



**Request for Proposals  
Iron County, Utah  
Conference and Event Facilities Feasibility Study  
Issued by the Iron County Tourism Bureau, February 15, 2019**

**Response Date: March 15, 2019 5 p.m. MST**

**Request for Proposal Table of Contents**

**Section 1: General Information**

**Section 2: Introduction and Objectives**

**Section 3: Response Requirements -Scope of Work**

**Section 4: Expected Results, Deliverables & Budget**

**Section 5. RFP Timeline, Evaluation and Process**

**Section 1: General Information**

All consultants must respond in detail to each element of this RFP in the order outlined in this request to be considered for the contact award.

Send all correspondence to:

**Iron County Tourism Bureau**

**Atten: Maria Twitchell**

**581 N. Main Street**

**Cedar City, UT 84721**

[mtwitchell@ironcounty.net](mailto:mtwitchell@ironcounty.net)

435-586-5124

**Deadline: March 15, 2019 by 5 pm MST**

## Section 2. Introduction and Objectives

**Introduction:** this RFP is issued by the Iron County Tourism Bureau, a department of Iron County Government; for the purpose of obtaining a market needs assessment and financial analysis related to potential new or remodeled meeting and event facilities in the Cedar City and Brian Head area of Iron County, Utah.

Stakeholders in both Cedar City and Brian Head, the economic centers for Iron County, have identified a growing need for large capacity meeting and event facilities to provide state of the art, viable and efficient venues to host conferences, meetings, retreats and special events in order to better serve residents, business, government and service organizations; and to attract out of area conferences, meetings, retreats and special events to increase visitor spending in our local economy.

Cedar City, also known as “Festival City, USA”, currently has two publically owned conference centers: Southern Utah University Hunter Conference Center with a capacity of less than 350 and the Cedar City Heritage Theater/Festival Hall, which has a capacity for up to 200 meeting attendees and 1,000 theater seats for events. There is also the new Cedar City Marriott Courtyard Hotel and the Ramada Inn with meeting capacity of up to 250 attendees. Brian Head is Utah’s highest ski resort town and only has a small meeting center at the Cedar Breaks Lodge with the capacity of up to 90 people. Small meetings are often accommodated at one of Brian Head Ski Resort’s base lodges, however, the lodges were not designed for meetings or events.

Venues of highest priority include 1) a conference/event center that can host up to 1,200 for meetings, trade shows, concerts and special events that is adjacent to lodging and restaurants in Cedar City, and 2) a more intimate event center that can host meetings, retreats, indoor events and concerts in Brian Head.

These needs are likely to be addressed through a combination of new buildings or possibly improvements to existing facilities. It will likely require a phased approach and strategies to leveraging public-private partnerships in order to secure initial funding for building and renovations as well as long-term operations and maintenance of the facilities.

A Steering Committee, consisting of 5-7 key stakeholders will use the information presented in the feasibility study to create a realistic action plan and the study will be used to assist in securing the funding to build, operate and maintain venues that would be financially viable in the Cedar City and Brian Head areas.

The Committee will facilitate and manage the feasibility study process and this group will be involved throughout the process in order to develop a comprehensive look at the county’s needs. The Committee is seeking to hire a firm to conduct a feasibility study in order to gain a better understanding

of what types of facilities are needed in the Cedar City/Brian Head area and what types of facilities would be financially viable for current and future needs.

**Objectives:** The intent of Iron County Tourism Bureau and the Steering Committee is to determine if the submitted RFP responses from solicited consultants can meet the needs of the proposed scope of work.

The project objectives are:

1. Deliver a feasibility study that is conducted by a neutral, third party consulting firm with experience in the development of meeting and event facilities. The feasibility study will be presented to Iron County Government, Cedar City Corporation and Brian Head Town to help them determine a realistic and documented need to build and/or improve existing facilities in order to meet the growing demand for such facilities in the Cedar City/Brian Head area. This will be accomplished through a market needs assessment, financial analysis, community input and participation.
2. To identify the potential for economic benefit in the form of meetings/conferences opportunity profile and meetings tourism market assessment.
3. To identify the opportunity for job creation, including the identification of the types of jobs and realistic wage ranges for projected jobs.
4. To recommend sustainable funding models for construction of new facilities, and/or the possible renovation of existing facilities, and funding models for ongoing maintenance and operation of facilities. Include examples currently in operation.
5. To identify opportunities for public-private participation.

It is our intent to select a qualified contractor through an open and competitive bid process who will provide assistance in achieving the project objectives, with specific concentration on the recommended program and operational approach and the overall economic benefit to the study area and. Consultants are expected to provide their best and most competitive proposal.

### **Section 3: Response Requirements**

Include a brief narrative outlining your assessment of the work to be performed for the Tourism Bureau, and your approach to accomplish the requested work and the resources necessary to fulfill the requirements. Clearly indicate any options or alternatives proposed. This section should demonstrate the agency is the most qualified agency for the job and understands the desired overall performance and expectations.

## **Scope of Work**

The following Scope of Work outlines the priorities and expectations from a qualified firm.

### **Market Needs Assessment**

#### **Economic and Demographic Overview**

- Identified study area.
- Secondary market area, expressed as a radius/radii around the study area.

#### **Meeting Participation Trends**

- Meetings and Conventions
  - Corporate
  - Government meetings, retreats and conferences
  - Non-profit meetings, retreats and conferences
- Event facilities and concert halls

#### **Comparative Market Analysis and Market Demand**

- Evaluate existing community and out of town meeting goer needs and gaps through user group interviews and surveys.
- Evaluate geographic location, lodging inventory and capacities, attractions, events, available land, and regional demographics.
- Conduct a comparative analysis of both Cedar City and Brian Head out of area meetings and events tourism market versus a competitive set of at least three other similar communities, including at least one in Utah, to help determine our current market position.
- Develop a meetings and events opportunity profile and market assessment that utilizes and builds on existing facilities or on proposed new facilities to attract new meetings and events.

#### **Regional Facility Audit**

- Compile an inventory of existing public, private, and nonprofit facilities in all of Iron County, including site location, current condition, capacity, user counts, amenities, regular use and events.
- Compile a competitive assessment of existing facilities in nearby Garfield, Kane and Washington counties.

### **Financial Analysis**

#### **Recommended Program and Operational Approach**

- Recommend potential development scenarios for implementation and construction of a meeting/event facility that is market supported. (i.e. Private sector only, Public/Private sector, Public sector only)
- Recommend ways to expand and improve partnerships between community entities, opportunities to connect and coordinate existing facilities and programs, and funding opportunities

- Evaluate management alternatives and opportunities, including identification of potential partners, funding parameters, and agreement guidelines to support formal agreements for the ongoing management and operations of recommended facilities.

### **Demand/Economic Impact, Financial Projections, and Job Creation**

- Specify the potential economic impact of proposed facilities outlined in the study results and recommendations.
- Analyze community capacity and willingness to support recommendations outlined in the study, including availability of stakeholder-identified parcels of land.
- Provide realistic projections for job creation as a result of recommendations outlined in the study and identify types of jobs (part-time, seasonal, full-time) and realistic wage ranges for the projected jobs.
  - Develop detailed estimates for the annual costs of operating the proposed facilities, including staffing costs.
- Project revenue and identify sources of revenue.

### **Funding Strategies**

- Recommend sustainable funding models, including currently operating examples.

### **Public-Private Partnership Structures**

- Identify opportunities for public-private participation.

### **Community Input and Participation**

#### **Conduct interviews with stakeholders and potential user groups.**

The Steering Committee will assist by providing contact information for these groups which include, but are not limited to:

- Special interest groups
- Economic development related groups
- Tourism groups
- Key partners and other local providers
- Iron County School District, Southern Utah University and SouthWest Tech
- City and County government groups
- Non-profit organizations

### **Additional items to include in proposal**

**Accountability:** Include a statement regarding your standard practices for client communication and accountability.

### **Agency facts, history and personnel:**

- Provide information about how long you have been in business.
- Provide the size of the agency in number of employees and your terms for billing.
- Provide a 3-4 referrals-current and/former related clients with contact information.

- List all key personnel who will have direct and significant responsibilities for providing the services specified in this RFP. For each person, establish his or her experience relevant to his or her ability to manage the requested services.

**Timeline:** Provide an approximate timeline for the proposed project by breaking the development into stages and the time necessary to complete each segment.

**Cost Proposal:** Please enumerate all anticipated costs, including travel on a Cost Proposal sheet. Provide all terms and conditions including for the services to be provided. Any travel expenses to location also need to be included.

**Final Statement:** Individual or agency should restate the specific reason(s) you feel you are the best qualified, suited and capable candidate of being awarded the contract.

**Proprietary Information:** The agency shall mark any specific information contained in the proposal which is not to be disclosed to the public or used for the purposes other than the evaluation of the proposals.

## **Section 4: Expected Results, Deliverables & Budget**

### **Expected Results and Deliverables:**

- Kick-off Meeting
- Bi-monthly conference calls with Steering Committee.
- Written monthly progress reports.
- Consultant to develop three individual concept plans for Cedar City and for Brian Head to address needs and market potential, based on financial viability, market need and public input.
- Draft report of Market Needs Assessment and Financial Analysis to allow for Steering Committee review and input.
- Presentation of Findings and Recommendations to stakeholder committee
- Final Report, including 8 hard copies and 1 digital PDF file.

**Performance measurement:** Iron County Tourism Bureau will assess the contractor's performance and progress towards expected results based on the bi-monthly progress review meetings with stakeholder committee and progress towards on-time delivery of the final report and development strategies.

**Budget:** Up to \$60,000

**Completion date:** September 1, 2019 4 p.m. MST

## Section 5. RFP Timeline, Evaluation and Selection Process

### RFP Schedule:

- \*RFP will be publically posted on February 11, 2019.
- \*Proposals are due by 5pm on March 15, 2019
- \*Proposals will be opened at the Iron County Visitor Center, 581 N. Main in Cedar City at 10 am on March 18 at 10 am.
- \*Individual conference calls with 3 finalists will be scheduled for the week of March 25, 2019.
- \*Proposal awarded by 5 p.m. on March 29, 2019
- \*Contract signed and 1<sup>st</sup> payment by April 15, 2019
- \*Final study report delivered by September 1, 2019

Proposal must be mailed and addressed as follows:

**Iron County Tourism Bureau**  
**Atten: Maria Twitchell**  
**581 N. Main Street**  
**Cedar City, UT 84721**

An email proposal can be accepted but must be accompanied with a mailed in document. For additional information please contact Maria Twitchell at [mtwitchell@ironcounty.net](mailto:mtwitchell@ironcounty.net)

### Evaluation Process:

Discussions may be conducted with responsible contractors who submit a proposal determined by the Tourism Bureau director to be reasonably susceptible of being selected for award for the purpose of assuring a full understanding of and responsiveness to solicitation requirements. Contractors shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and revisions may be permitted after submission and prior to the closing date and time that bids will be accepted. In conducting discussions, there shall be no disclosure of any information derived from a proposal submitted by competing contractors.

Proposals received will initially be reviewed by the Iron County Tourism Bureau director for RFP compliance and will be narrowed to 3 finalists by the Steering Committee. Proposals will be scored the by the Steering Committee for the following criteria:

Past experience with developing Feasibility studies	20 points
Firm/ personnel qualifications	15 points
References from other communities	15 points
Description of proposed scope of work	25 points
Description of outreach and reporting	10 points
Budget, Timeline, Deliverables	15 points
<b>TOTAL</b>	<b>100 Points</b>

*Iron County Tourism Bureau reserves the right to accept or reject any and all bids or proposals.*