



Request for Qualifications

A RESILIENT ARTS ECOSYSTEM



PREPARED BY YERBA BUENA CENTER FOR THE ARTS
701 MISSION STREET
SAN FRANCISCO, CA 94103



OVERVIEW

The COVID-19 pandemic revealed the inadequacy of existing social support systems, and in particular, the avenues through which an artist can find and secure resources critical to growing their practice and meeting their needs. At YBCA, we worked rapidly to respond and deploy resources that looked beyond that moment of crisis in order to support the resilience of our local arts ecosystem and the artists that reside within it.

As part of this work, YBCA piloted the City of San Francisco's first ever guaranteed income pilot for artists, which leveraged over \$3.4M in direct funding from both public and private sources directly to artists. We also launched the Artist Power Center, a digital web app designed to empower artists with a central location for resources, training, and community. Additionally, we provided further funding to artists through regranteeing initiatives, re-opened our spaces for exhibitions and performances, and resumed our vital role as a platform for showcasing and amplifying the work of artists.

We've learned a lot along the way with regards to the needs of artists regionally and the ways in which our digital platforms, direct funding programs, and artist convenings were able to meet (or not) the needs within our creative ecosystem. We recognize that this moment calls for a bold vision in resourcing artists, one that is responsive to both artists and the broader community, while also ensuring the sustainability of YBCA's commitment. We're excited by what this moment calls for and what we stand ready to do.

THE PROJECT

YBCA seeks a consultant or team of consultants to undertake the following key tasks:

- **Ecosystem Analysis:** Conduct a comprehensive assessment of the local landscape and ecosystem of community-based and arts organizations that are actively resourcing artists in ways that complement or go beyond traditional exhibits and performances. This analysis should include an evaluation of YBCA's past work, resources, and services as well as provide insights into best practices, gaps, and opportunities within the local ecosystem.
- **Community Conversations:** Facilitate a community process that solicits input and feedback from key stakeholders, including artists, organizations, and those in the broader community. This engagement will help inform the strategic priorities of our organization, ensuring that they are responsive to needs of the community, are additive to the existing ecosystem, and reflect work that YBCA is well-positioned to do.
- **Programmatic Recommendation(s):** Recommend a multi-year programmatic strategy that outlines 2-3 specific initiatives, staffing requirements, partnerships, and potential funding streams for this new branch of work. Proposed plan should be inclusive, with an awareness of YBCA's broader organizational work in support of artists, and should detail how each proposed initiative will align with our organizational goals and community-driven priorities.



ABOUT YBCA

Opened to the public in 1993, YBCA was founded as the cultural anchor of San Francisco's Yerba Buena Gardens neighborhood. Our work spans the realms of contemporary art, performance, film, civic engagement, and public life. At the heart of our ethos is the recognition of artists as catalysts for social and cultural transformation. YBCA is dedicated to redefining the impact and purpose of an arts institution within its community, striving to empower, engage and enrich the lives of those we serve.

Mission: We generate culture that moves people.

Vision: A community that thrives on inspiration.

The successful candidate will embody our organization's core values:

- **Abundance:** We operate from a place of strength, with a spirit of empathy and generosity.
- **Authentic Collaboration:** We are engaged and interconnected.
- **Personal Agency:** We are empowered and accountable.
- **Boldness:** We create with courage and purpose.

PROJECT CRITERIA

The consultant will conduct a competitive analysis of YBCA's past and current work against local community-based and/or arts organizations leveraging their resources directly to artists both regionally and nationally. As part of this work, the consultant will collaborate with the Director of Artist Investments and Chief Executive Officer to engage in community/stakeholder conversations and visioning sessions that further inform the strategic vision of YBCA's future artist investment work.

Consultant will present these findings as programmatic recommendations to inform a roadmap for YBCA's artist investment initiatives that is additive to the regional arts ecosystem. The breadth of recommendations can include offerings such as an artist credit union, portable benefits, ways to support worker-owned cooperatives, and more.

A key outcome of the consultants work is our ability to answer the following:

- **What resourcing needs do artists have that are outside of and/or complementary to performances and exhibits?** We are interested in looking critically at needs that are systemic to the sector, emerged as a result of the pandemic, and that which we can anticipate as needs as we look multiple years forward.
- **What are the resourcing gaps in our region and where is YBCA well-positioned and aligned to fill those?** We are not interested in replicating nor infringing upon the incredible work that is happening across our region and nationally. We seek to be additive to the efforts of stabilizing a thriving arts ecosystem. Our interest is in leveraging resources that we are uniquely able to provide and that is both informed by and responsive to artists in our region and nationally.
- **How might we roll up at least three initiatives into a multi-year programmatic strategy?** We are particularly interested in designing a multi-year strategy, leveraged by a small internal team, working cross departmentally and within the broader ecosystem. Recommendations must take this into account.

TIMELINE

Task	Date
RFQ available at ybca.org	October 18, 2023
Proposals due by 5pm PST	November 8, 2023
Review proposals	November 9 - 10, 2023
Interviews of potential contractors	November 13 - 20, 2023
YBCA Additional Diligence and Review	November 21 - 27, 2023
Contractor selected and notified	November 28, 2023
Project Period	December 5, 2023 - February 13, 2024
Project Completion Report and Recommendations Due	February 16, 2024

QUALIFICATIONS

- **Relevant Expertise:** Proven experience and a successful track record in providing services in public service, arts, and/or culture ecosystems. Expertise can also include work related to impact investment, community economic development, and new/solidarity economies (i.e. mutual aid networks, worker-owned cooperatives, artist collectives, etc).
- **Community-Based Expertise:** Demonstrated experience and knowledge in conducting community-based research and analysis, working with nonprofits, and maximizing resources for direct impact, as well as sustainable revenue models.
- **Bay Area Familiarity:** Preferred familiarity with the Bay Area's unique arts and culture ecosystem, including insights into the region's specific challenges and opportunities.
- **Innovative Problem-Solving:** Display persistence, flexibility, and a commitment to finding innovative solutions to complex challenges.
- **Communication Skills:** Proficiency in summarizing complex ideas into concise, actionable recommendations and work plans.
- **Facilitation and Inclusivity:** Proven ability to facilitate conversations effectively, taking into consideration access and language needs. Demonstrated commitment to diversity, equity, inclusion, and access, and experience working with people of varied backgrounds, experiences, points of view, and aspirations.

Contract Term

A Contract awarded in response to this Solicitation will have a contract term from approximately December 4, 2023 to February 13, 2024 and a budget of \$65k - \$90k.



HOW TO APPLY

Applications shall address any questions regarding this RFQ to rfq@ybca.org. Applications must be submitted no later than 5 p.m Pacific Time on November 8, 2023.

Application Guidelines:

- **Overview:** Provide a brief introduction of yourself/your agency, including your qualifications and experience in providing similar services.
- **Proposed Approach:** Detail your approach to conducting a competitive ecosystem scan and engaging in community/stakeholder conversations.
- **Case Studies:** Provide a minimum of two (2) relevant project examples.
- **Proposed Budget:** Clearly state all fees and expenses associated with the performance of all services.
- **Proposed Timeline:** Specify the expected timing of work and deliverables.
- **Client References:** Provide a list of at least three (3) references from previous clients who can speak to the quality of your services. Please include the client's name, organization name, email and telephone contact information.

SELECTION PROCESS

All applications submitted by the deadline will undergo a preliminary review to verify that they meet the mandatory requirements outlined in the RFQ.

Applications that meet the mandatory requirements will be considered qualified. Those that do not, will be deemed not qualified and subsequently rejected.

All qualified applications will proceed to the next phase, where they will be reviewed, evaluated and rated and ranked using the following scale.

Ranking	Definition
Does Not Meet Requirement	A particular RFQ requirement was not addressed in the Provider's proposal.
Partially Meets Requirement	Provider's proposal demonstrates some attempt at meeting RFQ requirements, but that attempt falls below an acceptable level.
Meets Requirement	Provider's proposal fulfills RFQ requirements in all material respects, with only a minor or non-substantial deviation.
Exceeds Requirement	Provider's proposal fulfills RFQ requirements in all material respects and offers some additional level of quality in excess of YBCA's expectations.



SELECTION PROCESS

- Proposals that meet or exceed YBCA's requirements may be invited to participate in a video interview for an oral presentation and a more in-depth assessment of qualifications and alignment with our needs.
- Following video interviews, YBCA will also conduct further due diligence of selected proposals. This may include speaking with references from past clients or partners, engaging additional team members of the consultant(s), board members, or corporate officers, and requesting additional information.
- After the completion of this due diligence process, a final service provider will be selected. If Provider and YBCA mutually agree on the terms of a contract, the services will be officially awarded.

CONTACT US

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