

City of Key West

RFP Evaluation Committee Meeting – Sign-In Sheet

Solicitation Numbers:

- RFP 26-003

Date: March 16, 2026

Meeting Location: 1300 White Street, Key West, Florida 33040

Meeting Time: 1:00 PM (Eastern Daylight Time)

Department: City of Key West – Procurement / Finance Department

Attendee Sign-In

#	Name (Print)	Organization	Email	Signature
1	Joe Walsh	Hayes Robinson Group LLC	Joe@TropicalSoup.com	
2	Clinton Curry	Tropical Shell + Gift, LLC	clinton.curry@histofactors.com	
3	David Masiccano	City of Key West	dmasiccano@cityofkeywest-fl.gov	
4	Taylor Brown	City of Key West		
5	Daniela Salume	City of Key West	daniela.salume@cityofkeywest-fl.gov	
6				
7				
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10				

3:30

Minutes

RFP Evaluation Committee Meeting

RFP 26-003 Cable Hut(s)

Location: City Commission Conference Room, 1300 White Street, Key West, Florida 33040

1. Call to Order

The meeting was called to order at [3:42^PAM] by Lucas Torres-Bull

2. Roll Call/Attendance

The following members were present:

[Taylor Brown], Committee Member

[Daniela Salume], Committee Member

[David Marsicano], Committee Member

[Lucas Torres-Bull], Procurement Representative (non-voting)

3. Purpose of Meeting

The purpose of the meeting is to evaluate the responses received in response to Request for Proposal (RFP) No. [RFP 26-003], for the Historic Building Rehabilitation Lease and Adaptive Use Cable Hut(s) and to rank the firms based on their overall proposals in accordance with the evaluation criteria outlined in the RFP.

4. Overview of Evaluation Criteria

Evaluation Representative reviewed the evaluation process and criteria, which included the following:

Category	Points
Experience: a. Successful track record of rehabilitating and operating facilities similar to the proposed Project. b. Demonstrated ability to operate and maintain adaptive reuse real estate projects once completed, including addressing on-going maintenance needs.	30

<p>c. Sufficient staff and consultant resources to deliver the Cable Hut(s) Redevelopment Project.</p>	
<p>Financial Capacity:</p> <p>a. Proven ability of Respondent to possess or attract equity and debt capital for projects similar in scope and cost to the proposed Cable Hut(s) Redevelopment Project as evidenced by:</p> <ul style="list-style-type: none"> i. Financing comparable projects. ii. Access to sufficient debt and equity for the project proposed. iii. On-going relationships with financial sources. 	25
<p>Project Vision and Key Objectives:</p> <p>a. Consistency of proposed vision and objectives for the project.</p> <p>b. Responsiveness to key objectives.</p> <p>c. Fit and synergies of proposed use(s) and improvements with surrounding land uses.</p> <p>d. Overall ability of the project to add to the vitality of the surrounding Mallory Square area</p>	25
<p>Feasibility:</p> <p>a. Evidence of ability of the Respondent to attract necessary public and private investment for the Cable Hut(s) Redevelopment Project proposed.</p>	20

<p>b. Feasibility of the concept to address the needed physical improvement to and retrofit of Cable Hut(s) in the near term.</p> <p>d. Cash flow projections that demonstrate the project, once operational, will meet all lease, debt service and operating expenses.</p>	
Total Points	100

1) Review of Submittals

The committee reviewed and discussed the submittals received from the following proposer:

1. Hayes Robertson Group, Inc
2. Tropical Shell & Gift, Inc

Note: Each firm's submission was evaluated individually

2) Total Scoring and Ranking

After discussion, each committee member independently completed a scoring sheet. The individual scores were then compiled, and the firms were ranked in accordance with the results reflected in the Excel Scoring Matrix, which is attached to these minutes as a separate document.

3) Recommendation

Based on the following scoring outcome, the evaluation committee recommendation that the award for RFP 26-003 to Tropical Shell and Gift

4) Adjournment

There being no further business or discussions, the meeting was adjourned at 3:50 PM.

Minutes prepared by:

Lucas Torres-Bull

Procurement Manager

03/16/2026

RFP 26-003 - Re-Bid Historic Building Rehabilitation Lease and Adaptive Use Cable Hut(s)

#	Evaluation Category	Max Points	Evaluator Score	Key Evaluation Considerations	Notes / Justification
	1. Experience	30	29	<ul style="list-style-type: none"> a. Successful track record of rehabilitating and operating facilities similar to the proposed Project. b. Demonstrated ability to operate and maintain adaptive reuse real estate projects once completed, including addressing on-going maintenance needs. c. Sufficient staff and consultant resources. 	<p>Experience in rehabilitation of historic structures.</p>
	2. Financial Capacity	25	24	<ul style="list-style-type: none"> a. Proven ability of Respondent to possess or attract equity and debt capital for projects similar in scope and cost to the proposed Cable Hut(s) Redevelopment Project as evidenced by: <ul style="list-style-type: none"> i. Financing comparable projects. ii. Access to sufficient debt and equity for the project proposed. iii. On-going relationships with financial sources. 	<p>enough capital.</p>
	3. Project Vision and Key Objectives	25	24	<ul style="list-style-type: none"> a. Consistency of proposed vision and objectives. b. Responsiveness to key objectives. c. Fit and synergies of proposed use(s) and improvements with surrounding land uses. d. Overall ability of the project to add to the vitality of the surrounding Malloy Square area 	<p>The use for car restoration and educational exhibits fits well in the area.</p>

			<p>a. Evidence of ability of the Proposer to attract necessary public and private investment for the Cable Hut(s) Redevelopment Project proposed.</p> <p>b. Feasibility of the concept to address the needed physical improvement to and retrofit of Cable Hut(s) in the near term.</p> <p>d. Cash flow projections that demonstrate the project, once operational, will meet all lease, debt service and operating expenses.</p>	
	4 Feasibility	20	20	
Total Score:			/100	

RFP 26-003 - Re-Bid Historic Building Rehabilitation Lease and Adaptive Use Cable Hut(s)

#	Evaluation Category	Max Points	Evaluator Score	Key Evaluation Considerations	Notes / Justification
1	Experience	30	26	<ul style="list-style-type: none"> a. Successful track record of rehabilitating and operating facilities similar to the proposed Project. b. Demonstrated ability to operate and maintain adaptive reuse real estate projects once completed, including addressing on-going maintenance needs. c. Sufficient staff and consultant resources. 	
2	Financial Capacity	25	23	<ul style="list-style-type: none"> a. Proven ability of Respondent to possess or attract equity and debt capital for projects similar in scope and cost to the proposed Cable Hut(s)/Redevelopment Project as evidenced by: <ul style="list-style-type: none"> i. Financing comparable projects. ii. Access to sufficient debt and equity for the project proposed. iii. On-going relationships with financial sources. 	<p>Enough capital.</p>
3	Project Vision and Key Objectives	25	20	<ul style="list-style-type: none"> a. Consistency of proposed vision and objectives. b. Responsiveness to key objectives. c. Fit and synergies of proposed use(s) and improvements with surrounding land uses. d. Overall ability of the project to add to the vitality of the surrounding Mallory Square area 	<p>Concession stand does not fit well with the surrounding context. However, landscaping is much needed in the area which was part of the proposal. as well as coral restoration.</p>

	4 Feasibility	20	14	<p>a. Evidence of ability of the Proposer to attract necessary public and private investment for the Cable Hut(s)/Redevelopment Project proposed.</p> <p>b. Feasibility of the concept to address the needed physical improvement to and retrofit of Cable Hut(s) in the near term.</p> <p>d. Cash flow projections that demonstrate the project, once operational, will meet all lease, debt service and operating expenses.</p>	
Total Score:			/100		

RFP 26-003 - Re-Bid Historic Building Rehabilitation Lease and Adaptive Use Cable Hut(s)

*APPA
Tropicana*

4	Evaluation Category	Max Points	Evaluator Score	Key Evaluation Considerations	Notes / Justification
	1 Experience	30		<p>a. Successful track record of rehabilitating and operating facilities similar to the proposed Project.</p> <p>b. Demonstrated ability to operate and maintain adaptive reuse real estate projects once completed, including addressing on-going maintenance needs.</p> <p>c. Sufficient staff and consultant resources.</p>	<p>Extensive experience operating historic attractions and adaptive reuse projects in Key West including the Key West Aquarium, Shipwreck Treasure Museum, Truman Little White House Museum, and Old Town Trolley operations.</p>
	2 Financial Capacity	25		<p>a. Proven ability of Respondent to possess or attract equity and debt capital for projects similar in scope and cost to the proposed Cable Hut(s) Redevelopment Project as evidenced by:</p> <p>23 i. Financing comparable projects.</p> <p>ii. Access to sufficient debt and equity for the project proposed.</p> <p>iii. On-going relationships with financial sources.</p>	<p>Financial commitment letter and investment documentation demonstrate strong financial capacity from Historic Tours of America to fund renovation and operations.</p>
	3 Project Vision and Key Objectives	25		<p>a. Consistency of proposed vision and objectives.</p> <p>b. Responsiveness to key objectives.</p> <p>23 c. Fit and synergies of proposed use(s) and improvements with surrounding land uses.</p> <p>d. Overall ability of the project to add to the vitality of the surrounding Mallory Square area</p>	<p>Proposal converts Cable Huts into Coral Restoration and Coastal Conservation exhibits integrated with Key West Aquarium educational programming and Mallory Square visitor experience.</p>
	4 Feasibility	20		<p>a. Evidence of ability of the Proposer to attract necessary public and private investment for the Cable Hut(s) Redevelopment Project proposed.</p> <p>b. Feasibility of the concept to address the needed physical improvement to and retrofit of Cable Hut(s) in the near term.</p> <p>19 c. Cash flow projections that demonstrate the project, once operational, will meet all lease, debt service and operating expenses.</p>	<p>Includes construction partner Neyra Construction, engineering support, detailed renovation budget (~\$455K) and project schedule targeting opening in 2027.</p>
Total Score: 93 /100					

1/14/17

RFP 26-003 - Re-Bid Historic Building Rehabilitation Lease and Adaptive Use Cable Huts)

#	Evaluation Category	Max Points	Evaluator Score	Key Evaluation Considerations	Notes / Justification
1	Experience	30	28	<ul style="list-style-type: none"> a. Successful track record of rehabilitating and operating facilities similar to the proposed Project. b. Demonstrated ability to operate and maintain adaptive reuse real estate projects once completed, including addressing on-going maintenance needs. c. Sufficient staff and consultant resources. 	Strong background in hospitality and adaptive reuse projects with experienced development team.
2	Financial Capacity	25	24	<ul style="list-style-type: none"> i. Proven ability of Respondent to possess or attract equity and debt capital for projects similar in scope and cost to the proposed Cable Hut(s) Redevelopment Project as evidenced by: 24. i. Financing comparable projects. ii. Access to sufficient debt and equity for the project proposed. iii. On-going relationships with financial sources. a. Consistency of proposed vision and objectives. b. Responsiveness to key objectives. c. Fit and synergies of proposed use(s) and improvements with surrounding land uses. d. Overall ability of the project to add to the vitality of the surrounding Malloy Square area 	Demonstrated access to capital and prior financing of similar redevelopment projects.
3	Project Vision and Key Objectives	25	18	<ul style="list-style-type: none"> a. Evidence of ability of the Proposer to attract necessary public and private investment for the Cable Hut(s) Redevelopment Project proposed. b. Feasibility of the concept to address the needed physical improvement to and retrofit of Cable Hut(s) in the near term. d. Cash flow projections that demonstrate the project, once operational, will meet all lease, debt service and operating expenses. 	Vision aligns with historic preservation and Malloy Square activation goals.
4	Feasibility	20	18	<ul style="list-style-type: none"> a. Evidence of ability of the Proposer to attract necessary public and private investment for the Cable Hut(s) Redevelopment Project proposed. b. Feasibility of the concept to address the needed physical improvement to and retrofit of Cable Hut(s) in the near term. d. Cash flow projections that demonstrate the project, once operational, will meet all lease, debt service and operating expenses. 	Concept appears feasible with reasonable redevelopment plan and operational model.
Total Score: 94/100					

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#	Evaluation Category	Max Points	Evaluator Score	Key Evaluation Considerations	Notes / Justification
1	Experience	30	29	<p>a. Successful track record of rehabilitating and operating facilities similar to the proposed project.</p> <p>b. Demonstrated ability to operate and maintain adaptive reuse real estate projects once completed including addressing on-going maintenance needs.</p> <p>c. Sufficient staff and consultant resources.</p>	<p>The proposer demonstrates experience in tourism-oriented commercial operations and appears familiar with the visitor economy that drives activity within the Hallow Square area. The proposer has experience operating businesses that serve high volumes of visitors and appears capable of managing small commercial tenant spaces.</p>
2	Financial Capacity	25	24	<p>a. Proven ability of Respondent to possess or attract equity and debt capital for projects similar in scope and cost to the proposed Cable Hut(s)/Redevelopment Project as evidenced by:</p> <p>i. Financing comparable projects.</p> <p>ii. Access to sufficient debt and equity for the project proposed.</p> <p>iii. On-going relationships with financial sources.</p>	<p>The proposal indicates the ability to finance the rehabilitation and operation of the cable tank structures through private investment and existing business operations. The financial capacity described appears sufficient to undertake the scale of redevelopment proposed.</p>
3	Project Vision and Key Objectives	25	21	<p>a. Consistency of proposed vision and objectives.</p> <p>b. Responsiveness to key objectives.</p> <p>c. Fit and synergies of proposed use(s) and improvements with surrounding land uses.</p> <p>d. Overall ability of the project to add to the vitality of the surrounding Valley Square area</p>	<p>The proposal presents a concept focused on activating the historic cable tank structures through small retail and concession uses that support the visitor environment at Hallow Square. While the concept would contribute to economic activity in the area, it places less emphasis on public cultural programming or interpretive uses.</p>
4	Feasibility	20	18	<p>a. Evidence of ability of the Proposer to attract necessary public and private investment for the Cable Hut(s)/Redevelopment Project proposed.</p> <p>b. Feasibility of the concept to address the needed physical improvement to and retrofit of Cable Hut(s) in the near term.</p> <p>c. Cash flow projections that demonstrate the project, once operational, will meet all lease, debt service and operating expenses.</p>	<p>The proposal outlines a relatively straightforward redevelopment approach centered on rehabilitation of the existing structures and installation of small commercial tenant spaces. The limited scope of construction and operational complexity suggests that the project would be feasible to implement.</p>
Total Score:				92	

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#	Evaluation Category	Max Points	Evaluator Score	Key Evaluation Considerations	Notes / Justification
1	Experience	30	24	<p>a. Successful track record of rehabilitating and operating facilities similar to the proposed Project.</p> <p>b. Demonstrated ability to operate and maintain adaptive reuse real estate projects once completed, including addressing on-going maintenance needs.</p> <p>c. Sufficient staff and consultant resources.</p>	<p>The proposer demonstrates experience in the development and operation of hospitality and commercial establishments in Key West and has a history of involvement with redevelopment of historic structures within the city. The development team includes professionals in architecture, engineering, construction, and environmental restoration. While the proposer has relevant local experience, the scale of historic adaptive reuse experience appears somewhat more limited than larger institutional operators.</p>
2	Financial Capacity	25	22	<p>a. Proven ability of Respondent to possess or attract equity and debt capital for projects similar in scope and cost to the proposed Cable Hut(s) redevelopment Project as evidenced by:</p> <p>i. Financing comparable projects.</p> <p>ii. Access to sufficient debt and equity for the project proposed.</p> <p>iii. On-going relationships with financial sources.</p>	<p>The proposal outlines funding for the project through available capital and provides financial documentation indicating the ability to support the proposed redevelopment. The proposer appears capable of undertaking the project, although the financial resources described appear somewhat more limited than those of larger tourism operators.</p>
3	Project Vision and Key Objectives	25	24	<p>a. Consistency of proposed vision and objectives.</p> <p>b. Responsiveness to key objectives.</p> <p>c. Fit and synergies of proposed use(s) and improvements with surrounding land uses.</p> <p>d. Overall ability of the project to add to the vitality of the surrounding Malory Square area</p>	<p>The proposal presents a creative concept that integrates historic preservation, public space improvements, environmental education, and cultural programming. Elements such as a sculpture garden, interactive fountain plaza, museum space, and coral restoration demonstration facility are intended to enhance the public experience and activate the waterfront area in a manner compatible with the historic setting.</p>
4	Feasibility	20	18	<p>a. Evidence of ability of the Proposer to attract necessary public and private investment for the Cable Hut(s) Redevelopment Project proposed.</p> <p>b. Feasibility of the concept to address the needed physical improvement to and retrofit of Cable Hut(s) in the near term.</p> <p>d. Cash flow projections that demonstrate the project, once operational, will meet all lease, debt service and operating expenses.</p>	0
Total Score:				86	

