

Issued: November 15, 2017

Request for Proposals

Brand Communications Analysis & Campaign

The Broadway Center [BC] seeks a design and communication team [Consultant] to evaluate and elevate the organization's brand awareness, visibility, and storytelling capacity to inspire loyalty. This RFP solicits bids from all interested parties. The selected Consultant will work closely with BC Board and Staff to execute a phased evaluation analysis and report out brand communications recommendations in consideration of a rebranding campaign.

Desired Outcomes of Brand Communications Analysis & Campaign:

- Position BC as a leader in delivering community impact to the South Sound region
- Inspire potential donors to give
- Ensure BC brand is aligned behind the mission: Energizing Community Through Live Performance with focus on:
 - Diverse and dynamic performances
 - Educational programs that impact citizenship and whole child development
 - Role as stewards of public and historic venues
- Promote BC's role in Tacoma's Historic Theater District and the renaissance of downtown Tacoma
- Evaluate and analyze BC brand in community, with patrons and donors, etc.
- Define strategies that elevate BC program storytelling reinforced by brand
- Produce clear metrics and analysis to measure success
- Introduce any creative design solutions including branding suite and style guides

Current Brand Identifiers:

- Deep community partnerships and trust.
- One of the most impactful and largest non-profits in Pierce County.
- Located in the center of downtown Tacoma in the Historic Theater District.
- A leader among performing arts centers in the country.
- Staff loyalty – most of FTE have been employed more than 6+ years, some more than 20 years.
- Multi-faceted organization with many products, the most visible is BC's work in live entertainment and stage performances.

Overall Brand Challenges:

- BC has many business umbrellas and all are vital to the business, including:
 - Preservation of the historic venues and their importance in serving the next generation
 - Arts Education Programs and Impact
 - Performing Arts presenting
 - Membership and Giving
 - Venue Rental portfolio
 - Resident Arts Organizations and Community Partnerships

- BC is missing a visual identity. The Pantages Theater is the most identifiable theater in BC’s portfolio. However, other venues in portfolio are not always associated with BC.
- Organizational sustainability, BC team believes there is a disconnect with younger generations. BC has strong ties with other generations of 50+ in age.
- Organization struggles with storytelling in a consistent way. BC has great stories to tell, particularly in Education, but they are fragmented and sublimated by the need to sell tickets.
- Events offered are through BC’s curated season, Resident Arts Organizations’ curated season, and through one-off rental events. BC has limited quality control for events offered outside of curated season. The general public doesn’t differentiate between BC Presents programs and the rest.

Budget:

Overall phased project should not to exceed \$75,000 and includes analysis as well as creative deliverables (branding suite and/or style guide). BC anticipates a secondary budget to become available for implementation of the deliverables and strategies. Responses require detailed expenditures budget.

The consultant awarded the proposal will be expected to negotiate and enter into a phased contract with BC. BC must receive the bid proposal via email at marketing@broadwaycenter.org before 5:00 p.m. PST, January 5, 2018.

INTRODUCTION

About the Organization

BC is a 501(c)(3) non-profit organization in Tacoma, Washington. Since 1979, BC has served the South Sound region by providing performing arts, entertainment, education, and historic preservation to boost economic development and support seven Tacoma resident arts organizations. A volunteer Board of Trustees provides strategic and fiduciary oversight and support to a staff of 24 FTE employees, including members of IATSE Local 15 Stagehands Union.

In partnership with the City of Tacoma, who owns the buildings (Pantages Theater, Rialto Theater, Theater on the Square and Jones Tower), BC serves as one of Washington State’s strongest and most enduring public/private partnerships. Additionally, BC manages Tacoma Armory under a private management contract.

Mission & Vision

- Mission: Energizing Community Through Live Performance
- Vision: The Broadway Center will energize and help lead a renaissance that brings shared joy and prosperity to our community.
- Values:
 - Openness (staying transparent and eager to collaborate)
 - Joy (celebrating our humanity)
 - Courage (smart risk-taking, learning, changing)
 - Diversity (reflecting our community onstage and off)
 - Inclusiveness (inviting broad access, building strong relationships)
 - Stewardship (honoring the legacy we inherit, nurturing the future)

Community Impact

BC attracts more than 250,000 visitors who activate and energize downtown Tacoma's Historic Theater District driving more than \$24 million in annual economic activity.

BC's education programs are among the most impactful and dynamic in the nation, serving between 40,000 - 50,000 students, teachers and parents annually throughout Washington State.

BC provides deep support to the South Sound and Tacoma's Resident Arts Organizations: Northwest Sinfonietta, Puget Sound Revels, Tacoma City Ballet, Tacoma Concert Band, Tacoma Opera, Symphony Tacoma, Tacoma Youth Symphony Association and BC's presenting/education programs through below-market rent, staffing and marketing opportunities.

BC's outreach is unique and bold among its peers in the West, regarding its commitment to serving diverse audiences and offering deep access and equity to South Sound residents. This includes diversity among ethnic, economic, sexual orientation, religious, military and other audiences.

REQUEST FOR PROPOSAL DETAILS

Term of Contract

BC intends to enter a contract with the consultant for a phased scope of work. We request that you propose the phases required to achieve the goals. At its sole option, BC will elect moving forward between phases. All work completed in each phase is owned by BC.

II. Scope of Services

The following provides a general overview of the scope of services BC will expect the selected firm to complete, however is not considered an exhaustive list to achieve the goals declared above. BC welcomes creative proposal recommendations to further enhance BC's ability to achieve goals. Proposals must deliver a comprehensive action plan and timeline for how the consultant plans to approach each of the categories below; a budget page should itemize anticipated expenses by phase. The Scope of Services must include, but is not limited to, four components:

- 1. Research & Analysis with Community Engagement**
- 2. Communications, Branding, Storytelling 3-Year Strategy Plan**
- 3. Internal Brand Protocols, Style Guide**
- 4. Brand Launch (if required based on findings) or Re-Launch**

III. SCHEDULE AND STRUCTURE OF PROPOSALS

Potential Consultants will be notified of any changes to this schedule.

November 15, 2017	RFP issued and distributed to potential vendors
December 8, 2017	Deadline for submitting written questions – send to marketing@broadwaycenter.org , no phone calls please.
December 13, 2017	Questions and responses published and shared with all potential consultants.
January 5, 2018	RFP responses due by 5 P.M. Pacific Time
January 26, 2018	Notification of chosen consultant / Enter into contract.

Note: This Schedule is subject to change.

Questions & Requests for Clarification

Consultants may submit written questions and requests for clarification regarding the RFP. The questions or requests for clarification must be submitted via e-mail and received by 5:00 p.m. PST on December 1, 2017. If a question or request for clarification pertains to a specific section of the RFP, the page and section number should be referenced. All questions and requests for clarification received and responses will be posted on the Broadway Center website on December 7, 2017 and a link with all questions and responses will be shared with potential consultants.

Amendment to the RFP and Bid Proposal and Withdrawal of Bid Proposal

BC reserves the right to amend the RFP at any time. The consultant shall acknowledge receipt of any amendments in its proposal. If the amendment occurs after the closing date for receipt of bid proposals, BC may allow consultants to amend their bid proposals in response if necessary. The consultant may amend its bid proposal. The amendment must be in writing, signed by the consultant and received via email by the time set for the receipt of proposals. Consultants who submit proposals in advance of the deadline may withdraw, modify and resubmit proposals at any time prior to the deadline for submitting proposals.

Submission of Bid Proposals

BC must receive the bid proposal via email to marketing@broadwaycenter.org before 5:00 p.m. PST, January 5, 2018. This is a mandatory requirement for consideration. Any bid proposal received after this deadline will not be accepted. It is the consultant's responsibility to ensure the bid proposal is received prior to the deadline. Consultants must furnish all information necessary to evaluate the bid proposal. Bid proposals failing to meet the mandatory requirements of the RFP will be disqualified. Verbal information provided by the consultant shall not be considered part of the proposal.

The bid proposals will remain confidential until the evaluation committee has reviewed all the bid proposals submitted in response to this RFP and BC has announced a notice of intent to award a contract.

Costs of Preparing the Bid Proposal

The cost of preparation and delivery of the bid proposal is solely the responsibility of the consultant submitting their proposal.

Rejection of Bid Proposals

BC reserves the right to reject any or all bid proposals, in whole and in part, received in response to this RFP. Issuance of this RFP in no way constitutes a commitment by BC to award a contract.

Disqualification

BC may reject proposals outright for any one of the following reasons, or for other reasons not specified below:

- Bid proposal received after the due date and time.
- Failure to include information necessary to substantiate that the vendor will be able to meet a service requirement. Responses must indicate present capability and/or cite evidence of past fulfillment of similar requirements; representations that future developments will satisfy the requirement will not be considered sufficient.
- Provide misleading or inaccurate responses.
- Lack of response to BC's request for information, documents, or references.

Reference Checks & Other Sources

BC reserves the right to contact any reference to assist in the evaluation of the bid proposal, to verify information contained in the bid proposal and to discuss consultant's qualifications. Further, BC reserves the right to obtain and consider information from other sources concerning a consultant, such as capability and performance under other contracts.

Bid Proposal Clarification Process

BC reserves the right to contact a consultant after the submission of bid proposals for the purpose of clarification and mutual understanding. BC will not consider information received if the information materially alters the content of the bid proposal. An individual authorized to legally bind the consultant shall sign responses to any request for clarification. Responses shall be submitted to BC within the time specified in the request.

Disposition of Bid Proposals

All proposals become the property of BC and shall not be returned to the vendor.

Copyrights

By submitting a bid proposal, the consultant agrees that BC may copy the bid proposal for purposes of facilitating the evaluation of the bid proposal. The consultant consents to such copying by submitting a bid proposal and warrants that such copying will not violate the rights of any third party. BC shall have the right to use ideas or adaptations of ideas presented in the bid proposals.

Vendor Bid Proposal Terms

Terms of the proposal, including price, will remain firm for a minimum of 90 days following the deadline for submitting proposals.

IV. PROPOSAL REQUIREMENTS

Instructions

Please submit proposals in the following format. This format is intended to facilitate a uniform review process:

- Adobe PDF document using 8.5" x 11" paper size.
- Submitted as an e-mail attachment.
- Use "RFP Branding" as subject

Please submit the following documents and responses as part of the bid proposal in the order outlined below:

A. Company Background

The consultant has a continuing obligation to disclose information throughout the RFP process should any qualifications or situations change possibly rendering them an unqualified candidate.

1. Name of agency and size
2. Federal tax identification number
3. Business address and phone number
4. Principal contact (phone and email address) / Assigned project manager (phone and email address)
5. Provide a brief description of your operation as you would describe it to prospective clients. Include

evidence the firm has a minimum of five years' experience in providing design and creative solutions services in the same manner as described in this RFP

6. Indicate the year the agency was founded and if consultant has operated continuously since that time
7. Submit an organizational chart of your staff by title and indicate the number of full-time professionals, along with biographies of the principals.
8. List all primary services offered by the agency, excluding subcontracted services.
9. Provide a list of subcontractors used for this account.
10. List four clients with a brief description of the work you do for each account (include accounts with similar scope and or purpose as described in this RFP) and indicate: client name, a reference contact, email address and telephone number.
11. The firm and its personnel have all authorizations, permits, licenses and certifications required under federal, state or local law to perform the services specified in this RFP at the time it submits a response to the RFP.
12. The firm has a policy and practice of equal employment opportunity and nondiscrimination based on race, age, creed, sexual orientation or gender.

B. Action Plan for Scope of Services

Provide a project narrative describing the overall approach to accomplish the Scope of Services. For each service/phase please provide an overview of your approach, including rationale for proposing alternative strategies and how you could successfully implement the services requested.

C. Work Schedule for Completing Scope of Services

Provide a work schedule that outlines timelines and potential completion dates for each of the itemized requirements in the Scope of Services.

D. Measurement Plan

Provide a measurement plan detailing metrics used to determine the success of the fully executed Scope of Services.

E. Budget

Overall phased project should not to exceed \$75,000 and should include analysis as well as creative deliverables (branding suite). We anticipate a secondary budget to become available for implementation of the deliverables and strategies. Response requires detailed expenditures budget.

Provide a comprehensive budget page detailing the projected costs for the activities listed in the Scope of Services (and other services as anticipated by the consultant). Include in this budget the planned compensation to your agency as a separate item. Please outline your budget for overall phases and include all detailed expenditures in proposal. If there are specific recommendations exceeding the budget, please outline the value to be gained with the additional investment.

F. Flexibility

BC is interested in providing flexibility to all consultants in their responses to this RFP. Provide any additional comments or information relevant to your proposal not already included in your responses to the preceding questions.

V. EVALUATION AND SELECTION

All proposal received by the deadline will be considered by BC's selection committee. After the review and evaluation of the proposals, BC may conduct interviews. BC will select the vendor the institution determines, in its sole discretion, to be fully qualified and best suited among those submitting proposals to fulfill the purposes of the RFP in a cost effective manner.

Evaluation Criteria

- Evidence of consultant's business maturity, fiscal stability and team resources to provide the services outlined in the Scope of Services. Please identify primary liaison.
- Past, current and prospective services demonstrating capabilities to achieve creative solutions, data analysis and focus-group management for the Scope of Services.
- Budget efficiency.
- Creative budget for launches of new brand or re-launch of current brand.
- Professional qualifications and work experience on similar project engagements of the account team members who will be primarily responsible for the majority of the work performed in the Scope of Services.
- An understanding of the Scope of Services to be performed and evidence of the capabilities and creativity to achieve on such projects.
- Proposals should not exceed 3-page narrative specific to RFP.