

# **The Environment for Theater in Baltimore City**

## **REQUEST FOR PROPOSAL (RFP)**

Baltimore Efficiency & Economy Foundation  
France-Merrick Foundation

Date of Issue: June 15, 2010

Deadline: July 16, 2010  
Postmarked, Friday, July 16, 2010.

RFP Delivery to:  
Baltimore Efficiency & Economy Foundation, Inc.  
P.O. Box 16281  
Baltimore, MD 21210

## I. PROPOSED PROJECT

The Baltimore Efficiency and Economy Foundation, Inc. (BEEF) is a non-profit organization that undertakes research on various aspects of management, operations and fiscal policy in Baltimore City government and on topics related to improving the City's quality of life.

BEEF will undertake an objective review of the economic environment for entertainment and performing arts venues operated in Baltimore City, with a sole focus on theaters having 2000 or more seats. The study is undertaken with the participation of the France-Merrick Foundation, one of the region's largest foundations, with assets of \$166,740,750, and annual giving of \$9,850,360, primarily in Baltimore City. The Foundation has shown a strong commitment to the theater arts, historic preservation and to bricks and mortar theater construction and rehabilitation.

### Proposed Project – Maximization Plan

BEEF has concluded that a Maximization Plan is needed in order to ensure the continuing viability of the largest theaters in the Baltimore market. It seeks proposals for a Maximization Plan that will analyze the current economic environment for theaters with 2000+ seats. BEEF would like to examine necessary conditions for profitability, review comparable U. S. cities, and explore the potential for synergies in theater operations. The Plan should not just consider adjustments for the current economy but should present a long term plan.

### Objective

BEEF seeks to identify a nationally recognized theater consultant or firm capable of undertaking a Maximization Plan for Baltimore's largest theaters. The completed Maximization Plan will become the definitive reference for future planning, marketing and advocacy. The Plan should articulate new strategies to maximize theater assets, suggest new models and opportunities, and propose creative synergies among the theaters.

Specifically, the Maximization Plan should:

1. Assess the current market strength/weakness for theaters in Baltimore City, identifying assets and obstacles to economic viability.
2. Compare the Baltimore market to those in comparable mid-sized U.S. cities.
3. Recommend how to increase the public attendance and demand for performances at theaters in Baltimore City..
4. Recommend opportunities among the theaters for collaboration in operations and marketing. Explain the success of these synergies in other markets.
5. Examine the economics of building rentals.
6. Recommend additional uses for the theater building(s).
7. Identify activities requiring greater cooperation with local/state government.

Subject Theaters for this Proposal (with the possibility of additional theaters)

- **The Hippodrome Theater at the France Merrick Performing Arts Center**  
12 N. Eutaw Street  
Baltimore, MD 21201
  
- **The Lyric Opera House**  
110 W. Mount Royal Avenue  
Baltimore, MD 21201
  
- **Meyerhoff Symphony Hall**  
1212 Cathedral Street  
Baltimore, MD 21201
  
- **Carl J. Murphy Fine Arts Center**  
Morgan State University  
1700 E. Cold Spring Lane  
Baltimore, MD 21251

**II. MINIMUM QUALIFICATIONS FOR CONSULTANTS OR FIRMS**

The selection process requires the selected individual(s) or firm to include the following information along with the scope of work with the submitted proposal.

1. **Entity** - The consultant must be a legally organized entity or a joint venture. between two or more legal entities..
  
2. **Experience** - The consultant must have at least five years experience in assessing theater operations in mid-sized or large cities in the United States.
  
3. **Disclosure of Interest** - The consultant must disclose any relationship or agreement with any participating theater employee or contractor with a financial interest in this matter, and must disclose any real or perceived conflicts of interest resulting from undertaking this project.

**III. TYPE OF CONTRACT**

BEEF intends to negotiate a lump sum (fixed price) agreement with the successful consultant.

Payment will be made as follows:

- 15% at contract signing
- 45% of contract amount upon delivery of a draft final report; and
- 40% of the contract amount upon delivery of the revised final report, and presentation of the results of the study at a meeting of all participating theaters.

Any contract resulting from this RFP will be governed by the laws of the State of Maryland.

#### IV. PROPOSAL SUBMISSION

Each consultant should submit a proposal containing the following elements to receive consideration:

1. Transmittal Letter - Signed by an officer authorized to represent, bind and commit and negotiate for the consulting firm. The transmittal letter should clearly indicate what services the consultant is proposing to provide. The transmittal letter should state that the consultant has read and reviewed the RFP's terms and conditions, and accepts these terms and conditions.
2. General Information - Clearly identify the entity submitting the proposal, its taxpayer identification number, its legal status and form, organizational structure, location of principal office, location of office responsible for providing the proposed services, and other related information. Identify how long the entity has been in existence, and discuss its background, capabilities and experience relative to the subject matter of this study. Give brief examples of the types of work which would illustrate the consultant's capabilities to provide the services requested in this RFP.
3. Subcontractors - Identify any work that the consultant intends to subcontract for this project, including the identity of the subcontractor (if known), the work to be subcontracted and the management controls to be used to assure the subcontractor's performance.
4. Client References - Provide the names, organizational affiliations, titles, addresses and telephone numbers of at least three current or former clients. For each client reference, identify the specific services provided, the dates during which such services were provided and information relative to the size of the entity for which services were provided (e.g., number of employees, population, etc.)
5. Technical Approach - Discuss the general approach to performing the study, identifying the major efforts to be undertaken. Present a work plan, explaining in reasonable detail the tasks to be performed and the results (output) of each task. Identify the estimated elapsed time for each task and for the project as a whole, up to and including delivery of the draft final report.
6. Project Organization and Management - Identify the key personnel on the consultant's project team and provide a brief biographical sketch or resume of their professional qualifications and experience, including educational and licensing information and industry or professional affiliations. If more than one person will work on the study, identify the reporting relationships of the project team.
7. Staffing Plan – If appropriate, provide a staffing plan which indicates the types, experience levels and numbers of personnel to be assigned to the project. Indicate whether these positions are full-time or part-time.
8. Minimum Qualifications - Provide the information requested in Section II of the RFP, above.
9. Business Proposal - Provide a fixed price (lump sum) price proposals for the work

proposed in the technical approach, above. Provide fully loaded hourly rates for key personnel or classifications of staff.

10. Excluding the transmittal letter and staff resumes, proposals should not exceed 25 pages (8½ X 11). Consultants should mail one original and four copies of their proposal postmarked no later than July 16, 2010 to:

Baltimore Efficiency & Economy Foundation  
P.O. Box 16281  
Baltimore, MD 21210  
Attn: Karen M. Footner

#### **V. BEEF's REPRESENTATIVES**

BEEF's representative is Karen M. Footner, 410-433-0354, kmfootner@aol.com

BEEF encourages questions from consultant, and will make reasonable attempts to respond to questions promptly. If the nature of a question or inquiry would provide an unfair advantage in the selection procedure, the question and a written email response will be sent to all consultants who inform BEEF of their intention to submit a proposal.

#### **VI. CONSULTANT SELECTION SCHEDULE**

BEEF's selection schedule for the services advertised in this RFP is as follows:

- Site visits for individual consultants or firms by individual arrangement.
- Requests for RFP clarifications or additional details (none after July 14, 2010)
- Submission of proposals (postmarked by July 14, 2010)
- Announcement to all consultants of short-listed firms (August 2, 2010)
- Interviews with short-listed firms (week of August 16<sup>th</sup>, or by personal arrangement)
- Selection of consultant announced (September 10, 2010)
- Negotiation of contract (by September 30, 2010)
- Commencement of services (October 1, 2010)

BEEF reserves the right to alter or amend the proposed schedule for this procurement, and may modify the scope of work of the study if BEEF determines that it is in BEEF's best interest to do so.

#### **VII. EVALUATION OF PROPOSALS**

BEEF intends to provide a fair and objective evaluation of proposals, together with subjective professional judgment.

BEEF will use the following criteria in reviewing and evaluating proposals submitted in response to this RFP:

<u>Criterion</u>	<u>Points</u>
• Qualifications, capabilities and experience of the consultant entity;	30
• Qualifications and experience of the key project personnel (including the amount of time committed to this project and the guarantee of their specific participation)	30
• Technical approach, work plan and schedule	30
• Budget	10
	Total <u>100</u>

BEEF may waive irregularities or deviations from the specifications set forth in this RFP if BEEF determines that it is in BEEF's best interests to do so. BEEF may engage in negotiations with the highest ranked consultant, and such negotiations may include modifications to contract scope or price. BEEF reserves the right to reject any or all proposals, and to cancel or modify the terms of this procurement as it sees fit. BEEF is not liable for any costs incurred by any consultant in responding to this RFP. BEEF's selection of the consultant to perform the work may be subject to the approval of the entities providing the funding for the study.