Partner,

The West Michigan Academy of Arts and Academics (WMAAA) is a public-school academy in Spring Lake, MI that serves approximately 425 PreK-8 students annually. The mission of WMAAA is empowering students to reach their ultimate personal success through the unique integration of arts and academics.

Our focus on academic achievement and arts integration in all areas has informed the implementation of our mission statement. Our celebration of the arts continues to be a primary element of our culture and a foundation of our school community. However, our execution of our mission has not led to our desired results. We continue to work to improve the ways in which we prepare our students for success in high school and beyond.

**WMAAA's Board of Directors ("Board") is searching for an independent, external partner who can support our continued progress by assisting the Board and Head of School in leading an strategic assessment and planning process for the school to enable the school to ensure it is optimally structured to achieve its mission, vision and strategic goals.** WMAAA will establish a contract with an external partner for this scope of work. The Board will evaluate the external partner's efforts based on mutually agreed upon benchmarks of performance.

**Proposals are due on Tuesday, March 19, 2024 by noon EST.** For more information about the scope of work and the instructions for the proposal, please review the details in the pages that follow.

Thank you for your interest in supporting the continued growth of our school, students, faculty, Leadership Team, and Board of Directors.

Sincerely,

Andrew Alt  
Board President

# **REQUEST FOR PROPOSAL**

## **STRATEGIC ASSESSMENT & PLANNING SERVICES**

### **Overview of the School**

For more than 26 years, WMAAA has served the students and families in the Spring Lake area. It is a 425-student, preK-8 public school academy that offers quality academic education along with drama, musical theatre, instrumental and vocal music, general music, ballet, tap dance, contemporary and hip-hop dance. WMAAA has a unique triangulated approach to arts integration that wraps around students providing authentic experiences through the arts lens.

1. Since its opening, WMAAA has provided a unique educational experience with a strong emphasis on the arts.
2. WMAAA is at a time of transition due to the hiring of a new Head of School/Superintendent in August 2023.
3. WMAAA recognizes that it has deficiencies in its facilities to accommodate enrollment growth while adequately supporting our students' education, physical, mental, social, and creative well-being.
4. WMAAA has a history of strong fiscal management and, as a result, is financially stable as it is currently organized.
5. WMAAA's Board of Directors is interested in refining its mission and vision, developing a coherent art-integrated education model, improving the school culture, making critical path decisions about programming, as well as establishing clear expectations and processes to accomplish this refreshed vision. The ultimate goal is to ensure the school's viability and to become a high performing educational model with a highly acclaimed arts program.

### **Intent & Definitions**

1. The goal of this RFP is to solicit professional and competent strategic assessment and planning services. We are looking for a three- to five-year strategic plan that includes an organizational assessment.
2. The term "contractor", "consultant", or "bidder" means the responsible bidder.
3. The term "successful contractor" or "successful bidder" refers to the bidder awarded the contract.

## Scope of Work

1. **Organizational Assessment:** We believe it is necessary to have the successful bidder(s) conduct an organizational assessment at the onset of this process to help inform and serve as the building block for a strategic plan. We believe the organizational assessment should involve:
  - a. **SWAT Analysis:** Evaluation of the organization's strengths and weaknesses
  - b. **Culture Assessment:** Understanding of the organization's culture and its stakeholders – board, staff, students, families, and community.
  - c. **Viability Assessment:** An assessment of the educational quality, curriculum, pedagogy, whole-child experience, and intended niche.
  - d. **Deliverable:** We believe the assessment would produce a deliverable that is an inward-facing document that identifies the strengths and weaknesses and makes concrete suggestions to address challenges.
2. **Three- to Five-Year Strategic Plan:** Utilizing the knowledge gathered from the organizational assessment, we seek the development of a three- to five-year strategic plan that includes, but is not limited to:
  - a. **Mission & Vision:** Refinement of a compelling mission and vision statement, along with the establishment of core values.
  - b. **Stakeholder Engagement:** Engagement of stakeholders to facilitate a shared design process to help establish ownership and shared accountability.
  - c. **Goal-Setting:** Strategic organizational goals that should be attainable within a three- to five-year period.
  - d. **Framework:** Well-defined framework with clear objectives and benchmarks to assess progress towards goals.
  - e. **Resource Allocation:** Resource allocation recommendations to support the implementation of the strategic plan and its goals.
  - f. **Metrics:** Evaluation metrics that are measurable, quantifiable, aligned with the evaluation of the school's leadership and staff.
  - g. **Communication Plan:** Effective communication plan of the goals, timelines, and metrics for internal and external understanding.
  - h. **Deliverables:**
    - i. First deliverable for the Strategic Planning Process is expected to be a document that can be shared internally and adapted to be communicated externally as well.
    - ii. Second deliverable is a one-year tactical level plan that provides priorities and directions for the first year of the strategic plan and empowers the recently hired Superintendent to be successful in its implementation.

## **Consultant Qualifications and Requirements**

### **1. Qualifications**

- a. Demonstrated educational expertise in innovative instructional methodologies that support high quality student outcomes.
- b. Rich understanding of the arts and its successful integration with core academic programs.
- c. Expertise in facilitating and engaging diverse groups of stakeholders.
- d. Expert level analytic abilities to both gather, evaluate, and thoughtfully communicate information and data.
- e. Experience in building conference, focus and prioritization from diverse data sets and competing interests.
- f. Experience in change management processes and procedures.
- g. Experience working with non-profits, especially public-school academies/charters schools.
- h. Proven track record of devising strategic plans that produce measurable results.

### **2. Requirements**

- a. Successful experience with arts instruction/integration. Connection to the arts at a state and national level.
- b. Capable of providing qualified staff or a team of consultants.
- c. Willingness to share data, observations, and information with other organizations to maximize efficiency and transparency.
- d. Have sufficient liability insurance.
- e. Finalists will be required to give an oral presentation to Board of Directors or a designated Board Committee prior to the final selection and awarding of contract.
- f. Three references.

## **Bid Details and Submissions**

For proposals to be considered, said proposal must be clear, concise, complete, well organized, and demonstrate both respondent's qualifications and its ability to follow instructions. The quality of answers, not length of responses or visual exhibits is important.

The proposals shall be organized in the format listed below and shall be limited to no more than twenty pages (excluding attachments and appendices) on 8.5" x 11" paper with all responses bound with tabs separating each section. Respondents shall read each item carefully and answer accurately to ensure compliance with RFP requirements. Failure to provide all requested information or deviation from the required format may result in disqualification.

Interested firms must submit one original signed, hard-copy proposal and a separate digital copy in protected PDF format.

Hard-copy proposals must be delivered no later than **Noon EST on Tuesday, March 19, 2024** to the following address:

**West Michigan Academy of Arts & Academics  
Attn: Maggie Malone, Head of School's Office  
17350 Hazel St.  
Spring Lake, MI 49456**

The sealed envelope shall be marked on the outside lower left corner with the words "RFP for Strategic Assessment and Planning Facilitation". It is the firm's sole responsibility to ensure that their response is received prior to the scheduled closing time for receipt of statements of qualifications. Faxed responses are not appropriate for submission and will not be accepted or considered.

A digital copy in PDF form must also be sent via email no later than **Noon EST on Tuesday, March 19, 2024** to the following individuals:

- Andrew Alt, Board President, [aalt@westmichiganacademy.org](mailto:aalt@westmichiganacademy.org)
- Maggie Malone, Head of School, [mmalone@westmichiganacademy.org](mailto:mmalone@westmichiganacademy.org)

### **Bids must include the following**

- 1. Submittal Letter:** Include the RFP's title and submittal due date, the name, address, and telephone for responding firm. Include a contact person and corresponding e-mail address. The letter shall state that the proposal shall be valid for a 60-day period and that the staff proposed is available to work on this project. The person authorized by the firm to negotiate a contract with WMAAA shall sign the cover letter.
- 2. Description of Firm:** This section should provide information regarding the size, location, nature of work performed, years in business and the approach that will be used in meeting the needs of WMAAA.
- 3. Organizational Structure:** Describe your firm's organizational structure. Provide the names of the professionals who will be responsible for this project including the lead consultant and team members. Please provide brief resumes for these individuals.
- 4. References and Description of Experience:** This section should provide examples of the firm's experience with strategic planning for non-profits and/or charter and public schools. This section should identify similar projects that the firm has completed as outlined in the RFP. Use this section to indicate the areas of expertise of your firm and

how that expertise will benefit WMAAA. Include at least three (3) schools, along with the names of individuals familiar with your work that can be contacted by WMAAA staff.

5. **Project Overview:** This section should clearly convey the firm's understanding of the scope of the work related to strategic planning and the general approach that will be used to implement a strategic plan. This section should include, but not be limited to, a discussion of the organization of the project, and a summary of the proposed approach, with emphasis on proposed processes for internal/external stakeholder engagement. Proposals are encouraged to consider partnership or joint venture with local consultants/firms with experience, knowledge, and understanding of the greater West Michigan area and expectations of authentic, inclusive engagement. This should also include a brief explanation of why the firm is the best fit for this project and if multiple firms are involved, how consistency and coordination will be effectively achieved.
6. **Cost:** This section must provide a full description of the expected expenditures for the work described in this RFP. Costs proposed must include all consultant fees, preparation of deliverables, travel expenses per trip to Spring Lake (if applicable), printing, etc. Any exclusions should be clearly stated along with a proposed rate to add such exclusions. We would prefer a project-based budget with an estimated number of hours with a rate for overages/changes.
7. **Timeline:** A proposed timeline when each component in the scope of work will be delivered.

## **Selection Criteria**

1. Demonstrated understanding and responsiveness to the RFP.
2. Proposals and experience of the firm and personnel named in proposal.
3. Understanding and proven experience with authentic, inclusive, intentional, comprehensive and robust listening/stakeholder engagement process.
4. Project understanding and approach, with an appreciation of the unique intent of WMAAA and its model.
5. Completeness and quality of the proposal
6. Satisfaction of previous clients.
7. Cost

## **Process for Selection Firm**

The WMAAA Board of Directors and Head of School will evaluate and select those firms deemed to be most highly qualified to perform the required services.

The WMAAA Board of Directors may choose to interview any, all, or none of the respondents. If interviews are held, selected firms will be notified of the place, time, date, and purpose of the interview.

The names of all firms submitting proposals and the names, if any, selected for interview shall be public information. At the conclusion of the RFP process, the contents of all proposals become public information. Firms that have not been selected will be notified in writing after the conclusion of the process.

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