

ADDENDUM 1 – Response to Submitted Questions and Clarifications

- 1. Was the initial feasibility study for the full \$14 mil or only Phase one \$7 mil? And what dollar amount was recommended? Over what period of time and with what structure? What was the general response to the study?**

The feasibility study was specifically testing an \$18 million option of renovating the Theatre. The study recommended a range of \$3.2-\$8.4 million in 2008 (plus government funds). The general consensus by all involved that it was obvious that this amount could not be raised at once and that a specific, phased renovation needed to be developed. This led to the hiring of Westlake Reed Leskosky to develop the Master Plan for the facility. Third Sector Innovations reviewed the study in November 2010, to consider this revised, lower price, and the economic climate of Grand Junction at that point. TSI projected \$3.2-6.9 million plus government funds at that time. TSI recommended that the campaign needed to be structured as a community-wide campaign with the Symphony as a leader, but not by itself. It is important to note that the ATF, the GJSO and the DDA are not looking for another complete feasibility study to be done on this plan.

- 2. When asking us to assess readiness and capacity, do you mean make a recommendation regarding the imminent launch of a \$7 million campaign based on our assessment of the study and Board and staff preparedness?**

The purpose of this RFP is to plan and implement the capital campaign as stated in the RFP. We understand that you may wish to conduct a few preliminary interviews during phase one of this campaign, which should be included in your proposal. As stated above, we are not asking for, nor looking for a completely new feasibility study to be completed prior to commencing the capital campaign.

- 3. When asking us to support development of a case statement, do you want your consultant to develop with you a full case statement from which you will select portions for use with different constituents and for use in different types of collateral? For example letters, proposals, PowerPoint presentations, brochures, etc? Or are you looking for your consultant to oversee and react to what you write?**

We would expect you to work directly with us on developing a strong case statement, as well as assisting with the creation of the collateral. With the limited experience in this size of a campaign, and the limited staffs of the GJSO and DDA, we would expect much more than a supervisory role in this process.

- 4. What is the relationship between The Avalon Theatre Foundation, the Grand Junction Symphony Orchestra, the Downtown Development Authority, and the Avalon Capital Campaign Steering Committee? Which organization manages the theatre? Does the ACCSC report to the ATF Board? Is the Avalon Theatre Foundation a new entity created expressly for raising the dollars needed for the renovation?**

The Grand Junction Symphony Orchestra and the Downtown Development Authority have been working together with the City of Grand Junction since March of 2009 to develop a concrete plan for renovating the Avalon Theatre. The City of Grand Junction owns and operates the theatre, the DDA has selected the Avalon as its primary capital project at this time, and the GJSO has selected the Avalon as the new permanent home for their performances. The Avalon Theatre Foundation has been in existence since 1991, so it is not new. It has had various purposes over the years, and in January 2011 took on the charge of facilitating this capital campaign. The Avalon Capital Campaign Steering

Committee has not been formed as of this time. The ATF Board has asked a few community leaders to be involved, but a major part of the planning process will be to help the ATF Board create this committee.

5. Which organization will actually be contracting for consulting services, expending funds to run the campaign and receiving gifts to the campaign? Who would be the professional liaison to the consultant?

The Avalon Theatre Foundation will be the organization that will contract with the consultant, as well as receive and expend all of the funds for the renovation. Michael Schwerin, Executive Director of the Grand Junction Symphony, will serve as the professional liaison to the consultant. Mr. Schwerin will be available to assist the consultant with gathering any information they need, helping to arrange meetings that may be necessary, as will the ATF Board President, David Durham.

6. When you say clarify the above entities' duties and requirements are you asking that the consultant develop consensus among the above entities on what each entity brings to the table and for what is each entity responsible? Or are the ATF Board and ACCSC already knowledgeable of their roles and responsibilities for the capital campaign? What will the role of the Symphony Board be in the campaign?

As part of the planning phase of the campaign, we will expect the consultant to assist with developing consensus on how the ATF Board, ACCSC, GJSO Board, and staffs will be involved in the process. The Symphony's Board of Directors, as the lead organization in helping raise these funds, knows that they will need to be heavily involved in the process, but the consultant will need to help provide a specific picture of what that will mean. Part of this process will also include assisting the ATF Board with their specific responsibilities in regard to the Capital Campaign. The ACCSC will report to the ATF, but there is no specific definition of how that will look or happen.

7. How much DDA and GJSO staff time will be devoted directly to the Capital Campaign? Has this been budgeted or determined in specific terms or will this be determined as a part of the work outlined for PHASE 1? What is the capacity of these two staffs with regards to the Capital Campaign? Does either organization have a development staff that will be involved in helping to staff the campaign? If so, how many development staff members are there? What is the staff of the ATF? What development professional(s) is/are in place? If none, is there a plan for ramping up that function?

The GJSO staff and the DDA staff are both relatively small in number. The GJSO has four full-time staff: Executive Director, Music Director, Marketing Director and Administrative Assistant. The Music Director and the Executive Director will both be able to devote necessary time to this campaign to make it a success. This project is the highest priority for the Symphony, so these two staff persons can help as much as needed. Both the Music Director and Executive Director of the Symphony have considerable development experience to lend to the campaign, but neither has experience with a capital campaign of this size or scope. The DDA has a similar staff structure although the Executive Director has limited resources to devote to the capital campaign.

The ATF has no staff in place at this time. As part of the \$14 million campaign, there are monies set aside for fundraising costs, including staff that may need to be hired to assist with the consultant. Part of the planning phase of the campaign will include providing recommendations for what that staffing should look like.

- 8. On average, how much does each organization raise in donated funds annually? How many names are on the donor lists of each organization? How many on the mailing lists? Will the membership and contacts of the GJSO be fully available for development of Capital Campaign donors?**

The Grand Junction Symphony is the only organization with a history of raising donated funds each year. Over the past five years, the GJSO has raised an average of \$202,000 each year from individuals, companies and private foundations. This number includes annual giving, sponsorships, and grants. The Symphony has raised an average of \$95,000 more each year in special events and fundraisers. The active donor list of donors to the GJSO is about 500, and the mailing list of the GJSO consists of about 4,000 names (this includes non-donor ticket purchasers as well).

It is important to note that the GJSO also has a large subscription base to pull from as well. The Symphony has over 1,000 subscribers, and has an average attendance of over 1,200 people at each of their concerts. These numbers have increased over the past three years, a contrast to what many in the orchestra industry are seeing. These numbers result in an average of \$188,000 in ticket sales revenue over the past five years (the most recently completed year saw \$220,000 in revenue and this current year is projected to end around that same number).

All of these GJSO contacts will be made fully available for the development of the capital campaign.

- 9. If not, what is the fundraising history of the ATF? Five-year summary of annual fundraising with sources; Board, individuals, corporations, foundations, special events, other. Is there an endowment? Does ATF have its own active contact or donor list? How many contacts?**

The ATF does not have a recent history of raising funds. In the past, they have done various capital improvement campaigns to assist with specific parts of the building (seats, the façade of the building, etc.). The last campaign was almost 10 years ago, so the contact and donor list is extremely dated and would need to be updated before being able to be used. The ATF does not have an endowment, and there are no plans in place to create one at this time.

- 10. What is the make-up of the ATF Board of Directors? How many directors? What are their responsibilities? How many on the symphony board? How much fundraising and development experience is represented with these groups? What is the role of the GJSO Board in this campaign?**

The ATF Board currently has 7 Directors. Two directors have been elected by the GJSO Board of Directors and two by the Downtown Development Authority Board. The board is in the process of delineating the responsibilities of the directors. They will have a role in the capital campaign, and in overseeing the funds that are raised. During the planning phase of the campaign, it will be expected that the consultant will help the ATF Board reach a consensus on what that will look like.

The Grand Junction Symphony Orchestra Board of Directors currently has 26 Directors. The group consists of a variety of members of the community, from business leaders, volunteers, retired professionals, and working professionals. With a small staff for the Symphony many on this board are actively involved in fundraising for the Symphony to some extent, but the knowledge, experience, and comfort level of these members needs to be improved to allow them to be a valuable asset to the campaign. This is the number one priority of the Grand Junction Symphony in the coming years, and therefore, the Board will be involved in the campaign. Again, the consultant needs to help create consensus on what that will be during the planning phase of the campaign.

11. Is the GJSO planning to raise significant operational (annual) funds above and beyond the Capital Campaign (concurrently)?

The GJSO will need to continue to look at its capacity of raising funds to ensure that they will be able to be successful in the renovated Avalon, but this capital campaign will be the focus of the organization until it has been completed.

12. Does ATF have contact, donor, prospect management software in place?

The Avalon Theatre Foundation is currently looking at donor management software to use during the campaign. Again, during the planning phase, this would be one item that would be expected to finalized and set up with the assistance and guidance of the consultant.

13. Does ATF have its own base of membership?

No, the ATF does not have its own membership base.

14. Do you have a time frame in place for the completion of the Phase I work?

We would like the planning phases (one and two) to be completed by June 30th. Because this is a city owned facility, the entire community knows that this is happening, and there is a great deal of excitement that the ATF would like to capitalize on, which is why we have a shortened timeframe for this part of the campaign.

15. Given that the project is so large, with the potential for a consulting firm to provide a multitude of services, does the Foundation have an expected price range for the three phases? Specifically for Phase 1?

We do have some expectations of the price based on previous capital campaigns run within our community by other non-profits. We have budgeted overall fundraising costs for the entire \$14 million campaign, but do not have that broken out into the specific phases within this RFP.

16. Do you have an idea on your expected timeline on how long the three phases of the campaign will last?

As stated in the RFP, we expect that the funds to complete the first phase of the renovations be pledged by June 30, 2014, with those funds being paid by June 30, 2016. We would expect that the final two phases of the capital campaign to reach the \$14 million would be started immediately following the completion of phase one and continue until completed. We would expect that these two phases would take at most 3 years longer to complete since the theatre will reopen for business by January 1, 2018, following the first phase of the capital campaign.

17. Will the feasibility study consultant, Third Sector Innovations, be submitting a proposal to manage the campaign? What lead to the decision to seek other proposals for the campaign?

Third Sector Innovations has informed us that they will not be submitting a proposal for this RFP. They felt that they did not have the time or capacity to work with us on this proposal. The decision to seek proposals for this campaign was to ensure that the consultant that is hired will have the necessary experience and expertise in running a campaign such as this. Since none of the organizations involved

have had this experience, and since there are so many various community entities that need to be involved, the decision was made to seek proposals from firms from across the country.

18. How many consultants have been invited to submit proposals?

Because this campaign will be receiving public funds from the DDA, the process is an open one. Approximately 20 firms that we felt were possible matches for this campaign were personally asked, but any interested party may submit a proposal.

19. How many finalists are you likely to select?

The exact number of finalists will depend upon the breadth and expertise of the proposals submitted, but we fully expect to ask 3-5 firms to come to Grand Junction for the final interview process.

20. Will personal interviews with finalists be part of your selection process?

The 3-5 firms selected as finalists will be required to come to Grand Junction, Colorado, to participate in a personal interview. The ATF Board will be present at the final interviews, and the specific campaign counsel who would be handling this campaign for your firm is expected to take a major role in this final presentation and interview. The capabilities of the specific consultant that will work with the ATF and the ACCSC will be a major factor in who the selection committee chooses to work with.

21. You ask for a sample of our previous work. Do you want a sample report that we send to a similar client?

We would like to see evidence of similar campaigns you have run in the past. This must include samples of any of the collateral that you assisted in developing, reports you provided, donor recognition that you created, etc. Essentially, we would like to see how your client list translates into actual results for the campaigns.

22. Have you done wealth screening recently? If so what were the results? Would the Foundation be interested in wealth screening, prospect research, board training, or other services?

We have not done any wealth screening at this time, and no specific plans in place to do anything that is not related to this proposal. Training for the DDA, GJSO, and ATF staffs, boards, and the ACCSC members are an essential part of this campaign, and must be included in your proposal fee

23. Will you entertain proposals from a “consulting team,” as opposed to an individual “consultant?”

You can structure the proposal in any manner necessary, but we will need to be able to see specifically who we will be working with on a regular basis, what their experience is, and how they will handle the campaign. If this is more than one company or organization, we would expect that all organizations would have a representative at the final interview. The separation of the specific roles of the team members must be clearly delineated in the proposal.