

**Millcreek**  
1330 E Chambers Avenue  
Millcreek, UT 84106

## Request for Proposals

### Master Arts and Culture Plan

Due

**January 20, 2026, at 5:00 p.m. local time**

1. **Introduction.** Millcreek (the “City”) is requesting proposals/bids (“*Proposals*” or “*Responses*”) from qualified proposers (“*Proposers*”) to develop a master arts and culture plan, as described below.

1.1. **Intent.** This Request for Proposals (this “*Request*”) intends to set forth the minimum acceptable requirements for Responses to this request.

2. **Background of the Project.** Millcreek is seeking proposals from qualified consultants with specific experience in public art master planning to develop the first Master Arts and Culture Plan (“*Plan*”) for Millcreek. The selected consultant will work in conjunction with City staff and community stakeholders to engage broad public participation in the creation of the Plan.

Since its incorporation as a city, Millcreek has been committed to providing essential municipal services, including public safety, road maintenance, zoning regulations, and more, to enhance residents' quality of life. Additionally, the city has prioritized economic development and urban planning to create a thriving and engaged community with a focus on arts, culture, and education as integral components of the local economy. The Millcreek General Plan, developed in collaboration with community stakeholders and city personnel, identifies four core principles to achieving its Enriched Culture goal: Innovation, Enriched Culture, Community Events, and Art Displays. Millcreek has witnessed a significant surge in interest in contemporary art forms and expressions over the past five years. Embracing this enthusiasm, The city and its residents have actively participated in public art initiatives, including mural projects, to enrich the community's visual appeal and cultural vibrancy. In addition, the Millcreek Arts Council is a private organization that supports public arts initiatives, including the Millcreek Arts Festival, a library art program, classes, and musical and theater performances.

The Plan aims to create a city-wide foundation for a robust, sustainable, equitable, and thriving arts community. It will be rooted in extensive community engagement, providing a clear and holistic vision and roadmap for arts in Millcreek that aligns with diverse cultural perspectives and the city's values and priorities, and arts and culture as catalysts for broader social, physical, and economic development efforts.

The Plan will anchor arts and culture as essential catalysts for Millcreek's social, physical, and economic growth. It will enable deep, impactful community development work rooted in arts and culture; institutionalize and codify arts and culture within Millcreek; build capacity to implement, manage, and sustain arts and culture activities, programs, and facilities; and strengthen arts-centric relationships across sectors.

The Plan will cover various aspects, including public art strategy (policy, funding, process, and governance for city-sponsored murals, sculptures, performing arts, time-based mediums, events, and placemaking), funding sources, cross-sector partnerships, talent recruitment, facilities, marketing, and artist/arts organization development.

The planning process will be directed by a Steering Committee consisting of community members, artists, arts organizations, regional arts leaders, city staff, elected officials, and cross-sector organizations representing social and economic development.

3. **Detailed Description of Services/Scope of Work.** Please refer to the attached Detailed Description of Services/Scope of Work (“*Services*”).

4. **Proposal Requirements.** Submit an electronic/digital copy of the Proposal in PDF (Portable Document Format) emailed or delivered on a thumb drive of the Proposal (not to exceed twenty pages) to Francis Xavier Lilly, AICP, Assistant City Manager, **and a separate document of the Fee component emailed to [flilly@millcreekut.gov](mailto:flilly@millcreekut.gov)**. One of the twenty pages may include a tabloid-size (11x17) sheet. The twenty-page limitation does not include the cover/introductory letter or resume pages. The Proposal must include the following:

4.1. **Introductory Letter.** An introductory letter expressing an interest in providing these Services should be included. The introductory letter should be addressed to:

Francis Xavier Lilly, AICP  
Assistant City Manager / Planning Director  
Millcreek City Hall  
1330 East Chambers Avenue, Millcreek, UT 84106

Include an e-mail address for the consultant's primary contact.

4.2. Relevant Experience: Provide an organizational chart showing the individual team members, qualifications, breakdown of responsibilities, and the percentage of work expected to be performed by each team member. Indicate other offices/locations/subconsultants that might provide services and a percentage of work to be performed at those locations. Please describe the proposer's relevant experience on similar projects. Provide information for at least three such projects.

4.3. Work Approach: Describe the methodology and process to complete the scope of work attached at the end of this RFP, including any potential innovative or creative solutions for the project. This approach should also identify any of the proposed strategies to control costs, ensure operational effectiveness, describe outputs to be delivered, and identify the advantages of the proposal to Millcreek. This section should include a summary of the time expected to complete each primary task in the scope of work and the classification of personnel to be used. Identify any additional services to be provided by sub consultants or resources outside the firm.

4.4. Fee Proposal: The proposed project fee to complete the project with subtotals by task as identified in the scope of work. This fee proposal should include work hours to be completed by each key team member and other support staff classifications, as well as proposed billing rates. The fee component must be submitted in a separate PDF file.

4.5. References. Include the name, address, and contact person of government or private agencies with which the Proposer has provided a similar service and can attest to the performance of relevant projects. The City may contact such references and do its own investigations, which, depending on the investigation, may result in disqualification based on the City's sole and absolute discretion.

5. **Identification of Anticipated Potential Problems**. Proposals should identify and describe any potential problems regarding the Scope of Work.

6. **Evaluation Criteria and Scoring Process**. The Evaluation Committee will review all Proposals received. Each evaluation criterion has been given a percentage based on its relative value. The requirements and each associated percentage are as follows:

- Relevant Experience (50%)
- Work Approach (40%)
- Fee (10%) The points assigned to each fee proposal will be based on the lowest proposal fee. The Proposer with the lowest proposed fee will receive 100% of the price points. All other Propers will receive a portion of the total fee points based on the percentage of their proposed fee that exceeds the lowest proposed fee. The formula to compute the points is:  $\text{Fee Points} \times (\text{lowest proposed fee} / \text{proposed fee})$ .
- References (references are a mandatory minimum requirement, and the City

may do its investigation, and the result of the investigation at any time during the solicitation process may result in a disqualification based on the City's sole and absolute discretion)

7. **Selection.** An Evaluation Committee or individual(s) will be appointed by the City (the "*Evaluation Committee*") to evaluate the Proposals. A neutral party outside the evaluation committee will review the fee component. Fee scoring will be considered after the evaluation committee scores the qualifications component.

The above criteria will be used to evaluate the Proposals. If such a modification occurs, each Proposer being interviewed will be notified at least twenty-four (24) hours before the revised criteria interview. In addition, the City may conduct discussions with the Proposers who are being considered for selection for the award. In addition, one or more Proposers may be invited to participate in an interview; however, the Evaluation Committee reserves the right to modify the interview criteria. Proposals may be accepted without discussion or interview. The Mayor or his designee will make the award.

8. **General Information.** City reserves the right to reject any and all Responses. The City reserves the right to amend, modify, or waive any requirement outlined in this Request. Response to this Request is at the Proposer's sole risk and expense. All Proposers must comply with applicable federal, state, and local laws and regulations. Except for written responses provided by the contact person described below, the City has not authorized anyone to make any representations regarding the subject matter of this Request. All requests for clarification or additional information regarding this Request must be submitted in writing to the contact person described below, no later than **January 20, 2026, at 2:00 p.m.** The contact person will endeavor to respond to such requests for clarification or additional information. If the contact person deems, in her sole and absolute discretion, that such a response is of general applicability, his response, if any, will be posted on the City's website at [Millcreekut.gov](http://Millcreekut.gov) (which constitutes a written response). Entities responding to this Request are encouraged to review such websites frequently. The City anticipates selecting one or more of the responding Proposers, but there is no guarantee that any responding Proposer will be selected. Responses will be placed in the public domain and become public records subject to examination and review by any interested parties by the Government Record Access Management Act (Utah Code Ann. § 63G-2-101, *et seq.*). All materials submitted in response to this Request will become the property of the City and will be managed by the Government Record Access Management Act.

9. **Terms of Contract.** The successful Proposer will be required to contract with the City to provide the Services described herein. If the selected Proposer and the City Attorney cannot negotiate an acceptable agreement, then another Proposer(s) will be selected by the Mayor, or his designee, and negotiation will continue with such other Proposer(s) until an acceptable agreement is completed.

10. **Contact Person.** For more information on the Proposal, contact Francis Xavier Lilly, AICP, Assistant City Manager, at [flilly@millcreekut.gov](mailto:flilly@millcreekut.gov), 1330 E Chambers Avenue,

Millcreek, UT 84106. For American with Disabilities Act (ADA) accommodation, contact our ADA Coordinator at 801-214-2751 or [adainfo@millcreekut.gov](mailto:adainfo@millcreekut.gov).

## **Appendix A**

### **Detailed Description of Services/Scope of Work**

#### **1. Goals and Objectives**

Facilitating Community Engagement: The Services will prioritize extensive and meaningful engagement with stakeholders, residents, artists, arts organizations, and cross-sector representatives.

Developing a Holistic Vision: The Services will collaborate with Millcreek and its stakeholders to establish a clear, holistic vision for arts and culture that builds community and creates great places. This vision will align with the city's values, priorities, and the broader goals outlined in the Millcreek Together General Plan.

Mapping Arts and Culture Strategies: The Services will assist in mapping out strategies and action plans that address various aspects of arts and culture, including public art, funding sources, cross-sector partnerships, talent recruitment, facilities, marketing, and artist/arts organization development. These strategies will serve as a roadmap for implementing, managing, and sustaining arts and culture initiatives in Millcreek.

Identifying Funding Opportunities: The Services will explore and identify funding opportunities beyond the initial grant to support the implementation of the Arts and Culture Master Plan.

Ensuring Feasibility and Sustainability: The Services will assess the feasibility and long-term sustainability of proposed arts and culture projects, programs, events, and facilities. This will involve conducting feasibility studies, analyzing the economic and social impact, and developing strategies for ongoing management and operations to ensure the longevity and success of the initiatives.

Building Capacity and Partnerships: The Services will focus on strengthening Millcreek's and its stakeholders' capacity to implement, manage, and sustain arts and culture activities. This includes providing training, resources, and support to strengthen relationships and collaborations between the city, arts organizations, artists, and other relevant sectors.

Monitoring and Evaluation: The Services will establish monitoring and evaluation mechanisms to track the progress and impact of the Arts and Culture Master Plan.

The Services aim to guide the city in developing a comprehensive, strategic roadmap for arts and culture. By engaging stakeholders, developing a clear vision, mapping out strategies, identifying funding opportunities, ensuring feasibility and sustainability, building capacity, and establishing monitoring mechanisms, the Services will support Millcreek in creating a thriving, equitable, and vibrant arts and culture community for years to come.

#### **2. Scope of Work**

### Phase 1: Cultural Asset Exploration

- Provide a thorough inventory and assessment of the City's cultural assets and opportunities.

### Phase 2: Community Engagement

- Undertake a comprehensive community outreach program, utilizing Millcreek events and digital communication channels, to fully engage residents, stakeholders, and the community at large in shaping arts and culture priorities in Millcreek.
- Consider how to use and expand upon Millcreek events to conduct outreach to community stakeholders, including low- and moderate-income residents and minority communities, to help identify specific opportunities for public art engagement that will benefit those communities.

### Phase 3: Vision/Values/Goals

- Establish a vision, values, and goals for the Master Arts and Culture Plan.

### Phase 4: Strategies and Actions

- Identify clear strategies and actions that include both short-term and long-term priorities, estimated budget and costs, and implementation dates.

### Phase 5: Governance, Funding, and Policy

- Recommend public art guidelines, policies, partnerships, and processes;
- Recommend policies and programs related to the implementation of the mission, vision, and goals for the Public Arts Master Plan;
- Provide site identification criteria or recommendations for placement of art;
- Develop guidelines for inclusion of public art in public improvement projects;
- Identify potential funding models for public art.
- Consider and evaluate other examples of arts governance, including Salt Lake City, Springville, St. George, and Park City, for their relevance to Millcreek; and
- Establish standards for maintenance, upkeep, and replacement.

### Phase 6: Site and Project Identification and Infrastructure Development

- Identify sites for future temporary and permanent public art projects.

### Phase 7: Ongoing Engagement

- Develop strategies for ongoing community engagement and outreach to a diverse group of stakeholders.

### Phase 8: Pilot Projects

- Recommend a suite of pilot projects that can be accomplished in three years, that will catalyze the development of a community that cherishes public arts.

### Phase 9: Final Report and Plan Adoption

- Attend up to three city council meetings over the course of the Project.

Phases 1-3 will involve broad exploration and community engagement to define the collective vision of Arts and Culture in Millcreek. This phase will also include establishing cross-sector connections, leveraging community relationships, and conducting pilot projects for feedback and exploring the constraints that shape the process.

Phases 4-6 will narrow the focus and involve decision-making regarding support for Arts and Culture. This will include developing actionable strategies, formalizing partner relationships, establishing policies and funding mechanisms, and adopting the Arts and Culture Master Plan.

Phases 7-9 will mark the initial steps towards implementing the Arts and Culture Master Plan. This will involve consulting with the city on activating policies, refining governance processes, and developing funding mechanisms.

Additionally, a series of pilot projects representing the collective vision will be coordinated. Extensive community engagement and process iterations will occur during these phases, serving as a prototype for Millcreek's role in Arts and Culture.

The key deliverable of this project will be an adopted Arts and Culture Master Plan document, along with documentation of the process. Other deliverables include the establishment of a city arts committee, adopted arts policies, and several small pilot projects demonstrating various opportunities to integrate Arts and Culture into Millcreek.