

I. INTRODUCTION

Edmonds Public Facilities District, dba, “Edmonds Center for the Arts” is seeking proposals from qualified consultants or consultant teams to develop a three to five year strategic and business plan. Using a focused and streamlined process, the selected consultant or consultant team will deliver a plan with key implementation recommendations, along with estimated cost and timeline for completion. In evaluating submittals, Edmonds Center for the Arts leadership will consider technical expertise in planning, range of experience specific to the performing arts as well as government entities, innovation, cost and demonstrated ability to work successfully with a diverse group of stakeholders.

The deadline for submission is 5:00pm on February 29, 2012. Submit proposals to:
Edmonds Public Facilities District/Edmonds Center for the Arts
Strategic and Business Planning Committee
410 4th Ave. N.
Edmonds, WA 98020

II. BACKGROUND

A. Mission

A cultural resource for the entire region, Edmonds Center for the Arts inspires creativity, learning and growth through performing arts presentations, community partnerships and education outreach programs.

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 (Comcast 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.

The Business Plan was subsequently updated in September, 2008. By that time, Edmonds PFD had successfully designed, renovated and launched the operation of a world class performing arts facility now known as Edmonds Center for the Arts (ECA). This updated business plan reflected changes in the scope and direction of the project over prior six years, and provided an updated vision for the future of Edmonds Center for the Arts. This plan had continued to provide a framework for action by all participants in the continued growth and development of the center.

At this time in the life of the organization, both the PFD and ECA Boards and ECA Staff recognize that after five full years of operation, there is a need to revisit the business plan and formulate an updated



strategic and business plan to focus on and more effectively manage organizational growth, and to insure the sustainability of the organization into the future.

Additional information regarding the organization and facility's history can be found in the Addendum at the end of the document. More information about Edmonds Center for the Arts can be found at 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, as well as long-term organizational development, the evolution of programs and services, and the future development of the campus and its facilities. The purpose of the strategic and business planning process will be 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 a rolling basis
6. guide the Strategic and Business Planning Committee in developing a comprehensive and effective Strategic and Business plan that will provide clear guidance to EPFD/ECA toward obtaining 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:

Wednesday, February 15, 2012, 3:30-4:30 p.m. – Presubmittal 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 jamie@ec4arts.org with your intent to attend.

February 29 at 5:00 p.m. - Deadline for RFP submittals

Submittals must be received at Edmonds Center for the Arts, located at 410 4th Ave N, Edmonds, WA 98020 by the above deadline. Submittals should be marked to the attention of the Strategic and Business Planning Committee. Digital proposals may be submitted via e-mail to (jamie@ec4arts.org), but the organization cannot be responsible for formatting or transmission errors. Submittals received after the deadline will not be considered.

March 1-9, 2012 - 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.

March 12-13, 2012 - 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.

March 20-21 - 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.

March 22-27 - 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.

March 29, 2012 - Approval of contract by EPFD Board

V. PROPOSAL SUBMISSION

To be considered, interested parties must submit by no later than February 29, 2012 at 5:00 PM five 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.

Addendum to the RFP:

Edmonds Center for the Arts is an historic public facility which has been a part of the City of Edmonds for nearly a century. The first building erected on the campus was the original Edmonds High School building, completed in 1909; in 1921, new structures were added to the campus creating the “North Wing” and “South Wing” – these included a gymnasium and new classrooms. In 1939, a stunning art moderne (late art deco period) auditorium was built on the West edge of the campus facing Puget Sound and the Olympic Mountains beyond, and a beautiful new gymnasium was added on the Southeast corner of the campus. The 1921 gymnasium was also transformed at that time into two floors full of classroom spaces. This massive endeavor was a project of the Works Progress Administration created by President Roosevelt to help Americans get back to work after The Great Depression. The new theatre would serve as the main meeting and performance hall for the Edmonds community for decades to come.

In January of 1958, the students and administration of Edmonds High School moved to a new location east of the City’s downtown core, and the original high school campus became the new home of Edmonds Junior High, which it would remain until 1975. In 1977, Puget Sound Christian College (PSCC), a private non-profit organization, purchased the entire campus from the Edmonds School District and owned and operated the campus and for the next twenty-five years. In 2001, PSCC announced its intention to sell the campus property and facilities and move its operation north to the City of Everett and the following year, Edmonds Public Facilities District purchased the campus property and began its efforts to renovate the facility and create Edmonds Center for the Arts. The project would preserve the historical significance of the facility while creating a state-of-the-art performing arts venue.

In 2004, a separate not-for-profit corporation called Edmonds Center for the Arts (ECA) was formed for the sole purpose of supporting the work of the Public Facilities District, assisting the PFD with fundraising for the renovation of the auditorium and the necessary start-up funds for the operation, and partnering with the PFD long-term to help provide broader community outreach, organizational leadership and annual fundraising support.

On October 2, 2006, Edmonds PFD completed the 18.5 Million renovation of the 1939 auditorium and moved onto the campus to begin operations as a regional performing arts center. The campus includes the state-of-the-art auditorium and lobby areas, the 1939 vintage gymnasium, a 1960’s music building that is currently used only for storage, the remaining “South Wing” featuring support spaces for the theatre (administration, green room, dressing room, technical office) as well as three large classroom/event spaces, and a 90-car parking lot adjacent to the building.

ECA is currently in its fifth full season of presentations, featuring a wide variety of performing artists and disciplines from around the country and world. The Center also provides a home for community partner organizations (Edmonds-based groups such as Cascade Symphony Orchestra, Sno-King Community Chorale and Olympic Ballet Theatre), and hosts a variety of performing arts events by groups from around the region. ECA’s student matinee and educational outreach programs provide young people with valuable exposure to the performing arts and access to professional artists as mentors and

teachers. And finally, Edmonds Center for the Arts serves as a gathering place for the community to come together to engage in dialogue, celebrate community and experience great performances.

In addition to the cultural enrichment that the center provides to the community, ECA also serves as an essential economic driver for the City of Edmonds. It is a key component of the economic vitality in South Snohomish and North King Counties and a strong anchor for tourism. More than 250,000 people have attended events at ECA since it opened its doors in October, 2006, and these patrons and artists often visit local restaurants, shops and galleries. ECA boasts an annual economic impact of nearly \$3M. Additionally, the center has created new jobs and offers fulfilling volunteer opportunities for community members of all ages.

Edmonds Center for the Arts has been widely supported and utilized by citizens, community groups, local and regional arts organizations, corporations and representatives from local, state and federal governments. We are proud to be a cultural cornerstone in the community and a regional destination for performing arts patrons.

In 2009, leaders from each of the Boards of Directors, PFD and ECA, formally established the Steering Committee. Two members from the PFD Board (President and Vice President), along with the five officers of the ECA Board (President, Past President, Vice President, Treasurer and Secretary) serve on this committee, which essentially functions as the organization's Executive Committee. Most key organizational management issues flow through the Steering Committee to the PFD and ECA Boards. However, as the true owner/operator of the facility, ultimate responsibility for oversight and approval of budgeting, financial reporting, policy development, hiring/firing of the Executive Director, general operations and facilities rests in the hands of the Public Facilities District Board.