



REQUEST FOR PROPOSALS (“RFP”)

(Professional Services)

Feasibility Study and Business Plan for a Multi-Use Arts Facility in Flagstaff, Arizona

***Updated as of June 5, 2017, with a new timeline and answers to questions. See red text “THIS SECTION UPDATED 6/5/17” above sections that have been edited.**

****Updated as of June 20, 2017, to include a response to a question received by several potential proposers. See Section VIII: Questions (dark red text).**

I. Introduction

The Flagstaff Arts Council seeks qualified firms or individuals to conduct a feasibility study for an Arts Center in Flagstaff, Arizona. The study shall include market, operational, financial, economic and social impact analyses of a multi-use facility that will house spaces for performance theatre(s), exhibition space(s), retail space, administrative offices, and classrooms, and may also include studio spaces, rehearsal spaces, kitchen facilities, and more. This type of facility promotes collaboration among cultural entities, artists and the community, and efficient use of existing and new resources in our community.

Proposals shall be evaluated on qualifications, experience and method of approach.

For this RFP, the contract representative is: John Tannous, Executive Director, Flagstaff Arts Council, jtannous@flagartscouncil.org, (928) 779-2300 x101.

The deadline for responses to this RFP is June 26, 2017, at 5:00pm Arizona time.

II. Background

Flagstaff, Arizona (population 70,000) is the county seat for Coconino County, and the largest city in Northern Arizona. Flagstaff is the central hub of Northern Arizona and home to Northern Arizona University. The city also exists as a border-town to the nearby Hopi Reservation and Navajo Nation, which is the second-largest reservation in the US. Situated at an elevation of 7,000 feet, the community is surrounded by National Forest on all sides and the fifth snowiest city in the United States. The beauty of the area - the Grand Canyon and Sedona are nearby - attracts the attention of the world, and artists. Flagstaff was designated as the world's first International Dark Sky City and is home to Lowell Observatory, the Museum of Northern Arizona, and the Flagstaff Symphony Orchestra.

THIS SECTION UPDATED 6/5/17:

III. Schedule of Events

May 1, 2017 Publication and announcement of RFP through Arts Council communications

June 26, 2017 Submittal Deadline for RFP – 5pm Arizona Time

July 21, 2017 Selection panel recommends finalists for the project

July 26-28, 2017 Selection panel may interview finalists (if necessary)

August TBD Selection panel meeting to make recommendation

August TBD Arts Council Board of Directors meeting (final decision)

August 25, 2017 Notification by email to respondents of proposal status

September 2017 Scope/Kickoff Meeting

April 2018 Project completion

IV. Scope of Work

Proposals should be submitted based on the following phases: Phase I – Feasibility Study; Phase II – Management/Business Plan and Financial Pro Forma.

Phase 1 – Feasibility Study

THIS SECTION UPDATED 6/5/17:

1. Review existing community archives, assets, studies, reports and strategic plans
2. Flagstaff Area Market Analysis
 - a. Conduct a demographic and market analysis of the Flagstaff area.
 - b. Conduct an economic and social impact analysis of the market.
 - c. Assess the use of current arts, science and cultural facilities, their approximate functionality and their locations, including formal and informal networks, organizations and groups without a permanent facility.

- d. Analyze the impact of a multi-use Arts Center on current venues including local entertainment centers and convention and meeting spaces.
 - e. Develop a vision(s) for the venue and what programming will be provided through the venue and the user groups in these particular scenarios.
 - f. Identify potential users, including artists and cultural workers, arts and culture organizations, community and educational groups, families, and audiences.
 3. Current Trends and Impact Analysis in Other Communities
 - a. Assess current trends and future projections in Performing and Visual Arts Centers including industry definitions, industry growth/decline, trends and analysis.
 - b. Review existing Performing Arts Facilities and Visual Arts Facilities in the region including present and future bookings to understand market absorption, maximum practical capacity and gaps in services and their impact on existing cultural facilities in their communities.
 - c. Produce business reports that include factors such as level of support, amenities, location, space availability, etc. and their impact on existing facilities and organizations.
 4. Community Engagement in Flagstaff Area
 - a. Meet with business leaders, elected officials and other major stakeholders to gain insight into community support and need.
 - b. Host forums, meetings and/or discussions with professionals in the arts and sciences sector, and visual and performing artists, to gain insight into the needs of the arts sector.
 - c. Conduct focus group(s) and a minimum of two strongly publicized public events to assess community interest and support.
 - d. Conduct surveys to further assess interest of audiences, donors, and participants.
 - e. Conduct polling surveys of Flagstaff voters to assess the likelihood of success for a ballot issue for a bond or tax revenue source to support a new venue.
 - f. For items 4a-4e, emphasis should be placed on engaging with and getting input from professionals, individuals, and families from the Native American community, Latino community, and other diverse groups in Flagstaff. (The Arts Council may require that the selected respondent collaborate with a local consultant for community engagement. Under this scenario, fees for the local consultant will be covered separately by the Arts Council.)
 5. Facility and Site Assessment
 - a. Identify technical and industry requirements and costs for this type of facility. Such data may include number of seats, square footage, etc.
 - b. Develop site selection criteria to be used in future site selection, with specific emphasis on phased-in facility growth and cost.
 - c. Consider potential site locations and related costs within Flagstaff, including but not limited to site(s) marked as priority by Arts Council staff, and provide the pros and cons associated with each of the potential locations with architectural and cost considerations.

Phase II – Management/Business Plan and Financial Pro Forma

1. Operational Analysis
 - a. Consider potential organizational structures including public and private options that could be developed to operate an arts facility.
 - b. Develop a business pro forma that includes projected capital and operating costs as well as revenue projections associated with the facility.
 - c. Propose recommendations on ownership and management structure.
 - d. Provide impact analysis on existing organizations.
 - e. Provide a minimum of three case studies of comparable facilities in like-sized communities.
2. Financial Analysis
 - a. Develop initial fundraising plan for capital and operational costs, including public and private contributions and investments, grants, and other funding sources.
 - b. Develop endowment and long-term sustainable operational funding plan.
 - c. Provide the projected economic benefit to the community factoring in sales tax and BBB tax, plus the new economic impact study of the non-profit arts and sciences (due summer 2017).
 - d. Identify existing and new revenue streams to support the project.
 - e. Propose an effective Marketing Strategy to support the programming.
3. Review other criteria as determined by the Arts Council Board of Directors.

V. Description of Deliverables

1. A project work schedule and timetable for each phase
2. Monthly status updates to the Executive Director and Facilities Committee
3. Summary analysis of community engagement forums and surveys (public and stakeholders)
4. Executive Summary of study
5. Comprehensive study
6. A digital copy of Executive Summary and comprehensive study
7. 15 hard copies of Executive Summary
8. 15 bound color copies of comprehensive study
9. Presentation on site of final study to the Arts Council Board of Directors
10. Presentation on site of the approved study to City of Flagstaff City Council
11. Presentation on site of the approved study to Coconino County Board of Supervisors

THIS SECTION UPDATED 6/5/17:

VI. Proposal Instructions and Requirements

1. General:

Proposals are due to the Arts Council by 5 p.m. Arizona time, **Monday, June 26, 2017**. This date is a received-by date and not a post marked date. Submissions must be made online through the [Arts Council's website](#). Late proposals will not be considered; each respondent is responsible for timely delivery of their proposal.

All submitted proposals shall become property of the Arts Council. Proposal must be a firm offer good for 90 days and signed by an individual authorized to bind the firm.

2. Proposals must include:

- a. Signed cover letter with firm name, firm's primary contact person, and contact information
- b. Company profile specifying experience working on similar projects
- c. Methodology of how the firm will meet the scope of work as outlined in this RFP
- d. Timeline for completed tasks
- e. All-inclusive fees, broken down for Phase I, Phase II and projected per-trip consultation beyond Phases defined in the RFP
- f. Projected schedule for meeting project deadline
- g. References (minimum of three, maximum of five) with full contact information and summary of the project conducted for the reference
- h. Proof of insurance
- i. Copy of similar study conducted by the firm (**does not count towards the page limit listed below**)

3. Proposal guidelines:

- a. Proposal must be a single PDF document submitted online through the Arts Council's website at this link: [Submission Form](#)
- b. Proposal may not exceed 40MB in size
- c. Proposal may contain up to a maximum of fifteen 8.5" x 11" pages
- d. Font size may not be less than 11 point
- e. Pages that have project photos, charts and/or graphs will be counted toward the maximum page limit noted above.
- f. Front and back covers, cover letter, Table of Contents pages, **copy of similar study**, and divider (tab) pages will NOT be counted toward the maximum page limit noted above, unless they include evaluation criteria and additional content that could be considered by the selection panel (**Note: All pages exceeding the specified maximum page limit will be removed from the submittal and not considered in evaluating a submitted proposal**)
- g. Proposals must be submitted by 5:00pm Arizona time on **MONDAY, JUNE 26, 2017**

VII. Evaluation Criteria

A selection panel will be convened by the Arts Council. Members of the panel may include community members, arts and culture representatives, and other professionals. Non-voting advisors to the panel may include project consultants. The final recommendation of the selection panel will be reviewed by Arts Council staff and requires approval by the Board of Directors prior to the award of contract.

All responses to this RFP will be evaluated on the basis of the criteria listed below. After evaluating all submissions, the Arts Council, at the request of the Evaluation Committee, may ask some or all respondents to submit supplemental information or to participate in interviews.

Evaluation Criteria:

- Understanding of the project and proposed strategies to communicate with local stakeholders and accurately assess community interests
- Cost effectiveness and affordability of the proposed fee and ability of the consultant to maximize use of funds allocated for the study
- Qualifications of personnel, approach to deliverables, and quality of recommendations
- Relevant experience in undertaking projects of similar scope, complexity, importance and value, and lessons learned to be applied to this project
- Quality and clarity of proposal

THIS SECTION UPDATED 6/5/17:

VIII. Questions

Questions regarding this RFP must be submitted in writing to the attention of:

John Tannous
Executive Director
Flagstaff Arts Council
jtannous@flagartscouncil.org
Subject line: Feasibility Study RFP

The Arts Council reserves the right to amend, modify or terminate this RFP; reject any and all proposals in whole or part; waive any informalities, irregularities or omission in submittals, as deemed in the best interest of the Arts Council.

The Arts Council shall not be obligated for any cost incurred by the respondent in proposal preparation or in activities related to the review of this RFP or any interview costs.

Questions and Responses – added 6/5/17:

Q: Is Flagstaff participating in American for the Arts' Arts & Economic Prosperity 5 (AEP 5) study?

A: Yes, the Flagstaff Arts Council is participating in the study. The report and all study data, due summer 2017, will be shared with the selected proposer.

Q: Regarding Phase 2, Part 2c, will the selected firm also be creating its own economic impact projections and include or compare against the results of the 2017 economic impact study?

A: The expectation is that the AEP 5 study will be referenced and utilized by the selected firm in order to project additional economic impact of a proposed facility.

Q: Regarding Phase 1, Part 2b, can you clarify your definition of the "economic and social impact analysis of the market"?

A: The proposer should assess the current economic environment in Flagstaff and address the potential for changes in business and tourism revenue, business profits, and jobs, as a result of a proposed facility. Additionally, the proposer should assess the existing community in order to project how the proposed facility may affect populations, groups, and neighborhoods. The proposer should analyze the intended and unintended social consequences of a proposed facility.

Q: Regarding Phase 2, Part 2a/b, can you provide additional information on your expectations for the fundraising and endowment plans? How detailed should they be?

A: The plan should be a roadmap that provides direction on a strong plan for raising funds and the building of an endowment to support the proposed facility. The key question begins with feasibility – what level of fundraising and what size endowment is realistic and possible in the Flagstaff market, and what kind of facility will it support? The plan does not need to be highly detailed, but it should reflect the availability of potential and realistic sources of funding both in and outside of Flagstaff.

Q: Regarding Phase 2, Part 2e, can you provide more information on your expectations for the Marketing Strategy? How detailed does it need to be, or will top-level marketing strategies suffice?

A: The marketing strategy should focus on top-level approaches – an outline of an effective marketing plan to serve the proposed scope and function of the facility, considering the community and proven methods for success in Flagstaff.

****Updated as of June 20, 2017, to include a response to a question received by several potential proposers:**

The Arts Council has received a few questions about the 06/05/17 update, specifically the addition of item 4.e under Section IV: Scope of Work, under Phase I. Proposers have inquired about firms hiring subcontractors for election polling and survey work, and/or local outreach work.

Our response is that it is acceptable and may be ideal for proposers to engage with subcontractors for this work. The Arts Council recommends a local subcontractor, Globallocal Visions (<http://www.globallocalvisions.com/>), for this work. It is not required for a proposer to work with this firm to submit a competitive proposal. Further, it is not required that a proposer has identified a confirmed subcontractor in its proposal.

Given this, **proposers are asked, but not required, to break out the fee as separate** for item 4.e under Phase I (“Conduct polling surveys of Flagstaff voters to assess the likelihood of success for a ballot issue for a bond or tax revenue source to support a new venue”).