



REQUEST FOR PROPOSALS

Date: August 31, 2018

Subject: Fleisher Art Memorial: Program Assessment Project

To: Program impact/Art education consultants

Fleisher Art Memorial requests proposals for a 3-6 month general program assessment focused on impact, audience engagement, and resource allocation. Through this program assessment, Fleisher is seeking:

- An alignment of its program strategies (theory of action) and goals with its mission and context.
- Affordances, obstacles, strengths and limitations of implementation (staff capacity, activities, etc.)
- Intended outcomes (alignment with goals, activities.)

Recognizing that programs and audience impact lies at the core of Fleisher's purpose, this Program Assessment Report will provide a holistic overview of the current state of programs and serve as the keystone to Fleisher's recently completed long-term financial assessment and campus master plan, to form a strong foundation for developing Fleisher's next strategic plan.

PROJECT BACKGROUND AND CONTEXT

The mission of Fleisher Art Memorial is to make art accessible to everyone, regardless of economic means, background, or artistic experience. Fleisher counts over 30 different programs in various stages of development¹ among its unique offerings, serving an estimated 20,000 children and adults each year. These include over 300 classes and workshops for adults, a robust Saturday Young Artists' program, the acclaimed Wind Challenge Exhibition Series, and Community Partnerships in the Arts (CPA) – Fleisher's artist-in-residence program in schools and social service agencies.

After 16 years of service, Fleisher's Programs Director recently accepted a new challenge and has departed Fleisher. During her tenure, Fleisher expanded its program offerings greatly, largely driven by audience engagement strategies that were developed as a result of research funded by the Wallace Foundation in 2009-2012. These changes include new programs such as Teen Lounge, ColorWheels, Bring Your Own Project, and the annual Dia de los Muertos festival. The evolution of Fleisher's programs has been welcomed with critical acclaim as contributions to the field of community arts.²

The growth in initiatives and audiences has been parallel to significant growth in Fleisher's enrollment and income. Through multiple streams, Fleisher's earned income has doubled in the past decade, even while increasing scholarships, free classes, and subsidized offsite programs.

A result of this rapid growth is that many staff have organically taken on new responsibilities, and that resource allocation may be misaligned, especially with programs that are serving more people or sites. A key deliverable will be to interview staff, review existing job descriptions, and make recommendations for revisions, professional development, or restructuring.

¹ By stages of development, we refer to oft-used non-profit rubric: dream/planning, reality, growth, stagnation, and institutionalized.

² <https://www.wallacefoundation.org/news-and-media/blog/pages/research-and-self-reflection-help-strengthen-community-ties.aspx>

Concurrent with this project, Fleisher will be working with a consultant specifically for the Community Partnerships in the Arts program (for its artist residencies in schools and social service agencies) and a small team is part of the Social Impact Collaborative (SIC) program, to develop evaluation tools for its Adult Program. These studies will complement this Program Assessment project.

PROJECT EXPECTATIONS

The primary products of the assessment will include:

1. Profile **of each program/activity model**, which may include:
 - statement of purpose
 - stage of development
 - intended impact
 - perceived impact/effectiveness by staff, audience, peers/critics, funders
 - audience profile (intention and actual)
 - partners, if any
 - evaluation tools, methods, and strength/use of analysis
 - marketing tactics/efforts
 - competition, comparisons, and public need
 - how the field in which the program operates is evolving
 - strength of policies/procedures
 - vulnerability: is the program structured/institutionalized, or reliant on individuals?
 - business model (e.g. subsidized, funded by grants, earned income, etc.)³
 - skills sets of those responsible for program success
 - existing ideas for growth: capacity, requirements of success, potential constraints

2. Based on the report, **a summary analysis** that may include:
 - What is Fleisher uniquely positioned to do?
 - Who are/would be its allies and partners?
 - Which programs are the most relevant, with greatest value and vitality? Which are in jeopardy of stagnation or irrelevance unless change happens?

3. Working with the Executive Director, review the organization chart of staff and activities, and make recommendations for **organizational restructuring**:
 - Driven by strengthening program/activity impact, make recommendations for the best team/staff to direct and manage the program. For example, we recently added a new position of Manager of Special Events and shifted some of the cultivation activities from the exhibitions department to marketing/development.
 - Identify where staff are stretched thin and need capacity building in the form of support or additional training
 - Revise of existing, dated job descriptions
 - Provide recommendations for a more supportive staff/reporting structure. For example, we recently created a new position of Operations Manager to shift some of the day-to-day business activities from the education department such as contracts and scheduling.
 - Compile ideas to attract and retain strong, professional staff

4. Create the job description and recommend skills sets required for a **new Program Director**

Meetings and Reviews: The following are *suggested* types of sessions to be held by the consulting team

³This analysis was prepared as part of our recent financial review and will be provided.

during the project:

- Initial review of program documents and data, interviews and meetings with Fleisher staff, and site visits to several programs
- Ongoing sessions with Fleisher program staff and the board Program Impact taskforce
- Feedback sessions or surveys with faculty, students, parents, and program partners

This phase is primarily focused on assessing existing infrastructure – upon conclusion of the report and hiring of a new Program Director, Fleisher may pursue a second contract for continued work to develop strategies, quality indicators, tools, and action plans to support the next strategic plan.

PROJECT SCHEDULE

Ideally, a report would be ready to present to board and staff at its **February 21, 2019** board meeting, with a draft completed by early-January. Fleisher will consider alternative timelines.

PROPOSAL SUBMISSION REQUIREMENTS

Please include the following sections in your response to this RFP:

1. Project Understanding: Statement of project understanding and identification of important issues.
2. Relevant Experience: Description of projects completed by the firm with similar issues
3. Team Composition: Proposed project team members (if more than one). Include a bio for each proposed team member and indication of each person's role on the team.
4. Project Approach: Summary statement describing your proposed project approach, including methods for engaging Fleisher.
5. Schedule: Provide a project schedule showing major milestones, proposed meetings, and deliverables.
6. Fee: Include fee and expenses for service. May be adjusted after first interview if needed.
7. References: Previous or current clients or other references for similar projects, including dates of engagement and contact information.
8. Capacity: Current workload and availability to complete this project.
9. Other Supporting Information: Additional information that will further enhance Fleisher's understanding of your suitability for the project.

SUBMISSION PROCEDURES

Submit your response as a single attachment by midnight on Sunday, September 30 to Elizabeth Grimaldi, Executive Director, at egrimaldi@fleisher.org with the subject heading: **Fleisher Program Assessment**.

REVIEW AND SELECTION PROCESS

Fleisher expects to conduct interviews in September/October with selected consultants/teams. Finalists will have the opportunity to meet the selection committee and tour Fleisher, after which they are permitted to edit their proposal or submit additional materials. The final selection will be determined by late-October. The committee will review consultant proposals, and will evaluate them according to their responsiveness to the objectives of this RFP. Specific terms of an agreement for consulting services may be negotiated with the selected proposer. Terms to be negotiated may include, but are not limited to, the form of contract, fees and expenses, schedule and deadlines, work products and deliverables.

Visit Fleisher.org or Fleisher.community to learn more about its programs.

Fleisher Art Memorial is an equal opportunity employer. We are committed to fair and inclusive employment practices, and strongly encourage people of color, LGBTQ individuals, people with disabilities, and others who may contribute to the diversification of ideas to apply.