



# REQUEST FOR QUALIFICATIONS AND PROPOSALS

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Cathy Layton

## General Information

Originally the home of William and Marie Selby, Marie Selby Botanical Gardens today is an urban, bayfront oasis showcasing a living and preserved collection of rare and beautiful tropical plants. The Gardens is also a respected world leader in the study and conservation of plants, particularly epiphytes—plants adapted to live in the tree canopy, including orchids, bromeliads, gesneriads and ferns.

The more we know, the better we understand the importance of plant preservation and habitat conservation. Since 1973, scientists from Selby Gardens have ventured into some of the world's wildest places to identify, study, collect and learn from these resourceful, remarkable plants. As a result, we've developed a rich body of knowledge to share with present and future generations.

Collaborations and partnerships are an invaluable way to share knowledge as well as advance our mission. Just as plants in the wild adapt to an ever-changing environment, we know we must constantly seek common ground and find ways to work cooperatively. Selby Gardens welcomes the opportunity to partner with individuals or groups working in the areas of environmental conservation.

Just as Selby Gardens is a respected center for research and education, it is also a famous horticultural showplace that delights more than 170,000 visitors annually. Visitors come to relax, learn, explore and experience the living collection of tropical plants and programs available 364 days a year. The Selbys wanted their home to be a place where they could retreat from the world's everyday hustle and bustle. Today the property is double its original size and now contains nearly 15 acres housing 12 buildings (including 8 greenhouses) transected by a brick-laid avenue in a residential neighborhood on the shores of Sarasota Bay in downtown Sarasota. Two buildings are on the National Register of Historic Places: The Selby House, which houses a café and the Children's Corner; The Payne Mansion and Carriage House, which houses gallery spaces, meeting spaces, office space and classrooms.

Selby Gardens is a "Living Museum" and therefore has a number of collections to display and support its work. These collections are in need of proper and distinguished facilities for stewardship and showcasing purposes. The collections include the following:

1. A living collection of some 20,000 plants, housed in 8 greenhouses and on the Gardens' 15-acre property, regarded as one of the world's finest collections of epiphytic plants.
2. An herbarium collection of more than 112,000 tropical flora pressed specimens with an emphasis on epiphytes.
3. A spirit collection (plants, mostly flowers, preserved in fluids so they retain their three-dimensions) of more than 28,000 specimens. Selby Gardens' spirit collection is the second largest in the world, exceeded only by that at the Royal Botanic Gardens, Kew.
4. A research library of some 7,000 volumes (including rare volumes and prints dating to the 1700s) and 14,000 issues of scientific journals, 2,500 microfiche of botanical references and herbaria, a photographic slide collection, a map file, an illustration file, and Selby Gardens' historical archives.

Several horticulture features are among the most popular with guests and visiting scientists alike and include:

- **Ann Goldstein Children's Rainforest Garden** – One of the only outdoor, elevated rainforest displays in the world for children, this feature is designed to give visitors a taste of what it must feel like to live in a tree canopy. Visitors learn about the intricate web of connections between plants and people. Through self-directed exploration and interactive play, multi-generations come together to champion the environment. This project was completed in November of 2013.
- **Tropical Conservatory** – With its lush rainforest atmosphere, this is the only greenhouse at Selby Gardens open to the public and the horticulture displays change frequently as different plants in the living collection come into bloom. Special temporary exhibits are created throughout the year to teach and excite our visitors about the splendors of the botanical world.

- **Towering Bamboo Garden** – Tropical and sub-tropical varieties are the largest member of the grass family that can grow as much as 40 inches a day during their seasonal growth periods.
- **Banyan Groves** – Planted by the Selbys nearly a century ago, these majestic trees continue to provide a shaded meeting place for conversation and relaxation.
- **Mangrove Bay Walk** – A wooden boardwalk makes it possible to explore and learn about the intricate root system of three mangrove species native to South Florida.
- **Fern Garden** – Prehistoric plants in this garden-off-the-beaten-path invite meditation and provide a silent space for solitude and contemplation.
- **Koi Pond** – Surrounded by an oak grove festooned with a variety of epiphytic plants, colorful (and hungry) Koi fish glide playfully around this Zen-like area of the Gardens.

**Selby Gardens has a staff of 50, and a volunteer core of over 800 people.**

### **Mission, Vision, Values and Uniqueness**

Mission -- To provide an oasis of inspiration and tranquility, while furthering the understanding and appreciation of plants, especially epiphytes.

Vision -- To touch as many people as possible through our urban waterfront garden that is the world leader in conservation and display of epiphytes. Visitors and volunteers alike experience the Gardens beauty, gaining a better understanding and greater appreciation of the natural world.

#### Core Values

*Advocacy.* We champion environmental conservation and sustainable practices.

*Integrity.* We hold ourselves and others accountable to the highest standards of personal and professional integrity.

*Financial Security.* We will have the financial resources to maintain and develop the Gardens.

*Stewardship.* We will protect and nurture the gift of Marie Selby for future generations.

*Excellence.* We demand excellence in all we do.

What Makes us Unique -- Our study and display of epiphytes, together with our beautiful urban setting on Sarasota Bay, distinguish Selby Gardens from all other botanical gardens.

Strategies and Goals that Define our Future Success

- Strategically steward and expand our living and preserved plant collections to enhance Selby's leadership position as the world-renowned authority on epiphytic plants.

Scientific research is integral to the Gardens' mission. We will promote public understanding of the natural world through programs of education and display.

The Gardens will be the leading institution for advancing the scientific understanding of epiphytes. Epiphytic plants are ecologically and economically important. Our study of them establishes our unique place among botanical gardens. Our plant science capabilities must continue to grow in order to maintain and strengthen our ability to understand and conserve epiphytes and their natural habitats in a rapidly changing world.

- Build Selby's Visitor Engagement Model by launching a Major Exhibition program, and leveraging our world class, unique features including the Ann Goldstein Children's Rainforest Garden, the Library Collection, and our bayfront location.

We will create stimulating experiences that give our visitors a greater appreciation of the natural world and inspire them to become advocate for it.

The better we understand the living world, the better we are able to preserve it for future generations. We offer substantive, relevant, and exciting programs that ignite curiosity and keep it ablaze.

- Foster a diversified Revenue Model that will yield sustainable funding for the institution by significantly increasing earned and contributed revenue, engaging new individuals and philanthropic institutions, and building upon existing relationships.

Be financially secure and have the resources necessary to reach our goals.

Sufficient financial, human, technical and other resources are essential for success. A secure financial future requires a major endowment, a strong donor base, and a growing user base.

- Attain national and international visibility for Selby Gardens by building and

strengthening our institutional branding and global positioning.

- Provide the physical and network infrastructure necessary for staff to carry out the institution's mission.

Develop a master site plan that will define the Gardens' physical growth. The Gardens are a living museum that connects people with nature and fosters a deep respect for plants and conservation. A master site plan will guide the development of a dynamic campus.

Conservation is an everyday commitment at the Gardens. Our daily practices set an example for others to follow.

## **Current Physical State of the Gardens**

All of the buildings on the premises were formerly homes, and most (except for the Selby House and Payne Mansion) are in extremely poor condition and do not properly suit their use. The Great Room by the Bay was constructed in the 1980s, and is in the process of a partial renovation of the building by our contracted food and beverage vendor.

Parking and vehicular circulation has become a significant challenge as the Gardens has become more successful in recent years. The parking area has recently undergone a renovation affecting only the impervious surfaces. This renovation will improve circulation and leveled rutted parking areas, as well as adding new shell base to the driving areas. The project is considered as a temporary fix until a broader vision is established by a completed Master Plan.

## **Current Financial and Organizational State of the Gardens**

Selby Gardens is on solid footing. After weathering the Great Recession and a very challenging series of years of a soft area tourist market, Selby Garden's indicators are all positive: debt is minimal; revenues have increased 36% in the past three years; membership and attendance are in record territory; and a solid group of major contributors to the Gardens is in place. In 2015, the Board of Trustees made a stretch hire of Jennifer Rominiecki as CEO, formerly the #2 leader at the New York Botanical Garden. The Board of Trustees is united in the Garden's mission, the organization's Strategic Plan, and offers 100% of the Board as financial contributors. We have a

stable, talented team of professionals in our employ, and a community more in love with its special gardens than ever.

The time for a viable Master Plan and the ability to implement it has never been more appropriate.

### **Current State of Zoning in the City of Sarasota**

The City has established an “Urban Design Studio” ( “UDS” ) to create a City-wide “form-based” code to replace the City’ s current zoning code. It is still in the evolutionary stage, but will involve the creation of “transects” which address the relationship between building facades and public spaces such as parks, the form and mass of buildings in relation to one another, and scale and types of streets and blocks. The regulations and standards will be presented in words, diagrams, metrics and other graphics. Public hearings on the new code will be held in late 2016 and early 2017, and the code is expected to be adopted in April 2017, at the earliest. In the meantime, coordination with the UDS will be essential to the update to the Gardens’ master plan; and it will provide an opportunity for the Gardens to identify features it would like to see included in the new code. Karin Murphy, who is heading the process on behalf of the City of Sarasota, has confirmed that the current Master Plan schedule for Selby Gardens will work perfectly with its process. She is encouraging of our participation, and very welcoming as well.

### **Objectives of This Campus Master Plan**

The Master Planning Process will provide a chance to reflect on Selby’s history and heritage, to assess its current condition and needs, and to create a vision for the future. Given the presence of the two historically designated structures, given that there is no other contiguous land available for increasing the land size, and given that most all structures are completely obsolete and/or in such ill repair, this particular Master Plan will be the blueprint for Selby Garden’s future for the remainder of its organizational life. We are planning Selby Garden’s future for the next 25-50 years – maybe longer!

Specifically, the consultant should provide a plan that will:

1. Define and analyze the Garden's assets and provide a plan to enhance its operations and appearance through:
  - a. Land use
  - b. Garden and greenhouse footprints
  - c. Architectural styles
  - d. Vehicle and pedestrian circulation patterns
  - e. Vehicle and pedestrian access to facilities
  - f. Public use and access of campus facilities for special events
2. Analyze the two distinct functions of the gardens: the "Internal" functions (non-public function such as research and administration) and "External" functions (those that are revenue producing and serve the public), and establish opportunities either enjoining these functions, where desired, or separating, where the organization is best served. (As an example, while the research areas are currently in areas out of the public's eye, what might be the benefit of visitors viewing scientists at work?)
3. Analyze the Garden's current utilization of the following areas: horticulture, botany, education, library, museum space, retail, welcome center, restaurants, service and storage areas, private and special events, and parking. The analysis, along with the analysis of the Internal Functions vs. Public Functions, will comprise the Garden's Program of Space Utilization (Program).
4. Analyze the current vehicle and pedestrian traffic and patterns and provide a plan for:
  - a. Future vehicle traffic circulation in and around the campus including deliveries of materials
  - b. Addressing the mitigation of pedestrian and vehicle conflicts within the campus
  - c. Identifying parking areas, types of parking and means of public access, including structured parking
5. Identify opportunities to expand upon the "greening" of the campus through LEED or LEED-like projects, especially related to storm water runoff, greenhouses, carbon footprint, recycling and any other systems or improvements that can serve as an example of sustainable design and operations.



6. Be completely permittable and buildable given the zoning and flood zone in which the Gardens is located. Consideration should be made of the implications of rising sea levels and salt-water intrusion.
7. Be harmonious with the recently adopted Strategic Plan.
8. Guide the City of Sarasota in its interpretation of any design or form standards that are most beneficial to the Gardens.

## **Deliverables and Process**

The Plan will be twofold: first, to immediately begin coordination with the City of Sarasota in its form-based code as it applies to Marie Selby Botanical Gardens, and to represent the Gardens, along with its Land Use Counsel, Charles “Dan” Bailey, and secondly to provide an actual Master Plan.

Generally, it is expected that the plan will produce at a minimum the following documents:

1. **Campus Master Plan.** A plan integrating all of the major planning issues and providing design direction for the future development of the campus. The major design ideas for the master plan are to be evident in the Campus Master Plan. A time line for implementing the plan showing specific projects will accompany the plan, with phasing based upon immediacy of needs and with consideration of the availability of donors for specific projects. To that end, particularly projects will be prioritized according to institutional need and fundraising commitments. Priorities will be determined in concert with the Gardens through collegial discussion and deliberation led by the consultant team.
2. **Campus Space Inventory and Space Utilization Assessment,** also known as a Program, which will clearly quantify the space needs for each functional area, both Internal and External. This Program will identify areas that can be co-located, and those that need to be separate and will address the feasibility of moving certain functions off-site.
3. **Vehicle, Pedestrian/Bicycle Circulation and Parking Plan.** Provide a plan that gives a detailed description of the circulation in and around the campus including:
  - 3.1. Public access to campus.
  - 3.2. Vehicle and pedestrian movement within the campus.

- 3.3. Pedestrian and bicycle path definition.
- 3.4. Handicap accessibility to campus buildings.
- 3.5. Location and size of proposed surface and garage parking.
- 3.6. Relocation of existing surface parking lots and on street parking as required.
- 4. **Land Use Plan.**
  - 4.1. Provide a plan indicating proposed improvements and their anticipated use. This plan should include recommendations for new building footprints and general three-dimensional configuration. A phasing schedule should also be developed.
  - 4.2. Provide a footprint plan of the horticultural land use detailing location of greenhouses and specific garden areas.
- 5. **Design Guidelines.** Define the salient architectural features of the campus and provide verbal and graphic recommendations for the visual character in future campus development. Include specific materials, colors and architectural styles. Create a definitive guide for future consulting architects. Work with the City of Sarasota in the formalization of the Urban Design Studio's representations of the Garden's form, design, etc. These activities will begin immediately upon the selection of the consultant, and will follow the schedule of the City for its completion for Public Hearings.
- 6. **Final Presentation.** Publish the final plan in both hard copy and electronic format, with an executive summary version of the Campus Master Plan in full color. The electronic version of Campus maps and other graphical information shall be provided as follows:
  - 6.1.1. 1 copy in ".PDF" format compatible with Adobe Acrobat 9.0 or later.
  - 6.1.2. 1 copy in ".DWG" format compatible with AutoCAD 2008 or later.Additionally, a three-dimensional model will be created for use in development opportunities.

Each firm should present ten (10) copies of the following information (8 ½ x 11" format) in its response to this request:

- 1. Name, physical and e-mail addresses, and phone number of contact personnel.
- 2. Information describing the firm, its size, structure, disciplines, experience, and a profile of its philosophy and approach to campus master planning.

3. Provide a list of projects, adequate to demonstrate the firm's ability to prepare a campus master plan of this type and scope, complete with names and telephone numbers of contact personnel for at least three projects. Indicate budget for the project.
4. Address competency of the firm's knowledge and experience in the applicable federal, state, and local codes, laws, and regulations related to campus master planning for botanical garden facilities.
5. Provide a list of individuals to be used in the production of the plan. Provide a professional resume for each.
6. Provide a list of any sub-consultants that will be used to prepare the plan and provide resumes and project lists for each.
7. Describe in detail the firm's approach to involving the garden community as well as other constituent groups in the master planning process.
8. Describe the firm's initial impression of Marie Selby Botanical Gardens, including any pressing issues.
9. Describe what elements are important to a successful master plan.
10. Describe the process that the firm would use in developing a campus master plan within the identified timeframe.
11. List all items and information that the firm will require from the Gardens in support of your work on this project.
12. Provide a project schedule describing the necessary activity, corresponding durations, and major milestones in completing and delivering the master plan.

## Schedule

Following is the schedule for the Master Planning Project:

<u>Event</u>	<u>Date</u>
Release RFP/Q	September 12, 2016
Conference Call for Respondents	October 12, 2016*
Deadline for Proposal Submittal	October 21, 2016
Selection Committee to Shortlist	October 26, 2016

Finalists Notified	October 28, 2016
Presentations	November 10,11, 2016
Finalist Selection	November 14, 2016

**Two Part Outcome:**

1) Master Plan Due	March 2017
2) Work with Urban Design Studio on Cultural Village	November 4, 2017 through March 2017

\*Please contact Barbara Stern (941) 366-5731 x 257 or bstern@selby.org to confirm your interest and inclusion in a conference call where the Master Plan Task Force will respond to questions and provide any requested clarification.

**Financial Summary**

Provide a “not to exceed” cost for developing the plan as follows:

1. An itemized plan development fee for the Services described in “Deliverables and Process.”
2. Identify any fees not covered in this section.
3. Include all reimbursable expenses in the proposal.

**Submittal Information / Communications / Addenda**

The preferred method of contact is via email. In the event that phone contact becomes necessary, the applicant shall confirm in writing via email the content of the call.

During the proposal preparation period, all questions shall be submitted in writing, preferably by email or fax, no later than 7 days before the proposal due date. The response to each question will be provided to all by email. Such responses shall be acknowledged by email upon receipt.

If the Owner wishes to amend or revise the RFP, addenda will be issued to all by email. Such addenda shall be acknowledged by email upon receipt.

All responses and correspondence should be addressed to:

Jennifer Rominiecki, CEO/President  
Marie Selby Botanical Gardens  
811 S Palm Avenue  
Sarasota, FL 34236  
jrominiecki@selby.org  
941-366-5731 x 226

Questions may be addressed to Jennifer Rominiecki or:

Dr. Kelvin Cooper, Master Planning Committee Chairman  
kelvincooper05@gmail.com  
(860) 625 2608

**Final response to this Request for Qualifications and Proposal is due no later than 2:00 p.m., October 21, 2016, delivered to 811 S Palm Avenue.**

## **Evaluation**

Marie Selby Botanical Gardens may give preferential consideration to consulting firms who provide collaborative proposals that include local or regional consultants/partners.

Each proposal will be evaluated according to the quality of the product, the qualifications and experience of the firm, response to the Garden's requirements, and the ability of the project team to work in a compatible manner with the Garden representatives and the project cost.

Specific criteria include:

- Experience, ability, capacity and financial resources in producing comprehensive campus master plans for botanical environments. Particular credit will be given to those demonstrating experience in planning for campuses similar to Selby Gardens.
- Design creativity in identifying and developing planning issues and analysis processes.
- The character, integrity, reputation, and judgment of the firm and its team.

- Effective communication, both verbally and graphically, especially in presenting innovative design solutions.
- Technical expertise in landscaping design, architecture, programming, space utilization, infrastructure and parking will be considered.
- Demonstrated positive experience in initiating and managing positive communications throughout the process.

Marie Selby Botanical Gardens reserves the right to accept or reject any and all proposals, waive any and all formalities, and select the proposal deemed to be in the best interest of the Gardens.

### **General Requirements**

The duration of this master planning process shall not exceed six (6) months.

The consultant team shall schedule and attend all meetings, workshops and report presentations as necessary to progress the work. The consultant team will conduct regular meetings with Gardens personnel to provide progress updates on the work. The consultant team shall prepare and distribute minutes for all meetings within one week of the meeting date.

The consultant team may be required to make presentations to one or more of the following groups as the work progresses:

- ❖ The Board of Trustees
- ❖ The Facilities/Campus Master Planning Committee
- ❖ Strategic Planning Committee
- ❖ The Advisory Board
- ❖ Senior Staff
- ❖ The Gardens community at large

*Marie Selby Botanical Gardens gratefully acknowledges the assistance provided by Ringling College in the format and content of this proposal.*