

THE SAN FRANCISCO FOUNDATION

The Community Foundation of the Bay Area



**National Arts
Marketing Project**
A Program of Americans for the Arts

REQUEST FOR PROPOSALS National Arts Marketing Project 2009 Bay Area Advanced Marketing Boot Camp

Application & marketing samples due: **Thursday, April 9, 2009**, by 5:00 p.m.
Boot Camp participants notified: **Friday, May 15, 2009**
Part 1 of Boot Camp: **Thursday, July 16 – Sunday, July 19, 2009**
Part 2 of Boot Camp: **Thursday, Aug. 13 – Sunday, Aug. 16, 2009**
(Please see next page for explanation of Part 1 and Part 2)

The San Francisco Foundation and Grants for the Arts/San Francisco Hotel Tax Fund are pleased to announce a request for proposals for the **National Arts Marketing Project's (NAMP) 2009 Bay Area Advanced Marketing Boot Camp**. This unique, two-part program sponsored by The San Francisco Foundation, Grants for the Arts/San Francisco Hotel Tax Fund, and The Wallace Foundation, through the Arts & Business Council of Americans for the Arts, is designed to help arts organizations capture the minds, hearts, and wallets of today's arts consumer through marketing and earned income strategies.

Created for arts organizations at critical junctures in their growth (meaning the point at which the organization's growth can be stimulated by an infusion of audience development marketing skills, research information, and implementation funding), this advanced training program provides organizations with the potential opportunity to receive seed money for new projects.

Up to 25 mid-sized nonprofits will be selected to participate in the boot camp (two full-time staff members of each organization *must* attend). Of these participants, as many as ten will then qualify for implementation funding and will be granted up to \$50,000 over a two-year period. For more information please see the Training and Implementation Phases below.

ELIGIBILITY

Organizations must:

- Operate in one of the following counties: Alameda, Contra Costa, Marin, San Francisco, San Mateo, or Santa Clara
- Not have received prior funding under The Wallace Audience Development Initiative
- Have been in business for a minimum of three years and have 501(c)3 nonprofit status
- Have an annual operating budget between \$250,000 and \$3,500,000
- Demonstrate the ability to commit the time of two full-time staff people for two, four-day weekends for the training (Part 1)
- Be willing to act as a model for other arts organizations at workshops, conferences, written case studies, etc.

EVALUATION CRITERIA

Acceptance to the program will be based on the following guidelines:

- Demonstrated commitment to new audience development with a paid staff person who spends a significant amount of their time on audience development
- Evidence of clear artistic vision and stable management
- Evidence that participation in the program comes at a critical juncture in the life and growth of the arts organization and will fuel growth beyond the project's scope
- Evidence of thoughtfully developed organizational goals (attach an executive summary of the organization's latest strategic plan and a copy of the latest marketing plan)
- Evidence of artistic, managerial, and board commitment to the program (attach a copy of a board resolution approving participation in the program)
- Evidence of an organization-wide plan to manage growth created by the program
- Willingness to serve as a model for other organizations, including providing measurable results.

ABOUT THE PROGRAM

The National Arts Marketing Project's Advanced Marketing Boot Camp will happen in two phases: the Training Phase and the Granting Phase.

Phase I - Training: Training will take place over two, four-day sessions scheduled for July 16-19, 2009, at The San Francisco Foundation and August 13-16, 2009, at the East Bay Community Foundation. Learning will be drawn from leading practitioners in the field, NAMP staff, and marketing experts. The trainings will enable two staff members of each selected organization (including the executive or artistic director and the staff member responsible for marketing or audience development) to create a new audience development marketing plan to address the critical juncture it faces. Training will include:

- Reviewing the fundamentals of marketing planning
- Interpreting Bay Area demographic data and developing custom audience research
- Conducting an internal audit of resources and a competitive analysis
- Strategic examining of mission in relation to growth goals
- Defining new targets for greater efficiency
- Examining the unique role of new product development in an arts organization
- Developing pricing strategies
- Setting up database management systems for better results tracking
- Choosing an appropriate mix of online and offline tactics
- Creating targeted new audience development marketing communications materials
- Managing organizational change
- Developing a well-crafted marketing plan aimed at broadening, deepening, and/or diversifying your audience that takes advantage of new technology

Additionally, the two staff members will:

- Schedule short one-on-one sessions with NAMP's marketing staff, either in person or via telephone
- Discuss business issues, share audience development findings, and generally learn from each others' efforts
- Commit the time to research and write a new audience development marketing plan for consideration for Phase II funding

Phase II - Granting (Participation in the training phase is required for participation in the granting phase and a limited number of marketing plans developed in the training phase will receive implementation funding): The San Francisco Foundation and San Francisco Grants for the Arts are seeking projects with the broadest application to the arts community as examples of best practices in audience development and retention, and the use of new technology with audiences. Selection will be based on a review of each organization's marketing plan by a panel of national experts. In addition, NAMP staff will be available at no charge for mentoring during this phase. Organizations that receive funding will be required to prepare interim and final reports to be used in case studies on the NAMP website (artsmarketing.org), as well as for The San Francisco Foundation and San Francisco Grants for the Arts. Funds will be disbursed after the panel has selected its grantees in fall 2009. Implementation funding will be made in two payments, up to \$50,000 over two years. The second payment will be sent when a project's interim report is filed, approximately one year later.

What you have to do:

- Complete a new audience development marketing plan, including an assessment of the total organizational resources needed to execute the plan
- Develop a budget that does not exceed \$50,000 over two years in requested funds
- Demonstrate that the mechanisms for tracking the effect of the new marketing program are in place

HOW TO APPLY

Applications and all required documents must be submitted in triplicate to The San Francisco Foundation offices, arriving no later than **5:00 p.m. on Thursday, April 9, 2009.**

Application

The application form is downloadable from The San Francisco Foundation website. For more information please visit the Wallace Commissions and Resources page at <http://sff.org/wallace>.

Required Documents

1. Organization's 501(c)3 tax determination letter
2. Résumés of participants – Please attach the professional résumés of the two potential boot camp program participants
3. Organizational structure/personnel chart
4. Relevant marketing and promotional materials (i.e. fliers, calendars, donor letters, etc.)

Please send **three copies** of the application and all required documents to:

NAMP Advanced Marketing Boot Camp
c/o Kevin Seaman
The San Francisco Foundation
225 Bush Street, Suite 500
San Francisco, CA 94104

FOR MORE INFORMATION

For more information please contact Kevin Seaman, Arts & Culture Program Assistant, at 415.733.8508 or kls@sff.org.