

## I. INTRODUCTION

Edmonds Public Facilities District (EPFD), dba, “Edmonds Center for the Arts (ECA)” is seeking proposals from qualified consultants or consulting teams to lead the organization through a process to update its 5-Year Strategic Business Plan. Proposals should outline a comprehensive, focused and efficient process to update the plan, as well as an estimated cost and timeline for completion.

In evaluating submittals, EPFD/ECA leadership will consider technical expertise in planning, experience specific to performing arts organizations and/or government entities, innovation, cost and demonstrated ability to work successfully with a diverse group of stakeholders.

The deadline for submission is 5:00pm on Wednesday, March 31, 2017.

Submit proposals to:

c/o Lisa Helber, Executive Assistant  
Edmonds Public Facilities District/Edmonds Center for the Arts  
410 4<sup>th</sup> Ave. N  
Edmonds, WA 98020

## II. BACKGROUND

### A. Vision, Mission, Values of Edmonds Center for the Arts

Vision: A vibrant community in which the performing arts are woven into our daily lives and valued for their power to entertain, educate and inspire.

Mission: To celebrate the performing arts, strengthen and inspire our community, and steward the development and creative use of the ECA campus.

Values: Creativity, quality, partnership, service, diversity, stewardship, transparency, accountability.

### B. History

On April 24, 2001, the City of Edmonds created Edmonds Public Facilities District pursuant to the Laws of Washington State, 1999, Chapter 165, codified as Chapter 35.57 of the Revised Code of Washington. Edmonds City Council then appointed five local business and community leaders to the Board of Directors of Edmonds Public Facilities District (Edmonds PFD) to begin the process of acquiring, constructing, financing, operating and promoting a public facility to serve the residents of Snohomish County and the Puget Sound region.

To help launch the project, Edmonds PFD requested funding assistance from Snohomish County Public Facilities District in the fall of 2001. Prior to this request, Snohomish County PFD had approved funding for two other Public Facilities District projects in Snohomish County – Everett Events Center (now Xfinity Arena) and Lynnwood Convention Center. As a prerequisite for funding consideration, Snohomish

County PFD required a business plan from Edmonds PFD in support of the funding request. Edmonds PFD submitted its original Business Plan to Snohomish County PFD in January of 2002.

In May of 2013, the Edmonds PFD and Edmonds Center for the Arts Boards of Directors formally adopted a Strategic Business Plan covering the years 2013 - 2017. By that time, Edmonds PFD had designed, renovated and successfully operated the performing arts facility now known as Edmonds Center for the Arts for six years. This new Strategic Business Plan reflected changes in the Center's scope and direction, and provided a clearer vision for the future of Edmonds Center for the Arts.

At this time in the life of the organization, the EPFD and ECA Boards of Directors and Staff are ready to engage in a new Strategic Business Planning Process in order to update the expiring plan and prepare for the next three-to-five years of operation and development. The process will involve an evaluation of existing programs and adjustments to those programs as necessary, identifying new programming opportunities, managing organizational growth, and ensuring the operational and financial sustainability of the organization into the future. Future campus development will also be explored.

More information about Edmonds Center for the Arts can be found at [www.ec4arts.org](http://www.ec4arts.org).

### III. SCOPE OF SERVICES

EPFD/ECA is seeking a consultant or consultants to facilitate the strategic and business planning process that will provide guidance for future daily management and decision-making, long-term organizational sustainability, the evolution of programs and services, and the future development of the campus and its facilities. The scope of this project will include, but may not be limited to:

1. facilitate stakeholder meetings as well as Board strategic and business planning meetings/retreat(s)
2. guide stakeholders toward the clarification and/or verification of ECA's mission and vision, and the essential programs and services the organization should continue to provide, or should develop in the future
3. lead an assessment of capital and operating funding requirements, identify funding challenges and opportunities, and set goals/guidelines for the development of new revenue and long-term financial health
4. assist in the development of short- and long-term organizational goals and objectives
5. assist in the establishment of measurable and achievable outcomes, and methods to evaluate progress toward achieving established goals and objectives on an a regular basis
6. guide the Strategic Business Planning Task Force in developing a comprehensive and effective Strategic Business Plan that will provide clear guidance to EPFD/ECA toward meeting its goals over the next three-to-five years.



#### IV. PROCESS AND TIMELINE FOR SELECTION

The process and timeline for selection of a Consultant are as follows:

Thursday, March 16, 2017, 10:00 – 11:00 a.m. – Pre-submittal Conference

This will be an opportunity for potential candidates to ask questions and obtain information about the RFP and the Strategic and Business Planning process and project. Attendance is optional. The Pre-submittal Conference will be held at Edmonds Center for the Arts; please RSVP to [lisah@ec4arts.org](mailto:lisah@ec4arts.org) with your intent to attend.

Friday, March 31, 2017, 5:00 p.m. - Deadline for RFP submittals

Submittals must be received at Edmonds Center for the Arts, located at 410 4<sup>th</sup> Ave N, Edmonds, WA 98020 by the above deadline. Submittals should be marked to the attention Lisa Helber, Executive Assistant. Digital proposals may be submitted via e-mail to ([lisah@ec4artgs.org](mailto:lisah@ec4artgs.org)), but the organization cannot be responsible for formatting or transmission errors. Submittals received after the deadline will not be considered.

April 3-7, 2017 - Consideration of submittals and selection of interview candidates

An evaluation team will select qualified candidates from the submittals received to participate in interviews. This process will include review of submittals, references, and other information as necessary, as well as rating of submittals.

April 12-13, 2017 - Interviews with selected candidates

Interviews will provide an opportunity for the Committee and selected candidates to further gauge their fit with the organization and their ability to work with the Committee and Boards.

*Please ensure that the appropriate representative, including the designated Project Manager, will be available to attend an interview if selected as a finalist.*

April 14-18, 2017 - Selection of preferred candidate

The Committee will select a preferred candidate based on interview, written proposal, and other information, as well as results of reference checks, and will contact all candidates about the results.

April 20, 2017 - Negotiation of contract

The Committee will attempt to negotiate a satisfactory contract with a preferred candidate. If the Committee determines, at its sole discretion, that the negotiation is not proceeding satisfactorily, the Committee may terminate negotiation with the preferred candidate and may begin negotiation with another qualified candidate.

April 27, 2017 - Approval of contract by EPFD Board

#### V. PROPOSAL SUBMISSION

To be considered, interested parties must submit by no later than Friday, March 31, 2017 at 5:00 p.m. five (5) copies (at least one that is unbound and photo copy ready) of a proposal package includes the following:

1. Letter of interest, including clear understanding of EPFD/ECA's needs and consultant's ability to meet those needs – limited to two pages.
2. Resume and summary of qualifications, experience and availability.
3. Proposed approach to the process, including a proposed schedule and description of public involvement methods – limited to five pages summarizing method and approach to providing consulting services to the Edmonds PFD and Edmonds Center for the Arts.
4. Detailed description of the proposed plan and timeline to achieve the Scope of Services.
5. Proposed budget – limited to two pages and including detailed project costs by task, as well as total estimated hours. Actual compensation is subject to contract negotiation. A third

- page may be added if additional tasks (and associated costs) are proposed and clearly described by the consulting team.
6. Name, phone number and address of at least three references from similar contracts.
  7. Minimum of three examples of relevant written work related to Strategic and Business Planning, at least one of which represents a Strategic and Business Plan prepared on behalf of a comparable entity.
  8. Ability to meet EPFD's insurance requirements for minimum amounts of insurance: commercial general liability insurance and professional (errors and omissions) insurance in amounts not less than \$1 million for the duration of the project.
  9. Any other pertinent information needed to evaluate proposal.

Edmonds Public Facilities District hereby notifies all prospective consulting candidates that it will affirmatively insure that in any contract entered into pursuant to this advertisement, minority business enterprises will be afforded full opportunity to submit SOQs in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

Edmonds Public Facilities District retains the right to reject any and all proposals and to waive minor irregularities in the process.