

EMERGENCY RESPONSE: SUPERSTORM SANDY AND NYC DANCE Request for Proposals

Dance/NYC is inviting proposals for independent contractors to produce research on lessons learned by New York City dance in the wake of Sandy and recommendations for preparedness and response to future disasters—acting on an opportunity afforded by the storm to catalyze change.

The research leverages Dance/NYC's experience as an arts responder post-Sandy, in collecting early testimony and administering the NYC Dance Response Fund established by the Mertz Gilmore Foundation, which ultimately delivered \$200,000 to 51 nonprofit and fiscally-sponsored dance artists hard hit by the storm (See [The New York Times](#) and watch this recent [Town Hall](#) video for more). It also builds on Dance/NYC's ongoing leadership in research (See, for instance, [State of NYC Dance 2013](#)).

The attached Scope of Work for which Dance/NYC is requesting proposals includes: first, detailed requirements for core analyses (Section I: Core Analyses), based on (already conducted) NYC Dance Response Fund survey results and 30-40 CDP profiles; and second, opportunities for additional activity (Section II: Additional Opportunities). Dance/NYC is committed to contracting for the Core Analyses only, but would consider Additional Opportunities. The project will offer the contracted researcher a powerful platform for field leadership and media attention.

The contractor's objectives are three-fold:

- I. To help Dance/NYC's core constituency of 1,200+ dance makers and companies better understand the impact of the storm on their financial and other activities and to better prepare for and respond to future disasters. The study will prioritize an examination of financial portfolios but may additionally consider related operational, community partnership, and program activities;
- II. To evaluate the effectiveness of post-Sandy philanthropy and develop recommendations for responsive and strategic fund development to catalyze the field's resilience to future shocks; and
- III. To create recommendations for additional policy and service provision.

Applicants should be familiar with the Cultural Data Project and have a demonstrated track record of successful research. The ideal contractor would have expertise in nonprofit finance and/or a background in disaster work. Dance/NYC would privilege a researcher able to make use of (and assess their value) established CDP benchmarks for financial health. Dance/NYC will separately engage a designer.

The researcher will report directly to Executive Director Lane Harwell. **Applicants should submit proposals to Mr. Harwell (lharwell@dancenyc.org) no later than Monday, March 3.**

These should include: relevant background, a schedule of deliverables, planning methodologies and tools based on the *draft* scope of work prepared below, and inclusive of all areas of inquiry suggested in Section I: Core Analyses. Should the researcher propose Additional Opportunities (not required), h/she should propose a fee and payment schedule with separate costs for the additional opportunities. The cost for the Core Analyses should not exceed \$15,000 and Dance/NYC welcomes pro bono contributions by the researcher.

Dance/NYC plans to contract with a consultant no later April 1 and to complete the project by July 2013.

Please direct any questions you may have to Lane Harwell at (212) 966-4452.

Enclosures

DISASTER PREPAREDNESS AND RESPONSE: SUPERSTORM SANDY AND NYC DANCE

OUTPUTS (BASED ON SECTION I: CORE ANALYSES)

- A. App. 10-20 page full report (appendix and graphic not included), including:
 - i. A detailed methodology statement
 - ii. Introductions provided by Dance/NYC
 - iii. 1-2 page executive summary
 - iv. 1-5 page recommendations for policy, funding, and management
 - v. Substantive text and graphic content organized by area of inquiry
- B. Appendix including i. CDP fields and ii. [NYC Dance Response Fund Reporting Form](#)
- C. Participation in at least one event (likely, the release of content)

PROCESS WORK (BASED ON SECTION I: CORE ANALYSES)

- A. Setting agenda with leadership and sign off from Dance/NYC
- B. Identifying appropriate sample segmentations
- C. Interpreting data
- D. Producing the report
- E. Managing the collaboration with the CDP as dictated by projected license agreement
- F. Gathering feedback as appropriate from key stakeholders and other interested parties

SECTION I. CORE ANALYSES

Sample

For the core analyses, the researcher will use a sample of 30-40 profiles of groups supported by the NYC Dance Response Fund for which:

- A. Dance/NYC has already collected survey information (See attached NYC Dance Response Fund Reporting Form); and
- B. For which **pre-Sandy** (2011, or 2010, whichever is the latest) CDP profiles are available. Dance/NYC has confirmed the approximate sample size with the CDP.

Notes: Dance/NYC anticipates this sample will include only legally recognized 501(c)(3) organizations, although it is additionally interested in understanding the dynamics for fiscally sponsored groups. Dance/NYC expects the contractor will conduct cohort analyses as well as determine appropriate segments for deeper analyses.

Areas of Inquiry

Areas of inquiry may be broadened and rearticulated, but should include the following:

- A. **General sample characteristics (e.g., geography, organizational type, corporate structure, budget size (CDP, and NYC Dance Response Fund Reporting Form))**
- B. **Summary of impact, recovery/resilience, based on responses to 22 NYC Dance Response Fund Reporting Form questions (See attached Fund Reporting Form).**
- C. **Financial preparedness prior to the storm (CDP).** Dance/NYC expects the contractor to deploy established indicator(s) for financial health and to evaluate such indicators' suitability for gauging disaster preparedness. The consultant should present priority indicator(s) in the proposal (e.g., liquidity).
- D. **Correlations that may exist between the pre-Sandy financials positions (CDP) and post-Sandy recovery/resilience, as measured by, for example:**
 - i. Percentage of loss recovered, and (Fund Reporting Form) ("recovery"); and/or

- ii. Anticipated negative impact of losses on programming (Fund Reporting Form) (“resilience”)

Notes: For each area of inquiry, the consultant may choose to illuminate where: first, preparedness, recovery, and resilience, are tied to organizational characteristics (for instance, as described in A. above); and second, where recovery/resilience is tied to impact and recovery behavior (as may be identified in the NYC Dance Response Fund Reporting Form responses, described in B. above). For instance, segmentation may reveal that recovery/resilience was easier for certain organizational types, for organizations that experienced certain kinds of losses (property damage vs. lost income), or those that applied for and received certain assistance. Dance/NYC understands the limited sample size may not provide for statistically significant evidence in each possible segment, and that, in many cases, no correlation may be found.

Recommendations

Ultimately, Dance/NYC seeks data-driven recommendations to guide:

- A. Dance makers and companies in better preparing for and responding to future disasters, particularly as regards fiscal management;
- B. Public, institutional, and individual donors in short-term (preparation) and long-term (response) fund development, highlighting the unique needs of the dance community. Recommendations may include, for example, the types, levels, and recipients of support, as well as the processes through which funds are distributed;
- C. Policymakers in addressing continued resilience, preparing for and responding to future disasters;
- D. Researchers in conducting future disaster studies; and
- E. Dance/NYC and sister service providers in providing effective disaster services.

SECTION II. ADDITIONAL OPPORTUNITIES

Dance/NYC invites researchers to submit proposals for expanding the core analyses and acting on additional opportunities, which may include but are not limited to:

- A. The integration of findings from the full NYC Dance Response Fund sample of 51 groups—a priority, budget permitting;
- B. The examination of available 2012 and 2013 CDP profiles for groups in the core sample to potentially illuminate the impact of Sandy over time;
- C. Examination of additional CDP fields (e.g., insurance)
- D. New data gathering and the examination of supplementary sources (for instance, interviews with grantees, surveys issued by sister service groups);
- E. Roundtable or other field convening to gather qualitative information;
- F. The inclusion of case study material from individual dance groups spotlighting effective resilience models; and
- G. The study will prioritize an examination of financial portfolios, but the researcher may suggest deeper investigations of related operational, community partnership, and programs.

TIMELINE (BASED ON SECTION 1: CORE ANALYSES)

The project will proceed over a period of four months, beginning no later than April 1, 2013.

Month One

- Consultant generates request for Dance/NYC license of CDP data
- Consultant receives NYC Dance Response Fund Reporting Form data
- Consultant develops research agenda for approval by Dance/NYC

Month Two

- Consultant receives CDP data and prepares relevant data samples for review by Dance/NYC

- Consultant finalizes universe and prepares data for analysis

Month Three

- Consultant analyzes data
- Consultant shares initial findings with Dance/NYC
- Consultant completes report draft (MUST BE COMPLETED JUNE 2013)
- Consultant shares draft of report with Dance/NYC and other stakeholders
- Design consultant engaged as necessary

Month Four

- Consultant incorporates Dance/NYC and stakeholder recommendations into report draft
- Consultant finalizes report
- Consultant finalizes executive summary
- Final data set and all collateral sent to Dance/NYC

Future in 2014 (Release of Completed Report)

- Possible town hall event to launch report
- Report published on Dance/NYC website
- Dance/NYC generates and distributes press release

ADDENDUM: HELPFUL LINKS

NYC Dance Response Fund Reporting Form: <http://surveymonkey.com/s/DRFReport>

Dance/NYC Research: <https://www.dancenyc.org/research/>

After Sandy Town Hall: <https://www.dancenyc.org/dancenyc-events/view.php?id=66>

The New York Times, “Dance Groups to Get Hurricane Sandy Aide”

http://www.nytimes.com/2012/12/26/arts/dance/modern-dance-groups-to-receive-hurricane-sandy-relief-aid.html?_r=0