

REQUEST FOR PROPOSALS

To Develop a Strategic Plan for

The Department of Cultural Services

County of Marin

ISSUE DATE: October 13, 2016

10 Avenue of the Flags, San Rafael, CA 94903

gcalicchio@marincounty.org

To Develop a Strategic Plan for Cultural & Visitor Services

This Request for Proposal (RFP) is soliciting written proposals from professionally qualified contractors (“the Contractor”) to provide services to the **Department of Cultural Services** for the development of a five year strategic plan. All proposals should clearly define how the Contractor will work with **Cultural Services** to assist in a comprehensive, participatory planning process.

ISSUE DATE: October 13, 2016

CLOSING DATE AND TIME: November 16th, 2016

SUBMISSION: email proposal to:

Gabriella Calicchio, Director

gcalicchio@marincounty.org

BACKGROUND

Mission:

The mission of the Department of Cultural Services is to promote and enhance the cultural, educational, social, economic, recreational, and entertainment life of Marin County for all residents by managing the County’s major performing arts, conference, and event center; managing the award-winning Marin County Fair; and by coordinating the Frank Lloyd Wright docent tours at the Marin County Civic Center.

Programs:

The Cultural Services department at the County of Marin has four essential functions: operating the Marin Center facilities and campus as rental venues, overseeing the Frank Lloyd Wright Civic Center Visitor and Docent led Tour program, programming the “Marin Center Presents” series and producing the Marin County Fair.

The award-winning Marin County Fair reflects Marin County in all of its colorful traditions and innovations. From farm animals, family activities, and popular concerts to thrilling rides, leading-edge exhibits, and spectacular fireworks displays each night, the Marin County Fair is one of the Bay Area’s most beloved and anticipated summer events.

Marin Center performances have delighted Bay Area audiences for over 27 years. As the major performing arts, events center, and fairgrounds in Marin County, Marin Center serves the community by presenting and expanding a variety of multi-cultural theater presentations, affordable rental venues, and professional expertise. Bringing art, music, dance, and performance of all kinds to audiences around

the Bay, attendees also enjoy visiting the beautiful Marin Veterans' Memorial Auditorium inspired by renowned architect Frank Lloyd Wright.

These functions have been performed in a satisfactory manner for many years. However, with new leadership in the department, we recognize that we have an opportunity for organizational growth and development. While it is clear that Cultural Services has grown many assets and strengths, we also still face many challenges: the campus and facilities are aging and are no longer viewed as competitive in the marketplace, the cost of using our venues has out-priced many community organizations, the financial model is not balanced or sustainable, the programming has been static for many years, we have a declining and aging patron base and we have very low brand recognition in our community.

UNESCO Nomination:

In 2015, a group of 10 buildings—including the Marin County Civic Center—designed by Frank Lloyd Wright, have become the first works of modern architecture nominated by the United States to the United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage List.

The Marin County Civic Center (1957) is one of the last major works of Frank Lloyd Wright's career and his only realized project for a government entity. An innovative design that simultaneously houses in one structure all of the functions of county government and serves as a focal point for civic and cultural engagement, it dramatically illustrates the kinship of architecture to the surrounding landscape with long horizontal buildings that gracefully link the crowns of three separate hills. Wright boldly projected the main government building as a bridge joining one hill to the next with a series of graceful arches sheltered under barrel-vaulted roofs. Its forms and colors relate it to surrounding hills and to the mountains of the Coastal Range in the distance.

With this nomination comes an expectation for marketing, education and outreach that is second to none. Cultural Services has the opportunity and responsibility to generate local, national and international exposure and work closely with our tourism partners in the area to make the Marin County Civic Center a destination for cultural tourism.

Marin Cultural Association:

The Marin Cultural Association (our new 501c3) advocates for and serves as a catalyst to increase participation, advance collaboration and optimize resources for culture in Marin County. Proceeds to the Marin Cultural Association help us with our mission to support arts and culture in Marin County and are used to underwrite programming, education and tickets for underserved youth and to upgrade our facilities.

PURPOSE OF PROJECT

We have an opportunity to develop a comprehensive strategic plan that will serve us in framing a vision for our future, inclusive of capacity-building tactics and measures to take us there. The planning process will result in an assessment and analysis of our strengths and weaknesses, an updated mission statement, and statement of core values, an enhanced vision and plan for the Department's future

sustainability, and a viable roadmap for the revenues necessary to carry out a sustainable plan. The guiding questions we have identified for the advancement of this process include the following:

- Core mission and values: Does our mission reflect our central purpose? What are our Core Values? How are the core values articulated, and how do we ensure that these values are put into action?
- Vision: What is our vision for Cultural Services' future? What are the goals and objectives we wish to achieve in pursuing our vision?
- Organizational and Fiscal Stability: How can Cultural Services build its operating revenue to more robustly support the vision for the future? What role should the Marin Cultural Association (MCA) our new nonprofit play in that? What role should the County play? What should this public/private partnership look like?
- Staff: What would be Cultural Services' ideal staff structure that reflects an effective and efficient way to carry out a revitalized vision, and do the work necessary to sustain the organization?
- New Opportunities: Which new opportunities make the most sense for the organization to pursue, and what are the determining factors in making decisions about taking advantage of new opportunities that arise? What are the financial and organizational challenges that each pursuit may present? How can we build our capacity to meet these challenges?

Specific areas of focus may include: Public/Private Partnership and alternative operating models, Integrated Campus Master Plan, Facilities Assessment and plan, the role of the Cultural Commission, Marin Cultural Association and Marin Coalition for the Arts, Marketing and Branding, and Cultural Services' role in the community.

Cultural Services has an opportunity to expand the mission of the department. Cultural Services for the County of Marin historically has had four essential functions: operating the Marin Center facilities and campus as rental venues, overseeing the Frank Lloyd Wright Civic Center Visitor and Docent led Tour program, programming the "Marin Center Presents" series and producing the Marin County Fair. In this expanded vision, Cultural Services has the opportunity to engage with and lobby for Art and Culture throughout the County. With the loss of the Marin Arts Council in 2011 and the shift away from arts and culture funding at the Marin Community Foundation, there is no one entity that is actively promoting the value and raising the profile of our cultural organizations and celebrating the arts in our community. If this becomes part of the future vision for the department of cultural services, we will need to expand the role of the Cultural Commissioners. We will need to rethink our programming priorities, staffing infrastructure and campus and facility use. We will need to create a sustainable and structurally sound operating model and explore the ways in which the new non-profit can support the model.

It is imperative that we undergo a strategic planning process in order to make sure that future initiatives are aligned with the vision for Cultural Services and with the County's new five year business plan. Our hope is to come out of this process with an articulated vision, specific goals and objectives to attain that vision and stakeholder buy in.

SCOPE OF SERVICE

The Contractor shall, at minimum, accomplish the following in performance of this contract:

CORE ACTIVITIES:

Working with Cultural Services, the Contractor will:

1. Design and establish a comprehensive strategic planning process;
2. Develop a five year strategic plan;
3. Provide recommendations and implementation strategies for this plan.

RESEARCH:

It is anticipated these tasks will be accomplished through a combination of:

- Review of Cultural Services printed materials, publications, and website, including marketing materials, social media efforts and relevant research documents such as the SWOT analysis that was conducted with staff and commissioners in 2014/15;
- Personal interviews with stakeholders: Cultural Services management, staff, Commissioners, Board of Supervisors, other County Department Heads, funders, private sector leaders and others;
- Focus groups, public forums, committee meetings, and/or any other method that will be useful in receiving community input (email, survey monkey etc.) identifying dominant issues and building consensus around desirable objectives and promising strategies.

DELIVERABLES

Deliverables will be reviewed and accepted by the Cultural Services Director and the Strategic planning Steering Committee. Deliverables will include, at a minimum, the following:

- Presentation and facilitated discussion at a staff/commission/MCA retreat;
- Copies of all instruments used to gather information;
- Interim briefings to the Strategic Planning Steering Committee at established points in the project's timeline;
- Draft plan specifying goals, objectives, strategies, timeline and required resources (i.e. financial and human) for implementation;
- Final plan incorporating necessary revisions; and

- Presentations of both the draft and final plans at meetings of the Cultural Services Commission meetings (which may include staff and invited guests).

All deliverables will become property of Cultural Services.

SCHEDULE

The planning process shall commence on December 15, 2016, and be completed within six calendar months. The following schedule provides target dates:

Activity	Dates
Deadline for RFP Questions or Clarification	October 30, 2016
Postmark deadline for proposals	November 16, 2016
Notify finalists selected for interviews	November 22, 2016
Finalist's interviews	November 30, 2016
Selection of Contractor	December 7, 2016
Contract signed by both parties	December 12, 2016
Work Begins	December 15, 2016
Staff/Commission Retreats	TBD (December-January)
Research and development	February-April
Presentation of draft plan	April 28, 2017
Final Plan Completed	June 30, 2017

COMPENSATION FOR SERVICES

Cultural Services will expend appropriate funds for completion of a high quality planning process, data and plan. Not to exceed bid should be inclusive of all fees, expenses, supplies, printing, travel, per diem, overhead and profit, insurance, taxes, and any other expenses attributed to the planning process.

SUBMISSION REQUIREMENTS

Proposal should include at a minimum:

1. Title Page with name of firm or lead contractor, address, telephone, email, contact person and date of submission.
2. Table of contents identifying materials by section and page number. Attachments and appendices should be numbered and listed in the table of contents.
3. Contractor profile, including:
 - A list of the names and titles of members, partners, officers, management and staff of the Contractor's firm. Include an illustration of the firm's organizational structure, if appropriate, and the number of years the firm has operated.
 - A minimum of three references for which the Contractor has provided comparable contractual services to those specified in this RFP, along with subcontractors and contacts where applicable;
 - Summaries and samples of the Contractor's work on similar projects;
 - Evidence of experience with and/or knowledge of issues relating to diverse populations;
 - Evidence of experience with and/or knowledge of effective public/private partnerships;
 - Bios of key individuals associated with the proposed planning project;
 - Bios and qualifications of the sub-contractor.
4. Work plan incorporating the scope of services to be provided, the work plan should generally identify the expected duration of each task and reflect associated personnel and other resources required for all tasks to be performed. This should include a schedule of deliverables. On-site and off-site time should be separately itemized. There should be a clear delineation of Contractor and Cultural Services task responsibilities.
5. Not to exceed project fees as a line item expense budget indicating all costs for carrying out proposed work, including personnel, travel, lodging, meals, supplies, materials, overhead and all other necessary expenses.

SELECTION

In outlining your proposed approach to creating a strategic plan for Cultural Services please consider the following:

- Your experience in working with an organization like Cultural Services to create a strategic plan. Based on your understanding of our organization and community, what particular challenges and opportunities do you foresee?
- Your experience with planning for government arts agencies with a wide range of programming from presenting, arts education to producing a County Fair. What were the particular challenges and how were they managed?

- Your experience working with public/private partnerships? What were the challenges and how were they managed?
- The top five critical factors that in your experience contribute to successful planning?
- Your role in the process relative to that of Cultural Services.
- Your unique capabilities/experiences that you/your firm would bring to the process.

RFP Standards

- Cultural Services will not reimburse costs of preparing the consultant proposals.
- Cultural Services reserves the right to cancel the award of contract any time before the execution of the contract by both parties. The responding consultants bear sole risk and responsibility for costs incurred in the preparation and mailing of the proposal.
- Cultural Services reserves the right to reject any or all responses to this Request for Proposal.
- No Cultural Commissioner or staff member shall have a financial interest in this proposal.
- In cases of disputes over differences of opinions as to the services in the proposal, the decision of Cultural Services shall be final.
- Cultural Services reserves the right to ask for clarification in the proposal if the need arises.
- Responses to this RFP become the property of the County of Marin and are subject to the California Public Records Act. This does not include the disclosure of a firm's net worth or information labeled by the firm as proprietary or confidential. In the event that the county is required to defend an action arising out of a Public Records request for any contents of a submittal marked "proprietary" or "confidential," respondent agrees to defend and indemnify the county from all costs and expenses resulting from such action.

RFP Availability

This RFP will be posted on:

Cultural Services website: www.marincenter.org

The Marin County website: <http://www.marincounty.org/main/proposals>

In addition, this RFP may be distributed to individual consultants.

Questions regarding this RFP must be submitted via e-mail to:

Gabriella Calicchio, Director

Email: gcalicchio@marincounty.org

The deadline for submitting questions is **October 30, 2016 by 4:00 p.m. PST**. Inquiries will only be received and answered by e-mail. Gabriella Calicchio, Director of Cultural Services will respond in writing to written requests for further information or clarification. The questions and responses will be posted for all on the Marin County website @ <http://www.marincounty.org/main/proposals> and on the Department of Cultural Services website @ www.marincenter.org.

*All responses will be provided by Friday, **November 4, 2016 by 4:00 p.m. PST**.*

SELECTION PROCESS

1. The Strategic Planning Steering Committee for Cultural Services and the Director will invite a limited number of potential contractors to participate in a presentation and interview process. Invitees are expected to bear travel costs to and from San Rafael, CA.
2. The proposal selected will offer the best combination of quality and value for Cultural Services.

Attachments

Sample Professional Services Contract with the County of Marin.

County of Marin 5 Year Business Plan