RFP #009-18 ARTS & CULTURE MASTER PLAN CONSULTANT— TRUMAN WATERFRONT PARK

PRESENTED BY

aguamarina enterprises

CONFIDENTIALITY OF PROPOSAL:

The contents of this proposal, in its entirety, is to be considered confidential for internal review by the City of Key West's specified personnel only, and is not permitted to be disclosed to the public or to any competitors.



Kristina Callaway, Manager Aguamarina Enterprises LLC 2601 S. Roosevelt Boulevard, 504B Key West, FL 33040 (305) 900-8272

Dear Selection Committee Members:

Thank you for the opportunity to respond to your RFP for the Arts & Culture Master Plan Consultant— Truman Waterfront Park. The project, and the prospect of managing it, are as exciting to me as they are well-matched to my expertise, experience, and background.

I've had a lifelong love of Key West. I grew up here and love its special environment, culture, and people. After living and working in several areas of the U.S., I returned in 2012 and have made Key West my home since then.

My entire career has been dedicated to arts engagement, education, planning, and more, including the skills you need for this project. As a local resident, I can take the project through completion in March 2019. And, I hope for continuing opportunities for service, including replication of this plan and project.

In 2008, I started my arts management and consulting services company in Hilton Head, South Carolina, called Kristina Callaway LLC. In 2012, when I relocated to Key West, I renamed my company Aguamarina Enterprises LLC.

As you'll see detailed in the "Qualifications" section, I specialize in arts engagement, public and performing arts planning, performing arts facility sustainability, and business planning, and have a special ability to establish creative place-making celebrations. I have more than two decades of diverse experience in cultivating, curating, and spotlighting the visual and performing arts in small towns and major cities. I have been a leader in conducting arts facility needs assessments and developing viable, replicable future use plans. I've worked with local, regional, state, and national granting organizations paired with fundraising efforts. You'll also see in my resume a list of awards and other recognition for my work, accolades that illustrate my actions for, and commitment to, excellence in strategic planning, implementation, and evaluation in arts and education.

I plan to partner with Wolfe Creative Marketing to provide marketing expertise and support for the Truman Waterfront Park project. Since 2008, I have worked closely with this dynamic group to help clients get the best results from their marketing dollars for everything from marketing plans and campaigns to logos, print and digital ads, brochures, websites, newsletters, e-blasts, and press releases. Both Aguamarina Enterprises LLC and Wolfe Creative Marketing are women's business enterprises.

> Kristina Callaway 305.900.8272 kristykw@icloud.com

The Truman Waterfront Park is already a very special place, with its rich history and breathtaking marine environment.

In May of this year, I was privileged to organize an educational field trip to the park for a group of 100 fourth grade students, teachers, and parents from Poinciana Elementary School. We took the iconic Conch Train to the Eco-Discovery Center, where we toured its interactive exhibits, viewed the conservation education film, and reflected on how to be the keepers of our environment. Students toured the floating CGC Ingham Museum and enjoyed the playground along with families of tourists, all of whom seemed to have a special affinity for the splash zone. We picnicked on the undulating park hills and tossed balls and Frisbees in the expansive grassy areas. The students were particularly pleased that Poinciana trees would soon be planted, since they had recently written letters to support its designation as the official tree of Key West. We all embraced, and were grateful for, our park that day.

I hope that my qualifications and passion for this project convince you that I am the person to help bring Truman Waterfront Park to its full potential as an exceptional arts and cultural destination for residents and visitors.

Sincerely,

Kristina Callaway Manager Aguamarina Enterprises LLC

QUALIFICATIONS

Grants Management

In the first decade of my arts administration career, I successfully applied for and managed the following grants:

- South Carolina Arts Commission Artist in Education (\$45,000 annual matching grant),
- SCAC Arts in the Basic Curriculum Project (\$15,000 annual matching grant),
- The Kennedy Center Alliance for Arts Education & Partners in Education Action Research Program (\$7,500 matching grant),
- South Carolina Department of Education Professional Development Grant (ongoing multiproject), and the
- U.S. Department of Education Model Development and Dissemination Grants Program (\$1.2M 3-year grant; managed two grants back to back).

Public Art

My first experience with public art was in **Beaufort, SC**, as an educational partner (school district representative) for the 1999 installation of "Chicago Cows on Parade," which became "Cows on Vacation" when the exhibit travelled to Beaufort. I subsequently facilitated a local version of that project; local artists created large-scale shrimp to illustrate a sense of place for the Sea Islands of Beaufort County, which boasts a bountiful local seafood industry. The cows and shrimp were followed by a visiting exhibit of pigs from Cincinnati, OH, called "The Big Pig Gig." All three projects were a delightful stream of opportunities to call and respond to art in public places.



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QUALIFICATIONS

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Often, creating a sense of place involves recognizing and magnifying the beauty of what is already in anchored in place. During these early years, I was an adjunct professor teaching a variety of courses, including a series focused on the **Gullah People of the Sea Islands.** Working with a nationally recognized folklorist to understand how to curate cultural expertise from within one's community, I sought out respected Gullah historians, folklorists, artists, artisans, weavers, chefs, farmers, shrimpers, boat makers, church leaders, and diverse community representatives to teach about their role in their society. This group of Gullah elders demonstrated their knowledge, practices, and services to the community while conveying and preserving their culture. The Penn Center, a South Carolina historical legacy and cultural treasure, hosted all events on their campus. Many of these connections formed during these courses blossomed into long-term teaching-artist relationships and were woven into the school district's artist-in-education programming.

In 2009, the **Town of Hilton Head Island and the Community Foundation of the Lowcountry** recruited me to envision and implement a public art program featuring an exhibit of curated artists at the historic Honey Horn Plantation, which was converted into the Coastal Discovery Museum. This majestic property consists of salt marshes, open fields, centuries old live oak trees, and a collection of the oldest buildings on Hilton Head Island. The mission of the Coastal Discovery Museum is to teach the public about the natural history and cultural heritage of the Lowcountry. The Community Foundation of the Lowcountry's Public Art Fund involved: purchasing/installing a \$120,000 figurative piece and dozens of \$1,500 maquettes for significant donors, installing 20 juried pieces on a 68-acre campus, providing selected artists sculpture transportation and lodging stipends, selecting a \$40,000 prize purchase, and permanent installation. Our exhibition purposefully overlapped with the annual Concours D'Elegance event on the same property, compelling a sophisticated collaboration of site allocation for sculptures and cars on display.



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QUALIFICATIONS

I took advantage of major events and festivals to promote and seek input from the community, both residents and visitors, hosting meet and greet booths, launching a social media campaign, speaking at civic meetings, and interviewing residents and tourists on their paths.

- The Heritage Golf Tournament is an annual event in Hilton Head's Sea Pines, a progressive landuse planning and eco-sensitive development masterfully created by Charles E. Fraser. We used the name, the brand, and the tournament to promote and fundraise for public art.
- We began by making Hilton Head's founding father, Charles E. Fraser, the center piece of the Bronze Project in a reclaimed blighted commercial area, soon to be transformed into a vibrant park with water features and indigenous landscaped walking paths.
- The momentum from the Frazer Bronze emboldened the community to think bigger and begin a long-term acquisition process for a series of designated redevelopment sites. For example, the bronze, "Marsh Tacky Horses," (the state horse of SC) was voted via social media to be the prize purchase. Installed on a marshy bluff next to the main highway through Hilton Head Island, it replaced a crop of derelict buildings that had blocked the view of the Intercoastal Waterway. It was an exciting time to be at the beginning of a community's commitment to the thoughtful procurement of public art.



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QUALIFICATIONS

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Project Management and Organizational Leadership

In my role as the Executive Director for Arts Schools Network (ASN) I created awards, scholarships, educational, and Exemplary School programs, as well as planned large-scale annual events and regional retreats. Annually, I managed a \$300,000 budget with subcontractor services, and procured \$200,000 of project/program specific, in kind services from various partners.

- The **ASN Awards program** was a competitive process to identify and recognize best practices, as well as outstanding schools, individuals, and community partnerships, creating visibility and opportunities for replication.
- On Your Way, ASN's scholarship program, invited students to compete for cash prizes and networking opportunities with admission representatives from top arts schools in the USA, and provided performance opportunities for award winners in the Disney parks (CA and FL) and in NYC.
- The **Exemplary School designation program** encouraged arts schools to strive for excellence by conducting a self-evaluation against a rigorous framework, as well as strategic planning for institutional goals. Schools must reapply for the status regularly, demonstrating milestone achievements and future goal setting.



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QUALIFICATIONS

- Know More Webinars were brief, online presentations given by members and other arts and education experts on current issues, best practices, and special programs of interest to arts school leaders. The webinars were aired live, and were also archived for member access at their convenience.
- Events Planning

From 2008 to 2016, I planned ASN's Annual Conference, retreats, and collaboration meetings in arts-rich locations. Content included best practices in arts education, needs assessment, facilities planning, fund-raising, workshops, student performances, vital current issues, and more. Teaming with dozens of local partners, I organized multi-day educational sessions, special events, and inspirational networking experiences for participants. Locations included: Charleston, SC; Chicago, IL; Dallas, TX; Denver, CO; Detroit, MI; Houston, TX; Idyllwild, CA; Jacksonville, FL; Miami, FL; New Orleans, LA; New York City, NY; Orlando, FL; Pittsburgh, PA; Savannah, GA; Seattle, WA; Southern California (Anaheim, Coronado, Laguna, Los Angeles, Orange County, and San Diego); Traverse City, MI; Washington, DC; and West Palm Beach, FL.



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QUALIFICATIONS

Marketing

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Aguamarina Enterprises has partnered with **Wolfe Creative Marketing** for a wide range of marketing services since 2008. Founded in 2003, Wolfe Creative has consistently provided high level, affordable advertising services for businesses and organizations throughout North America. This tight team of professionals gives clients competitive rates in addition to top quality customer service and finished work.

Wolfe's expertise include concept development, copy writing, design, websites, public relations, digital marketing, social media, and PPC and SEO management that are vital to building and supporting a strong and memorable brand. Wolfe is a streamlined team of general manager and creative director, graphic designers, writers, web developers, SEO expert and production support that can provide the expert marketing and community engagement support that Truman Waterfront Park requires for this project. Wolfe's long-term clients exemplify the firm's ability to provide creative, quality work and excellent service for community organizations.

Wolfe's approach is to help clients identify their needs and work with them to develop effective strategies that will grow along with their organization. Every project begins with a collaborative discovery phase to learn in depth an organization's needs and goals, to shape plans, and to create and deliver the best results every step of the way. Wolfe always strives to provide the best work first time out. Even during a hurricane, Wolfe have yet to miss a deadline.



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QUALIFICATIONS

Among Wolfe's many excellent client collaborations, its work with the Arts School Network speaks well to Wolfe's success in the non-profit arts and education sector. Wolfe has enjoyed a long and successful relationship with the organization for more than 10 years, in which it has provided branding, graphic design, website design and support, writing, publicity, program naming and promotion, social media, membership drives, event planning and support, and more.

Wolfe Creative Marketing has also enjoyed a long and fruitful relationship with the Hilton Head Island-Bluffton Chamber of Commerce, providing digital and print ads, e-communications, and special event promotions for residents and tourists.

"Our Visitor & Convention Bureau has worked with Wolfe Creative over the past decade on a diverse variety of marketing and promotional projects. Sheryle and her team develop and execute top quality creative in digital and print media as well as collateral and presentation projects. When we have a time sensitive project, we know we can count on them to deliver on time with that same brand-consistent, high quality manner. We are so fortunate to have this great working relationship with Wolfe Creative."

Susan Bryant Thomas, Former Sr. Vice President,

Visitor & Convention Bureau, Hilton Head Island-Bluffton Chamber of Commerce



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METHODOLOGY AND APPROACH

This section of the proposal provides a general understanding of the project, an approach to community engagement, experience in placemaking, and a proposed schedule for completion of the tasks within the Scope of Services.

Project

I am proposing my services as the Consultant for the Arts & Cultural Master Plan for the Truman Waterfront Park. The role will be to develop the Plan that includes creative placemaking to strengthen the community and connect Key West's Historic Old Town and the waterfront park area as a community gathering place.

Expertise

Within Section 2, Qualifications, I have detailed my experience with public art and placemaking in marine and ecological environments, specifically Beaufort and Hilton Head Island, SC.

My skills in communication, documentation, execution, reflection, and reporting enable me to amplify and expand opportunities for my collective communities.

Initial Approach

Upon contract signing, I will meet with relevant staff from the City of Key West and the Public Art Administrator to gain a deeper understanding of the Master Plan expectations, desired engagement strategies, and final outcomes. The City's Sustainability Coordinator and the Public Art Administrator will serve as critical partners to ensure alignment of project plans and activities with intent.

I will review the specific details of the NEA Our Town Grant project agreement and reporting requirements and build these into the project process. Documentation of activities and accomplishments will begin immediately because the NEA has specific rules, regulations, policies and procedures to manage and administer a grant or cooperative agreement (award), including forms, guidance, and reporting requirements that govern the grant award.

It will also be valuable to review upcoming events in the Park and Amphitheater for insight on recent and future use trends. I propose networking with renewable energy sector representatives who have relationships with city staff to investigate how the Park might host and showcase innovative green partnerships.

METHODOLOGY AND APPROACH

Approach to Community Engagement

Through meetings, and guided by various advisory, board, and commission groups, we will:

- Determine what information we want and need
- Develop tools to collect information
- Lay out strategies to solicit engagement

The Stakeholder Kick Off Meeting will establish the parameters of the collective engagement effort and the Eco-Art Workshop will orient community members, officials and design professionals to a design approach addressing environmental challenges. The workshop focus will be on both art that has a function and green infrastructure that is aesthetically pleasing. The workshop will include a 10 to 15-person field trip to South Florida to see concepts in real life.

We must define how our diverse stakeholders' input will contribute to a plan of action that reflects a consensus view of participants' issues, vision, and goals, including long and short-term expectations. And finally, we will determine how to deliver tangible, visible, progress in steps/phases.

A dynamic website and social media presence and other marketing techniques will be established at the outset for engagement. Adding a project webpage to either the City of Key West or the Florida Keys Council of the Arts official websites will serve as the media hub where we brand, market, provide updates, and issue calls to action.

Working with the local advisory team, I will develop diverse lists of potential project participants and typical forms of communication to recruit and engage participants, including phone calls, emails, social media, e-newsletters, postcards, flyers, letters, and face to face communications.

Once we have our list of potential participants, we begin the work of community outreach and organizing to serve multiple functions: getting to know the community, developing relationships, publicizing and promoting an initiative, identifying shared interests, and building social capital and networks. Strategies include but are not limited to: door-knocking, focus groups, neighborhood gatherings, community meetings, workshops, and on-the-street-interviews.

I envision input from at least 400 residents and 200 tourists. Seeking input needs a place to happen and I intend to canvas and survey inhabitants and visitors through a creative program. Using the neighborhoods of Key West and their respective estimated populations, this is an attainable achievement.

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METHODOLOGY AND APPROACH

Guiding engagement pillars are: inform (fact sheets, websites, workshops), consult (public comment, focus groups, surveys, public meetings), involve (workshops, deliberate polling), collaborate (citizen advisory committees, consensus building, participatory decision making), and empower (citizen juries, ballots, delegated decisions).

Understanding the need to gather input from underrepresented populations, outreach efforts will be weighted towards this target audience. Target neighborhoods and population estimates are: Bahama Village* (2,374), Casa Marina (482), Duval Street (126), Historic Seaport (1,558), Key West Golf Club (606), Midtown (3,081), New Town (11,102), Old Town (8,826), The Meadows (585), Truman Annex (7,785), Upper Duval (794), and White Street Gallery District (1,655). The RFP states to seek engagement outside of the city boundaries; this can include Stock Island, Key Haven, Sugarloaf, Summerland, Cudjoe, Ramrod, and Big Pine. *City data cited from City.data.com and are used as estimates for public engagement target quotas.

The City of Key West's Children's Parks and Places, which offer an already engaged audience, present a great opportunity to recruit project participants. Also, Bahama Village Music Program, Fredrick Douglass Gym, Martin Luther King Jr. Community Pool, and Truman Waterfront Park and Amphitheater are other appropriate locations.

Seeking the underrepresented populations' engagement, and with approval from advisory groups and respective governing bodies, I can set up the program after hours at a select group of the following public and affordable housing communities (number of units): J.Y. Porter Place Apts. (136), Fort Village Apts. (84), Robert Gabriel Apts. (53), George Allen Apts. (117), Henry V. Haskins Sr. Senior Center Plaza (200), Jack T. Murray Senior Citizen Complex (28), Roosevelt C. Sands, Jr. Housing Complex (44), Poinciana Plaza Apartments (153), Harry L. Bethel Roosevelt Gardens Apartments (96), Third and Patterson Avenue Complex (6), Washington Street Complex (16), and Old Town (40). Community names and number of units cited from Housing Authority of the City of Key West, FL.

In conjunction with the City of Key West's August calendar, the program could host an interactive informational presence within and/or after official meetings, including:

- August 2: Bahama Village Redevelopment Advisory Committee Meeting
- August 7: City Commission Meeting, 8/13 Art in Public Places Advisory Board Meeting
- August 20: Truman Waterfront Advisory Board Meeting
- August 21: City Commission Meeting.

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METHODOLOGY AND APPROACH

Special events afford an interactive informational presence to leverage additional participant diversity. Examples of upcoming events to consider for awareness and inclusion include:

- August 30: Key West Sunrise Rotary Club of the Conch Republic's Brewfest
- September 5-9: Womenfest
- September 14-16: Phil Peterson's Florida Poker Run
- October 5-7: SoMo Marathon & Half Marathon
- October 19-20: Goombay Festival

Events are cited from the Monroe County Tourist Development Council calendar.

Master plan process

The Master Plan includes overall purpose and guidance, public art selection process, partners & performance opportunities for the Amphitheater & Folk-Art Community Garden/Market, Eco-Art design concepts, economic impact, and overall budget and marketing plan.

Step 1. Preplanning was completed when the City of Key West evaluated the readiness of the community for cultural planning and issued the RFP for the Master Plan, hired the project consultant, and the consultant worked with City Staff and the Public Art Administrator to get organized. **Step 2.** Community Assessment occurs with the public engagement and outreach efforts in collecting information on community needs and opportunities to maximize use of the Truman Waterfront Park. Qualitative analysis includes analyzing the data, noting frequent responses, cross-tabulating the data, and determining the significance of results. Quantitative analysis includes identifying patterns and themes from interview transcripts, focus groups, public meetings and narrative reports to open-ended survey questions, as well as the coding and counting of similar statements.

Step 3. Goal-setting to address potential solutions for dealing with identified issues from community assessment. The plan will contain specific short-term and long-term goals with measureable outcomes, budget implications, and timetables.

Step 4. Implementation will begin with the procurement of the inaugural public art installations and ribbon cutting demonstration.

Step 5. Monitoring and Evaluation occur through the life of the master plan and rely on the City of Key West and the Public Art Administrator's capacity and commitment to do so. The advisory groups should reconvene periodically to review the progress on action items and to determine any need for changes in implementation strategies and planning.

METHODOLOGY AND APPROACH

Procurement of Event/Installation and Wrap-Up

The City of Key West has an established and respected Art in Public Places Board to help in the creation of new beautiful works of art for residents and visitors to enjoy in various public locations around our island. This board has a vetted protocol laid out in the Art in Public Places Guidelines, which will be the default process for procuring the public art installations in the Truman Waterfront Park. The project consultant will work with the AIPP Board and City Staff to advise the coordination and funding of the ribbon-cutting event, which is the culminating event that ends the first phase of the master plan and honors the NEA Our Town grant award.

Final NEA Report

Writing the NEA grant report will be an ongoing process, taking place throughout the life of the grant award and upon completion of the master plan. This will be the final effort of the consultant. Items for discussion in the report might include such topics as:

- What activities did the award support and what did the project accomplish during the period of support?
- Were you able to carry out the approved project activities? If not, please explain.
- Who were the key artists and partnering organizations, and what was the nature of their involvement?
- Discuss the extent to which you achieved the NEA primary outcome identified in your application. Describe specific tools used to measure outcome achievement.
- Beyond the project's direct accomplishments, what was the impact on, or benefit to, your organization, your discipline/field, and/or community?

Scope of Services Timeline / RFP Project Timeline (Proposed schedule for completion of tasks):

- Selection Committee Ranking TBA: Between June 25 July 4, 2018
- AIPP Recommendations July 12, 2018
- Award Recommendations August 7th, 2018 (City Commission meeting)
- Conduct community survey/plan July September 2018
- Issue Request for Proposals / Select Art October December 2018
- Install public artworks January February 2019
- Ribbon-Cutting to complete NEA grant March 15, 2019

Timeline subject to change per needs of The City of Key West.

METHODOLOGY AND APPROACH

July-March 2019

Task A Project Administration: Refining the scope and ongoing project management.

Implement the NEA Our Town grant. Work with City Staff and all other partners soliciting public's input and manage the process to create an Arts & Culture Master Plan for Truman Waterfront.

July-August 2018:

• A.1 Finalize Scope, Budget and Timeline

In consultation with the City's Public Art Administrator, modify the timeline to include partner meetings and specific public engagement efforts, website launch, Eco-Art Workshop, and other milestones as needed for the project's success.

August 2018:

• A.2 Stakeholder Kick Off Meeting

Organize and hold a kick off meeting with all partners and stakeholders.

• A.3 Ongoing Project Management

- o Monitor work progress, budget, assign staff, oversee technical work and implement quality control.
- o Provide as-needed project coordination conference calls and/or meetings between the Public Art Administrator, Partners and City Staff.
- o Provide progress reports monthly to the Public Art Administrator.
- o Provide invoices to the Public Art Administrator as Tasks are completed.
- o Prepare all meeting agendas and materials, distributing these to the City Project Manager at least 48 hours in advance.
- o Provide a project website and social media presence.
- o Create and maintain a database of stakeholders and participants.
- o Administer stipends to Park Arts Vision Team and Cultural Partner Groups at end of project.

August-October 2018

Task B Implement Public Engagement and Needs Assessment Process

- Transparent outcomes will be made available on project website.
- Interviews with key stakeholders
- Community workshops offered in neighborhoods
- Conduct outreach to Key West residents, (secure input from a minimum of 400 total resident participants) and tourists, (secure input from a minimum of 200 total tourist participants), and secure participation from outside city boundaries as determined by advisory groups.

METHODOLOGY AND APPROACH

- Seek out under-represented populations such as those with multiple jobs and cannot attend meetings.
- Provide innovative and non-traditional outreach and public involvement.
- Issue Placemaking Public Engagement and Needs Assessment Report to include statistically significant data gathered.

August 2018

Task C Eco-Art Workshop

- Work with City Staff and Public Art Administrator to design and host an eco-art workshop to orient community members, officials, design professionals to a design approach, addressing environmental challenges. Focus will involve both art that has a function and green infrastructure that is aesthetically pleasing. Workshop will include a 10 to 15-person field trip to South Florida to see example concepts.
- Summarize Eco-Art Workshop activities, outcomes, and participants' review/comments.

November 2018-March 2019

Task D Truman Waterfront Park Arts & Culture Master Plan

- November-December 2018: Begin to draft the master plan. Summarize the engagement process and resulting community needs by targeted audiences to include: overall purpose and guidance, public art selection process, partners & performance opportunities for the park, Eco-Art design concepts, economic impact, overall budget, and marketing plan.
- December 2018-January 2019: Advisory Groups will review and make edit suggestions for the working draft of the master plan.
- February-March 2019: Final Public Workshop and Presentation to a joint meeting of the Truman Waterfront Advisory Board and Art in Public Places Board

October 2018-March 2019

Task E Public Art & Performance Demonstration Projects

- October-December 2018: Issue Request for Proposals/Select Art, advise the City's Public Art Administrator in the bidding and procurement of at least \$50,000 worth of art and cultural installations
- January 2019: Install Public Artworks
- March 2019: Ribbon Cutting, Grand Opening
- January-March 2019: Complete NEA Grant Report

RESUME

SKILLS

- Leadership: Establishing goals, developing strategies, and implementing plans.
- Collaboration: Working successfully with all stakeholders, including advisory and board members, executives, staff, and national and local educators and organizers.
- Professional Development: Creating programs and assessing outcomes.
- Budget Management: Creating, maintaining, and reporting budgets.
- Program Evaluation: Experience with accreditations, self-assessment documentation, report writing and submission.
- Education Consultation: Expertise in GATE programs, arts education, arts integration, and formative assessment.
- Communication: Creating press releases and newsletters, updating websites, hosting webinars, and creating materials including reports, forms, charts, and surveys.

EDUCATION

- Converse College, Master of Education, Gifted Education, Curriculum Development
- College of Charleston and University of South Carolina, Master of Public Administration
- University of South Carolina, Master of Arts and Teaching
- Florida State University, Bachelor of Arts, History and Criticism of Art, Art History

LOCAL INVOLVEMENT AND VOLUNTEERISM

- St. Paul's Episcopal Church, Vestry Member, 2015-2017
- City Ambassador, City of Key West, 2015
- Leadership Success Academy, Community Foundation of the Florida Keys, 2014
- Advisory Board Member, Florida Keys Council of the Arts, 2013-2014

EXPERIENCE

Gifted Teacher, Grades K-5, Poinciana Elementary, Key West, FL, 2017 to present

Executive Director, Arts Schools Network (ASN), Washington, DC, 2008-2016

Non-profit ASN provides resources and programs for international consortium of arts education leaders

- Administer and manage programs, budget, fundraising, and operations.
- Established, planned and managed nine annual conferences, numerous retreats, training

RESUME

programs, website, online and print communications, public relations, and special projects including: advocacy, awards, school evaluations, webinars, and scholarship awards.

- Rebranded organization in 2008, implementing new name, image, and website.
- Collaborated with the Accrediting Commission for Community and Pre-Collegiate Arts Schools (ACCPAS) to development A Guide to Assessing Your Arts School, a framework for comprehensive review of purpose, operations, and strategies.
- Lead development efforts resulting in \$150,000+ annually in partnerships.
- Maintain an online following of 3,000+; cultivated 200+ members; identified 2,000+ targets.

Public Art Fund Manager, The Community Foundation of the Lowcountry, Hilton Head, SC 2010-2011

- Served as the public face of the organization; interacted with town leaders, landscape architects, engineers, government officials, and contractors to create site-specific public art.
- Oversaw the process, including community engagement, fundraising, planning, artist selection, development, and installation.
- Ensured adherence to timeline and budget.

Educator and Administrator, Beaufort County School District, SC, 1996-2008

- Curriculum Director, K-12 all subjects 2006-2008
- Gifted and Talented Education (GATE) 2004-2008
- Fine Arts Coordinator, Specialist, Supervisor, 1999-2008
- Teacher, Visual Arts and Reading; and Technology Integration, Grades 6-8, 1996-1999

Graduate Instructor and Adjunct Faculty Experience

- Converse College, Spartanburg, SC, 2005-2008
- Winthrop University, Rock Hill, SC, 2003-2005
- College of Charleston, Charleston, SC, 1999-2004

Writer

- Arts Education Policy Review Journal, Advisor
- Merrill Prentice Hall, Text Reviewer, The Arts as Meaning Makers
- American Girl Doll, Artistic Copy Editor, Isabelle (3 Books)
- South Carolina Alliance for Arts Education, History of SCAAE

RESUME

PROFESSIONAL AFFILIATIONS, AWARDS, HONORS

Guest Speaker, Presenter, Collaborator, Governance

- Americans for the Arts (DC), Education Council Member, Presenter
- Alliance of Artist Communities (RI), Partner
- Arts Council of Beaufort County (Beaufort, SC), Advisor, Partner, Educator of the Year Award Recipient
- Arts Education Partnership (DC), Arts Economic Impact Presenter
- Arts in the Basic Curriculum Project (SC), Regional Representative, District 5-Year Strategic Planning Consultant
- Florida Alliance for Arts Education, Secretary
- Kennedy Center for Performing Arts (DC), National Leadership Committee Member, Excellence in Arts Education Award Recipient, National School Board Association and Kennedy Center Alliance for Arts Education
- Magnet Schools of America (DC), Technical Assistance Consultant
- Microsoft, Mobile Education Technology Presenter
- National Guild for Community Arts NY), Partner
- Northwest Evaluation Association (OR), Research Partner and Presenter
- South Carolina Arts Commission, Top 40 South Carolina Arts Educators Designee, Teaching Artist Training Presenter
- South Carolina Arts Alliance, Board Member
- South Carolina Alliance for Arts Education, President, Excellence in Arts Education/School Board Award Recipient
- South Carolina Department of Education, Consultant and Writer
- South Carolina Governor's School for the Arts and Humanities (Greenville, SC), Founding Regional Advisory Member, Appreciation Award Recipient
- South Carolina Consortium for Gifted Education, Board Member, Professional Development Award Recipient
- South Carolina House of Representatives' Resolution Proclamation Excellence in Arts Education
- Spoleto Festival USA (Charleston, SC), Creating a Culture of Innovation Panelist
- Penn Center (St. Helena, SC), Gullah Culture Project Leader
- The Arts Center of Coastal Carolina (Hilton Head, SC), Gullah Culture Speaker



ORGANIZATIONAL CHART



WORKLOAD CAPACITY

If awarded this contract, the City of Key West will be my sole client until completion of project in March 2019. Wolfe prioritizes and serves in a highly proactive manner, often ahead of their own internal timelines and under budget.

REFERENCES

Donn K. Harris, Executive Director for Creativity and the Arts; SFUSD Member; Former Chair, California Arts Council; San Francisco, CA, 415.355.2212; Sacramento, CA, 916.322.6555; harrisd2@sfusd.edu

Ralph Opacic, Ed. D., Founder, President, and Executive Director, Orange County School of the Arts, CA; 714.240.9636, ralph.opacic@ocsarts.net

Valerie Morris, Dean, School of the Arts, College of Charleston, SC; 843.953.6527, MorrisV@cofc.edu

Ginger Hopkins, Assistant Superintendent Instruction, School District of Oconee County, SC; 864.784.8648, gingerhopkins@gmail.com

Ken Mae, Executive Director, South Carolina Arts Commission, 803.734.8689, kmay@arts.sc.gov

Mark L. Baker, ASLA, President, Wood + Partners, Inc., Hilton Head, SC: and The Public Art Fund Advisor, Community Foundation of the Lowcountry; 843.681.6618

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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.)

usterplan \$ 30,000 \$10,000] minis tration ic Art + Performance \$3,000 Engagement \$ 20,000 Tusk E \$-OTAL brkshop \$12,000

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:

Name.				Street
	City	State	Zip	
Name				
Street	City	State	Zip	

PROPOSER

The name of the Proposer submitting this Proposal is

erphises LLC doing business an 33040 Blud 504 (ay West 2601 S. Roosevelt Zip Stale City Street

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

ARTS & CULTURE MASTER PLAN TRUMAN WATEFRONT PARK

14

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:

(AII RISTINA If Sole Proprietor or Partnership 2018. IN WITNESS hereto the undersigned has set his (its) hand this _____ day of ____ Signature of Proposer 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 _ 4 _ day of _ Oure 2018. (SEAL) Enterprises LLC Name of Corporation Koleen By Title Attest Sworn and subscribed before this day of Florida NOTARY PUBLIC, State of , at Large KOLEEN BETHEL MY COMMISSION # GG 117397 My Commission Expires: 0(21/2) EXPIRES: June 21, 2021 onded Thru Note er Public Lindin

ARTS & CULTURE MASTER PLAN TRUMAN WATEFRONT PARK

15

NON-COLLUSION AFFIDAVIT

STATE OF FLORIDA

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 KCallan

Sworn and subscribed before me this

2018

NOTARY PUBLIC, State of Florida at Large

My Commission Expires:

6 Ć KOLEEN BETHEL MY COMMISSION # GG 117397 EXPIRES: June 21, 2021 Bonded Thru Notary Public Uniteresties

100

ARTS& CULTURE MASTER PLAN TRUMAN WATEFRONT PARK

ANTI - KICKBACK AFFIDAVIT

COUNTY OF MOUNDC ; 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.

Kalla By: 2018 Sworn and subscribed before me this at Large NOTARY PUBLIC, State of KOLEEN BETHEL My Commission Expires: MY COMMISSION # GG 117397 EXPIRES: June 21, 2021 Bonded Thru Notary Public Underwrittem

ARTS& CULTURE MASTER PLAN TRUMAN WATEFRONT PARK

U

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 $RFP \pm OOS$ Park l Master Plan for Truman Aguamar 2. This sworn statement is submitted by (Name of entity submitting sworn statement Roosevelt Blvd whose business address and (if applicable) its Federal Employer Identification Number (FEIN) is (If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement awar 3. My name is (Please print name of individual signing

and my relationship to the entity named above is Managor

- 4. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), <u>Elorida Statutes</u>, 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), <u>Florida Statutes</u>, 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 pice of guilty or nolo contendere.
- 6. 1 understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means 18

ARTS & CULTURE MASTER PLAN TRUMAN WATEFRONT PARK

- 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 erime. 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.
- 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 erime 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.)

ARTS & CULTURE MASTER PLAN TRUMAN WATEFRONT PARK

	Klalloway
	(Signature)
	(Date)
STATE OF Flonda	
COUNTY OF MONDE	
PERSONALLY AP	PEARED BEFORE ME, the undersigned authority,
Kristina Callandero, atte	er first being sworn by me, affixed his/her
(Name of individual signing)	0

Signature in the space provided above on this thay of

My commission expires:

STATE OF



NOTARY PUBLIC

Bothel

ARTS & CULTURE MASTER PLAN TRUMAN WATEFRONT PARK

20

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:	Aguamarina Enterprises UC SEA	L:
	2601 S. ROOSEVELT BIVA., 504B, KW, FL Address 33010	
	Signature KRISTINA CALLAWAY	
	Print Name Manager Title	
DATE:	6-4-18	
Sworn and sub-	aribed before this day of ULN-C	_ 2018
NOTARY PUL	SLIC, State of Florida, at Large	
My Commissio	10/01/01	
	KOLEEN BETHEL MY COMMISSION # GG 117397 EXPIRES: June 21, 2021	
	Randled Three Notary Public Underweiters	

ARTS & CULTURE MASTER PLAN-TRUMAN WATE FRONT PARK

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF FL SS COUNTY OF MONTOE

Aguamarina Enterprises

I, the undersigned hereby duly sworn, depose and say that the firm of 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.

KCallar

Sworn and subscribed before this 44h day of gune 20.18 NOTARY PUBLIC, State of Florida at Large My Commission Expires: 661021 Koleen Bethel My Commission # 6611721 Koleen Bethel My COMMISSION # 66 117367 Expires: June 21, 2021 Bardied Thu, Netary Public Underwritter

> ARTS & CULTURE MASTER PLAN TRUMAN WATEFRONT PARK

CONE OF SILENCE AFFIDAVIT

STATE OF FL SS COUNTY OF MONTOE

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of **AguaMarina Entoproce** 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 Conc of Silence (attached).

Callaway By:

Sworn and subscribed before me this <u>UM</u> day of <u>JUNE</u> 20<u>18</u> <u>KOLEEN BETTLE</u> NOTARY PUBLIC. State of <u>FLOAD</u> at Large My Commission Expires: <u>6/21/21</u>

KOLEEN BETHEL MY COMMISSION # GG 117397 EXPIRES: June 21, 2021 nded Thru Notary Public Underwith

ARTS & CULTURE MASTER PLAN TRUMAN WATEFRONT PARK

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ADDENDUM NO. 1

To All Proposers;

The following change is hereby made a part of RFP #009-18 as fully as completely as if the same were fully set forth therein:

The following is a list of addenda that shall govern all other contract documents to the extent specified.

Addendum No. 1

The following revision is hereby made a part of the Contract Documents as fully as completely as if the same were fully set forth therein:

4. Is the RFP confined to contractors from the region? If not, is there additional funding available for travel?

Answer: No, there are no geographic/local preferences. Only \$1,000 of travel money has to be claimed for grant purposes. Travel costs must adhere to the NEA's General Terms and Conditions (Attachment A in RFP). How much money is actually spent for travel is up to the consultant and comes from the milestone lump sum payouts.

2. I um a W/DBE. Is there specific paperwork I should be submitting?

Answer: There are no requirements for W/DBE paperwork at this time. However, please mention, at a minimum, the W/DBE status in your proposal.

3. The RFP is titled Arts and Cultural Master Plan for Truman Park to be replicable to other "arts and cultural projects", but the scope is outlining a Public Art Master Plan – please clarify which type of plan the City is seeking for this project.

Answer: We want the Plan to reflect the Community's input/requests for public art at the Park to include all of the arts; Performing, Visual and Literary. And the possibility of some "integrated" public art – even though the Park is nearly complete.

- 4. Regarding this statement...."The format and documentation of this process is important, because although focused on the Truman Waterfront Park, needs to be replicable throughout the City of Key West for other arts and cultural projects".
 - a. Please clarify what other projects are being referred to? To be replicable, the projects would need to be very similar – does this mean for other similar parks in Key West?

Answer: The process needs to be replicable for potential Public Art & Cultural projects in other public spaces on a smaller scale.

5. Can you provide the names of the artists selected for the Parks Vision Team?

Answer: The Parks Vision Team will have 10 people, 2 each appointed by the grant partners, but has not been formed yet. If the Team is complete before the RFP deadline we will release the names via Addendum.

- There are two-line item summaries in the RFP one on Page 8 and one on page 32 which do not align. Our questions regarding the budget are below.
 - a: Please clarify which budget the City would like the consultant to refer to for a response.

Answer: Both. Page 8 refers to the lump sum that the consultant will receive for reaching each milestone. Page 32 refers to specific grant budget items that must be included across the scope of the whole grant, coordinated and paid for by the consultant.

b. Regarding consultant travel, it seems the line item of \$1,000 will only accommodate a very local consultant or a very limited number of site visits. Is this correct? Or is the travel hudget negotiable?

Answer: Only \$1,000 of travel money has to be claimed for grant purposes. How much money is actually spent for travel is up to the consultant and comes from the milestone lump sum payouts.

Page 8;

Project Administration \$ 10,000 Public Engagement \$ 20,000 EcoArt Workshop \$ 12,000 Arts & Culture Master Plan \$ 30,000 Public Art Performance \$ 3,000 TOTAL AWARD: \$ 75,000

Page 32:

Provided by Grant, For Consultant:

Art & Culture Master Plan: \$ 44,500 (Includes Process Document) Park Arts Vision Team Stipends: \$ 14,000 (\$1,400 stipends x 10 people) Cultural Partners: \$ 3,000 (\$1,500 stipends to 2 arts organizations) EcoArt Workshop: \$ 10,000 (includes participant travel) Consultant Travel: \$ 1,000 Grand Opening: \$ 2,500 Total: \$ 75,000

 If the City Commission award recommendations happen on August 7, 2018 as defined in the RFP, the timeline for the community engagement and surveying as listed in RFP (July-Sept) would need to be revised. Please advise on if the timeline can be revised.

Answer: The Community Engagement and Surveying should take ~3 months, so it is acceptable to revise the timeframe to (Aug-Oct).

- Regarding Task B and this statement...To be statistically significant at a 90% confidence level, requires input from at least 100 residents and 50 tourists; however, the for the purposes of this RFP, Consultant will target the 95% confidence level, obtaining input from 400 residents and 200 tourists.
 - a. In order to be statistically significant, the research would require a random sample household survey. Qualitative research (community meetings, intercept surveys, interviews, etc) cannot be statistically significant, nor can it be measured as above. A random household survey would be approximately \$20,000. Alternatively, an open online survey and qualitative community engagement can be conducted with a certain number of residents and tourists, but would not be statistically significant. Please clarify what is required for the project.

Answer: We do not desire a random sample household survey. We want qualitative research that obtains input from at least 400 residents and 200 tourists. Although it won't be statistically random, the sampling strategy should be varied enough to establish a reasonable level of validity.

9. The RFP calls for the consultant to design the EcoWorkshop and a trip to South Florida for 10-15 people to see concepts in real life. Has the itinerary and places been defined for the visit? Can you please provide information on how the budget was developed? – (participants, transportation, lodging, etc) and what the specific responsibility of tasks would be for the consultant?

Answer: Specifies have not been defined, but must work within the budget of \$10,000. The City's Sustainability Coordinator has many ideas and South Florida contacts in mind, but will wait until the Consultant is selected to work with them on specifics.

10. The plan includes a call for a marketing plan – are you seeking a full marketing plan (which would be an additional cost for deliverable) or just recommendations for marketing?

Answer: Recommendations for marketing.

- Regarding Task E Public Art & Performance Demonstration Projects.... The Consultant shall advise the City's Public Art Administrator in the bidding and procurement of at least \$50,000 of AIPP funded ort and cultural installations with deliverables of public art installations and Ribbon Cutting and cultural demonstration for public art and NEA grant completion.
 The current timeline is extremely used of which is a statement of which i
 - The current timeline is extremely narrow for bidding, procurement, and installation of public art and typically this step would come after the Public Art Master Plan for Truman Park is developed and approved. Please provide additional information on expectations of this task.

Answer: Horricane Irma and other staffing issues put this project behind. NEA has advised that a short time extension may be possible depending on project status, but the City wishes to get as close as we can to completing our tasks. At the time when bids are accepted, we will have a firmer timeline from which to operate from.

b. Are the various references to Ribbon Cutting and Grand Opening referring to the same event?

Answer: Yes.

c. The NEA grant has many restrictions on the dollars and in review, would not cover a ribbon cutting ceremony. Is this expected to be part of another budget? Why would it be the responsibility of the consultant to organize a City ribbon cutting? Or would the consultant just be advising with the City on the event?

Answer: The Consultant would be advising on the cultural content of the City's ribbon cutting. The AIPP Board and City Staff will coordinate and fund the event.

12. Can you please share the AIPP board's review and selection process for procurement of public art?

The City of Key West's Art in Public Places guidelines can be found here: http://www.cityofkeywest-fl.gov/cgov/documents/1523642732_05375.pdf

All Proposers shall acknowledge receipt and acceptance of this Addendum No.1 by acknowledging Addendum in their proposal or by submitting the addendum with the proposal package. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.

Signature

nterprises LLC Name of Business

ADDENDUM NO. 2

To All Proposers:

The following change is hereby made a part of RFP #009-18 as fully as completely as if the same were fully set forth therein:

The following is a list of addenda that shall govern all other contract documents to the extent specified.

Addendum No. 2

The following revision is hereby made a part of the Contract Documents as fully as completely as if the same were fully set forth therein:

 Is visual evidence of past master-planning, public art installations, fabrication, and/or art institution projects allowed within the proposal. And if so is there an appropriate location for these images/documents?

Answer: Yes, can be included as part of Qualifications but will be part of the 20 sheet limit:

2 Should this proposal include any initial site plan concept drawings for the final site?

Answer: No.

 [Page 13] Proposal Submittal Requirements. What constitutes "all required attachments listed in Instructions to Proposer. Not counted towards 20 Sheet Limit."

Answer:

- · Anti-Kickback Alfidavit
- Sworn Statement under section 287.133(3)(a) Florida Statutes, on public entiry crimes
- Indemnification Form
- Domestic Partnership Affidavit
- Cone of Silence Affidavit
- Non-Collusion Affidavit
- All requirements listed in Proposal Submittal Requirements (own forces/subcontractor form)
- Proof of Insurance
- 4 [Page 14] What constitutes contractors and how would pricing be established prior to finalizing scope? Web-page designer, art consultant or is this a question about fabricators and/or final installers of art and or art installations?

Answer: This should be "CONSULTANT's" own forces. Subconsultants to be used for the development of the master plan are to be listed as well. Art installation will be a separate RFP by the City to occur after the CONSULTANT is chosen. Pricing is to be included in the submitted proposal but changes to line item amounts may result from finalizing the scope. The total price submitted should not change.

5. [Page 14] Follow up question: Are there any requirements for architecture, landscape architecture or engineering professionals in this proposal? Answer: No.

Task A-E. Is there any opportunity to review project budget based on scope changes based on community, city or stakeholder input or demands?

Answer: Yes, but only within line items.

7. Task D. The project area is further outlined in the Site Description [Page 31]. What access to architectural/park master plans, site plans, working drawings, engineering drawings are available to the the proposing parties? Additionally Is there a visual / pictorial / architectural requirement to the initial proposals of final master plans?

Answer: Many documents pertaining to the Truman Waterfront Park can be found at this City website: http://www.citvofkeywest-ff.gov/eeov/apps/docoment/center.eeov?view_item;id=8812 Proposers may obtain additional information about the Truman Waterfrom Park through a public records request to the City Clerk's Office.

 Subsequently, Architectural/Art Installation/Engineering Fabrication drawings would be in addition to the Master Plan outline/drawings in the outlined scope of this RFP?

Answer. Art installation will be a separate City issued RFP, based on the findings of the Art & Cultural Master Plan.

 Task E. 1s the \$50,000 minimum for public art subject to change based on final scope and stakeholder demands?

Answer: The \$50,000 is a minimum and will likely not change at this time.

All Proposers shall acknowledge receipt and acceptance of this Addendum No.2 by acknowledging Addendum in their proposal or by submitting the addendum with the proposal package. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.

chtappines LLC Signature Name of Business

ADDENDUM NO. 37 LAST ADDENDUM.

To All Proposers:

The following change is hereby made a part of RFP #009-18 as fully as completely as if the same were fully set forth therein:

The following is a list of addenda that shall govern all other contract documents to the extent specified. Because the deadline for proposals is 3 working days away, this will be the last Addendum. No other questions sent will be acknowledged nor answered.

Addendum No. 3

The following revision is hereby made a part of the Contract Documents as fully as completely as if the same were fully set forth therein:

1. Can you please clarify the requirements around business licenses for RFP #009-18 as the RFP has conflicting statements regarding this. In some places it says evidence must be provided within ten working days after receiving Notice of Award and in others, it says evidence must be provided in proposal. See below where yellow indicates info must be in proposal and where blue indicates information must be provided after award:

Page 5 – "The Proposer will be required to furnish documentation with his proposal showing that he is in compliance with any and all licensing requirements of the State. The Proposer shall furnish documentation showing that he is in compliance with licensing requirements of the provisions of Chapter 66 Section 87 of the Code of Ordinances of the City of Key West; within 10 days the following the Notice of Award and must demonstrate that he holds at a minimum, the following licenses & certificates..."

A. City of Key West Business Tax License Receipt

Page 6 – "As stated above at the time of the proposal submittal the Proposer must provide satisfactory documentation of State Licenses. The Proposer shall furnish documentation showing that he is in compliance with the licensing requirements of County, and City licenses as would be required within ten days of the award. The successful Proposer must also be abte to satisfy the City Attorney as to such insurance coverage and legal requirements as may be demanded by the Proposal in question."

Page 11 – "The successful Proposer shall, within ten (10) working days after receiving Notice of Award, sign and deliver to the CITY two (2) original Contracts in the form hereto attached, together with the insurance certificate example of the bonds as required in the Contract Documents and evidence of holding required licenses and certificates."

Answer: The yellow applies to any required State licenses - these must be in order at time of application. The blue is for local City and County licenses that the Proposer will need to get later, if they receive Notice of Award.

All Proposers shall acknowledge receipt and acceptance of this Addendum No.3 by acknowledging Addendum in their proposal or by submitting the addendum with the proposal package. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.

Signature

arian Enforprises LLC Name of Business