

CITY OF LITTLE ROCK, ARKANSAS

REQUEST FOR PROPOSALS

FOR

ZOO STRATEGIC PLANNING CONSULTANT SERVICES

BID# 9255

RFP Issue Date:

December 3rd, 2009

Responses Due By:

December 22nd, 2009 at 2:00 p.m.

REQUEST FOR PROPOSALS
FOR
ZOO STRATEGIC PLANNING CONSULTANT SERVICES

The City of Little Rock, Little Rock Zoo Department, is seeking proposals from qualified firms who are interested in developing a strategic plan for the Little Rock Zoo.

The City is interested in contracting with a qualified firm that will perform a series of assessments on the performance of the Little Rock Zoo in fulfilling its mission and overall goals. After this assessment, the firm will make recommendations in the form of an immediate action plan designed to strengthen the organization in the near future and beyond in the areas of revenue production, staff efficiency, and spending, with particular emphasis placed on the creation of a framework for the development of a new facility master plan.

This RFP will be publicly advertised. An electronic copy of the RFP document will be available to download online at the City's website: www.littlerock.org. The anticipated schedule for this procurement is as follows:

Proposals Due:	December 22nd, 2009 at 2:00 p.m.
Effective Start Date:	January 11, 2009

I. Introduction and General Information

The Little Rock Zoo is a department of the City of Little Rock that displays more than 700 animals in a naturalistic environment on 33 acres of City owned property. The Little Rock Zoo is one of the largest tourist attractions in Little Rock with nearly 300,000 annual visitors, most of whom visit from outside the city. The Zoo employs 45 full time employees and 20 to 25 part-time employees in the spring and summer months. The Zoo is an Enterprise Fund of the City of Little Rock and earns revenue through gate admissions, gift shop and concession sales, membership sales, special events, rides, and donations from the private sector, in order to provide the funds necessary to operate. The City of Little Rock provides \$1.7 million dollars to the Zoo for operations. The Zoo's total operating budget is \$5.3 million.

At this time, the City seeks a qualified firm to assess and discuss potential new opportunities that could impact the Zoo's long-term success and then develop strategies or plans of action to fulfill these identified opportunities with particular emphasis placed on the business operation of the facility. This process will involve collecting and analyzing qualified input from Zoo staff members and stakeholder groups, as well as input from the general public. General data will also be collected and analyzed by the firm on past revenue collection and expenses. This procurement process requires the selected contractor to begin work by January 11, 2010 and to provide a written summary of findings and plan of action to the Zoo Board of Governors by December 6, 2010.

II. Objectives of the RFP Procurement

The City seeks to obtain the services of a professional consulting firm with expertise in zoo management that is committed to providing a high level of knowledge, dedication, and experience that will provide innovative approaches to achieve the following objectives:

Clarify the Mission and Vision of the Little Rock Zoo

Develop an Organizational and Financial Profile of the Zoo

Encourage Dialogue with Stakeholders on the Zoo's Future

Identify the Opportunities and Risks of any Proposed New Zoo Governance Models

Develop a Strategic Business Plan

Determine the Optimum Pricing Structure for Admissions and Memberships

Develop a Timeline for Implementation of the Strategic Business Plan

Outline Implementation Tactics for the Strategic Business Plan

III. Contract Period

The contract period between the City of Little Rock and the selected firm will be January 11, 2010 through December 6, 2010.

IV. Payment

For provision of the described services, the selected firm will be paid the bid amount and in addition will receive reimbursement for any eligible and documented out-of-pocket expenses for the project not to exceed \$5,000.

V. RFP Procurement and Submittal Requirements

Contact Person

All questions related to this RFP should be directed to the contact listed below. Prospective respondents are strongly discouraged from contacting any other City staff regarding this RFP solicitation.

**Mike Blakely, Director
Little Rock Zoo
1 Zoo Drive
Little Rock, AR 72205
(501) 661-7213
mblakely@littlerock.org**

Date, Time and Place to Submit Proposals

A total of one (1) signed original and four (4) copies of the respondent's proposal submittals are to be received no later than 2:00 p.m. on December 22nd, 2009 at the following location:

**City of Little Rock
Purchasing Office
500 West Markham, Room 300
Little Rock, AR 72201.**

Faxed or electronic submittals will not be accepted.

See Section VIII of this Request for Proposals for information on the submission procedure and the information to be provided to the City in the respondent's proposal.

All costs incurred in the preparation or presentation of this RFP quotation shall be wholly absorbed by the respondent. Once submitted, the quotation and supporting material become the property of the City of Little Rock.

Rights of the City of Little Rock

The City reserves the right, at its sole discretion, to pursue any and all actions it deems in the City's best interest regarding this Request for Proposals, including but not limited to:

Issue addenda or amendments to the RFP
Request additional information and/or clarification from respondents
Withdraw this RFP
Modify and reissue RFP
Reject any and all proposals
Waive minor technicalities

VI. Qualifications

The firm chosen to provide consulting services to the City of Little Rock for the purposes of developing a strategic plan for the Little Rock Zoo shall possess the following qualifications:

- Demonstrated ability to oversee the development and implementation of a comprehensive strategic plan for zoos and/or aquariums
- Demonstrated ability to lead a public planning task force with members from both the public and private sector
- Demonstrated ability to encourage productive dialogue with stakeholder groups in order to gather qualified input and information
- Demonstrated ability to develop methods for gathering appropriate input from the public
- Demonstrated ability to analyze financial data
- Demonstrated ability to analyze business plan models
- Demonstrated ability to identify opportunities and risks of particular financial models
- Experience developing financial plans for zoos and/or aquariums
- Experience developing staffing and operational support plans for zoos and aquariums
- Experience developing public/private partnership models for zoos and aquariums
- Experience implementing a new governance model for a zoo or aquarium

VII. Method of Award

The City will be taking into consideration more than cost in its evaluation process. The criteria to be considered in the awarding of the contract are as follows:

- Ability of the firm to meet the above-stated qualification requirements. (80% Weight)
- Favorable reference checks from zoos or aquariums accredited by the Association of Zoos and Aquariums in at least three cities comparable or greater in size than the City of Little Rock. (20% Weight)

VIII. Response

The address for the submission of proposals is as follows:

Mr. Jerry Paul
Purchasing Agent
City of Little Rock
500 West Markham, Room 300
Little Rock, Arkansas 72201

Proposals shall be received in that office no later than 2:00 p.m. (Central Standard Time) on December 22nd, 2009.

The submission procedure will be a two-step process. Submissions must be submitted in two (2) parts in a sealed package with each part separately sealed within that package.

PART I

Part I shall be in a sealed envelope labeled “**Qualifications**” and contain the Part I Addendum attached hereto, which will be completed and signed. In addition to the completed Part I Addendum, submittals must include basic information such as personnel information on corporate staff who will be assigned to manage this project on behalf of the firm and information on the firm’s list of at least three (3) client references. Respondents are encouraged to list examples of similar work completed by the firm for zoos and/or aquariums of similar size and scope to the Little Rock Zoo in the City of Little Rock. A description on your firm’s overall philosophy and approach to strategic planning for zoos and aquariums should be included. Submitted materials should emphasize project approaches, successful results and positive outcomes of current and previous related experience. It is the intent of the City to receive proposal submittals that are concise and to the point, with a minimal amount of marketing material or “boilerplate” language.

Any submission of Part I that contains financial information to include costs or fees proposed shall be disqualified from consideration.

Those firms whose submissions achieve a score of 90% or above on Part I will be considered qualified and only qualified firms are eligible to have their Part II information considered.

PART II

Part II shall be in a sealed envelope labeled “**Bid for Zoo Strategic Plan Consultant**” and shall contain the Part II Addendum attached hereto, which shall be completed with the amount bid for the contract and signed.

Failure to comply with instructions contained in the RFP will be cause for rejection.

Any proposals received other than as stated above or that are received after the above-stated time and date will not be considered. It shall be sole responsibility of the respondent to have the proposal delivered to the Purchasing Office for receipt on or before the above-stated time and date.

Part I Addendum

Please respond to the following requests for information. Additional sheets of paper may be used. Please provide a typed response.

1. Describe your firm's ability to oversee the development and implementation of a comprehensive strategic plan for zoos and/or aquariums.

2. Describe your firm's ability to lead a public planning task force with members from both the public and private sector.

3. Describe your firm's ability to encourage productive dialogue with stakeholder groups in order to gather qualified input and information.

4. Describe your firm's ability to develop methods for gathering appropriate input from the public.

5. Describe your firm's ability to analyze financial data.

6. Describe your firm's ability to analyze business plan models.

7. Describe your firm's ability to identify opportunities and risks of particular financial models.
8. Describe your firm's ability to develop financial plans for zoos and/or aquariums.
9. Describe your firm's experience in developing staffing and operational support plans for zoos and aquariums.
10. Describe your firm's experience developing public/private partnership models for zoos and aquariums.
11. Describe your firm's experience implementing a new governance model for a zoo or aquarium.

Firm name: _____

Signed: _____

Date: _____

Part II Addendum

Bid for Zoo Strategic Plan Consultant Services

Please provide a bid for total contract amount, not to include reimbursable expenses, in the space provided below.

Total Contract Bid Amount:_____.

Firm name: _____

Signed:_____ Date:_____