

BID COVER (Non CCNA)

City of
Gainesville

Procurement Division
(352) 334-5021(main)

Issue Date: April 8, 2022

REQUEST FOR QUALIFICATIONS: #CMGR-220052-DH
Planning, Design Development and Operation of a Cultural Arts Center

PRE-PROPOSAL MEETING: Non-Mandatory Mandatory N/A Includes Site Visit
DATE: April 22, 2022 TIME: 10:30 am
LOCATION: Zoom meeting

QUESTION SUBMITTAL DUE DATE: April 28, 2022 @ 3:00 pm

All meetings and submittal deadlines are Eastern Time (ET).

DUE DATE FOR UPLOADING PROPOSAL May 6, 2022 @3:00pm

SUMMARY OF SCOPE OF WORK:

The City is seeking an experienced consulting firm that specializes in planning, design development and operation of a Cultural Arts Center. The consulting firm will work with the City, external stakeholders and community members to create a vision for a Cultural Arts Center in East Gainesville, including an assessment of site and facility requirements commensurate with the vision.

For questions relating to this solicitation, contact: Diane Holder, holderds@cityofgainesville.org

Bidder is not in arrears to City upon any debt, fee, tax or contract: Bidder is NOT in arrears Bidder IS in arrears
Bidder is not a defaulter, as surety or otherwise, upon any obligation to City: Bidder is NOT in default Bidder IS in default

Bidders who receive this bid from sources other than City of Gainesville Procurement Division or DemandStar.com MUST contact the Procurement Division prior to the due date to ensure any addenda are received in order to submit a responsible and responsive offer. Uploading an incomplete document may deem the offer non-responsive, causing rejection.

ADDENDA ACKNOWLEDGMENT: Prior to submitting my offer, I have verified that all addenda issued to date are considered as part of my offer: Addenda received (list all) # 1

Legal Name of Bidder: AMS Planning & Research Corp.

DBA: _____

Authorized Representative Name/Title: Steven A. Wolff, Principal

E-mail Address: ams@ams-online.com FEIN: 06-1325544

Street Address: 107 John Street, Suite 1E, Southport, CT 06890

Mailing Address (if different): P.O. Box 423, Southport, CT 06890

Telephone: (203) 256-1616

Fax: (_____) _____

By signing this form, I acknowledge I have read and understand, and my business complies with all General Conditions and requirements set forth herein; and,

Proposal is in full compliance with the Specifications.

Proposal is in full compliance with the Specifications except as specifically stated and attached hereto.

SIGNATURE OF AUTHORIZED REPRESENTATIVE: _____

SIGNER'S PRINTED NAME: Steven A. Wolff

DATE: May 6, 2022

This page must be completed and uploaded to DemandStar.com with your Submittal.

DRUG-FREE WORKPLACE FORM

The undersigned bidder in accordance with Florida Statute 287.087 hereby certifies that

AMS Planning & Research Corp.

does:

(Name of Proposer)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for the drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this bidder complies fully with the above requirements.



Bidder's Signature

May 6, 2022

Date

In the event of a tie bid, bidders with a Drug Free Workplace Program will be given preference. To be considered for the preference, this document must be completed and uploaded to DemandStar.com with your Submittal.

BIDDER VERIFICATION FORM

LOCAL PREFERENCE (Check one)

Local Preference requested: YES NO

A copy of your **Business Tax Receipt** must be included in your submission if you are requesting Local Preference:

QUALIFIED SMALL BUSINESS AND/OR SERVICE DISABLED VETERAN BUSINESS STATUS (Check one)

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Small Business? YES NO

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Service-Disabled Veteran Business? YES NO

REGISTERED TO DO BUSINESS IN THE STATE OF FLORIDA

Is Bidder registered with Florida Department of State's, Division of Corporations, to do business in the State of Florida?

YES NO (refer to Part 1, 1.6, last paragraph)

If the answer is "YES", provide a copy of SunBiz registration or SunBiz Document Number (# F96000002465)

If the answer is "NO", please state reason why: _____

DIVERSITY AND INCLUSION (Applies to solicitations above \$50,000)

Does your company have a policy on diversity and inclusion? YES NO

If yes, please attach a copy of the policy to your submittal.

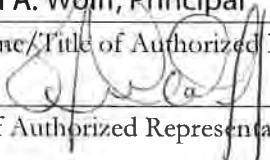
Note: Possessing a diversity and inclusion policy will have no effect on the City's consideration of your submittal, but is simply being requested for information gathering purposes.

AMS Planning & Research Corp.

Bidder's Name

Steven A. Wolff, Principal

Printed Name/Title of Authorized Representative



May 6, 2022

Signature of Authorized Representative

Date



City of Gainesville

Request for Qualifications

#CMGR-220052-DH

Planning, Design Development and
Operation of a Cultural Arts Center

May 6, 2022

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B. Introduction

May 6, 2022

City of Gainesville Selection Committee

To the City of Gainesville Selection Committee,

It is our pleasure to submit a proposal to assist the City in defining a vision for the development of a cultural arts center in East Gainesville. We understand that it is the City's desire to offer artistic experiences, arts education, and cultural connections in a facility that enhances community engagement and visitor experiences. Additionally, we understand that the City would like to assess whether the Duval Early Learning Academy site would accommodate the programming to achieve the City's vision or if a different solution is required.

AMS is uniquely qualified to assist the City in this endeavor. Our firm, now in its 34th year is solely dedicated to the strategic, operational, and financial planning and implementation of arts and cultural facilities. The team we have comprised for this project includes colleagues with which we have decades-long experience and many successful projects: Wilson Butler Architects, Fisher Dachs Associates theatre planners, and Venue cost consultants. Our professional relationships have spanned over 30 years. We are particularly active in Florida, including a 25-year relationship with Miami-Dade County where we were fortunate to participate in realizing more than \$2 Billion in cultural assets including the Adrienne Arsht Center, South Dade Cultural Center, Little Haiti Cultural Center, and Lyric Theater in Miami. Current projects in Florida including Gulfshore Playhouse in Naples and a feasibility study for a new arts and events center in Panama City, Florida.

AMS is particularly adept at working within both diverse and culturally specific populations. Our project leaders, Steven Wolff, Principal and Lynette Turner have worked together for over 24 years. Recent projects have included working with the Santa Clara Pueblo community in New Mexico to determine the feasibility of cultural center that would highlight the art and heritage of the Santa Clara Pueblo peoples. In Pittsburgh, AMS was engaged by the Hill Community Development Corporation to evaluate the potential to reactivate the historic Granada Theater, a traditional African-America destination, with a combination of civic, educational and arts and entertainment programming to return energy and activity to the Hill District community. And in Punta Gorda, Florida, AMS was engaged to assist Harborside Center for the Arts (HCA) in determining the nature of a new cultural facility that would best serve the community for decades to come.



AMS is honored to support arts and culture venue and organizational development across many communities, at many different scales and across many different forms.

More information regarding our practice can be found at www.ams-online.com.

Our knowledge base ranges from informal and experimental spaces to highly visible civic endeavors; from long-tenured institutions to emerging enterprises. Our work ranges from facility planning and development to strategic and operational planning. We believe the key is clarity of vision, which enables a broad community embrace of compelling and communal experiences.

We would be delighted to review our approach with you to answer any questions you may have.

Sincerely Yours,

AMS Planning & Research Corp. (an S-Corp)
107 John Street, Suite 1E
Southport, CT 06890

Steven A. Wolff, Principal (primary contact)

P: (203) 256-1616

E: SWolff@ams-online.com

Cc: ams@ams-online.com



C. Minimum Qualifications

AMS was founded in 1988 with a deep commitment to the role of the arts in our communities. Our team has participated in the successful development of \$11 billion in capital facilities for the arts, ranging from small projects to those costing hundreds of millions of dollars. We guide feasibility studies, project development efforts, and provide implementation planning on arts projects of every type and every scale.

Our process for understanding the Gainesville community is comprised of a review of pertinent background data, combined with interviews of key community stakeholders and opportunities to gain public input regarding needs and aspirations for the implementation of the potential cultural center.

AMS has worked extensively with public agencies in the planning and development of cultural centers. We maintain a 25-year working relationship with the Department of Cultural Affairs in Miami-Dade County. During that time included the inventory of cultural organizations in the community has grown from 350 to more than 1,100. Working closely with the Department of Cultural Affairs, AMS has developed county-wide facility plans, undertaken detailed planning for more than a dozen organizations (including return engagements for several) and worked closely with county government to develop and execute a cultural policy that touches all aspects of the arts, public art and tourism.

Below is a selected list of representative projects assessing feasibility and planning implementation for cultural arts centers.

- New Tampa Cultural Center – Feasibility Study, 2003
- Little Haiti Cultural Campus, Miami, FL – Opened in 2008
- Miramar Cultural Arts Center Business Plan, 2008, and Operational Assessment, 2013
- South Dade Cultural Center, Miami, FL – Opened in 2011
- NYC Dept. of Cultural Affairs, Staten Island Children’s Museum Strategic Plan, 2013
- El Paso, TX Urban Planning Services, 2014
- Ball & Socket Arts, Cheshire, CT, Business plan, 2015
- Yakama Nation Feasibility Study and Business Plan, 2016
- Santa Clara Pueblo, Cultural Arts Center Feasibility Study, 2016
- Harborside Center for the Arts, Punta Gorda, FL, 2019
- Panama City Performing Arts and Event Center, Panama City, Florida, 2022

Our notion of moving organizations beyond “sustainable” to “vital” enterprises is built on fundamental changes in how success is defined for arts and culture, how arts enterprises engage with their communities and their partners, and how a next-generation business model might work. As a result, success is measured not only by the level of activity and excellence, but also by the effectiveness and entanglement in the community; the creation of lasting public value.



D. Experience

Santa Clara Pueblo

Feasibility Study and Market Analysis for a New Cultural Arts Museum for Santa Clara Pueblo

Client: Santa Clara Pueblo

Contact: Ben Chavarria, Director Rights Protection & THPO
Santa Clara Pueblo

E: bchavarria@santaclarapueblo.org

P: (505) 692-6285



In 2016 AMS was commissioned to conduct a feasibility study and market analysis for a new cultural arts museum/cultural center for Santa Clara Pueblo (SCP). SCP, located on the Rio Grande River, about 90 miles north of Albuquerque, was established around 1550. With a population of 1,086, the SCP is listed on the National Register of Historic Places. The Pueblo is one of eight Northern Pueblos, from the Tewa ethnic group of Native American members who comprise this community.

Our 4-phased approach comprised an intensive market analysis incorporating interviews with individual tribal and area community leaders selected in collaboration with the Steering Committee and SCP staff, regional cultural leadership interviews, demographic, socioeconomic, and consumer analysis, a tourism contact scan, and a market & SWOT analysis workshop.

AMS defined trends and exemplars, identified best practices, and potential challenges. We then conducted a project concept workshop where AMS and the study committee refined a project concept which outlined the facility type and the kind of activities it would accommodate.

The result was the determination that SCP would benefit from having a Cultural Center to meet the needs of the SCP community, as well as engage those outside of the Pueblo in programs and activities that teach about and celebrate the Pueblo culture. Keys to success were cited as building and maintaining ongoing support from the community, fostering interest in coming to/using the facility, securing an appropriate site, and establishing a business plan to guide development and operation. Subsequently, AMS worked with the Pueblo to define funding opportunities, develop community partnerships, and further defined programming that would be engaging for youth.



Facility Feasibility and Management Recommendations Granada Theater

Location: Pittsburgh, PA

Client: Hill District Community Development Corporation, Inc.



In 2019, the Hill CDC engaged AMS Planning & Research to assist in understanding the potential uses, operating economics, and operating structure of part of the New Granada Square redevelopment project. AMS's role in this complex, long-running effort was to study the opportunities and document a set of management recommendations specifically for the entertainment venues in the New Granada Theater. This historic theater was host to major African American touring artists, and the two venues – a 900-seat hall and a 100-seat black box space – represent important components of the New Granada Square initiative.

In a series of workshops with AMS, Hill CDC leadership framed success for the venues and shaped a vision of what the ideal nature and frequency of activity would be in the entertainment venues. AMS supported this work with an exploration of marketplace trends, the competitive environment for entertainment venues locally and regionally, and brought original research into best practice and comparable venues to the fore. Based on feedback and key objectives shared by the Hill CDC, as well as by project funding partners at the Heinz Foundation, AMS prepared a pro forma operating model together with management recommendations. A critical finding of this work was that an operating partnership with a commercial entity would be highly desirable; this learning created opportunity for the Hill CDC to approach local commercial promoters and venue operators, to begin to understand synergies.

Harborside Center for the Arts Feasibility Study

Location: Punta Gorda, FL

Client: Harborside Center for the Arts

AMS was engaged in 2019 to assist Harborside Center for the Arts (HCA) in determining the nature of a cultural facility that would best serve the Punta Gorda community for decades to come. The goals of the project included establishing a shared definition of long-term success and vision for the City; collaboratively exploring the range of options for development; understanding the physical, site, economic, and development implications of the various scenarios; and defining a strategy for implementation. AMS embarked on a four-phased process that analyzed the Punta Gorda market, explored the range of opportunities, defined physical, site, economic and development implications of the preferred approach, and identified the key steps and timing to get from concept to implementation and opening.

As the project advanced, AMS provided general administrative assistance for HCA, moving to the next steps of technical planning for the proposed arts center, supporting institutional advancement and governance as well as providing on-going management counsel.



E. Project Team



AMS has confirmed that each of the team members listed below has capacity to work on the project.

Steven Wolff, AMS Planning & Research, would co-lead the project, and the main point of contact for project leadership, guiding the project process and providing oversight to achieve project goals and objectives. Steven would be present at all site visits and key meetings.

Lynette Turner, AMS Planning & Research, would co-lead the project, overseeing community input, coordination of project tasks, organizing and interpreting data, and coordinating and formatting all project related communication.

Tom Hains, AIA Wilson Butler Architects, would serve as project architect, providing input to the assessment of site and facility requirements and would be responsible for the preparation of a conceptual site plan and sample renderings.

Joseph Mobilia, Fisher Dachs Associates, would serve as cultural facility consultant, providing input to the assessment of site and facility requirements, specific to the of facility that is envisioned.

Nakoto Rentz, Venue, would serve as cost estimator.



Steven A. Wolff, AMS Principal, MFA, Yale University - 35 yrs. experience

Steven has guided projects from needs assessment through project definition to site selection, financing and project implementation, operation, and re-imagination. He has worked extensively within Miami-Dade County in the development and planning initiatives for South Dade Cultural Center, Little Haiti Cultural Campus, and GableStage. Current engagements in Florida include work in Panama City to determine the feasibility of a new event and performing arts center, and the implementation of Gulfshore Playhouse in Naples.

Lynette Turner, AMS Senior Associate, BFA , University of Utah – 35 yrs. experience

Lynette assists clients maneuver their organizations through the complexities of the 21st century. She is committed to incorporating diverse voices and perspectives as an integral part of AMS's study process. Her work has included feasibility, operations and business planning studies for the Santa Clara Pueblo Tribe, in New Mexico, the Yakama Nation, in Yakama, Washington, as well as the evaluation of the DanceMotion USA(sm) international cultural exchange program for the Department of State and Brooklyn Academy of Music.

Joe Mobilia, Fisher Dachs Associates Principal, Project Manager – 45 yrs. experience

Joe has consulted on hundreds of projects of every type and size. He guides projects from programming and feasibility to completion of construction. He works with multi-faceted stakeholder groups from board members to audience representatives, and recognizing arts and cultural facilities as important community resources as well as entertainment destinations. He strives to help clients make these buildings exciting and engaging places to work in, to visit, and to appreciate live performance.

Nakoto Rentz, Venue. Associate Principal, Cost Consultant, BS, Construction Engineering Technology, Florida A&M University – 20 yrs. experience

Nakoto has collaborated with design and construction teams for US projects and has assisted, in varying capacity, on over 50 complex projects, ranging in single project size of \$10 million to over \$100 million. Nakoto is responsible for establishing project budgets at all design stages, including cost control, value engineering, local market cost research, and contractor/construction manager bid and GMP validation.

Tom Hains, AIA, Boston Society of Architects, Wilson Butler Architects, Principal, Architect, B.Arch., Boston Architectural College – 27 yrs. Experience

Since Wilson Butler Architects' (WBA) founding in 1997, Tom Hains has brought his creative touch and eye for detail to many of Wilson Butler Architects' projects. He was the firm's first employee and Associate before becoming a Principal in 2010. Tom's role on projects includes initial planning through construction administration with much of his expertise utilized in the early project stages of programming, master planning, conceptual design, and feasibility studies. Tom's innate ability to analyze challenges at both the macro and micro scales, together with providing design team leadership, make him an invaluable asset to a project team. Projects include, Boston Arts Academy, Boston, MA, Cape Cod Center for the Arts, Dennis, MA, Broward Center for the Performing Arts, Fort Lauderdale, FL, Parker Playhouse, Fort Lauderdale, FL, Calderwood Pavilion, Boston Center for the Arts, Boston, MA, College of Fine Arts, Boston University, Boston, MA



F. Work Plan

Phase 1: Situation Analysis

1. Background Review

To begin the study, AMS would compile and review existing studies and reports, including the City's Vision 2020 Master Plan, the 352 Arts Roadmap, the City's most recent Comprehensive Plan, specific to Cultural Affairs, as well as Cultural Affairs Data & Analysis and any other pertinent background and history related to East Gainesville and the Duval Early Learning Academy site.

2. Project Kick-Off

AMS would meet with the City's project leadership team to confirm the work plan and project timeframe, define project goals, and gather additional insight into the community, and existing conditions.

3. Key Stakeholder Interviews

AMS and FDA would meet with project leadership to develop a list of 15-25 key stakeholders to be interviewed by AMS and FDA, to gain an understanding of contextual issues, existing and potential partnerships, level of support for the proposed project, whether renovation of the Duval Early Learning Academy, or new construction, and other opportunities.

4. Cultural Asset Mapping

To gain understanding about local and regional factors that may impact project viability and programming, AMS would inventory performing arts and cultural assets, facilities, and programs in the East Gainesville market area and within 300-mile radius. This inventory would provide a map of assets and summarize characteristics, activities, admission and facility rental pricing structures, ownership and operating constructs, and attendance data broken down by locals and visitors (as available). We would source data for the inventory from available databases (including our own), funders, local government(s), and directly from stakeholders, users, and facility operators we engage within the stakeholder interview process (noted above).

5. User Engagement & Prospective Needs Survey

In addition to stakeholder interviews, AMS would meet with potential facility users in small groups and/or individually to understand their needs, challenges, ideas, and recommendations for a renovated or new facility. We would also work with City staff to develop and distribute a short on-line survey to allow prospective



cultural center users to define their needs and forecast their use of a renovated or new facility.

6. Community Input Meeting

AMS would gather input to inform perceptions of the project and to gain feedback on needs, interests, and expectations. This open session will help leadership assess the community's level of interest and support for the proposed project. AMS would work with the City's project leadership team (and others as appropriate) to ensure that these meetings are well publicized and are inclusive of a broad and diverse constituency of community stakeholders.

7. Visioning/Defining Success Workshop

We would develop and facilitate an Active Thinking Game with project leadership, designed to assist in articulating a vision for the potential facility and 'definition of success.' This workshop would bring together our shared foundation of knowledge, areas of opportunity and challenges, and assist in prioritizing the role(s) of a potential cultural arts center. The game would also engage discussion of the resources necessary to realize the center's role within the East Gainesville community.

Deliverable: .pdf of Success Workshop deck

Phase 2: Defining the Vision

1. Case Studies & Best Practices

AMS would assess current trends for comparable museum and cultural arts venues in up to three peer markets. We would document the breadth of programming and the types of facilities, identify areas of growth, or decline regarding participation, and explore current and emerging innovations across the arts, culture, and event sector to provide a foundation for decision-making regarding facilities.

2. Site & Building Assessment (Duval Learning Academy)

FDA would examine both the conditions of the existing building and the potential uses of the Duval Early Learning Academy site. Analysis would include the building's space, accessibility, life safety, and envelope.

3. Scenario Development (Renovation/New Construction - 3 options)

The consulting team would develop a series of scenarios (up to 3) that encompass multiple options regarding spaces, programming, management, and operating scenarios. Scenarios would include examination of likely capital and operational financial implications, and planning level timeline for facility development.



Attention would be paid to potential impacts on existing organizations, facility users, and neighborhood stakeholders.

4. Scenario Workshop & Report

AMS would convene the CAC and PP&R staff to review and evaluate the scenarios developed by the AMS team. Consultants will facilitate evaluation based on alignment with vision and purpose, as well as financial constraints and community impacts.

Deliverable: A preferred / recommended scenario will be selected for further modelling; deliverable will be available for public comment following review by the City's project leadership team.

Phase 3: Plan Development

1. Activity Profile

AMS would use learnings and inputs to date to develop an activity profile for a base year of operations under the preferred scenario. We would estimate the number of programs, events, and other activities (including partners and third-party renters).

2. Facility Program & Order of Magnitude Capital Cost Estimate

Based on the identified optimal program, outlined by FDA, Venue Cost Consultants would draw on their knowledge of cultural facilities and local and regional conditions to develop a range of preliminary capital costs for the proposed facility on an 'order of magnitude' basis. This would include allowances for construction costs, furnishings, fixtures, equipment, soft costs, and other owners/project costs to arrive at a holistic understanding of capital expenses associated with the preferred scenario.

3. Governance & Management Recommendations

AMS would recommend an appropriate governance, staffing, and operating structure for the renovated venue based on the definition of success, project goals, best practices findings, capacity of key players, and likelihood of collaboration and partnerships. We would consider potential organizational structures including public and private options and partnership models between resident non-profit organizations, creative businesses, and other entities.

4. Pro Forma Operating Model

AMS would prepare a pro forma operating forecast. This would include projected income from operations including program fees, rentals, leases, concessions, and contributed revenue; and forecast operating expenses including staffing level with associated salaries and wages, payroll costs, advertising, administration,



maintenance and repairs, utilities, presentation costs, equipment leases/rentals, insurance, overhead and capital reserves, and an analysis of net gain/loss.

5. Economic & Social Impact

Utilizing a “regional input-output model” (RIMS) developed especially for the arts by Americans for the Arts (AFTA), AMS would calculate the direct and indirect benefits of the development and operation of the proposed cultural center as well as documenting other community and social benefits. AMS would provide a summary report documenting the direct and indirect economic and community development impacts of the renovated or new facility, programming, and financial profile. The report would document direct economic activity, calculations of full-time jobs created during both renovation or construction, and operation, household income paid to residents and revenue generated for local and state governments.

6. Conceptual Site Plan + Renderings

Our architectural team member, Wilson Butler Architects (WBA) will be involved in much of the overall project from the Kick-off and Program Development / Verification through the final Conceptual Site Plan and illustrative renders. Along the way, WBA will be an integral part of the needs assessment and Visioning Workshop where they will bring their extensive experience in arts and arts education to explore the possibilities and the most productive response to serve the East Gainesville community. Working closely with the City of Gainesville, project stakeholders, and our team’s cost estimator, Venue, WBA will conduct site analysis and investigate “test-fit” options on identified alternate sites (3), culminating in design directions in alignment with the Cultural Arts Center’s needs and budget. Their effort will then progress to the preparation of conceptual site/building plans and illustrative renders founded in community involvement, visions, and support, within the framework of East Gainesville’s cultural identity.

7. Vision Report and Recommendation for Next Steps - Presentation

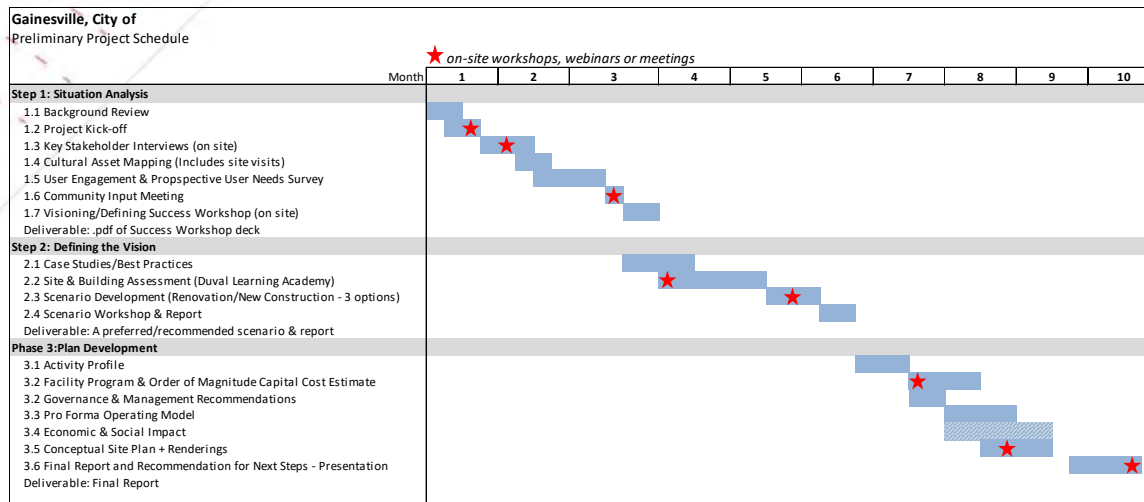
To conclude the study’s work, AMS would submit a final report, including an executive summary with analysis of scenarios as well as presentation of recommendations and financial estimates and forecasts, with relevant appendices. Drafts would first be shared with the City’s project leadership team and refinements made as appropriate before finalizing the document and delivering presentations to City leadership and the public.

Deliverable: Vision report.



Proposed Timeline

AMS and our team are able to complete the project in approximately 10 months as required by the RFP (subject to adjustment for holidays) providing timely scheduling and availability of City staff and stakeholders. Our phasing requires slightly different timing as illustrated below.





 H. Samples of Relevant Work

See attached. This page is intentionally blank



I. Required Documents

Due to the propierty nature of AM's work, there are limited examples that we can provide. All of the attached are designated as "Confidential and Proprietary" as work product and may only be used for evaluation purposes and them must be detroyed. Thank you.



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The undersigned bidder in accordance with Florida Statute 287.087 hereby certifies that

AMS Planning & Research Corp.

does:

(Name of Proposer)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for the drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
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6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this bidder complies fully with the above requirements.



Bidder's Signature

May 6, 2022

Date

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LOCAL PREFERENCE (Check one)

Local Preference requested: YES NO

A copy of your **Business Tax Receipt** must be included in your submission if you are requesting Local Preference:

QUALIFIED SMALL BUSINESS AND/OR SERVICE DISABLED VETERAN BUSINESS STATUS (Check one)

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Small Business? YES NO

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Service-Disabled Veteran Business? YES NO

REGISTERED TO DO BUSINESS IN THE STATE OF FLORIDA

Is Bidder registered with Florida Department of State's, Division of Corporations, to do business in the State of Florida?

YES NO (refer to Part 1, 1.6, last paragraph)

If the answer is "YES", provide a copy of SunBiz registration or SunBiz Document Number (# F96000002465)

If the answer is "NO", please state reason why: _____

DIVERSITY AND INCLUSION (Applies to solicitations above \$50,000)

Does your company have a policy on diversity and inclusion? YES NO

If yes, please attach a copy of the policy to your submittal.

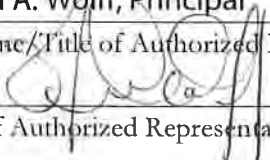
Note: Possessing a diversity and inclusion policy will have no effect on the City's consideration of your submittal, but is simply being requested for information gathering purposes.

AMS Planning & Research Corp.

Bidder's Name

Steven A. Wolff, Principal

Printed Name/Title of Authorized Representative



May 6, 2022

Signature of Authorized Representative

Date

1.3 At-Will Employment

Employment at this company is at-will. An at-will employment relationship can be terminated at any time, with or without reason or notice by either the employer or the employee. The at-will employment status of each employee cannot be altered by any verbal statement or alleged verbal agreement of company personnel. It can only be changed by a legally binding, written contract covering employment status. An example of this would be a written employment agreement for a specific duration of time.

Section 2 – Workplace Commitments

2.1 Equal Opportunity/Affirmative Action

It is the practice of AMS Planning & Research Corp. to provide equal employment opportunity in employment to qualified individuals regardless of race, color, religion, age, sex, marital status, national origin, ancestry, physical or mental disability, sexual orientation, gender identity, genetic information or any other legally protected class in accordance with all applicable laws.

This commitment extends to all employment decisions, including but not limited to recruiting, hiring, promotion, training, compensation, discipline, and to all terms, benefits, privileges and conditions of employment. Discrimination in violation of this practice is prohibited and will not be tolerated.

Any situation that allegedly violates the above standards should immediately be brought to the attention of the Managing Director or Principal. The complaint will be respected and kept as confidential as possible, with information provided only to those individuals necessary to the investigation and resolution.

At AMS, we are committed to equity, diversity and inclusion in our work environment. To that end, we have adopted the following statement:

People Drive Success

AMS appreciates each person's uniqueness, celebrates diversity, and is committed to equity, inclusion and accessibility across all aspects of our work. We appreciate the vibrancy this offers, and we foster an atmosphere where all have the space to be themselves, learn from each other, and thrive professionally and personally.

2.2 Non-Harassment Policy / Non-Discrimination Policy

In compliance with sexual harassment training laws and to promote a positive work environment, all employees are required to participate in an on-line harassment prevention training course.

ADDENDUM NO. 1



Date: April 27, 2022

Bid Date: May 6, 2022
at 3:00 P.M. (Local Time)

Bid Name Planning, Design Development and Operation
Of a Cultural Arts Center

Bid No.: CMGR-220052-DH

NOTE: This Addendum has been issued only to the holders of record of the specifications and to the attendees of the non-mandatory pre-bid conference held on April 22, 2022.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

1. Any questions shall be submitted in writing to the City of Gainesville Purchasing Division by 3:00 p.m. (local time), April 28, 2022. Questions may be submitted as follows:
Email: Diane Holder holderds@cityofgainesville.org
2. Please find attached:
 - a) Copy of the blackout period information (Financial Procedures Manual Section 41-524 Prohibition of Lobbying in Procurement Matters) distributed during mandatory pre-bid meeting.
 - b) Copy of the Pre-Proposal registrants for your information.
3. Diane Holder Procurement Division, discussed bid requirements.
 - a. This is a non-mandatory meeting.
 - b. The cone of silence (blackout period) began once the solicitation was released and continues until contract award. No lobbying or discussions can occur between bidder and any representative of the City or GRU, except the designated purchasing staff contact; otherwise your bid will be disqualified.
 - c. Questions/Answers and topics of discussion addressed at this pre-bid will be available in an addendum for download through DemandStar.
 - d. Send questions in writing to Diane Holder via email
 - i. All communication through Diane Holder only. Do not communicate with other City staff.
 - e. Upload your response in PDF format before the due date and time.
 - f. Proposals must be uploaded to Demandstar by 3:00 p.m. on May 6, 2022. This platform does not accept late submittals.
 - g. Various forms are to be completed and returned with your proposal.
 - i. Sign, date and return all Addenda.

4. Cintya Ramos, City Manager's office, discussed the project scope.
- The City is seeking an experienced consulting firm that specializes in planning, design development and operation of a Cultural Arts Center. That consulting firm will be working with the City staff, external stakeholders and community members to gather information on what may be needed for a Cultural Arts Center. Some of the steps to getting to that are mapping out all the Cultural Arts centers in the city and putting together a feasibility study of what this could look like. We are looking for best practice case study research on other cultural arts facilities that have been successful in other areas that are similar to the City of Gainesville.

The following are answers/clarifications to questions received prior to the non-mandatory pre-bid conference:

5. Question: At the time of the published bid, the contract start date was listed as TBD. Do you have a general goal date for starting the project?
Answer: The City is looking to get started as soon as the contract is fully executed.
6. Question: Do you have an anticipated budget for the overall project?
Answer: The City is looking to the firms to provide an appropriate budget for this project but does expect proposals to be highly competitive.
7. Question: Do you have an anticipated budget per service/deliverable required of this project (i.e. project management, cultural asset mapping, best practice/case study research)?
Answer: No.
8. Question: Are you considering contracting with several vendors to work together within the same scope of work - for example, would you consider hiring a Gainesville-located consultant to serve as a local representative of the project, provide local insight, project management, communication, and vendor relations/management services with the other selected vendors?
Answer: The City is looking for firms to provide a proposal of what they think will work best. An understanding of the local city, with knowledge specific to Gainesville, is important.

The following are answers/clarifications to questions received at the non-mandatory pre-bid conference:

9. Question: On page 12, Section I the samples of relevant work. You just mentioned that you are looking for case studies and feasibility studies. Are you looking for more feasibility studies for cultural art centers or are you looking for ones that had feasibility studies and then are built and open? Because it asks for data where available. Is that the type of data you are looking for, after the center is open and you are collecting data from the center?
Answer: The City is looking for case studies of other already existing cultural arts centers. If the City of Gainesville were to recommend moving forward with a Cultural Arts Center, a feasibility study would be needed for that and is expected to be included as part of the deliverable for this project. In addition, when researching case studies, some cultural arts centers report to the Department of Justice data on adolescent participation in the cultural arts center has lessened

their involvement in crime or negative activities. This type of information is along the lines of the research the City is looking for as part of the case studies.

10. Question: Do you expect that this project will be led by an architect, physical planner that has experience designing cultural art centers or by a consultant that specializes in research, planning, feasibility studies?

Answer: The City is looking for the firms to propose a structure that best meets the goal of the solicitation.

11. Question: In regards to facilities and the end goal for the feasibility study. Is the City looking to build a performing arts center, auditorium theatre or is it going to be more focused on some outdoor type venues from some of the information that I've uncovered on the internet.

Answer: The City is looking for research that will help drive a recommendation based on other facilities in the City and what they are providing/or not providing.

12. Question: I'm sure you are not trying to compete with the Philips Center and UF. So I'm gauging the size of the facility. There wasn't mention of an auditorium or theatre type facility. More educational and other things like that.

Answer: The City is not looking to compete with the Philips Center or UF.

13. Question: You had mentioned in the proposal that you are looking for the cost and budget of the project. Don't you mean that would be in the feasibility study after commissioned? We have no idea without sitting down with anybody on the scope or size, and cost of something unless we spend months doing a study.

Answer: The City research conducted by the firm will determine what the budget for a cultural arts center, if recommended, could be.

14. Question: Also is there any funding from the state that's going to be available. I did see some preliminary numbers in the vision plan of \$12.75M. Is that for the estimated cost producing the feasibility study after implementing the feasibility study?

Answer: The City does not have funds set aside for a cultural arts center.

15. Question: So there will be fundraising efforts after the feasibility is done with renderings.

Answer: The City will determine funding needs if a recommendation is made to move forward with a cultural arts center.

16. Question: Are there been any numbers thrown around on what you will fundraise.

Answer: No.

17. Question: Will you be providing the list of those registered for this meeting?

Answer: Yes.

NOTE: PART 9 – SAMPLE CONTRACT – Section 8 INSURANCE is revised as follows:

INSURANCE.

A. During the term of this Contract, Contractor shall maintain insurance as follows:

Workers' Compensation insurance	providing coverage in compliance with Florida Statutes
Professional Liability insurance	<u>N/A</u>
Public Liability insurance (other than automobile) consisting of broad form comprehensive general liability insurance including contractual coverage	<u>\$1,000,000</u> per occurrence combined single limit for bodily injury and property damage
Automobile Liability insurance	<u>\$500,000</u> per occurrence combined single limit for bodily injury and property damage
Property Damage insurance	<u>[N/A]</u> per occurrence combined single limit for bodily injury and property damage

B. Prior to the effective date of this Contract, Contractor shall provide to City a certificate of insurance certifying such insurance and naming City as additional insured and that City will be notified in writing at least thirty (30) days before any such insurance is canceled or materially changed.

C. Insurance must be written by a company licensed to do business in the State of Florida and satisfactory to City.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: AMS Planning & Research Corp.
BY: 
DATE: May 6, 2022

CITY OF _____ FINANCIAL SERVICES GAINESVILLE PROCEDURES MANUAL

41-524 Prohibition of Lobbying in Procurement Matters

Except as expressly set forth in Resolution 170116, Section 9, during the Cone of Silence as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees, except the Procurement Division or the procurement designated staff contact person. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Cone of Silence period means the period between the issue date which allows for immediate submittals to the City of Gainesville Procurement Division in response to an invitation to bid, or a request for proposal, or qualifications, or information, or an invitation to negotiate, as applicable, and the time that City Officials or the Procurement Division, or City Department awards the contract.

Lobbying means when a person seeks to influence or attempt to influence City Officials or employees with respect to a decision of the City, except as authorized by procurement procedures.

Non-Mandatory Pre-Proposal Meeting
CMGR-220052-DH
Held on April 22, 2022

<u>Registrants</u>	<u>Email Address</u>	<u>Registration Date</u>
sarah king	sking@prosserinc.com	4/22/2022 10:34
Roxana Gonzalez	GONZALEZRN@cityofgainesville.org	4/22/2022 10:31
Tony Jones	jonestr@cityofgainesville.org	4/22/2022 10:29
Cintya Ramos	ramoscg@cityofgainesville.org	4/22/2022 10:26
Carrie Blake	carrie@webbmgmt.org	4/22/2022 9:26
melanie sowers	sowersma@cityofgainesville.org	4/22/2022 9:18
Michael Blachly	mblachly@fsu.edu	4/21/2022 12:35
Rebecca Smith	rsmith@mindproconsultants.com	4/21/2022 8:55
Michael Richmond	m.richmond@brameheck.com	4/20/2022 11:34
Anita Seeratan	anita.seeratan@keenindependent.com	4/19/2022 14:21
Shannon Braddy	shannonb@chw-inc.com	4/19/2022 11:54
Amanda Wiegman	amanda@wjarc.com	4/19/2022 11:39
Mike Vela	mvela@hksinc.com	4/15/2022 16:26
Philip Jordan	pjordanxc@gmail.com	4/15/2022 16:24
Carrie Read	cread@smeinc.com	4/15/2022 11:46
Christina LoBiondo	christina@marblefairbanks.com	4/14/2022 15:37
Maggie Chaffin	mchaffin@dlrgroup.com	4/14/2022 15:17
James Casciato	jcasciato@theatreprojects.com	4/12/2022 13:20
Tom Decker	tdecker@arquitectonica.com	4/12/2022 9:59

ADDENDUM NO. 2



Date: May 2, 2022

Bid Date: May 6, 2022
at 3:00 P.M. (Local Time)

Bid Name Planning, Design Development and Operation
Of a Cultural Arts Center

Bid No.: CMGR-220052-DH

NOTE: This Addendum has been issued only to the holders of record of the specifications and to the attendees of the non-mandatory pre-bid conference held on April 22, 2022.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

1. Please find attached:
 - a) Copy of the blackout period information (Financial Procedures Manual Section 41-524 Prohibition of Lobbying in Procurement Matters) distributed during mandatory pre-bid meeting.

The following are answers/clarifications to questions received after the non-mandatory pre-bid conference:

2. Question: Regarding Part 4 of the RFQ, item 4.2 states the Contents of the Proposal should include "B. Table of Contents." As the RFP does not specify a section "A," please confirm if this is correct or if Proposer's should organize their responses beginning with "A. Table of Contents."

Answer: Please organize the responses follows:

- A. Table of Contents
- B. Introduction
- C. Minimum Qualifications
- D. Experience
- E. Project Team
- F. Work Plan
- G. Proposed Budget and Narrative
- H. Samples of Relevant Work (at least three)
- I. Required Documents

3. Question: Section F: Project Team states that there is a two-page maximum. Resumes are required for this section, are resumes excluded from the page count?

Answer: Resumes should be no more than 1 page.

4. Question: Under RFP Section 4.2 (page 11), the description below item E — Experience states there is a 2-page limit and instructs Proposers to provide project descriptions for three similar projects and reference information for one project. Project descriptions are also required for item I — Samples of Relevant Work (page 12) and a reference form is attached to the solicitation?

Answer: Revised Section D (former section E) - Experience: A description of the firm's relevant experience and capabilities must be provided listing three culturally sensitive projects conducted in the past seven (7) years describing the scope of services provided and the outcome. These projects will be further detailed in section H – Samples of Relevant Work. Current contact information for a project manager or individual familiar with at least one project must be included. Also identify the firm's experience working for local governments. (2-page maximum)

Revised Section H (former section I) – Samples of Relevant Work: Include information on the three culturally sensitive projects referenced in Section D – Experience including data on the proposed and actual impact on visitor experiences (where data is available). (2-page maximum per sample)

5. Question: Please confirm (a) whether project descriptions and reference information can be duplicated in response to item E; and (b) whether or not the page limit still applies to Section E.

Answer: Please see response to Question 4.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 2 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 2 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: AMS Planning & Research Corp.

BY: 

DATE: May 6, 2022

CITY OF _____ FINANCIAL SERVICES GAINESVILLE PROCEDURES MANUAL

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Lobbying means when a person seeks to influence or attempt to influence City Officials or employees with respect to a decision of the City, except as authorized by procurement procedures.



G. Proposed Timeline, Budget & Narrative

Based on our experience we propose to undertake the scope described for a fixed fee of \$190,000 as detailed below.

Our proposal includes investigation of 3 potential schemes: renovation, replacement and new development. Phase 3 fees may be adjusted based on a different direction at the conclusion to Phase 2.

Phase 1: \$60,000

1.1 Background Review	\$4,200
1.2 Project Kick-off	\$3,600
1.3 Key Stakeholder Interviews (on site)	\$19,300
1.4 Cultural Asset Mapping (Includes site visits)	\$6,000
1.5 User Engagement & Prospective User Needs Survey	\$6,500
1.6 Community Input Meeting	\$8,500
1.7 Visioning/Defining Success Workshop (on site)	\$11,900
Deliverable: .pdf of Success Workshop deck	

Phase 2: \$45,000

2.1 Case Studies/Best Practices	\$6,500
2.2 Site & Building Assessment (Duval Learning Academy)	\$13,500
2.3 Scenario Development (Renovation/New Construction - 3 options)	\$16,000
2.4 Scenario Workshop & Report	\$9,000
Deliverable: A preferred/recommended scenario & report	

Phase 3: \$85,000

3.1 Activity Profile	\$9,000
3.2 Facility Program & Order of Magnitude Capital Cost Estimate	\$21,000
3.2 Governance & Management Recommendations	\$3,500
3.3 Pro Forma Operating Model	\$7,500
3.4 Economic & Social Impact	\$9,500
3.5 Conceptual Site Plan + Renderings	\$24,000
3.6 Final Report and Recommendation for Next Steps - Presentation	\$9,500
Deliverable: Final Report	

We have included eight on-site workshops in Gainesville provided health guidelines and participant comfort permit. The team would use Zoom for progress meetings and working sessions. Additional trips would be Additional Services, as needed and approved at a cost of \$2,200 per person per day unless negotiated differently.

Expenses: Reimbursable expenses, including travel and transportation, accommodations, and communications costs (e.g., couriers, and report printing and binding) incurred in the delivery of these services are ordinarily charged in addition to professional fees, at cost. Expenses can be estimated at 20% of fees or approximately \$35,000.

Fees and expenses are billed monthly based on progress and are due upon receipt.

REFERENCE FORM

Name of Bidder: AMS Planning & Research Corp.

Provide information for three references of similar scope performed within the past three years. You may include photos or other pertinent information.

#1 Year(s) services provided (i.e. 1/2015 to 12/2018): 2/2019 - 12/2021

Company Name: Harborside Center for the Arts
Address: 99 Nesbit Street
City, State Zip: Punta Gorda, FL 33950-3636
Contact Name: Lee McGraw, Director
Phone Number: (774) 238-1610 Fax Number: _____
Email Address (if available): _____

#2 Year(s) services provided (i.e. 1/2015 to 12/2018): 7/2019 - 11/2020

Company Name: Hill Community Development Corporation
Address: 2015 Centre Ave # 2
City, State Zip: Pittsburgh, PA 15219
Contact Name: Marimba Milliones, President & CEO
Phone Number: (412) 765-1820 Fax Number: _____
Email Address (if available): mmliones@hilldistrict.org

#3 Year(s) services provided (i.e. 1/2015 to 12/2018): 10/2015 - 9/2017 and 10/2019 - 2/2021

Company Name: Miami-Dade County Department of Cultural Affairs
Address: 111 NW 1st St. Ste 625
City, State Zip: Miami, FL 33128
Contact Name: Michael Spring, Director
Phone Number: 305-794-1694 Fax Number: _____
Email Address (if available): Michael.Spring@miamidade.gov