

**TOWN OF HILTON HEAD ISLAND
REQUEST FOR QUALIFICATIONS
CONSULTING SERVICES FOR
THE VENUE COMMITTEE
RFQ 2016-0016**

The Town of Hilton Head Island South Carolina is soliciting responses from Consultants with a minimum of ten years' experience to provide technical support/assistance on a variety of art/cultural/entertainment venue issues to the Town's recently established Venue Committee. The Town desires to have one primary consultant for this project, however we realize that due to the complexity of the issues involved it may require two or more consultants to partner to respond to this solicitation. Additional consideration and value will be given to such partnerships where they have an established record of working together on past similar endeavors.

BACKGROUND:

In recent years, Town Council has sought to examine the role of our local performing and cultural arts organizations and how they add value to and enrich residents' and guests' lives, support economic development, and attract guests to live on Island. To that end, an Arts and Cultural Assessment and Strategic Plan was completed in 2014, and an Arts and Cultural Strategic Planning Committee formed, which produced a 2016 Final Report. This Final Report outlined various marketing and organizational implementation methods, and suggested that further research be conducted on venue issues and challenges to the numerous arts, cultural, historical, entertainment organizations on the Island.

To accomplish this, a Venue Committee was recently created. This sub-committee of the Community Services Committee of Town Council has a mission to support the advancement of Hilton Head Island as a rich and diverse arts and cultural destination that enriches the lives of our residents and guests. Specifically their goals are to:

- Recommend if substantiated, the Structure, Cost and Funding of Venue(s) and operational sustainability, which satisfies the needs of the Community and the Entertainment, Arts, Cultural and History organizations, maximizing the return on investment for the Town and its citizens, and fulfilling the Capital Sales Tax requirements, if so available. This should include specific recommendations regarding the Arts Center of Coastal Carolina's venue requirements.
- Recommend the role, if any, of Town Government and other supporting entities in supporting the Venue(s) recommendation.

The Committee has identified specific venue-related objectives and tasks that require expertise that is outside the skill set of those on the Committee. These tasks are reflected in the draft scope of services reflected in Exhibit (1). This draft scope of services is provided to give respondents a more defined list of tasks that the Committee has initially identified as areas where assistance by a consultant is required. Respondents should use it to guide their understanding of the anticipated work and to assist them in developing an initial work plan that we will use to evaluate their understanding of the proposed work. This should also assist respondents in identifying their past work projects that best matches our anticipated requirements. Any respondent to this request for qualifications (RFQ) should have a verifiable record of successfully providing these services to other communities who are similar in size and nature and who have been faced with the similar issues, challenges and opportunities.

SUBMISSION REQUIREMENTS:

All responses should be delivered in sealed envelopes clearly identified as “Consulting Services for the Venue Committee” (RFQ 2016-0016) by not later than 2:00 PM on August 2, 2016. Please provide a minimum of 6 hard copy responses and one digital copy on CD. Responses should be hand carried or delivered by traceable means to the following address.

Town of Hilton Head Island
One Town Center Court
Hilton Head Island, SC 29928
Attn: Jill Foster, Deputy Director of Community Development
RFQ 2016-0016 Consulting Services for the Venue Committee

Any responses received after this time or date will not be opened and shall not be considered for award.

There will be a **non-mandatory** Pre-Qualification Meeting in the Benjamin Racusin Council Chambers at Town Hall on July 12, 2016 at 9:00 AM. This will provide any interested firms an opportunity to meet the members of the Selection Team and ask any questions they have regarding this solicitation.

By issuing this RFQ, the Town of Hilton Head Island is not committing itself to award a contract or pay any costs incurred in the preparation of responses. The Town further reserves the right to accept or reject any or all responses received, to waive formalities, to negotiate with any or all qualified firms, and/or to cancel the RFQ in part or in its entirety if it is in the best interest of the Town.

Responses to this RFQ will be subject to the Freedom of Information Act (FOIA). Further, the names of the responding firms shall be released to the public following the submission date and time.

For information concerning this request for qualifications, please contact Jill Foster at (843) 341-4694 or Jillf@hiltonheadislandsc.gov.

Any questions must be submitted in writing via email to the above point of contact. The Town will accept questions until close of business on July 15, 2016. Should one be required the Town will issue a final addendum for this RFQ not later than July 22, 2016. It is the responsibility of the firms intending to submit a response to this RFQ to check the Town’s website www.hiltonheadislandsc.gov to ensure they have reviewed and considered any addendum’s issued for this solicitation.

RESPONSE FORMAT:

Responses are to be self-explanatory and designed in a manner to provide the Town with a straightforward presentation of the firm’s capabilities and qualifications. Elaborate brochures and other promotional type materials are not desirable. The firm is encouraged to submit, for the Town’s review, any additional information pertinent to the project.

1. General Background and Resources;

- Executive summary of the Firm’s history.

2. Direct Project Experience on project similar in scope and size:

- Provide a list of past or current relevant clients for whom you provided similar services that align with those anticipated services reflected in Exhibit (1). Provide a minimum of three (3) but not more than five (5) similar projects completed successfully including location, detailed description

of services provided, time frame, and budget (include client references – name and phone number and email address). Personnel assigned to this project team should have been involved in all or a majority of the projects referenced as similar. Ensure these references are aware of your response to this RFQ and that they will provide a timely response when contacted by a representative from the Town's Selection Team.

3. Project Team:

- Project Organization Chart of in-house personnel (and sub consultant personnel, if any) who would be assigned to this project.
- Overview (resume) of the qualifications and experience of personnel who would be assigned to this project (including: title, role in the project, education, applicable professional registrations and certifications, and relevant experience).

4. Work Plan and Project Schedule:

- Provide Project Work Plan and schedule that addresses in detail the anticipated tasks reflected in the Town's Scope of Services. The firm selected for this project will have 90 calendar days from the notice to proceed to complete all tasks.

5. Other Pertinent Information

- Present an anticipated workload of project team.
- Reserves: Description of available backup personnel/resources.
- Litigation history of the lead firm for the past 5 years.
- Additional information you feel may be relevant.

EVALUATION CRITERIA AND ON-SITE INTERVIEWS

All responses will be reviewed and evaluated by a selection team. Those firms determined susceptible for award based on an evaluation using the selection criteria reflected below, will be required to attend an onsite interview.

- Quality of previously completed projects (minimum of 3 not more than 5) of similar scope and size completed within the past 5-10 years that align with the proposed services reflected in Exhibit (1). A verifiable record of completing projects on time and on budget. A record of providing services that fully met or exceeded the client's expectations. The demonstrated experience and qualifications of the proposed team for our project and their record of working together as a team on all or a majority of the referenced projects.
- Proposed work plan demonstrates a detailed and comprehensive understanding of the proposed scope of services. The plan includes all the requisite resources and the proposed schedule meets the project required timeline for project completion. The project team is comprised of all the required disciplines to successfully complete the project. The plan accurately identifies all major challenges/opportunities and includes innovative/creative proposed solutions (best practices) that have produced verifiable positive results on past projects.
- Those firms attending the on-site interviews will receive a score and final ranking based on the combined results of the interview and their responses.

AWARD OF A CONTRACT

After all onsite interviews have been completed, the selection committee will forward their recommendation for award to the full Venue Committee who will make a final recommendation to Town Council. The Town will enter into negotiations with that respondent to determine final scope of services and acceptable fee. Should those negotiations fail to reach an acceptable conclusion the Town will move on to the next most qualified respondent.

The right is reserved to reject any and all responses received; and, in all cases, the Town will be the sole judge as to whether the response has, or has not, satisfactorily met the requirements of this RFQ.

GOVERNING LAW

The firm must comply with the laws of the State of South Carolina and the ordinances of the Town of Hilton Head Island, South Carolina.

AFFIRMATIVE ACTION

The firm shall take affirmative action in complying with all state and federal requirements concerning fair employment, and the treatment of all employees, without regard to, or discrimination by reason of race, color, religion, sex, national origin, or physical handicap.

INSURANCE

The firm shall maintain, throughout the performance of its obligations, a policy of Worker's Compensation insurance with such limits as may be required by law. It shall also maintain a policy or policies of general liability insurance insuring against liability for injury and death of persons, and damage and destruction of property. Such general liability insurance shall have limits as required by city, county, state and federal standards.

INDEMNIFICATION

The Town, its directors, agents, and employees shall be held harmless from liability from any claims, damages, and actions of any nature arising from the completion of the project, provided that such liability is not attributable to negligence of the part of the Town.

EXHIBIT 1 SCOPE OF SERVICES

The consultant's role will be to provide technical advice/support to the Committee in order to accomplish those objectives reflected below. For each objective the Committee has determined specific tasks that the consultant is responsible to perform and a list of the work products that the Committee expects to have available. The Committee envisions a collaborative process in which the Committee and consultant create a project plan that will accomplish the Committee's goals and objectives in the required timeframe and which confirms the tasks of both parties. It is expected that due to the complexity and number of variables of the project that must be satisfied, the process may/will be iterative.

Each responding consultant must provide a draft work plan that clearly outlines the methodologies, strategies, processes and tactics they would employ to successfully complete all objectives/tasks. The proposed team for this project must be comprised of individuals with the demonstrated experience, education and technical skills necessary to accomplish each task. In your proposed work plan you should clearly identify which members will be involved for each task. These members should have a verifiable record of providing similar services in the reference examples you provided in response to the RFQ. We are seeking an experienced team who has worked together on past projects with a record of meeting or exceeding client's expectations.

Objective #1

Usage/Programming Objective: Determine the types of year-round programming and usage that are needed in the future to satisfy the Town's residents and visitors as well as the Entertainment, Arts, Cultural and History organizations.

Consultant's Task:

- Review work of committee and make recommendations on data quality and completeness.

Objective #2

Facility Objective: Determine what facilities and features are needed in the future to support the usage and programming requirements of the Town's residents and visitors as well as the Entertainment, Arts, Culture, and History organizations.

Consultant's Tasks:

- Designate the facilities and features that the current and future residents and visitors in the community would need to satisfy their potential usage and programming expectations.
- Define the specific design components that would result from the evaluation of facility and features.
- Identify/review the location options for new or improved venue(s) and make recommendations for this element.
- Working with the Town of Hilton Head Island's designated architect, develop a Facility Conceptual Schematic.

The Venue Committee will supply:

- Existing facilities and the space, features, services and financials associated with them.
- Availability of facilities in other towns that have similar demographics to Hilton Head Island (size, seating, multi-purpose space designs) and how they are managed, financed and programmed.
- Facilities and features that the current Entertainment, Arts, Culture and History organizations need to satisfy their potential usage and programming requirements.
- Facilities and features that the current businesses and organizations that are not Entertainment, Arts, Culture and History organizations need to satisfy their potential usage and programming requirements and which would contribute to a positive economic and quality of life impact on the community.
- Facilities and features that the current and future residents and visitors need to satisfy their potential usage and programming expectations.
- Town and commercially owned location options available for a new or improved venue(s).

Objective #3

Financial Objective: Determine the costs and revenues associated with the facilities and features as well as the usage and programming and determine if and in what areas the Town Government or other entities should financially support the Venue(s) recommendation.

Consultant's Tasks:

- Provide the cost details to plan and construct the facility(s) identified by the Venue Committee.
- Based on the identified facility(s) and the consultant's experience, provide the likely costs to operate (include personnel and management fees), maintain, and program the facility(s). Include a life-cycle model to substantiate sustainability.
- Recommend the best management model for such facility(s).
 - Identify the advantages/disadvantages of a profit vs. non-profit operational structure.
 - Include a recommended management model [e.g., Professional manager? HHI Non-profit?] and comment on its impact on financing and fundraising.
 - Include the implications on depreciation if management is a 501(c)3.
- Provide the expected revenue from facility usage. (Includes all usage categories, proposed program schedule, and pricing and utilization assumptions). Estimate the potential direct revenue contribution from the annual tourist/visitors to the Island.
- Identify the financing structures that are possible and recommended for the planning, construction, operations, and maintenance of the venue(s). (E.g. Bonds, endowment, business and individual donors and ways to utilize various foundations)
 - Describe best funding practices and innovative funding options of other successful venues in similar towns, and a menu of options applicable.
 - Include guidance on how to maximize and obtain grant funding (including a list of applicable foundations and their qualifying criteria).
- Recommend the best financial arrangements to ensure long-term sustainability of the venue(s).
- Based on the consultant's experience, recommend who should be responsible for raising funds from the community or other private donors and how that would be accomplished. (Recommend possible structures, entities and strategies for public/private partnerships that we might use). Identify possibilities for major commercial sponsorships and naming rights

- from national organizations.
- Based on the consultant’s experience, identify the likely effect of a capital campaign for facility(s) have on the fundraising efforts of existing arts organizations.
- Identify what roles the Town and other organizations could play, based on successful venues in towns similar to Hilton Head Island. If appropriate, include a recommendation on which costs are appropriate to be borne by the public sector versus the private sector.

The Venue Committee will supply:

- Data from prior studies and the current project
 - Financial data from other Cities/Towns including: planning, construction, operations and maintenance; revenue, financing strategies, role of local government and private parties
- Revenue and cost information from the Entertainment, Arts, Culture, History and other organizations and businesses on the Island.

Objective #4

Community Objective: Determine the amount and type of support by the community for Venue modifications (new and existing) and the expected impact to the community.

Consultant’s Tasks:

- Assess the financial, volunteer and attendance support from the community that the Town could expect if the decision were made by the Town to financially support improved facilities.
- Describe the financial support of the community necessary to ensure the success of such a project.
- Describe the effect that improved venue options would have on tourism.
- Describe the effect that improved venue options would have on the Island’s real estate and prospects for future residents.
- Provide an assessment of competition from other regional, national or international communities?
- Describe the consequences to the Island if the Town did not support improvements in the Entertainment, Arts, Culture and History venue(s).
- Provide an assessment of risk - i.e., the biggest pitfalls given our demographics, location, and other Island attributes. Provide an assessment of strengths Hilton Head would have in supporting this investment.
- Identify the impact on this project of not having large businesses on the island.

The Venue Committee will supply:

- Current financial, volunteer and attendance information from the Entertainment, Arts, Culture, History and other organizations and businesses on the Island
- Some input from “Public” survey on commitment
- Economic Impact Data and Quality of Life Assessment - Americans for the Arts Economic Impact Calculator and and/or USCB calculator (these statistics are presented to the Town Council quarterly.)
- Tourism impact data

Committee Meetings

The responding consultants should anticipate scheduled interactions with the Committee throughout the course of this project. It is anticipated this will include at a minimum the following:

- Attendance at all meetings of the Venue committee in person or, at the committee's discretion, by phone conference or WebEx.

Deliverables

Given the nature of the consulting assistance we are seeking, the Committee anticipates receiving written reports from the consultant as the tasks outlined above are completed. We do not expect a formal "final" report from the consultant but will require a compendium of task reports and backup data. Prior to beginning any work, the Committee expects the following:

- 15 hard copies of their draft plans for review by the Committee
- A formal presentation of those draft plans to the Committee
- 15 hard copies of their revised plans after the presentation and comments by the Committee
- 15 hardcopy final Plans for presentation to Town Council. 1 digital version of revised Final Plan in .pdf form.

To be Provided to the Consultant When Contract is Finalized:

Venue Committee Scope of Work

Compendium of Venue Committee Team plans

List of Documents in Dropbox reference files

Copy of ACSP Committee final report

List of existing Entertainment, Arts, Cultural and History Organizations

Venue Committee's project timeline