



BEET STREET

REQUEST FOR PROPOSAL Lead Curriculum Consultant

December 16, 2011



Contents

SUMMARY	2
PROPOSAL GUIDELINES AND REQUIREMENTS	3
CONTRACT TERMS.....	3
STAFF RESOURCES	3
FORMAT FOR PROPOSALS.....	3
TIMELINE.....	4
THE ORGANIZATION	5
BUDGET	9
SCOPE & GUIDELINES	10
QUALIFICATIONS.....	12
EVALUATION CRITERIA.....	13



SUMMARY

Beet Street of Fort Collins, Colorado, a registered 501c(3) nonprofit, is accepting proposals to develop professional development curricula for the Arts Incubator of the Rockies, AIR, the regional arts incubator being launched by Beet Street. This will be a concept to completion project that will include significant public comment and committee interaction. This project is funded, in part, by a National Endowment for the Arts Our Town grant. Federal guidelines are being followed to ensure that this RFP process provides a fair evaluation for all candidates and to provide the candidates with the evaluation criteria against which they will be judged.

Beet Street will be hiring a lead consultant to help design the educational program and facilitate work with additional consultants, staff and stakeholders. In addition to serving as a project manager, the candidate will be expected to deliver curriculum and materials for the program. The candidate could be considered for writing and editing the entire curriculum or, if additional writers are needed to complete the project on time, candidate could provide high level editing in addition to writing.

Candidate should have experience with curriculum development for adult learners, the arts, strong writing and facilitation skills, and experience working with a volunteer committee. Preference will be given to local small, women-owned, and/or minority-owned businesses.

The project will begin in January 2012. Heavy conceptual work would be done in January and February. Writing of the actual class materials would begin in March. Writing/materials will be reviewed by staff and volunteer committee through May. July pilot program of the full curricula is desired. First classes should be ready to implement for fall 2012.



PROPOSAL GUIDELINES AND REQUIREMENTS

This is an open and competitive process. Proposals received after 3:00pm MST, Friday, January 6, 2012, will not be considered. The proposal must contain the signature of a duly authorized officer or agent of the company submitting the proposal.

The price you quote should be inclusive. If your price excludes certain fees or charges, you must provide a detailed list of excluded fees with a complete explanation of the nature of those fees.

If the execution of work to be performed by your company requires the hiring of sub-contractors you must clearly state this in your proposal. Sub-contractors must be identified and the work they will perform must be defined. In your proposal please provide the name, address, and EIN of the sub-contractor. Beet Street will not refuse a proposal based upon the use of sub-contractors; however we retain the right to refuse the sub-contractors you have selected.

All individuals and companies must be eligible and in good standing with the federal government. Beet Street is required to submit prospective contractors to the Excluded Parties List System (epls.gov) to confirm that the contractor is not disbarred or suspended.

Additionally, it is expected that all research, content and materials will become the property of Beet Street and AIR.

Full details of the federal requirements for non-profit organizations using federal grant funds can be found at http://www.whitehouse.gov/omb/circulars_a110/#procurement.

CONTRACT TERMS

Beet Street will negotiate contract terms upon selection. All contracts are subject to review by Beet Street legal counsel, and a project will be awarded upon signing of an agreement or contract, which outlines terms, scope, timeline, budget and other necessary items.

STAFF RESOURCES

All aspects of this project will be managed by Beth Flowers (Beet Street Interim Executive Director, primary contact) and Kari Munson (Beet Street Producer, secondary contact).

FORMAT FOR PROPOSALS

Please use your best judgment in organizing and formatting your proposal. Please use a 12 point font and submit all proposal materials as a single PDF.



TIMELINE

- This RFP is dated December 16, 2011. Questions regarding this RFP may be directed to Beth Flowers, bflowers@beetstreet.org.
- Proposals are due no later than 3:00pm MST, Friday, January 6, 2012.
- Proposals will be evaluated immediately thereafter. During this time we may require interviews at our office with our evaluation team on or about January 10, 2012. You will be notified if this is requested.
- The name of the candidate firm who has been selected will be decided on or about January 12, 2012.
- Negotiations will begin immediately with the successful candidate and should conclude no later than January 16, 2012.
- All other candidates will be notified on or about January 23, 2012.
- Specific deliverable dates to be determined during contract negotiations. Completed incubator curriculum will be launched during fall 2012.
- Curriculum Summit is scheduled for January 26, 2012.
- Curriculum and Technology Committees will be selected in early January. Committees are expected to meet at least monthly for six months.
- Curriculum must be completed for launch in fall 2012.
- A pilot test of the curriculum may be scheduled for July 2012.



THE ORGANIZATION

BEET STREET

Beet Street exists as a catalyst to develop Fort Collins into a nationally recognized arts and culture center and destination by distinguishing ourselves as an intellectually vital community that fosters, celebrates, and inspires human creativity. See www.beetstreet.org for more information about the organization.

ARTS INCUBATOR OF THE ROCKIES

The Arts Incubator of the Rockies (AIR) is a revolutionary partnership between Beet Street, the City of Fort Collins Cultural Services Department, and the Leadership, Entrepreneurship, Advocacy, and Performance Institute for the Arts (LEAP) at Colorado State University (CSU). There are thousands of extraordinary artists, arts organizations, and creative business people in the Intermountain West region (Colorado, Wyoming, Idaho, Montana, Utah, Nevada, New Mexico, Nebraska, North Dakota, and South Dakota).

AIR is designed to bring benefits to individuals, organizations, communities, and states throughout the Intermountain West. Many creatives choose to live and work in the west for the quality of life, the ready connection to nature, and the inspiration that thoughtful, quiet contemplation can bring. Many of the same qualities that make the west a great place to live can make it hard to make a living. Isolation, lack of access to professional development opportunities and experts, and limited markets for work holds careers back. Artists are not making living wages and certain arts organizations are on the verge of closing their doors.

In 2010, Beet Street, an arts non-profit, the City of Fort Collins Cultural Services Department, and LEAP joined together to find solutions to the problems facing the arts community in our small city in Northern Colorado. We researched professional development programs, arts and business incubators across the country, and explored new distance learning and social networking technologies. We also reviewed the challenges facing the arts communities in other states in the Intermountain West region and discovered that we had common problems to solve.

We also realized that Fort Collins has some incredible assets – strong local political and community support for the arts, creative financing from our Downtown Development Authority, a City-owned Carnegie Library Building, progressive university administrators at LEAP, and talented staff and passion. In the spirit of shared prosperity, we realized that our local assets could be leveraged to cultivate the arts in a much larger area. Economies of scale and technological advancements could enable our local investment in curriculum, distance learning classrooms, expert speakers, and networking opportunities to serve the entire region.

AIR will provide education, resources, and support to elevate our region's artists and arts organizations. AIR will also offer administrative services, professional resources, and gallery and



performance spaces to students and professionals to assist them in creating, redefining, and sustaining their creative careers in the new economy.

AIR is the only full-service arts incubator in the Intermountain West and the only one in the nation associated with a major land grant university. LEAP has made an important philosophical shift in the way they plan to teach their students. LEAP students will be introduced to business skills, nonprofit arts organization practices, and career paths in the arts. AIR will provide an innovative internship program that will connect LEAP students with working professionals.

Most importantly, AIR intends to utilize new technologies and distance learning opportunities that will provide rural communities with professional development training and regional networking opportunities to strengthen the arts throughout the Intermountain West. This will give artists the skills, mentors and community connections necessary to succeed.

The Educational Programs

AIR will use new and emerging technologies to provide high-quality professional development classes, entrepreneurial and business training, and coaching opportunities to artists in Northern Colorado and rural communities in the Intermountain West. In addition, AIR will provide social networking opportunities that will strengthen the arts throughout the region.

Core programs will include:

- Workshops and classes offered on-site at the Carnegie Library Building in distance-learning classrooms, so content can be streamed throughout the Intermountain West.
- A website portal for access to educational resources including distance learning classes, collaborative projects, and social networking.
- Networking opportunities both on-line and in person.
- Coaching and mentoring opportunities for artists to learn and grow from experts.
- Regional outreach opportunities, providing facilitators throughout the region to complement on-line content.
- A comprehensive internship program that will create connections between students and working professional artists.

Additional programs will include:

- Shared professional services (accounting, legal, marketing, fundraising)
- Shared office equipment
- Access to investment capital and revolving loan funds
- Annual arts conference
- Celebrity events and master classes



The Market

The Western States Arts Federation (WESTAF) produces an annual Creative Vitality Index (CVITM) and other economic data for the regional creative industry. Information provided by WESTAF about the creative economy in the states targeted by AIR clearly shows the size of the potential market that this sector occupies throughout the Intermountain West. The ten state region served by AIR has more than 280,000 active professionals in creative sectors. Nearly 93,000 of these jobs are located in Colorado (see Market Analysis, page 15).

The Regional Impact

AIR will have a direct and positive impact on the economy of the Intermountain West. The purpose of AIR is to give artists and creatives the professional business skills and personal connections that will increase their revenues and expand our western markets. AIR will build a vibrant and enterprising arts community throughout the Intermountain West by collaborating with artists, arts administrators, students, State Arts Councils, and their constituents.

AIR will play a strategic role in building arts and culture as an economic engine and help to develop the Intermountain West into a vibrant arts and culture region by:

- Increasing the capacity, growth, and professionalism of our existing arts and culture industry
- Attracting artists, arts and entertainment businesses, and arts students by offering unique educational programs attached to real-world career paths, internship opportunities, and a strong creative workforce
- Creating a regional identity that draws artists, visitors, arts funders, and patrons
- Fostering local pride that encourages participation in arts and culture programming.

AIR is committed to providing support that will increase the long-term success and sustainability of talented artists, their businesses, and organizations. This means:

- Increasing incomes at higher than average rates
- Creating jobs
- Stimulating community involvement and volunteerism in activities assisting artists
- Promoting the regions' creative economy as a key piece of any economic development strategy and an important factor in a healthy, vibrant economy

Even small increases in the number of creative jobs, average income, and money spent by arts organizations (estimated by WESTAF to be in excess of \$1 billion in 2008) will have a significant economic impact in communities throughout the Intermountain West.

In Fort Collins, AIR will help meet our City's common vision of becoming known nationally as a leader in the arts. Thousands of artists and arts supporters from across the United States will



engage with AIR every year. They will take classes at the Carnegie Library Building in Fort Collins and engage with our instructors on-line. They will attend celebrity concerts and spend weekends enjoying the local art scene, including Beet Street's Streetmosphere. The physical location of the Carnegie Library Building will inspire investment in surrounding under-utilized properties, and creative businesses and individuals will locate to Fort Collins because of the quality of life encouraged and fostered by AIR.

Most importantly, AIR will touch communities throughout the west, making our small towns and cities vibrant and livable, increasing quality of life, and providing inspiration to our next generations.

The full business plan for AIR is available at www.beetstreet.org.



BUDGET

Please provide a cost proposal including time estimates to accomplish the scope outlined below. The budget must encompass all aspects of the project including time, materials and any travel.

Pricing for:

- Discovery and public input – Comprehensive survey of existing conditions and desired outcomes including one public meeting.
- Development of high level curricula concepts and public input – Up to three different concepts for yearlong programs for individual artists and arts organizations to be refined by Beet Street staff and volunteer committees
- Writing and editing of chosen yearlong curriculum - we recognize that because we do not know exactly what the curriculum will be that cost and time estimating may be difficult. Please provide your best guess for building a one-year program that includes 6 one-two day classes.
- Development of industry specific workshops – three to six hour program that addresses trends and industry challenges
- Other services – hourly rate for additional tasks related to the project that have not been included in this scope

Being a nonprofit organization Beet Street is very interested in working with vendors who can provide cost effective ways to deliver high quality final product.



SCOPE & GUIDELINES

The purpose of this project is to develop and write professional development curriculum for the Arts Incubator of the Rockies (AIR). The scope of this RFP does not include the design of coaching elements; however, close coordination with additional curriculum consultants, advisors and professional coaches will be required during this project.

It is expected that a project manager will be made available to present information and coordinate with Beet Street staff, including a reasonable number of meetings to present design and development solutions. Additionally, it is expected that the content and materials will become the property of Beet Street and AIR. Documentation about exceptions to this and/or materials needed to ensure continued compliance with licensing and other agreements will be provided.

General Guidelines

Don't think small. There is significant interest in AIR. Beet Street encourages you to submit a proposal with unique solutions to our general scope. Please be as creative as the artists that AIR supports.

The primary audience for the AIR website includes very creative people who live in small cities, town, villages and wide spots in gravel roads in the Intermountain West. We want to inspire our clients to advance their business acumen and embrace technology and the internet to grow their businesses as creative people.

This project will require productive and dynamic collaboration between the chosen lead curriculum consultant, coaching partners, staff and volunteers from the local and regional arts community. We believe that this collaboration will ensure the best possible final product. We expect the chosen lead consultant, coaching professionals and additional advisors will bring important perspectives and expertise that will be respected and mediated by Beet Street staff.

Specific Guidelines

AIR intends to develop a series of workshops and classes that will be offered in AIR classrooms at the Carnegie Library Building and streamed from Fort Collins to artists across the entire region. The curriculum will be designed to allow for taking a series of comprehensive classes or a single class on different aspects of the business of art. Tracks will be offered for individual artists and arts administrators. Every class should include hands-on exercises and opportunities for networking with other professionals. Our content is not ground-breaking – it includes basic business and non-profit best practices. We think our philosophy and style are critical. Our curriculum is designed for creative thinkers and includes an emphasis on personal interaction and coaching beyond the classroom (Classes start 4Q 2012).



AIR will create a capital fund for use by AIR members who complete the series of classes. Participants will work with a coach and mentor to fully develop a change to or new aspect of their business or organization. Participants would present their proposal to a review panel and could win a cash prize or qualify for a low interest loan. The best pitches would be rewarded with a loan in the \$5K range to develop their business idea.

Regional Outreach

We believe that distance learning experiences will be more effective if there are opportunities to have an in-person classroom experience in tandem with our streamed content. In 2013, we plan, as a pilot program, to hire one Educational Program Manager who will organize and host classes throughout the region that will coincide with the streaming content being produced in Fort Collins. The Manager will lead exercises that accompany the distance learning components and develop local networks for continued collaboration among artists and arts professionals. If this program is successful we imagine expanding it to serve more areas within the region (Distance learning starts 1Q 2013).

Coaching & Mentoring

Workshops and classes are great ways to learn, but doing, executing new skills, is always the hard part. Having someone experienced and trustworthy troubleshoot specific issues and encourage new ways of thinking can make all the difference in achieving success. The series of AIR classes and workshops will include professional coaching and volunteer mentoring. Coaching and mentoring will also be available to AIR members on a discounted basis. Pilot coaching sessions will be tested in 2012 (Coaching starts 1Q 2013).

Internship Program

Connecting young artists with real world experiences is an important aspect of AIR programming. AIR will facilitate an internship program for LEAP Institute for the Arts at CSU students that will provide a weekly one hour class that provides an overview of the arts industry. Students will be placed with host organizations, businesses, and individual artists who have been oriented, trained as mentors, and have specific projects for the students to complete. (Program launches 3Q 2012).

Networking

Isolation is one of our region's biggest challenges. AIR will provide a wide variety of networking options. Some of our programs will be in person, some on-line. As with all our programs, we think being flexible and open to new ways of communicating will allow us to create community across state lines. AIR will host a monthly networking event in Fort Collins, Arts and Drafts. We will be exploring on-line networking events as (Networking begins 1Q 2012).



QUALIFICATIONS

1. Describe how you would prefer to approach this project in terms of project management, team development, writing, editing and community involvement.
2. List three projects your firm has produced that best reflect your work and relevancy to this project. Briefly list the role your firm played in each project.
3. Describe your experience in curriculum development, project management, public engagement, the arts, non-profit and/or community-focused projects.
4. Provide current reference information for three former or current clients.
5. Briefly describe your firm's organizational capacity to produce the curriculum within the timelines provided.
6. Provide a company profile, length of time in business and core competencies.
7. Briefly describe the percentage of your staff that would end up working on this project relative to your entire staff (using full time equivalents).
8. What type of team will be assigned to this project? What will each person's role be? Please include a brief background summary for each key staff member assigned to this project.
9. Briefly describe your firm's project management process.
10. Please discuss any distance learning hardware/software vendor partnerships if relevant.
11. Please discuss your curriculum outcomes testing plan.
12. Time frame for completion. The time frame for completion of the project will be evaluated. In addition, time frames will be part of the contractual agreement; therefore, a realistic time frame for completion is requested.
13. Terms and conditions.



EVALUATION CRITERIA

Professional firms will be evaluated on the following City of Fort Collins criteria. Additional criteria follow the table below.

WEIGHTING FACTOR	QUALIFICATION	STANDARD
2.0	Scope of Proposal	Does the proposal show an understanding of the project objective, methodology to be used and results that are desired from the project?
2.0	Assigned Personnel	Do the persons who will be working on the project have the necessary skills? Are sufficient people of the requisite skills assigned to the project?
1.0	Availability	Can the work be completed in the necessary time? Can the target start and completion dates be met? Are other qualified personnel available to assist in meeting the project schedule if required? Is the project team available to attend meetings as required by the Scope of Work?
1.0	Motivation	Is the firm interested and are they capable of doing the work in the required time frame?
2.0	Cost and Work Hours	Do the proposed cost and work hours compare favorably with the project Manager's estimate? Are the work hours presented reasonable for the effort required in each project task or phase?
2.0	Firm Capability	Does the firm have the support capabilities the assigned personnel require? Has the firm done previous projects of this type and scope?



The following criteria will form the basis upon which Beet Street will evaluate proposals. The mandatory criteria must be met and include:

A complete copy of your proposal must be emailed to Beth Flowers (bflowers@beetstreet.org) no later than 3:00pm MST, Friday, January 6, 2012. Your proposal must include a cost proposal as described in the Budget section of this RFP.

Proposals will be evaluated with the following criteria:

- Suitability of the Proposal – the proposed solution meets the needs and criteria set forth in the RFP.
- Expertise in recommending and communicating appropriate technical and aesthetic solutions as evidenced by the proposal and references.
- Candidate Experience – Candidate has successfully completed similar projects and has the qualifications necessary to undertake this project.
- Value/Pricing Structure and Price Levels – The price is commensurate with the value offered by the proposer.
- Depth and Breadth of Staff – The candidate firm has appropriate staff to develop the curriculum in the time frame needed.
- Proposal Presentation – The information is presented in a clear, logical manner and is well organized.