

**RICHMOND ART GALLERY ASSOCIATION**

**REQUEST FOR PROPOSAL**

**CONSULTING SERVICES**

**Organizational Development Plan**

- **Introduction**

The Richmond Art Gallery Association (RAGA) proposes to engage the services of a consultant to undertake an Organizational Development Plan for the Richmond Art Gallery (RAG).

The objective of this Request for Proposal is to provide the RAGA with qualified proponents capable of carrying out the work herein defined. The subsequent proponent submissions will form the basis for evaluation, interview and selection.

- **Submission Details**

Two (2) copies of proposals addressed to the Director, Richmond Art Gallery, will be received at 180-7700 Minoru Gate, Richmond, BC, V6Y 1R9 until 4:00pm on **August 22, 2008**.

The Gallery reserves the right to cancel this Request for Proposal for any reason without any liability to any proponent or to waive irregularities at their own discretion.

Proposals shall be irrevocable until the Gallery awards this Contract or cancels this Request for Proposals, whichever first occurs.

All proposals will remain confidential, subject to the Freedom of Information and Protection of Privacy Act.

All proposal pricing shall be in Canadian Funds.

- **Enquiries**

Clarification of terms and conditions of the proposal process shall be directed to:

Nan Capogna  
Director  
Richmond Art Gallery  
604-247-8311  
[ncapogna@richmond.ca](mailto:ncapogna@richmond.ca)

or

Paula Hickey  
Gallery Coordinator  
Richmond Art Gallery  
604-247-8312  
[phickey@richmond.ca](mailto:phickey@richmond.ca)

The RAGA, its agents and employees shall not be responsible for any information given by way of verbal or oral communication.

Except as expressly and specifically permitted in these instructions, no Proponent shall have any claim for any compensation of any kind whatsoever, as a result of participating in the RFP, and by submitting a proposal each proponent shall be deemed to have agreed that it has no claim.

- **Project Description**

1. The RAG is operated as a partnership between the RAGA and the City of Richmond.
2. RAGA's vision for the Richmond Art Gallery is **to be one of the most important public galleries in Canada, and to increasingly enlarge our audiences and their understanding and enjoyment of contemporary art.**
3. The objectives of the Organizational Development Plan are to:
  - review and reconfirm or adjust the vision and mission;
  - develop detailed actions both short and longer term required to achieve the vision;
  - identify roles and responsibilities of staff and board positions;
  - understand where the Richmond Art Gallery now stands with respect to staffing, RAGA Board and City Employees, as well as their interrelated working relationships and systems communication and collaboration. This is particularly necessary with the recent opportunity to split the Director/Curator position into two senior staff positions of Director and Curator;
  - increase competencies of all parties with respect to relationships and systems and develop strategies which benefit the long-term health of the institution;
  - develop a road map for growth in organizational capacity, communications, workload and delegation & division of duties and
  - provide guidelines for Board and staff with respect to policy and procedure.
4. The successful proponent (the Consultant) will propose a structure for the necessary research and a set of activities which will lead to successful completion of an Organizational Development Plan for the Richmond Art Gallery.
5. The scope of work should include:
  - a review and reconfirmation or adjustment of the current vision and mission;
  - measures of success for achieving the vision;
  - a current state analysis and detailed actions both short and long term required to achieve the vision;
  - a review of current staff, (Association and City positions), their relationships and current practices. This should include:

- an assessment of all staff, volunteer and Board job functions and descriptions in relation to the operations of the RAG;
- an analysis focusing on necessary alterations of job descriptions, volunteer and Board roles, and their working relationships to best achieve the vision and
- staffing and volunteer/Board sustainability strategies.
- review and redevelopment of Board and Staff policy and Procedures documents in relation to all of the above and lastly
- an Organizational Plan Document including:
  - recommendations of staff, volunteer and Board training, as required
  - a clearly articulated delineation of responsibilities and accountability amongst all working relationships;
  - updates to existing Policy and Procedure documents and
  - projection of developmental orientation and growth of all Human Resources, Policy and procedure.

- **Consultant Duties:**

Working with the Director, RAGA board members, staff and volunteers the Consultant will:

- clarify and determine the best methods for addressing the outlined objectives;
- define and address relevant opportunities and constraints;
- facilitate consultation with the Board, staff and broader community;
- identify key issues/problems to be overcome for maximizing sustainability of the RAG;
- develop strategies and guidelines for rectifying identified issues/problems;
- facilitate training if required;
- prepare the Organizational Development Plan document;
- ensure that the document is consistent with the collective goals and objectives of RAGA, all Staff, Volunteers and the City of Richmond and
- make a final presentation to the Association, RAG Staff and relevant City Employees.

The work should be completed by **the end of February, 2009 with a draft document submitted by December 31, 2008.**

- **RAGA Provided Items**

RAGA will supply the successful proponent with all the available background material including recent Strategic Plans and the 2004-2005 Business Plan, access to all relevant RAGA documents, files, and any grant applications.

The budget for all aspects of this plan is \$10,000.

- **Proposal Submissions**

Proponents shall provide in their submissions a resume outlining relevant areas of expertise and previous work.

Proponents shall provide a priced methodology complete with a time allotment for each task in the approach proposed to carry out the work; this shall form the basis for payments to the successful proponent. Supplement this with a schedule of fees for staff to be assigned to the project. These rates shall be the basis for adjustments to the value of the contract in the event the scope of work varies from that proposed.

Proponents shall outline a proposed work program including a stakeholder consultation plan.

Proponents shall show what co-ordination and meetings RAGA will be required to provide.

- **Working Agreement**

The successful proponent will enter into a contract for services with the Richmond Art Gallery Association based upon the information contained in this Request for Proposal and the successful proponent's submission and any modifications thereto.

Proponents may include their standard terms of engagement.

- **Evaluation Criteria**

Proposals shall be evaluated using the following criteria to determine the best value offered to RAGA:

- methodology of work program proposed including the stakeholder consultation process;
- experience and qualifications of those staff to be assigned to the project;
- ability to conduct meetings outside normal business hours where necessary;
- previous experience in the cultural non-profit and human resources management sectors;
- references and examples of previous work, and
- interview, if required.

## APPENDIX

### **Richmond Art Gallery Association (RAGA) Vision, Mandate, Mission**

The purpose of the Richmond Art Gallery Association is to operate and support the Richmond Art Gallery.

#### **Vision**

The Richmond Art Gallery Association's Vision for the Richmond Art Gallery is:  
**to be one of the most important public galleries in Canada, and to increasingly enlarge our audiences and their understanding and enjoyment of contemporary art.**

The Richmond Art Gallery Association believes that art allows us to visit concepts that give us the power to transform our lives, to change our mind and spirit; and that art embodies knowledge of our past and present.

#### **Mandate**

The Richmond Art Gallery is mandated to exhibit, preserve, and promote contemporary visual arts and to provide exhibition related programming.

#### **Mission**

The Richmond Art Gallery is dedicated to promoting dialogue among diverse communities on challenging ideas and issues of today as expressed through local, national and international contemporary art. Through its exhibitions, publications, educational programming, collections, and significant partnerships, the Richmond Art Gallery provides opportunities for the enrichment of life in Richmond while serving the contemporary arts community in Canada.

Prospective proponents are advised to review additional information available on the Gallery web site [www.richmondartgallery.org](http://www.richmondartgallery.org), and the City of Richmond web site [www.richmond.ca](http://www.richmond.ca) .