

DRAFT- REQUEST FOR PROPOSALS- DRAFT

RFP #8174-0-2011/MM

Performing Arts Study



Due: Thursday, August 25, 2011 2:00 PM CST

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RFP SUMMARY

RFP NUMBER	RFP 8174-0-2011/MM
RFP TITLE	Performing Arts Study
DEADLINE FOR BID SUBMISSIONS	2:00 P.M. CDT, Thursday, August 25, 2011 Late, faxed, electronically submitted or unsigned proposals may be rejected.
SCOPE	The City of Madison, Wisconsin, seeks a qualified consultant in the field of performing arts to conduct a comprehensive study of the performing arts environment in Madison. The study should include a survey of performing arts venues in Madison, existing and potential audiences, resident companies at the Overture Center, other local performers, financing and governance of the Overture Center, the relationship of the Overture Center to other venues in the City, alternative governance models for large performing arts centers such as the Overture Center, and should identify and recommend the most effective governance model for the Overture Center.
SUBMIT PROPOSAL TO:	City of Madison Purchasing Services Room 407, City County Building 210 Martin Luther King Jr. Blvd. Madison, WI 53703-3346
LABELING	All proposals must be packaged, sealed and clearly labeled. Proposer's Name and Address RFP #: RFP #8174-0-2011/MM TITLE: Performing Arts Study DUE: Thursday, August 25, 2011; 2:00 PM CDT
DIRECT ALL INQUIRES TO:	<i>City Purchasing Contact</i> City of Madison Purchasing Services 210 Martin Luther King Jr. Blvd., Room 407 Madison, WI 53703-3346 Tel: 608-266-0000 Fax: 608-266-0000 Email:
DOCUMENTS AVAILABLE ON BID DISTRIBUTION WEB SITES:	State of Wisconsin VendorNet System: www.vendornet.state.wi.us Demandstar by Onvia: www.demandstar.com

FORMAT OF SUBMITTALS

1. Submit Technical and Cost Proposals in separate, distinct parts.
2. Hardcopy proposals typed and securely bound on 8.5 by 11-inch paper, otherwise identical to the electronic version.
3. Electronic proposal in a PDF format stored on a common media (CD, DVD, or flash drive), identical in content and sequence to hardcopy proposals submitted. *Email is not an acceptable method of submission.*
4. All proposals must be packaged, sealed and clearly labeled as either "COST" OR "TECHNICAL" PROPOSAL:

<u>Cost Proposal:</u>	one (1) signed original + six (6) complete copies
<u>Technical Proposal:</u>	one (1) signed original + six (6) complete copies
<u>Electronic Copy:</u>	one (1) copy Technical + one (1) copy Cost Proposal

QUESTIONS AND REVISIONS TO RFP:

1. Submit questions no later than the due date specified in the Calendar of Events included in this RFP Summary.
2. Only written answers will be binding upon the city.
3. In the event that it is necessary to provide additional clarification or revision to the RFP, the City will post addenda to its bid distribution websites – see below. It is the proposer's responsibility to regularly monitor the websites for any such postings.

RFP CALENDAR

Please Note: These dates are for planning purposes. They represent the City's desired timeline for implementing this project. Any revision to the Due Date for submission of proposals will be made by addendum. All other dates may be adjusted without notice, as needs and circumstances dictate.

Date	RFP Activity
July 22, 2011	Release of RFP
August 9, 2011	Written questions are due
August 15, 2011	Response to Written Questions will be posted on DemandStar and Vendornet web sites
August 25, 2011 2:00 p.m.	DEADLINE FOR SUBMISSION OF PROPOSALS
September 2011	Vendor Interviews/presentations by invited consultants, if applicable
October 2011	Notification of selected consultant
October/ November 2011	Obtain Common Council Approval, Award and Contract Signing
December 2011	Anticipated contract approval and start date

SECTION 1: SCOPE OF SERVICES

1.1. Purpose

The City of Madison, Wisconsin, seeks a qualified consultant in the field of performing arts to conduct a comprehensive study of the performing arts environment in Madison. The study should include a survey of performing arts venues in Madison, existing and potential audiences, resident companies at the Overture Center, other local performers, financing and governance of the Overture Center, the relationship of the Overture Center to other venues in the City, alternative governance models for large performing arts centers such as the Overture Center, and should identify and recommend the most effective governance model for the Overture Center.

1.2. The Overture Center

The Overture Center for the Arts (OCA), located in downtown Madison, is a state of the art facility designed by Cesar Pelli. Performance spaces include the 2255 seat Overture Hall, the Capitol Theatre, the Playhouse, Promenade Hall, Rotunda Stage, and more. There are ten resident companies: Madison Symphony, Madison Opera, Wisconsin Chamber Orchestra, Madison Ballet, Kanopy Dance Company, Children's Theater of Madison, Li Chiao-Ping Dance, Bach Dancing & Dynamite Society, the Wisconsin Academy, with the Madison Museum of Contemporary Art occupying one end of the center. For more information and schedules of resident companies, please go to <http://www.overturecenter.com/resident-companies>.

Overture offerings also include Broadway in America shows, performances by other local artists, concerts, and more. Overture Center was funded with a gift from a local businessman and philanthropist, replacing the city owned and operated Madison Civic Center. OCA currently is owned by the non-profit Overture Foundation and operated by the Madison Cultural Arts District. OCA is staffed by 36 City of Madison employees. See Exhibit A for OCA organizational chart.

Since its opening, city government and various boards associated with the center have been faced with a series of financial and governance issues. In December, 2010, the City Council voted to provide an operating subsidy to the center contingent on certain performance standards being met. The center would be owned by a non-profit entity (not specified) and operated by the successor to the current fundraising arm of the Overture Center, "201 State Street", to be called Overture Center Foundation. During this entire period a comprehensive study such as that called for by this RFP has not been conducted.

(See www.overturecenter.com)

1.3. Background

The Overture Center for the Arts is located on State Street, in Madison's vibrant downtown, only two blocks from the state capitol building. State Street ends at the University of Wisconsin campus. In the immediate neighborhood of the center are a variety of restaurants, bars, retail establishments, galleries, and several museums. There are two privately owned theatres, the Orpheum and the Bartell, in the downtown and another, the Barrymore, on the city's near east side. The University of Wisconsin has several theatres, most notably the Union Theatre, and is planning a new theatre at the School of Music.

The Monona Terrace Community and Convention Center, on the other side of the Capitol, hosts a number of community and private dinners and other events.

1.4. Leadership

The Consultant will be guided by a Steering Committee appointed by the Mayor. This committee will include representatives of the Common Council, 201 State Street, the Overture Center board, Madison Cultural Arts District Board, the Madison business community, and local arts organizations.

The Steering Committee will assist the Consultant in identifying the necessary information, resources and materials to ensure the preparation and completion of a plan that meets the established goals. The Steering Committee will meet as frequently as necessary to coordinate and support the efforts of the Consultant.

1.5. Scope of Services

To facilitate the study process, the consultant will meet with City staff and other stakeholders as determined by the City for an initial orientation. To better inform and most effectively use this time, the City and the Overture Center will forward all relevant information to the Consultant prior to this visit. This material will include, but not be limited to: the Structural Agreement signed in 2010, the Performance Agreement for 2012, the Overture Center's financial data including audited statements, operating pro formas, and year-to-date financial reports, and any previous studies. The City and Overture will compile a list of people from Overture, 201 State Street Foundation Board, Madison Cultural Arts District Board, resident performing arts groups, other performing arts groups, individual performers, arts educators, other arts leaders in the community, and representatives from other performing arts venues to be interviewed during this visit.

The consultant will be responsible for the following project tasks. The scope is a guideline to indicate a desired process. Applicants may suggest variations from this scope, if they feel it will result in enhanced plan, a more efficient but thorough process, and/or a better end product. Variations should be clearly noted.

The Consultant will conduct the following *tasks*:

Forensic Audit (by City & Consultant)

- Evaluate and reexamine all the documented assumptions in previously submitted studies
- Review all box office settlements and house management reports for current and past season
- Consolidate the OCA's budget with that of the City's to get a complete financial understanding of the operation

Staff Analysis

- Examine organizational structure with full job descriptions, and suggest reconfiguration where appropriate
- Conduct a staff function analysis and skills assessment

Market Assessment

- Analyze the resident and other “user-groups” financial situations, current and potential markets, education and outreach programs, current performance facilities, funding sources and where applicable, their union agreements
- Interview key and potential stakeholders, funding prospects, and community organizations and appropriate political constituencies to procure their “wish-lists” and concerns
- Review and evaluate current audience demographics and trends
- Meet with the University leadership to explore complementary (or potentially dissonant) roles for both organizations
- Document all educational and outreach resources available to the local communities
- Interview theater producers and artists’ management companies to discern interest and viability of bringing their attractions to the OCA

Occupancy Modeling

- Review and evaluate current and projected occupancy models
- Identify all current and potential users and activities of the OCA to determine potential number of use days, requisite services and resources, ability to pay for use of building, necessary seat count and ancillary space requirements
- Explore and analyze “out-of-the-box” options to create productive occupancy
- Perform a market void assessment to identify “niche” usages and to determine redundancies
- Prepare representative budgets for new activities and attractions at the OCA

Governance

- Examine the proposed structure to identify the assets and liabilities of the new paradigm
- Assess and articulate City’s, and OCA’s expectations and implications of current and proposed structure
- Determine if the venues and markets used for comparable analysis in previous studies were appropriate
- If warranted, propose changes to the proposed structure, or suggest a different form of governance

Funding Paradigm And Operating Pro-Forma

- Determine and document how much money will be needed to achieve the short and long term goals inherent in a new governance structure
- Identify the sources from which these funds will derive
- Create a 5-year operating pro-forma based on past and present audits, departmental budgets, and current trends in the industry and marketplace

Meetings and Public Participation Events

- The consultant will be responsible for planning and facilitating a minimum of two (2) public events and meetings, leading draft review at Committee meetings, attending key meetings with City staff, and presenting the recommended plan to the City of Madison Common Council and any other commission as deemed necessary by the City.

1.6. Deliverables

1. Status reports detailing work that has been accomplished and work remaining to be done along with each invoice.
2. Assessments, models, budgets, and pro formas *for each of the tasks* as detailed above.

3. Draft plan with goals, strategies, timelines, responsible entities, and resources required to implement recommended plan. *The plan shall include:*
 - Goals and Objectives
 - Copies of all data used in preparing the recommendation, including summaries of all interviews.
 - Background information describing existing conditions with supporting graphics.
 - Plan recommendations to address key issues in areas corresponding to each of the tasks detailed above.
 - An Implementation Strategy which identifies short- (1 – 3 years), mid- (4 – 6 years), and long-term (7 or more years) action strategies, responsible parties and opportunities in timing, proposed source funding, estimated costs, and in public-private collaborations to achieve desired outcomes.
 - This section shall also clarify how the plan is to be used by the City and shall include guidelines for future amendments or updates.
4. Final plan incorporating all revisions.

1.7. Payment Schedule

Payment terms will be negotiated and tied to specific deliverables and status reports. A minimum of 10% will be retained until the City has accepted the final deliverables. Payment will be made within thirty days after receipt of a properly documented invoice and approval of deliverables to date. A sample Project Deliverables and Payment Schedule is included as Attachment C. The Consultant shall indicate any deviations or exceptions taken to this schedule.

1.8. Project Schedule/Timeline

The study shall commence with a signed contract and shall be complete within 4 calendar months or as negotiated.

SECTION 2: GENERAL RFP ADMINISTRATIVE INFORMATION

SECTION 3: PROPOSAL SUBMISSION REQUIREMENTS

3.1. GENERAL

It is the responsibility of each Contractor, before submitting a Proposal, to (a) examine the RFP thoroughly, (b) if applicable, visit the Department's website, <http://www.overturecenter.com> as well as the department's location to become familiar with local conditions that may affect cost, progress, performance or furnishing of the work, (c) consider federal, state and local laws and regulations that may affect cost, progress, performance or furnishing of the work, (d) study and carefully correlate Contractor's observations with the RFP, and (e) notify the Purchasing Office of all conflicts, errors or discrepancies in the RFP. Failure to do so will be at Contractor's own risk. A Contractor shall not be relieved of a requirement of this RFP on the plea of error.

Any Contractor who is seeking clarification about the specifications of this RFP must do so in writing prior to the RFP question due date shown in the RFP Calendar on page 5 and in accordance with the provisions outlined in this RFP.

3.2. RESPONSE FORMAT

The response to the RFP shall be complete but succinct and comprehensive and shall include suggested approaches related to the Contractor's ability to fulfill the requirements and achieve the City's objectives and scope of services. Elaborate proposals, such as those including expensive artwork, beyond that sufficient to present a complete and effective proposal, are not necessary or desired. Printing double-sided on recycled paper is strongly preferred.

3.3. FORMAT REQUIREMENTS OF SUBMITTALS

3.3.1. All proposals must be packaged, sealed and clearly labeled as either "COST" OR "TECHNICAL" PROPOSAL

3.3.2. Submit the correct number of copies per table below.

<u>Cost Proposal:</u>	one (1) six (6)	signed original + complete copies
<u>Technical Proposal:</u>	one (1) six (6)	signed original + complete copies
<u>Electronic Copy:</u>	one (1) one (1)	copy Technical + copy Cost Proposal

3.3.3. Hardcopy proposals typed and securely bound on 8.5 by 11-inch paper. The content of the mailed proposals shall be identical in all regards to the original electronic-copy submitted.

3.3.4. Electronic proposal in a PDF format stored on a common media (CD, DVD, or flash drive), identical in content and sequence to hardcopy proposals submitted. *Email is not an acceptable method of submission.* Unless specifically noted, acceptable formats include Microsoft Word, Microsoft Excel, or PDF.

3.3.5. In an effort to promote greater use of recycled and environmentally preferable products and minimize waste, proposers shall make every effort to follow these guidelines:

- a. Print double-sided copies.

- b. Use recycled paper with a minimum post-consumer content of 30% or other environmentally preferred paper. Note the level of recycled content contained in the paper being used.
- c. Unless absolutely necessary, minimize or eliminate use of non-recyclable or non-reusable materials, such as plastic report covers, plastic dividers, vinyl sleeves and GBC binding. Three-ringed binders, glued materials, paper clips and staples are acceptable.
- d. Use other products that contain recycled content in your bid documents. Such products may include, but are not limited to, folders, binders, paper clips, discs, envelopes, boxes, etc. Where appropriate, you may note which products in your bids are made with recycled materials.
- e. Submit materials in a format that allows for easy removal and recycling of paper materials.
- f. Unnecessary samples, attachments or documents not specifically asked for should not be submitted.

3.4. REQUIRED INFORMATION AND CONTENT OF PROPOSALS

Proposers must follow the proposal format, including the required information, as outlined below. In the context of this section “you” and “your” is the same as “Proposer” and “Proposer’s” and “Contractor” and “Contractor’s” respectively. The evaluation and selection of a Contractor (defined as the Proposer awarded the RFP and who signs a contract with the City), along with the contract issued, will be based, at least in part, on the information submitted in the proposal. Additionally, other inquiries may be made, including but not limited to references, interviews, demonstrations and presentations.

Please include only the required submittals specified below. Do not submit a copy of this RFP.

Table of Contents

The Table of Contents outlines in sequential order the major sections of your proposal.

Chapter 1: Required RFP Forms

Include the following required forms (blank forms are included in the RFP):

A. Signature Affidavit - RFP Form A

Submit certification with the legal name of the proposer and signature of the person(s) legally authorized to bind the proposer to a contract.

B. Receipt Forms and Submittal Checklist - RFP Form B

Acknowledge and initial parts of RFP received and submitted

C. Proposer Profile Information - RFP Form C

Provide business identification and contact information required in the form.

Chapter 2. Executive Summary

The proposer shall include a brief summary introducing your firm.

- A. Briefly describe your business organization, experience and qualifications in relation to providing services required in this RFP.
- B. Provide a brief statement of project understanding and the distinguishing characteristics of your proposal.
- C. Summarize the critical success factors and key challenges the City of Madison will face during this project. Recommend a high-level strategy or approach for the City of Madison to follow.

Chapter 3. : Qualifications, Experience and References

A. Background and History.

- 1. Describe briefly your firm's background and history. State organization's size: local, regional, national and international, in relation to providing services requested in this RFP. State the location of the office from which this engagement will be serviced and the range of activities performed at that office.
- 2. Provide a statement of the length of time you have been in business supplying the services referenced herein and experience in serving governmental entities.

B. Project Team.

- 1. Identify key staff (names and titles) and affiliates who would become directly responsible for the various aspects of the contract, if awarded. Identify who would be project manager(s) from your company (cannot be from affiliate).
- 2. Include brief resumes for all members of the team, including any subconsultants.
- 3. Describe proposed organizational structure for the team involved in the execution of the contract, their role, reporting responsibilities, team interface with City project management and estimated time commitment (in hours) for each team member. A principal or partner-level individual shall be the contact provided for all service and billing issues. Include a brief statement of the availability of key assigned personnel of the team.
- 4. If applicable, provide a general overview of all of the partners/subcontractors or companies whose services will be part of the proposal. For each subcontractor, describe their placement in the primary management structure and include name, address, phone number, contact person, number of years in operation, number of employees, etc.

*The successful contractor shall notify the City of any major change in personnel and/or subcontractors assigned to the project. The City reserves the right to approve or reject any major change in personnel or subconsultants assigned to the project.

C. Experience and References.

- 1. Demonstrate the firm's capability, experience and qualifications in providing services equal to or greater in scope than those requested in this RFP. Describe the project team's relevant experience, especially in projects of similar size and scope.
- 2. Provide a list of all relevant experience in the last five years.

3. Describe at least three (3) reference contracts that are most similar in size and scope to the service requested in this RFP. Include names, addresses, and telephone numbers of contact personnel. Provide a digital copy of a completed plan, if applicable. Use RFP Form D, References, as necessary.

- D. **Disclosure of Contract Failures, Litigations.** Disclose any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation or investigation pending within the last three (3) years which involves your firm and all subcontractors involved in the project. List any contracts in which your firm and any subcontractor has been found guilty or liable, or which may affect the performance of the services to be rendered herein.

Chapter 4. : Project Approach

The City will evaluate the proposer's understanding of and ability to meet project requirements as defined in, "Scope of Services."

- A. **Work Plan.** Submit a work plan that outlines the proposed steps and project timeline for completing for each of the phases and components of the scope of services.
- B. Provide an estimation of total work hours broken down by individual tasks. For example:

Project area/task	Description	Hours
Forensic Audit
Staff Assessment
Market Assessment
Public Meetings		
Etc.		
Total for Project

- C. **Contract Administration Methods.** Discuss your contract administration methods for executing the project scope, controlling its quality, completing specific deliverables and achieving project objectives and ensuring customer satisfaction. Describe your cost containment practices for controlling direct and indirect costs and strategy for adhering to contract schedules. Explain how you assess project related risks and their impact. Include any innovative ideas and other relevant information concerning your firm's understanding of the project.
- D. Provide the following information regarding Scheduling, Estimating and Budgeting:
- On your last 10 projects, how many were completed on schedule?
 - How many were completed within budget?
 - Describe the firm's ability to provide services as required within required time lines.
 - Address your firm's overall cost containment practices for controlling direct and indirect costs.
- E. Indicate any information or data to be used or obtained from the City of Madison. Describe expected use of City resources including assistance from City Staff

Chapter 5: Cost Proposal

- A. Submit **fee and reimbursable expense schedules** necessary to accomplish the scope of services identified in Section 1. The fee submittal shall address the following items:
- 1) A proposed lump sum not-to-exceed cost for services.
 - 2) Costs for estimated hours, tasks and subtotal for each phase of the project.
 - 3) Hourly rate schedule by personnel and the proposed number of hours budgeted for each member of the Consultant firm/team organized by task and phase of project.
 - 4) Itemized direct and indirect expenses including but not limited to: travel, telephone, printing and other out-of-pocket expenses relative to providing services described in the RFP
 - 5) Include the respective percentage of sub-consultants' involvement, if any, in each phase of work.
- B. Fixed Price Period – All prices, costs, and conditions outlined in the proposal shall remain fixed and valid for acceptance for a minimum of 120 days starting on the due date for proposals.
- C. The Contractor shall indicate any additional work outside the scope of work identified in this RFP, that the Contractor believes is needed. The Contractor shall estimate the cost of such work either as to be billed on a time and materials basis and shall specify the corresponding hourly rate.
- D. The Consultant shall estimate any unforeseen work to be billed on a time and materials basis at the hourly rate schedule in #3 above. Please note: As stewards of public funds, the City maintains all adopted budgetary parameters in the performance of its contracts. The ability of the successful proposer to maintain a sense of fiscal responsibility shall be favorably considered in the ranking and award of a contract.

As stewards of public funds, the City maintains all adopted budgetary parameters in the performance of its contracts. The ability of the successful proposer to maintain a sense of fiscal responsibility shall be favorably considered in the ranking and award of a contract.