



ARTS & CULTURE MASTER PLAN

for TRUMAN WATERFRONT PARK

PROPOSAL FOR KEY WEST, FL ARTS & CULTURE MASTER PLAN FOR TRUMAN WATERFRONT PARK

June 20, 2018

CivicMoxie
experts in place



CivicMoxie, LLC

Placemaking, Arts & Culture, Master Planning, Urban Design

1 Holden St #218, Brookline MA 02445

Susan Silberberg, APA

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19 June 2018

City of Key West
Office of the City Clerk
1300 White St.
Key West FL 33040



Dear Selection Committee,

I am pleased to submit our proposal to provide services to develop an Arts & Culture Master Plan for Truman Waterfront Park and to create placemaking guidelines and processes that will guide future art and cultural installations throughout the city. Past experience has taught planners and public space advocates that beautifully-designed parks aren't enough to create successful and well-used public spaces; public art and placemaking provides compelling destinations and a variety of things to see and do that are key components of successful urban parks. In addition, planning that includes residents, visitors, and the potential collaborators and partners who can help activate Truman Waterfront Park is key to leveraging the over \$30 million in public investment in this park.

CivicMoxie is a nationally recognized firm with expertise in arts and cultural planning, urban design, strategic planning, placemaking, community outreach and engagement, and implementation strategies. What sets us apart is our firm belief that the starting point for any planning process is understanding and deploying the local capacity, interest, and resources necessary to take action and see results. I founded CivicMoxie in spring 2013 after years of seeing designers and planning firms believe their work was done when the plan went to press. We don't believe our clients should be satisfied that they have invested time, money, and political capital into plans that gather dust on shelves. From day one of every project, our team of six focuses on understanding the local capacity and landscape to ensure that projects are deployed for maximum impact.

I will serve as the project lead for the team. As a city planner, urban designer, architect, author, and former MIT Lecturer, I bring a unique blend of arts and culture work that includes extensive research, collaboration with arts organizations and clients, and a "roll up your sleeves" approach to urban main street and downtown planning. CivicMoxie's direction and philosophy are informed by my 25 years of practice, teaching, and research, which includes my MIT publication *Places in the Making*, a go-to source for placemakers.

I am currently leading the arts and cultural master planning process for Dunwoody, GA and our office just finished the Arts & Culture Strategic Implementation Plan for the BeltLine in Atlanta, GA. In addition, I led the creative placemaking effort for planBTV South End for the City of Burlington, VT and conceived of the Art Walk project in New Orleans in which I pulled together over 15 organizations and city departments to plan that project. From 2008 – 2011, I was the Associate Director of the Ford Foundation and MetLife Innovative Space Awards and worked with over 150 arts and cultural institutions nationwide to identify best practices in creating affordable artist space.

Lyndon DeSalvo will serve as Project Manager for this initiative. Lyndon is an exceptionally organized, creative planner who works seamlessly with our clients and ensures that good communication and collaborative problem solving set up pathways to success. Lyndon was project manager for the Arts + Cultural Strategic Implementation Plan for the BeltLine.

Creative placemaking projects do not exist in a vacuum. We believe it is essential to look at the diversity of people, businesses, cultural assets, physical environment, economic, and financial resources, and organizational and leadership capacity to understand synergies and identify ways to leverage limited resources to achieve ambitious goals. We look forward to working with the City client group and the two cultural partners as well as the Park Arts Vision Team to create a plan that meets the City of Key West's goals. As with all our work, we embrace collaboration and we welcome a discussion about a final scope of work and schedule. If you have any questions, I may be reached at 617-739-6694 ext 403 or susan@civicmoxie.com.

Regards,

A handwritten signature in blue ink, appearing to read "Susan Silberberg", is written over a light blue circular stamp.

Susan Silberberg,
Principal

Information as Required by RFP:

CivicMoxie, LLC hereby acknowledges that it has received Addenda No's. 1, 2 and 3 and agrees that all addenda issued are hereby made part of the Contract Documents, and CivicMoxie, LLC further agrees that its Proposal includes all impacts resulting from said addenda.

CivicMoxie has been in existence since Spring of 2013 and Susan Silberberg, Principal, has been engaged in arts and cultural planning since 1997, over two decades. CivicMoxie is a sole member LLC formed in the Commonwealth of Massachusetts.

Susan Silberberg is the sole member of the LLC and is principle of the firm. Susan has authority to sign all proposal and contract documents and she leads every project in the office.

CivicMoxie's business address and contact information are:

One Holden Street #218
Brookline, MA 02445
617-739-6694
susan@civitmoxie.com

CivicMoxie has a Florida business license and the confirmation of same is provided in the "REQUIRED FORMS AND BUDGET" section. CivicMoxie will obtain a county and city business license immediately if the firm is awarded this project.



CivicMoxie has five full-time planning staff and two administrative staff persons. We are currently finishing up four major projects including Create Dunwoody! – the arts and cultural plan for Dunwoody, GA, which is due the end of June and the firm has the capacity to begin this project in Key West immediately upon award of the contract.

Two client references:

PlanBTV South End
(creative placemaking component)
Doreen Craft, Executive Director
Burlington City Arts
Burlington, VT
dkraft@burlingtoncityarts.org

BeltLine Arts + Culture Strategic Implementation Plan
Miranda Kyle
Head of Arts and Culture
Atlanta BeltLine, Inc.
MKyle@atlbeltline.org

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CivicMoxie has extensive experience working on projects receiving funding from the National Endowment for the Arts.

Susan Silberberg and the CivicMoxie team have experience with NEA-funded projects as well as other arts organization grant work.

- **planBTV South End, in Burlington, VT** (population 42,000) had a creative placemaking component that was led by Susan Silberberg and CivicMoxie. The project was supported by an Our Town grant and focused on a master plan for the South End of the city and Susan worked with local artists to identify engagement opportunities with the community, highlight arts and cultural assets, and create a plan to support public art, affordable space retention and creation, and the services and amenities needed by artists to thrive in the city.
- **CivicMoxie led the Arts + Culture Strategic Implementation Plan for the BeltLine in Atlanta, GA.** This project was funded by an NEA grant and was on a very tight deadline to meet grant requirements because of a client delay in issuing the RFP. CivicMoxie rose to the challenge and provided an comprehensive plan to integrate arts and culture into BeltLine policies and placemaking in a way that also positively impacts the 45 intown neighborhoods along this shared-use pathway ringing Atlanta.
- **Susan was the Associate Director of the Northeast Mayors' Institute on City Design, hosted at MIT....**an NEA program.
- **A proud aside....**Susan Silberberg's former MIT graduate student Jason Schupbach served as the Director of Design and Creative Placemaking Programs at the NEA and was the founder of the Our Town program.

CivicMoxie works in small cities and towns. Our recent work includes:

- Strategic and Master Planning work for Bryn Athyn, PA, a town of 1,300 residents.
- A TOD Plan and placemaking recommendations for Berlin, CT, a town of 19,000 residents.
- The Master Plan for the Town of Concord, MA, with 17,000 residents.
- The Master Plan for the Town of Sharon, MA, with a population of 17,000 people.
- The Cultural Plan, Phase 1 for Portland, ME, a city of 67,000 residents.
- The creative placemaking component of planBTV South End for Burlington, VT, a city of 42,000 residents.

CivicMoxie has experience in marine environments and on former naval and air bases:

- Susan Silberberg worked on a cultural uses plan for a former air force base at the Cape Code National Seashore, MA.
- Susan Silberberg was project manager for the Public Realm Activation of the waterfront and adjacent spaces at the Charlestown Navy Yard (a former naval base) in Boston, MA.
- CivicMoxie is currently leading all public engagement efforts for the Climate Ready South Boston project in Boston, MA which is looking at waterfront parks, developed areas, and pathways and exploring innovation resiliency design in the face of climate change.

FIRM PROFILE





CIVICMOXIE

Our collaborative team of planners and urban designers combine an innovative spirit and on-the-ground know-how to ensure plans on paper translate to a vibrant reality with positive outcomes. With deep experience in placemaking, urban design, arts and culture, land use and zoning, community revitalization, and security and public space, we excel at working with limited resources across varied interests and stakeholders to find win-win solutions to tough challenges. Our clients range from small non-profits to city planning departments to land owners to community groups and major corporations. As practitioners and academics, we offer clients the benefit of over 20 years of experience combining theory and practice to achieve impactful results beneficial to a diverse group of interests. Our work is distinguished by our belief that HOW we plan affects the end result, and working with people across disciplines, goals and values can achieve remarkable results for all.



Susan Silberberg, the Founder and Managing Director of CivicMoxie, LLC

An accomplished city planner, urban designer, architect, author and educator, Susan Silberberg is the Founder and Principal of CivicMoxie, LLC, a planning, arts and cultural development, and strategic placemaking group with experience in serving municipalities, nonprofits, corporations, developers, foundations, and community groups. Susan taught for over a decade in the Department of Urban Studies and Planning at MIT and all of her work melds theory and practice and encompasses placemaking, an inclusive process that capitalizes on client and community assets—space, resources, people, expertise, vision—to promote vibrant public places, economic development, and activities and to add value for clients. Susan is the lead researcher and author of *Places in the Making*, the MIT publication on placemaking. Susan speaks around the world on the power of placemaking. She spoke to the UN Economic Commission for Europe on “Vital Public Spaces” in Geneva in February 2015 and participated in a panel discussion on placemaking and equity at the Technical Institute in Stockholm.

Susan’s arts work is informed by the deep knowledge of arts and cultural organizations and creative placemaking she has gained through her role as Associate Director of the Ford Foundation and MetLife Innovative Space Awards; she worked with over 150 arts and cultural organizations nationwide to identify best practices for affordable artist space development, arts district planning, and community engagement. Susan has led arts and cultural planning efforts, economic development

planning, organizational strategic planning, and strategic placemaking projects. She advised the placemaking effort in Santurce, Puerto Rico for the Foundation for Puerto Rico and led the creative placemaking component of planBTV South End for the City of Burlington, VT. She consults around the country on placemaking...helping municipalities, foundations and other entities revitalize neighborhoods and create dynamic, vibrant public places. In her planning practice, Susan has led arts and cultural planning to create the a new arts district in New Rochelle, NY, develop an Arts + Cultural Strategic Implementation Plan for the BeltLine in Atlanta, GA, develop a feasibility study for affordable artist space in Jacksonville, FL, and create an Arts + Cultural Master Plan for Dunwoody, GA. She has worked in small cities, large towns, and major metropolitan areas to include arts and cultural planning within larger planning initiatives.

At MIT, Susan taught a variety of practicum classes that served real clients with real projects. In “Revitalizing Urban Main Streets,” graduate students learned how to revitalize urban commercial districts by exploring the nexus between economic development and urban design. Susan’s planning research and academic endeavors at MIT were supported by national foundations and competitive research grants.

Susan has served as the Associate Director of the Northeast Mayors’ Institute on City Design. She also serves on the Board of The Joshua Bates Art Center in the South End of Boston. Susan has a Master in City Planning degree from MIT and a Bachelor of Architecture from Pratt Institute.





Lyndon DeSalvo, Project Manager

As a city planner and conservationist, Lyndon is committed to fostering more resilient landscapes, and the resultant improved outcomes for both people and the environment. He believes that natural solutions are fundamental to meeting many of the complex challenges confronting today's cities and communities, especially in responding to climate change. Lyndon excels thinking at multiple scales, from regional perspectives to site-specific design, and integrating solutions that are informed by authentic community engagement and the ecological landscape.

Before joining CivicMoxie, Lyndon was in Philadelphia, where he worked towards the expansion of the urban trail network, the reactivation of vacant lots for community use, and the advancement of the City's green storm water infrastructure program. He has also worked for the Nature Conservancy in Vermont where he spent his time stewarding natural areas, coordinating volunteers, and managing several projects on nature preserves throughout the state. Lyndon has a Master of City Planning, Land Use & Environmental Planning concentration from the University of Pennsylvania School of Design and a Bachelor of Arts, Latin American Studies and Studio Art (double major) from Carleton College.



Marshall DeGarmo, Planner/Designer

Marshall is a Planner/Designer who believes in the power of landscapes to create vibrant, sustainable communities. Leveraging his sociological background, Marshall brings a people-first perspective to the design process. He believes in the power of the environment to foster positive outcomes for its inhabitants and is committed to the creation of more equitable and sustainable outcomes for urban communities.

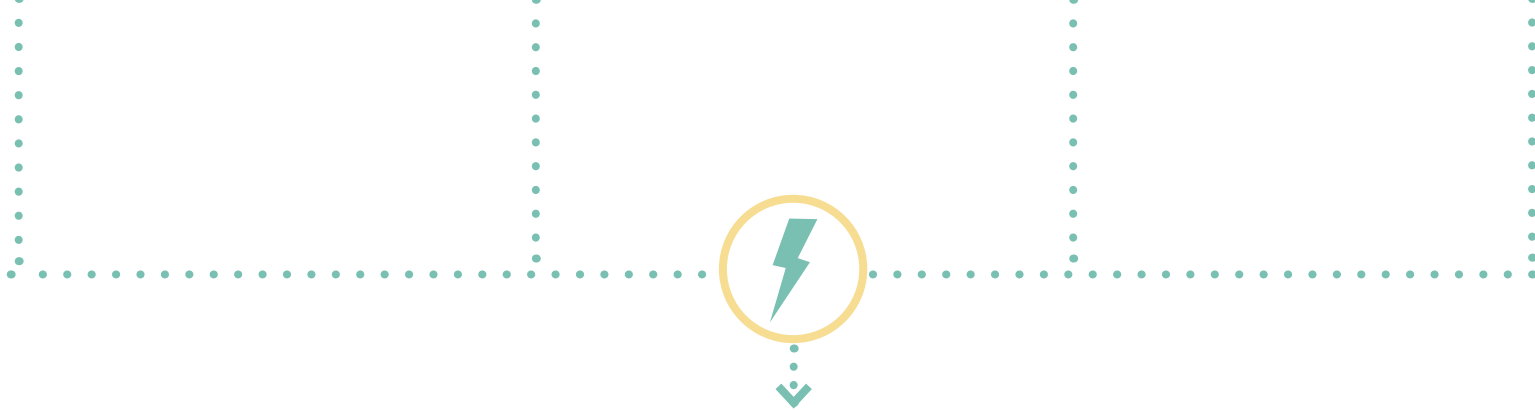
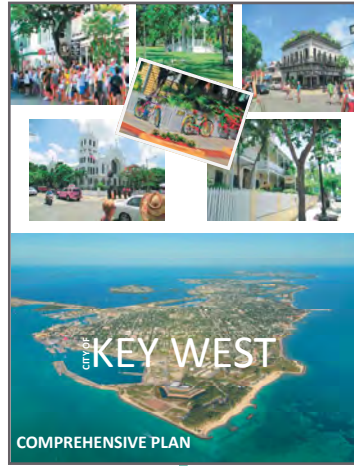
Before joining CivicMoxie, Marshall completed a cooperative internship with Sasaki Associates in early 2017, where he was involved with a wide variety of projects, including landscape design, public outreach, website design, and research. As a graduate student, he focused his work on urban resiliency, the role of landscapes in climate change adaptation, and the creation of more equitable urban contexts.

Marshall received his MDes for Sustainable Urban Environments from Northeastern University in 2017, and a BA in Sociology from SUNY Geneseo in 2015.

“CIVICMOXIE BELIEVES GOOD PLANS BUILD IN ACTION FROM THE START. PLANNING PROCESSES THAT RECOGNIZE COMMUNITY INTERESTS AND CAPACITY JUMPSTART IMPLEMENTATION AND ENSURE THAT RESOURCES ARE USED WISELY. WE DO THIS BY FOCUSING ON CONNECTIVITY OF PEOPLE, INTERESTS, AND IDEAS.”

- SUSAN SILBERBERG, CIVICMOXIE





FOUNDATION FOR THE KEY WEST ARTS & CULTURE
MASTER PLAN FOR TRUMAN WATERFRONT PARK

METHODOLOGY + APPROACH



OUR PROJECT UNDERSTANDING

How can an arts and cultural plan support the success of Truman Waterfront Park as a vibrant public space? How can an inventive outreach and engagement process highlight community needs as well as community partners and resources to make things happen? How can this project embrace best practices in eco-design and arts in public spaces? What is necessary to ensure this planning effort is a model template for similar future initiatives in Key West? These seem to be the four core concerns of this project.

These core questions recognize the extraordinary investment the City of Key West has made in the new Truman Waterfront Park. After many years of planning, the park is now open and this Arts & Culture Master Plan can be a critical support ensuring success of the park. Experience has taught city planners and public space advocates that passive landscapes and open spaces without activity do not always equate to success for our parks, waterfront pathways, and town squares. We have learned that programs, people, and placemaking can make landscape designs come to life. That's what this project is all about. We see that this planning initiative has the potential to support the vision and dedication that has made Truman Waterfront Park possible by accomplishing the following:

- Celebrate the rich arts and culture of the city and region and provide a “stage” to showcase these assets by installing new public art pieces at Truman Waterfront Park.
- Build new capacity to present excellent arts programming and serve new audiences.
- Support increased livability for downtown and the entire city via a collective community vision.
- Increase community understanding and appreciation of ecologically-sustainable design integration while retaining design excellence.
- Enhance communicative connectivity among artists, design professionals, and community members as well as physical connectivity and visibility between the Park and downtown.
- Leverage public investment as incentive to draw private and nonprofit programming partners to the park and provide economic benefits through arts integration in a disadvantaged neighborhood.
- Ensure that the park is active and safe during multiple times of the day and night, weekdays, and weekends.

CivicMoxie emphasizes actions as well as plans. We believe that programming, connections, social and political capital, and collaborations are important elements for success. Placemaking is a philosophy that offers a multifaceted approach and planning framework that creates a “space” for planning as a series of actions and movements forward. The project should create a “space” that welcomes many partners, stakeholders, funders, programmers, and others to see their place at the table, to offer support, to claim ownership and stewardship, and to come together to activate the park and connections to the surrounding area while celebrating the arts and culture of Key West. The best community outreach efforts solicit community feedback from a diverse group of stakeholders about their needs and wishes while also engaging with potential funders and partners for placemaking.

To give you a complete understanding of our methodology and how we would approach this project to achieve the goals listed above, we offer details on the following:

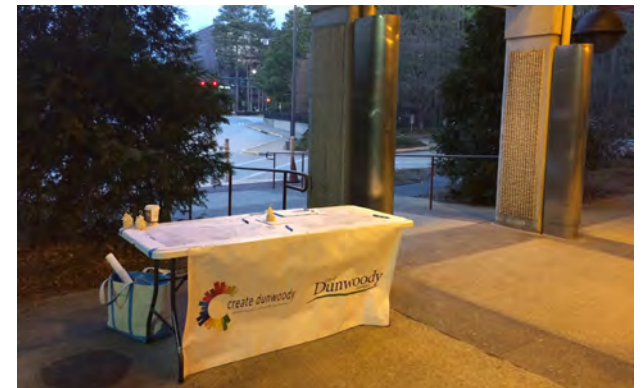
- **How we work with clients and communities**
- **Our proposed community engagement strategy**
- **Site map with opportunities and environmental issues**
- **Initial ideas for the eco-art workshop**
- **Thoughts about potential local partners**



HOW WE WORK WITH CLIENTS AND COMMUNITIES

We believe the best part of our work at CivicMoxie is our collaboration with clients and communities. On every project, we commit the time to deeply engage with clients and we structure community outreach strategies to ensure that there are multiple and varied opportunities to meet community members. All of this work starts with our project management philosophy that creates good communication between our office and the client:

- **Participate in bi-weekly project coordination calls for the duration of the project.** One of the first tasks for the project is the identification of a time that works for both you and us and a standing appointment on the calendar for a check-in call. These 30-minute calls are used to check in on progress, answer questions, and plan next events and milestones. Both Susan Silberberg, principal, and Lyndon DeSalvo, project manager, will be on the calls. Sometimes, we don't need the call or our conversation may take just 5 minutes. The point is that the block of time for talking is on the calendar and we are in continuous communication. It makes a difference!
- **Set up shared drive to transfer information.** We set up a shared CivicMoxie-client Dropbox (or other system if the client prefers) at the start of the project to make it easy to share and hold information such as previous planning reports and studies, GIS files, large graphic files too big to email, draft reports and presentations, photos, and other materials.
- **Engage in ongoing communication including emails and phone calls.** We often have very regular contact with our clients through email or short phone calls to move planning forward or answer questions. This is particularly true around community engagement planning and during report writing where we send drafts to the client for feedback as we produce materials.
- **Participate in “deep dive” visits and field work.** Much of our work involves long distance travel and we have found that longer-duration “deep dive” visits are very effective in building local relationships and strengthening communications. For this project, we plan three to four deep dive visits of approximately four to five days each. During these visits we will combine multiple activities including field work, interviews, focus groups, community workshops, and the eco-design workshop/field trip.
- **Practice quality control for all materials we produce.** Every presentation, report, summary, and graphic we send from our office has been seen by at least two sets of eyes and often more. We expect you, the client, to have feedback, changes, edits, etc., not on grammar, incorrect map information, or other basic facts but rather on content. We work hard to ensure high-quality work allows you to focus on the things that matter.
- **What you see is what you get.** CivicMoxie is a collaborative and close-knit planning firm for a reason. In larger firms, there are too many projects for the principles to be involved in deep and meaningful ways. In our office, we have a team approach to everything we do and Susan Silberberg, principal of the firm, is involved in every project by participating in client coordination calls, attending public meetings, facilitating focus groups, and writing reports. We think it makes a big difference in our projects and hope you will too!



For the Arts + Cultural Plan for Dunwoody, GA, Susan Silberberg and Lyndon DeSalvo spent three days tabling at various locations in the city including the MARTA train station, grocery stores, local library during their book sale, and apartment complexes to capture input from residents and visitors who wouldn't necessarily attend a public meeting. The effort resulted in receiving feedback from over 120 stakeholders who hadn't heard of the project or attended a public meeting.

OUR PROPOSED COMMUNITY ENGAGEMENT STRATEGY: BEYOND POWERPOINTS

Community engagement is the core of our work at CivicMoxie. Susan Silberberg's MIT publication *Places in the Making: How Placemaking Builds Places and Communities* highlights the importance of the "making" in placemaking. "How we plan" is just as important as "what we plan" means all the difference in whether things move forward. While these thoughts are preliminary, as we have not sat down with you to discuss goals and previous efforts in Key West, we offer this outline of what our engagement strategy would look like so you can understand the range of tools we think would be effective for Truman Waterfront Park at first glance.

Our planning philosophy takes a broad view of "community" and our outreach work includes residents, visitors, business owners, public officials, and nonprofits. We believe engagement serves many purposes and, when done right, can not only ensure that planning reflects the wishes of the community, but can also build public support and capacity for implementation. Our initial thoughts on the community engagement strategy for this project are shaped to meet multiple goals:

- Understand, as fully as possible, the needs of residents.
- Ensure that often-silent community members are given opportunities to offer feedback and voice their desires.

- Understand what business owners and investors need to support economic vitality and placemaking.
- Incorporate best practices and innovation in eco-design for art and cultural strategies in the park.
- Identify community capacity and resources to implement plan elements including public art and ongoing placemaking/programming in the park.
- Be clear and transparent so the process can be replicated in other efforts in Key West.

To meet these goals, we would do the following:

1. Create an engagement and communications plan for the project. At the very start of each project, CivicMoxie works with the client to craft an engagement and communications plan that lays out the strategy and roles/responsibilities for engagement throughout the project. We propose creating a draft of this plan during initial phone calls with you so that we can hit the ground running during our first deep dive visit to Key West. Here is what we do in the plan:

- a. Outline key talking points.
- b. Identify key stakeholder groups.
- c. Provide a social media and online strategy including hash tags and logo(if needed).
- d. Create sample email messages for outreach.

- e. Provide web content including text and images and create project website including community forum area for comments and questions.
- f. Identify outreach events and opportunities, including highlighting community leaders from underrepresented communities and creating a calendar of local community events where tabling can provide project info and elicit responses to core questions.
- g. Identify focus group topic areas and one-on-one interview candidates.

2. Create a "stakeholder map" with you to identify key stakeholders in arts, culture, nonprofits, education, youth development, sustainability, and other topics.

We call the stakeholder list a "map" as we use it to connect common interests and build support and outreach strategies for projects. Our map starts with a spreadsheet that lists stakeholders by interest area.

3. Create and maintain a project website and social media platform. We will create a user-friendly project website with a community forum component to allow public comment and feedback. We will also work with you to determine the appropriate social media tools for the project and coordinate around City protocols for posting.

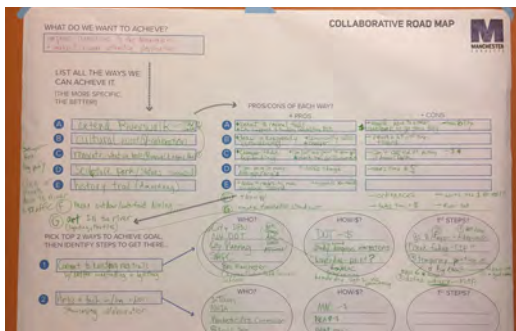


4. Create a series of engagement opportunities that are shown on the facing page. These include:

- a. Intercept survey for visitors (and residents) administered over the course of two team visits.
- b. Online survey with skip-logic to get specific information from varied stakeholder groups.
- c. Focus groups organized around interests/special topic areas such as:
 - i. Arts organizations
 - ii. Education
 - iii. Sustainability/environment/eco-design
 - iv. Businesses and investors
 - v. Artists and Creatives
- d. One-on-one interviews with public officials and department heads, major civic leaders and arts organization heads, and other key stakeholders as determined with the client.
- e. Community workshops that could include a standard meeting format or a structure that allows everyone to get out of the meeting room such as a treasure hunt at the park, or a park photography tour.
- f. Eco-design field trip/workshop. As an educator at MIT for over a decade, Susan Silberberg has planned and led many workshops and field trips. This eco-design field trip and

workshop will be a powerful opportunity to explore design excellence and innovation in design that addresses environmental and ecological issues.

- g. Implementation workshop. At the time of the final public meeting to present the Arts & Cultural Master Plan for Truman Waterfront Park, CivicMoxie will run a separate implementation workshop that day to bring together key stakeholders who have been identified as potential “doers” in the larger scheme of public art and placemaking in the park and throughout Key West to talk about potential roles and projects.
- h. Public Art ribbon cutting. A successful and joyful launch of this effort, that includes a celebration of the placement of public art.



(Above) For the creative placemaking project in the South End of Burlington, VT, a small city of approximately 42,000 people, a “South End Crawl” took the place of a traditional meeting and attracted a much broader demographic. The event involved stopping points in the district where food and activities were offered during a Saturday. A photography workshop/tour was offered by a local historian, games designed to solicit project feedback were played at Burton Snowboards, and residents filled out cards with questions before watching a chocolate carving demonstration at Lake Champlain Chocolatier. By combining family and senior-friendly activities with project engagement opportunities, a broader section of the population was engaged with the project simply because it was a fun day.

(Left) CivicMoxie utilizes a proprietary process called collaboration mapping during implementation workshops to identify key projects, potential “doers” in the community, and funding sources. For the Manchester Connects project, the collaborative mapping sessions led directly to a launch placemaking event a few months later that created extra momentum for the plan and built community coalitions for lasting impact.





Interviews (up to 15)

Talking one-on-one with key stakeholders (some will be conducted later in the project as we identify other stakeholders)



Focus Groups (up to 4)

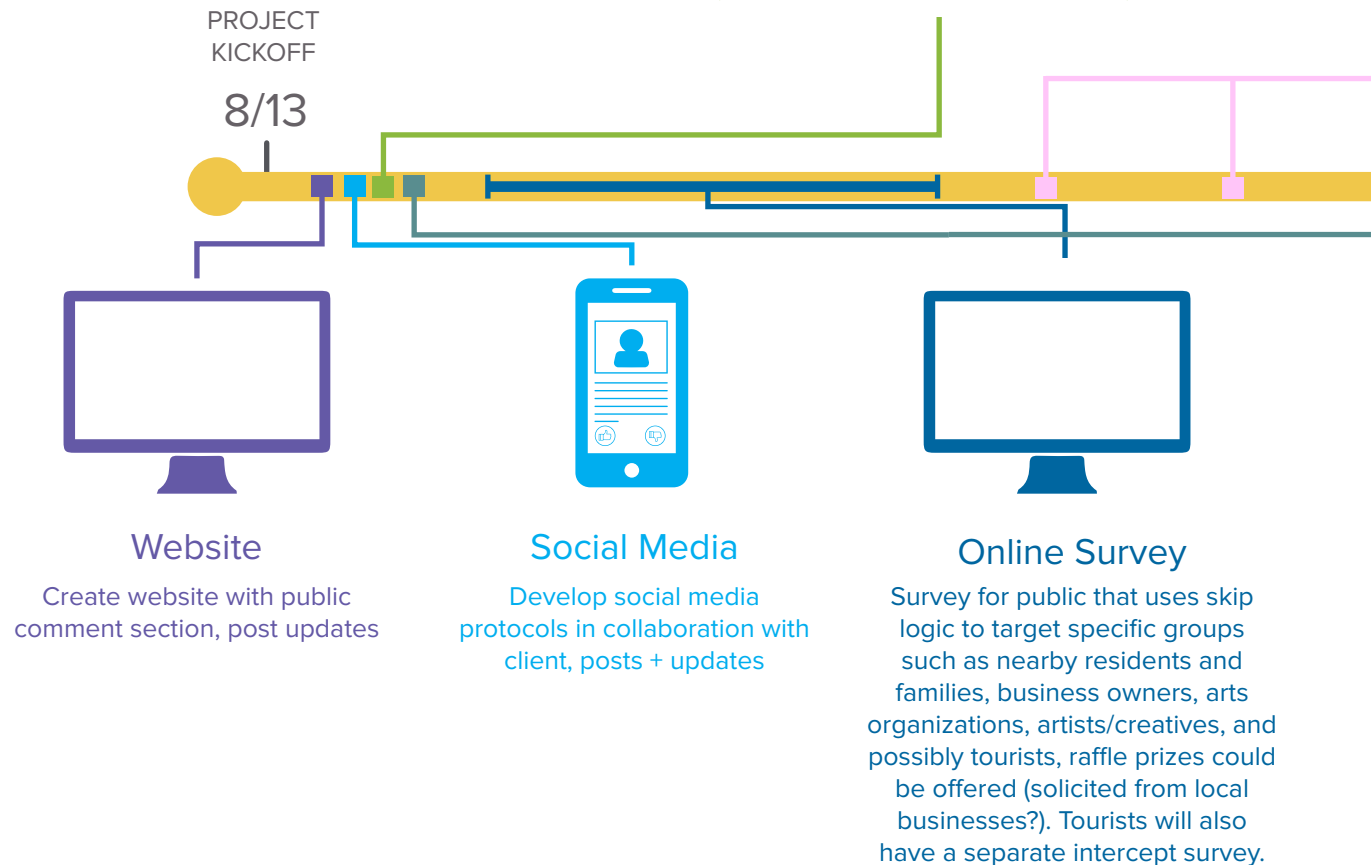
Small group (10-12) sessions organized by interest area:

Arts Organizations
Artists and Creatives
Educational Organizations and Institutions
Environmental/Eco-Interests
(or others as determined with client)

WHAT WE WILL DO...

The engagement approach we are proposing for this project is based in a methodology that recognizes the importance of connectivity to project success. This connectivity crosses and embraces the physical, social, economic, and political aspects of the project; the various engagement methods proposed are designed to capture a varied stakeholder group. Implementation can't occur in a vacuum and it can't occur without a strong alignment of many forces, partners, and collaborations. When places, people, initiatives, and ideas are connected the web of support and momentum propels projects forward.

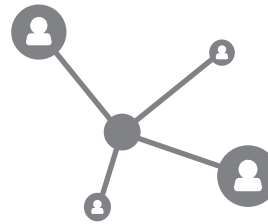
Connectivity is intrinsically tied to communication. Our team has decades of experience working with stakeholders in arts and culture, open space and waterfront planning, and placemaking projects. We pride ourselves on our strong communications skills and outreach; we include residents, business owners, non-profits, the City, regional organizations, funders, the public sector, institutions, and others in our definition of "stakeholders". We go to where the stakeholders are by reaching out in a variety of ways: one-on-one meetings and phone calls; focus groups, public meetings, and client planning sessions. Robust communication and messaging through the project website and social media build connections that are priceless. Connectivity ensures the implementation roadmap is based in real conversations, commitments, and possibilities.





Community Workshops (2)

Host in local neighborhoods to get resident feedback.



Implementation Workshop (1)

Bring together key stakeholders who can contribute to implementation to discuss possible roles, funding, etc. (arts organizations, educational entities, events organizers, etc.)



Tabling

Create materials and “how to” guide so that client team and major stakeholders can staff tables at community events to get resident and visitor feedback.

ECO ART WORKSHOP

11/19

RFP OUT

12/3

RFP DUE

RIBBON CUTTING

3/15



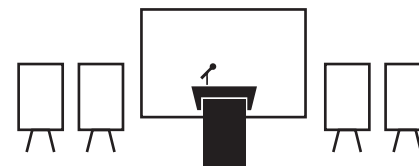
Intercept Survey

Focused on tourists, this survey is a 4-5 question survey administered over a three-day period on two occasions on the streets, in parks, and at tourist venues.



Mailing List

Develop list in conjunction with website and send project updates and meeting notices, as well as survey links



Final Public Meeting

Present plan, discuss implementation



Final Presentations (2)

Joint Truman Waterfront Advisory Board + Art in Public Places Board City Commission



POTENTIAL OPPORTUNITIES

Potential Arts & Culture Collaborators

1. Dry Tortugas Museum
2. Mallory Square
3. Key West Art Center
4. Key West Art & Historical Society
5. Truman White House
6. USCGC Ingham Maritime Museum
7. Florida Keys Eco Discovery Center
8. Florida Keys National Marine Sanctuary
9. Fort Zachary Taylor State Park
10. US Naval Base
11. Key West Butterfly & Nature Conservancy
12. Archeo Gallery
13. South Pointe
14. Ernest Hemingway Home and Museum
15. Glass Reunions
16. Cuba Cuba
17. Wyland Gallery of Key West
18. Artists Key West
19. Key West Gallery
20. San Carlos Institute
21. Montage
22. Historic Cigar Alley
23. Gallery on Greene

PROJECT AREA: TRUMAN WATERFRONT PARK



Truman Amphitheater



Waterfront Park Playground

BAHAMA VILLAGE VISION AND CAPITAL PLAN (2018) AREA*

* Via Bahama Village CRA Vision and Capital projects Work Plan



INITIAL THOUGHTS

An initial analysis of the Truman Waterfront Park site and surrounding area reveals a wealth of potential opportunities for collaboration, connection, and synergy. Old Town and the adjacent area are filled to the brim with arts & cultural resources, representing an appreciation for the rich histories of local sites (USCGC Ingham Maritime Museum, Ernest Hemingway Home and Museum, Fort Zachary Taylor State Park), engaging opportunities for ecological education (Key West Eco Discovery Center, Florida Keys National Marine Sanctuary, Key West Butterfly & Nature Conservancy), and an established art scene spanning galleries, organizations, and shops - signaling a strong capacity for programming and investment to build upon.

Truman Waterfront Park's unique location is reinforced by its proximity to major retail centers identified in the 2018 Bahama Village CRRA Vision and Capital Projects Work Plan. Pairing economic development and prosperity with a dynamic local arts scene helps to ensure the long-standing success of both. Ultimately, this project will support a unique, vibrant destination with broad possibilities for events & programming, collaboration, new business opportunities, and an engaged, enthusiastic public. Capitalizing on potential connections between Duval Street and Truman Waterfront Park will create exciting opportunities for creative placemaking and community activation in Bahama Village and throughout Historic Old Town.

The time has never been better for the Truman Waterfront Park Arts & Culture Master Plan – building upon the momentum of local planning efforts provides a “step-up.” The recently completed planning effort for Bahama Village provides exciting opportunities for simultaneous and cooperative growth and signals an evolving district that remains rooted in local arts & culture, while preparing itself for a sustainable, authentic, and exciting future. We believe that reinforcing economic development with a vibrant arts & culture destination can achieve this and more, and look forward to exploring and discovering more opportunities unique to Key West's one-of-a-kind location.



The Key West arts scene has established a great deal of momentum, setting the pace for successful variety of Arts + Cultural Programming. The recently completed Truman Amphitheatre has already played host to a number of concerts and events (below left: Key West Love Festival; below right: Mile 0 Fest) spanning multiple seasons. (Via Key West Art & Historical Society)



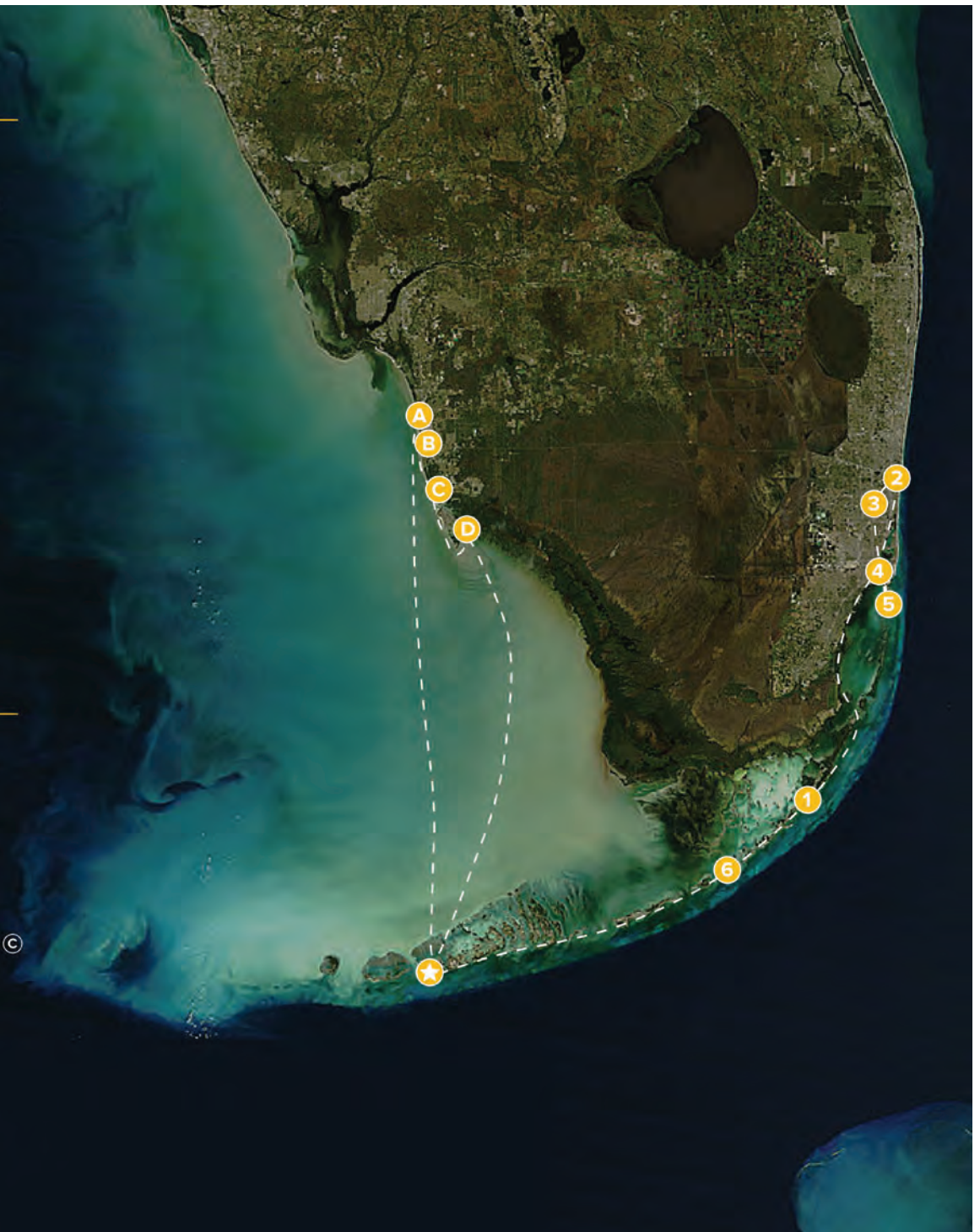
ECO-ART WORKSHOP - POTENTIAL ITINERARIES

OPTION 1: SOUTHEAST FLORIDA

- 7:00 AM Depart Key West -
Breakfast, orientation, and eco-art podcast on bus
- 9:00 AM *Coral Restoration Foundation Education Center* - ①
Educational workshop on coral reef resoration
- 12:00 PM *West Lake Park / Anne Kolb Nature Center* - ②
Lunch, kayak/boat tour to view shoreline
protection and mangrove restoration, talk with
eco-artist and U of Miami Prof. Christine Federighi
- 2:30 PM *ArtsPark* - ③
Quick stop to view sculpture and site design
- 3:30 PM *Knight Plaza and Museum Park* - ④
Discussion with architect on green infrastructure
- 5:00 PM *Virginia Key North Point Dune Restoration* - ⑤
Meet with Nature Conservancy staff
- 5:30 PM Drive back to Florida Keys -
Watch *Leaning Into the Wind* film about eco-art
- 7:00 PM *Dinner in Islamorada* - ⑥
Discussion of key takeaways from the day
- 9:30 PM Arrive back in Key West

OPTION 2: SOUTHWEST FLORIDA

- 7:00 AM Depart Key West -
Breakfast, orientation, and eco-art podcast on boat
- 10:30 AM *Naples Bay* - ①
Meet with City staff, DEP, and South FL Water
Management District to discuss oyster restoration
- 12:30 PM *Naples Botanical Garden* - ②
Lunch; staff talk on native plants and sustainability
- 2:00 PM *Rookery Bay National Estuarine Research Reserve* - ③
Staff to discuss bay restoration project; *Parallel
Harmonies: Art and Nature* on view and talk with
Laura Burns, United Arts Council of Collier Co.
- 4:30 PM *Fruit Farm Creek* - ④
Tour of mangrove restoration project
- 5:30 PM Boat ride back to Key West
Dinner, disoussion of key takeaways, and watch
Leaning Into the Wind film about eco-art
- 8:30 PM Arrive back in Key West



WHAT MIGHT THE ECO-ART WORKSHOP LOOK LIKE?

The eco-art workshop offers an incredible opportunity to share best practices and innovative thinking around environmentally-focused, functional artwork and green infrastructure projects in South Florida. Following this workshop, participants will be primed to think about Truman Waterfront Park and other Key West locations in a different light, recognizing the various functionalities, strategies, and potential partners available for eco-art and green infrastructure projects. Selected sites and projects will emphasize collaborations that leverage limited funding resources and meet multiple goals with aesthetically pleasing results.

At first glance, there are some prime sites, public spaces, restoration efforts, and pieces of public artwork to share with the community members, officials, and design professionals attending the workshop. We have developed two alternative itineraries upon initial research with ideas for potential site visits and discussion topics with academics and professionals. These are simply our initial suggestions and we would enjoy working with the City of Key West's Sustainability Coordinator and other project team members to further refine these details should we have the opportunity to work on this project.

SOUTHEAST FLORIDA

The Southeast Florida workshop proposes a day-trip to the Miami region via bus with a diverse range of activities and subjects. Visits to the Coral Restoration Foundation, Anne Kolb Nature Center, and Virginia Key would highlight the importance of habitat restoration and natural green infrastructure elements in addressing sea level rise and other environmental challenges. A visit to ArtsPark in Hollywood, Florida and potential artist talk with University of Miami Professor Christine Federighi would engage participants in thinking about opportunities for functional art that is ecologically-focused, either in its purpose or with the concepts that it raises. The tour could also include short stops at various artworks that are included in Miami-Dade County's Art in Public Places collection, such as Keystone Island or the Ninth Street Pedestrian Mall. A stop at Knight Plaza and Museum Park in downtown Miami would focus on innovative green infrastructure and public space designs, with a site tour by one of the landscape designers. In this scenario, we would also utilize the time spent on the bus to orient participants and share informational content through podcasts, video, and discussion.

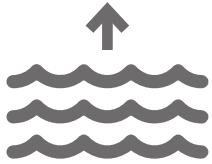
SOUTHWEST FLORIDA

The Southwest Florida workshop offers a similarly full-day of activities in and around Naples, though with a greater emphasis on conservation efforts and habitat restoration projects. This itinerary proposes a full-day catamaran boat rental that would bring participants to Naples Bay, the Rookery Bay National Estuarine Research Reserve, and Fruit Farm Creek. We suggest meeting with municipal and non-profit partners to discuss bay restoration projects and learn about natural solutions to environmental challenges here. Lunch at the Naples Botanical Garden would allow attendees to learn about the role of native plants to sustainability practices and tour the Gordon River Greenway. The workshop would also align with the exhibit *Parallel Harmonies: Nature and Art* at the Rookery Bay gallery, which could be supplemented with a talk on eco-art by Laura Burns, Executive Director of the United Arts Council in Collier County. Similar to the Southeast Florida workshop, time spent traveling on the boat would be utilized to engage participants and share ideas via active discussion and alternative media.



Some of Key West's environmental challenges include:

SEA LEVEL RISE



The Florida Keys is particularly at-risk from sea level rise and its resultant impacts on local ecology and infrastructure.

Examples of potential responses, solutions, and steps towards mitigation are shown below...these can be an inspiration for art-based projects:



Improvements to built infrastructure, such as sea walls and raised roadways, can limit the impacts from regular tidal flooding and storm surges.

CORAL BLEACHING



Due to rising ocean temperatures, coral are more susceptible to bleaching events and widespread die-offs, which can impact entire ecosystems.

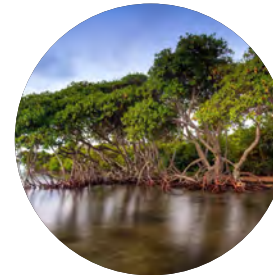


Coral tree nurseries are being utilized by the Coral Restoration Foundation to introduce a genetic diversity of coral species and ultimately assist in reef recovery.

EXTREME WEATHER



Extreme weather events are occurring more frequently and intensely, which means ecosystems and infrastructure are a higher risk than ever before.



Mangroves provide a first layer of defense in extreme weather events and conservation and restoration efforts are underway to ensure shoreline protection.

POLLUTION



Water pollution is of particular concern in the Florida Keys and oil spills, wastewater runoff, plastics, and chemicals threaten the surrounding marine environment.



Wastewater reuse and other resource efficiency measures can reduce the amount of polluted matter that ends up in the ocean around Key West, critical to marine ecology and local tourism.

SCOPE + SCHEDULE

Our proposed scope of work and schedule is presented here. Consistent with the RFP, we are assuming a seven month planning process with the Master Plan work completed by December and Ribbon Cutting for public artwork installations by March 15, 2019. The work is broken into the five phases presented in the RFP:

Task A: Project Administration

Task B: Public Engagement and Needs Assessment

Task C: Eco-Art Workshop

Task D: Truman Waterfront Park Arts + Culture Master Plan

Task E: Public Art + Performance Demonstration Projects

HOW WE WORK WITH OUR CIVICMOXIE TEAM AND OUR CLIENT

Who you see is who you get. We are not a large firm that presents principals and key experienced staff in proposals only to assign junior people to your project because the owners are too busy. Susan Silberberg founded CivicMoxie to be directly involved in each project. We are selective about what we take on and everyone in the office participates in every project.

Our project management approach also ensures that all work is synthesized into comprehensive products, whether they are final reports, presentations, or interim work for the client. We mobilize quickly for all of our work and often begin each project with a “deep dive” into history, current context, market information, and other relevant factors by doing intensive on-site fieldwork as a team to create a physical presence, establish baseline criteria and principles, and push projects forward in meaningful and efficient ways. For arts and culture planning we work closely with client groups and cultural partners to ensure adequate work is done and feedback is given to prepare for public meetings and workshops. This relationship is collaborative and an enjoyable part of our planning projects...rolling up our sleeves together with the client produces great outcomes!



SCOPE

TASK A PROJECT ADMINISTRATION

1. Finalize scope, budget, timeline, roles of Park Arts Vision Team and Cultural Partner Groups
2. Stakeholder kickoff meeting
3. Ongoing project management
 - Bi-weekly conference calls
 - Monthly progress reports with billing
 - Meeting agendas and materials (for client review and then to City Manager 48 hrs prior to meetings)
 - Administer stipends to Park Arts Vision Team and Cultural Partner Groups at end of project

TASK B PUBLIC ENGAGEMENT AND NEEDS ASSESSMENT

1. Create a project website and social media presence and maintain same
2. Create and maintain stakeholder lists (CivicMoxie calls this “stakeholder mapping”) as well as participant lists
3. Design and administer online survey instrument with skip logic to target specific audiences (residents, business owners, organizations, tourists)
4. Design and administer an intercept survey for tourists (on-site canvassing at tourist destinations, possibly airport)
5. Conduct interviews with key stakeholders (up to 15) - arts organizations, public officials, key civic leaders, etc. TBD with client
6. Conduct community workshops in under-represented and adjacent neighborhoods, coordinating with local neighborhood leaders or community leaders such as church heads, etc. (up to 3 which includes final public meeting to present Plan)
7. Conduct focus groups (up to 5) with key interest groups TBD with client. Possibilities: major arts organizations, artists and creatives, philanthropy and major businesses, education, sustainability/eco-advocates.

8. Create/design tabling materials and “how to” packets for members of client group and stakeholders to conduct outreach throughout the process
9. Prepare summary of outreach and needs assessment report with statistically relevant data.

TASK C ECO-ART WORKSHOP

1. In consultation with client, design one-day field trip to South Florida to see example eco-art concepts
2. Prepare curriculum and reading materials for participants
3. Create itinerary, contact target locations, invite speakers and prepare budget
4. Lead field trip/workshop
5. Create and administer a process for participant feedback and reviews

TASK D TRUMAN WATERFRONT PARK ARTS + CULTURE MASTER PLAN

1. Create an Arts + Culture Master Plan with the following components:
 - Design and layout of document
 - Summary of engagement and needs outcomes by target audience
 - Assessment of local capacity for implementation and placemaking - who can be partners and collaborators in the community
 - Proposed public art selection process
 - Examples of eco-art design concepts that are applicable to the Park
 - Overview of possible economic impact using other similar projects and anecdotal information for illustration
 - Suggested marketing strategies for ongoing public art and performance in the Park as well as suggested budget guidelines for same
2. Presentation to joint Truman Waterfront Advisory Board and Art in Public Places Board
3. Presentation to City Commission

TASK E PUBLIC ART + PERFORMANCE DEMONSTRATION PROJECTS

1. Advise the City’s Public Art Administrator in the bidding and procurement of at least \$50,000 of AIPP-funded art and cultural installations including providing sample RFPs from similar sized efforts in other cities. City will write RFPs. Advise on Ribbon Cutting.

Assumptions regarding Client Responsibilities

- All meeting space and costs of meetings, including any rental, furniture, and refreshments.
- All printing for meetings, tabling, and paper surveys including all materials and handouts.
- All meeting promo and communications (CivicMoxie to provide digital files for fliers and promo materials)
- Volunteers or City staff to conduct tabling at festivals, neighborhood events, etc., if determined that tabling is desired (CivicMoxie to provide digital files for all materials and “how to” packet.)
- Planning for Ribbon Cutting Event including procurement and payment for any and all permits and all costs for the event.

Deliverables:

Task A:

- Updated scope of work and schedule
- Project website and social media accounts
- Monthly progress reports with billing

Task B:

- Survey instruments
- Needs assessment report with statistically significant data

Task C:

- Summary of Eco-art Workshop
- Participants’ review and comments

Task D:

- Truman Waterfront Park Arts + Culture Master Plan

Task E:

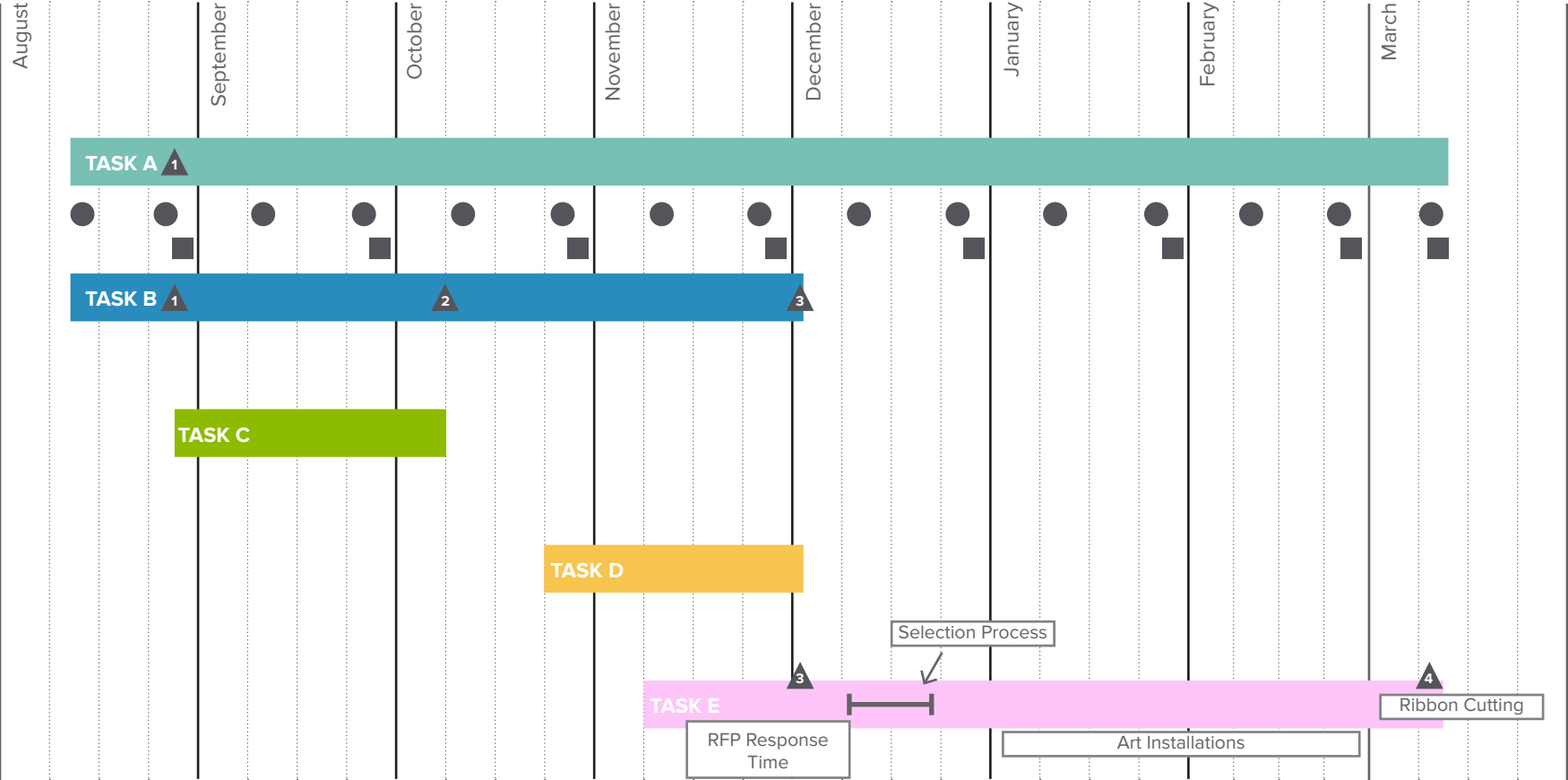
- Advisory information to City regarding RFPs for public art installations



SCHEDULE

2018

2019

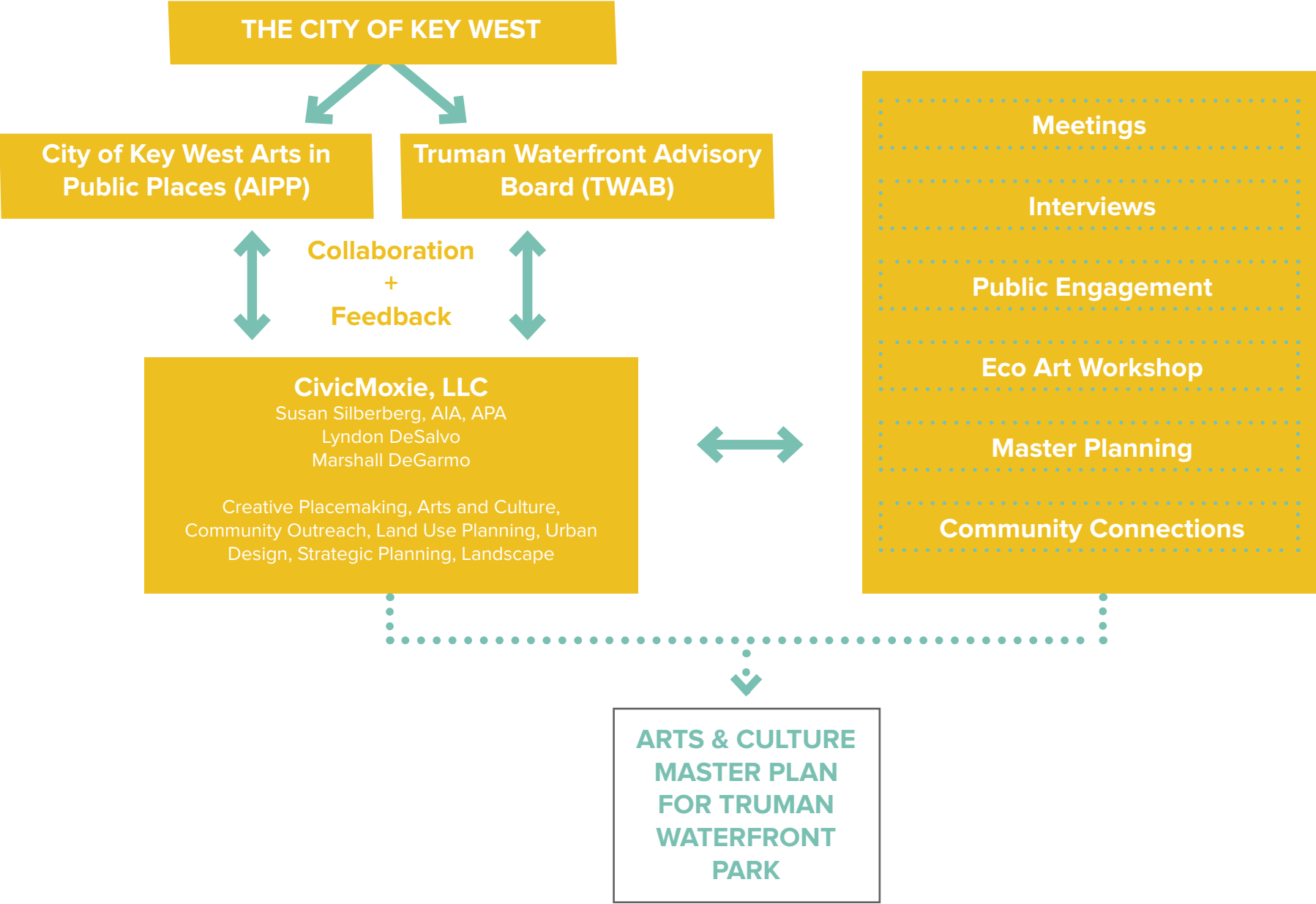


KEY

- 1 CivicMoxie Visit
- Bi-weekly Conference Calls
- Monthly Process Reports with Billing



PROJECT ORGANIZATION



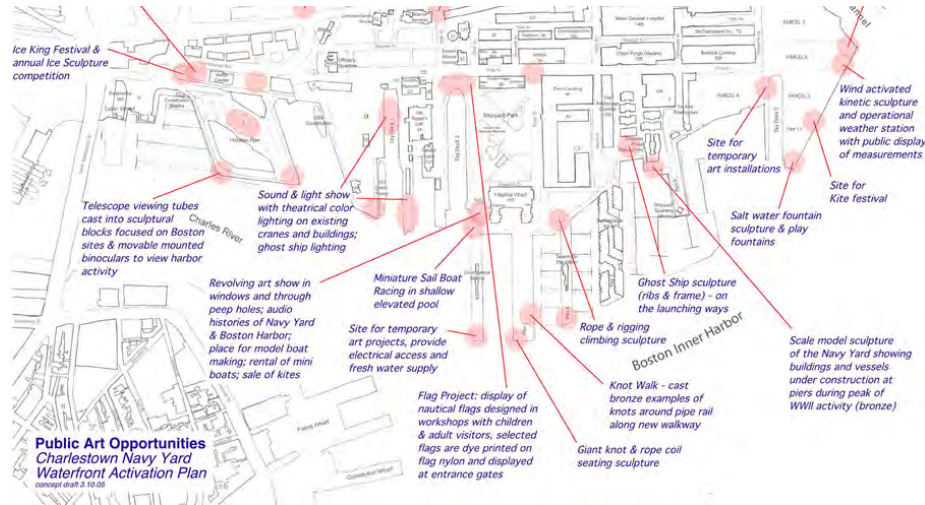
PROJECT EXPERIENCE



CIVICMOXIE - SELECTED PROJECTS

CHARLESTOWN NAVY YARD: WATERFRONT ACTIVATION PLAN BOSTON, MA

Arts and Cultural Development, Community Engagement, Creative Placemaking, Public Art Placement, Waterfront



The Boston Redevelopment Authority sought creative solutions to activating the waterfront in a remote section of the Boston Harborwalk. They also sought recommendations for meeting the intent of state waterfront public access regulations in unique physical and market conditions. The Charlestown Navy Yard has been home to vacant public spaces for years, and creative solutions were required to lease publicly accessible space and make developers involved partners in activating the waterfront year-round.

Tasks included:

- How can new public uses avoid privatization of the waterfront?
- What conditions are necessary to entice arts and cultural and other non-profit tenants to the waterfront while preserving affordable space?
- How can the large area of the Navy Yard be legible to the public and invite exploration and ongoing use?
- What strategies can offer a streamlined approach to the management and activation of public waterfront space?

CivicMoxie worked hard to engage a concerned and wary community, eager to ensure that waterfront benefits would remain fully available to the public in the wake of private development. The team successfully combined a destination-driven strategy with public art initiatives and wayfinding to create smaller story loops within the confines of the Navy yard. New development requirements were also created to ensure a win-win for both developers and the non-profit uses earmarked for ground floor space.

WATERFRONT BRIDGEPORT: COMPREHENSIVE WATERFRONT PLAN - BRIDGEPORT, CT

Arts and Cultural Development, Community Development, Creative Placemaking, Park Development, Waterfront



CivicMoxie led the team that created a waterfront master plan for 24 miles of shoreline in Bridgeport, CT. The city's shoreline is filled with current and former industrial properties and brownfield sites that have access to Long Island Sound and Bridgeport's rivers but that block neighborhood connections to the waterfront.

Focused on creating a compelling vision plan that is rooted in actionable steps, CivicMoxie has developed a robust public outreach strategy that reaches deep into the six waterfront neighborhoods to engage residents as well as all stakeholders in visioning a future that takes full advantage of the economic development, recreational, and quality of life potential that the waterfront can bring. The plan will identify opportunity sites for redevelopment, create themed focus areas along the waterfront, and outline an overall waterfront development framework that will allow a comprehensive and coordinated approach for public and private investment.

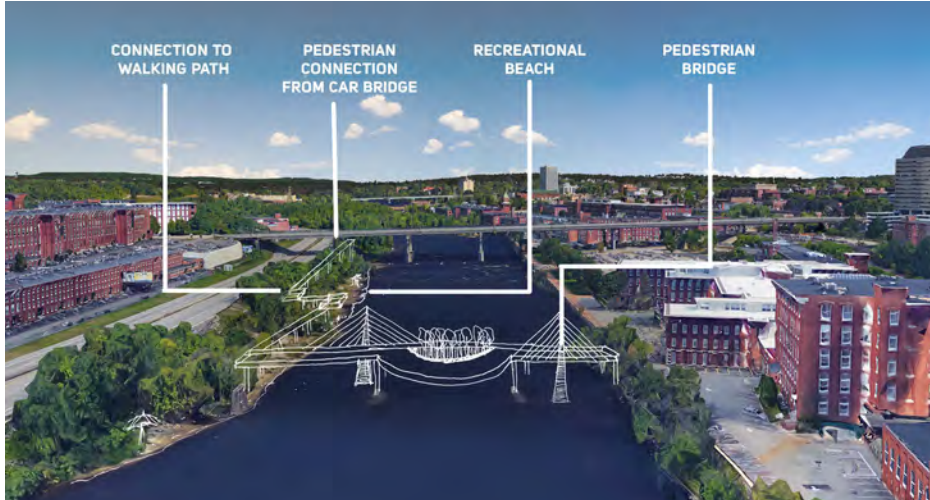
Project website: www.courbanize.com/waterfrontbpt/



CIVICMOXIE - SELECTED PROJECTS

MANCHESTER CONNECTS: MULTI-MODAL PLAN MANCHESTER, NH

*Community Engagement, Connectivity, Creative Placemaking,
Economic Development, Waterfront*



The Downtown, Millyard, and riverfront area of Manchester, NH—formerly one of the biggest mill towns in the US—is a vibrant area that draws young professionals attracted to high-tech jobs and the great quality of life that the region offers. The Southern New Hampshire Planning Commission (SNHPC) hired CivicMoxie to address the interests and concerns of the business and residents in the area, with a focus on connectivity. The Manchester Connects multi-modal transportation and land use planning initiative, which began in Spring 2016, proposes ways to help people move through and to the area on foot, by bike, car, bus and train. The project also includes an analysis of parking and how to connect the events, programs, and activities around the city to the riverfront.

The CivicMoxie team, which included Nelson\Nygaard, Karl F. Seidman Consulting, and experiential design and branding firm Jeff Sprague Studio, also conducted extensive community outreach through the use of strategically publicized meetings, social media platforms, and TV and radio interviews.

ATLANTA BELTLINE ARTS & CULTURE STRATEGIC IMPLEMENTATION PLAN - ATLANTA, GA

*Affordable Artist Space, Arts and Cultural Development,
Community Engagement, Creative Placemaking, Public Art*



The Arts & Culture Strategic Implementation Plan provided an arts and culture framework for the Atlanta BeltLine, a sustainable redevelopment project that will ultimately connect 45 intown neighborhoods via a 22-mile loop of multi-use trails, modern streetcar, and parks – all based on railroad corridors that formerly encircled downtown Atlanta. The Plan identified opportunities to enhance the existing Art on the Atlanta BeltLine public art program and transition from a mostly single-focus linear gallery initiative to a multi-layered Arts & Culture program that supports strong, livable communities with increased creative activity. As the place “Where Atlanta comes together,” the BeltLine supports community connectedness and the vision sought to promote the everyday culture, local heritage, and artistic practices of the neighborhoods adjacent to the BeltLine while also offering opportunities for the display of world-class art.

CivicMoxie codified previous planning work around the BeltLine and built upon it using public input gathered through seven community meetings and additional outreach during the planning process. The feedback was used to inform updates to area maps illustrating arts, culture, and historic assets in BeltLine neighborhoods as well as to create a collective vision for the future of arts and culture along the BeltLine that ultimately helped shape the recommendations. The Plan will enable ABI to consider programs, art installations, and the development of cultural facilities and real estate that enhance the Atlanta BeltLine’s identity as a creative place, spur economic development, and improve the quality of life for residents throughout the city and region.

CIVICMOXIE - SELECTED PROJECTS

NEW ORLEANS ART WALK

NEW ORLEANS, LA

Arts and Cultural Development, Creative Placemaking, Economic Development, Public Art Placement



The recent RFP for parking management under I-10 provided the impetus to explore ways to expand the reach of the Arts District to incorporate arts and cultural destinations near the highway at the edge of the warehouse district and to create a safe, pleasant public realm at and adjacent to Lee Circle.

This proposal for a New Orleans Art Walk and Arts District Extension creates a more livable, vibrant neighborhood for residents and better supports the existing cultural organizations and businesses in the area. In addition, extending the Arts District to the highway and creating an Art Walk will provide better and safer connections from the Arts District to the Garden District. Susan Silberberg worked with project collaborators including the World War II Museum to conceptualize this project and to pull together the stakeholders who can move forward with implementation.

Components of this walk could include the following and all of these things will be considered in its planning:

- Public art sculptural elements
- Special LED lighting
- Artist-painted trash receptacles and street benches or furniture
- Signage with interesting historical facts
- Painted sidewalks or stenciled crosswalks

Pilot #1 Loop encompassing the World War II Museum, Lee Circle, and Noguchi Sculpture at K + B Plaza is underway.

IMAGINE SANTURCE: A PLACEMAKING INITIATIVE

SAN JUAN, PUERTO RICO

Arts and Cultural Development, Arts Districts, Community Engagement, Creative Placemaking, Economic Development



Susan Silberberg of CivicMoxie advised the Foundation for Puerto Rico on its long-term, community-based initiative in Santurce, Puerto Rico. Santurce is a district of San Juan with 90,000 residents - including some of the wealthiest and some of the poorest residents on the island - spread over 5 square miles. The former “downtown” for the entire island, it has seen significant disinvestment in the last half century but still retains a vibrant arts and cultural scene, a significant number of hotels in Condado and Miramar, and a growing “foodie” culture that has drawn top chefs and immigrant entrepreneurs.

Questions faced as part of this project include:

- How can a culture of trust and collaboration be created in a society that has very little tradition of sharing and cooperation around civic endeavors?
- What projects and goals can unite the diverse residents of the district where there are over 40 barrios and a wide disparity of incomes?
- How might the visual arts, culture, food, and music traditions of the district support a visitor economy that benefits the local residents and broadens the island’s appeal to tourists?
- What systems need to be in place to allow redevelopment of the many vacant buildings in the district?

Along with the active leadership of the Foundation for Puerto Rico, Susan Silberberg worked with citizens and multiple organizations committed to the economic and social transformation of the district.



CIVICMOXIE - SELECTED PROJECTS

PLACES IN THE MAKING WHITEPAPER

Arts and Cultural Development, Creative Placemaking, Public Spaces

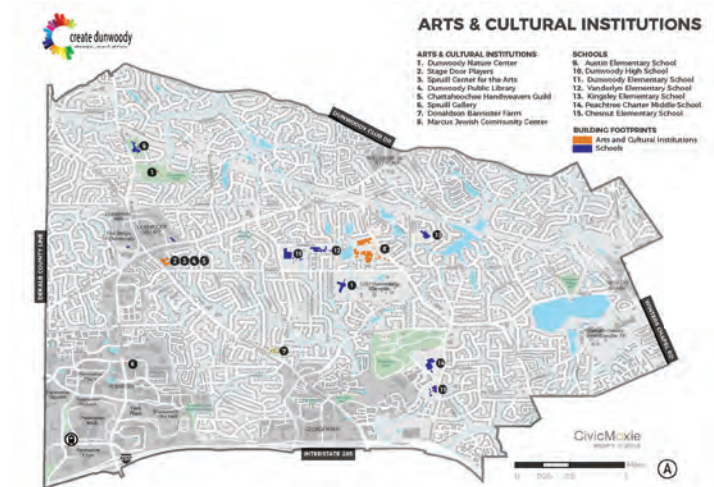


Susan Silberberg led the placemaking research team that produced *Places in the Making*, an MIT Department of Urban Studies and Planning publication that reveals the widening emphasis of placemaking beyond the design and use of physical place to include the importance of the “making” process in benefiting people and relationships. Design of public spaces during much of the 19th and 20th centuries was guided by industrialization, auto- centered planning, and urban renewal. Top-down planning, centralization of control, and land use regulations eliminated community voices and ultimately fractured the bond between communities and public places. In the 1960s, a movement began which asked the question, “What makes a great public place for people?” These early placemaking efforts focused on listening to the needs and wants of users to determine the physical design elements needed to create good public spaces.

Places in the Making shows that in the half-century since the movement began, the “making” has become as important as the “place”; by engaging in the deliberative and communal processes of shaping public spaces, citizens are connecting with each other, forging relationships, and building social capital. The publication “reveals an astonishing range of placemaking projects, methods and instigators that are taking place across the United States. All have a common emphasis on creating positive change for people and communities through the transformation of a physical place. The research shows that, at the most basic level, the act of advocating for change, questioning regulations, finding funding, and mobilizing others to contribute their voices engages communities – and in engaging, leaves these communities better for it.” Southwest Airlines supported the research, and the results have provided inspiration for the company’s “Heart of the Community” placemaking sponsorships in cities across the country.

CREATE DUNWOODY ARTS & CULTURE MASTER PLAN DUNWOODY, GA

Arts and Cultural Development, Community Engagement, Creative Placemaking, Public Spaces



Create Dunwoody is an arts and culture plan that seeks to support opportunities for placemaking and vibrant public spaces, enhanced economic development, and overall quality for those who live, work, and play in Dunwoody. Located just north of Atlanta, Dunwoody is a recently incorporated city with an established community and thriving commercial center. Many of the key arts and cultural organizations and institutions located here have long been community anchors with robust programs, memberships, and dedicated attendees and visitors. However, the City and its key constituents recognized the need to build on these existing institutions and allow Dunwoody’s arts and cultural offerings to mature with the rest of the community.

CivicMoxie was hired by the City of Dunwoody to bring the arts to the next level by enhancing existing arts and cultural assets, identifying opportunities for expanded placemaking, and strengthening synergies between the arts and the business community. Key recommendations stemming from discussions with the public and constituents included the creation of an arts council as well as identifying scenarios for improved accessibility and space for existing arts institutions. The inclusive aspect of the master planning process allowed the team to recognize shared benefits of certain strategies across arts and cultural institutions as well as businesses, city agencies, and other local organizations. The plan will provide Dunwoody with a strategic action plan for the creation and development of an arts council, phased approaches to institutional and community space, and next steps towards developing local placemaking and public art initiatives. The result will be an arts and culture strategy that is “uniquely Dunwoody,” considering regional context while focusing on local application.



CIVICMOXIE - SELECTED PROJECTS

NEW ROCHELLE ARTS AND CULTURAL DISTRICT PLAN NEW ROCHELLE, NY

Affordable Artist Space, Arts and Cultural Development, Arts Districts, Community Engagement, Creative Placemaking



The City of New Rochelle hired CivicMoxie to lead the planning effort for a new arts and cultural district in the downtown area. The city has a long history of arts and culture, with Thomas Paine, Norman Rockwell, Ossie Davis, and Frederick Remington among its well-known writers, artists, and performers, and has a number of existing cultural institutions, organizations, and individual artists. CivicMoxie took on the task of developing a plan for an arts and cultural district that will boost the visibility of this arts scene, support local artists and creative types, and take advantage of opportunities presented by the new downtown master redevelopment plan as well as New Rochelle's proximity to New York City.

CivicMoxie engaged local stakeholders from arts and cultural groups as well as individual artists and members of the community, inviting their input and ideas through focus groups, interviews, public meetings, and attendance at a local pop-up art market. The team also conducted a market analysis to better understand demand for artist work/live space, performance venues, and other space in New Rochelle, incorporating survey responses from artists, designers, performers, and arts and cultural organizations. Based on this public input and research (along with land use analysis and field surveys), CivicMoxie developed policy recommendations and an implementation-ready set of "kits" to foster the arts and offer incentives for the creation and maintenance of artist and cultural space.

CLIMATE READY SOUTH BOSTON BOSTON, MA

Community Engagement, Neighborhood Planning, Public Space, Resilience, Waterfront



Climate Ready South Boston seeks to prepare and adapt the South Boston waterfront and neighborhood to our changing climate. Planning includes adaptations to help mitigate the city's contribution to climate change and prepare city residents and infrastructure for the future through resilient solutions that maintain and enhance the character of Boston's historic neighborhoods. The project is looking at design solutions for each of the five subareas of South Boston, which each have very particular flood risks and land ownership structures. More than simply a planning exercise, the project is pushing forward to create the frameworks and stakeholder buy-in for implementation including funding and regulatory changes.

CivicMoxie is leading the stakeholder outreach and engagement part of the work as part of the larger Arcadis consulting team. The firm's work includes graphics to ensure that these complex climate change concepts and design solutions are user friendly to all stakeholders. CivicMoxie has been instrumental in creating the overall outreach and engagement strategy that includes focus group sessions with smaller geographic areas of South Boston to ensure that property owners are all talking to one another and that solutions, funding, and overall strategies are supported by all. As part of the multidisciplinary team, CivicMoxie helped to prepare and execute two interactive open houses with hundreds of attendees and numerous focus groups on geographic area issues as well as funding and regulatory concerns.

Project website: <http://www.greenovateboston.org/>



CIVICMOXIE - SELECTED PROJECTS

PROJECT EXPERIENCE GRID

	Arts & Culture / Master Planning	Placemaking + Creative Placemaking	Multi-Client member team collaboration	Community Workshops	Stakeholder Interviews	Innovative / Non-traditional Outreach and Engagement	Data Collection/Surveys	Pilot Projects	Design and Implement Field Trips	RFP Preparation	Website Creation / Social Media Strategy	Resilient Design / Green Infrastructure	Marketing Strategies
CHARLESTOWN NAVY YARD PUBLIC REALM ACTIVATION PLAN	●	●											
NEW ROCHELLE ARTS DISTRICT MASTER PLAN	●	●		●	●	●	●			●	●		●
MANCHESTER CONNECTS		●	●	●		●		●			●	●	●
NEW ORLEANS ART WALK	●	●	●								●		
CREATE DUNWOODY ARTS + CULTURE MASTER PLAN	●	●	●	●	●	●	●						
BELTLINE ARTS + CULTURE STRATEGIC IMPLEMENTATION PLAN	●	●		●	●	●				●			
PLACES IN THE MAKING		●			●			●					
IMAGINE SANTURCE	●		●	●	●	●		●			●		●
CLIMATE READY SOUTH BOSTON			●	●	●	●	●					●	
REVITALIZATION OF URBAN MAIN STREETS WORKSHOPS (AND OTHER MIT CLASSES)									●	●			●



RESUMES



Planner, Licensed Architect, New York, NCARB Certification #41,596**Professional Practice**

Susan Silberberg is the Founder and Principal of CivicMoxie, LLC, a collaborative planning and urban design group with deep experience in arts and culture, placemaking, urban design, community engagement, and revitalization. Susan taught in the Department of Urban Studies and Planning for 13 years and is the lead author of the MIT publication “Places in the Making: How placemaking builds places and communities.” Her firm focuses on innovative and multidisciplinary strategies to ensure planning leads to action. Susan uniquely combines expertise in urban planning with a deep knowledge of arts and culture to ensure that creative placemaking and arts and cultural plans are embedded within the larger context of what makes cities and towns tick. Susan’s experience ranges from a business plan for the nonprofit Artists for Humanity, to strategic plans for museums and cultural sites, to affordable space planning for arts organizations to creative placemaking in Burlington, VT and arts public space planning for Art Walk in New Orleans. She has prepared cultural plans and arts district master plans. Susan prepared Phase 1 of the Cultural Plan for Portland, ME, and led CivicMoxie’s preparation of the Arts + Cultural Strategic Implementation Plan for the BeltLine in Atlanta, GA. Susan also worked on strategic planning for a former Air Force Base on Cape Cod National Seashore in MA. Susan speaks and conducts workshops on the power of placemaking around the world and was invited to the United Nations European Council on Economic Development in Geneva in 2015 to speak on economic development and has a 2014 TEDx talk on placemaking. She most recently participated in a panel discussion on community engagement and equity at the Stockholm Technical Institute in May 2017.

Education

MIT, Master in City Planning Pratt Institute, Bachelor of Architecture

Selected ProjectsArts and Cultural Planning

Cultural Master Plan, Town of North Hempstead, Long Island, NY
 Create Dunwoody Arts + Cultural Master Plan, Dunwoody, GA
 Arts + Cultural Strategic Implementation Plan for the BeltLine, Atlanta, GA
 Cultural Master Plan, Phase 1, Portland, ME
 Arts + Cultural District Master Plan, New Rochelle, NY
 PlanBTV South End Creative Placemaking Project, Burlington, VT
 MetLife Innovative Space Awards
 Imagine Santurce Arts and Cultural District Planning, San Juan, Puerto Rico
 Artist Space Feasibility Study, Jacksonville, FL
 Public Realm Activation Plan, Charlestown Navy Yard, Boston, MA
 Plan for Cultural, Educational and Non-profit uses on the Boston Waterfront, Boston, MA
 Worcester, MA Arts District Master Plan
 Business Plan for Artists for Humanity, EpiCenter, Boston, MA
 Strategic and Master Plan for Provincetown Museum and Monument, Provincetown, MA
 Strategic Planning for Cape Cod National Seashore Air Force Base Cultural Center

Land Planning and Regulatory

Mariner’s Way Discovery + Action Plan, Old Saybrook, CT
 Kensington Village TOD Plan, Berlin, CT
 PlanBTV South End, Burlington, VT
 Town of Brookline 9th Elementary School Site Identification Study, Brookline, MA
 Revitalization/Placemaking for Santurce, San Juan, Puerto Rico
 Brickbottom Neighborhood Plan, Somerville, MA
 Union Square Gateway Development Plan, Somerville, MA
 20/20 Vision for Concord, NH
 Public Realm Activation Plan, Charlestown Navy Yard, Boston, MA
 West Rock Public Housing Re-Design, New Haven, CT



Lyndon DeSalvo, Planner / Project Manager

Professional Practice

Lyndon DeSalvo is a Planner / Project Manager at CivicMoxie, where he excels in thinking at multiple scales, from regional perspectives to site-specific design, and integrating solutions that are informed by authentic community engagement and the natural landscape. As a city planner and conservationist, Lyndon is committed to fostering more resilient communities, and the resultant improved outcomes for both people and the environment. Most recently, Lyndon has contributed to climate resiliency and neighborhood planning projects throughout the Northeast and managed two projects focused on arts and cultural development in the Atlanta region. Before joining CivicMoxie, Lyndon was in Philadelphia, where he worked towards the reactivation of vacant lots for community use, the expansion of the urban trail network, and the advancement of the City's green infrastructure program. Lyndon has also worked for the Nature Conservancy in Vermont where he spent his time stewarding natural areas, coordinating volunteers, and managing several projects on nature preserves throughout the state.

Education

University of Pennsylvania School of Design, Master of City Planning, Land Use & Environmental Planning
Carleton College, Bachelor of Arts, Studio Art and Latin American Studies (*double major*)

Selected Projects

Atlanta BeltLine Arts & Culture Strategic Implementation Plan, Atlanta, GA

As project manager, Lyndon led this effort to develop an arts and culture implementation plan for the Atlanta BeltLine, which sought to promote the everyday culture, local heritage, and artistic practices of the neighborhoods adjacent to the Beltline while also offering opportunities for the display of world-class art. The Plan will enable ABI to consider programs, art installations, and the development of cultural facilities and real estate that enhance the Atlanta BeltLine's identity as a creative civic space, spur economic development, and improve the quality of life for residents throughout the city and region.

Climate Ready South Boston, Boston, MA

Climate Ready South Boston is seeking to develop coastal resilience measures for the Fort Point Channel and South Boston Waterfront that both mitigates coastal flooding and benefits surrounding neighborhoods. A key member of the consultant team, Lyndon is helping to coordinate the robust outreach and engagement efforts, which is tapping a diverse range of stakeholders and will identify key investment areas and opportunities for collaboration.

Dunwoody Arts & Culture Master Plan, Dunwoody, GA

Lyndon is helping to manage the arts and culture planning process for the City of Dunwoody, which seeks to support opportunities for placemaking and vibrant public spaces, enhanced economic development, and overall quality of life. Key recommendations stemming from discussions with the public and constituents include the creation of an arts council as well as identifying scenarios for improved accessibility and space for existing art institutions.

Greening the Elevated, Philadelphia PA

Greening the Elevated examined opportunities to expand the Philadelphia Water Department's green stormwater infrastructure program along elevated transit corridors throughout the City. Lyndon helped lead the project team, in concert with planners and policymakers at PWD, to identify potential solutions that maximized stormwater capture as well as community benefits. The plan ultimately focused on priority corridors in three Philadelphia neighborhoods: the Market-Frankford Line in Kensington, the 25th Street Viaduct in Point Breeze/Grays Ferry, and I-95 in South Philadelphia.

Envision Concord: Bridge to 2030, Concord, MA

Lyndon is a crucial member of the project team working on Concord's comprehensive long-range plan, which is planning a vibrant future for the Town while staying true to its past. He contributes to all aspects of the planning process, including project coordination, graphics and mapping, community engagement, and smart growth analyses for the two historic downtown areas.

Marshall DeGarmo, Planner / Designer

Professional Practice

Marshall DeGarmo is a Planner / Designer at CivicMoxie, where who believes in the power of landscapes to create vibrant, sustainable communities. Leveraging his sociological background, Marshall brings a people-first perspective to the design process. He believes in the power of the environment to foster positive outcomes for its inhabitants and is committed to the creation of more equitable outcomes for urban communities.

Most recently, Marshall has contributed to a wide range of projects focused on arts and cultural development and contributed to climate resiliency planning and comprehensive planning efforts in New England. Before joining CivicMoxie, Marshall was in Boston, where he worked towards the completion of his Master of Design for Sustainable Urban Environments from Northeastern University. During his time as a graduate student, he completed projects spanning a number of topics including climate change adaptation, social justice, placemaking, carbon farming, and ecological engineering. He also worked as an intern at Sasaki Associates, where he contributed to a number of multidisciplinary projects across a range of subjects.

Education

Northeastern University, Master of Design for Sustainable Urban Environments
SUNY Geneseo, Bachelor of Arts, Sociology

Selected Projects

Imagine Sharon Comprehensive Plan, Sharon, MA

Marshall is a member of the project team working on Imagine Sharon, Sharon's comprehensive long-range planning effort. In addition to contributing to all aspects of the planning process, Marshall has contributed to the initial branding of the project, creating logos and graphics for early community engagement efforts.

Dunwoody Arts & Culture Master Plan, Dunwoody, GA

Marshall is involved in the arts and culture planning process for the City of Dunwoody, which seeks to support opportunities for placemaking and vibrant public spaces, enhanced economic development, and overall quality of life. Marshall has contributed to the project through various mapping and graphic summaries of community engagement efforts.

Climate Ready South Boston, Boston, MA

Climate Ready South Boston is seeking to develop coastal resilience measures for the Fort Point Channel and South Boston Waterfront that both mitigates coastal flooding and benefits surrounding neighborhoods. A member of the consultant team, Marshall is helping to support outreach and engagement efforts both on the ground as well as in the preparation of print and digital engagement materials for release to the general public.

Envision Concord: Bridge to 2030, Concord, MA

Lyndon is a member of the project team working on Concord's comprehensive long-range plan, which is planning a vibrant future for the Town while staying true to its past. He contributes to all aspects of the planning process, including community engagement, graphics and mapping, and project coordination.

REQUIRED FORMS + PROJECT BUDGET



THE FOLLOWING WILL BE SUBMITTED WITH THE PROPOSAL

List items to be performed by CONTRACTOR's own forces and the estimated total cost of these items.
(Use additional sheets if necessary.)

A! \$10,000	D! \$30,000
B! \$3,000	E! \$3,000
C! \$3,000	\$49,000.00

SUBCONTRACTORS

The Proposer further proposes that the following subcontracting firms or businesses will be awarded subcontracts for the following portions of the work in the event that the Proposer is awarded the Contract:

N/A FOR SUBCONTRACTORS

Name	STIPENDS & TRAVEL FOR PARK ARTS TEAM + CULTURAL PARTNERS, ELCPART WORKSHOP		
	City	State	Zip
	TOTAL \$26,000.00		

Name

Street

City

State

Zip

PROPOSER

The name of the Proposer submitting this Proposal is

CIVICMOXIE, LLC doing business at

1 HOLDEN ST #218	BROOKLINE	MA	02445
Street	City	State	Zip

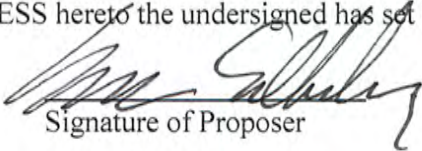
which is the address to which all communications concerned with this Proposal and with the Contract shall be sent.

The names of the principal officers of the corporation submitting this Proposal, or of the partnership, or of all persons interested in this Proposal as principals are as follows:

SUSAN SILBERBERG, PRINCIPAL

If Sole Proprietor or Partnership

IN WITNESS hereto the undersigned has set his (its) hand this 19 day of JUNE 2018.


Signature of Proposer

PRINCIPAL
Title

If Corporation

IN WITNESS WHEREOF the undersigned corporation has caused this instrument to be executed and its seal affixed by its duly authorized officers this _____ day of _____ 2018.

(SEAL)

Name of Corporation

By _____

Title _____

Attest _____

Sworn and subscribed before this 19th day of June, 20 18

Inesa Hila

NOTARY PUBLIC, State of Massachusetts, at Large

My Commission Expires: 09/14/2023



NON-COLLUSION AFFIDAVIT

Massachusetts
STATE OF ~~FLORIDA~~)
Norfolk : SS
COUNTY OF ~~MONROE~~)

I, the undersigned hereby declares that the only persons or parties interested in this Proposal are those named herein, that this Proposal is, in all respects, fair and without fraud, that it is made without collusion with any official of the Owner, and that the Proposal is made without any connection or collusion with any person submitting another Proposal on this Contract.

By: *[Signature]*
SUSAN SILBERBERG,
PRINCIPAL

Sworn and subscribed before me this

19 day of JUNE, 2018.

Diana Hwang
NOTARY PUBLIC, ~~State of Florida at Large~~ *MASSACHUSETTS*

My Commission Expires: 09/14/2023



ANTI - KICKBACK AFFIDAVIT

STATE OF Massachusetts
COUNTY OF Norfolk) : SS

I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein bid will be paid to any employees of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

By:

Susan Silberberg, PRINCIPAL
SUSAN SILBERBERG

Sworn and subscribed before me this 19 day of JUNE, 2018.

Inesa Hila

NOTARY PUBLIC, State of Massachusetts at Large

My Commission Expires: 09/14/2023



SWORN STATEMENT UNDER SECTION 287.133(3)(A)
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid or Proposal for RFP #009-18
ARTS + CULTURE MASTER PLAN FOR TRUMAN WATERFRONT PARK
2. This sworn statement is submitted by CIVICMOXIE, LLC
(Name of entity submitting sworn statement)
whose business address is 1 HOLDEN ST # 218 BROOKLINE, MA
02445
and (if applicable) its Federal Employer Identification Number (FEIN) is 462995114

(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement)
3. My name is SUSAN SILBERBERG
(Please print name of individual signing)
and my relationship to the entity named above is PRINCIPAL
4. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including but not limited to, any bid or contract for goods or services to be provided to any public or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, material misrepresentation.
5. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication guilt, in any federal or state trial court of record relating to charges brought by indictment information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means

- a. A predecessor or successor of a person convicted of a public entity crime; or
 - b. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
7. I understand that a "person" as defined in Paragraph 287.133(1)(8), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
8. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies).

☒ Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989, AND (Please indicate which additional statement applies.)

_____ There has been a proceeding concerning the conviction before a hearing of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted VENDOR list. (Please attach a copy of the final order.)

_____ The person or affiliate was placed on the convicted VENDOR list. There has been a subsequent proceeding before a hearing officer of the State of

Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted VENDOR list. (Please attach a copy of the final order.)

_____ The person or affiliate has not been put on the convicted VENDOR list. (Please describe any action taken by or pending with the Department of General Services.)

[Signature]
(Signature)
6/19/18
(Date)

STATE OF Massachusetts

COUNTY OF Norfolk

PERSONALLY APPEARED BEFORE ME, the undersigned authority,

SUSAN SILBERBERG who, after first being sworn by me, affixed his/her
(Name of individual signing)

Signature in the space provided above on this 19 day of JUNE, 2018.

My commission expires: 09/14/2023

[Signature]
NOTARY PUBLIC



CITY OF KEY WEST INDEMNIFICATION FORM

To the fullest extent permitted by law, the VENDOR expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents and employees (herein called the "indemnitees") from any and all liability for damages, including, if allowed by law, reasonable attorney's fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, caused in whole or in part by any act, omission, or default by VENDOR or its subcontractors, material men, or agents of any tier or their employees, arising out of this agreement or its performance, including any such damages caused in whole or in part by any act, omission or default of any indemnitee, but specifically excluding any claims of, or damages against an indemnitee resulting from such indemnitee's gross negligence, or the willful, wanton or intentional misconduct of such indemnitee or for statutory violation or punitive damages except and to the extent the statutory violation or punitive damages are caused by or result from the acts or omissions of the VENDOR or its subcontractors, material men or agents of any tier or their respective employees.

VENDOR: CIVICMOXIE, LLC SEAL: _____
1 HOLDEN ST # 218, BROOKLINE, MA 02445
Address _____
[Signature]
Signature _____
SUSAN SILBERBERG
Print Name _____
PRINCIPAL
Title _____
DATE: 6/19/18

Sworn and subscribed before this 19 day of JUNE, 20 18

NOTARY PUBLIC, State of Massachusetts, at Large

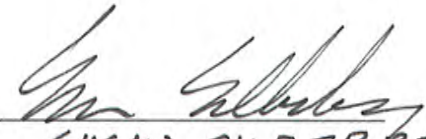
My Commission Expires: 09/14/2023



EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF Massachusetts)
: SS
COUNTY OF Norfolk)

I, the undersigned hereby duly sworn, depose and say that the firm of CIVICMOXIE, LLC provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses per City of Key West Ordinance Sec. 2-799.

By: 
SUSAN SILBERBERG

Sworn and subscribed before this 19 day of JUNE, 20 18

NOTARY PUBLIC, State of Massachusetts, at Large

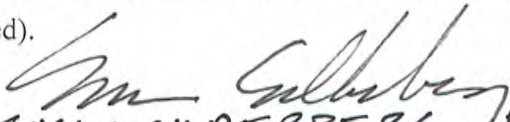
My Commission Expires: 09/14/2023



CONE OF SILENCE AFFIDAVIT

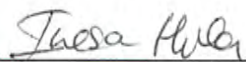
STATE OF Massachusetts)
 : SS
COUNTY OF Norfolk)

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of CIVICMOXIE, LLC have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).

By:  SUSAN SILBERBERG, PRINCIPAL

Sworn and subscribed before me this

19 day of JUNE 2018.



NOTARY PUBLIC, State of Massachusetts at Large

My Commission Expires: 09/14/2023



- (a) *Definitions.* For purposes of this section, reference to one gender shall include the other, use of the plural shall include the singular, and use of the singular shall include the plural. The following definitions apply unless the context in which the word or phrase is used requires a different definition:
- (1) *Competitive solicitation* means a formal process by the City of Key West relating to the acquisition of goods or services, which process is intended to provide an equal and open opportunity to qualified persons and entities to be selected to provide the goods or services. Competitive solicitation shall include request for proposals ("RFP"), request for qualifications ("RFQ"), request for letters of interest ("RFLI"), invitation to bid ("ITB") or any other advertised solicitation.
 - (2) *Cone of silence* means a period of time during which there is a prohibition on communication regarding a particular competitive solicitation.
 - (3) *Evaluation or selection committee* means a group of persons appointed or designated by the city to evaluate, rank, select, or make a recommendation regarding a vendor or the vendor's response to the competitive solicitation. A member of such a committee shall be deemed a city official for the purposes of subsection (c) below.
 - (4) *Vendor* means a person or entity that has entered into or that desires to enter into a contract with the City of Key West or that seeks an award from the city to provide goods, perform a service, render an opinion or advice, or make a recommendation related to a competitive solicitation for compensation or other consideration.
 - (5) *Vendor's representative* means an owner, individual, employee, partner, officer, or member of the board of directors of a vendor, or a consultant, lobbyist, or actual or potential subcontractor or sub-consultant who acts at the behest of a vendor in communicating regarding a competitive solicitation.
- (b) *Prohibited communications.* A cone of silence shall be in effect during the course of a competitive solicitation and prohibit:
- (1) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the city's administrative staff including, but not limited to, the city manager and his or her staff;
 - (2) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the mayor, city commissioners, or their respective staff;
 - (3) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and any member of a city evaluation and/or selection committee therefore; and
 - (4) Any communication regarding a particular competitive solicitation between the mayor, city commissioners, or their respective staff, and a member of a city evaluation and/or selection committee therefore.
- (c) *Permitted communications.* Notwithstanding the foregoing, nothing contained herein shall prohibit:
- (1) Communication between members of the public who are not vendors or a vendor's representative and any city employee, official or member of the city commission;
 - (2) Communications in writing at any time with any city employee, official or member of the city commission, unless specifically prohibited by the applicable competitive solicitation.
- (A) However, any written communication must be filed with the city clerk. Any city employee, official or member of the city commission receiving or making any written communication must immediately file it with the city clerk.
- (B) The city clerk shall include all written communication as part of the agenda item when publishing information related to a particular competitive solicitation;
- (3) Oral communications at duly noticed pre-bid conferences;
 - (4) Oral presentations before publicly noticed evaluation and/or selection committees;
 - (5) Contract discussions during any duly noticed public meeting;

- (6) Public presentations made to the city commission or advisory body thereof during any duly noticed public meeting;
 - (7) Contract negotiations with city staff following the award of a competitive solicitation by the city commission; or
 - (8) Purchases exempt from the competitive process pursuant to section 2-797 of these Code of Ordinances;
- (d) *Procedure.*
- (1) The cone of silence shall be imposed upon each competitive solicitation at the time of public notice of such solicitation as provided by section 2-826 of this Code. Public notice of the cone of silence shall be included in the notice of the competitive solicitation. The city manager shall issue a written notice of the release of each competitive solicitation to the affected departments, with a copy thereof to each commission member, and shall include in any public solicitation for goods and services a statement disclosing the requirements of this ordinance.
 - (2) The cone of silence shall terminate at the time the city commission or other authorized body makes final award or gives final approval of a contract, rejects all bids or responses to the competitive solicitation, or takes other action which ends the competitive solicitation.
 - (3) Any city employee, official or member of the city commission that is approached concerning a competitive solicitation while the cone of silence is in effect shall notify such individual of the prohibitions contained in this section. While the cone of silence is in effect, any city employee, official or member of the city commission who is the recipient of any oral communication by a potential vendor or vendor's representative in violation of this section shall create a written record of the event. The record shall indicate the date of such communication, the persons with whom such communication occurred, and a general summation of the communication.
- (e) *Violations/penalties and procedures.*
- (1) A sworn complaint alleging a violation of this ordinance may be filed with the city attorney's office. In each such instance, an initial investigation shall be performed to determine the existence of a violation. If a violation is found to exist, the penalties and process shall be as provided in section 1-15 of this Code.
 - (2) In addition to the penalties described herein and otherwise provided by law, a violation of this ordinance shall render the competitive solicitation void at the discretion of the city commission.
 - (3) Any person who violates a provision of this section shall be prohibited from serving on a City of Key West advisory board, evaluation and/or selection committee.
 - (4) In addition to any other penalty provided by law, violation of any provision of this ordinance by a City of Key West employee shall subject said employee to disciplinary action up to and including dismissal.
 - (5) If a vendor is determined to have violated the provisions of this section on two more occasions it shall constitute evidence under City Code section 2-834 that the vendor is not properly qualified to carry out the obligations or to complete the work contemplated by any new competitive solicitation. The city's purchasing agent shall also commence any available debarment from city work proceeding that may be available upon a finding of two or more violations by a vendor of this section.

(Ord. No. 13-11, § 1, 6-18-2013)



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/19/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Boynton Insurance Agency 72 River Park Street Needham MA 02494		CONTACT NAME: Boynton Insurance PHONE (A/C, No, Ext): (781) 449-6786 E-MAIL ADDRESS: certificates@boyntonins.com FAX (A/C, No): (781) 449-4269	
INSURED CivicMoxie LLC 1 Holden Street Suite 218 Brookline MA 02445		INSURER(S) AFFORDING COVERAGE INSURER A: Sentinel Insurance Co Ltd INSURER B: Hartford Accident & Indemnity INSURER C: Continental Casualty Company INSURER D: INSURER E: INSURER F:	
		NAIC # 11000 22357 20443	

COVERAGES**CERTIFICATE NUMBER:** CL1711812647**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			08SBAIM9876	12/19/2017	12/19/2018	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS			08SBAIM9876	12/19/2017	12/19/2018	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$
	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y/N <input checked="" type="checkbox"/> N/A			08WECCS1235	12/19/2017	12/19/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liability Knowledge date 9/22/2015			MCH591893471	9/22/2015	9/22/2018	Per claim (\$1,000 deductible) \$2,000,000 Annual Aggregate \$4,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Issued for evidence of insurance only.

CERTIFICATE HOLDER**CANCELLATION**

City of Key West 1300 White Street Key West, FL 33040	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE Joseph Micik/JPM <i>Joseph Micik</i>

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Corporate Filing Payment

Thank you for filing your Corporate document online.

Your confirmation number is 500314829745.

Your charge amount is \$160.00.

	Description	CivicMoxie labor and travel expenses	Stipends and EcoArt Workshop	Not-to-Exceed Milestone Payment
A	Project Administration			\$ 10,000
	CivicMoxie labor	9,000		
	CivicMoxie travel	1,000		
B	Public Engagement			\$ 20,000
	Park Arts Vision Team stipends (10 x \$1400)		14,000	
	Cultural partners (2 x \$1500)		3,000	
	CivicMoxie labor	3,000		
C	EcoArt Workshop			\$ 12,000
	CivicMoxie labor for planning workshop (moved 10% (\$1000) from eco-workshop travel to CivicMoxie planning and participation labor)	3,000		
	Participant travel – assume one full day workshop		9,000	
D	Truman Waterfront Arts & Culture Master Plan	30,000		\$ 30,000
E	Public Art Performance	3,000		
	TOTAL AWARD:	\$49,000	\$26,000	\$ 75,000