

Request for Proposals for Consultant Services

to lead and create:

The Truckee-North Lake Tahoe Feasibility Plan for Arts and Culture



The Arts & Culture Council of Truckee-Tahoe, North Lake Tahoe Resort Association and the Incline Vision Arts Cultural and Heritage Committee (project partners) are pleased to invite consultants to apply for the development of a strategic feasibility plan that will define the role of the Truckee/North Lake Tahoe region in creating a thriving arts and culture community.

Issued January 14, 2008

Applications must be received by FEBRUARY 22, 2008

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A. Project Overview

1. Background

The North Lake Tahoe and Truckee region is a fast-growing area continuously undergoing change. The North Lake Tahoe Resort Association (NLTRA), the Arts & Culture Council of Truckee Tahoe (ACCTT), the Incline Vision Arts Cultural and Heritage Committee (IVACHC), herein described as project partners, recognize that by fostering arts and cultural programs, we can create vibrant local communities and a stronger regional economy. The region is growing quickly, and to support the growing demands from the artistic and cultural community, the project partners see an immediate need for a comprehensive arts and cultural plan for the Truckee/North Lake Tahoe region.

As described more fully below, the project partners are requesting consultants to submit proposals for the purpose of developing an economic feasibility and operational assessment of current and needed arts and culture venues. The plan will initially assess current and planned venues and programs to meet the artistic and cultural needs of the community. The plan will also include recommendations for future venues and programs that will create and support a thriving regional arts and culture community.

2. Purpose and Goals

The purpose of the Truckee/North Lake Tahoe Feasibility Plan for Arts and Culture is to develop a strategic feasibility plan that reviews the current arts and cultural heritage landscape and evaluates the role of local governments, agencies, and stakeholders in supporting arts and culture in the region. The feasibility study will examine existing arts and culture venues and programs and evaluate potential future venue and program options. The study will identify potential local and visitor demand and quantify the benefits that will support the regional economy. To ensure longevity, the plan must also include a set of future priorities as well as identification of potential funding streams.

Goals of the Plan:

- a. Provide a road map for creating a vibrant arts and cultural community in the Truckee/North Lake Tahoe region;
- b. Create a plan in a collaborative fashion, using input from key stakeholders and recognized arts and cultural programs in our community;
- c. Describe the venue(s) and types of programs that are needed in our region that are consistent with the goals of the plan;
- d. Determine operational sustainability elements for each venue, including preferred location;

B. Scope of Services

1. Eligibility

The Truckee/North Lake Tahoe Feasibility Plan for Arts and Culture is open to applicants nationally and internationally. The project partners encourage applications from persons of various backgrounds and personal orientations. Applicants who are ineligible to apply include project partner board members as well as participants involved in the stakeholder process.

2. Compensation

Consultant teams should prepare and submit an estimated budget based on an assessment of the scope of services in this document. A contract between the consultant and NLTRA will outline project completion phases and a payment schedule.

3. Project Tasks

The proposal should include, though not be limited to, the following elements:

- a. An economic feasibility study that determines the types of facilities that are needed and that can be supported in the Truckee/North Lake Tahoe region. Included in this feasibility report will be:
 1. An assessment of the current mission and vision for arts and culture in the Truckee/North Lake Tahoe region;
 2. An inventory of arts, culture and heritage organizations and programs, and venues in the Truckee/North Lake Tahoe region. This will include the identification of performing arts and related venues both existing and in the planning process;
 3. Recommendations as to the appropriate mix of facilities and programs that would support our regional vision. Included in this effort would be an analysis for building one performing arts center and/or satellite performing art centers;
 4. A survey of key arts and cultural heritage stakeholders in the community as well as the general public to assess overall opinion and support for arts and culture;
 5. An analysis of successful sustainable arts and culture facilities and communities including the identification of key success factors; and
 6. Strategic recommendations that include one, three, five and ten-year goals and objectives. This section will describe the evolutionary stages of the region in becoming a vibrant arts and culture community.
- b. An operational/financial feasibility study of the venue(s) identified above. Specifically, the analysis will focus on:
 1. A sustainable business model and corresponding success criteria;
 2. Operations and maintenance;
 3. Attendance requirements;

4. Recommended program mix;
5. Location evaluation with pros and cons (including evaluation of parking and existing public transit);
6. Long-term funding options, including recommended types of funding, identifying revenue streams and feasibility of those streams;
7. Regional audiences;
8. Criteria for sustainability of venue(s);
9. Possible partners;
10. Potential economic impact on the region, including additional jobs and tax revenue created.

C. Application Process

1. 2008 Project Schedule

January 14	RFP distributed
February 22	Qualified Proposals Due
February 29	Evaluation of Proposals by Project Committee
March 17	Project Committee Recommendation of Finalists to Project Partners
March 19	Finalists notified
March 22	Finalists further evaluated and interviewed (as necessary)
March 26	Project Committee Recommends Top Proposal → Project Partners Approval
March 28	Selected consultant notified
April 2	Execution of Agreement between the selected consultant and NLTRA → begin work
October 15	Consultant work complete

2. Application Due Date and Location

Received by February 22, 2008 at 5:00 PM (PST)
Streamline Consulting Group
10098 Jibboom Street, Ste. 102
Truckee, CA 96161

3. Submittal Instructions

Please submit one (1) original and four (4) copies of a packet of all written materials. Send submissions to the above address. Postmarks, late applications, and applications sent to the wrong address will not be accepted under any circumstances. Label applications: "Truckee/North Lake Tahoe Plan for Arts and Culture". Cost of preparation will be borne by the applicants.

4. Contact for More Information

Adrienne Kmetz
Streamline Consulting Group
10098 Jibboom Street, Ste. 102
Truckee, CA 96161
Fax: (866) 390-3082
adrienne@streamlineimpact.com

5. Application Format and Submission Materials

The content of all proposals for this work shall address the following issues and adhere to the following format:

- a. **Cover Letter** with the following information:
 1. Name and mailing address of your firm (include physical location in addition if mailing address is a PO Box).
 2. Contact person, telephone number, fax number and email
 3. A statement that the submitting firm will perform the services as described in this Scope of Services

- b. **Signatory Requirement:** The Cover Letter must be signed by an officer empowered by the Consultant to sign such materials and thereby commit the Consultant to the obligations contained in the RFP response. Further, the signing and submission of a response shall indicate the intention of the vendor to adhere to the provisions described in the RFP. As such, submittals that are signed:
 1. For a partnership, shall be signed in the firm name by a partner.
 2. For a corporation, shall have the correct corporate name thereon and the actual signature of the authorized officer of the corporation.
 3. By an individual doing business under a firm name, shall be signed in the name of the individual doing business under the proper firm name and style.

- c. **Firm Description:**
 1. A description of the firm, including the year the firm was established, type of organization (partnership, corporation, etc.), and the number of employees.
 2. Insurance: Provide a description of your insurance coverage, especially in regard to professional liability.
 3. Financial Condition: Provide information regarding your firm's financial condition and type of ownership.
 4. Firm Size: Provide a schedule by job description of the number of people in your firm.
 5. Provide no more than three contact references for each of your firm personnel assigned to the project.

- d. **Experience and Qualifications:** Describe background and experience of all consultants and subcontractors demonstrating ability to provide the required services.
 1. Identify any subcontractors or consultants who will be involved;
 2. Provide a list of similar projects which demonstrate the abilities of each of your proposed personnel;
 3. Provide a timeline of past projects of similar scope and magnitude for which your firm has provided services and describe those services; and
 4. Provide a list of references with contact information from past projects of similar size and scope.

- e. **Scope of Services:** Describe how services will be provided. Include a detailed listing and description of tasks. Provide a summary of the proposed approaches to the project, as well as a detailed description of the methodologies to be used. The project approaches should highlight recommendations of how best to gather input and encourage community feedback.
- f. **Personnel Listing:** Provide a schedule (based on number of hours per week) of time requirements for each of your personnel assigned to the project and a description of the nature and extent of their commitments to other projects that may impact this project. Information shall include the names and resumes of all assigned project personnel, including but not limited to:
 - 1. Principal in Charge; and
 - 2. Others as appropriate.
- g. **Price Schedule:** Indicate proposed fee schedule including rates, direct costs, and list of charges per consultant. Proposed budget should categorize expenses by phases defined within the scope of services, as well as types of services. It should include all expenditures necessary to complete the project, including any anticipated reimbursable expenses.
- h. **Timeline:** Propose the time frame for completion of the various phases of services, marking specific dates for committee and/or public meetings and completion of each activity defined within the scope of services. State in your proposal that services will be performed in accordance with this schedule and that the fee proposal will be based on this schedule.
- i. **Facilities and Resources.** Provide a complete description of your facilities including equipment, software/design programs and resources available to accomplish the tasks requested herein. Provide separate descriptions of sub-contractors facilities and resources to be used (if applicable).
- j. **Required Statements.** Include statements of assurance regarding the following requirements: Non-substitution for the designated members of the team without approval by the project partners, non-conflict of interest, and non-collusion.
- k. **Special Considerations:** Describe any special resources that your firm or your personnel assigned to the project may bring to the project or in-house expertise in technical areas that will specifically benefit the project partners.
- l. **Detailed Exceptions:** Provide in writing any exceptions you may take to the requirements of this RFP, the reasons for such exceptions and any proposed alternatives.
- m. **Additional Information:** Provide any other additional information that you believe would be helpful to project partners in their decision.

D. Selection Process

1. Selection Committee

The Selection Committee will be comprised of at least six representatives from the project partners. Award of contract will be based upon several criteria.

2. Evaluation Criteria

- a. Ability and Experience – 40%
 1. Demonstrated experience in one or more of the fields of expertise required to complete this work, including experience in consulting and cultural planning, as well as knowledge of governmental agencies and the arts community;
 2. Qualifications and experience of personnel, other consultants and subcontractors; and
 3. Demonstration of capacity to successfully complete this project, including ability to work within proposed timelines and proposed budget.
- b. Quality of Proposal – 30%
 1. How well the scope of services meets the goals of this planning process;
 2. Thoroughness, and clarity of proposal;
 3. Demonstrated understanding of the scope of services;
 4. Organization, management, and proposed methodology; and
 5. Ability to package findings, ideas, and concepts through a combination of written and graphic means of expression.
- c. Cost Effectiveness – 15%
 1. Cost to provide the requested services and deliverables.
- d. Time Devotion – 10%
 1. Ability of consultant and team members to devote necessary time to project;
 2. Ability of consultant and team members to work successfully with the project partners; and
 3. Ability of consultant and team members to make effective public presentations.
- e. A five percent (5%) preference will be awarded to local firms responding to this RFP. The five percent credit will be added to the submitting firm's aggregate score during the evaluation process. Local firms are those firms located within 20 miles of Tahoe City, Incline and Truckee.

3. Selection Procedure

After this evaluation process, a minimum of three (3) Proposers presenting the most responsive Proposals will be short-listed and potentially interviewed by the

Project Committee. Further written documentation may be required prior to the interviews, or as a result of the interviews. Failure to promptly supply information in connection with such inquiry, including but not limited to information regarding past performance, financial stability, and ability to perform on schedule, may be grounds for determination of non-responsiveness with respect to the Proposal.

The Project Committee will rank the short-listed Proposers at the completion of their evaluation process. The Project Committee will then submit this ranking to Project Partners for approval. NLTRA will lead negotiations with the top-ranked Proposer with the intention of entering into an agreement. If negotiations with the top-ranked Proposer are unsuccessful, then negotiations with this Proposer will be terminated and negotiations will begin with the next successfully ranked Proposer until a successful contract is negotiated and signed.

E. General Requirements

1. The NLTRA, ACCTT, and IVACHC have a Protest and Appeals policy. Protests must be submitted in writing to Ron Treabess, Director of Community Partnerships & Planning or Steve Teshara, Executive Director, NLTRA, P.O. Box 5459 Tahoe City, CA 96145 within seven (7) working days after respondent knows or should have known the facts giving rise to a protest.
2. Respondents must warrant and covenant that no official or employee of the NLTRA, ACCTT, and IVACHC, nor any business entity in which an official of the NLTRA, ACCTT, and IVACHC has an interest, has been employed or retained to solicit or aid in the procuring of any resulting contract, nor that any such person will be employed in the performance of such contract without immediate divulgence of such fact to the NLTRA, ACCTT, and IVACHC.
3. If the Consultant is currently involved in an ongoing bankruptcy as a debtor, or in a reorganization, liquidation, or dissolution proceeding, or if a trustee or receiver has been appointed over all or a substantial portion of the property of the vendor under federal bankruptcy law or any state insolvency law, the vendor must provide the NLTRA, ACCTT, and IVACHC with that information as part of its bid/proposal. The NLTRA, ACCTT, and IVACHC may use information regarding a bidder's financial responsibility when making an award determination.
 - a. The NLTRA, ACCTT, and IVACHC reserve the right to take any action available if it discovers a failure to provide such information to the NLTRA, ACCTT, and IVACHC, including but not limited to, a determination that the vendor should be declared non-responsible and/or non-responsive, and suspension or debarment of the vendor.
 - b. By submitting a bid/proposal in response to this solicitation, the vendor agrees that if, during the term of any contract it has with the NLTRA, ACCTT, and IVACHC, it becomes involved as a debtor in a bankruptcy proceeding, or becomes involved in a reorganization, liquidation, or dissolution proceeding, or if a trustee or receiver has been appointed over all or a substantial portion of the property of the vendor under federal bankruptcy law or any state insolvency law, the vendor will immediately provide the NLTRA, ACCTT, and IVACHC with a written notice to that effect and that it will provide the NLTRA, ACCTT, and IVACHC any relevant information requested in order for the NLTRA, ACCTT, and IVACHC to determine whether the vendor has the financial ability to meet its obligations to the NLTRA, ACCTT, and IVACHC.