

**Arts for Children and Youth in Philadelphia
Leadership & Infrastructure Subcommittee Meeting**

The Union League of Philadelphia

June 17, 2008 3:00 – 5:00

Attendees:

Happy Fernandez, Moore College of Art & Design
Marciene Mattleman, After School Activities Partnership
Courtenay Wilson, William Penn Foundation
Vicki Sand, Atwater Kent Museum
Dierdre Woody, Musicopia
Amelia Schmertz, Arts and Business Council
Cheryl Mobley Stimpson, Office of Blondell Reynolds Brown
Jan Norman, Young Audiences
Louis Scaglione, Philadelphia Youth Orchestra
Glen Knapp, Young Playwrights
Pearl Schaeffer, PAEP
Allan Edmunds (Co-chair), Brandywine Workshop
Liz McClearn, William Penn Foundation
Margie Salvante, Theater Alliance of Philadelphia
Gerri Spilka, OMG Center
Meg Long, OMG Center
Emily Byrne, OMG Center

Purpose: Develop Arts for Youth RFP; review Year 1 Planning Timeline

STEERING COMMITTEE UPDATE

- The Steering Committee will release the RFP. If conflicts of interest arise during the review process, applicants who also sit on the Steering Committee will be excused temporarily.
- At their last meeting, the Steering Committee approved the Vision and Areas of Focus changes and provided feedback on the timeline.

REVIEW TIMELINE

- Leadership subcommittee faced with very important immediate task to create RFP. Other subcommittees are waiting on this.
- Research subcommittee also has immediate tasks- to begin gap analysis.
- OMG will create Theory of Change, which is a roadmap with context and assumptions that shows framework for key areas of work. Will serve as starting point for development of blueprint.
- Create ad hoc committee that will build blue print- this may grow out of the Leadership subcommittee.

RFP DISCUSSION

Ideal Leadership Structure

- Proposals should come from teams of organizations- no one organization has all the qualifications. Can we eliminate offering this to individual organizations? It would be a good vetting process not to specify this- organizations that apply independently obviously don't get it.
- Could a new organization be created or are we looking for a pre-existing organization? We should build on our existing assets- no need to create something new, rather build on what we've got. Big Thought came out of Young Audiences. Starting a new organization is a very long process.
- There are precedents for collaborative management structures in Philadelphia- just not in the arts. The important part will be that organizations divest themselves of their own personal interest- this was key in Dallas.
- In the RFP would it be helpful to suggest some possibilities- refer to precedent.
- Inclusion of all types of organizations is very important. We're talking about building the center. We are looking for a general contractor and their subs. It's the role of that center to reach out into the community to make sure that it's inclusive.
- Need evidence that the lead organization has the ability to ID challenges. Difficult transition from service provision to coalition building- need to show that they have the aptitude.

Distribution and Process

- Inclusion- we want to make sure everyone is aware of the opportunity to apply, and that all types of organizations have a shot.
- Suggestion to have a Bidders Conference, and a series of open forums. This could be focused on partnership cultivation activities. Do coalition building, workshops, etc.
- Our assumptions about how the proposals will develop: it will probably be one organization calling another. Rather than having a management consultant respond with arts partners. We could include something in the RFP about how we think this will happen.
- We don't want to do all the work for them- important to give organizations the opportunity to be assertive and entrepreneurial.
- There are different levels of capacities for the hub and the spokes. Hub organizations will need to have extensive experience working collaboratively and will have done this before.
- What happens to the also rans? Process has to be realistic- you don't want people to do a ton of work if they don't have a shot. We need to articulate very clearly who might be capable of applying.
- Steering Committee will discuss the process to field the RFP. But Leadership should have a major say in this. One avenue for a bidders conference that already exists is to discuss and have Q&A on the RFP at other subcommittee meetings.
- Release of RFP is a real communications opportunity.
- Timeframe: 1 month to respond is standard. People agree it should be more like 2 months, with selection in November/December.

- To whom do we mail the RFP? Is it targeted or broad? Agreed that we shouldn't limit distribution to a short list. It's the responsibility of all of us to send it to all the appropriate organizations we know. Challenge will be getting it to education reform folks and other non-traditional groups.
- In light of inclusion discussions, email everyone that came to the conference, GPCA and PAEP list. Put the RFP online rather than mail it.

Content

- Add a section that outlines the partnership and what types of orgs they'd need to include, and also include some suggestions of models.
- In the RFP, organizations have to address how they will build partnerships and engage diverse communities. They should give an explicit description of how this will happen. Show us evidence of your experience in this area. Show a track record of partnership building. In each area, say please describe your plan for, and please describe your experience in....
- Ask for a description of how the coalition came together to submit the proposal. We could add this to the section about management delineation.
- Also ask why does this make sense for each of these organizations at this time.
- Roles and Responsibilities could become parts of the proposal outline. Any R and Rs missing? The third point- we say develop arts education program. Nowhere else do we require experience with curriculum, PD, etc. If we expect them to do that, we should be more explicit. Rather than that, we should say: work with existing organizations that do that, bring it to scale. The development would come from some of the spokes. Rather than develop- say coordinate.
- Address dissemination and best practices as part of the point about assessment systems- share lessons learned with the field. Include something about performance and showcasing student work.
- Build a citywide partnership- to what end. To coordinate services, and achieve the ten year vision. Good proposals should show working knowledge of the vision.
- Make it clear that we are developing a campaign- convey the energy and excitement. Maybe public will building. Replace campaign for plan- this will show urgency.
- Give examples of collaborations. We don't say what types of organizations can apply. Not just arts ed groups at the table. This could include universities.

FUNDING

- Need to provide a potential range for the budget. This is a challenge.
- Steering Committee should come up with the funding for the first two years. This can't all come from William Penn Foundation. From day 1 in Dallas the funding formula was 1/3 public, 1/3 schools, 1/3 businesses and foundations. We need to stress the importance of multiple revenue streams. School District needs to put skin in the game.
- So RFP fundraising section will focus on sustainability funding not start up funding.

- Part of developing implementation plan is figuring out how much money is needed and how to find the funds. What resources exist, what could be leveraged, where else can we find it.
- If the steering committee is going to hustle the initial money, we should say that. There will also be planning by the steering committee of ongoing financial support. With the clear understanding that the leadership entity will take over the fundraising.

NEXT STEPS & CLOSING

- OMG will redraft the RFP. Circulate RFP by the beginning of September. Draft will be put on the website tomorrow. Email original Arts for Youth listserv that they should start thinking about this, and point them to draft RFP on website.
- Next meetings will be July 15 and August 19.