

Issued: June 26, 2018

Request for Organizational Assessment

REQUEST FOR PROPOSALS

Broadway Center Board of Trustees seeks a consultant team with knowledge, technical capability, and experience in working with arts organizations and local governments.

Broadway Center (BC) is requesting proposals from interested consultant firms with a deep knowledge of Performing Arts Center management. This RFP is soliciting bids from all interested parties to achieve the following goals:

- Review overall performance of BC management of facilities owned by the City of Tacoma, particularly in relation to the management agreement between the BC and the City of Tacoma, but also to include partnerships in major capital improvements.
- Assess and contextualize, within Washington State peer organizations, the benefits and services provided to “Resident Arts Organizations” within industry best practices.
- Assess and contextualize, within national peer organizations, the programmatic work of the BC, with special focus on curatorial practice, service to diverse audiences, education services, and special focus on civil rights and citizen engagement.
- Potential re-framing of final assessment results into in-depth article intended for publication. Working title: “Refocusing the Performing Arts Center into an Energizer of Civic Engagement”

The firm submitting the successful proposal is expected to negotiate and enter into a contract with Broadway Center.

BC must receive the bid proposal via email to hklindt@broadwaycenter.org before 5:00pm PST, July 9 2018.

INTRODUCTION

Organization Background

Since 1979, the Broadway Center for the Performing Arts (a 501(c)(3) non-profit organization) in Tacoma, Washington has served the South Sound region by providing arts, entertainment, education, and by restoring and preserving City-owned historic theaters, boosting economic development, and supporting eight resident arts organizations in meeting their mission.

A volunteer Board of Trustees provides strategic and fiduciary oversight and support to a staff of 60 FTE employees, including members of IATSE Local 15 Stagehands Union.

In partnership with the City of Tacoma, who owns the buildings (Pantages, Rialto, Theatre on the Square and Jones Tower), the Broadway Center serves as one of Washington State’s strongest and most enduring public/private partnerships.

Mission & Vision

Mission: “Energizing community through live performance”

Vision: A South Sound community that honors all cultures and enjoys shared prosperity.

Community Impact

The Broadway Center attracts more than 250,000 visitors to Tacoma’s Historic Theater District who eat, shop, cross-pollinate to other arts organizations, and energize downtown Tacoma, night and day. Through its programs, the Broadway Center drives more than \$24 million in annual economic activity.

The Broadway Center’s Education program serves between 40-50,000 students, teachers, and parents annually from throughout Washington State, with special focus on socio-emotional learning and civic engagement.

The Broadway Center provides support to the South Sound and Tacoma’s Resident Arts Organizations: Northwest Sinfonietta, Puget Sound Revels, Tacoma City Ballet, Tacoma Concert Band, Tacoma Opera, Tacoma Symphony Orchestra, Tacoma Youth Symphony Association, and the Broadway Center’s presenting/education programs itself, through below-market rent, staffing, and marketing opportunities.

The Broadway Center is committed to serving diverse audiences and offering broad access and equity to South Sound residents, including diversity among ethnic, economic, sexual orientation, religious, military, and other audiences.

REQUEST FOR PROPOSAL DETAILS

Term of Contract

Broadway Center intends to enter into a contract with a proposer for an initial scope of work through November 2018, to include a report to the BC Board of Trustees. At its sole option, Broadway Center may extend into a second phase leading to a published narrative report.

II. Scope of Services

The following provides a general overview of the scope of services BC will expect the selected firm to complete, however are not considered an exhaustive list of tactics to be employed to achieve the goals stated above. BC welcomes proposal recommendations to add strategies and tactics that will further enhance BC’s ability to achieve the stated goals.

Proposals should deliver a comprehensive action plan for how the agency would approach each of the categories below; a budget page should itemize anticipated costs for fulfilling expectations. The Scope of Services must include four major components:

1. Facility Management

- Management against existing City Contract
- Management in comparison to peer agencies in Washington State (Washington Center in Olympia, Federal Way Performing Arts and Event Center, Kirkland Performance Center, Edmonds Center for the Arts, The Capitol Theater in Yakima and Mount Baker Theatre in Bellingham)
- Benefits and Services for resident art organizations, rental clients, and other nonprofit and for profit users, with particular emphasis on user rates, fees, and benefits.

2. Facility Maintenance

- Core maintenance duties and upkeep of historic facilities
- Small capital projects
- Major capital improvement projects

3. Programs

- Analysis of Programs including Broadway Center Presents and the BC education programs
- Comparison of Programs to national peer agencies noted above, including comparison of funding mechanisms.

4. Future Vision

- TBD

III. SCHEDULE OF EVENTS AND STRUCTURE OF PROPOSALS

Respondents will be notified of any changes to this schedule.

June 26	RFP issued and distributed to potential vendors
June 28	Deadline for submitting written questions – send to hklindt@broadwaycenter.org .
June 29	Responses to written questions
July 9	RFP responses due by 5 P.M. Pacific Time
July 12	Notification of chosen vendor / Begin contract discussion.

Note: This Schedule of Events is subject to change.

Questions and Requests for Clarification

Vendors may submit written questions and requests for clarification regarding the RFP. The questions or requests for clarification must be submitted via e-mail and received by 5:00 p.m. PST on June 28, 2018. If a question or request for clarification pertains to a specific section of the RFP, the page and section number must be referenced. All questions and requests for clarification received and responses will be posted on the Broadway Center website on June 29, 2018 and a link to the shared question pool will be provided to all proposers.

Amendment to the RFP and Bid Proposal and Withdrawal of Bid Proposal

BC reserves the right to amend the RFP at any time. The Vendor shall acknowledge receipt of any and all amendments in its proposal. If the amendment occurs after the closing date for receipt of bid proposals, BC may, in its sole discretion, allow Vendors to amend their bid proposals in response to the amendment if necessary. The Vendor may amend its bid proposal. The amendment must be in writing, signed by the Vendor and received via email by the time set for the receipt of proposals. Vendors who submit proposals in advance of the deadline may withdraw, modify, and resubmit proposals at any time prior to the deadline for submitting proposals.

Submission of Bid Proposals

BC must receive the bid proposal via email to hklindt@broadwaycenter.org before 5:00pm PST, July 9 2018. This is a mandatory requirement and will not be waived. Any bid proposal received after this deadline will not be accepted. It is the Vendor's responsibility to ensure that the bid proposal is received prior to the deadline. Vendors must furnish all information necessary to evaluate the bid proposal. Bid proposals that fail to meet the mandatory requirements of the RFP will be disqualified. Verbal information provided by the Vendor shall not be considered part of the Vendor's proposal.

The bid proposals will remain confidential until the evaluation committee has reviewed all the bid proposals submitted in response to this RFP and Broadway Center has announced a notice of intent to award a contract.

Costs of Preparing the Bid Proposal

The cost of preparation and delivery of the bid proposal is solely the responsibility of the Vendor submitting their proposal.

Rejection of Bid Proposals

BC reserves the right to reject any or all bid proposals, in whole and in part, received in response to this RFP. Issuance of this RFP in no way constitutes a commitment by BC to award a contract.

Disqualification

BC may reject proposals outright for any one of the following reasons, or for other reasons not specified below:

- Bid proposal received after the due date and time.
- Failure to include information necessary to substantiate that the Vendor will be able to meet a service requirement. Responses must indicate present capability and/or cite evidence of past fulfillment of similar requirements; representations that future developments will satisfy the requirement will not be considered sufficient.
- Providing misleading or inaccurate responses.
- Lack of response to BC's request for information, documents, or references.

Reference Checks & Other Sources

BC reserves the right to contact any reference to assist in the evaluation of the bid proposal, to verify information contained in the bid proposal, and to discuss Vendor's qualifications. Further, BC reserves the right to obtain and consider information from other sources concerning a Vendor, such as capability and performance under other contracts.

Verification of Bid Proposal Contents

The content of a bid proposal submitted by a Vendor is subject to verification.

Bid Proposal Clarification Process

BC reserves the right to contact a Vendor after the submission of bid proposals for the purpose of clarifying a bid proposal to ensure mutual understanding. BC will not consider information received if the information materially alters the content of the bid proposal. An individual authorized to legally bind the Vendor shall sign responses to any request for clarification. Responses shall be submitted to BC within the time specified in the request.

Disposition of Bid Proposals

All proposals become the property of BC and shall not be returned to the Vendor.

Ownership and Copyrights

By submitting a bid proposal, the Vendor agrees that BC may copy the bid proposal for purposes of facilitating the evaluation of the bid proposal. The Vendor consents to such copying by submitting a bid proposal and warrants that such copying will not violate the rights of any third party. BC shall have the right to use ideas or adaptations of ideas that are presented in the bid proposals. BC will have ownership and copyright of all work product, and, in the event that

Phase 2 is contracted, BC shall have the right to publish at its sole discretion. The vendor shall have right to use the work product as a portfolio example of their work, but not to be published broadly.

Vendor Bid Proposal Terms

Terms of the proposal, including price, will remain firm for a minimum of 90 days following the deadline for submitting proposals.

IV. PROPOSAL REQUIREMENTS

Instructions

These instructions prescribe the format and content of the bid proposal. They are designed to facilitate a uniform review process.

- The proposal shall be an Adobe PDF document using 8.5" x 11" paper size.
- The proposal shall be an attachment to an email. The subject line of the email should be "RFP for Organizational Assessment."
- The following electronic documents and responses shall be included in the bid proposal in the order given below.

A. Company Background

In order to be considered for selection, the following should be included in the proposal as proof that the following minimum qualifications listed below are met. The Respondent has a continuing obligation to disclose information throughout the RFP process should any qualifications or situations change that might render the Respondent as an unqualified candidate.

1. Name of agency or sole proprietor
2. Federal tax identification number
3. Business address and phone number
4. Principle contact (phone and email address)
5. Provide a brief description of your operation as you would describe it to prospective clients
Include evidence the firm has a minimum of five years' experience in providing consulting services in the same manner as described in this RFP
6. Indicate the year the business was founded and if it has operated continuously since that time.
7. List all primary services offered by the agency, excluding those that are subcontracted.
8. Provide a list of subcontractors that may be used for this account.
9. List two clients with a brief description of the work you do for each.
10. Provide the name of the person that will be the key personnel assigned to work on this project.
Include evidence that the key personnel has a minimum of three years' experience managing an account with similar scope as is described in this RFP.
11. The firm and its personnel has all authorizations, permits, licenses, and certifications as may be required under federal, state or local law to perform the services specified in this RFP at the time it submits a response to the RFP.
12. The firm has a policy and practice of equal employment opportunity and nondiscrimination based on race, age, creed, sexual orientation or gender.

B. Action Plan for Scope of Services

Provide a project narrative which describes the agency's overall approach including strategies for accomplishing the Scope of Services and rationale for the agency's approach. For each service requested please provide an overview of your approach, including your rationale for proposing any alternative strategies, and how you could successfully implement the services requested.

C. Work Schedule for Completing Scope of Services

Provide a work schedule that outlines possible timelines and potential completion dates for each of the itemized requirements in the Scope of Services.

Phase I: Respondents must provide draft document via email by September 7, 2018, present in person to Strategy Committee on September 18, 2018, and present final report by September 24, 2018.

Potential Phase II: Development of article. Approval of phase by September 28, 2018, delivery of draft by October 19, 2018, and delivery of final version by October 29, 2018.

D. Measurement Plan

Provide a measurement plan that details metrics to be used to determine the success of the implementation of the itemized requirements in the Scope of Services.

E. Budget

Provide a comprehensive budget page detailing the projected costs for the activities listed in the Scope of Services (and other services as anticipated by the Vendor). Include in this budget the planned compensation to your agency as a separate item.

BC is interested in creative ideas that maximize the value of the communication and PR dollar spent. Please outline your plan (which would include all associated costs, such as salary, travel, administration, etc.) by referencing projects listed in the Scope of Services within the specified target ranges outlined below.

If there are specific recommendations that would exceed the target budget of \$15,000, please outline the additional value that could be gained with the additional investment.

F. Flexibility

BC is interested in providing flexibility to all Vendors in their responses to this RFP. Provide any additional comments or information relevant to your proposal that has not already been included in your responses to the preceding questions.

V. EVALUATION AND SELECTION

All proposals timely received will be considered by BC's selection committee. After the review and evaluation of the proposals, BC may conduct interviews. BC will select the Vendor that the institution determines, in its sole discretion, to be fully qualified and best suited among those submitting proposals to fulfill the purposes of the RFP in a cost effective manner.

Evaluation Criteria

- Evidence of performing arts management maturity, fiscal leadership, and full-time staff resources to provide the services outlined in the Scope of Services.
- Past, current and prospective services or significant and broad work history demonstrating capabilities to fulfill on the work as outlined in the Scope of Services.
- An understanding of the Scope of Services to be performed and evidence of the capabilities and creativity necessary to perform the Scope of Services.
- Evidence that services will be reasonably priced and provide good value.

End of RFP