



REQUEST FOR PROPOSALS
CAPACITY BUILDING SUPPORT FOR COHORT OF 90 LA ARTS NONPROFITS
December 2021

INTRODUCTION & GUIDING PRINCIPLES

The LA Arts Recovery Fund supports small and mid-sized nonprofit arts and cultural organizations in LA County as they rebuild and re-imagine a new path forward, providing grants and resources to assist with long-term recovery.

The [LA Arts Recovery Fund](#) received 419 applications for funding, and about 21% of applicants were awarded funding. The LA Arts Recovery Fund awarded unrestricted multi-year operating support to 90 small and medium-sized arts organizations with budgets of \$10 million or less affected by COVID-19. Assembled with support from more than 25 local and national contributors, the LA Arts Recovery Fund represents a cross-section of foundations, government partners, individuals and corporations responding to an arts sector recovering from shutdowns due to pandemic. The Fund includes a challenge grant from the Ford Foundation's America's Cultural Treasures regional initiative, designed to recognize Black, Latinx, Asian, and Indigenous arts organizations that have made a significant impact on America's cultural landscape, despite historically limited resources, and to acknowledge and honor the diversity of artistic expression in the United States.

The guiding principles of the Fund have steered our approach in how we seek to support organizations. Guiding Principles of the Fund are as follows:

1. Understand the urgency and complexity of the moment and will act expediently
2. Inform decision making with a commitment to diversity, equity, and inclusion
3. Listen to a range of arts community members and integrate their knowledge, experience, and ideas
4. Ensure the health and vitality of cornerstone arts and culture organizations across LA County
5. Commitment to those representing diverse communities that have been historically underfunded
6. Take a reality based approach, which requires a degree of flexibility and adaptability in light of evolving circumstances and needs

Contributing Partners committed to learn from grantees as they rebuilt their operations and programming, to understand how to best help strengthen their operational capabilities and, ultimately learn how, by strengthening these organizations, the Fund helped sustain a resilient arts ecosystem in LA. To that end, contributors earmarked a portion of the Fund in support of assembling the learnings of

the Fund, and co-designing with grantees capacity building efforts that address reported needs, and may include a combination of trainings, convenings, and direct small grants.

REQUESTED SERVICES

The LA Arts Recovery Fund is issuing this Request for Proposals (RFP) to a consulting team and/or agency(ies) to support the following activities for the lifetime of the Fund (through Spring 2024):

- design a capacity building program that is reflective of the Fund’s guiding principles, seeks input from and addresses reported needs from the Fund’s 90 grantees;
- present recommended options to the Capacity Building and Learnings Committee for a tailored capacity building program for a cohort of 90 small and mid-size arts organizations that includes an estimated budget, formats, and timeline; and
- project manage and coordinate logistics for the delivery of capacity building program offerings in partnership with other selected capacity building providers if/as needed, based on grantee needs.

CAPACITY BUILDING DELIVERABLES

Guided by the evaluation framework (below) developed by Capacity Building and Learnings Committees as well as the guiding principles of the LA Arts Recovery Fund, we seek a partner to complete the following deliverables while respecting the capacities of our grantees:

Design + Deliver Capacity Building Program
Informed by grantee needs as collected by information gathered with the evaluation team, along with reports, surveys and/or convening(s), develop recommendations for a set of capacity building options. Proposed plan must reflect and address some of the needs identified by grantees and should include: • Assess and summarize capacity building needs of organizations in partnership with evaluation team • Range of options and formats for capacity building for the lifetime of the Fund • Tailored and/or phased approach for delivery of capacity building offerings ◦ Ideally, delivery of capacity building offerings to commence in the Fall of 2022 and be phased-out as needed during the lifetime of the Fund • Expenses and timing for range of options
Coordinate and deliver capacity building program that reflects and integrates reported needs from 90 grantees and Contributing Partners
Provide impact summary of capacity building that can be shared with grantees and partners in the field

DESIRED QUALIFICATIONS

The primary objective of this request for proposal is to identify a team and/or agency(ies) that can design and provide capacity building offerings to the cohort of 90 grantees. We encourage interested agencies and/or teams to reflect on how the Fund's guiding principles inform their proposed plans within submitted materials.

Required qualifications:

- Experience facilitating meetings and/or groups(s) that engages and collects information from grantees
- Experience assessing capacity building needs for arts nonprofits
- Experience designing and providing capacity building program including ability to project manage and coordinate logistics for the delivery of program offerings
- Experience working with nonprofit organizations with budgets \$10M or less
- Background and knowledge of local arts nonprofits sector and LA region
 - Priority will be given to organizations that have demonstrated knowledge and experience with LA arts nonprofits
- Commitment to and knowledge of practices in diversity, equity and inclusion

TIMELINE

- December 6 - Request for Proposals Opens
- December 6 -13 - Collect Questions from Prospective Applicants
- December 14 -15 - Post Responses to Questions from Prospective Applicants
- January 6 - Request for Proposals Closes at 10 am
- January 6-14 - Proposals Reviewed
- January 18-24 - Interviews Held with Finalists
- February 3 - Team Selected
- February 3 - 6 - Contract(s) Finalized
- February 7-11 - Orientation & Work Process Begin

SUBMISSION MATERIALS

Please include all the following within 10-12 pages or slides:

- Brief background on agency/team(s)
- Description of relevant experience and/or summary of qualifications including
 - experience working with BIPOC communities and arts nonprofits
 - knowledge of and experience in LA
- Proposed plan and engagement process including
 - reflecting how the Fund guiding principles have informed proposed plans; and
 - describing an approach for assessing capacity building needs from grantees, and how grantee input and knowledge of the arts sector would shape proposed options for capacity building offerings
- Proposed process timeline over the remaining life of the Fund of Spring 2022 - Spring 2024
- Team biographies
- Budget estimates for range of options up to \$1 million, which includes delivery of capacity building as well as all professional service fees

Combined proposal into PDF should be emailed to laarts@calfund.org

QUESTIONS?

- We will be taking questions from applicants December 6-13, 2021. In an attempt to be fair to all parties, should a question surface that requires a clarification of the RFP process, the answer will be shared with all applicants. We will address them as quickly as possible.
 - Please email all questions to laarts@calfund.org
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Additional Background on the LA Arts Recovery Fund (the Fund)

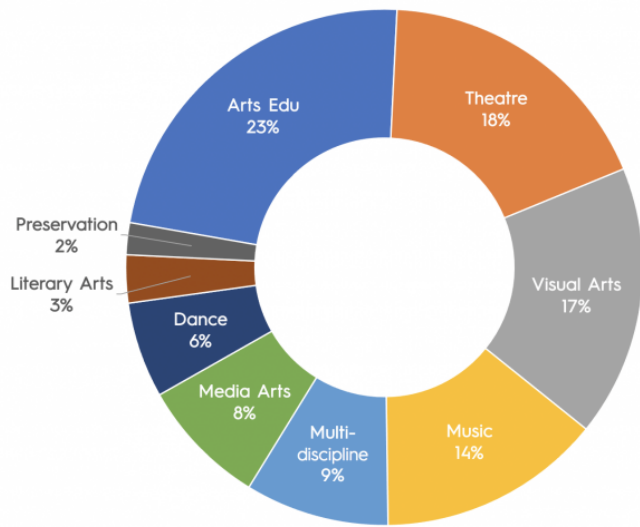
Initiated by the J. Paul Getty Trust and administered by the California Community Foundation, the Fund is a collaboration of local and national philanthropy and is the largest-ever pooled private investment for arts in Los Angeles County. The Fund is designed to sustain community organizations, promote cultural and economic recovery, and restore community health and wellbeing. Early partners include The Ralph M. Parsons Foundation, the LA County Department of Arts and Culture, and The Andrew W. Mellon Foundation.

The Fund also includes a challenge grant from the Ford Foundation's "America's Cultural Treasures Regional Initiative" (ACT), designed to recognize Black, Latinx, Asian, and Indigenous arts organizations that have made a significant impact on America's cultural landscape, despite historically limited resources, and to acknowledge and honor the diversity of artistic expression in the United States.

Major contributors to the fund include J. Paul Getty Trust, The Andrew W. Mellon Foundation, Ford Foundation, Jerry and Terri Kohl, The Ahmanson Foundation, Perenchio Foundation, The Ralph M. Parsons Foundation, The Rose Hills Foundation, California Community Foundation, The Music Man Foundation, Robert Lovelace and Alicia Miñana, Snap Foundation, Sony Pictures Entertainment & Sony Global Relief Fund, Ford Theatre Foundation and the LA County Department of Arts and Culture, and The Weingart Foundation. Additional funding is provided by Getty Patron Program & Getty Fund, The California Wellness Foundation, The James Irvine Foundation, Rita Wilson and Tom Hanks, Netflix, and Vladimir and Araxia Buckhantz Foundation.

Organizations Funded

In May, 20 2021, the LA Arts Recovery Fund granted a total of \$36.1M raised for post-pandemic rebuilding. The 90 nonprofit grant recipients represent small to mid-sized cultural organizations—spanning visual arts, theater, music, dance, literary arts, and arts education—all demonstrating exceptional regional or local significance. The grantees below represent a diverse range of cultural institutions that contribute to the vitality of LA County. The Fund provided operating support grants ranging from \$5,000 to \$2 million over a period of two to three years, to ensure that recipients can sustain vital contributions to their communities and recover and re-envision their futures. **Click here for a full list of the 90 grantees.** *See chart below showcasing the composition of disciplines supported.*



A Community Review Panel engaged the collective expertise of more than 50 panelists with deep knowledge of the Los Angeles arts sector to incorporate valuable community input and insights into the grantmaking process. The panel ensured cultural representation and proportionality by discipline to reflect LA's diverse and vibrant arts ecosystem.

- 71% of recipient organizations are founded by, led by, and/or have a Board majority of Black, Latinx, Asian, or Indigenous leaders.
- 48% of recipient organizations self-identify as an organization of color.

Reported Capacity Building Needs from 90 Grantees in March 2020

1. Programming (virtual and in-person, content development, partnerships development)
2. Financial Planning (fundraising, payroll, marketing)
3. Virtual Services (technology upgrades)
4. Staffing (hiring, re-hiring, training, board development)
5. Facilities (preparation, ppe, safety protocols)

[Link to LA Arts Recovery Fund Grant Application](#)

Evaluation Framework

Learnings Centered Around:

1. The impact of Fund's investment on the organization's recovery
 - Measure both short-term and long-term
 - Examined through various lenses (programs, leadership, budget & operations)
 - Paired with an understanding of the effects of COVID-19 on the organization (baseline data)
2. Describe how flexible, meaningful, and multi-year general operating support aided the organizations' recovery
3. Document the Contributing Partners' collaborative model and processes to disseminate to the field lessons learned about funder collaboratives and recovery efforts.

Learnings Efforts Should Include:

- Assessment of organizations' capacity building needs in current times (post-quarantine, digital/in-person "hybrid," meeting constantly-changing health protocol requirements, etc.)
- Assessment of organizations' preferences in terms of how to receive capacity building support

Key Questions:

Area of Inquiry	What do we want to know?	Why do we want to know it?	What will we do with it?
Grantees	Grantee capacity building needs	Understand grantee needs to inform CB funding strategy	Develop strategy and mechanism(s) to support grantees, and if possible, larger field
	Understand how funding is supporting organizational recovery and overall organizational goals (e.g., programs, leadership, operations)	Get a pulse on how orgs funded are tackling recovery efforts and challenges they are working through	Documenting and understand grantees progress on uplifting their work and organizations
Funders	Impact of the structure of Fund	To understand if the model can be repeated	Work on other pooled funds, coordinate in other fields