

# Request for Qualifications

## Audience and Program Development Consultant for Arts and Cultural Programs at the Kittery Community Center



### Project Contact Information

For more information contact Rachel Cook, Administrative Assistant  
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## **Audience and Program Development Consultant for Arts & Cultural Programs at the Kittery Community Center**

### **Section I – Background Information**

- A. The Center:** The Kittery Community Center (KCC) is a vibrant municipal facility that serves the town of Kittery and surrounding communities. The KCC was created by repurposing the 1940's brick Frisbee School. The facility has over 55,000 square feet of space which includes the STAR Theatre, gymnasium, indoor track, fitness center, professional kitchen, dance studios, the Morgan Gallery, childcare facilities and multi-purpose spaces. The vision for the KCC is a healthy, vibrant community for all ages and interests and its mission is to provide multi-generational programs and services contributing to personal wellbeing and the quality of community life. The KCC opened in May 2012 and recently celebrated its five-year anniversary. The overall success of the KCC, measured by revenue generation, facility rental and participation in programs, activities and other offerings is high. This project is one way the Town is looking to build upon its previous success and maximize its potential.
- B. The Theater:** The STAR Theatre is perhaps the crown jewel of the KCC. It offers a state-of-the-art lighting and sound system, 20' x 30' movie screen with HD projector and retractable seating that can accommodate 171 with the ability to add floor seating for a total capacity of 200 plus. Production companies including Patrick Dorow Productions, Threshold Stage Company and Kent Stephen's Stage Force has produced many of their shows at the STAR. It also is used regularly by instrumental groups including Seacoast Wind Ensemble, Portsmouth Music & Arts Center and a host of smaller bands. Finally, because the STAR was designed as a professional theater and multi-purpose space it has been used for weddings, trainings, lectures, movies, community meetings, dances and other special events.
- C. Visual Arts:** The Morgan Gallery at the KCC is a curated visual arts gallery overseen by the Visual Arts Committee. Exhibits typically showcase seacoast artists and run for 3-month periods. The visual arts program is currently being expanded to include less formal exhibit space in the hallways called "Deck the Walls" and a program called "the Mural Project" which identifies wall space throughout the building to be used as a "rotating canvas" for murals done by local artists.
- D. The Consultant:** The Town of Kittery received grant funding from the Ralph E. Ogdon Foundation to pilot a two-year, part-time Audience and Program Development Consultant. The Consultant was developed expecting approximately of 8-12 hours of work per week with \$20,000 to \$30,000 per year in funding.. Compensation will be commensurate with overall experience and consultant's proposed approach to the work as more fully described herein. The Consultant will report directly to the KCC General Manager. The Consultant will pursue two broad, inter-related goals: the expansion and diversification of arts and cultural programming; and the expansion and diversification of arts and cultural program participation (audience development) with an emphasis on Kittery residents. The Consultant will be expected to work with a broad base of stakeholders including the community center's staff, board of directors and Visual Arts Committee, as well as performers, artists, arts/cultural organizations and the media both inside and outside the region with an emphasis on the Greater Seacoast Region.

The Consultant will ideally demonstrate a mix of generalized and specialized skills. The following qualifications/skills have been identified as a baseline for the Consultant and will be used by the selection committee to evaluate proposals:

- Excellent written and verbal communication skills
- Ability to think strategically and creatively, anticipate potential issues and create solutions
- Ability to work independently, as well as in coordination with Town officials and stakeholders
- Strong Computer skills
- Proficiency in social media including, but not limited to, Facebook, Twitter, and Instagram
- At least 3-years experience in developing, marketing and promoting events/programs, preferably in the performance and visual arts fields
- Successful experience working with the media
- Some experience in developing partnerships with other non-profit and community organizations
- Familiarity with the operations of municipal government is a benefit

## Section II – General Information

**A. Abbreviations/Definitions** – The following abbreviations or definitions are commonly used in this document:

- **BOD:** Kittery Community Center Board of Directors, an advisory body appointed by town council to assist with overall operation of the KCC
- **Consultant:** Audience & Program Development Consultant
- **KCC:** Kittery Community Center
- **RFQ:** Request for Qualifications
- **Town:** Town of Kittery, Maine
- **VAC:** Visual Arts Committee, a subcommittee of the KCC Board of Directors

**B. Bidders List:** Potential bidders must provide their name, business name, phone number and email when requesting a copy of the RFQ from the Town. This information will be used to ensure that you receive any updates, clarifications or amendments to the RFQ and related process. Copies of the RFQ are available at [www.kitteryme.gov](http://www.kitteryme.gov) or by contacting Rachel Cook at 207-475-1329, [rcook@kitteryme.org](mailto:rcook@kitteryme.org).

**C. Delivery of Proposal** - Proposals must be delivered by 5pm on July 31, 2017 or postmarked no later than July 31, 2017. Proposals received after 5PM on July 31, 2017 will not be considered. The proposal must arrive in a double (one envelope inside the other) envelope. In addition to the mailing address, the outer envelope should be marked as follows:

- Proposal Enclosed
- Audience & Program Development Consultant Proposal
- Name of Consultant

The inner envelope should be sealed and contain the financial section of the proposal and be marked as follows:

- Financial Proposal Enclosed
- Audience & Program Development Consultant Proposal
- Name of Consultant

- D. Submission Methods:** Completed proposals may be submitted by the following methods:
- 1. By Mail** – Proposals may be mailed to Kittery Community Center, 200 Rogers Road Extension Kittery, Maine 03904.
  - 2. Hand/Curier** – Proposals may be delivered to the Kittery Town Hall, 200 Rogers Road Extension, Kittery, Maine during normal business hours (Monday – Thursday 8:00am – 6:00pm).
  - 3. Electronic Delivery** – The Town will not accept electronic proposal submissions.
- E. Required Copies of Proposal** – Consultant should submit four (4) copies of the Qualifications & Technical Sections of the proposal and one (1) copy of the Financial Section.
- F. Waiver of Cost** - The Town will not be responsible for any costs incurred in preparing or submitting proposals.
- G. Proposal Withdrawal** - Any Proposal may be withdrawn prior to closing or authorized postponement thereof.
- H. Amendments & Questions** – Questions will only be accepted in writing by mail or email. Questions should be mailed or emailed to Rachel Cook at the addresses listed in Section B. Answers to questions or amendments to the RFQ will be issued in writing and sent to all prospective consultants that have obtained a copy of the RFQ from the Town and provided an email address for such purpose, not later than two (2) days prior to the date fixed for the close of proposals. Failure of any consultant to receive any such amendment shall not relieve him/her from any obligation under their Proposal as submitted. All amendments so issued will become part of the RFQ.
- I. Proposal Evaluation** – Proposals will be reviewed by the KCC Selection Committee. Proposals will be evaluated by the following criteria:
- 1.** Consultant’s overall experience in similar projects
  - 2.** Consultant’s qualifications and existing workload
  - 3.** Ability to provide specialized services and technical skills such as effective use of social media
  - 4.** Consultants experience and connection to the arts and cultural community in the Greater Seacoast Region
- J. Interview & Information Gathering** – The KCC Selection Committee reserves the right to conduct formal interviews with finalists and may require a Consultant to further demonstrate to the committee’s satisfaction that the Consultant is responsible and qualified to perform the work.
- K. Award or Rejection of Proposals** – Selection of a Consultant will be qualifications based and contingent upon the Consultant to have complied with the conditions established herein. The Town reserves the right to reject any and all proposals that are not in the best interest of the Town to accept; including those that exceed available funding. Upon notification of intent to award, the selected Consultant will have 7

business days to fulfill any pre-execution requirements outlined by the Town. Once all pre-execution conditions are met by the Consultant, the Town will enter into a Contract with the Consultant.

### Section III – General Provisions

- A. Independent Contractor** – The Consultant is to perform the work under this Contract as an independent contractor. The Consultant understands and agrees that she/he is an independent contractor for whom no Federal or State Income Tax will be deducted by the Town and for whom no retirement benefits, survivor benefits, group life insurance, vacation and sick leave and similar benefits available to the Town’s employees will accrue. The Consultant must have his/her own office equipment, tools, workspace, etc. in order to work independently from the KCC. The KCC will provide non-dedicated space for the Consultant to work or conduct meetings when it is necessary for the Consultant to work onsite. The Consultant will have the flexibility to arrange his/her work schedule as needed to meet the demands of the scope of work.
- B. Use of Sub-Consultants** – Use of sub-consultants is allowed under the terms of this Contract provided the name, role and qualifications of the sub-contractor has been identified in the Proposal or agreed to in writing by the Town; however, the Primary Consultant must insure that the terms of its contract with the sub-consultant is in alignment with the Consultant’s Contract with the Town.
- C. Compensation** - The method of payment for this Contract is Specific Rate of Compensation. Specific Rate of Compensation is a set rate to be charged for each hour of work completed. The rate should include salary, overhead and benefits. Direct expenses would be in addition to the specific rate and require advance approval. Regular travel expenses (mileage, tolls, etc.) will not be reimbursable under this contract and should be accounted for under Consultant overhead.
- D. Payment:** Payments will be made based on the amount of work completed. Payment schedule will be agreed to by the parties during the contracting phase. Invoices shall be submitted to the KCC Director in a format acceptable to the KCC and must be accompanied by a progress report with progress toward Project milestones clearly illustrated.
- E. Schedule:**
- Release of RFQ – On or about July 13, 2017
  - Proposal Submission Deadline – 5:00pm August 14, 2017
  - Proposal Review & Interviews – August 15 – 31, 2017
  - Contract Award – Anticipated week of September 4, 2017
  - Start Date – Anticipated third or fourth week of September 2017
  - End Date – Anticipated September 2019
- F. Applicable Laws & Regulations** - This Contract is subject to all applicable Federal, State and Municipal laws, rules, regulations, orders and decrees (“Law”).

## Section IV – Proposal Components

- A. Qualifications Section:** The Qualifications Section will illustrate the Consultant’s ability to accomplish the scope of work. Please provide the information for each item below. Any additional supporting information the Consultant submits should be put in an appendix at the end of the Qualification Section.
- 1. Consultant’s overall experience with similar projects.** The Consultant should include specific examples of the types and sizes of projects accomplished or involved in within the last five years. Your answer should include the following:
    - a. Experience with working on broad-based/multi-stakeholder groups
    - b. Last 5 projects Consultant has worked on (may be as independent contractor or employee)
    - c. Example materials created under similar projects
    - d. Other information the Consultant feels is important for the Town to consider
  - 2. Consultant’s ability to complete work on time with a high level of quality control.** This should include the Consultant’s ability to meet project schedules/timelines with a high level of quality control including Consultant’s approach to effective project management, ability to handle current workload and anticipated workload under this Contract.
  - 3. Consultant’s ability to provide specialized/technical services.** This should include the Consultant’s ability to provide any specialized services such as advanced social media management, marketing, graphic design, grant writing experience, etc. As well as any relevant connections or organizational affiliations that would be helpful to this project.
  - 4. Identification & qualifications of key staff (including any subcontractors).** The Consultant should provide resumes or summary of qualifications for key project personnel including any subcontractors that may be used. This section may be combined with Section 1 if the Consultant submitting a proposal is not part of a larger organization and is the only person who will be working on this Contract.
  - 5. References.** Please provide at least three (3) professional references for work you identified under question 1 of this section. Please provide full name, title and phone number for each reference.
- B. Technical Section:** The Technical Section will illustrate the Consultant’s understanding of the scope of work and the approach to the work. The Technical Section should include the following components:
- 1. Project Scope** - Outline the Consultant’s understanding of the scope of work.
  - 2. Project Approach** – While we expect that this scope will evolve as it gets underway, we would like you to explain how you initially plan to approach it over the course of its two-year pilot period. Please include any key elements or connections that you feel will be essential to success, major milestones, core marketing and outreach concepts, etc.
- C. Financial Section:** The Financial Section should contain a detailed cost proposal. The Financial Section must be delivered with the Qualifications and Technical Sections, but in a **separate, sealed** envelope as outlined in **Section II.C**

## Section V – Scope of Work

- A. Arts & Culture Offerings at KCC:** The KCC has been in operation for five years with the theatre and gallery coming online later in year one. During that period of time the STAR has gone from relatively unknown to one of the premier performance spaces in the Greater Seacoast Region. The theater is used for a variety of events and activities not just performances and as a result is now in high-demand with reservations being made up to two years in advance. The Morgan Gallery is the KCC’s formal, curated gallery space; however, two other visual arts programs were implemented this past year. These include Deck the Walls, a program that provides curated, but less formal gallery space in the first and second floor hallways and the Mural Project, a program that has identified KCC wall space to be used as a “rotating canvas” for murals created by local artists, including youth. The Morgan Gallery is successfully attracting local artists and interest and the two new programs are gaining traction.
- B. Broad Goals/Responsibilities:** The intent of this scope of work is to build on the success and lessons learned from our first five-years of operation. This Consultant will broadly support all arts and cultural programming at the KCC, but there will be an emphasis on the operation of the STAR Theatre. The following broad goals have been identified for the Consultant:
- Increase the diversity of content produced in the theater (musicals, dance, concerts, spoken word, etc.)
  - Increase diversity of audiences for all arts and cultural programming so there is something for most tastes, ages, etc.
  - Improve marketing of all arts and cultural events and programs to increase percentage of seats filled
  - Maximize the number of days that the theater is being used for its primary purpose as a performing arts space.
  - Increase programming that is cross-disciplinary – connect visual art exhibits with performance art or educational series, etc.
  - Explore opportunities for KCC to collaborate/partner with other organizations to produce content (this is different from and more intentional than simply renting theater space)
- C. Specific Tasks:**
1. **Creation and revision of an Audience and Programming Development Plan:** This plan will include the STAR Theatre, Morgan Gallery, and identified space and programs at the KCC. The Plan should include strategies to create and diversify programming to appeal and be marketed to a number of audience demographics as well as a projected timeline. The Plan also should include, but not necessarily be limited to: social media plan; strategies for promotion to local traditional media outlets; development and distribution of collateral materials, as appropriate
  2. **Plan Implementation:** Implementation, evaluation and modification of Audience & Programming Development Plan working in collaboration with KCC staff, BOD, VAC and other stakeholders as needed.
  3. **Evaluation Plan:** Work with KCC staff and BOD to develop an evaluation plan that will measure the impact of this two-year project. This plan should include a mix of objective measurements (ex. Number of tickets

sold, etc.) as well as subjective measurements which together help tell a more holistic story about the project and related arts & cultural programming at KCC.

4. **Networking/Outreach:** Identify and attend strategic networking opportunities with regional organizations that will help such as NH Media Makers monthly meet up in order to provide information about KCC arts & cultural opportunities, including the STAR Theatre and develop potential partnerships.
5. **Program Assistance:** Assist KCC staff, BOD and VAC with arts & cultural programming as needed.
6. **Meeting with KCC Board of Directors:** The Consultant will work with the BOD as needed, but will attend a minimum of one BOD meeting per quarter.
7. **Progress Meetings with KCC Director:** The Consultant will have access to the KCC Director as needed. A minimum of one progress meeting per month will be required. Meetings may be by phone or in person as necessary and appropriate at a mutually agreeable time and location.
8. **Evolution of Scope of Work:** The Consultant is expected to work with the KCC staff and BOD to develop and evolve this scope. While the budget parameters remain fixed, the tasks, deliverables, etc. are expected to continually evolve over time to meet new opportunities and reflect new strategies developed under the plan development process (Item C.1).