



# REQUEST FOR QUALIFICATIONS

City of Galax, Virginia  
The Rex Theater Revitalization

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## **REQUEST FOR QUALIFICATIONS:**

### **BUSINESS AND OPERATIONS PLAN FOR THE REX THEATER**

The City of Galax, Virginia will receive sealed Statements of Qualifications from interested firms for services in the City Manager's Office, 111 East Grayson Street, Galax, Virginia until **September 13, 2024 at 4:00 p.m.** The City of Galax is seeking the services of a firm, partnership, joint venture or team to produce a Business and Operations Plan for the Rex Theater in the City of Galax, Virginia.

Any questions and/or clarification requests that may arise from this request for qualifications should be submitted, in writing, and forwarded to all to the following parties: Jolena Young, Grants Administrator, at [jyoung@galaxva.com](mailto:jyoung@galaxva.com); and Derek Spraker, Galax Procurement Specialist, at [dspraker@galaxva.com](mailto:dspraker@galaxva.com). Answers to such questions and/or clarification requests that materially change the conditions and specifications of this request for proposal will be posted to the City of Galax's website as an addendum.

The City of Galax anticipates making a single award for this strategic plan within 60 days of proposal deadline. A qualifications-based selection process will be used. Evaluation of qualification statements will be based on the following criteria in order of importance:

1. Project approach and projected deliverables: 25 Points
2. Capacity to complete the project based upon education, training and experience: 25 Points
3. Capacity to complete the project in a timely manner based upon staffing, training and experience: 20 Points
4. Evaluation of references from other clients, for which similar projects have been completed: 20 Points
5. Understanding of the project and proper completion of RFQ materials, which may also include an additional request for in-person presentation: 10 Points

Submittal of a proposal indicates acceptance of the conditions contained in the RFQ. All proposals are public records to the extent required by the Virginia Freedom of Information Act (FOIA). The City of Galax reserves the right to accept or reject any or all proposals, or modify scope of work or services to be provided.

## **SCOPE OF WORK**

The City of Galax is currently accepting proposals for a Rex Theater Business and Operations Plan. The plan should be based on market data and community input. Specifically, the consultant is expected to provide the following services:

- Work with a Strategic Planning Team, comprised of Council Members, Community and Business Leaders, as well as City Staff, to articulate a clear strategic plan.
- Work with an architect to develop a preliminary drawing for renovations needed to support the operational plan while maintaining historic integrity.
- Refine and identify the Theater's mission, vision, values and goals.
- Identify specific strategies for fund-development, communication, programming and facility management objectives for the organization to pursue over the next 5 years.
- Identify and recommend business models for facility operation, management and staffing.
- Conduct a Marketing Study and a small scope community survey to evaluate the Rex Theater's operation and conduct a general SWOT analysis of internal and external perceptions of the organization.
- Develop a timetable of implementation with specific measurable benchmarks, objectives and tasks to be accomplished to achieve goals. Identify clear, measurable outcomes for how to measure organizational and strategic effectiveness, impact, and success.
- Evaluation and assessment of Theater uses specifically as it relates to city sponsored events and private rental events. Determine best operational use of the facility and establish security guidelines/protocols for all events at Theater.
- Establish a framework and process for the organization's leadership to effectively implement the strategic plan and monitor progress toward achievement of goals and objectives.
- Facilitate all meetings and provide leadership, direction and expert consultation and advice related to the development of an effective strategic plan, including successful implementation.
- Deliverable should be a clear, easily consumed, strategic planning roadmap, accompanied by a strategic planning timeline, implementation and evaluation methodology.
- Specific areas that need to be addressed in the creation of a strategic plan include but may not be limited to:
  - An environmental scan that examines internal and external opportunities and perceptions impacting the organization's use and function.
  - A thorough assessment of infrastructure needs including, but not limited to space, technology, human capital and financial resources.
  - The development of a sustainable financial and programmatic model to achieve Theater goals.

## **DELIVERABLES:**

The Business and Operations Plan should include:

- Target Markets and Marketing Areas
- Conceptual Design Plans and Cost Estimates developed in conjunction with the architect selected by the City of Galax
  - Basement, Main Floor, Balcony
  - Décor
  - Historic Façade and Marquee
  - Technical Equipment with Specifications
- Types and Frequencies of Entertainment Events with Proposed Calendar
- Types of Concessions and Merchandise Inventory
- Pricing Strategies, Sales and Attendance Projections
- Staffing and Management Plan
- Ownership Strategies
- A 5-year Financial Proforma and other Financial Modeling
- Tax Incentives and Other Funding Alternatives

## **INSTRUCTIONS**

1. Intent: It is intended that these Instructions and the Schedules and Specifications shall define and describe the complete services to be provided.
2. Examination: Firms are advised to examine all documents and current descriptions of the services in order to become fully informed as to their conditions. This includes conformity with specific standards and the character, quality and quantity of the services provided. Failure to examine these areas will not relieve the consultant of its obligation to furnish all products and services necessary to carry out the provisions of the contract.
  - Selection of Consultant: The contract will be awarded to the firm or team that, in the City's opinion, is the most responsive and responsible according to the criteria provided in this RFP.
  - Responsiveness: The City will consider the degree to which each firm has submitted a complete proposal without irregularities, exclusions, special conditions, or alternative proposals for any item unless specifically requested in the RFP.
  - Submission of Proposals: It is the firm's responsibility to have its proposal at the City Manager's Office by the deadline for submission. Proposals received after the deadline will remain unopened and will not be considered. The following address should be used on the outside of the envelope containing the proposals:

**Office of the City Manager  
City of Galax  
111 East Grayson Street  
Galax, VA 24333**

**Request for Proposals  
Comprehensive Downtown Strategic Plan**

- Proposals: An original copy of the proposal shall be submitted in paper format with one flash drive containing digital copies of the proposal in Microsoft Word and PDF file formats. Proposals should be bound in an 8 1/2" x 11" format. All submitted materials will become property of the City.

**REQUEST FOR QUALIFICATIONS SCHEDULE**

- Evaluation Period
    - Questions may be submitted in writing to each of the following parties: Jolena Young, Grants Administrator, at [jyoung@galaxva.com](mailto:jyoung@galaxva.com); and Derek Spraker, Procurement Specialist, at [dspraker@galaxva.com](mailto:dspraker@galaxva.com) until **4:00 p.m. on September 6, 2024.**
    - Answers to such questions that materially change the conditions and specifications of this request for proposal will be posted to the City of Galax's website as an addendum with the final posting no later than August 23, 2024 at 4:00 p.m.
  - Submission Deadline: **September 13, 2024 at 4:00 p.m.**
  - Short-list posted and interviews scheduled: **September 20, 2024**
  - Anticipated Award Date: **October 15th, 2024.**
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## **/EVALUATION FACTORS**

A Committee will evaluate the proposals based on the matters identified earlier in the RFP based on the weighting as indicated. It is the intent of the City to choose the firm whose proposal provides the best value to the City. The City reserves the right to waive any irregularities, technicalities, reject any and/or all proposals, in whole or in part, when, in the City's opinion, such rejection is in the best interests of the City.

Evaluation Method: An evaluation team will review each proposal. Its review and evaluation will be based on the factors described:

Oral Presentations and Interviews: Following the evaluation of the proposals, the Evaluation Team may request a limited number of firms to make oral presentations and/or be interviewed. If a determination is made that presentations are necessary, the presentations will take place in the City of Galax at a mutually acceptable date and time.

Negotiations: Following presentations, the finalist shall be asked to provide a proposed form of agreement. The City at their discretion may negotiate the scope of services and associated fees proposed therein with the firm. If a mutual agreement cannot be reached, the City will terminate negotiations and proceed to the next highest scoring firm. The City reserves the right to reject all offers and end the process without executing a contract.

Agreement: If the negotiation produces mutual agreement, the form of agreement shall be amended to record the negotiated additional or modified terms, if applicable, and the finalized, signed agreement shall be submitted to the City for execution.

Reservations: Submittal of a proposal indicates acceptance of the conditions contained in this request. The City of Galax reserves the right to retain all proposals submitted. All proposals are public record to the extent required by the Virginia Freedom of Information Act (FOIA).

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## **PROPOSAL FORMAT**

### INTRODUCTION

Overview: Firms shall provide detailed information so as to demonstrate its understanding of the services requested.

Documents: Proposals should be in an 8<sup>1</sup>/<sub>2</sub>" x 11" format. An original copy of the proposal shall be submitted. Please also submit proposals in Microsoft Word and PDF file formats on a flash drive. Proposals shall include the forms provided in the RFP.

### QUALIFICATIONS

Firms responding to this RFP must have been engaged in urban and regional planning, engineering and/or design, fiscal impact, or project management services for at least five years.

References: Firms shall provide references from similar assignments especially for other local governments within the past ten years.

Insurance: Firms shall carry a minimum of Two Million Dollars (\$2,000,000) professional liability policy to protect the City in case of negligent errors, acts or/and omissions of the firm.

### TECHNICAL APPROACH

Methodology: Explain the methodology you propose to successfully perform the services outlined in the scope of works giving special attention to public participation and data collection.

Schedule: Include in your proposal a project schedule indicating key milestones related to the firm's methodology.

### FIRM EXPERIENCE

Projects: In this section, the firm shall provide a detailed description of similar assignments, on behalf of local governments or similar clients.

- Client name
- Contact person
- Telephone and fax numbers, email address
- Brief description of the projects, their costs and services provided on each.
- Describe in detail whether project was/was not completed on time, within budget, and adopted by the client.
- Copy or working web link to plan

Company Capabilities: The firm shall provide a description of its limitations relative to facilities, staff personnel, on-going projects/contracts, etc. Specifically, what



priority it intends to place on this project and how it intends to “staff up” if necessary, should it be chosen as the consultant.

Company Primary Business: Provide the firm’s primary business interest and/or operations including organization and affiliations.

Company Information: Provide the following:

- List firm name, address, telephone number, fax number, and email address.
- Name of firm’s primary contact person(s) and telephone number(s).
- List firm’s total number of employees, by discipline.
- List year firm was established.
- List amount of professional liability (errors & omissions) insurance carried.

## PERSONNEL EXPERIENCE

### Project Team Information

Organizational Chart: Show an organizational chart for this project.

Personnel: Include resumes of proposed personnel showing education, qualifications, and experience.

## SUPPLEMENTAL INFORMATION

Provide a statement explaining any exceptions taken to this RFP. In every case, the City will assume compliance unless a specific exception is taken.

### Claims and Lawsuits:

1. Is your firm involved in any pending claims or lawsuits? If so, please describe.
2. Has your firm been involved in any lawsuits with a governmental entity in the last five years?

## ASSURANCES

### EQUAL EMPLOYMENT OPPORTUNITY (EEO)

The firm will ensure equal employment opportunity applies to all terms and conditions of employment, personnel actions, and firm-sponsored programs. Every effort shall be made to ensure that employment decisions, programs and personnel actions are nondiscriminatory. That these decisions are administered on the basis of an evaluation of an employee's eligibility, performance, ability, skill and experience.

Statement of Assurance. The firm herein assures the City that it is in compliance with Title VI & VII of the 1964 Civil Rights Act, as amended, in that it does not on the grounds of race, color, national origin, sex, age, handicap, or veteran status, discriminate in any form or manner against employees or employers or applicants for employment and is in full compliance with the Americans with Disabilities Act.

**AFFIDAVIT (must be included with all proposals)**

This proposal is submitted to the City of Galax, Virginia (the City) by the undersigned who is an authorized officer of the firm and said firm is licensed to do business in Virginia. Further, the undersigned is authorized to make these assurances and certifies their validity. The firm recognizes that all assurances and representations herein are binding on the firm and failure to adhere to any of these commitments, at the City's option, may result in a revocation of the agreement.

Consent is hereby given to the City to contact any person or organization in order to make inquiries into legal, character, technical, financial, and other qualifications of the firm.

The firm understands that, at such time as the City decides to review this proposal, additional information may be requested. Failure to supply any request for information within a reasonable time may result in the rejection of the firm's proposal with no re-submittal rights.

The firm understands that the City, after considering the legal, financial, technical, and character qualifications of the firm, as well as what in the City's judgment may best serve the public interest of its citizens and employees, may grant a contract.

The firm understands that this proposal is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a proposal for the same, and is in all respects fair and without collusion or fraud. It understands that collusive bidding is a violation of state and federal law and can result in fines, prison sentences, and civil damage awards.

Any agreement issued will be on the basis of the firm's service and financial plans and arrangements are feasible and adequate to fulfill the conditions set forth in this project and the firm's response.

Company Name: \_\_\_\_\_

Authorized Person: \_\_\_\_\_

Signature: \_\_\_\_\_

Title: \_\_\_\_\_ Date: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax/email: \_\_\_\_\_