

WORK ORDER SOLICITATION
Arts Education Collective – Shared Leadership

Project Department: Los Angeles County Department of Arts and Culture
Work Order Issue Date: July 9, 2021
Proposal Due Date: August 4, 2021
Project Dates: September 2021 – June 2023, with an option to extend annually or on a month-to-month basis for up to twelve months, based on initially contracted rates, depending on needs and availability of additional funding.

1.0 PROJECT OVERVIEW

Through this work order, the Los Angeles County Department of Arts and Culture (Arts and Culture) seeks pre-qualified consultant(s) to develop and/or implement a plan for cultivating and sustaining ongoing stakeholder engagement that supports the shared leadership goals of the LA County Arts Education Collective.

This opportunity is only open to organizations on the LA County Department of Arts and Culture's Pre-Qualified Professional Development/ Technical Assistance List, as determined through the Request for Qualifications process and list published on May 24, 2021.

2.0 BACKGROUND

2.1 The [Los Angeles County Arts Education Collective](#) (Arts Ed Collective) is the regional initiative dedicated to making the arts a core part of every child's growth and development. Established by the Los Angeles County Board of Supervisors, the initiative launched in 2002 as a partnership among five school districts. Nearly two decades later, the Arts Ed Collective represents a robust coalition that now includes 73 school districts, 5 charter school networks, a half-dozen County agencies, and hundreds of community-based organizations, teaching artists, educators, philanthropists, and advocates. Through strategies that expand arts teaching and learning, strengthen partnerships and collaborations, and increase public awareness about the importance of arts education, the Arts Ed Collective aligns efforts across the region to achieve the shared goal that all young people engage in the arts all year, every year, because the arts are fundamental to human growth and development. The initiative is coordinated by the LA County Department of Arts and Culture, is guided by a Leadership Council and an active Funders Council, and is recognized nationally as a model for collective impact in arts education.

2.2 In October 2020, the Board of Supervisors adopted [Los Angeles County's New Regional Blueprint for Arts Education](#) (Arts Ed Blueprint) as both an aspirational policy statement and as a roadmap for practitioners and leaders to advance youth development over the next decade. The new Arts Ed Blueprint presents strategies for establishing and sustaining:

- arts instruction for all students, across all grade levels, in all public schools;
- expanded opportunities for arts education after school;
- year-round community-based arts learning;

- access to careers in the creative economy;
- arts-based programs and services, provided in collaboration with multiple County departments, that support children, youth, and families; and
- a prioritization of historically underserved populations.

Goal 2 of the Arts Ed Blueprint aims to build and strengthen partnerships and collaborations that create, expand, and leverage resources for achieving scale and equity. Specific strategies include engaging shared leadership to guide implementation and accountability (2.1); cultivating leadership across multiple stakeholder groups, intentionally amplifying and uplifting the expertise of those who have been historically excluded or precluded (2.1.2); and building diverse, inclusive, and representative working groups to guide implementation of the Arts Ed Blueprint, and to track progress over time (2.1.3).

2.3 Grounded in the Shared Values articulated in the Arts Ed Blueprint (page 20), the Arts Ed Collective is committed to engaging community voices (page 8) in order to:

- establish shared goals and strategies for achieving scale and equity in arts education;
- encourage fresh, innovative approaches for addressing long-standing challenges;
- directly reflect perceptions and solutions offered by youth, families, artists, and educators;
- engage and expand existing networks of stakeholders across the County; and
- increase collaborative action among arts, education and community partners.

3.0 PROJECT TASKS AND DELIVERABLES

Through this solicitation, Arts and Culture anticipates assigning multiple contracts over the course of the project period, as demand and funding for expansion continues to grow.

Contracted services will therefore include some – but not necessarily all – of the following deliverables, as appropriate, and according to phases of implementation:

3.1 Develop, field test, and/or implement a plan for cultivating and sustaining ongoing broad-scale community engagement that:

1. provides opportunities for stakeholders to contribute their knowledge, expertise, perspectives and leadership voice within and across the arts education field;
2. supports arts education leaders from across LA County in advancing strategies within the LA County Regional Blueprint for Arts Education;
3. reimagines leadership structures and practices for the Arts Ed Collective that are inclusive, accessible and representative of the diversity (including racial, ethnic, gender identity, ability, age/generation) of LA County;
4. allows stakeholders to a) identify their role in the LA County Arts Ed Collective, b) understand how their individual and/or organizational work advances specific strategies in the Arts Ed Blueprint, and c) collectively guide progress towards goals articulated in the Arts Ed Blueprint;
5. supports coalition building, co-visioning, and shared leadership goals of the LA County Arts Education Collective.

3.2 The engagement plan and/or process should ideally include, but may not be limited to:

1. alumni of the Arts Ed Collective's Art of Leadership program and Youth Advisory Council, as well as current members of the Leadership Council, Funders Council and School Districts Arts Coordinator Network, all of whom are knowledgeable thought partners and leaders;

2. leadership development and networking opportunities aimed at bringing together multiple stakeholder groups representing and reflecting a range of work experience, perspectives, and the diversity of the LA County region, particularly engaging those from communities that have been historically excluded or precluded;
3. frank and robust conversation around equity, inclusion, diversity and anti-racism throughout the arts education ecosystem on the individual, organizational and ecosystem levels;
4. facilitation methods that are aligned with or similar to [Theory U](#) approaches, practices and [tools](#) such as mindfulness, [Social Presencing Theater](#), levels of listening and conversation, and/or other methods that have proven effective for building shared leadership and collective action;
5. strategies that identify, mitigate and/or remove barriers to participation, including financial, technical, scheduling and logistical impediments.

4.0 BUDGET

Arts and Culture anticipates budgets ranging from \$5,000 to \$75,000 for any single project. A consultant may be offered multiple contracts within and across this solicitation period, at the sole discretion of Arts and Culture. Projects may also be divided into multiple phases. Contract amounts are inclusive of all costs incurred, related to, or in performance of the project, including but not limited to all equipment, tools, supplies and/or other expenses required for the performance of these services. Travel expenses are also the responsibility of consultant and will not be provided in addition to this contract amount.

The consultant's rates shall remain firm and fixed for the term of any initial or subsequent contract(s) and any extensions. A project may be extended following the initial solicitation and/or contract period, or a change notice may be prepared as deemed necessary by Arts and Culture, to incorporate additional services and/or assignments, based on initially contracted rates and/or mutually agreed-upon incremental increases, depending on needs and availability of additional funding.

5.0 SELECTION CRITERIA

Proposals will be judged on the quality of the proposed approach, alignment of experience and approach with the goals and values of the Arts Ed Collective, and feasibility and soundness of the proposed timeline and budget.

6.0 SELECTION PROCESS

Proposals will be reviewed by a panel that may include, but not limited to, staff from Arts and Culture and Arts Ed Collective partners. Top scoring candidates may also be asked to interview as part of the selection process.

7.0 TO APPLY

Interested parties should submit a proposal, not to exceed five pages, that includes the following:

- 7.1 brief summary of why this project interests you;
- 7.2 proposed approach (including activities and timeline) and how it will address the goals and values of the Arts Ed Collective;

- 7.3 proposed budget, including rates and estimates of other costs or fees for delivery of the project;
- 7.4 summary of qualifications and experience relevant to this project.

8.0 DEADLINE FOR APPLICATIONS

Proposals must be received at or before 5:00 pm, Pacific Standard Time (PST) on Wednesday, August 4. Please email proposals to ArtsEdCollective@arts.lacounty.gov. Any materials received after the date and time specified above may be rejected and considered non-responsive.

9.0 ADDITIONAL INFORMATION

- 9.1 **Questions:** Questions about this Work Order should be emailed to ArtsEdCollective@arts.lacounty.gov no later than July 21, 2021. Responses to all questions submitted in writing will be posted on the Arts Ed Collective's website no later than July 26, 2021. For more information about the Arts Ed Collective, please visit <https://www.lacountyartsedcollective.org>. For additional information about the Arts Ed Collective leadership programs, please visit: <https://www.lacountyartsedcollective.org/initiatives/arts-education-innovation-lab/arts-ed-innovation-lab-prototypes/art-leadership>. For additional information about the Department of Arts and Culture, please visit lacountyarts.org.
- 9.2 **Late Applications:** Late applications will not be considered.
- 9.3 **Right to Reject Submissions:** Arts and Culture reserves the right to accept or reject any and all responses received or select another consultant through another process.
- 9.4 **Notification:** All interested parties who submit their materials for review will receive written notification of receipt.
- 9.5 **Disclaimers:** This request for proposals does not constitute an offer to contract or a promise for remuneration, recognition, or any other thing. Submission of any materials in response to this request for proposals will not constitute an express or implied contract. The information contained and/or any program or event described herein may be changed, amended, modified, canceled, revoked or abandoned without notice at any time and for any reason in the sole discretion of Arts and Culture or the County of Los Angeles.
- 9.6 **Contracting:** Consultant selected to enter into a contract with the County of Los Angeles will be required to obtain a county vendor number and must accept the County's Standard Terms and Conditions. County reserves the right to revise the Standard Terms and Conditions and contracted organizations must accept the then-current version of said terms at the time in which it enters into contract with the Department of Arts and Culture.
- 9.7 **Safer at Work:** This timeline and/or the means by which the services will be delivered by Consultant will be in compliance with current Los Angeles County Safer at Work and in the Community Health Officer Orders to control the spread of COVID-19. Consultant should be prepared to conduct meetings and/or presentations over the telephone or via online video conferencing applications.
- 9.8 **Inclusive Workforce:** The Los Angeles County Department of Arts and Culture is committed to fostering a diverse and inclusive workforce. Diverse applicants are encouraged to apply.