



**Date:** May 14, 2025

**To:** Mark Scott, City Manager

**From:** Melissa Velasquez, Art Services Coordinator, [mrvelasquez@santafenm.gov](mailto:mrvelasquez@santafenm.gov)

**Via:** Emily Oster - Finance Department Director, Travis Dutton-Leyda - Chief Procurement Officer,  
Chelsey Johnson - Arts & Culture Department Director

**Subject:** Arts & Culture Department's Cultural Investment Funding Program: Collaborative Impact  
Services Agreement Approval Request

**Vendor Name:** Girls Inc. of Santa Fe

**Munis Vendor Number:** 1380

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#### **ITEM AND ISSUE:**

The City of Santa Fe, Arts and Culture Department respectfully requests your review and approval of a Services Agreement in the total amount of \$30,000.00 for the award of the Arts and Culture Department's Cultural Investment Funding Program Collaborative Impact (CI) for a term that will become effective upon the City's approval through June 30, 2025 with Girls Inc. of Santa Fe.

#### **CONTRACT NUMBER:**

The FY25 Munis contract number is 3250553.

#### **BACKGROUND AND SUMMARY:**

On December 1, 2023 the City of Santa Fe, Arts & Culture Department solicited quotes for the Cultural Investment Funding Program for Collaborative Impact (CI). Responses were due on March 28, 2024. The department received ten (10) completed responses.

In May 2024, a review panel convened to review the written applications to rank based on the criteria below:

Project & Artistic Excellence: 40% of final score, 10 points possible

Marketing Impact Relevance: 40% of final score, 10 points possible

Culture Connects & Community Engagement: 20% of final score, 10 points possible

Out of the ten (10) applications received, six (6) local organizations were selected for funding; Indigenous Ways, Little Globe Inc., Santa Fe Art Institute, Wise Fool New Mexico, Girls Inc. of Santa Fe, and the Santa Fe Youth Symphony Association.

Collaborative Impact (CI) funding is for \$30,000 and is highly selective. Collaborative Impact funding supports collaborative projects independent of the partnering organizations' traditional programming and fosters the sharing of ideas, staff, materials, and resources. Collaborations must originate from at least one LEAD arts nonprofit organization in partnership with other nonprofits or art collectives. Organizations are encouraged to create multi-disciplinary programmatic content that promotes storytelling and advances the artistic vibrancy and cultural assets of Santa Fe in unique ways through in-person and/or digital experiences. CI grants are intended to expand the promotion of Santa Fe to include Cultural Tourism, thus attracting a specific audience of visitors who more directly foster our creative economy.

## Prior Approvals and Supporting Information:

### PROCUREMENT METHOD:

The procurement method used was NMSA 1978, Section 13-1-125, Small Purchase

Through service contracts with local nonprofit arts organizations, the Arts and Culture Department supports a variety of cultural activities that generate significant cultural and economic impact for the community. Funding for this program is authorized by the City of Santa Fe Ordinance No. 1987-45. This is a competitive

**Chief Procurement Officer (CPO) / Designee:**  **Date:** 05/28/2025

**CPO Comment/Exceptions:** Your contract is set to expire in one month. In the future, please use "upon signature" for start dates when appropriate.  
Also, ensure that your list of attachments accurately reflects the documents included in your packet.

### FUNDING SOURCE:

**Fund Name/Number:** Arts & Culture Admin / Fund 213

**Munis Org Name/Number:** Arts & Culture Admin / 2132775

**Munis Object Name/Number:** Advertising / 561850

**Budget Officer / Designee:** Andy Hopkins **Date:** 05/21/2025

**Budget Officer Comment/Exceptions:** \_\_\_\_\_

### ASSOCIATED APPROVALS:

Does this purchase require any of the following associated approvals: ☐ Yes | ☐ No  
(ITT, Vehicles/Fleet, Facilities, Asset, Grant Review)

IT Components included? ☐ Yes | ☒ No

**Approval:** \_\_\_\_\_ **Title:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Comment/Exceptions:** \_\_\_\_\_

Vehicles included? ☐ Yes | ☒ No

**Approval:** \_\_\_\_\_ **Title:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Comment/Exceptions:** \_\_\_\_\_

Construction, Facilities, Furniture, Fixtures, Equipment included? ☐ Yes | ☒ No

**Approval:** \_\_\_\_\_ **Title:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Comment/Exceptions:** \_\_\_\_\_

Capital Asset\* or Project\*\* ☐ Yes | ☐ No

**Project Ledger #:** \_\_\_\_\_

(\*will this procurement result in a tangible item that costs more than \$5,000?)

(\*\*Capital Projects are new and improvement projects that are going to cost \$10,000 or more)

**Approval:** \_\_\_\_\_ **Title:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Comment/Exceptions:** \_\_\_\_\_

Is this a Grant Funded Purchase? ☐ Yes | ☒ No

**Approval:** \_\_\_\_\_ **Title:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Comment/Exceptions:** \_\_\_\_\_

**ATTACHMENTS:**

Procurement Document: Screenshot of Munis Request for Quotes (RFQ)

Vendor's Proposal

Professional Services Contract

Department approved cover page

Original contract

Horizons declination

CPO Service Determination Email

Certificate of Liability Insurance (COI) (add City as an additional insured, project specifics, contact person, and primary project location)

Contractor application

Additional Applications from other applicants (2) (in lieu of quotes)



## **City of Santa Fe Cultural Investment Program: Public Programming: Collaborative Impact**

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**1. AMOUNT REQUESTED: \$ 30,000**

**2. NAME OF ORGANIZATION TO WHOM THE SPONSORSHIP IS PAYABLE:**

Girls Inc. of Santa Fe

**3. TITLE OF THE PROPOSED EVENT OR PROGRAM:**

Cultural Investment program Collaborative Impact

**4. DATE, TIME, LOCATION OF PROPOSED EVENT OR PROGRAM:**

The term will become effective upon the City's approval through through June 30, 2025

**5. INTRODUCTION TO THE TOPIC:**

The Arts and Culture Department (ACD) provides leadership for the City of Santa Fe to embrace arts and cultural affairs and recommend policies and programs that develop and promote artistic excellence in the community.

The Collaborative Impact (CI) grant focuses the programmatic efforts of Santa Fe's arts non-profit organizations on the development/creation of new media and/or programs intended to promote both Santa Fe's diverse arts and culture. The goal is to encourage collaborative projects independent of the partnering organizations' traditional programming and foster the sharing of ideas, staff, materials and resources. Organizations are encouraged to create multi-disciplinary programmatic content that promotes storytelling and advances the artistic vibrancy and cultural assets of Santa Fe in unique ways through a variety of experiences. CI grants are intended to expand the promotion of Santa Fe to include Cultural Tourism, thus attracting a specific audience of visitors who more directly foster our creative economy.

**6. DESCRIBE IN DETAIL THE BENEFITS OF SPONSORSHIP:**

The City of Santa Fe and Arts & Culture Department will receive premium logo placement on all marketing and promotional materials.

Girls Inc. is granted permission to hold a major commercial event within the city's code of ordinances. Opening this event to include partner organizations provides access to artists that wouldn't otherwise have an opportunity to vend on the plaza. Girls Inc. hopes to highlight and lift the voices and talents of marginalized artists and groups. The focus will be on female and gender minority entrepreneurs. Girls Inc., previously Girls Club of Santa Fe, has sixty-nine years rich history. For their organization, this entails bringing more alumni back to Santa Fe, and New



Mexico, culminating in a celebratory event in 2025. As an active community member for 69 years, Girls Inc. has longstanding partnerships with Santa Fe Public Schools, businesses, foundations, and families. Other collaborators, such as Lensic 360, the Santa Fe Youth Symphony, and Indigenous Ways have a history of artistic excellence in our community, which will attract audiences and vendors alike.

**APPROVED:**

**DATE:**

  
Chelsey Johnson (May 14, 2025 12:30 MDT)

05/14/2025

**Approved – Chelsey Johnson**

**Funding Source: 2132775.561850**






# CI Funding Cover Page-FY24-25-Girls Inc

Final Audit Report

2025-05-14

Created:	2025-05-14
By:	SAGE GRAHAM (shgraham@santafenm.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAAyFOHt8iQjGMP-QoOLf0R4d1FcQcG6KgE

## "CI Funding Cover Page-FY24-25-Girls Inc" History

-  Document created by SAGE GRAHAM (shgraham@santafenm.gov)  
2025-05-14 - 5:26:36 PM GMT - IP address: 63.232.20.2
-  Document emailed to Chelsey Johnson (cxjohnson@santafenm.gov) for signature  
2025-05-14 - 5:27:15 PM GMT
-  Email viewed by Chelsey Johnson (cxjohnson@santafenm.gov)  
2025-05-14 - 6:30:12 PM GMT - IP address: 174.205.162.132
-  Document e-signed by Chelsey Johnson (cxjohnson@santafenm.gov)  
Signature Date: 2025-05-14 - 6:30:25 PM GMT - Time Source: server- IP address: 174.205.162.132
-  Agreement completed.  
2025-05-14 - 6:30:25 PM GMT

## RE: Request for Written/Services Determination - Cultural Investment Funding Program

DUTTON-LEYDA, TRAVIS K. <tkduttonleyda@santafenm.gov>

Wed 10/2/2024 9:07 AM

To: VELASQUEZ, MELISSA R. <mrvelasquez@santafenm.gov>

Cc: Purchasing DET <purchasing\_det@santafenm.gov>; JOHNSON, CHELSEY X. <cxjohnson@santafenm.gov>; RUSSELL, SHARLA M. <smrussell@santafenm.gov>

Greetings,

The scope of work as written would be Professional Services. This determination relates only to that question and is no comment on whether the scope of work or procurement method meet all legal standards. I reserve the right to change this determination if the scope of work differs from the scope of work submitted for the original determination. This procurement must be conducted using the processes and procedures set forth by the City of Santa Fe, Central Purchasing, the Procurement Manual, and state statutes.

Please note:

- Save this email as a PDF and upload it into the corresponding Munis records.
- Check with WorkQuest dba Horizons of New Mexico ([mloehman@horizonsofnewmexico.org](mailto:mloehman@horizonsofnewmexico.org)) if this service appears on their approved list.
- If any of your request include anything that needs to be reviewed and preapproved by another city Department/Division, please send your SOW to the corresponding email address, and provide their response to this office when you submit your procurement request for processing.
  - IT components - [ereview@santafenm.gov](mailto:ereview@santafenm.gov)
  - Vehicles - [dmjaramillo@santafenm.gov](mailto:dmjaramillo@santafenm.gov)
  - Grants - [mtbonifer@santafenm.gov](mailto:mtbonifer@santafenm.gov); [cmthompson@santafenm.gov](mailto:cmthompson@santafenm.gov)
  - Facilities, Furniture, Fixture, Equipment - [jsburnett@santafenm.gov](mailto:jsburnett@santafenm.gov)
  - Emergency Related Purchases - [bgwilliams@santafenm.gov](mailto:bgwilliams@santafenm.gov)
- Asset over \$5k - [lmstorey@santafenm.gov](mailto:lmstorey@santafenm.gov)
- Ensure that the appropriate templates and forms are used [https://intranet.santafenm.gov/finance\\_1](https://intranet.santafenm.gov/finance_1) and documented [procedures/laws/rules](#) are followed.
- > \$20k per year, when processing this procurement, please ensure the procurement number issued by Munis and the procurement name are used in the appropriate documents and the subject of emails.
- If you are processing a procurement where the forecasted amount is => \$60k, per NMSA 1978, Section 13-1-102, if you aren't using a cooperative or existing contract, you must process an RFP.
- < \$20k per year, one quote is acceptable.
- From \$20k to \$60k per year, if you aren't using a cooperative or existing contract, you'll need to provide 3 quotes in your req. Must use the Munis Bid Module after 12/21/2023.
- Figure out your funding source and **inform Purchasing**. To ensure that the proper documents and language are used, it is important to identify the funding source for the subsequent contract. For instance, if federal funds are involved, the procurement request and subsequent contract must include the necessary federal language. Therefore, it is crucial to determine the funding source beforehand.
- Review the pages linked below to determine whether any of the existing price agreements/contracts or cooperative agreements are applicable to this request. You might be able to use an existing price agreement/contract to save time and money.
  - <https://www.generalservices.state.nm.us/state-purchasing/statewide-price-agreements/> (if you choose to use a Statewide, you do not need to ask Horizons if they can do the work. State Purchasing must offer the SOW to Horizons prior to placing the award on their website.)

- <https://naspovaluepoint.org/categories/>
- <https://www.omniapartners.com/publicsector/contracts>
- <https://www.buyboard.com/home.aspx>
- <https://www.h-gac.com/Home>
- <https://www.gsaelibrary.gsa.gov/>
- <https://www.sourcewell-mn.gov/contract-search>
- Submit or send your request to the appropriate MS Teams channel or email address:
  - RFPs requests to <https://teams.microsoft.com/l/channel/19%3ad63b9c8b586d424fa5eed34177146ac5%40thred.ad.tacv2/RFP%2520Requests?groupId=a367d8c2-992f-4c74-8e7d-0ccb6950c9a1&tenantId=77b69f5a-55ed-4363-8616-4867b0bc707f>
  - ITBs requests to <https://teams.microsoft.com/l/channel/19%3a48e1e4588c0440a09cfbd9b907ed42d4%40thred.ad.tacv2/ITB%2520Requests?groupId=a367d8c2-992f-4c74-8e7d-0ccb6950c9a1&tenantId=77b69f5a-55ed-4363-8616-4867b0bc707f>
  - Determination requests to [purchasing\\_det@santafenm.gov](mailto:purchasing_det@santafenm.gov)
  - And all other requests to [purchasing@santafenm.gov](mailto:purchasing@santafenm.gov)

Thank you for submitting this scope of work for my review.

Regards,

Travis Dutton-Leyda  
 Chief Procurement Officer  
 City of Santa Fe  
 200 Lincoln Avenue  
 Santa Fe, NM 87501  
 505-629-8351  
[tkduttonleyda@santafenm.gov](mailto:tkduttonleyda@santafenm.gov)

<https://santafenm.gov/finance-2/purchasing-1>

Internal Link: [https://intranet.santafenm.gov/finance\\_1](https://intranet.santafenm.gov/finance_1)



More Procurement, less drama ~ John Blair

**From:** Matt Loehman <mloehman@horizonsofnewmexico.org>

**Sent:** Wednesday, October 2, 2024 9:06 AM

**To:** VELASQUEZ, MELISSA R. <mrvelasquez@santafenm.gov>

**Cc:** Purchasing DET <purchasing\_det@santafenm.gov>; DUTTON-LEYDA, TRAVIS K. <tkduttonleyda@santafenm.gov>; JOHNSON, CHELSEY X. <cxjohnson@santafenm.gov>; RUSSELL, SHARLA M. <smrussell@santafenm.gov>

**Subject:** Re: Request for Written/Services Determination - Cultural Investment Funding Program

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good morning,

Thank you very much for the opportunity, but we will decline this procurement.

Best regards,

Matt

**Matt Loehman**  
**Executive Director**

**Horizons of New Mexico**  
6121 Indian School Rd. NE, Suite 220  
Albuquerque, NM 87110

office phone: (505) 345-1540  
email: [mloehman@horizonsofnewmexico.org](mailto:mloehman@horizonsofnewmexico.org)  
web: [www.horizonsofnewmexico.org](http://www.horizonsofnewmexico.org)

The State Use Act helps people with disabilities become gainfully employed, and it saves you valuable time and resources otherwise used during the procurement process.

On Tue, Oct 1, 2024 at 5:05 PM VELASQUEZ, MELISSA R. <[mrvelasquez@santafenm.gov](mailto:mrvelasquez@santafenm.gov)> wrote:

Hello,

We would like to request written/services determination for the following:

**Description:**

**Arts and Culture Department - Cultural Investment Funding Program**

Through service contracts with local nonprofit arts organizations, the Arts and Culture Department supplies a variety of cultural activities that generate significant impact for the community. The supported services range from hands-on educational programs for under-resourced communities to high-profile arts events by established cultural institutions and exciting new cultural activities.

Reimbursement grant funds for the following eligible items as outlined in Lodger's Tax – Use of Lodgers' Tax Monies 18-11.17A.

- Marketing and promotion staff and/or consultant fees
- Website costs related to promotional/marketing content
- Social media/digital advertising
- Printed material costs such as programs brochures, rack cards, etc.
- Written photographic content, editing, design, printing, distribution of promotional materials
- Advertising costs

The City of Santa Fe and Arts & Culture Department will receive premium logo placement on all marketing and promotional

materials.

**Term:** Time of approval through June 30, 2025.

Thank you!

**Melissa R. Velasquez** *Arts Services Coordinator*

Department of Arts & Culture

201 West Marcy Street

Santa Fe, NM 87504

[mrvelasquez@santafenm.gov](mailto:mrvelasquez@santafenm.gov)

505-531-7540

505-955-6314



CITY OF SANTA FE  
**ARTS & CULTURE**

Item #: 25-0224  
Munis Contract #: 3250553

CITY OF SANTA FE  
PROFESSIONAL SERVICES CONTRACT

THIS CONTRACT is made and entered into by and between the City of Santa Fe, New Mexico, hereinafter referred to as the “City,” and **Girls Inc. of Santa Fe**, hereinafter referred to as the “Contractor,” and is effective as of the date set forth below upon which it is executed by the Parties.

**RECITALS**

**WHEREAS**, the Chief Procurement Officer of the City has made the determination that this Agreement is in accordance with the provisions of the New Mexico Procurement Code (NMSA 1978, 13-1-28 et seq.) pursuant to NMSA 1978, section 13-1-125; and

**WHEREAS**, the CPO has determined that this contract qualifies as a “small purchase” under the procurement code, NMSA 1978, section 13-1-125.

**WHEREAS**, the Contractor is one of such requisite and qualifications and is willing to engage with the City for professional services, in accordance with the terms and conditions hereinafter set out, and the Contractor understanding and consenting to the foregoing is willing to render such professional services as outlined in the Agreement; and

The City and the Contractor hereby agree as follows:

**1. Scope of Work**

The Contractor shall provide the following services for the City:

Girls Inc. of Santa Fe Day on the Plaza, aligned with Girls Inc.'s vision for an equitable society, celebrates the diversity and vibrancy of Santa Fe. In partnership with organizations such as SITE Santa Fe, Santa Fe Youth Symphony, and Lensic 360, the event will feature 40-50 artist booths, 10-12 resource booths, and family-friendly entertainment. From 10 a.m. to 4 p.m., performances will take place on the bandstand, followed by an evening concert from 7-9 p.m. Partners will also curate booths, host activities, broadcast live, and help mark the 100th anniversary of Zozobra's tradition

- 1) Create multi-disciplinary content that promotes storytelling and advances the artistic vibrancy and cultural assets of Santa Fe in unique ways that expand the promotion of Santa Fe to include Cultural Tourism, thus attracting a specific audience of visitors who more directly foster our creative economy.
- 2) Promote and market the City by utilizing the City's arts logo and credit line on all printed and online promotional material related to the project.

3) Provide a final report to the City providing of all activities undertaken including providing samples of digital content, marketing and promotional materials produced, number of impressions and value of promotion received, statistical and demographic information and an assessment of the successes, challenges and future opportunities related to the program.

## **2. Standard of Performance; Licenses**

A. The Contractor will, render services related to equity and diversity. The Contractor represents that Contractor possesses the personnel, experience, and knowledge necessary to perform the services described under this Contract.

B. The Contractor agrees to obtain and maintain throughout the term of this Contract, all applicable professional and business licenses required by law, for itself, its employees, agents, representatives, and subcontractors.

## **3. Compensation**

A. The City shall pay to the Contractor in full payment for services satisfactorily performed at the rate of thirty-thousand dollars (\$30,000) total, such compensation not to exceed (\$30,000), including gross receipts tax. **The total amount payable to the Contractor under this Agreement shall not exceed (\$30,000).**

**B. Payment.** The total compensation under this Agreement shall not exceed thirty-thousand dollars (\$30,000). **This amount is a maximum and not a guarantee that the work assigned to be performed by Contractor under this Agreement shall equal the amount stated herein. The Parties do not intend for the Contractor to continue to provide Services without compensation when the total compensation amount is reached. Contractor is responsible for notifying the City when the Services provided under this Agreement reach the total compensation amount. In no event will the Contractor be paid for Services provided in excess of the total compensation amount without this Agreement being amended in writing prior to services, in excess of the total compensation amount being provided.**

C. Payment shall be made upon Acceptance of each Deliverable and upon the receipt and Acceptance of a detailed, certified Payment Invoice. Payment will be made to the Contractor's designated mailing address. In accordance with Section 13-1-158 NMSA 1978, payment shall be tendered to the Contractor within thirty (30) days of the date of written certification of Acceptance. All Payment Invoices **MUST BE** received by the City no later than fifteen (15) days after the termination of this Agreement. Payment Invoices received after such date **WILL NOT BE PAID.**

D. **Notice of Extended Payment Provision For Grant Funded Contracts.** This contract allows the owner to make payment within 45 days after submission of an undisputed request for payment.

## **4. Term**



THIS CONTRACT SHALL NOT BECOME EFFECTIVE UNTIL APPROVED BY THE CITY. This Contract shall terminate **June 30, 2025** unless terminated pursuant to paragraph 5 (Termination) and paragraph 6 (Appropriations). The City reserves the right to renew this contract on an annual basis by mutual agreement not to exceed a total of four (4) years in accordance with NMSA 1978, Sections 13-1-150 through 152.

## **5. Termination**

- A. Grounds. The City may terminate this Agreement for convenience or cause. For contracts within their authority, the City Manager or their designee is authorized to provide the notice of termination, otherwise such notice of termination shall be provided by the Mayor or their designee as authorized by the Governing Body. The Contractor may only terminate this Agreement based upon the City's uncured, material breach of this Agreement.
- B. Notice; City Opportunity to Cure.
- 1) The City shall give Contractor written notice of termination at least thirty (30) days prior to the intended date of termination.
  - 2) Contractor shall give City written notice of termination at least thirty (30) days prior to the intended date of termination, which notice shall (i) identify all the City's material breaches of this Agreement upon which the termination is based and (ii) state what the City must do to cure such material breaches. Contractor's notice of termination shall only be effective (i) if the City does not cure all material breaches within the thirty (30) day notice period or (ii) in the case of material breaches that cannot be cured within thirty (30) days, the City does not, within the thirty (30) day notice period, notify the Contractor of its intent to cure and begin with due diligence to cure the material breach.
  - 3) Notwithstanding the foregoing, this Agreement may be terminated immediately upon written notice to the Contractor (i) if the Contractor becomes unable to perform the services contracted for, as determined by the City; (ii) if, during the term of this Agreement, the Contractor is suspended or debarred by the City; or (iii) the Agreement is terminated pursuant to Paragraph 6, "Appropriations", of this Agreement.
- C. Liability. Except as otherwise expressly allowed or provided under this Agreement, the City's sole liability upon termination shall be to pay for acceptable work performed prior to the Contractor's receipt or issuance of a notice of termination; provided, however, that a notice of termination shall not nullify or otherwise affect either party's liability for pre-termination defaults under or breaches of this Agreement. The Contractor shall submit an invoice for such work within thirty (30) days of receiving or sending the notice of termination. *THIS PROVISION IS NOT EXCLUSIVE AND DOES NOT WAIVE THE CITY'S OTHER LEGAL RIGHTS AND REMEDIES CAUSED BY THE CONTRACTOR'S DEFAULT/BREACH OF THIS AGREEMENT.*

## **6. Appropriations**

The terms of this Contract are contingent upon sufficient appropriations and authorization being made by the Governing Body for the performance of this Contract. If sufficient appropriations and authorization are not made by the Governing Body, this Contract shall terminate immediately upon written notice being given by the City to the Contractor. The City's decision as to whether sufficient appropriations are available shall be accepted by the Contractor and shall be final. If the City proposes an amendment to the Contract to unilaterally reduce funding, the Contractor shall have the option to terminate the Contract or to agree to the reduced funding, within thirty (30) days of receipt of the proposed amendment.

## **7. Status of Contractor**

The Contractor and its agents and employees are independent contractors performing professional services for the City and are not employees of the City. The Contractor and its agents and employees shall not accrue leave, retirement, insurance, bonding, use of City vehicles, or any other benefits afforded to employees of the City as a result of this Contract. The Contractor acknowledges that all sums received hereunder are reportable by the Contractor for tax purposes, including without limitation, self-employment and business income tax. The Contractor agrees not to purport to bind the City unless the Contractor has express written authority to do so, and then only within the strict limits of that authority.

#### **8. Assignment**

The Contractor shall not assign or transfer any interest in this Contract or assign any claims for money due or to become due under this Contract without the prior written approval of the City.

#### **9. Subcontracting**

The Contractor shall not subcontract any portion of the services to be performed under this Contract without the prior written approval of the City. No such subcontract shall relieve the primary Contractor from its obligations and liabilities under this Contract, nor shall any subcontract obligate direct payment from the City.

#### **10. Release**

Final payment of the amounts due under this Contract shall operate as a release of the City, its officers and employees from all liabilities, claims and obligations whatsoever arising from or under this Contract.

#### **11. Confidentiality**

Any confidential information provided to or developed by the Contractor in the performance of this Contract shall be kept confidential and shall not be made available to any individual or organization by the Contractor without the prior written approval of the City.

#### **12. Product of Service -- Copyright**

All materials developed or acquired by the Contractor under this Contract shall become the property of the City and shall be delivered to the City no later than the termination date of this Contract. Nothing developed or produced, in whole or in part, by the Contractor under this Contract shall be the subject of an application for copyright or other claim of ownership by or on behalf of the Contractor.

#### **13. Conflict of Interest; Governmental Conduct Act**

A. The Contractor represents and warrants that it presently has no interest and, during the term of this Contract, shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance or services required under the Contract.

B. The Contractor further represents and warrants that it has complied with, and, during the term of this Contract, will continue to comply with, and that this Contract complies with all applicable provisions of the Governmental Conduct Act, Chapter 10, Article 16 NMSA 1978.

C. Contractor's representations and warranties in Paragraphs A and B of this Article are material representations of fact upon which the City relied when this Contract was entered into by the parties. Contractor shall provide immediate written notice to the City if, at any time during the term of this Contract, Contractor learns that Contractor's representations and warranties in Paragraphs A and B of this Article were erroneous on the effective date of this Contract or have become erroneous by reason of new

or changed circumstances. If it is later determined that Contractor's representations and warranties in Paragraphs A and B of this Article were erroneous on the effective date of this Contract or have become erroneous by reason of new or changed circumstances, in addition to other remedies available to the City and notwithstanding anything in the Contract to the contrary, the City may immediately terminate the Contract.

D. All terms defined in the Governmental Conduct Act have the same meaning in this section.

#### **14. Amendment**

A. This Agreement shall not be altered, changed, or amended except by instrument in writing executed by the parties hereto and all other required signatories.

B. If the City proposes an amendment to the Contract to unilaterally reduce funding due to budget or other considerations, the Contractor shall, within thirty (30) days of receipt of the proposed Amendment, have the option to terminate the Contract, pursuant to the termination provisions as set forth in Article 4 herein, or to agree to the reduced funding.

#### **15. Entire Agreement.**

This Agreement, together with any other documents incorporated herein by reference and all related Exhibits and Schedules constitutes the sole and entire agreement of the Parties with respect to the subject matter of this Agreement, and supersedes all prior and contemporaneous understandings, agreements, representations, and warranties, both written and oral, with respect to the subject matter. In the event of any inconsistency between the statements in the body of this Agreement, and the related Exhibits and Schedules, the statements in the body of this Agreement shall control.

#### **16. Merger**

This Contract incorporates all the Agreements, covenants and understandings between the parties hereto concerning the subject matter hereof, and all such covenants, agreements, and understandings have been merged into this written contract.

No prior Agreement or understanding, oral or otherwise, of the parties or their agents shall be valid or enforceable unless embodied in this Contract.

#### **17. Penalties for violation of law**

NMSA 1978, sections 13-1-28 through 13-1-199, imposes civil and criminal penalties for its violation. In addition, the New Mexico criminal statutes impose felony penalties for illegal bribes, gratuities, and kickbacks.

#### **18. Equal Opportunity Compliance**

The Contractor agrees to abide by all federal and state laws and rules and regulations, and Santa Fe City Code, pertaining to equal employment opportunity. In accordance with all such laws of the State of New Mexico, the Contractor assures that no person in the United States shall, on the grounds of race, religion, color, national origin, ancestry, sex, age, physical or mental handicap, or serious medical condition, spousal affiliation, sexual orientation or gender identity, be excluded from employment with or participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity performed under this Contract. If Contractor is found not to be in compliance with these requirements during the life of this Contract, Contractor agrees to take appropriate steps to correct these deficiencies.

## **19. Applicable Law**

The laws of the State of New Mexico shall govern this Contract, without giving effect to its choice of law provisions. Venue shall be proper only in a New Mexico court of competent jurisdiction in accordance with NMSA 1978, section 38-3-2. By execution of this Contract, Contractor acknowledges and agrees to the jurisdiction of the courts of the State of New Mexico over any and all lawsuits arising under or out of any term of this Contract.

## **20. Workers Compensation**

The Contractor agrees to comply with state laws and rules applicable to workers compensation benefits for its employees. If the Contractor fails to comply with the Workers Compensation Act and applicable rules when required to do so, this Contract may be terminated by the City.

## **21. Professional Liability Insurance**

Contractor shall maintain professional liability insurance throughout the term of this Contract providing a minimum coverage in the amount required under the New Mexico Tort Claims Act. The Contractor shall furnish the City with proof of insurance of Contractor's compliance with the provisions of this section as a condition prior to performing services under this Contract.

## **22. Other Insurance**

If the services contemplated under this Contract will be performed on or in City facilities or property, Contractor shall maintain in force during the entire term of this Contract, the following insurance coverage(s), naming the City as additional insured.

A. **Commercial General Liability** insurance shall be written on an occurrence basis and be a broad as ISO Form CG 00 01 with limits not less than \$2,000,000 per occurrence and \$2,000,000 in the aggregate for claims against bodily injury, personal and advertising injury, and property damage. Said policy shall include broad form Contractual Liability coverage and be endorsed to name the City of Santa Fe their officials, officers, employees, and agents as additional insureds.

**Broader Coverage and Limits.** The insurance requirements under this Contract shall be the greater of (1) the minimum coverage and limits specified in this Contract, or (2) the broader coverage and maximum limits of coverage of any insurance policy or proceeds available to the Named Insured. It is agreed that these insurance requirements shall not in any way act to reduce coverage that is broader or that includes higher limits than the minimums required herein. No representation is made that the minimum insurance requirements of this Contract are sufficient to cover the obligations of Contractor hereunder.

B. Contractor shall maintain the above insurance for the term of this Contract and name the City as an additional insured and provide for 30 days cancellation notice on any Certificate of Insurance form furnished by Contractor. Such certificate shall also specifically state the coverage provided under the policy is primary over any other valid and collectible insurance and provide a waiver of subrogation.

## **23. Records and Financial Audit**

The Contractor shall maintain detailed time and expenditure records that indicate the date; time, nature and cost of services rendered during the Contract's term and effect and retain them for a period of three (3) years

from the date of final payment under this Contract. The records shall be subject to inspection by the City. The City shall have the right to audit billings both before and after payment. Payment under this Contract shall not foreclose the right of the City to recover excessive or illegal payments.

#### **24. Indemnification**

The Contractor shall defend, indemnify and hold harmless the City from all actions, proceeding, claims, demands, costs, damages, attorneys' fees and all other liabilities and expenses of any kind from any source which may arise out of the performance of this Contract, caused by the negligent act or failure to act of the Contractor, its officers, employees, servants, subcontractors or agents, or if caused by the actions of any client of the Contractor resulting in injury or damage to persons or property during the time when the Contractor or any officer, agent, employee, servant or subcontractor thereof has or is performing services pursuant to this Contract. If any action, suit or proceeding related to the services performed by the Contractor or any officer, agent, employee, servant or subcontractor under this Contract is brought against the Contractor, the Contractor shall, as soon as practicable but no later than two (2) days after it receives notice thereof, notify the legal counsel of the City.

#### **25. New Mexico Tort Claims Act**

Any liability incurred by the City of Santa Fe in connection with this Contract is subject to the immunities and limitations of the New Mexico Tort Claims Act, Section 41-4-1, et. seq. NMSA 1978, as amended. The City and its "public employees" as defined in the New Mexico Tort Claims Act, do not waive sovereign immunity, do not waive any defense and do not waive any limitation of liability pursuant to law. No provision in this Contract modifies or waives any provision of the New Mexico Tort Claims Act.

#### **26. Invalid Term or Condition**

If any term or condition of this Contract shall be held invalid or unenforceable, the remainder of this Contract shall not be affected and shall be valid and enforceable.

#### **27. Enforcement of Contract**

A party's failure to require strict performance of any provision of this Contract shall not waive or diminish that party's right thereafter to demand strict compliance with that or any other provision. No waiver by a party of any of its rights under this Contract shall be effective unless express and in writing, and no effective waiver by a party of any of its rights shall be effective to waive any other rights.

#### **28. Notices**

Any notice required to be given to either party by this Contract shall be in writing and shall be delivered in person, by courier service or by U.S. mail, either first class or certified, return receipt requested, postage prepaid, as follows:

To the City: Chelsey Johnson, Director, Arts and Culture Department, PO Box 909  
Santa Fe, NM 87504, cxjohnson@santafenm.gov

To the Contractor: Kim Brown, Executive Director, Girls Inc. of Santa Fe, 301 Hillside Ave.  
Santa Fe, New Mexico 87501, kbrown@girlsincofsantafe.org

#### **29. Authority**

If Contractor is other than a natural person, the individual(s) signing this Contract on behalf of Contractor represents and warrants that he or she has the power and authority to bind Contractor, and that no further action, resolution, or approval from Contractor is necessary to enter a binding contract.

### **30. Non-Collusion**

In signing this Agreement, the Contractor certifies the Contractor has not, either directly or indirectly, entered into action in restraint of free competitive bidding in connection with this offer submitted to the City's Chief Procurement Officer.

### **31. Default/Breach**

In case of Default and/or Breach by the Contractor, for any reason whatsoever, the City may procure the goods or services from another source and hold the Contractor responsible for any resulting excess costs and/or damages, including but not limited to, direct damages, indirect damages, consequential damages, special damages, and the City may also seek all other remedies under the terms of this Agreement and under law or equity.

### **32. Equitable Remedies**

The Contractor acknowledges that its failure to comply with any provision of this Agreement will cause the City irrevocable harm and that a remedy at law for such a failure would be an inadequate remedy for the City, and the Contractor consents to the City's obtaining from a court of competent jurisdiction, specific performance, or injunction, or any other equitable relief in order to enforce such compliance. The City's rights to obtain equitable relief pursuant to this Agreement shall be in addition to, and not in lieu of, any other remedy that the City may have under applicable law, including, but not limited to, monetary damages.

### **33. Default and Force Majeure**

The City reserves the right to cancel all, or any part of any orders placed under this Agreement without cost to the City, if the Contractor fails to meet the provisions of this Agreement and, except as otherwise provided herein, to hold the Contractor liable for any excess cost occasioned by the City due to the Contractor's default. The Contractor shall not be liable for any excess costs if failure to perform the order arises out of causes beyond the control and without the fault or negligence of the Contractor; such causes include, but are not restricted to, acts of God or the public enemy, acts of the State or Federal Government, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, unusually severe weather and defaults of subcontractors due to any of the above, unless the City shall determine that the supplies or services to be furnished by the subcontractor were obtainable from other sources in sufficient time to permit the Contractor to meet the required delivery scheduled. The rights and remedies of the City provided in this Clause shall not be exclusive and are in addition to any other rights now being provided by law or under this Agreement.


IN WITNESS WHEREOF, the Parties have executed this Contract as of the date of the signature by the required approval authorities below.

CITY OF SANTA FE:

CONTRACTOR:  
Girls Inc. of Santa Fe

  
Mark Scott (Jun 2, 2025 15:32 MDT)

MARK SCOTT, CITY MANAGER

  
Kim Brown (May 12, 2025 15:38 MDT)

Kim Brown, Executive Director

DATE: 05/12/2025

NMBTIN: 85-0129250


ATTEST:

  
ANDREA SALAZAR (Jun 2, 2025 11:24 MDT)

CITY CLERK

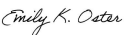


CITY ATTORNEY'S OFFICE:

  
Kyle Hibner (May 13, 2025 07:34 MDT)

ASSISTANT CITY ATTORNEY

APPROVED FOR FINANCES:



FINANCE DIRECTOR












# PSA\_Girls Inc of Santa Fe-FINAL

Final Audit Report

2025-05-13

Created:	2025-05-05
By:	JULIE KENNY (jckenny@santafenm.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAA4m_GBiUh7vhOIB3vHa5Lu1O8UpFDF7VL

## "PSA\_Girls Inc of Santa Fe-FINAL" History

-  Document created by JULIE KENNY (jckenny@santafenm.gov)  
2025-05-05 - 7:57:58 PM GMT- IP address: 63.232.20.2
-  Document emailed to Kim Brown (kbrown@girlsincofsantafe.org) for signature  
2025-05-05 - 7:58:53 PM GMT
-  Email viewed by Kim Brown (kbrown@girlsincofsantafe.org)  
2025-05-06 - 2:35:25 AM GMT- IP address: 104.28.48.217
-  Email viewed by Kim Brown (kbrown@girlsincofsantafe.org)  
2025-05-08 - 8:42:04 AM GMT- IP address: 146.75.203.1
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-  Email viewed by Kim Brown (kbrown@girlsincofsantafe.org)  
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-  Document e-signed by Kim Brown (kbrown@girlsincofsantafe.org)  
Signature Date: 2025-05-12 - 9:38:33 PM GMT - Time Source: server- IP address: 50.77.40.181
-  Document emailed to kjhibner@santafenm.gov for signature  
2025-05-12 - 9:38:35 PM GMT
-  Email viewed by kjhibner@santafenm.gov  
2025-05-13 - 1:34:13 PM GMT- IP address: 104.47.64.254
-  Signer kjhibner@santafenm.gov entered name at signing as Kyle Hibner  
2025-05-13 - 1:34:26 PM GMT- IP address: 63.232.20.2
-  Document e-signed by Kyle Hibner (kjhibner@santafenm.gov)  
Signature Date: 2025-05-13 - 1:34:28 PM GMT - Time Source: server- IP address: 63.232.20.2



✔ Agreement completed.

2025-05-13 - 1:34:28 PM GMT



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

4/8/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION** IS **WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Inszone Insurance Services, LLC 2721 Citrus Road, Suite A Rancho Cordova, CA 95742	<b>CONTACT NAME:</b> Certificate Team <b>PHONE (A/C, No, Ext):</b> 877-308-9663 <b>E-MAIL ADDRESS:</b> certs@inszoneins.com	<b>FAX (A/C, No):</b> 916-400-2625
<b>INSURED</b> GIRLS INC. OF SANTA FE 301 Hillside Ave. Santa Fe, NM 87501	<b>INSURER(S) AFFORDING COVERAGE</b> <b>INSURER A:</b> Arch Insurance Company <b>INSURER B:</b> New Mexico Commercial Insurance Company <b>INSURER C:</b> <b>INSURER D:</b> <b>INSURER E:</b> <b>INSURER F:</b>	<b>NAIC #</b> 11150 15996

**COVERAGES****CERTIFICATE NUMBER:** 775111168**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC <input type="checkbox"/> OTHER:		AAPKG11440-00	1/1/2025	1/1/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 25,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	<input type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		AAAUT20383-00	1/1/2025	1/1/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$		AAFXS30467-00	1/1/2025	1/1/2026	EACH OCCURRENCE \$ 3,000,000 AGGREGATE \$ 3,000,000 \$
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N <input type="checkbox"/> N / A	55667.119	1/24/2025	1/24/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
A	Professional Liability		AAPKG11440-00	1/1/2025	1/1/2026	Aggregate Limit \$2,000,000
A	Professional Liability		AAPKG11440-00	1/1/2025	1/1/2026	Each Limit \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
Verification Of Insurance

**CERTIFICATE HOLDER****CANCELLATION**

CITY OF SANTA FE  
P.O. Box 909  
Santa Fe, NM 87502

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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CITY OF SANTA FE  
ARTS & CULTURE

## Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

Girls Inc. of Santa Fe

Application #CI-FY250009

Name: Ellen Walkley  
Phone: (505) 982-2042  
Email: grants@girlsincofsantafe.org

### Applicant Profile

<b>Name</b>	Ellen Walkley
<b>Legal Name</b>	Girls Inc. of Santa Fe
<b>Email</b>	grants@girlsincofsantafe.org
<b>Primary Phone</b>	(505) 982-2042
<b>Address</b>	301 Hillside Ave. Santa Fe, New Mexico 87501 UNITED STATES
<b>Website</b>	<a href="https://girlsincofsantafe.org/">https://girlsincofsantafe.org/</a>
<b>Applicant Institution</b>	Community Service Organization
<b>Applicant Status</b>	Organization - Non-Profit
<b>Applicant Discipline</b>	Multidisciplinary



Santa Fe Arts & Culture Department - Collaborative  
Impact FY 2024- 2025

Girls Inc. of Santa Fe

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Email: grants@girlsincofsantafe.org

Intent to Apply

**Have you thoroughly read and understand the program description for Collaborative Impact (CI) for FY 2023-2024?**

Accept

**Is the LEAD organization a federally recognized nonprofit with an IRS 501(c)3 status; OR a public agency (as defined in the NMSA Section 11-1-1 or any county, state or education institution specified in Article 12, Section 11 of the NM Constitution)?**

Yes

**Please upload your organization's IRS Exemption Letter indicating nonprofit status.**

*IRS\_501\_C3\_Girls Inc. of Santa Fe.pdf*

**Please upload the LEAD organization's overall budget. There is no specific format required.**

**(All participating organizations overall budget could be included if available. Multiple organizational budgets should be compiled into ONE PDF document.)**

*FY24 Budget.pdf*

**Is the LEAD organization a registered business via the City of Santa Fe Business Registration requirement?**

Yes

**Please upload a CURRENT copy of the LEAD organizations City of Santa Fe Business Registration License.**

*GISF City of Santa Fe Business License- 2-14-23 1.pdf*

**Please submit in the following text box the LEAD organization's mission statement. Only LEAD Santa-Fe based organizations who's mission specifically includes the arts, will be considered for funding.**

Since 1955, Girls Inc. of Santa Fe has inspired girls to be strong, smart, and bold. Learning is supported by field trips, community projects, arts and crafts, and mentoring that allow girls to experience the heritage, culture and diversity that make Santa Fe unique. For 44 years, we ran an arts and crafts fair in the Plaza which attracted visitors from throughout the country. This year we will relaunch the event with a broader scope: we will present a community day focused around uplifting women and girls. The artists will be women and gender minorities, who are often excluded from such events due to the costs. This is a collaboration with New Mexico Women.org, Lensic 360, and women-led arts organizations. Girls Inc. is the lead organization because of our long history with the Plaza arts and crafts fair and because of our long-standing relationships with other nonprofit arts, women's and youth organizations, which will allow us to include as many community voices as possible.



CITY OF SANTA FE  
ARTS & CULTURE

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Phone: (505) 982-2042

Email: grants@girlsincofsantafe.org

**Please submit a copy of the LEAD organizations Board of Directors list.**

**Optional: Describe how the composition of your Board aligns with DEI (Diversity, Equity & Inclusion) principles.**

*GIRLS INC BOD 2024.docx*

**If awarded, would your organization be able to obtain and provide a Certificate of Insurance for \$1 million General Liability with the City of Santa Fe as an additional insurer?**

Accept



## Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

Girls Inc. of Santa Fe

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### Cultural Investment Program

FY 2024-2025 (July 1, 2024 through June 28, 2025) Cycle of the City of Santa Fe Arts and Culture Department's Cultural Investment Funding Program

*"Culture embodies the shared complex and diverse heritage of a community, including its tangible and intangible virtues...It is the quiet and restless imagination that becomes expression, from which emanates writing, song, performance, painting, sculpture, cuisine, dance, design and story. When recognized, coalesced and leveraged, culture is transformative. It ignites creativity, consciousness and capacity."*

*Culture Connects Roadmap*

Collaborative Impact Grant (CI), challenges organizations to collaborate and create new ways of presentation via traditional media. Our view is that this will allow a more diverse range of groups the ability to create new marketing opportunities for themselves. Projects receiving \$30,000 awards each.

### COLLABORATIVE IMPACT (CI)- Awards in the amount of \$30,000

#### Program Description

The Collaborative Impact (CI) grant focuses the programmatic efforts of Santa Fe's arts non-profit organizations on the development/creation of new media and/or programs intended to promote both Santa Fe's rich and diverse arts and culture arena. The goal is to encourage collaborative projects independent of the partnering organizations' traditional programming and foster the sharing of ideas, staff, materials and resources. Collaborations must originate from at least one LEAD arts non-profit organization in partnership with other non-profits or arts collectives. Organizations are encouraged to create multi-disciplinary programmatic content that promotes storytelling and advances the artistic vibrancy and cultural assets of Santa Fe in unique ways through in-person and/or digital experiences. CI grants are intended to expand the promotion of Santa Fe to include Cultural Tourism, thus attracting a specific audience of visitors who more directly foster our creative economy.

#### Possibilities

Project proposals should be leveraging the assets of arts and community non-profit organizations for use in cultural tourism marketing and promotion while providing program participation opportunities to a broader community/audience. Applicants are encouraged to consider a less traditional approach to storytelling that leverages digital media and programs to push the interpretation of what "promotion" means. As a baseline, applicants should consider creative solutions to storytelling that could include:

- Repurposing existing digital program content in new and different ways (ex: pre-recorded orchestration coordinated with dance or theater)



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- Creating independent digital experiences that incorporate a variety of creative inputs (episodic stories, gaming/apps, short films, virtual reality, podcasts etc.)
- Describing cultural tourism through the incorporation of cultural assets (music, dance, theater, food, visual arts) with built/natural/architectural/historical visual references
- Uplifting social issues in a creative context (creation of theatrical performances, storytelling, visual arts, music, etc)

### Project Eligibility

Projects/content should be developed with the intent to activate cultural institutions in either in-person or the digital realm through the promotion of their programming and venues while incorporating Santa Fe's non-traditional, private, public and purpose-built spaces; leveraging open spaces and empty buildings, landmarks, arterials and corridors. This is an opportunity for collaborating partners to showcase their artists' talents and other artistic and cultural forms of expression in new and exciting ways while addressing social issues within the community.

All projects must take place between the effective dates of the contract July 1, 2024 through June 28, 2025).

### Eligible expenses

- Artist fees
- Production costs such as writing, videographer, editing, rental equipment, music/scores licensing, etc.
- Website costs related to created content
- Professional development and training of personnel in digital tools
- Equipment related to creation of virtual content
- Media and/or marketing consultant fees
- Digital media platform costs
- Costs affiliated with the creation of written scripts, storylines, poetry, etc.
- Staff salaries related to the production of the Collaborative programming content

### Ineligible expenses

- Scholarships and fellowships
- Closed subscription series including demonstrations, master classes, programs, forums, virtual tours, etc.
- Projects which are part of a post-secondary academic degree program
- Awards (ribbons, trophies, prizes, etc.)
- Deficits and debt reduction (including finance charges, loan fee, etc.)
- Meals, catering, lodging or transportation
- Capital expenses (including the purchase of real property, labor or materials costs for renovations, remodeling or new construction, etc.)



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- Tuition assistance for college, university or other post-secondary formal course work
- Fundraising (events, personnel, merchandise, invitations, etc.)
- Insurance costs related to the ongoing employment of organization staff

### Organization Eligibility

- Programs must be based in nonprofit arts activities.
- At minimum, ONE organization must meet City of Santa Fe Arts and Culture Department's eligibility Guidelines, being a Santa Fe-based, IRS 501(c)3 arts organization, with a State of New Mexico Incorporation Certificate and City of Santa Fe business registration number.
- The LEAD organization must be an arts non-profit and be designated as the applicant.
- The LEAD organization will be required to enter into a City of Santa Fe Goods and Services Agreement becoming legally responsible for completion of the project, submission of invoices and all reporting requirements.
- Activities related to the collaboration must take place in the northern portion of Santa Fe County (i.e. Madrid/Galisteo to northern boundary of the county).
- One eligible member of the collaborative entity must serve as contracting entity for the project. The organization will be required to enter into a City of Santa Fe Goods and Services Agreement becoming legally responsible for completion of the project, submission of invoices and all reporting requirements.
- Collaborating organizations may receive funding under both CI and TMI categories, only if, the CI program is unique and separate from the TMI funded projects
- City of Santa Fe-operated programs are not eligible.
- Cultural organizations and/or artists collectives that do not meet the above requirements as a 501(c)3 may apply as a partner with another cultural organizations with a 501(c)3 as the fiscal agent. The fiscal agent cannot serve as a pass through for funding, but needs to be an active partner in the collaborative project. The fiscal agent MUST be a partnering organization in the project.
- Collaboration must be between one arts and culture non-profit with any additional non-arts/non-profit or artist collective are eligible for your collaboration.
- Does not apply to for-profit organizations unless considered to be as the third partner in the collaboration project.

### Scope of Services

The Contractor shall provide the following services for the City:

- Advertise, publicize and promote Santa Fe as a Cultural Tourism destination through presentation and production of the project
- Promote attractions and nonprofit performing arts in Santa Fe through the presentation and production of the project
- Promote and distribute the project locally, regionally, nationally (and possibly internationally), leveraging partnering organizations' websites, social media, online broadcasting sites, film festivals, advertising





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competitions, etc.

- Promote and market the City by utilizing the City's Arts and Culture Department logo and/or credit line on all promotional materials related to the project.
- Encourage the cultural development of Santa Fe by maintaining high standards of artistic (and creative) quality as demonstrated by the development of original programming for potential use by local and state tourism office.
- Demonstrate administrative competency through planning, innovation, quality programming and realistic budgeting.
- Provide a Final Report to the City providing statistical and demographic information describing the marketing strategies utilized and the impacts on local, regional, national and international audience expansion, evaluating the successes and lessons learned from the project.

### Contract Amount and Requirements

#### Logo

All organizations funded must display the current City of Santa Fe, Arts and Culture Department logo on all printed and digital publicity, promotional and program materials related to the project. Failure to include the logo can result in the termination of the contract and the revocation of funding.

### Payment Requests

This funding is reimbursement based, payment is made after services are rendered. Partial payments may be requested, staff reviews all requests before payments are made. Final payment will be withheld until the Final Report is accepted by the Arts and Culture Department. Organizations can expect payments to be completed between thirty (30) and ninety (90) days from the date of invoice submission. Invoicing Guidelines In order to request partial or final payments please submit an itemized invoice and submit via GoSmart. Links for invoice uploads are included in the Final Report submission and must be included to be considered complete. For final payments, Final Report and invoices must be received and dated NO LATER than Saturday, June 28, 2025 at 5:00pm MST . Reporting and invoicing submissions received after the deadline will not eligible to receive the final payment.

### Reporting

- Organizations will be required to provide statistical and demographic information about the project as well as qualitative assessment of the program.
- Final payment will be withheld until the Final Report is accepted by the Arts and Culture Department.
- Organizations are required to submit reports online through the GOSmart system at [santafenm.gosmart.org](http://santafenm.gosmart.org) by Saturday, June 28, 2025 at 5:00pm MST .



## Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

Girls Inc. of Santa Fe

Application #CI-FY250009

Name: Ellen Walkley  
Phone: (505) 982-2042  
Email: grants@girlsincofsantafe.org

There are no exceptions to the reporting requirements. Failure to submit acceptable reports by the deadline will render an organization ineligible to apply for Arts and Culture Department funding for a period of five (5) years from the due date of the report.

### Financial Records

Separate financial records related to the funded project must be maintained by the organization. These records must be kept on file during the award period and for a minimum of three (3) fiscal years after the end of the award. Records are subject to local, state, and federal audits at any time. These records may be requested at any given notice for auditing purposes, failure to provide requested financial records will result in the organization's disqualification from future funding.

### Audits

Organization must also submit an annual IRS Form 990 to maintain organizational eligibility. There are no exceptions to this requirement.

### CRITERIA AND EVALUATION:

The Arts and Culture Department staff reviews all applications for eligibility and completeness.

Panels are comprised of representatives of the Arts Commission and experts with knowledge and experience in the area under review. Panelists are given up to four (4) weeks for review and evaluation of eligible applications. Arts & Culture Staff facilitates panels but does not contribute to evaluation or scoring of applications. Panels may convene in-person or virtually (i.e. Zoom).

### Criteria

Applications will be reviewed based on an established set of criteria, for a total possible score of 100. An average of the Review Panel's scores will be used to rank the applications.

#### Project and Artistic Excellence: 40 points

Projects/content should be developed with the intent to activate cultural institutions through the promotion of their programming and venues while incorporating Santa Fe's non-traditional, private, public, and purpose-built spaces. This is an opportunity for collaborating partners to showcase their artists' talents and other artistic and cultural forms of expression in new and exciting ways.

#### Marketing Impact Relevance: 40 points

Provide a tangible marketing distribution plan detailing how you will attract a diverse constituency in Cultural Tourism. This will need to include how your programming will attract and grow the presence of the Santa Fe



## Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

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brand and drive audiences Internationally, Nationally, and Regionally.

### Culture Connects: 20 points

10 points

Maintain, nurture and attract professional volunteer leadership that will reflect Santa Fe's diverse community and to lead the organization with a clearly stated contribution to diversity, equity and inclusion of Santa Fe.

10 points

Effective impact to reach and nurture future audiences through innovative programs, arts education and engagement.

### Funding Information

Funding for this program is authorized by the City of Santa Fe Ordinance No. 1987-45, which earmarks a portion of the Lodgers' Tax for the "promotion and advertising of non-profit attractions and nonprofit performing arts in Santa Fe." NMSA "Lodgers' Tax Act" (3-38-21) authorizes a municipality to use tax proceeds to defray costs of advertising, publicizing and promoting tourism attractions within the area. Therefore, eligible organizations must play a role in promoting tourism and apply the funding received primarily towards the project's promotional, advertising and marketing costs.

All projects must take place between the effective dates of the contract (July 1, 2024-June 28, 2025).

### Schedule TMI & CI Categories

Intent to Apply Period OPENS

### Dates

Friday, December 1, 2023

### Times

8:00AM

Intent to Apply Period CLOSES

Wednesday, January 3, 2024

5:00PM

FY 2023-2024 Application Period OPENS

Thursday, January 4, 2024

8:00AM

Traditional Marketing Impact Categories Application Period CLOSES

Friday, March 08, 2024

5:00PM

Collaborative Impact Category Application Period CLOSES

Thursday, March 28, 2024

5:00PM

More information on how to contact Arts and Culture Department, Cultural Investment Funding Program:

Please submit any and all questions via email.

Cultural Investment Funding Contact: Melissa Velasquez, Arts and Culture Coordinator,



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Girls Inc. of Santa Fe

Application #CI-FY250009

Name: Ellen Walkley  
Phone: (505) 982-2042  
Email: grants@girlsincofsantafe.org

artsandculture@santafenm.gov



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Girls Inc. of Santa Fe

Application #CI-FY250009

Name: Ellen Walkley  
Phone: (505) 982-2042  
Email: grants@girlsincofsantafe.org

## Applicant Information

Please identify a lead applicant and supply their contact info. One organization must function as the lead.

### Lead Organization Name

Girls Inc. of Santa Fe

### Lead Organization Executive Director Name

Kim Brown

### Lead Organization Executive Director Email

kbrown@girlsincofsantafe.org

### Lead Organization Executive Director Phone

5059822042x107

### Authorizing Official Name

Carolyn Chambers

### Authorizing Official Email

cchambers@girlsincofsantafe.org

### Authorizing Official Phone

5059822042x108

### Project/Program Leader Name

Virginia Williams

### Project/Program Leader Email

vwilliams@girlsincofsantafe.org

### Project/Program Leader Phone

5059822042x105

### Primary Grant Contact Name

Adrienne Murray

### Primary Grant Contact Email

amurray@girlsincofsantafe.org

### Primary Grant Contact Phone



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Phone: (505) 982-2042  
Email: grants@girlsincofsantafe.org

5059822042x111

**List all the arts and culture non-profits and partners involved in the project. Each project should have a lead organization and at least one arts and culture partner. Additional organizations do not have to be arts-based, but cannot be the contracting partner. Describe the role and responsibility of each collaborating partner, including a list of all participating staff.**

Girls Inc. of Santa Fe

Indigenous Ways

SITE Santa Fe

Lensic 360

KSFR

Santa Fe Youth Symphony Organization



## Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

Girls Inc. of Santa Fe

Application #CI-FY250009

Name: Ellen Walkley  
Phone: (505) 982-2042  
Email: grants@girlsincofsantafe.org

### Project Narrative

Project Narrative of Collaborative Impact project.

#### Project Title

Girls Inc. Day on the Plaza

#### **Please provide a brief description of the Collaborative Project that is being considered for funding.**

Our plans for Girls Inc. Day on the Plaza are part of Girls Inc.'s vision of an equitable society in which all members thrive. To this end, we are coming together with SITE Santa Fe, the Santa Fe Youth Symphony, Theatre Santa Fe, Lensic 360, Indigenous Ways, and others to celebrate the diversity and vibrancy of our city.

#### **Please provide a full description of your collaborative project. Include listing of partnering organizations.**

We have planned a day with 40-50 artist booths, 10-12 informational and community resource booths, and family entertainment spaces. Additionally, there will be performances and programming on the bandstand from 10a-4pm, with an evening concert brought to us by Lensic 360 from 7-9pm. We have cast our net for partnerships wide and have confirmation of participation from KSFR, SITE Santa Fe, Santa Fe Youth Symphony Organization, Theatre Santa Fe, Vital Spaces, Lensic 360, Kiwanis Club and Indigenous Ways. These partner institutions will help curate artist booths, do a live radio broadcast, host resource and information booths, provide youth and family activities, and present musical performances (as well as call Zozobra down from the mountains and launch the 100th anniversary of this eventual demise).



# Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

Girls Inc. of Santa Fe

Application #CI-FY250009

Name: Ellen Walkley  
Phone: (505) 982-2042  
Email: grants@girlsincofsantafe.org

## Project Budget

Please enter the total cost of the project including the Collaborative Impact grant amount of \$30,000.

DEFINITIONS	Description
Artist Fees	Includes artists, performers, dancers, poets, other artistic talent
Contracted Fees	Includes writer, editor, videographer, producer, sound engineer, etc.
Production Fees	Includes equipment, software, etc related to the production of the collaborative project
Online Marketing	Costs of digital marketing
Social Media	Cost of social media platforms
Printed Materials	Cost of print materials
Graphic Design	Cost of marketing brand design and layouts
Administrative Fees	Includes staff time dedicated to project (CI grant funds should NOT be used for this)
Remaining Fees	Other costs associated with the Project

	Cash	City Request	In-kind
		<b>\$30,000</b>	
<b>Artistic Fees</b>	0	6,000	0
<b>Contracted Fees</b>	0	2,000	0
<b>Production Expenses</b>	0	7,000	0
<b>Online Marketing</b>	0	600	0
<b>Social Media</b>	0	800	0
<b>Printed Materials</b>	0	5,000	0
<b>Graphic Design</b>	0	2,000	0
<b>Other</b>	0	0	0
<b>Administrative Fees</b>	0	10,000	0
<b>Remaining Fees</b>	0	0	0
<b>SubTotals:</b>	<b>0</b>	<b>33,400</b>	<b>0</b>
<b>Grand Totals:</b>	<b>0</b>	<b>33,400</b>	<b>0</b>





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## Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

Girls Inc. of Santa Fe

Application #CI-FY250009

Name: Ellen Walkley  
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Email: grants@girlsincofsantafe.org

### Project Budget Narrative

#### **Describe each collaborating partner's contribution and expenses, etc.**

Each partner providing a stage performance or programming will receive an honorarium. Girls Inc. expenses include marketing and, outside the CI grant, staff time to arrange the partnerships, scheduling, and programming. The collaborators will also provide marketing, as well as staff.



## Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

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### Artistic Excellence Narrative Questions

#### Artistic Excellence: 40 points

Points will be awarded based on the thoroughness and clarity of Offeror's response in this Section. The Evaluation Committee will also weigh the relevancy and extent of Offeror's: Creativity, novelty and originality of the project; ability to foster the collaborative creation, production, presentation of innovative, distinctive and stimulating programs; attract and nurture high quality creative talent as evidenced in Artistic Samples that are of good quality and unique to Santa Fe and demonstrate strategic partnerships/collaborations to increase Cultural Tourism.

**Describe your collaborative project(s)- Describe what makes your programming a destination for International, National, and Regional markets? How will programs complement each other or encourage the audience to "attend" multiple partner events?**

Each of us has our own audience that we will promote to locally. Girls Inc. has strong relationships with local media and hope to capture their interest in celebrating and promoting the strength of women and girls in New Mexico. In addition, we plan on advertising in drive and fly markets on the radio, pitching our engaging and celebratory weekend in Santa Fe in August.

**What specialized resources and skill sets does each partnering organization in the collaboration bring to the fuller project? Give evidence of why this collaborative project is courageous, adaptive, or innovative, and what you hope to learn in this process.**

The partners who have signed on already (we anticipate more in the coming weeks) represent a diverse cross section of our city and will showcase talent in multiple disciplines. We hope to highlight and lift the voices and talents of marginalized artists and groups. The focus will be on female and gender minority entrepreneurs. We hope our marketing strategy will reach a broad demographic, including people who don't necessarily think that the plaza is a place for them. A success is a continued heightened promotion of our collective organizations.

**What are the community benefits of each partnering organization's work?**

Girls Inc. is granted permission to hold a major commercial event within the city's code of ordinances. Our idea about opening this event to include partner organizations is to provide access to artists that wouldn't otherwise have the opportunity to vend on the plaza. Girls Inc., previously Girls Club of Santa Fe, has sixty-nine years rich history. For our organization, this entails bringing more alumni back to Santa Fe, and New Mexico, culminating in a celebratory event in 2025.

**Describe how your organization attracts, selects, and nurtures high quality creative talent (i.e., artists, scientists and historians). What people-focused approaches have you adopted?**

As an active community member for 69 years, Girls Inc. has longstanding partnerships with Santa Fe Public Schools, businesses, foundations, and families. Other collaborators, such as Lensic 360, the Santa Fe Youth



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Symphony, and Indigenous Ways have a history of artistic excellence in our community, which will attract audiences and vendors alike.



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## Culture Connects

**Describe how this collaborative effort advances diversity, equity, inclusion and access within your prospective organizations.**

The focus on nonprofits primarily serving youth, women, and gender minorities will ensure diversity among the collaborators and participants.

**Describe how your collaboration's strategy would improve the expertise of its staff and foster a learning culture to do even better for the people you serve. This may include professional development, evaluation that cultivates a learning environment, etc.**

We are excited to have hired a Chief Storyteller in 2023 and envision that this event will help us launch a girls storytelling initiative on the bandstand, which will be filmed and recorded. A podcast is being developed to lift these girls voices and help our world understand the issues girls are facing and that there is value in listening to their perspective. Each organization we are collaborating with is bringing their own expertise and will expose our attendees to the rich cultural vibrancy of our city. Our own staff is learning how to produce professional materials for widespread distribution.

**How is this collaborations programming providing access to new and traditionally underresourced (underserved) audiences?**

Many of the organizations and individuals with whom we are working have stated that they have not been able to afford the fees that would allow them to reach their targeted audiences. This event will give vendors and audiences alike the opportunity to connect and learn more about important resources in New Mexico.



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## Marketing Impact Relevance

**Explain how the collaborative marketing and promotion plan is crafted to reach the intended project audience, and how it will effectively advance the concept of Cultural Tourism in Santa Fe. How does the overlap in your collaborative partnership's audiences enhance the impact of the project?**

Each of us has our own audience that we will promote to locally, we have strong relationships with local media and

hope to capture their interest in celebrating and promoting the strength of women and girls in New Mexico. In addition, we plan on advertising in drive and fly markets on the radio, pitching our engaging and celebratory weekend in Santa Fe in August. The partners who have signed on already (we anticipate more in the coming weeks) represent a diverse cross section of our city and will showcase talent in multiple disciplines.



## Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

Girls Inc. of Santa Fe

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### Targeted Audience Media Plan

In this section please provide details about the media outreach your organization plans to utilize. Please use as much details or information as possible, if that specific type of media does not apply to your organization please provide a brief explanation why.

Please provide a detailed explanation of planned marketing and promotional activities related to the project.

#### DEFINITIONS:

- **OWNED MEDIA:** Content that the organization is in full control of and includes the organization's websites, blogs, e-newsletters, and social media accounts.
- **PAID MEDIA/PAID ADVERTISING:** Paid Media includes paid placements in magazines, newspapers, radio, billboards, digital display ads, search engine optimization, social media, etc.
- **EARNED MEDIA:** Earned media is any material written about you or your business that you have not paid for or created yourself and is typically generated through public relations efforts (e.g. a press release and interviews, word of mouth, social media mentions or shares).

**Describe the types of Owned Media you plan to leverage to promote the project.**

**What benefit does your organization foresee from using these platforms and what constitutes as success?**

We will be using our own website as a landing for informational purposes related to the event. The website is being redesigned and will launch in July ahead of the event. Website content is frequently updated and all electronic communication, social media, emails and digital ads contain the website address to generate traffic. Our internal webmaster will be managing any day to day updates that occur with programming, new partnerships, and promoting the schedule and participants. Our newsletter reaches over 3000 people and is distributed monthly. We will begin promoting this event in the newsletter this spring to recruit volunteers, garner enthusiasm amongst our participants, their families and our supporters. Our social media: Facebook,



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Instagram and LinkedIn will have a schedule of promotions, curated by our Austin TX based PR firm: Snackbox. Facebook has 2500 followers on our profile alone, we anticipate our partners sharing our posts. Instagram has almost 2000 followers. Girls Inc. of Santa Fe will utilize all social media platforms to share compelling imagery and promote participating artists. We will also produce targeted ads to potential new audiences based on geographical locations. We hope that our owned media alongside our collaborative efforts will reach new audiences in New Mexico and beyond. In this relaunch year, a success would be reaching 3,000-5,000 attendees.

**Describe the types of Paid Media/Paid Advertising planned to promote the project.**

**What benefit does your organization foresee from using these platforms and what constitutes as success?**

Paid placement in two regional magazines and three newspapers in the months leading up to the event. These will be strategically released to coincide with key event dates, such as when we've heard that people start making plans for their summer vacations. The geographical regions we will target will be Santa Fe, Taos, Denver - where Girls Inc. of Metro Denver exists and where we know people will associate Girls Inc. with high quality programming. We plan to collaborate with local radio stations as well as underwrite radio spots on public radio in our drive and fly markets. These will be used primarily to spread information regarding event information, ticket sales. Purchasing boosted posts and targeted ads across our social media platforms with the intention of reaching individuals who prioritize shopping from women entrepreneurs as well as CO, TX, AZ, NV.

**Describe the types of Earned Media (if applicable) you plan to utilize to promote the project.**

**What benefit does your organization foresee from using these platforms and what constitutes as success?**

We enjoy positive relationships with many journalists, local talk show radio hosts, and are hopeful to use the increased media attention from Zozobra's 100th anniversary to propel visibility of this event. We plan to send out press releases to be picked up by the AP. Our collaborative partners will also be tasked with cross promoting to new audiences across Northern New Mexico. A success is a continued heightened promotion of our collective organizations. Girls Inc., previously Girls Club of Santa Fe, have sixty-nine years rich history. For our organization, this entails bringing more alumni back in to Santa Fe, and New Mexico culminating in a celebratory event in 2025.



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Girls Inc. of Santa Fe

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Phone: (505) 982-2042

Email: grants@girlsincofsantafe.org

**Describe the types of Printed Collateral Materials, if applicable, used to promote the project.**

**Include how the materials will be distributed and/or reach the hands of the intended audience.**

We are currently designing posters and fliers to promote the event. We will distribute these to hotel concierges, Bienvenidos, welcome centers, the Office of Economic Development and the Santa Fe Chamber of Commerce.





Name: Ellen Walkley  
Phone: (505) 982-2042  
Email: grants@girlsincofsantafe.org

## Audience Geographics

Enter numerical estimates of the audience your collaboration intends to reach through proposed marketing strategies.

	<b>Owned Media</b>	<b>Paid Media/Paid Advertising</b>	<b>Earned Media</b>
<b>International</b>	500	0	0
<b>National</b>	1,000	0	0
<b>Regional (AZ, CO, OK, TX, UT)</b>	2,500	0	0
<b>Northern New Mexico</b>	6,000	0	0
<b>New Mexico (State)</b>	10,000	0	0
<b>SubTotals:</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Totals:</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>



## Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

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Email: grants@girlsincofsantafe.org

### Sample Request

These samples are critical to your review. The artistic quality is judged based on the samples provided. Please include high-quality samples that are reflective of both the overall artistic quality of your organization as well as of the quality of the proposed project. This can include submissions from one or all partnering organizations applying for funding. NOTE: these may be used by the Arts and Culture Department for non-commercial purposes.

Before uploading samples, please read the corresponding directions below:

### ARTISTIC SAMPLES

#### Images Samples

##### Note the change in submitting images:

1. Combine into a PowerPoint, Word or similar document no more than ten (10) images, with one image per page, include title, date, artist, media, and dimensions for each sample.
2. Next convert this document into a PDF
3. Use the Upload File button below to upload your PDF

#### Artistic Samples

*A+C Grant Photo Samples.pdf*

#### Video Samples

Link to up to no more than two (2) video clips, each clip not to exceed three minutes.

***Include the https:// and www prefix (where applicable).***

#### Video Link #1

<https://www.youtube.com/watch?v=y-jTXalZ15w>

#### Video Link #2

<https://www.youtube.com/watch?v=gU57MUFf-AY>

#### Audio Samples

Link to up to no more than two (2) audio clips, each clip not to exceed three minutes.

***Include the https:// and www prefix (where applicable).***



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**Audio Clip #1**

Attached on Next Page

**Audio Clip #2**

Attached on Next Page

***If your video or audio sample is not available via a link and only available as a file, please do the following:***

- 1. Complete the remainder of this page***
- 2. Click "Save Work" at the bottom of this page***
- 3. Click the "Manage Work Samples" tab in the navigation bar above***
- 4. Click the Video or Audio button depending on the media type of your sample***
- 5. Upload your video or audio clip***
- 6. Return to this application from the "Current Programs & Applications" tab above***
- 7. Attach your video(s) or audio clip(s) on the following Video/Audio Work Samples page***
- 8. Complete the remainder of the application, save, and submit.***

**Promotional Materials**

Upload up to no more than three (3) PDF samples of promotional materials, reviews from past projects and/or education materials. These materials are used to judge the effectiveness of marketing and promotion, overall artistic quality and quality of educational programs. If you referenced educational materials in the narrative please include a sample of those materials.

**Promotional Material #1**

*Girls Inc Day on the Plaza 2024.pdf*

**Promotional Material #2**

*AC Show Program revised.pdf*

**Promotional Material #3**

*No File Uploaded*



CITY OF SANTA FE  
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## Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

Girls Inc. of Santa Fe

Application #CI-FY250009

Name: Ellen Walkley  
Phone: (505) 982-2042  
Email: [grants@girlsincofsantafe.org](mailto:grants@girlsincofsantafe.org)

### Video/Audio Work Samples



Title: Girls Inc. PSA on  
KSFR  
Download: [279769.wav](#)  
[View File](#)



Title: Prior Arts and Crafts  
Fair PSA  
Download: [279770.mp3](#)  
[View File](#)



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Email: grants@girlsincofsantafe.org

Attachments Confirmation

Please select Yes or No/Not applicable

**Images Samples** (submitted as a PowerPoint/PPT file, converted to PDF and uploaded via Document Bank)

Yes

**Video Samples** - Use the furnished Video Links pages.

Yes

**Audio Samples**

Yes

**Promotional Materials**

Yes



Santa Fe Arts & Culture Department - Collaborative  
Impact FY 2024- 2025

IndigenousWays

Application #CI-FY250002

Name: Elena M Higgins  
Phone: (505) 795-2543  
Email: hello@indigenousways.org

### Applicant Profile

<b>Name</b>	Elena M Higgins
<b>Legal Name</b>	IndigenousWays
<b>Email</b>	hello@indigenousways.org
<b>Primary Phone</b>	(505) 795-2543
<b>Alternate Phone</b>	(505) 795-2543
<b>Address</b>	1020 Valerie Circle Santa Fe, New Mexico 87507 UNITED STATES
<b>Website</b>	<a href="https://www.indigenousways.org">https://www.indigenousways.org</a>
<b>Applicant Institution</b>	Arts Service Organization
<b>Applicant Status</b>	Organization - Non-Profit
<b>Applicant Discipline</b>	Multidisciplinary



Santa Fe Arts & Culture Department - Collaborative  
Impact FY 2024- 2025

IndigenousWays

Application #CI-FY250002

Name: Elena M Higgins  
Phone: (505) 795-2543  
Email: hello@indigenousways.org

Intent to Apply

**Have you thoroughly read and understand the program description for Collaborative Impact (CI) for FY 2023-2024?**

Accept

**Is the LEAD organization a federally recognized nonprofit with an IRS 501(c)3 status; OR a public agency (as defined in the NMSA Section 11-1-1 or any county, state or education institution specified in Article 12, Section 11 of the NM Constitution)?**

Yes

**Please upload your organization's IRS Exemption Letter indicating nonprofit status.**

*IndigenousWays IRS Exemption Letter.pdf*

**Please upload the LEAD organization's overall budget. There is no specific format required.**

**(All participating organizations overall budget could be included if available. Multiple organizational budgets should be compiled into ONE PDF document.)**

*2024 INDIGENOUSWAYS OVERALL BUDGET.pdf*

**Is the LEAD organization a registered business via the City of Santa Fe Business Registration requirement?**

Yes

**Please upload a CURRENT copy of the LEAD organizations City of Santa Fe Business Registration License.**

*2023 City of Santa Fe Business License.pdf*

**Please submit in the following text box the LEAD organization's mission statement. Only LEAD Santa-Fe based organizations who's mission specifically includes the arts, will be considered for funding.**

"Bridging cultural exchange with people globally."

IndigenousWays promotes living in balance for diverse communities through music, arts, outreach and events. Our vision is to reach Indigenous & LGBTQIA2S+ communities through outreach with music, the arts, and Indigenous Wisdom that creates and enhances survival and sustainability.

**Please submit a copy of the LEAD organizations Board of Directors list.**

**Optional: Describe how the composition of your Board aligns with DEI (Diversity, Equity & Inclusion) principles.**

*2024 IndigenousWays Board members.pdf*



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Santa Fe Arts & Culture Department - Collaborative  
Impact FY 2024- 2025

IndigenousWays

Application #CI-FY250002

Name: Elena M Higgins

Phone: (505) 795-2543

Email: hello@indigenouways.org

**If awarded, would your organization be able to obtain and provide a Certificate of Insurance for \$1 million General Liability with the City of Santa Fe as an additional insurer?**

Accept





## Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

IndigenousWays

Application #CI-FY250002

Name: Elena M Higgins  
Phone: (505) 795-2543  
Email: hello@indigenousways.org

### Cultural Investment Program

FY 2024-2025 (July 1, 2024 through June 28, 2025) Cycle of the City of Santa Fe Arts and Culture Department's Cultural Investment Funding Program

*"Culture embodies the shared complex and diverse heritage of a community, including its tangible and intangible virtues...It is the quiet and restless imagination that becomes expression, from which emanates writing, song, performance, painting, sculpture, cuisine, dance, design and story. When recognized, coalesced and leveraged, culture is transformative. It ignites creativity, consciousness and capacity."*

*Culture Connects Roadmap*

Collaborative Impact Grant (CI), challenges organizations to collaborate and create new ways of presentation via traditional media. Our view is that this will allow a more diverse range of groups the ability to create new marketing opportunities for themselves. Projects receiving \$30,000 awards each.

### COLLABORATIVE IMPACT (CI)- Awards in the amount of \$30,000

#### Program Description

The Collaborative Impact (CI) grant focuses the programmatic efforts of Santa Fe's arts non-profit organizations on the development/creation of new media and/or programs intended to promote both Santa Fe's rich and diverse arts and culture arena. The goal is to encourage collaborative projects independent of the partnering organizations' traditional programming and foster the sharing of ideas, staff, materials and resources. Collaborations must originate from at least one LEAD arts non-profit organization in partnership with other non-profits or arts collectives. Organizations are encouraged to create multi-disciplinary programmatic content that promotes storytelling and advances the artistic vibrancy and cultural assets of Santa Fe in unique ways through in-person and/or digital experiences. CI grants are intended to expand the promotion of Santa Fe to include Cultural Tourism, thus attracting a specific audience of visitors who more directly foster our creative economy.

#### Possibilities

Project proposals should be leveraging the assets of arts and community non-profit organizations for use in cultural tourism marketing and promotion while providing program participation opportunities to a broader community/audience. Applicants are encouraged to consider a less traditional approach to storytelling that leverages digital media and programs to push the interpretation of what "promotion" means. As a baseline, applicants should consider creative solutions to storytelling that could include:

- Repurposing existing digital program content in new and different ways (ex: pre-recorded orchestration coordinated with dance or theater)



## Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

### IndigenousWays

#### Application #CI-FY250002

Name: Elena M Higgins  
Phone: (505) 795-2543  
Email: hello@indigenousways.org

- Creating independent digital experiences that incorporate a variety of creative inputs (episodic stories, gaming/apps, short films, virtual reality, podcasts etc.)
- Describing cultural tourism through the incorporation of cultural assets (music, dance, theater, food, visual arts) with built/natural/architectural/historical visual references
- Uplifting social issues in a creative context (creation of theatrical performances, storytelling, visual arts, music, etc)

### Project Eligibility

Projects/content should be developed with the intent to activate cultural institutions in either in-person or the digital realm through the promotion of their programming and venues while incorporating Santa Fe's non-traditional, private, public and purpose-built spaces; leveraging open spaces and empty buildings, landmarks, arterials and corridors. This is an opportunity for collaborating partners to showcase their artists' talents and other artistic and cultural forms of expression in new and exciting ways while addressing social issues within the community.

All projects must take place between the effective dates of the contract July 1, 2024 through June 28, 2025).

### Eligible expenses

- Artist fees
- Production costs such as writing, videographer, editing, rental equipment, music/scores licensing, etc.
- Website costs related to created content
- Professional development and training of personnel in digital tools
- Equipment related to creation of virtual content
- Media and/or marketing consultant fees
- Digital media platform costs
- Costs affiliated with the creation of written scripts, storylines, poetry, etc.
- Staff salaries related to the production of the Collaborative programming content

### Ineligible expenses

- Scholarships and fellowships
- Closed subscription series including demonstrations, master classes, programs, forums, virtual tours, etc.
- Projects which are part of a post-secondary academic degree program
- Awards (ribbons, trophies, prizes, etc.)
- Deficits and debt reduction (including finance charges, loan fee, etc.)
- Meals, catering, lodging or transportation
- Capital expenses (including the purchase of real property, labor or materials costs for renovations, remodeling or new construction, etc.)



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- Tuition assistance for college, university or other post-secondary formal course work
- Fundraising (events, personnel, merchandise, invitations, etc.)
- Insurance costs related to the ongoing employment of organization staff

### Organization Eligibility

- Programs must be based in nonprofit arts activities.
- At minimum, ONE organization must meet City of Santa Fe Arts and Culture Department's eligibility Guidelines, being a Santa Fe-based, IRS 501(c)3 arts organization, with a State of New Mexico Incorporation Certificate and City of Santa Fe business registration number.
- The LEAD organization must be an arts non-profit and be designated as the applicant.
- The LEAD organization will be required to enter into a City of Santa Fe Goods and Services Agreement becoming legally responsible for completion of the project, submission of invoices and all reporting requirements.
- Activities related to the collaboration must take place in the northern portion of Santa Fe County (i.e. Madrid/Galisteo to northern boundary of the county).
- One eligible member of the collaborative entity must serve as contracting entity for the project. The organization will be required to enter into a City of Santa Fe Goods and Services Agreement becoming legally responsible for completion of the project, submission of invoices and all reporting requirements.
- Collaborating organizations may receive funding under both CI and TMI categories, only if, the CI program is unique and separate from the TMI funded projects
- City of Santa Fe-operated programs are not eligible.
- Cultural organizations and/or artists collectives that do not meet the above requirements as a 501(c)3 may apply as a partner with another cultural organizations with a 501(c)3 as the fiscal agent. The fiscal agent cannot serve as a pass through for funding, but needs to be an active partner in the collaborative project. The fiscal agent MUST be a partnering organization in the project.
- Collaboration must be between one arts and culture non-profit with any additional non-arts/non-profit or artist collective are eligible for your collaboration.
- Does not apply to for-profit organizations unless considered to be as the third partner in the collaboration project.

### Scope of Services

The Contractor shall provide the following services for the City:

- Advertise, publicize and promote Santa Fe as a Cultural Tourism destination through presentation and production of the project
- Promote attractions and nonprofit performing arts in Santa Fe through the presentation and production of the project
- Promote and distribute the project locally, regionally, nationally (and possibly internationally), leveraging partnering organizations' websites, social media, online broadcasting sites, film festivals, advertising



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competitions, etc.

- Promote and market the City by utilizing the City's Arts and Culture Department logo and/or credit line on all promotional materials related to the project.
- Encourage the cultural development of Santa Fe by maintaining high standards of artistic (and creative) quality as demonstrated by the development of original programming for potential use by local and state tourism office.
- Demonstrate administrative competency through planning, innovation, quality programming and realistic budgeting.
- Provide a Final Report to the City providing statistical and demographic information describing the marketing strategies utilized and the impacts on local, regional, national and international audience expansion, evaluating the successes and lessons learned from the project.

### Contract Amount and Requirements

#### Logo

All organizations funded must display the current City of Santa Fe, Arts and Culture Department logo on all printed and digital publicity, promotional and program materials related to the project. Failure to include the logo can result in the termination of the contract and the revocation of funding.

### Payment Requests

This funding is reimbursement based, payment is made after services are rendered. Partial payments may be requested, staff reviews all requests before payments are made. Final payment will be withheld until the Final Report is accepted by the Arts and Culture Department. Organizations can expect payments to be completed between thirty (30) and ninety (90) days from the date of invoice submission. Invoicing Guidelines In order to request partial or final payments please submit an itemized invoice and submit via GoSmart. Links for invoice uploads are included in the Final Report submission and must be included to be considered complete. For final payments, Final Report and invoices must be received and dated NO LATER than Saturday, June 28, 2025 at 5:00pm MST . Reporting and invoicing submissions received after the deadline will not eligible to receive the final payment.

### Reporting

- Organizations will be required to provide statistical and demographic information about the project as well as qualitative assessment of the program.
- Final payment will be withheld until the Final Report is accepted by the Arts and Culture Department.
- Organizations are required to submit reports online through the GOSmart system at santafenm.gosmart.org by Saturday, June 28, 2025 at 5:00pm MST .



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There are no exceptions to the reporting requirements. Failure to submit acceptable reports by the deadline will render an organization ineligible to apply for Arts and Culture Department funding for a period of five (5) years from the due date of the report.

### Financial Records

Separate financial records related to the funded project must be maintained by the organization. These records must be kept on file during the award period and for a minimum of three (3) fiscal years after the end of the award. Records are subject to local, state, and federal audits at any time. These records may be requested at any given notice for auditing purposes, failure to provide requested financial records will result in the organization's disqualification from future funding.

### Audits

Organization must also submit an annual IRS Form 990 to maintain organizational eligibility. There are no exceptions to this requirement.

### CRITERIA AND EVALUATION:

The Arts and Culture Department staff reviews all applications for eligibility and completeness.

Panels are comprised of representatives of the Arts Commission and experts with knowledge and experience in the area under review. Panelists are given up to four (4) weeks for review and evaluation of eligible applications. Arts & Culture Staff facilitates panels but does not contribute to evaluation or scoring of applications. Panels may convene in-person or virtually (i.e. Zoom).

### Criteria

Applications will be reviewed based on an established set of criteria, for a total possible score of 100. An average of the Review Panel's scores will be used to rank the applications.

### Project and Artistic Excellence: 40 points

Projects/content should be developed with the intent to activate cultural institutions through the promotion of their programming and venues while incorporating Santa Fe's non-traditional, private, public, and purpose-built spaces. This is an opportunity for collaborating partners to showcase their artists' talents and other artistic and cultural forms of expression in new and exciting ways.

### Marketing Impact Relevance: 40 points

Provide a tangible marketing distribution plan detailing how you will attract a diverse constituency in Cultural Tourism. This will need to include how your programming will attract and grow the presence of the Santa Fe



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brand and drive audiences Internationally, Nationally, and Regionally.

### Culture Connects: 20 points

10 points

Maintain, nurture and attract professional volunteer leadership that will reflect Santa Fe's diverse community and to lead the organization with a clearly stated contribution to diversity, equity and inclusion of Santa Fe.

10 points

Effective impact to reach and nurture future audiences through innovative programs, arts education and engagement.

### Funding Information

Funding for this program is authorized by the City of Santa Fe Ordinance No. 1987-45, which earmarks a portion of the Lodgers' Tax for the "promotion and advertising of non-profit attractions and nonprofit performing arts in Santa Fe." NMSA "Lodgers' Tax Act" (3-38-21) authorizes a municipality to use tax proceeds to defray costs of advertising, publicizing and promoting tourism attractions within the area. Therefore, eligible organizations must play a role in promoting tourism and apply the funding received primarily towards the project's promotional, advertising and marketing costs.

All projects must take place between the effective dates of the contract (July 1, 2024-June 28, 2025).

### Schedule TMI & CI Categories

Intent to Apply Period OPENS

### Dates

Friday, December 1, 2023

### Times

8:00AM

Intent to Apply Period CLOSES

Wednesday, January 3, 2024

5:00PM

FY 2023-2024 Application Period OPENS

Thursday, January 4, 2024

8:00AM

Traditional Marketing Impact Categories Application Period CLOSES

Friday, March 08, 2024

5:00PM

Collaborative Impact Category Application Period CLOSES

Thursday, March 28, 2024

5:00PM

More information on how to contact Arts and Culture Department, Cultural Investment Funding Program:

Please submit any and all questions via email.

Cultural Investment Funding Contact: Melissa Velasquez, Arts and Culture Coordinator,



CITY OF SANTA FE  
ARTS & CULTURE

## Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

IndigenousWays

Application #CI-FY250002

Name: Elena M Higgins

Phone: (505) 795-2543

Email: [hello@indigenousways.org](mailto:hello@indigenousways.org)

[artsandculture@santafenm.gov](mailto:artsandculture@santafenm.gov)



Santa Fe Arts & Culture Department - Collaborative  
Impact FY 2024- 2025

IndigenousWays

Application #CI-FY250002

Name: Elena M Higgins  
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Email: hello@indigenousways.org

## Applicant Information

Please identify a lead applicant and supply their contact info. One organization must function as the lead.

### Lead Organization Name

IndigenousWays

### Lead Organization Executive Director Name

Elena Higgins

### Lead Organization Executive Director Email

hello@indigenousways.org

### Lead Organization Executive Director Phone

505-795-2543

### Authorizing Official Name

Natasha Terry

### Authorizing Official Email

tash@indigenousways.org

### Authorizing Official Phone

505-795-2499

### Project/Program Leader Name

Elena Higgins

### Project/Program Leader Email

elena@indigenousways.org

### Project/Program Leader Phone

505-795-2543

### Primary Grant Contact Name

Natasha Terry

### Primary Grant Contact Email

tash@indigenousways.org

### Primary Grant Contact Phone





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505-795-2499

**List all the arts and culture non-profits and partners involved in the project. Each project should have a lead organization and at least one arts and culture partner. Additional organizations do not have to be arts-based, but cannot be the contracting partner. Describe the role and responsibility of each collaborating partner, including a list of all participating staff.**

Lead:

IndigenousWays

Elena Higgins, ED & PD; Tash Terry, AD, Authority & Grant

Partners:

Institute of American Indian Arts

Sheila Rocha, emeritus Chair of IAIA Performing Arts.

Santa Fe Public Library

Jessica M. Gulliford, Section Manager - Library Programs

Natural Grocers

Morgan Reeser, Nutritional Health Coach

WiseFool, NM

Alishiya Kapoor, Executive Director

New Mexico School for the Deaf

Dr. Jennifer Herbold, Superintendent

Hutton Broadcasting

Chris Alexandra, Senior Account Ex



## Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

IndigenousWays

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### Project Narrative

Project Narrative of Collaborative Impact project.

#### Project Title

IndigenousWays Festival

**Please provide a brief description of the Collaborative Project that is being considered for funding.**

The IndigenousWays Festival (IWF) project will be a seasonal monthly festival starting August 2024 and continuing in 2025 from 5-9pm in the Santa Fe Railway Park on the Performance Green. The 2024 event under this grant will be Friday, August 16th during Indian Market. 2025 performances under this grant will take place on May 2nd and June 6th.

IWF is a multi-level event, including mainstage performances of established and emerging Native American / Indigenous (NAI) musicians and multifaceted performance artists. The larger festival includes studio artists, workshops, vendors, food trucks, face-painting and other activities designed to engage a broad range of community involvement. The children's playgrounds and non-profit festivities encourage families and friends to gather, creating an ambiance of belonging to community and family.

The IWF series of in-person and hybrid presentations highlight multicultural arts life in Santa Fe.

**Please provide a full description of your collaborative project. Include listing of partnering organizations.**

IndigenousWays (IW) leads in established and new collaborations and coalition-building with other non-profits in a series of music and arts events utilizing hybrid technology at the IWF. IWF will support and showcase NAI musicians, poets, comedians, and traditional storytellers in the arts and music. Our platforms provide positive outlets for our presenters to speak to social issues of past, present, and future that impacts a variety of communities. On O'ga P'ogeh Owingeh tribal lands (Santa Fe), activities will be presented at free monthly staged festivals, which will also be streamed live through social networks, and recorded and archived. Sign language interpreters active in all programs.

Our communities need to focus on coalition-building and belonging to celebrate the vastness and success of multi-cultural activities, not just in the city commercial core, but also within surrounding communities.

IW is a Native-led NM non-profit organization, headquartered in Santa Fe, dedicated to supporting and sharing philosophies through varied genres of native arts and creativity that is educational and entertaining.

The IWF will create opportunities for artists and healers to share Indigenous Wisdom and ways of understanding the complex world we live in. Through our coalitions with the Institute of American Indian Arts (IAIA) Performing Arts, the New Mexico School for the Deaf (NMSD), Santa Fe Public Library (SFPL), Wise



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Fool New Mexico (WFNM), Natural Grocers (NG), Meow Wolf (MW), and Hutton Broadcasting (HB), we recognize that our communities need holistic healing and opportunities to rebuild trust and learn from one another. Traditional and contemporary Indigenous Wisdom is based on resiliency, cooperation, belonging, and building for upcoming generations.

The talent, experience, and collaborations from IAIA, NMSD, HB, MW, WFNM, SFPL, NG, and the Santa Fe Railyard Community Corporation (SFRCC) will assist as we weave together multiple sessions of traditional and contemporary cultural workshops for and by the intergenerational participants in and around Santa Fe. Throughout the main performances these workshops will include SFPL (free books), NG (nutrition workshop and support), WFNM (circus) face painting, traditional weaving, sign language immersion, music, weaving, talking circles, writers' circles. The main event from 5-9pm will include up-and-coming and well-known artists and musicians telling significant stories through a variety of musical genres.

The IWF will be tracked on multiple fronts via a team of film makers who will live-stream the main stage through all (seven) IW social media platforms for the world to watch from home, video record to add to our archived events website, and for documentary film making opportunities. Many of our NAI communities, and all others we serve, have low to no bandwidth, therefore; we record and archive our events onto our website for future viewing.

Event workshops will involve inter-generational artists and multiple arts media who will integrate their experiences and perspectives, including NAI language, history, humanities sharing heritage, and traditions.

Although the performance and primary audiences and participants are Indigenous, our allies and audiences include the non-native community, and the resulting cultural exchange is our larger goal, implemented through outreach to non-Indigenous communities in our presentations, publicity, and marketing. Finally, our August premiere event is timed to coincide with Santa Fe Indian Market; and aims to reach the largest tourist population in Santa Fe's year.

These festivals will demonstrate community resilience supported by traditional and contemporary arts, particularly the multi-layered incorporation of food, art, health, and dream building. We adopt Santa Fe tradition to welcome and include everyone.

We make change by educating outside audiences. Our communities may be opaque to outsiders, and few outsiders know the challenges those communities face. IW co-founders (Tash and Elena) are Indigenous well-travelled musicians. Their presentations have been well received - but should be joined by other Indigenous voices. IW empowers our beautiful, talented, under-represented, and under-resourced artists to tell their stories in multiple venues.



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## Project Budget

Please enter the total cost of the project including the Collaborative Impact grant amount of \$30,000.

DEFINITIONS	Description
Artist Fees	Includes artists, performers, dancers, poets, other artistic talent
Contracted Fees	Includes writer, editor, videographer, producer, sound engineer, etc.
Production Fees	Includes equipment, software, etc related to the production of the collaborative project
Online Marketing	Costs of digital marketing
Social Media	Cost of social media platforms
Printed Materials	Cost of print materials
Graphic Design	Cost of marketing brand design and layouts
Administrative Fees	Includes staff time dedicated to project (CI grant funds should NOT be used for this)
Remaining Fees	Other costs associated with the Project

	Cash	City Request	In-kind
		<b>\$30,000</b>	
<b>Artistic Fees</b>	22,500	4,500	500
<b>Contracted Fees</b>	27,100	6,600	1,000
<b>Production Expenses</b>	25,000	3,900	3,500
<b>Online Marketing</b>	10,000	1,000	5,000
<b>Social Media</b>	6,000	1,000	5,000
<b>Printed Materials</b>	10,000	4,000	2,000
<b>Graphic Design</b>	12,000	6,000	4,500
<b>Other</b>	21,500	3,000	13,425
<b>Administrative Fees</b>	35,050	0	8,000
<b>Remaining Fees</b>	18,350	0	4,500
<b>SubTotals:</b>	<b>187,500</b>	<b>30,000</b>	<b>47,425</b>
<b>Grand Totals:</b>	<b>187,500</b>	<b>30,000</b>	<b>47,425</b>



## Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

IndigenousWays

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### Project Budget Narrative

#### **Describe each collaborating partner's contribution and expenses, etc.**

IW requests a grant amount of \$30,000 from City of Santa Fe Arts and Culture Department's (CSFACD) Collaborative Impact. If awarded, IW will utilize this grant to market and implement the 2024-2025 IWF. We appreciate this opportunity to be considered for the 2024-2025 grant cycle.

The Project Budget includes the IWF production and marketing costs as well as supporting the NAI artist presenters and ASL interpreters. The layout of each item is outlined in our project budget.

Our breakdown expenses of the \$30,000 CSFACD Collaborative Impact grant for the IWF Project Budget would be for the following Contractual Services:

\$5,000 - Marketing and Advertising (\$1,000 - Social; \$1,000 online; & \$3,000 newspaper ads);

\$6,000 - Graphic Design;

\$4,000 - Printing - fliers, banners, and postcards;

\$4,500 - Artists (9 @ \$500 each);

\$3,600 - ASL interpreters (3 IWF x 4 per show @ \$300 each);

\$3,000 - Hybrid production crew (Live broadcasting crew x 1 - \$250; video crew x 1 & post editing \$450; and photographer- \$200 = \$1,000 per IWF);

\$3,900 - Production - sound, lighting and stage (3 IWF @ \$1,300).

This is what our project costs are going to be and how we expect to spend the CSFACD Collaborative Impact grant funding.

Our partners represent the extension of existing collaborations in the community with other organizations, businesses, artists, musicians and presenters who align with IW's mission and who have contributed to the success of past projects, including the 2022-2024 IndigenousWays Festival, 2021 Indigenous Healing Festival (IHF) - 2021 (online), 2019 & 2018 (in person at IAIA).

IW is responsible for securing all capital and media contributions for IWF through business sponsorships. Our partners contribute their time and expertise, rather than direct financial support. All participating committee members, including their staff and students, are in-kind contributions with their time and resources. Their voluntary assistance reduces the financial burden on production efforts.

Collaborating with our partner organizations creates additional valuable incentives, including access to each other's networks (databases and social media platforms). This gives four times more marketing and promoting power to advertise the IWF. The collaborating organizations raise our event profile in Santa Fe, throughout Indian Country and the world! A target goal combining all the organizations' networks have potential for 3,500



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attendees for the monthly in-person series, 1,500 attendees on the Zoom live platform, and 2,000 live streamed through nine IW social media pages.

Please note: IW income has increased significantly each year. In 2019 revenue was \$40,000. In 2020 was \$124,000. In 2021 revenues were \$156,000, our 2022 revenues were \$260,000, and in 2023 our revenues were \$290,000. Our 2024 revenues are on target to reach \$395,000.

Our In-kind contributions from each of our partners which is also calculated in our Project Budget include:

IAIA – Students and staff setup /breakdown and workshops @ 3 x IWF x 6 students x 8hrs @ \$25 each = \$3,600

NMSD – Students and staff setup /breakdown @ 3 x IWF x 10 students x 6hrs @ \$25 each = \$4,500

HB – \$50,000 advertising includes PSA radio, video social media & hotel channels

MW – Staff volunteer help set up only @ 3 x IWF x 5 staff x 3hours @ \$25 each = \$1,125

WFNM – Facilitated circus workshops @ 3 x IWF x 3 staff x 4 hours @ \$25 each = \$900

SFPL – Facilitated Big Book workshops @ 3 x IWF x 3 staff x 4 hours @ \$25 each = \$900 & free books from Native American authors (\$800) <=> \$1,700

NG – Facilitated health and wellbeing workshop @ 3 x IWF x 2 staff x 4 hours @ \$25 each = \$600 & free organic food packages (\$1,000) <=> \$1,600



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## Artistic Excellence Narrative Questions

### Artistic Excellence: 40 points

Points will be awarded based on the thoroughness and clarity of Offeror's response in this Section. The Evaluation Committee will also weigh the relevancy and extent of Offeror's: Creativity, novelty and originality of the project; ability to foster the collaborative creation, production, presentation of innovative, distinctive and stimulating programs; attract and nurture high quality creative talent as evidenced in Artistic Samples that are of good quality and unique to Santa Fe and demonstrate strategic partnerships/collaborations to increase Cultural Tourism.

### **Describe your collaborative project(s)- Describe what makes your programming a destination for International, National, and Regional markets? How will programs complement each other or encourage the audience to "attend" multiple partner events?**

IW has been hosting virtual events since the onset of Covid (April 2020), welcoming all isolated audiences to know, we are all in this pandemic together and can get through this together. When doors began to open in 2022, IW started the outdoor and safe space series of hybrid pop-up festivals at the Santa Fe Railyard Park and IW continues to expand and invite coalitions to invest their time and expertise to build mutual presence in SF. We share databases and interest groups, and grow audience awareness of all collaborator's artistic activities.

Our events are extraordinary in modeling inclusion. We make a broad range of Indigenous arts and culture accessible to local communities and those who are not presently in New Mexico but appreciate its unique cultural audiences. Our virtual and in-person platforms connect us beyond neighborhoods and our ongoing marketing strategies aim to expand our networks for these artists and businesses to reach a broader base. During the worst of Covid, our audiences found us on the internet. Those audiences have rejoined us in live events, and are augmented by the following that we build, and continue to grow, through our monthly virtual events. Those audiences, from many miles away, come to our festivals feeling like family and return to help out in ongoing programs.

Our live events in Santa Fe, including during Annual Indian Market, join in the international cultural tourism that is the lifeblood of the city's economics. We further enrich that environment with a visual and audio feast of arts and music performance, attracting passers-by to check out our vibrant colors.

Our online presence and archives provide a virtual experience for others to view the festivities from afar.

Our local coalitions provide dedicated supporters who attend and participate in the IWF series drawn by their experiences from our previous projects. IAIA provides an extraordinary concentration of new and emerging Indigenous artists who are the future of Indigenous Arts performance. While promoting our events, our





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planning and marketing teams will reach out to encourage additional local Santa Feans and online participants to attend. We expect, along with our partners, to cross-market each other's events, to take full advantage of overlapping interests, audience focus, and our ultimate goal of erasing walls of separation. Some local businesses have offered, in lieu of financial support, to raise IWF visibility by including our publicity in their own proprietary advertising.

Our partners offer contacts with interests and goals that overlap ours. We share artistic investment in the health and well being of the Santa Fe community, both Indigenous and otherwise. Audiences that care about IAIA programs are welcome at ours, and vice versa. Our outreach to D/HH communities resonates at the New Mexico School for the Deaf and beyond. Our artistic collaborators move in the same circles we are pleased to join, and we support each other's events.

**What specialized resources and skill sets does each partnering organization in the collaboration bring to the fuller project? Give evidence of why this collaborative project is courageous, adaptive, or innovative, and what you hope to learn in this process.**

As award-winning acoustic musicians IW's co-founders, Elena Higgins (New Zealand) and Tash Terry (Navajo), have amassed a significant network of musicians and artists. Additionally, Tash is a nationally certified ASL interpreter with extensive knowledge of the need to include communication access to events for Deaf and Hard of Hearing (D/HH) folks, and Elena has experience as a teacher in education, arts and the outdoors in a variety of schools throughout New Zealand and Australia (before relocating to Santa Fe in 2006).

In recent years, IW's programming flourished through hybrid events spotlighting Indigenous Arts and Wisdom, utilizing ASL interpreters as integral to each event, including equal screen size shared space online to ensure meaningful access for D/HH audiences. We join with partnering organizations to access their unique resources and honor their perspectives:

- IAIA empowers creativity and leadership in Native Arts and cultures; its teachers and students provide a rich source of artist participants.
- NMSD is a rich source of student volunteers for a program directly across from the school. In return for their involvement they have access to mainstream cultured performance, event opportunities, and a rich source of networking and resources for further entry into the mainstream world around them.
- Santa Fe Public Library's mission is to inform, enrich and educate the members of the community by creating and promoting access to a diversity of ideas and information, and by supporting lifelong learning and reading. In accomplishing its mission, the library honors the community's unique cultural heritage and traditions, while preparing its community members for the future.
- Meow Wolf - Local innovative arts institution incorporates IWF publicity in extensive Meow Wolf Marketing presence.
- Hutton Broadcasting is a locally based media and marketing institution, determined to create new generations of creative visionaries.





## Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

### IndigenousWays

### Application #CI-FY250002

Name: Elena M Higgins  
Phone: (505) 795-2543  
Email: [hello@indigenousways.org](mailto:hello@indigenousways.org)

- Natural Grocers is your neighborhood organic grocer offering everything from organic produce to free range eggs to health coaching and more.
- Wise Fool New Mexico welcomes adults and teens of all ages, genders, sizes, fitness and experience levels to join us for ongoing classes in circus arts!

Our festivals eradicate lines that have traditionally hindered disparate communities coming together for music and arts. We draw from Indigenous communities with histories of misunderstanding and competition. We welcome D/HH performers and audiences through a dedicated sign language environment intended to remove communication barriers. We have contracted with a deaf filmmaker to add her perspective to upcoming projects. Our sign language environment enriches all participants: Our performers learn to adapt to interpreters by providing advance notice of set lists, lyrics and music. Our audiences experience multi-level presentations - where visual communication enhances the message.

Our goal, always, is to connect communities through art - to join performances and audiences that would not otherwise exist. Through these festivals, we all learn to walk in each other's worlds, respecting other communities and reaching beyond customary boundaries. This process applies to program organizers, performers, vendors, and audiences, all of whom have much to learn about making space for others to share.

IWF inaugural events in 2022 displayed IWF's unique offerings to the Santa Fe communities and beyond. We spread the truth that music and arts education carries all cultures and benefits all societies. We will continue to provide a successful online and in-person festival that is interactive, fun, inspiring, informative and healing, so that our audiences will crave more!

#### **What are the community benefits of each partnering organization's work?**

IW seeks to revitalize and add to the community art scene through music, storytelling and a broad range of Indigenous arts. The IWF will spotlight diverse voices and give back to our communities with contracts supporting artists, presenters, ASL interpreters, and food vendors. IW encompasses all sectors of NAI thought and ways of being through music, arts, storytelling, oral traditions and so much more. We have learned from each other in these last two years that people really care and want to be involved in solution-based events.

IW festivals embody our understanding that history lives in oral storytelling, not only in books read and taught in schools. Much of it is riddled with inconsistent stories. IW's work is sacred, encompassing life's beauty and struggles, harmony, and chaos. In songs and dance, through art of every kind, IW invites those who once were enemies to become sisters and brothers of one family. IW encourages and shares songs and dances, remembering who we are. We nurture young artists; honoring their paintings, sculptures and offer hospitality to all whose intentions are to care for mother earth and her many children. IW host festivals that prove we are still here and can work in coalitions. At the core of IW is the certainty: we are not alone. In the musicians who share the stage to the grandmothers who weave their rugs, the stories of our people are kept alive. We are still here.



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Our partnering organizations enrich Santa Fe.

IAIA offers a variety of arts opportunities to the Santa Fe public, including arts classes. Our work with IAIA incorporates elders and youth to encourage sharing and revitalization of Indigenous Arts and Culture. Our IAIA student interns live and work in Santa Fe, their involvement in IWF enhances their education, networking opportunities, and future arts activities.

NMSD student participants expand their involvement in the larger Santa Fe community through presence at the festival - and by festival goers' enhanced awareness of a robust sign language environment.

HB amplifies awareness of Santa Fe cultural resources to the broader community, including tourist destinations.

Meow Wolf attracts younger audiences to innovative art spaces.

Santa Fe Public Library encourages literacy.

Wise Fool New Mexico are youth oriented performers, fostering diversity in arts.

Natural Grocers supports health programs through local farming and natural healing.

Santa Fe Railyard Community Corporation (SFRCC) is a hub for community arts and enrichment activities.

Face Painting spreads delight by decorating children's faces.

### **Describe how your organization attracts, selects, and nurtures high quality creative talent (i.e., artists, scientists and historians). What people-focused approaches have you adopted?**

Tash and Elena provide IW with a rich source of music and art contacts, built through their own professional careers. Their resources are enhanced by the IW Board: a Native American-guided organization dedicated to working through coalitions and collaborative efforts with other non-profit and for-profit organizations to attract and celebrate diversity, equity, and inclusion, through music and the arts. Our Board Members, both Native and allies, each provide contacts, resources, and world perspectives that dramatically expand our operations. These strategies help our creative communities trust in our mission and thrive artistically. IW's combined skill sets have created a dynamic non-profit that ensures no one is left out.

IW's priority is to grow cross-cultural exchange through music and arts. In addition to our fabulous celebrity performers, including Buffy Saint-Marie and Joy Harjo, our organization seeks out and nurtures emerging



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creatives who share our values or wish to support and learn from them. As we have identified new talents, we have been gratified to watch their subsequent careers flourish. We treat all of our performers and volunteers with respect and love; a central part of our budget is ensuring that our people have food and water.

The IWF artists and presenters are connected in our shared mission statement; to serve NAI, 2S and D/HH communities, preserve Indigenous Wisdom, create relevant expressions, work towards creative solutions, promote healing and social justice, and enrich others to be a part of our ways of being through the Arts. Increasingly, our performers initiate contact with us based on our social media presence and word-of-mouth in Indian communities.

We contract with local, state, national and international Indigenous presenters, artists, musicians, and other cultural practitioners to enhance quality and visibility for mainstream audiences and varied educational institutions. Our outreach to international performers through our virtual platform often ripens to on-stage participation in our Festival.

Our creative community extends beyond the stage. IW will continue to utilize local graphic and website designers who meet all our printing needs, including the following: IWF event banners, posters, fliers, postcards, programs, and stickers. Professional sound and video technicians will ensure digital and live videos and sound quality; filmmakers will set up a variety of cameras for documentary and archival purposes; photographers will document the visual variety of events and people. Extending into the future, we expect that our young interns and volunteers will grow into full-fledged participants in years to come.



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### Culture Connects

#### **Describe how this collaborative effort advances diversity, equity, inclusion and access within your prospective organizations.**

IW has long embodied the strengths of a diverse and inclusive organization. Our Board is majority Native and women-led. We are committed to outreach and amplification of voices of 2SLGBTQIA+ communities and the affirmative inclusion of D/HH performers and audiences.

The IWF represents the varieties of culture and grass roots voices of the people living in and around Santa Fe, and from the greater creative world. Together with our collaborating partners, we understand the unspoken law and value of all life; and our connection to our sacred Mother Earth to which we will return. All life has meaning, and all life is to be respected. The services we each provide to our communities is hózhó, meaning it encompasses beauty, order, and harmony, and expresses the idea of striving for balance. Rather than merely a tourist draw, our presentations provide a base for Indigenous communities to share with each other and with other demographics.

As collaborators in support of each other's values and missions, we see multiple opportunities to serve the people, connect, have fun, be daring, courageous, adaptive, innovative, re-emerge, and more. This is what IWF holds as truth. Along with our NAI focus, our priority, as set forth above, is full inclusion to those who wish access to our performances, with meaningful participation of ASL interpreters whose expression is centered, and is not incidental to the event. Our concept of diversity, equity, and inclusion is not a separate category in our planning, it is at the core of our programs.

We model the imperative to revolutionize access for D/HH artists and audiences. Differential receptive abilities should not be an absolute impediment to experiencing arts and culture. We provide experienced, culturally sensitive, and creative ASL interpreters for all our programs - modeling appropriate performance standards for our audiences and for other entities. As our programs become better known, other arts and culture organizations have contacted us for ASL interpreter referrals. We pair our experienced ASL interpreters with younger professionals, who go on to serve other organizations. ASL programs use our programs to teach cultural sensitivity. We do not only practice Diversity, Equity and Inclusion, we teach it.

#### **Describe how your collaboration's strategy would improve the expertise of its staff and foster a learning culture to do even better for the people you serve. This may include professional development, evaluation that cultivates a learning environment, etc.**

IAIA, NMSD, NG, HB, SFPL, MW and WF have worked collaboratively in the past and have developed trust and a great rapport that enable us to exchange project evaluations and plan for the future.

Our planning builds in student participation alongside experienced organizers and artists. As we have



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implemented various projects with our partners, pre-planning and communication is imperative. We communicate with each other via Zoom, phone calls, emails, and in person meetings on a regular basis. As the showcase is occurring, the facilitators and students co-mingle and teach and learn with each other through this process. We intend to build these resources for the next generation.

IW aims to continually improve. Accountability is measured by data from the communities we serve. We solicit feedback at our events, through postcards and on-line barcode surveys. We have hosted gatherings with our collaborating partners, and will continue to do so. We value feedback from project partners, staff, volunteers, board members, and clientele. We added subject matter specialists in accounting and social media to support our developing efforts. We all learn from these new staff and are thrilled to move forward together.

Our IW staff and board members agree that clear communication, professional development, and evaluations are the stability for any organization. The senior management and board members concentrate on the accounting and budgets for the organization. Five board members focus on analytics and data to provide insight into where the organization has come from and where we are going.

Our organization takes a holistic approach to the wellbeing of our board members and has an annual board retreat to honor our members. During this time, we share aspects of our physical, mental, emotional, and spiritual states and offer positive feedback - along with healthy food and beverages - to ensure that we have the collective and perpetual strength to move forward together.

#### **How is this collaborations programming providing access to new and traditionally underresourced (underserved) audiences?**

Our unique programming for the 2024-2025 IWF and facilitated workshops specifically targets the underserved NAI, 2S and D/HH communities as well as the Santa Fe local communities that are not the focus of the cultural offerings directed towards tourists. We reach our audiences by word of mouth, radio, social media, shared online databases, posters, banners, postcards, leaflets - all designed to raise awareness of a free Festival program in a Santa Fe public park. Access cannot be meaningful if audiences aren't aware.

As the co-founders and directors for IW, we are Indigenous, 2S, woman, international artists, and leaders in our communities. We have first hand experiences and understanding of what it means to be "left out" while growing up in remote seldom-served reservation areas. As a result, we are willing to invest in reaching remote or marginalized communities. We developed this festival for just that purpose: its programming and participants reflect the audiences we serve; our location, away from the center of town, but at a busy intersection, facilitates access and invites attendance by passers by - who may be attracted by our banners, dramatic turquoise stage and cluster of colorful pop-up tents - all surrounded by a festive crowd.

We have several dedicated paths for inclusion - notably our sign language interpreters. For so many, access



CITY OF SANTA FE  
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requires a welcoming environment. Our outdoor location is friendly to all generations, open to a range of disabilities - with our anticipated stage access ramp modeling our focus on accommodation and inclusion. Our participants and audiences encompass a range of social classes and gender orientation as culture. We provide access to a range of audiences and performers, who cannot reasonably be treated disparately.

Fundamentally, IWF was designed to present a multicultural event in a location most accessible to the broadest possible audience, without financial, social, or physical barriers.



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### Marketing Impact Relevance

**Explain how the collaborative marketing and promotion plan is crafted to reach the intended project audience, and how it will effectively advance the concept of Cultural Tourism in Santa Fe. How does the overlap in your collaborative partnership's audiences enhance the impact of the project?**

We have learned to market our events through outreach across virtual platforms, word-of-mouth, and local businesses. With our partners, we have been pleased to cross-market events, and to develop programming that appeals to the range of our separate, but overlapping audiences. Our banners include their logos, and are displayed at other events; their banners, likewise fly at ours. Collectively, we aim to reach the broadest community that includes consumers of art, music, food, culture, and family entertainment. All our programs are provided free of charge, thanks to the generous support of important granting organizations.

IW has successfully promoted previous projects by collaborating with all our stakeholders through our websites and personal communications. We plan to do this again for the IWF project; along with getting our artists, presenters, partners, sponsors, vendors, live and online audiences to share their assets for this event on their social media pages, newsletters, and e-blasts. We will include paid advertising and press releases via radio, press and social media to reach our target audiences.

One of the values of our institutional collaborators will be co-mingling contact lists. We expect our marketing outreach to be amplified by each of our partner organizations. All four collaborating organizations have a huge reach on their social media platforms. Combined with our existing list and those resources, we expect to greatly expand our audience. Our combined audiences reach well beyond the NM, and have the capacity to promote tourism in the State.

For promotion, the plan to use our combined social media platforms to grow new audiences. Collectively, and through primary digital platforms IAIA, NMSD, NG, HB, SFPL, MW and WFNM will leverage the following existing contacts: Facebook (255,000), Instagram (365,000), Twitter (208,452), and YouTube (195,305). The access to each other's networks - including databases will give us four times more marketing & promoting power to advertise the IWF. A target goal combining all the organizations networks could have 3,500 attend the monthly in-person series, 1,000 attend on the Zoom live platform and 3,000 live streams through IW social media pages (9).

Along with our partners, IWF has demonstrated the power to promote Cultural Tourism in New Mexico. IWF reflects the power that the dynamic creativity of Indigenous populations of NM possess to bring diverse people together.





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### Targeted Audience Media Plan

In this section please provide details about the media outreach your organization plans to utilize. Please use as much details or information as possible, if that specific type of media does not apply to your organization please provide a brief explanation why.

Please provide a detailed explanation of planned marketing and promotional activities related to the project.

#### DEFINITIONS:

- **OWNED MEDIA:** Content that the organization is in full control of and includes the organization's websites, blogs, e-newsletters, and social media accounts.
- **PAID MEDIA/PAID ADVERTISING:** Paid Media includes paid placements in magazines, newspapers, radio, billboards, digital display ads, search engine optimization, social media, etc.
- **EARNED MEDIA:** Earned media is any material written about you or your business that you have not paid for or created yourself and is typically generated through public relations efforts (e.g. a press release and interviews, word of mouth, social media mentions or shares).

**Describe the types of Owned Media you plan to leverage to promote the project.**

**What benefit does your organization foresee from using these platforms and what constitutes as success?**

At the beginning of July 2024, the IW marketing team will send a digital asset weekly to each of our stakeholders (partners, sponsors, artists, presenters, etc.). Owned Media will share on all their social media pages, email blasts and newsletters as well as put on their websites.

A week before each IWF we distribute an alert of upcoming programs through our newsletter, which reaches our entire database.





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We plan to use our combined social media (Owned Media) platforms to grow new audiences. Collectively, and through primary digital platforms with our performers and partners will leverage the following existing contacts: Facebook (3,000), Instagram (2,000), Twitter (500), and YouTube (900). IW is well known in Santa Fe, throughout Indian Country and the world. A target goal is to have 3,500 attend the monthly IWF series via Zoom live platform and 1,500 live streams through IW social media pages (9).

In October 2024 we will be sending a full page ad to NM Magazine to advertising in their May and June 2025 edition about our IWF hybrid series at the Santa Fe Railyard Park.

IW will be revamping our IWF podcast of the live recordings to better the quality of our product, focusing and growing in this target market.

We email and send texts regularly to our growing database to keep everyone informed of past and up-and-coming shows.

Along with our other programming, we have developed a considerable reach through our social media platforms. Each program provides marketing and promotion for our other activities, including our in-person festivals in Santa Fe. All our programming is related, and the promotional efforts build upon each other to grow our audiences, as well as promote tourism in Santa Fe.

IW has successfully promoted previous projects by collaborating with all our stakeholders through our websites and personal communications. We plan to do this again along with getting our artists, presenters, partners, sponsors, and online audiences to share their assets for this event on their social media pages, newsletters, and e-blasts. We will include paid advertising and press releases via radio, press and social media to reach our target audiences.

**Describe the types of Paid Media/Paid Advertising planned to promote the project.**

**What benefit does your organization foresee from using these platforms and what constitutes as success?**

We plan to expand our paid advertising to IWF by using the models and practices we have implemented for our local festival programs. Our IW marketing team is embedded and invests in our local economy. We have and continue to utilize experienced local graphic and website designers who will create all our promotional material. IW works with a local printing business who meet all our printing needs including; posters, fliers, postcards, and stickers.



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### IndigenousWays

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Our marketing efforts start with our local community. Our local community definition is broadened through the inclusion of our partner entities, each of whom, attracts an associated and enthusiastic audience. We expect to focus additionally on Santa Fe neighborhoods, in which the programs are presented, as well as the City at large. People from the 19 Pueblos, Navajo communities, and the Apache Nations will be drawn by events that involve their friends and relatives. As an Indigenous driven event, it will generate more acceptance and participation from our reservation communities. Their presence in turn will drive opportunities for cultural tourism from outside the city.

Past paid advertising includes: local papers (Albuquerque Journal, Santa Fe New Mexican, Pasatiempo, Santa Fe Reporter, etc.), Magazines - NM Magazine, SWAIA Indian Market Guide, radio PSA, social media, travel to surrounding Pueblos and recruit volunteers and contractors.

Targeted advertising: Indian Country media (Native News Online, Indian Country Today); Arts organizations including Southwest Indian Art Association, Free Indian Market, Institute of American Indian Arts, New Mexico School for the Deaf; NM focused tourism outlets.

We will deploy street teams to distribute stickers, flyers and other promotional materials, including at other cultural events.

IW will be revamping our IWF live podcast and access to archive recordings, to better communicate the quality of our product, focusing on growing this target market.

**Describe the types of Earned Media (if applicable) you plan to utilize to promote the project.**

**What benefit does your organization foresee from using these platforms and what constitutes as success?**

In our previous programming cycles, we have successfully generated significant coverage in local magazines, newspapers, radio and TV, in the form of interviews with IW principals as well as previews of upcoming artists.

IW has an extraordinary marketing committee; we successfully spearheaded three IWF in 2023, five IWF in 2022; and in 2021, sold out online Indigenous Healing Festival (IHF). Word of mouth and social media marketing through our stakeholders proved to be our greatest asset. In 2019, during Native American Heritage Month, we hosted a Buffy Sainte-Marie concert that immediately sold out the Lensic Performing Arts Center.

We will employ the same strategies for the 2024-2025 IWF project; encouraging our artists, presenters and online audiences to share assets from this event on their social media pages, newsletters and e-blasts. We will



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include paid advertising and press releases via radio, press and social media to reach our target audiences.

IW has earned local recognition for its activities, extending beyond arts and music presentation to include social justice. Among these awards - True Heroes 2020 - New Mexico Magazine and KOB TV-4 recognized Elena and Tash, co-founders of IndigenousWays, for their Navajo Nation relief runs throughout the Pandemic. We are proud that IW's commitment is broad enough to recognize art, culture and community survival are all related. This public recognition adds to our earned promotional power.

**Describe the types of Printed Collateral Materials, if applicable, used to promote the project.**

**Include how the materials will be distributed and/or reach the hands of the intended audience.**

All of our program, stickers, and fliers will be created by professional graphic artists then sent to our local printers. We plan on all our stakeholders distributing the IWF Printed Collateral Materials as well as street teams covering areas including; Santa Fe, Mora, San Miguel, Los Alamos, Bernalillo and Rio Arriba Counties. We will also have these printed items available at each of our IWF series.

Because IWF is quintessentially a hybrid platform, printed materials including banners, fliers and posters are central to our promotional activities.



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## Audience Geographics

Enter numerical estimates of the audience your collaboration intends to reach through proposed marketing strategies.

	<b>Owned Media</b>	<b>Paid Media/Paid Advertising</b>	<b>Earned Media</b>
<b>International</b>	2,500	3,600	500
<b>National</b>	7,500	14,000	7,500
<b>Regional (AZ, CO, OK, TX, UT)</b>	7,000	15,000	10,000
<b>Northern New Mexico</b>	5,000	5,000	10,000
<b>New Mexico (State)</b>	5,000	7,000	10,000
<b>SubTotals:</b>	<b>\$27,000</b>	<b>\$44,600</b>	<b>\$38,000</b>
<b>Totals:</b>	<b>\$27,000</b>	<b>\$44,600</b>	<b>\$38,000</b>



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### Sample Request

These samples are critical to your review. The artistic quality is judged based on the samples provided. Please include high-quality samples that are reflective of both the overall artistic quality of your organization as well as of the quality of the proposed project. This can include submissions from one or all partnering organizations applying for funding. NOTE: these may be used by the Arts and Culture Department for non-commercial purposes.

Before uploading samples, please read the corresponding directions below:

### ARTISTIC SAMPLES

#### Images Samples

##### Note the change in submitting images:

1. Combine into a PowerPoint, Word or similar document no more than ten (10) images, with one image per page, include title, date, artist, media, and dimensions for each sample.
2. Next convert this document into a PDF
3. Use the Upload File button below to upload your PDF

#### Artistic Samples

*IndigenousWays Festival Artistic Samples.pdf*

#### Video Samples

Link to up to no more than two (2) video clips, each clip not to exceed three minutes.

***Include the https:// and www prefix (where applicable).***

#### Video Link #1

<https://youtu.be/OtNjlq8pJaA>

#### Video Link #2

<https://youtu.be/y9p7oD4VxMU>

#### Audio Samples

Link to up to no more than two (2) audio clips, each clip not to exceed three minutes.

***Include the https:// and www prefix (where applicable).***



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**Audio Clip #1**

<https://youtu.be/lvshPWJBDQs>

**Audio Clip #2**

<https://youtu.be/EHBRV6WCvSU>

***If your video or audio sample is not available via a link and only available as a file, please do the following:***

- 1. Complete the remainder of this page***
- 2. Click "Save Work" at the bottom of this page***
- 3. Click the "Manage Work Samples" tab in the navigation bar above***
- 4. Click the Video or Audio button depending on the media type of your sample***
- 5. Upload your video or audio clip***
- 6. Return to this application from the "Current Programs & Applications" tab above***
- 7. Attach your video(s) or audio clip(s) on the following Video/Audio Work Samples page***
- 8. Complete the remainder of the application, save, and submit.***

**Promotional Materials**

Upload up to no more than three (3) PDF samples of promotional materials, reviews from past projects and/or education materials. These materials are used to judge the effectiveness of marketing and promotion, overall artistic quality and quality of educational programs. If you referenced educational materials in the narrative please include a sample of those materials.

**Promotional Material #1**

*INDIGENOUSWAYS FESTIVAL MARKETING.pdf*

**Promotional Material #2**

*IndigenousWays Festival video.pdf*

**Promotional Material #3**

*IndigenousWays Festival support letter.pdf*



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Name: Elena M Higgins

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Video/Audio Work Samples

No Work Samples are assigned to this application.



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Attachments Confirmation

Please select Yes or No/Not applicable

**Images Samples** (submitted as a PowerPoint/PPT file, converted to PDF and uploaded via Document Bank)

Yes

**Video Samples** - Use the furnished Video Links pages.

Yes

**Audio Samples**

Yes

**Promotional Materials**

Yes





Santa Fe Arts & Culture Department - Collaborative  
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Santa Fe Youth Symphony Association

Application #CI-FY250013

Name: Callie N O'Buckley  
Phone: (505) 672-5565  
Email: callie@sfysa.org

Applicant Profile

<b>Name</b>	Callie N O'Buckley
<b>Legal Name</b>	Santa Fe Youth Symphony Association
<b>Email</b>	callie@sfysa.org
<b>Primary Phone</b>	(505) 672-5565
<b>Alternate Phone</b>	(505) 672-5565
<b>Address</b>	1000 Cordova Place #190 - Santa Fe, New Mexico 87505 UNITED STATES
<b>Website</b>	<a href="https://www.sfysa.org/">https://www.sfysa.org/</a>
<b>Applicant Institution</b>	Performing Group - Youth
<b>Applicant Status</b>	Organization - Non-Profit
<b>Applicant Discipline</b>	Music



Santa Fe Arts & Culture Department - Collaborative  
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Santa Fe Youth Symphony Association

Application #CI-FY250013

Name: Callie N O'Buckley

Phone: (505) 672-5565

Email: callie@sfysa.org

Intent to Apply

**Have you thoroughly read and understand the program description for Collaborative Impact (CI) for FY 2023-2024?**

Accept

**Is the LEAD organization a federally recognized nonprofit with an IRS 501(c)3 status; OR a public agency (as defined in the NMSA Section 11-1-1 or any county, state or education institution specified in Article 12, Section 11 of the NM Constitution)?**

Yes

**Please upload your organization's IRS Exemption Letter indicating nonprofit status.**

*SFYSA 501(c)(3) Letter.pdf*

**Please upload the LEAD organization's overall budget. There is no specific format required.**

**(All participating organizations overall budget could be included if available. Multiple organizational budgets should be compiled into ONE PDF document.)**

*SFYSA FY24 Operating Budget.pdf*

**Is the LEAD organization a registered business via the City of Santa Fe Business Registration requirement?**

Yes

**Please upload a CURRENT copy of the LEAD organizations City of Santa Fe Business Registration License.**

*2023.03.08 SFYSA Business License.pdf*

**Please submit in the following text box the LEAD organization's mission statement. Only LEAD Santa-Fe based organizations who's mission specifically includes the arts, will be considered for funding.**

Our Mission is to inspire and engage the youth of Northern New Mexico's multicultural communities through excellent music education, the guidance of music professionals, and performance opportunities from small ensemble to full orchestra in Jazz, Mariachi and Orchestra.

**Please submit a copy of the LEAD organizations Board of Directors list.**

**Optional: Describe how the composition of your Board aligns with DEI (Diversity, Equity & Inclusion) principles.**

*2023 SFYSA Board of Directors.pdf*

**If awarded, would your organization be able to obtain and provide a Certificate of Insurance for \$1**



CITY OF SANTA FE  
ARTS & CULTURE

Santa Fe Arts & Culture Department - Collaborative  
Impact FY 2024- 2025

Santa Fe Youth Symphony Association

Application #CI-FY250013

Name: Callie N O'Buckley

Phone: (505) 672-5565

Email: callie@sfysa.org

**million General Liability with the City of Santa Fe as an additional insurer?**

Accept



## Santa Fe Arts & Culture Department - Collaborative Impact FY 2024- 2025

Santa Fe Youth Symphony Association

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### Cultural Investment Program

FY 2024-2025 (July 1, 2024 through June 28, 2025) Cycle of the City of Santa Fe Arts and Culture Department's Cultural Investment Funding Program

*"Culture embodies the shared complex and diverse heritage of a community, including its tangible and intangible virtues...It is the quiet and restless imagination that becomes expression, from which emanates writing, song, performance, painting, sculpture, cuisine, dance, design and story. When recognized, coalesced and leveraged, culture is transformative. It ignites creativity, consciousness and capacity."*

*Culture Connects Roadmap*

Collaborative Impact Grant (CI), challenges organizations to collaborate and create new ways of presentation via traditional media. Our view is that this will allow a more diverse range of groups the ability to create new marketing opportunities for themselves. Projects receiving \$30,000 awards each.

### COLLABORATIVE IMPACT (CI)- Awards in the amount of \$30,000

#### Program Description

The Collaborative Impact (CI) grant focuses the programmatic efforts of Santa Fe's arts non-profit organizations on the development/creation of new media and/or programs intended to promote both Santa Fe's rich and diverse arts and culture arena. The goal is to encourage collaborative projects independent of the partnering organizations' traditional programming and foster the sharing of ideas, staff, materials and resources. Collaborations must originate from at least one LEAD arts non-profit organization in partnership with other non-profits or arts collectives. Organizations are encouraged to create multi-disciplinary programmatic content that promotes storytelling and advances the artistic vibrancy and cultural assets of Santa Fe in unique ways through in-person and/or digital experiences. CI grants are intended to expand the promotion of Santa Fe to include Cultural Tourism, thus attracting a specific audience of visitors who more directly foster our creative economy.

#### Possibilities

Project proposals should be leveraging the assets of arts and community non-profit organizations for use in cultural tourism marketing and promotion while providing program participation opportunities to a broader community/audience. Applicants are encouraged to consider a less traditional approach to storytelling that leverages digital media and programs to push the interpretation of what "promotion" means. As a baseline, applicants should consider creative solutions to storytelling that could include:

- Repurposing existing digital program content in new and different ways (ex: pre-recorded orchestration coordinated with dance or theater)



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- Creating independent digital experiences that incorporate a variety of creative inputs (episodic stories, gaming/apps, short films, virtual reality, podcasts etc.)
- Describing cultural tourism through the incorporation of cultural assets (music, dance, theater, food, visual arts) with built/natural/architectural/historical visual references
- Uplifting social issues in a creative context (creation of theatrical performances, storytelling, visual arts, music, etc)

#### Project Eligibility

Projects/content should be developed with the intent to activate cultural institutions in either in-person or the digital realm through the promotion of their programming and venues while incorporating Santa Fe's non-traditional, private, public and purpose-built spaces; leveraging open spaces and empty buildings, landmarks, arterials and corridors. This is an opportunity for collaborating partners to showcase their artists' talents and other artistic and cultural forms of expression in new and exciting ways while addressing social issues within the community.

All projects must take place between the effective dates of the contract July 1, 2024 through June 28, 2025).

#### Eligible expenses

- Artist fees
- Production costs such as writing, videographer, editing, rental equipment, music/scores licensing, etc.
- Website costs related to created content
- Professional development and training of personnel in digital tools
- Equipment related to creation of virtual content
- Media and/or marketing consultant fees
- Digital media platform costs
- Costs affiliated with the creation of written scripts, storylines, poetry, etc.
- Staff salaries related to the production of the Collaborative programming content

#### Ineligible expenses

- Scholarships and fellowships
- Closed subscription series including demonstrations, master classes, programs, forums, virtual tours, etc.
- Projects which are part of a post-secondary academic degree program
- Awards (ribbons, trophies, prizes, etc.)
- Deficits and debt reduction (including finance charges, loan fee, etc.)
- Meals, catering, lodging or transportation
- Capital expenses (including the purchase of real property, labor or materials costs for renovations, remodeling or new construction, etc.)



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- Tuition assistance for college, university or other post-secondary formal course work
- Fundraising (events, personnel, merchandise, invitations, etc.)
- Insurance costs related to the ongoing employment of organization staff

#### Organization Eligibility

- Programs must be based in nonprofit arts activities.
- At minimum, ONE organization must meet City of Santa Fe Arts and Culture Department's eligibility Guidelines, being a Santa Fe-based, IRS 501(c)3 arts organization, with a State of New Mexico Incorporation Certificate and City of Santa Fe business registration number.
- The LEAD organization must be an arts non-profit and be designated as the applicant.
- The LEAD organization will be required to enter into a City of Santa Fe Goods and Services Agreement becoming legally responsible for completion of the project, submission of invoices and all reporting requirements.
- Activities related to the collaboration must take place in the northern portion of Santa Fe County (i.e. Madrid/Galisteo to northern boundary of the county).
- One eligible member of the collaborative entity must serve as contracting entity for the project. The organization will be required to enter into a City of Santa Fe Goods and Services Agreement becoming legally responsible for completion of the project, submission of invoices and all reporting requirements.
- Collaborating organizations may receive funding under both CI and TMI categories, only if, the CI program is unique and separate from the TMI funded projects
- City of Santa Fe-operated programs are not eligible.
- Cultural organizations and/or artists collectives that do not meet the above requirements as a 501(c)3 may apply as a partner with another cultural organizations with a 501(c)3 as the fiscal agent. The fiscal agent cannot serve as a pass through for funding, but needs to be an active partner in the collaborative project. The fiscal agent MUST be a partnering organization in the project.
- Collaboration must be between one arts and culture non-profit with any additional non-arts/non-profit or artist collective are eligible for your collaboration.
- Does not apply to for-profit organizations unless considered to be as the third partner in the collaboration project.

#### Scope of Services

The Contractor shall provide the following services for the City:

- Advertise, publicize and promote Santa Fe as a Cultural Tourism destination through presentation and production of the project
- Promote attractions and nonprofit performing arts in Santa Fe through the presentation and production of the project
- Promote and distribute the project locally, regionally, nationally (and possibly internationally), leveraging partnering organizations' websites, social media, online broadcasting sites, film festivals, advertising



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competitions, etc.

- Promote and market the City by utilizing the City's Arts and Culture Department logo and/or credit line on all promotional materials related to the project.
- Encourage the cultural development of Santa Fe by maintaining high standards of artistic (and creative) quality as demonstrated by the development of original programming for potential use by local and state tourism office.
- Demonstrate administrative competency through planning, innovation, quality programming and realistic budgeting.
- Provide a Final Report to the City providing statistical and demographic information describing the marketing strategies utilized and the impacts on local, regional, national and international audience expansion, evaluating the successes and lessons learned from the project.

#### Contract Amount and Requirements

##### Logo

All organizations funded must display the current City of Santa Fe, Arts and Culture Department logo on all printed and digital publicity, promotional and program materials related to the project. Failure to include the logo can result in the termination of the contract and the revocation of funding.

#### Payment Requests

This funding is reimbursement based, payment is made after services are rendered. Partial payments may be requested, staff reviews all requests before payments are made. Final payment will be withheld until the Final Report is accepted by the Arts and Culture Department. Organizations can expect payments to be completed between thirty (30) and ninety (90) days from the date of invoice submission. Invoicing Guidelines In order to request partial or final payments please submit an itemized invoice and submit via GoSmart. Links for invoice uploads are included in the Final Report submission and must be included to be considered complete. For final payments, Final Report and invoices must be received and dated NO LATER than Saturday, June 28, 2025 at 5:00pm MST . Reporting and invoicing submissions received after the deadline will not eligible to receive the final payment.

#### Reporting

- Organizations will be required to provide statistical and demographic information about the project as well as qualitative assessment of the program.
- Final payment will be withheld until the Final Report is accepted by the Arts and Culture Department.
- Organizations are required to submit reports online through the GOSmart system at [santafenm.gosmart.org](http://santafenm.gosmart.org) by Saturday, June 28, 2025 at 5:00pm MST .



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There are no exceptions to the reporting requirements. Failure to submit acceptable reports by the deadline will render an organization ineligible to apply for Arts and Culture Department funding for a period of five (5) years from the due date of the report.

#### Financial Records

Separate financial records related to the funded project must be maintained by the organization. These records must be kept on file during the award period and for a minimum of three (3) fiscal years after the end of the award. Records are subject to local, state, and federal audits at any time. These records may be requested at any given notice for auditing purposes, failure to provide requested financial records will result in the organization's disqualification from future funding.

#### Audits

Organization must also submit an annual IRS Form 990 to maintain organizational eligibility. There are no exceptions to this requirement.

#### CRITERIA AND EVALUATION:

The Arts and Culture Department staff reviews all applications for eligibility and completeness.

Panels are comprised of representatives of the Arts Commission and experts with knowledge and experience in the area under review. Panelists are given up to four (4) weeks for review and evaluation of eligible applications. Arts & Culture Staff facilitates panels but does not contribute to evaluation or scoring of applications. Panels may convene in-person or virtually (i.e. Zoom).

#### Criteria

Applications will be reviewed based on an established set of criteria, for a total possible score of 100. An average of the Review Panel's scores will be used to rank the applications.

#### Project and Artistic Excellence: 40 points

Projects/content should be developed with the intent to activate cultural institutions through the promotion of their programming and venues while incorporating Santa Fe's non-traditional, private, public, and purpose-built spaces. This is an opportunity for collaborating partners to showcase their artists' talents and other artistic and cultural forms of expression in new and exciting ways.

#### Marketing Impact Relevance: 40 points

Provide a tangible marketing distribution plan detailing how you will attract a diverse constituency in Cultural Tourism. This will need to include how your programming will attract and grow the presence of the Santa Fe





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brand and drive audiences Internationally, Nationally, and Regionally.

#### Culture Connects: 20 points

10 points

Maintain, nurture and attract professional volunteer leadership that will reflect Santa Fe's diverse community and to lead the organization with a clearly stated contribution to diversity, equity and inclusion of Santa Fe.

10 points

Effective impact to reach and nurture future audiences through innovative programs, arts education and engagement.

#### Funding Information

Funding for this program is authorized by the City of Santa Fe Ordinance No. 1987-45, which earmarks a portion of the Lodgers' Tax for the "promotion and advertising of non-profit attractions and nonprofit performing arts in Santa Fe." NMSA "Lodgers' Tax Act" (3-38-21) authorizes a municipality to use tax proceeds to defray costs of advertising, publicizing and promoting tourism attractions within the area. Therefore, eligible organizations must play a role in promoting tourism and apply the funding received primarily towards the project's promotional, advertising and marketing costs.

All projects must take place between the effective dates of the contract (July 1, 2024-June 28, 2025).

#### Schedule TMI & CI Categories

Intent to Apply Period OPENS

#### Dates

Friday, December 1, 2023

#### Times

8:00AM

Intent to Apply Period CLOSES

Wednesday, January 3, 2024

5:00PM

FY 2023-2024 Application Period OPENS

Thursday, January 4, 2024

8:00AM

Traditional Marketing Impact Categories Application Period CLOSES

Friday, March 08, 2024

5:00PM

Collaborative Impact Category Application Period CLOSES

Thursday, March 28, 2024

5:00PM

More information on how to contact Arts and Culture Department, Cultural Investment Funding Program:

Please submit any and all questions via email.

Cultural Investment Funding Contact: Melissa Velasquez, Arts and Culture Coordinator,



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[artsandculture@santafenm.gov](mailto:artsandculture@santafenm.gov)



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## Applicant Information

Please identify a lead applicant and supply their contact info. One organization must function as the lead.

### Lead Organization Name

Santa Fe Youth Symphony Association

### Lead Organization Executive Director Name

Callie O'Buckley

### Lead Organization Executive Director Email

callie@sfysa.org

### Lead Organization Executive Director Phone

336-309-3659

### Authorizing Official Name

Lissa Garcia Lucht

### Authorizing Official Email

lissasantafe@yahoo.com

### Authorizing Official Phone

505-672-5565

### Project/Program Leader Name

Emma Scherer

### Project/Program Leader Email

escherer@santafesymphony.org

### Project/Program Leader Phone

505-983-3530

### Primary Grant Contact Name

Emma Scherer

### Primary Grant Contact Email

escherer@santafesymphony.org

### Primary Grant Contact Phone



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505-552-3920

**List all the arts and culture non-profits and partners involved in the project. Each project should have a lead organization and at least one arts and culture partner. Additional organizations do not have to be arts-based, but cannot be the contracting partner. Describe the role and responsibility of each collaborating partner, including a list of all participating staff.**

The project will involve the Santa Fe Youth Symphony Association (SFYSA) and the Santa Fe Symphony Orchestra & Chorus (SFS). During the grant period, most of the project's marketing and promotional activities will be completed by SFS Creative Director Kathryn Nun and SFS Marketing Assistant Elisabet de Vallée, and will be overseen by SFS Executive Director Emma Scherer with assistance from SFYSA Executive Director (and future SFS Education and Engagement Department Director) Callie O'Buckley.



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## Project Narrative

Project Narrative of Collaborative Impact project.

### Project Title

Two Musical Legacies, One Shared Vision

#### **Please provide a brief description of the Collaborative Project that is being considered for funding.**

On July 1, 2024, Santa Fe Youth Symphony Association (SFYSA) will complete an exciting merger with the Santa Fe Symphony Orchestra & Chorus (SFS). The grant period will represent SFS' 41st Season, which begins in September 2024 and conclude in May 2025. This season includes 12 SFS orchestra and chorus concerts at the Lensic, 3 SFS choral and chamber ensemble concerts at Saint Francis Cathedral, and more than 20 free SFS chamber music concerts across Santa Fe. SFYSA will become the SFS Education and Engagement Department, where it will present a Winter Concert Series (6 concerts with all ensembles), a Spring Concert Series (6 concerts with all ensembles), and several dozen community performances with Jazz, Mariachi, and Chamber Music Program ensembles. Both organizations will maintain their full staff and slate of offerings, and will jointly establish one new education program. By joining SFS, SFYSA will significantly increase its owned, paid, earned, and print marketing reach.

#### **Please provide a full description of your collaborative project. Include listing of partnering organizations.**

The Santa Fe Youth Symphony Association (SFYSA) comprises 281 students spread among five classical orchestras, three Mariachi groups, several classical chamber music ensembles, ten Jazz Project bands, and a multi-genre private lesson program. Current enrollment includes students from Santa Fe, Los Alamos, Rio Arriba, Taos, Bernalillo, San Miguel, and Sandoval counties, as well as Alamosa County in Colorado. For our Collaborative Impact project, we are thrilled to be joining forces with the Santa Fe Symphony Orchestra & Chorus, a longtime collaborator with a similar dedication to music education and community outreach. For many years, SFYSA musicians enrolled in the advanced Youth Symphony Orchestra have had the annual opportunity to play side-by-side with the SFS Orchestra (these opportunities will become more frequent following the merger). Additionally, winners of the SFYSA Concerto Competition traditionally perform with the SFS Orchestra at their annual Discovery Concert for local 5th graders at the Lensic.

SFS' free community and education programs include family chamber music concerts at venues and schools in Santa Fe and nearby pueblos, chamber music concerts at facilities for seniors, jazz performances at hospitals, free and discounted ticket offers for students and music teachers, open dress rehearsals for small children, "instrument petting zoos" for children through the Symphony del Sur program, music mentoring for Santa Fe Public Schools secondary students, and a selective Choral Scholars Program for high schoolers. The coming merger will let the organizations share community connections, marketing staff and expertise, and owned



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media resources. Although both SFYSA and SFS host numerous music education initiatives, our offerings have a surprisingly small amount of overlap. Thus, our joint programming will create wraparound and holistic services, increase community awareness of our programs, garner increased interest from prospective students, and gain new supporters in Northern New Mexico and beyond.

The Santa Fe Symphony Orchestra & Chorus includes more than 65 top-flight instrumentalists and 70 volunteer choristers — all New Mexico residents. SFS' 41st Season will include 12 orchestra and chorus concerts at the Lensic, 3 choral and chamber ensemble concerts at Saint Francis Cathedral (two of which will be free), and more than 20 free chamber music concerts across Santa Fe. The organization will collaborate with the latin band Nosotros and feature internationally renowned soloists including pianist Clayton Stephenson, bandoneón soloist Juan Pablo Jofre, violinist Sirena Huang, and several vocalists including bass Kevin Burdette. Musical offerings will range from contemporary to Baroque and include artists of color — such as Arturo Márquez and Miguel del Águila — as well as female artists like Jessie Montgomery, Jennifer Higdon and Amy Beach. Both organizations will maintain their staffs as well as all program offerings. Next season, SFYSA will expand into choral music by establishing a chorus for approximately 40 3rd-8th graders. These students will receive yearlong professional training and performance opportunities with the SFS Chorus, and the ensemble will serve as a feeder for SFS' existing Choral Scholars Program for high schoolers. Additionally, SFYSA will combine our Private Lesson Program (which provides heavily subsidized half-hour lessons for financially needy students) with the Symphony's Music Mentoring Program (which provides free small-group music lessons to Santa Fe Public Schools secondary students) to equitably serve a larger population. Both organizations also hope to foster connections between SFS musicians and SFYSA students. SFS Orchestra musicians already act as role models to SFYSA students through activities like the Side-by-Side concert. By merging, SFS musicians can highlight pathways to musical success and local employment for our young students.

The planned merger will allow both SFYSA and SFS staff members to focus on their greatest talents. At small nonprofit organizations, it is extremely common for employees to wear multiple hats and complete duties that are outside of their training or skill set. For instance, SFYSA's Executive Director designed most of our marketing materials during FY24, while SFS' Executive Director led that organization's development efforts in addition to her other duties until February 2024. The merger will allow educators to focus on education, development staff to focus on fundraising, etc., ensuring that the combined organization's efforts are high-quality, organized, and focused.



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## Project Budget

Please enter the total cost of the project including the Collaborative Impact grant amount of \$30,000.

DEFINITIONS	Description
Artist Fees	Includes artists, performers, dancers, poets, other artistic talent
Contracted Fees	Includes writer, editor, videographer, producer, sound engineer, etc.
Production Fees	Includes equipment, software, etc related to the production of the collaborative project
Online Marketing	Costs of digital marketing
Social Media	Cost of social media platforms
Printed Materials	Cost of print materials
Graphic Design	Cost of marketing brand design and layouts
Administrative Fees	Includes staff time dedicated to project (CI grant funds should NOT be used for this)
Remaining Fees	Other costs associated with the Project

	Cash	City Request	In-kind
		<b>\$30,000</b>	
<b>Artistic Fees</b>	525,000	0	0
<b>Contracted Fees</b>	68,000	0	0
<b>Production Expenses</b>	182,000	0	0
<b>Online Marketing</b>	15,000	5,000	0
<b>Social Media</b>	15,000	5,000	0
<b>Printed Materials</b>	50,000	15,000	0
<b>Graphic Design</b>	15,000	5,000	0
<b>Other</b>	950,000	0	0
<b>Administrative Fees</b>	540,000	0	0
<b>Remaining Fees</b>	18,550	0	0
<b>SubTotals:</b>	<b>2,378,550</b>	<b>30,000</b>	<b>0</b>
<b>Grand Totals:</b>	<b>2,378,550</b>	<b>30,000</b>	<b>0</b>



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### Project Budget Narrative

#### **Describe each collaborating partner's contribution and expenses, etc.**

Both SFYSA and SFS are investing heavily in paid, earned, and owned media to announce the merger, explain its rationale, address questions and concerns, and generate excitement. The organizations retained a PR consultant in December 2023, and have created a joint 16-page merger marketing plan. Note that many merger expenses will be incurred before the grant period begins.

During the grant period, SFS Creative Director Kathryn Nun and Marketing Assistant Elisabet de Vallée will create all of the combined organizations' marketing materials in-house. Using a robust marketing and public relations budget, they will partner with local advertisers, publications, media outlets, etc. to promote the organizations' season in general, specific concerts, and community engagement offerings. SFS will invest in online, digital, broadcast, and print marketing to reach new and varied audiences with information about the exciting 2024-2025 Season, including Education and Engagement Department (SFYSA) programs and concerts. "Remaining fees" includes the combined organizations' expenses for renting rehearsal and performance venues, office rent, utilities, etc. "Other" represents public relations expenses. To ensure stability during the upcoming transition period, both organizations' expenditures will remain fairly similar to FY24. Prior to the merger, SFS had an operating budget of \$1.8 million and SFYSA had an operating budget of nearly \$500,000. The merger will allow both organizations to eliminate unnecessary and duplicate spending, increase staff specialization, grow artistic fees for performers and teachers, and maximize the impact of contributed and earned revenue.





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## Artistic Excellence Narrative Questions

### Artistic Excellence: 40 points

Points will be awarded based on the thoroughness and clarity of Offeror's response in this Section. The Evaluation Committee will also weigh the relevancy and extent of Offeror's: Creativity, novelty and originality of the project; ability to foster the collaborative creation, production, presentation of innovative, distinctive and stimulating programs; attract and nurture high quality creative talent as evidenced in Artistic Samples that are of good quality and unique to Santa Fe and demonstrate strategic partnerships/collaborations to increase Cultural Tourism.

### **Describe your collaborative project(s)- Describe what makes your programming a destination for International, National, and Regional markets? How will programs complement each other or encourage the audience to "attend" multiple partner events?**

Santa Fe Youth Symphony Association serves students in eight Northern New Mexico and Colorado counties through our programs. In addition, SFYSA attracts concert attendees from across the country who come to see their young relatives perform at our concerts. For many years, SFYSA has also collaborated with larger organizations, such as the New Mexico Museum of Art and the Santa Fe Symphony Orchestra & Chorus, to have our students perform in front of large audiences from across the region and even the nation. For instance, our side-by-side concert with the SFS Orchestra consistently sells out by bringing students, parents, tourists, and SFS subscribers to the Lensic. In addition, our most advanced mariachi, jazz, and chamber music ensembles perform regularly at community events across Santa Fe, Los Alamos, and beyond, where they reach statewide and regional audiences.

Santa Fe attracts thousands of arts and culture tourists each year - patrons who are interested in the arts, humanities, and history of the Southwest. As the only local, full-sized professional orchestra in Santa Fe, SFS is a major draw to visitors from across the US and beyond. Their concerts at the Lensic, Saint Francis Cathedral, and across Santa Fe have been consistently full or sold out, with an average attendance of 92% in 2023-2024, up from 89% in 2022-2023. More than 10% of this audience comes from outside the greater Santa Fe and Albuquerque metro area. The SFS Orchestra consistently attracts artists — both local and international — who are at the top of their fields and play an important part in generating ticket sales. Each season, SFS reaches patrons of all ages (elementary students to seniors in assisted living facilities and communities), ethnicities, and socio-economic levels. SFS's expanded outreach programs target those who would not otherwise be able to attend season performances at the Lensic. Annual community concerts are "pay-what-you-wish" and are attended by a diverse group of locals and visitors, broadly reflecting Santa Fe both economically and ethnically. When available, SFS offers a limited number of free subscription concert tickets to residential/retirement homes. Youth concerts and mentoring programs reach a large portion of Santa Fe's Hispanic/Latine population through engagements with Santa Fe Public Schools. Additionally, SFS musicians perform small ensemble concerts at no cost in retirement homes for those unable to attend concerts.



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elsewhere. Free and deeply discounted tickets are offered to students as well as members of various arts groups.

SFS and SFYSA programs complement each other extremely well. The most obvious parallel is between the SFS Orchestra and SFYSA's classical programming, which includes the advanced Youth Symphony Orchestra and Youth Philharmonic, the intermediate Intermezzo String Orchestra, the beginning Prelude String Orchestra and Running Start, and Chamber Music Program ensembles. However, SFS also has a rich history of programming music from other genres, particularly within education and outreach programming, which ties in well with the SFYSA Jazz Project and Mariachi Program. SFYSA students and families are extremely interested in seeing professional musicians at work as a source of inspiration and knowledge, and will be able to easily attend SFS concerts with free and discounted tickets. Additionally, SFYSA plans to market our concerts to the SFS audience as a chance to see the performers of tomorrow. SFS patrons are already familiar with SFYSA students through initiatives including the Side-by-Side concerts, and many are strong supporters of music education.

**What specialized resources and skill sets does each partnering organization in the collaboration bring to the fuller project? Give evidence of why this collaborative project is courageous, adaptive, or innovative, and what you hope to learn in this process.**

The Santa Fe Youth Symphony Association began in 1994 with one ensemble — the flagship Youth Symphony Orchestra. In the 30 years since, we have expanded our offerings to serve students at every level — from true beginners to professional-level youth — and established strong jazz and mariachi programs. We incorporate cutting-edge pedagogy, from trauma-informed instruction to Social-Emotional Learning, into all of our programs. Our teaching staff hold degrees from respected institutions, perform across the world, and have received statewide recognition for their instructional accomplishments. Each season, we adapt to the needs of our community by monitoring enrollment, speaking to a wide variety of community members, and sending surveys to our families. For instance, during our current 31st Season, we added two jazz bands (the Tesuque Ensemble and the Nambé Ensemble) in Santa Fe to accommodate increased student interest. We also expanded financial aid offerings by changing income thresholds to reflect the Department of Housing and Urban Development's "low income" Adjusted Home Income Limits for Santa Fe. Subsidies cover between 25% and 90% of SFYSA tuition, instrument rental, and concert ticket costs. Every student that qualifies for aid receives commensurate assistance, and this improvement to SFYSA's financial aid program expanded the number of qualifying students from 18% in 2022-23 to 26% in 2023-24.

The Santa Fe Symphony Orchestra & Chorus held its first concert on Labor Day, 1984. The orchestra employs many of New Mexico's finest classical musicians — in-demand professionals with international tours, tenured positions at universities, and degrees from institutions like The Juilliard School and the Curtis Institute of Music on their résumés. From the beginning, SFS has operated under a collaborative structure where musicians, staff, board, and management work together for the good of the entire organization. Seven seats (25%) on the



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SFS Board are allotted to orchestra members. The orchestra is unionized to ensure that musicians are hired and compensated fairly, and rehearsals are scheduled cooperatively with other large ensembles in Northern New Mexico. SFS is known throughout the region for its high-quality programming, innovative partnerships, transparent operating style, and supportive atmosphere. Over the years, the organization has adapted to many changes in the New Mexico music scene, as well as to the needs of Northern New Mexico schools. SFS management avoids a static mindset and actively works with musicians, community members, and other collaborative organizations to seek out feedback and refine our artistic and creative process. We have a strong reputation in Santa Fe for artistic excellence, and the last few years have seen new ticket-buyers and a younger, more diverse audience. Our season programming is selected by a committee of 14 which includes musicians, board members, and staff.

#### **What are the community benefits of each partnering organization's work?**

As one organization, SFS and SFYSA will have a far greater impact than we could separately. It is estimated that the merger will triple SFS' current community impact, allowing the combined organizations to make great music and musical instruction accessible for everyone in Santa Fe including tourists. SFYSA specializes in serving students aged 8-20. We serve families from across northern NM, approximately 43% of whom identify as members of historically underserved ethnic groups and more than 1/4 of whom are low-income. Studies have shown that excellent music education programming raises student attendance and engagement (Bowen & Kisida, 2021) boosts intellectual skills, social skills and motivation (Yafi et al., 2020). SFYSA also keeps students in school through our co-enrollment policy, which requires students to join the equivalent ensemble at their school if it is offered. In 2022 and 2023, 100% of SFYSA's high school seniors graduated, improving their lifetime financial outcomes. In addition, every person in SFYSA's 2023 graduating class had plans to pursue higher education — a first for the organization.

SFS offerings benefit a wider age group, from pre-K students at family concerts and 5th graders at Discovery Concerts and Symphony del Sur events to attendees (mainly adults) at mainstage performances and seniors in memory care facilities. SFS also has a larger and geographically broader audience base than SFYSA, benefitting the Santa Fe economy when patrons dine in local restaurants after a performance, pay parking fees to see a performance downtown, and (for statewide, regional, and national patrons) stay in nearby hotels. SFS also has numerous business partners including Santa Fe Opera, Classical Radio KHFM, Hutton Broadcasting, Meow Wolf, the Lensic, Lensic360, the New Mexico Cancer Foundation, and fellow participants in the Art + Sol Santa Fe Winter Arts Festival. Through financial aid, free programs, and ticket discounts, nearly all of SFS' offerings are accessible to families of limited means. Additionally, the combined organizations will continue to hold all public events at wheelchair-accessible venues and at times (typically on weekends during the day) that are accessible for both working people and retirees. During the grant period, we will represent a significant source of income for nearly 100 New Mexican teachers, musicians, and administrators, and will illuminate and inspire tens of thousands of people through timeless music in multiple genres.



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**Describe how your organization attracts, selects, and nurtures high quality creative talent (i.e., artists, scientists and historians). What people-focused approaches have you adopted?**

SFYSA attracts students who want to experience a more rigorous and comprehensive music education curriculum than what is available in Northern New Mexico's public and private schools. The organization is home to the only full-sized student orchestras north of Albuquerque and offers several music programs that are rarely available in schools (mariachi instruction, jazz instruction, and private lessons). With mostly small class sizes, passionate and qualified teachers, generous financial aid opportunities, and progressive courses that nurture the beginner through advanced player, we are well-positioned to attract students to the SFS Education & Engagement department during the grant period. SFYSA's current year-over-year student retention rate stands at 78.4%.

SFYSA also gives our instructors the opportunity to make decisions about programming, curriculum, and budgeting for their program and students. This experience fosters positive, collaborative relationships between our teaching staff and administration and leads to long-term retention. One of our instructors was recently named Music Educator of the Year by the New Mexico Music Educators Association, and many are regular performers in their genre of expertise. SFYSA also regularly contracts with local musicians to hold small-group sectional rehearsals. Additionally, SFYSA provides students and small ensembles with master class opportunities from national and international guest artists touring to Santa Fe. This lets guest artists make the most of their time in Santa Fe and gives our students the rare opportunity to learn from master musicians. Partnering with the SFS, which regularly features world-renowned soloists and employs an orchestra of world-class professional musicians, will only increase master class opportunities.

After joining forces with SFS, every SFYSA staff member will keep their jobs (including Executive Director Callie O'Buckley, who will become SFS' Education and Engagement Department Director). SFS will also retain all of its education programs and contractors. This ensures that the teaching artists on staff at both organizations stay in Santa Fe and continue to contribute to our city's economy and tourism industry.

SFS was founded by and is led by its musicians. Orchestra and chorus members, all of whom are New Mexico residents, make up a quarter of their Board of Directors. This is a leadership structure that is unique in the United States, with less than half a dozen other professional orchestras governed the same way. Musicians also serve in staff roles for the organization. SFS recently revitalized its community outreach to impact more Northern New Mexicans, particularly on Santa Fe's South Side and in nearby pueblos. Their mainstage programming celebrates local, national, and international artists, particularly women and creatives of color.



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## Culture Connects

### **Describe how this collaborative effort advances diversity, equity, inclusion and access within your prospective organizations.**

SFYSA refers to our Diversity, Equity, and Inclusion Statement when making decisions about staffing, bringing on new volunteers, and selecting music for our programs. As a result, several employees and contractors are bilingual, which has allowed the organization to expand and improve our services for immigrant families in recent years. SFS' 41st season plans include establishing bilingual concert narration and introductions.

SFYSA fosters opportunities for cultural awareness and diverse options for musical expression by providing instruction in multiple genres. Almost half of our student body currently identifies as a person of color (at least 29% Hispanic or Latinx, 8% Asian, 3% American Indian or Alaska Native, and 3% Black). Additionally, 25% of our staff identifies as a person of color and 14% of our Board identifies as such (note that this will change at the beginning of the grant period when two members of SFYSA's Board are invited to join the SFS Board; the remaining ex-SFYSA board members will be invited to join SFS' Education Committee). When SFS created a Strategic Plan for 2024-2029, they outlined concrete goals to increase accessibility, diversity, equity, and inclusion in every area of the organization. Programming during this period will intentionally highlight diverse voices in order to overcome historical underrepresentation and to attract younger, diverse audiences. Currently, 10% of SFS Board members, 20% of orchestra musicians (who are hired through blind auditions), 30% of choral musicians, and 40% of administrative staff identify as people of color. Both organizations are committed to growing and representing our larger Santa Fe community, with a specific focus on board recruitment, during the grant period. SFS recently implemented a flexible "give-get" fundraising policy designed to attract a wider pool of Board candidates.

SFYSA addresses the cost of quality music education by providing need-based financial aid. Subsidies range from 25%-90% of program tuition, instrument rental, and ticket costs, depending on family income. Currently, 26% of our students – or 100% of those who qualify – receive aid. Financial aid means that a student's annual tuition could cost as little as \$45, monthly instrument rental could cost as little as \$1.50, and an SFYSA concert ticket could cost as little as \$1.20. (Students who receive a 90% discount on financial aid are offered free tuition if their families have trouble paying the remaining 10% balance.) Many SFYSA students also attend Santa Fe Public Schools, which provides free instruments to students enrolled in instrumental ensembles. In addition, most of SFS' current education programs are offered at no cost. During the grant period, tickets to SFS mainstage productions will cost as little as \$25 and will be free to students.

During the grant period, SFYSA will move into SFS' wheelchair-accessible offices and will hold rehearsals, lessons, and end-of-term concerts in accessible spaces. To accommodate rural families, SFYSA will continue to schedule our rehearsals on weekends and evenings, and to hold some rehearsals in Los Alamos. SFS rehearsal and concert spaces are also wheelchair-accessible, and Lensic concerts offer a Hearing Loop





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system for patrons with hearing loss.

**Describe how your collaboration's strategy would improve the expertise of its staff and foster a learning culture to do even better for the people you serve. This may include professional development, evaluation that cultivates a learning environment, etc.**

Every year, SFYSA instructors attend conferences across the country, lead and attend workshops, and explore and implement contemporary ideas in music education. Our administrative staff and board members stay abreast of academic studies in the field and attend professional development workshops from Santa Fe Community Foundation, the League of American Orchestras, Los Alamos Community Foundation, and others. These workshops explore topics like community fundraising opportunities and overcoming the challenges that our families and students face.

SFYSA and SFS also participate in the Santa Fe Music Education Consortium. This monthly meeting brings education program leaders in local performing arts organizations together with music administrators from Santa Fe Public Schools to cooperatively address issues, share information, equitably distribute resources, and identify students who are particularly underserved or needy in the community. After the merger, a representative from the SFS Education and Engagement Department (likely Haley Lovelace, whose current title is SFYSA Artistic Director) will continue to attend meetings.

One of the goals for SFS' 2024-2029 Strategic Plan is attracting and retaining administrative staff. In addition, SFS' Board recognized the importance of competitive compensation for musicians and staff alike. During the 2023-24 Season, SFS increased their professional development budget and supported staff seeking technical training, database training, arts admin workshops, and more. SFS also subscribes to 3 major knowledge-sharing communities.

**How is this collaborations programming providing access to new and traditionally underresourced (underserved) audiences?**

SFYSA is committed to never turning away a student. With support offered to every financial aid applicant each year, we have assisted many students who would not otherwise have the opportunity to join our organization. In 2021, SFYSA expanded financial aid by creating our Private Lesson Program, which is reserved for especially needy students without other lesson opportunities. We recently also stopped requiring tax documents in our financial aid application, allowing students with undocumented parents to receive assistance. These initiatives will continue after we join SFS, though the Private Lesson Program will merge with the Symphony's similar Music Mentoring Program.

During the grant period, SFS will involve education and community leaders in our long-range planning, particularly when it comes to engagement programs. The organization plans to increase the reach of collaborative events like Symphony del Sur (current attendance 200+), the Pueblo Chamber Concert Series



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(current attendance 115), the new Jazz Concerts for Veterans series, and performances at homeless shelters and teen centers. Each season, SFS Discovery Concerts at the Lensic introduce live classical music to 1,600+ fifth-graders. Additionally, free community concerts at the Saint Francis Cathedral reach 3,000 Santa Feans annually, and 220 students and caregivers receive free tickets to subscription concerts with The Symphony's free ticket offerings.

By its very definition, the planned merger will bring both organizations into contact with enormous new audiences, a significant portion of whom are underserved. For instance, SFS will be introduced to Mariachi families and audiences, while SFYSA will be introduced to choral education – areas that the organizations had not previously explored.



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### Marketing Impact Relevance

**Explain how the collaborative marketing and promotion plan is crafted to reach the intended project audience, and how it will effectively advance the concept of Cultural Tourism in Santa Fe. How does the overlap in your collaborative partnership's audiences enhance the impact of the project?**

This marketing and promotion plan represents the amalgamation of SFYSA's and SFS' annual marketing budgets. During the grant period, the combined organizations aim for sustainable growth in tried-and-true promotional approaches that they have successfully used in recent seasons. For decades, both organizations have monitored how concert attendees and program participants learn about their activities, and have refined their marketing efforts to focus on the most successful approaches. The plan strikes a careful balance between catering to existing patrons and appealing to new audiences such as tourists. Through the merger, SFS will gain entry to SFYSA's marketing tools and audiences, many of which it had not utilized or reached in the past. SFYSA also benefits significantly from the merger by gaining access to SFS' dedicated communications staff and expertise, larger marketing presence, and thousands of potential new audience members. This exciting merger is likely to generate increased attendance for the combined organizations' programming, especially at the local, statewide, and regional levels.





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## Targeted Audience Media Plan

In this section please provide details about the media outreach your organization plans to utilize. Please use as much details or information as possible, if that specific type of media does not apply to your organization please provide a brief explanation why.

Please provide a detailed explanation of planned marketing and promotional activities related to the project.

### DEFINITIONS:

- **OWNED MEDIA:** Content that the organization is in full control of and includes the organization's websites, blogs, e-newsletters, and social media accounts.
- **PAID MEDIA/PAID ADVERTISING:** Paid Media includes paid placements in magazines, newspapers, radio, billboards, digital display ads, search engine optimization, social media, etc.
- **EARNED MEDIA:** Earned media is any material written about you or your business that you have not paid for or created yourself and is typically generated through public relations efforts (e.g. a press release and interviews, word of mouth, social media mentions or shares).

**Describe the types of Owned Media you plan to leverage to promote the project.**

**What benefit does your organization foresee from using these platforms and what constitutes as success?**

• SFYSA's website includes class schedules, forms, ticket reservation links, organization information, etc. and is in constant use by students, families, and supporters. We drive traffic toward our website using email newsletters and posts on social media. Our domain, <https://www.sfysa.org/>, will remain active after we join SFS, but all content will migrate to <https://santafesymphony.org/> and the URL will thereafter serve as a redirect link. The SFS website currently reaches patrons in 20 countries and includes information about events as well as the organization in general. SFS also owns a domain, [https://santafesymphonytv.org](https://santafesymphonytv.org/), that hosts performance videos, promotional videos, interviews, announcements, and more. During the grant period, the



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organization will grow this catalog and begin including SFYSA performance videos. All videos on this platform are free. The catalog will eventually include excerpts from all virtual performances from the past three seasons in addition to educational videos and community outreach performances.

- Each month, SFYSA sends out an email newsletter informing our list of approximately 4,000 subscribers about classes, student spotlights, fundraisers, and upcoming events. Additionally, we send out email blasts to promote upcoming events and other time-sensitive information. After the merger, these will become SFS Education and Engagement Department newsletters and e-blasts, and will be sent out to a combined list of SFYSA and SFS education supporters. SFS e-blasts are emailed to a list of approximately 9,000 domestic constituents interested in the performing arts. The organization intends to increase the frequency of these promotions during the grant period.
- SFYSA recently started working with a local videographer to document many of this season's concerts, becoming much more active on YouTube as a result. Additionally, we post to Facebook and Instagram approximately 3 times per week to advertise events, drive program registration, and provide information to the public about the services we provide. Currently, SFYSA's Facebook page has 1.9K followers, while our Instagram has 1,281 followers. Posts regularly reach 100-500 people. Following the merger, our social media pages will be renamed to reflect their move to the SFS Education and Engagement Department, but will continue to post similar content. SFS' Facebook page has 4.3K likes and 4.8K followers, an increase of over 40%. Their Instagram page has 1,589 followers, representing a 60% increase. The organization's Youtube channel boasts 258 subscribers, a 125% increase from last season. SFS intends to sharply increase activity on this platform to access the marketing opportunities available to channels with over 1,000 followers.
- Both SFYSA and SFS submit public event listings to local, regional, and national print and digital calendars.
- SFYSA produces a semi-annual digital program for our end-of-semester concerts via ISSUU that is distributed to hundreds of audience members at concerts and to supporters nationwide. These programs offer the ability to track views, click through on advertisements, and click through to donate. We plan to continue distributing these programs during the grant period using SFS' ISSUU account. SFS uploads their season Program Books and Season Brochures to ISSUU, garnering an average of 3,000 national and international impressions each. The digital Program Book allows SFS to easily market to patrons and track behaviors associated with these publications, especially when viewed on mobile devices.

**Describe the types of Paid Media/Paid Advertising planned to promote the project.**

**What benefit does your organization foresee from using these platforms and what constitutes as success?**



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- During the grant period, SFS will place print advertisements with the Santa Fe New Mexican/PASATIEMPO/Art & Sol Winter Arts Festival Guide, Santa Fe Reporter, the Albuquerque Journal, and Santa Fe Magazine.
- SFS will place digital ads on NewMexico.org, SantaFe.com, and more from September 2024 through June 2025.
- During their 41st Season, SFS will spend \$250-\$300 per concert on Facebook and Instagram advertising. This marketing will focus on promoted/boosted posts, promoted/boosted events, and campaigns designed through Facebook Ad Manager. These are expected to reach approximately 30,000 Facebook users, and will integrate with Instagram advertising as well. SFS's social media advertising is dynamic and promotions vary depending on sales trends, but ads are generally placed starting 2 to 3 weeks out from an event and increasing in frequency thereafter. Successful advertisements target adults ages 18-65 in the US, with major viewership in Albuquerque, Las Vegas (NM), Los Alamos, Santa Fe, and other states including Arizona, California, Colorado, Florida, Nevada, New York, Oklahoma, Texas, and Washington. Targeted interests generally include Music, Classical Music, Travel, Food and Wine, Destination Travel, Women in Music, Arts and Music, Master Composers, Native American Culture, Green Living, High Desert Living, and Arts and Entertainment.
- SFS reaches an estimated 92,700 listeners through radio advertisements on Classical KHFM: 36,400 in Albuquerque, 17,800 in Santa Fe, and 38,500 online. The organization's ads on Hutton Broadcasting radio stations are aired locally and regionally as well as online.
- During the grant period, Education & Engagement Department (SFYSA) advertising will include digital advertising on platforms such as the Santa Fe New Mexican website, SantaFe.com, and Google; sponsored posts on Facebook and Instagram; and print advertising placements in publications including New Mexico Kids, Tumbleweeds, the Santa Fe New Mexican, and the Santa Fe Reporter. Paid marketing efforts will mostly occur during program registration periods (July-August and December-January) and generally target Northern New Mexicans, especially youth, potential donors, music lovers, and parents of school-age children. The merger will also give SFYSA access to SFS' general marketing budget. Although most of those advertisements will focus on SFS' mainstage programming and donor events, there will also be opportunities to include information about the merger, education event announcements and reminders, education donation appeals, etc.

**Describe the types of Earned Media (if applicable) you plan to utilize to promote the project.**

**What benefit does your organization foresee from using these platforms and what constitutes as success?**



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- SFYSA has received recent coverage in outlets including the Santa Fe New Mexican, the Art + Sol Winter Arts Festival guide (printed by the Santa Fe New Mexican), Los Alamos Daily Post, Los Alamos Reporter, and Santa Fe Reporter (a nomination for the magazine's Best of Santa Fe Youth Arts Program). The merger has received substantial earned media coverage, which will likely continue into the grant period as public opinion develops and the amalgamation process continues. The merger will also connect SFYSA with SFS' earned media contacts, likely resulting in greater earned media coverage during the grant period.
- SFS enjoys strong relationships with local radio announcers, and interviews (with featured artists as well as the organization's artistic team) are now requested for the majority of mainstage performances.
- Press releases are issued monthly to a media contact list of over 30 individuals, in addition to shared media contacts through Art + Sol Winter Arts Festival partners. Over the past year, SFS has received coverage in outlets including Albuquerque Journal, Los Alamos Daily Post, the Santa Fe New Mexican, the Art + Sol Winter Arts Festival Guide, and PASATIEMPO.
- SantaFe.com and the Santa Fe Reporter include SFS in their local marketing efforts through trade ads, articles, and email blasts. New Mexico PBS and the Santa Fe Institute also include SFS in their statewide marketing efforts.
- SFS encourages audience members to submit reviews to travel websites.

#### **Describe the types of Printed Collateral Materials, if applicable, used to promote the project.**

#### **Include how the materials will be distributed and/or reach the hands of the intended audience.**

- SFYSA creates a yearly print brochure of class offerings that is distributed to public- and private-school students, at tabling events for youth and community programs, at our concerts, and at collaborative events. After the merger, these brochures will be expanded to include information about all SFS Education & Engagement Department offerings.
- SFYSA maintains a small paper mailing list that receives direct-mail brochures and fundraising appeals. SFS sends direct mail postcards to 3,000 contacts ahead of each mainstage performance. SFS plans to increase its direct-mail campaigns during the grant period.
- One month before each SFS choral event, staff members hand-deliver promotional packets (consisting of a cover letter and 40 full-color fliers) to local churches.



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- SFS delivers concierge cards in advance of each live concert to all Santa Fe hotels within walking distance of the venue.
- Each spring, 15,000 full-color SFS season brochures are mailed across New Mexico and surrounding regions, and are shared at rack locations in local hotels and businesses. This brochure is also available digitally on ISSUU.
- 6,000 copies of SFS' full color 118-page Program Book distributed at all concerts, reaching an audience of approximately 13,500. A digital version of the program book is also available on ISSUU.
- Full-color inserts for all SFS special events and Strata Series chamber music performances are handed out with Program Books at mainstage concerts.



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## Audience Geographics

Enter numerical estimates of the audience your collaboration intends to reach through proposed marketing strategies.

	<b>Owned Media</b>	<b>Paid Media/Paid Advertising</b>	<b>Earned Media</b>
<b>International</b>	480	0	0
<b>National</b>	2,983	2,037	2,038
<b>Regional (AZ, CO, OK, TX, UT)</b>	412	213	211
<b>Northern New Mexico</b>	8,100	3,095	3,093
<b>New Mexico (State)</b>	1,927	1,425	1,424
<b>SubTotals:</b>	<b>\$13,902</b>	<b>\$6,770</b>	<b>\$6,766</b>
<b>Totals:</b>	<b>\$13,902</b>	<b>\$6,770</b>	<b>\$6,766</b>



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### Sample Request

These samples are critical to your review. The artistic quality is judged based on the samples provided. Please include high-quality samples that are reflective of both the overall artistic quality of your organization as well as of the quality of the proposed project. This can include submissions from one or all partnering organizations applying for funding. NOTE: these may be used by the Arts and Culture Department for non-commercial purposes.

Before uploading samples, please read the corresponding directions below:

### ARTISTIC SAMPLES

#### Images Samples

##### Note the change in submitting images:

1. Combine into a PowerPoint, Word or similar document no more than ten (10) images, with one image per page, include title, date, artist, media, and dimensions for each sample.
2. Next convert this document into a PDF
3. Use the Upload File button below to upload your PDF

#### Artistic Samples

*SFYSA COSF CI Image Samples.pdf*

#### Video Samples

Link to up to no more than two (2) video clips, each clip not to exceed three minutes.

*Include the https:// and www prefix (where applicable).*

#### Video Link #1

<https://youtu.be/KmjwkLCMRWs?feature=shared&t=8>

#### Video Link #2

<https://www.youtube.com/watch?v=MAa93teH9H4>

#### Audio Samples

Link to up to no more than two (2) audio clips, each clip not to exceed three minutes.

*Include the https:// and www prefix (where applicable).*



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**Audio Clip #1**

<https://santafesymphony.org/wp-content/uploads/SibeliusViolinConcerto-SFSymphony.mp3>

**Audio Clip #2**

<https://santafesymphony.org/wp-content/uploads/Mozart-Piano-Concerto-The-Santa-Fe-Symphony-and-Drew->

***If your video or audio sample is not available via a link and only available as a file, please do the following:***

- 1. Complete the remainder of this page***
- 2. Click "Save Work" at the bottom of this page***
- 3. Click the "Manage Work Samples" tab in the navigation bar above***
- 4. Click the Video or Audio button depending on the media type of your sample***
- 5. Upload your video or audio clip***
- 6. Return to this application from the "Current Programs & Applications" tab above***
- 7. Attach your video(s) or audio clip(s) on the following Video/Audio Work Samples page***
- 8. Complete the remainder of the application, save, and submit.***

**Promotional Materials**

Upload up to no more than three (3) PDF samples of promotional materials, reviews from past projects and/or education materials. These materials are used to judge the effectiveness of marketing and promotion, overall artistic quality and quality of educational programs. If you referenced educational materials in the narrative please include a sample of those materials.

**Promotional Material #1**

*SFYSA 2024.03.26 e-blast.pdf*

**Promotional Material #2**

*SFS PASATIEMPO Ad\_Strata I.pdf*

**Promotional Material #3**

*SFS Italian Nights Postcard 4.pdf*





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### Video/Audio Work Samples

No Work Samples are assigned to this application.



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## Attachments Confirmation

Please select Yes or No/Not applicable

**Images Samples** (submitted as a PowerPoint/PPT file, converted to PDF and uploaded via Document Bank)

Yes

**Video Samples** - Use the furnished Video Links pages.

Yes

**Audio Samples**

Yes

**Promotional Materials**

Yes