



**Pre-Submittal Conference Sign in Sheet**  
**RFQ Number 15-052 – PAC Programming and Management Services**  
**February 12, 2015**

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# Performing Arts Center Programming and Facilities Management RFQ

February 12, 2015





# Agenda

- City Center Project History
- Project Scope Overview
- High Points of the RFQ
- Schedule
- Questions



# History

- 2012: Master Planning Process with Goody Clancy
  - Plan adopted December 2012
- January 2013: City Council approves Implementation Phase I plan
  - Land Acquisition, Infrastructure, Public Facility Needs and Project Management
- March 2014: Rosser International selected as architect
- April 2014: jB+a selected as landscape architect
- June 2014: Carter/Selig Enterprises selected as proposed Master Developer



# History continued

- July 9 & July 23, 2014: Special Called City Council Meetings regarding feasibility of a Performing Arts Center (Johnson Consulting Study)
- July 24, 2014: Public Open House regarding feasibility of a Performing Arts Center
- August 19, 2014: City launches online survey regarding retail wish list for City Center
- August 27, 2014: Special Called City Council Meeting regarding PAC and meeting space
- September 2, 2014: City Council unanimously approves a site development plan and project budget for City Center



# History Continued

- **October 7, 2014:** City hosts charrettes on PAC programming
- **October 21, 2014:** Special Called Council Retreat on design and governance recommendations for the PAC
- **November 18, 2014:** City Council approves Program Management Services Agreement with Master Developer – Carter & Associates, LLC
- **January 6, 2015:** City Council approves selection of Holder Construction as Construction Manager
- **January 29, 2015:** City issues RFQ for PAC Program / Facilities Management Services



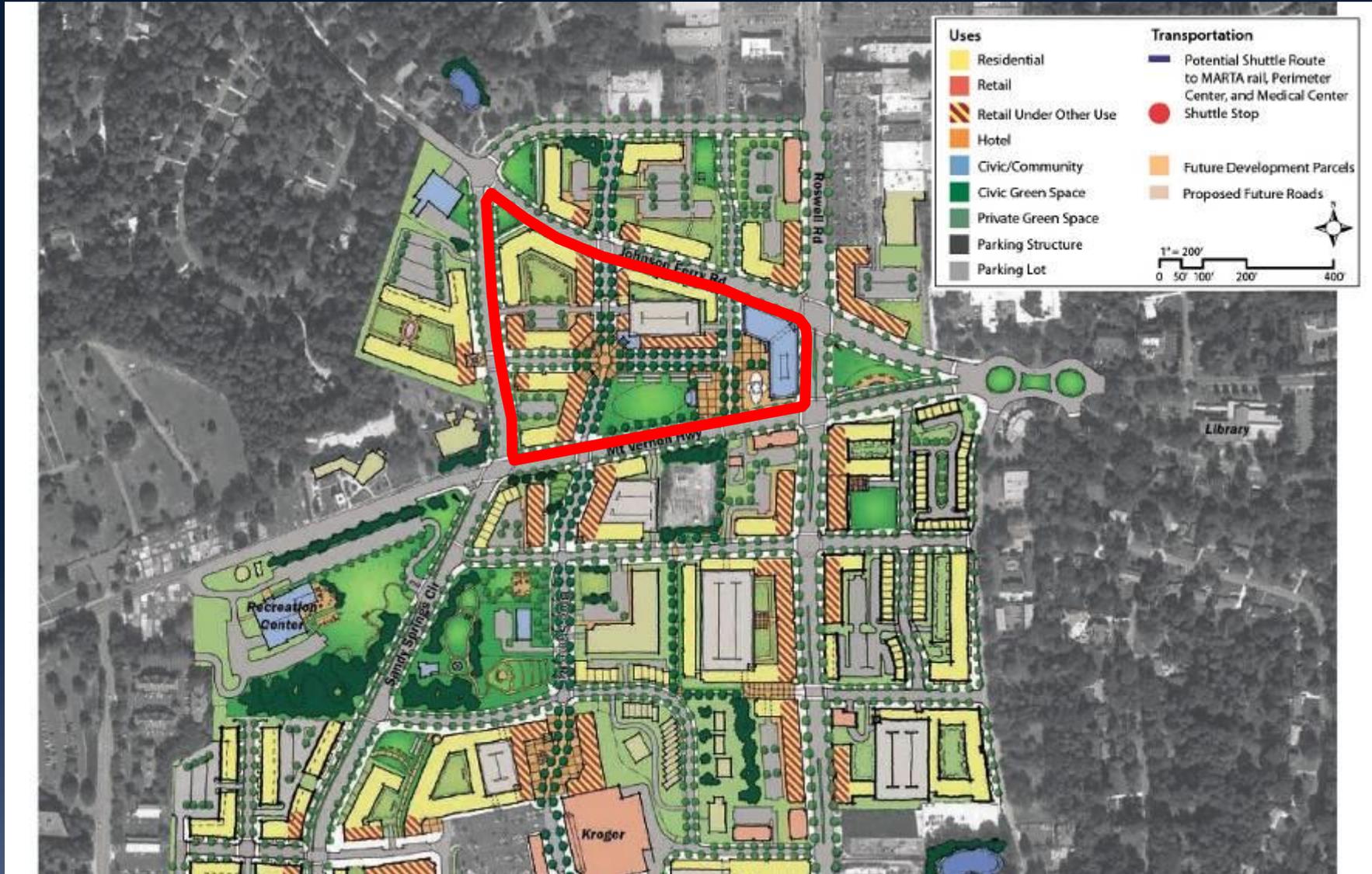
# City Center Project Overview

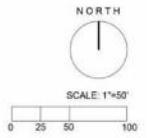
## Public – Private Venture including

- Performing Arts Center
- City Offices
- Meeting Space
- Signature Public Park
- Retail
- Residential
- Combination of Subterranean, Surface and Structured Parking
- Surrounding Streets



# City Center Master Plan





SITE PLAN



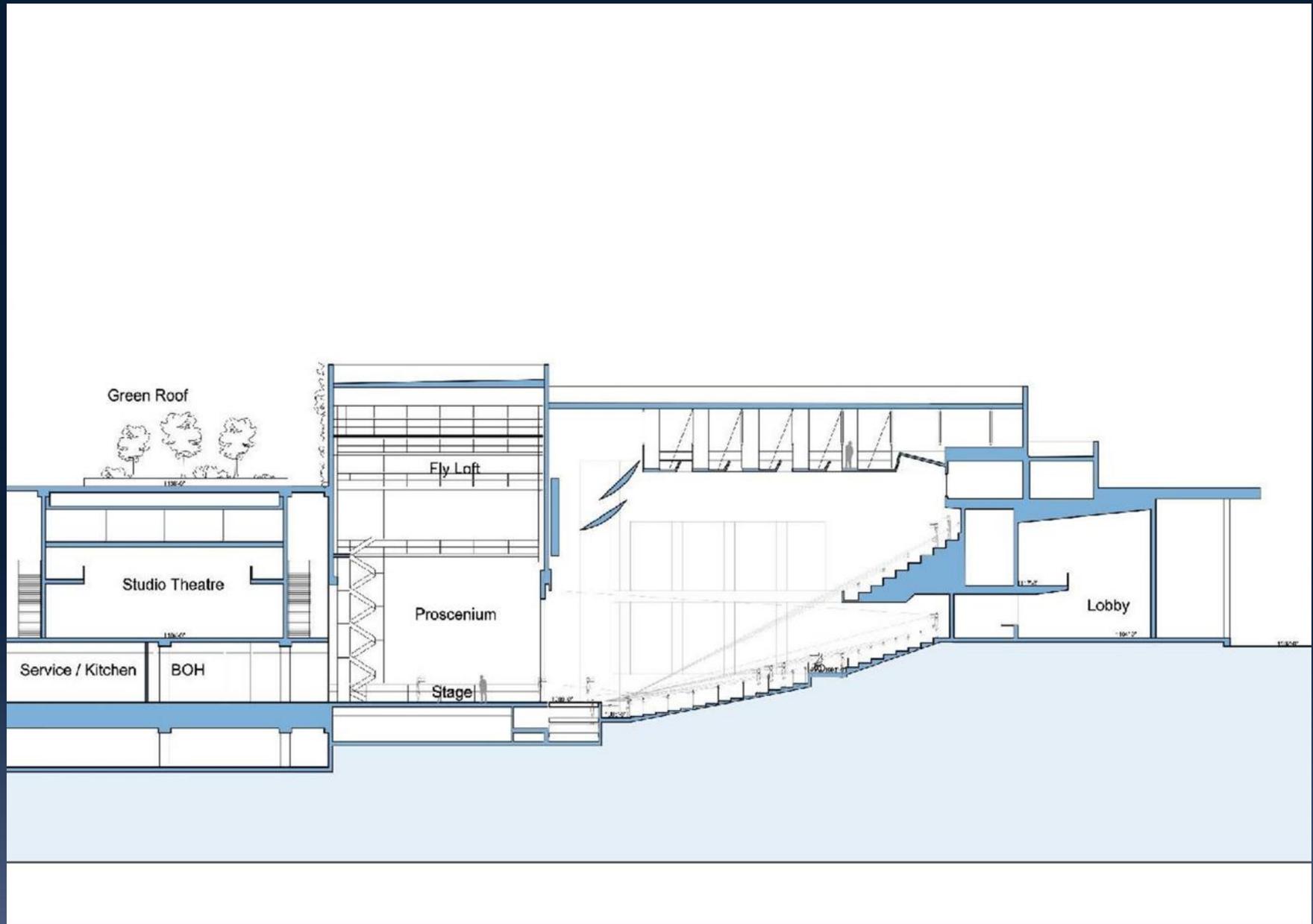
# Public Gathering Facilities

- 68,000 square foot Performing Arts Center (PAC) with approximately 1,100 seats
- Family Theater with audience seating for 300 people or banquet seating for 250 people
- 4 breakout meeting rooms
- 4.1 acre public park / green space





# PAC / Family Theater Cross Section







# Scope for the RFQ

- Book, schedule and service events in the Public Gathering Facilities. This includes securing and managing the ticketing contracts, overseeing food and beverage requirements, hiring event and production staff, performing sales and marketing duties, bookkeeping and addressing ADA concerns.
- Develop grand opening, operating and pre-opening budgets and timeline for operational benchmarks.
- Recruit and employ all full and part-time staff.
- Develop fundraising strategies and sponsorship/advertising programs.



# Scope for the RFQ continued

- Work closely with the hospitality industry to aggressively market and promote the Public Gathering Facilities to national, regional and local groups, organizations and entertainers and other event promoters who manage short-term bookings of 12-18 months.
- Effectively utilize the Public Gathering Facilities to meet the needs of residents, businesses, civic institutions, and government through creative local marketing and promotion.
- Program outdoor spaces for activity, such as outdoor performances, informal gatherings, art activities and displays, farmers market and other special events.



# Scope for the RFQ continued

- Regularly report to the City regarding the use and operation of the Public Gathering Facilities, including monthly reports of the activities associated with the operation, management, supervision and maintenance. These reports should include a financial analysis, list of upcoming events, discussion of operating and maintenance issues and concerns, changes in management, operations or maintenance activities and other information as appropriate or requested by the City.
- Provide the City with a long term capital and operating expense plan.
- Prepare an annual fiscal year operating budget for the Public Gathering Facilities. Once adopted, operate within the limits of the budget. A fiscal year is defined as July 1 through June 30.
- Facility Management: TBD



# RFQ: Materials To Include

- Financial Model: Responses shall include a detailed explanation of the Offeror's desired financial model. A specific fee proposal is not desired at this time. Offeror should discuss different compensation plans, such as a flat fee to be paid by the City. All possible revenue streams should be included, along with how revenues will be split between the City and the Offeror, as well as how splitting revenues impacts the fees paid by the City.
- Food and Beverage Model: The City anticipates food and beverage will be a key revenue stream. It is desired to maintain food and beverage services seven (7) days per week, independent of active programming in the Public Gathering Facilities. Responses shall include the Offeror's thoughts on this concept.
- Explain how various types of programming present different food and beverage opportunities and requirements. Offeror should discuss how its food and beverage model will respond to each of these opportunities.



# RFQ: Materials To Include

- Please address flexibility in food service management to accommodate different dietary requirements based upon factors such as food allergies, cultural and religious traditions.
- Programming: Responses shall include a discussion of types of programming for the Public Gathering Facilities. Specifically address your approach to programming each (City Green, PAC, and family theater / meeting space) and how to market each to targeted groups/ performers / promoters. Discuss past experience programming and promoting these types of facilities.
- Discuss your firm's experience and approach to make the PAC the venue of choice in metro Atlanta, the State and the southeast region for organizations / performers / promoters who utilize these types of facilities for large-scale events.



# RFQ: Materials To Include continued

- Sales, Marketing and Event Promotion: Discuss your firm's experience and approach to marketing events to audiences. Describe your firm's approach to connecting potential audiences to potential programs. Include coordination with Hospitality, the Chamber of Commerce and the local arts organizations.
- Event Day Management: Address your firm's experience and approach in managing the day of an event. The successful facility will make the event day experience fun and memorable for performers and patrons alike. Discuss approaches to parking management, pedestrian flow, security, logistics, set-up, take-down, and everything else your firm considers important to a successful experience for all participants.
- Participation in Design and Construction: Design activities are currently under way. Since many design and construction decisions have yet to be made, the selected firm has a unique opportunity to provide input to the City, the designers and the construction manager. Discuss your approach and past experience working with owners, architects, engineers and construction managers in a collaborative, ground-up opportunity.



# RFQ: Materials To Include continued

- Pre-Opening Schedule and Services: Provide a schedule and description of services leading up to the grand opening of the currently anticipated to be mid to late fall of 2017.
- Staffing Plan: Discuss your firm's plan to provide full-time and part-time staff to the Public Gathering Facilities. The plan should include the Offeror's role in the design and construction phases, the ramp up during pre-opening, and the day-to-day operations once the Public Gathering Facilities are open.
- Customer Service: Customer service plays an important role in the success of the Project. From that perspective, customer service should be included as part of an overall approach to management. Describe your firm's approach and philosophy to customer service.
- Performance Metrics: Recommend key performance metrics for success for the Public Gathering Facilities and your firm. Discuss them in relationship to your proposed financial model.



# Evaluation Criteria

- Past experience managing similar facilities.
- Approach to food and beverage service. Maximization of food and beverage revenues during events. The ability to create a seven (7) day a week revenue stream regardless of active programming in the Public Gathering Facilities business / financial model sustainability.
- Demonstrate understanding of Sandy Springs and the types of programming appropriate for the Public Gathering Facilities and community.
- Demonstrate ability to attract events for the Public Gathering Facilities.
- Approach to ticket sales and marketing.
- Approach to participation in design and construction of the Public Gathering Facilities.
- Financial strength and stability of the firm.
- Approach to staffing.



# RFQ Schedule\*

- RFQ Issued: January 29, 2015
- Pre-Submittal Meeting: February 12, 2015
- Question Period for Offerors Ends: February 16, 2015 5 p.m.
- Responses Due: February 26, 2015, 2 p.m.
- Presentations/Interviews: Times and dates TBD
- Final Selection: TBD

\* schedule subject to change at discretion of City



# Questions