

Frist Art Museum  
Request for Proposals for Building and Site Analysis  
March 13, 2024

## 1. INTRODUCTION

The Frist Art Museum (FAM) is a non-collecting institution committed to presenting temporary exhibitions of the world's art from all cultures, periods, and in all mediums, offering art-related programs onsite and in the communities the institution was created to serve. FAM opened in April 2001 in Nashville's historic downtown post office building. Its development was the result of unprecedented community involvement and cooperation from the public and private sectors. The Frist Art Museum exists to bring art and people together. We spark curiosity, inspire dialogue, and connect diverse communities to nurture our region's creative life.

## 2. PROJECT DESCRIPTION

FAM requests proposals from professional firms with experience analyzing museum sites and buildings to lead a study that comprehensively explores the environment best suited to meeting the organization's programmatic goals. FAM has recently completed the museum's new strategic plan for 2024-2028 and this confidential document will be foundational to the study and available for review by proposing firms upon request.

The Scope of Work for the Building Analysis and Site Study includes:

1. Review of existing research and documents relevant to the study including the company strategic plan, marketing studies, visitor journey mapping observations, architectural drawings, traffic study, AAM facility accreditation documents, TN Historical Commission requirements, relevant legal documents, and the existing operating revenue/expense business model.
2. Visit the building and site for an initial orientation and review of existing facility capacity. The design engineers for the current facility can be present for this orientation and FAM can make them available for up to three additional consultation calls. Forecasts for the useful life of existing assets are in a detailed report and available for the firm's review.
3. Collaborate with FAM leadership on organizing a project committee of key stakeholders and planning a series of meetings to solidify organizational objectives, listen to perspectives about viable opportunities, and report the methodology for the analysis to the committee.
4. Analyze the current utilization of the 124,400 sq ft. building at 919 Broadway that FAM rents from the city of Nashville under a triple-net lease. Evaluate opportunities for reconfiguring the space utilization to align with strategic goals.
5. Evaluate the current use and future opportunities for the 2.28 acres of land on the northern portion of the site that FAM's lease requires it to maintain. Local professionals with zoning experience can be hired directly by FAM to assist proposing firms in defining constraints.

6. Evaluate the current use and future opportunities for the additional 3.11 acres of land FAM owns on the southern parcel of the site that currently serves as two parking lots. Local professionals with zoning experience can be hired directly by FAM to assist proposing firms in defining constraints.
7. Recommend three potential visions for modifying FAM's built environment to align with the organizations objectives and consider budgets that range from modest to robust. An example of the boundaries for these three visions:
  - a. Renovations within the existing 124,400 sq ft building footprint
  - b. Expansions out from existing building footprint
  - c. New construction that would serve the mission on the southern parking lot parcel
8. Include recommendations for a logical absorption of the 15,000 sq ft of space currently occupied by the US Postal Service on the lower level if the space becomes available in 2028.
9. Identify opportunities to improve efficiencies in the built environment to meet the company's sustainability goals. This includes incorporating the renovation of the building's historic single-pane steel windows into the scenarios.
10. Identify opportunities to improve accessibility of the built environment to meet FAM's goal of being an industry leader in providing exceptional hospitality to guests of all abilities.
11. Develop financial models that estimate the capital expenditure required for each of the three scenarios if they were to be constructed in the near future. (a price range per square foot of renovated space)
12. Collaborate with FAM staff to develop financial models that estimate the annual operating expenses associated with each of the three scenarios and are structured similarly to the current operating budgets for ease of comparison.
13. Deliver a final written report to the executive management team that includes the analysis findings and financial models. Financial models should be provided in such a way that they can be modified by FAM staff in the future if necessary (Eg. Microsoft Excel or similar).
14. A final meeting to summarize the firm's recommendations with key stakeholders.
15. Provide an add alternate estimate for the proposing firm to lead the museum through an architect selection process as a next step if the leadership elects to pursue that course of action. The architect selection process shall not be considered part of the Scope of Work but a second phase.

FAM is using the "Best Value" approach for the Proposer selection. Firm proposals will be evaluated based upon cost and schedule, as well as the Proposer's qualifications, experience, and methodology to ensure the study aligns with FAM's strategic plan.

Only electronically submitted proposals will be evaluated and reviewed. We appreciate your interest and look forward to receiving your proposal in accordance with the submittal requirements defined herein.

### 3. SUBMISSION OF RFP RESPONSES

RFP documents will be made publicly available to Proposers at:  
<https://fristartmuseum.org/building-analysis/>

a. PRE-PROPOSAL CONFERENCE

A Pre-Proposal Conference will be held 03/25/2024 at 2:00 p.m. CDT via Zoom.

Proposer's attendance at this conference is strongly encouraged to assist the Proposer in crafting a submission that addresses the points outlined in the Scope of Work. All Proposers are encouraged to study the RFP on their own time to become familiar with the factors that may have an impact on their response. Should any additional information about the project become available prior to the due date for responses, it will be distributed to all Proposers that FAM is aware of being interested and added to the museum's website as an addendum to the RFP.

b. INQUIRIES

Questions submitted via email or hard copy will be accepted until 04/08/2024 at 5:00 p.m. Central Daylight Time (CDT). Responses to inquiries will be emailed to all known Proposers as addendum. Direct all questions to:

Hans Schmitt-Matzen  
Director of Internal Affairs  
Frist Art Museum  
919 Broadway  
Nashville, TN 37203  
615-804-7414  
[hmatzen@fristartmuseum.org](mailto:hmatzen@fristartmuseum.org)

Responses to questions will be received by 04/12/2024.

c. SUBMISSION DEADLINE

For consideration, please email the following no later than 4:00 p.m., 04/22/2024 to the address or email listed below:

- i. An RFP response emailed in a pdf document format

Hans Schmitt-Matzen  
Director of Internal Affairs  
Frist Art Museum  
919 Broadway  
Nashville, TN 37203  
615-804-7414  
[hmatzen@fristartmuseum.org](mailto:hmatzen@fristartmuseum.org)



d. AWARD

Proposer finalists will be ranked by a FAM selection committee according to the scoring methodology described in Section 4.

e. BID BONDS

No bid bond will be required for RFP Proposers on this project.

g. COST INCURRED IN RESPONDING

All costs directly or indirectly related to the preparation of a response to this Request for Proposals or any oral presentation required to supplement and/or clarify the submittal which may be required by FAM shall be the sole responsibility of, and shall be borne by Proposer(s).

Each Proposer, by submitting its proposal, waives any claim for liability against FAM as to loss, injury and costs or expenses, which may be incurred as a consequence of its response to this document.

h. REJECTION

FAM reserves the right to reject any and all submittals and/or to waive any informality in the solicitation process or parts thereof and to re-solicit.

FAM does not guarantee that a contract will be awarded as a result of this Request for Proposals.

i. CONTRACT COMPLIANCE STATEMENT

FAM agrees to hire professionals with expertise in compliance with all applicable rules, regulations, zoning, permitting, registration and licensing requirements of federal, state and local governing entities. The Proposer agrees to work productively with these professionals and to make every effort to provide plans that maintain compliance with all applicable rules, regulations, zoning, permitting, registration and licensing requirements of federal, state and local governing entities. Proposal must state Proposer's intent to be in compliance with terms of this Request for Proposal (see exhibits and attachments).

#### 4. SELECTION PROCESS & RESPONSE OUTLINE

##### a. Proposal Format and Evaluation Factors

- i. The Proposer's submittal shall be arranged in the following format and sequence and will be evaluated using the factors and assigned values listed below. Proposals may be ranked without interviews; hence, Proposers are encouraged to submit their proposals as comprehensively as possible. Proposers may be invited for interviews via Zoom to present their proposals in more detail and to answer any questions the selection committee may have. Proposals with missing or incomplete items will receive lower scores.

##### b. Proposer's Letter of Interest

- i. Provide a one (1) page letter on Proposer's letterhead describing the Proposer's interest in this Project and why the Proposer believes they are the best suited to perform the work outlined in this request.

##### c. Proposer's Cost (40 pts)

- i. Complete the Bid Form (Attachment A).
  1. Up to 40 points in this category will be evaluated based upon the lump sum cost for the Project per the Scope of Work. Itemization of costs for each part of the Scope of Work is valuable but not required. Please note the request to provide add alternate estimates for leading FAM through an architect selection process.

##### d. Proposer's Schedule (10 pts)

- i. Complete the Bid Form (Attachment A)
  1. Up to 5 points in this category will be evaluated based upon the proposed total duration for the Proposer to perform the Work. Assume the Work ideally begins in the 2<sup>nd</sup> quarter of 2024. Indicate the earliest date the Proposer can begin work.
  2. Up to 5 points in this category will be evaluated based upon the Proposer's phasing of the project. Proposer shall include a milestone schedule with Attachment B that identifies the start and finish dates for each portion of the Project. A site plan drawing of FAM is included as Attachment E to assist Proposers.

##### e. Experience of the Proposer Company (5 pts)

- i. Proof of Proposer having been in the business under the present name for the last five (5) consecutive years.
- ii. Evidence demonstrating the Proposer is a lawful entity authorized to conduct business in the United States and in the State of Tennessee.
- iii. List all litigation matters the Proposer is involved in at this time, or has been involved in the past five (5) years.
- iv. List all Projects in the past five (5) years where Proposer and/or the Proposer's

insurance company has paid for damages resulting from the Proposer's work, or where the Proposer's employee was injured as a result of the Proposer's work. Provide any relevant explanations/resolutions/supporting information.

- v. Summarize the Proposer company's current work force and if the Proposer has in the past or plans to use subcontractors to perform any of the work on this Project. If using subcontractors, describe how this process works, including satisfying the insurance requirements required.
- vi. List the Proposer company's experience with building and site analysis work. List specific experience working with museums on this work.
- vii. List up to ten (10) building study projects the Proposer company has completed in the past ten (10) years. Emphasize any experience with art museum renovations or the Proposer's completed projects that are most relevant to this Project. Include the following information:
  - 1. Name and current telephone number of owner contact
  - 2. Name and current telephone number of designer, if any
  - 3. Type of business or building
  - 4. Square footage of the building
  - 5. Contract time allowed for project and amount of time actually required for project

Points may be deducted for a Proposer's lack of relevant experience in all aspects of work required for this Project, lack of availability in 2024, and poor references.

f. Proposer's Personnel Experience (25 pts)

- i. List the specific personnel the Proposer will assign to this project and the roles they will play. For example list Project Principal, Project Manager, Designer, Project Architect, Cost Estimator/Financial Analyst etc. Provide experience resumes that detail the staff's title, employment history, experience working on projects noted in section e, other experience working on projects with museum clients, and projects of similar scope and complexity. Also provide the amount of time (in percentage or hours of positions) that each staff person will be committed to this Project.
- ii. List a reference for each of the last five (5) projects to which the Proposer's staff was assigned. Include the following information:
  - 1. Project name, location, and customer
  - 2. Owner representative name, address, phone number and email address
  - 3. Designer name, address, phone number and email address
  - 4. Square footage of the building
  - 5. New construction or building refurbishment
  - 6. Whether project completed on time and within the budget
  - 7. Whether the building analysis and financial modeling work force was provided by the Proposer's employees or subcontractors
  - 8. FAM reserves the right to contact the Proposer's references given as well as any other source available.
- iii. Identify the Proposer's main point of contact for each phase of this project. Any

future substitutions of personnel must be submitted with credentials for written approval by FAM.

g. Proposer's Framework Methodology (20 pts)

- i. Proposer acceptance of the terms and conditions.
- ii. Provide a milestone schedule in Section d.i.
- iii. Describe the Proposer's typical approach to engaging with stakeholders and commitment to quality assurance.
- iv. What challenges does the Proposer foresee for this Project?
- v. Proposer may attach assumptions and clarifications

h. Proposer's DBE Utilization (Bonus Points – up to 5 pts)

- i. All proposers should review FAM DBE Form 2021 to disclose Diverse Business Enterprise (DBE) utilization. A zero percent (0%) DBE Utilization will not be a disqualifying factor, but it will result in zero (0) bonus points. Refer to Attachment D and E for additional details.

i. Proposer's Additional Requirements

The following must be completed and attached as pre-requisite for evaluation:

- i. Attachment A – Bid Form - Refer to all items requested in Section 4
- ii. Attachment B – Company Information
- iii. Attachment C – Frist Art Museum Site Plan to assist with RFP
- iv. Attachment D – Diverse Business Enterprise Program
- v. Attachment E – is optional at this time, but may be part of the final contract – FAM will award bonus points to Proposers complying with the Diverse Business Enterprise Program. FAM DBE Form 2021 will be used to indicate efforts to utilize DBE firms for this project. The Form 2021 will be completed indicating the % of DBE firms the Proposer will commit to utilize for this project and the total dollars that will be paid to DBE firms.

--END OF SECTION 4--



## ATTACHMENT A

BID FORM – refer to what is listed in Section 4 – a, b, c, d

COMPANY EXPERIENCE STATEMENT – refer to what is listed in Section 4 – e

PERSONNEL EXPERIENCE STATEMENT - refer to what is listed in Section 4 – f

METHODOLOGY STATEMENT - refer to what is listed in Section 4 – g

## ATTACHMENT B

### PROPOSER COMPANY INFORMATION

Name of Organization: \_\_\_\_\_

Business Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Phone Number: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

Number of Years in Business \_\_\_\_\_

Location of office which  
would service FAM \_\_\_\_\_

Confirmation of Insurance coverages below \_\_\_\_\_

Commercial General Liability- Minimum limit of \$1,000,000 per occurrence with a \$2,000,000 aggregate. Commercial Automobile Insurance to include owned, non-owned or hired vehicles that would be on your premises- Minimum limit \$1,000,000 per occurrence. Miscellaneous Professional Liability for consultants of this type- Minimum limit \$1,000,000 per occurrence Umbrella/excess liability- Minimum limit \$1,000,000. Workers Compensation- As required by statute with \$1,000,000/\$1,000,000/ \$1,000,000. Employers Liability Crime to include theft of client property - Minimum limit \$1,000,000. Cyber Liability- Applicable if any sensitive FAM records maintained in the consultant's systems.- Minimum limit \$1,000,000.

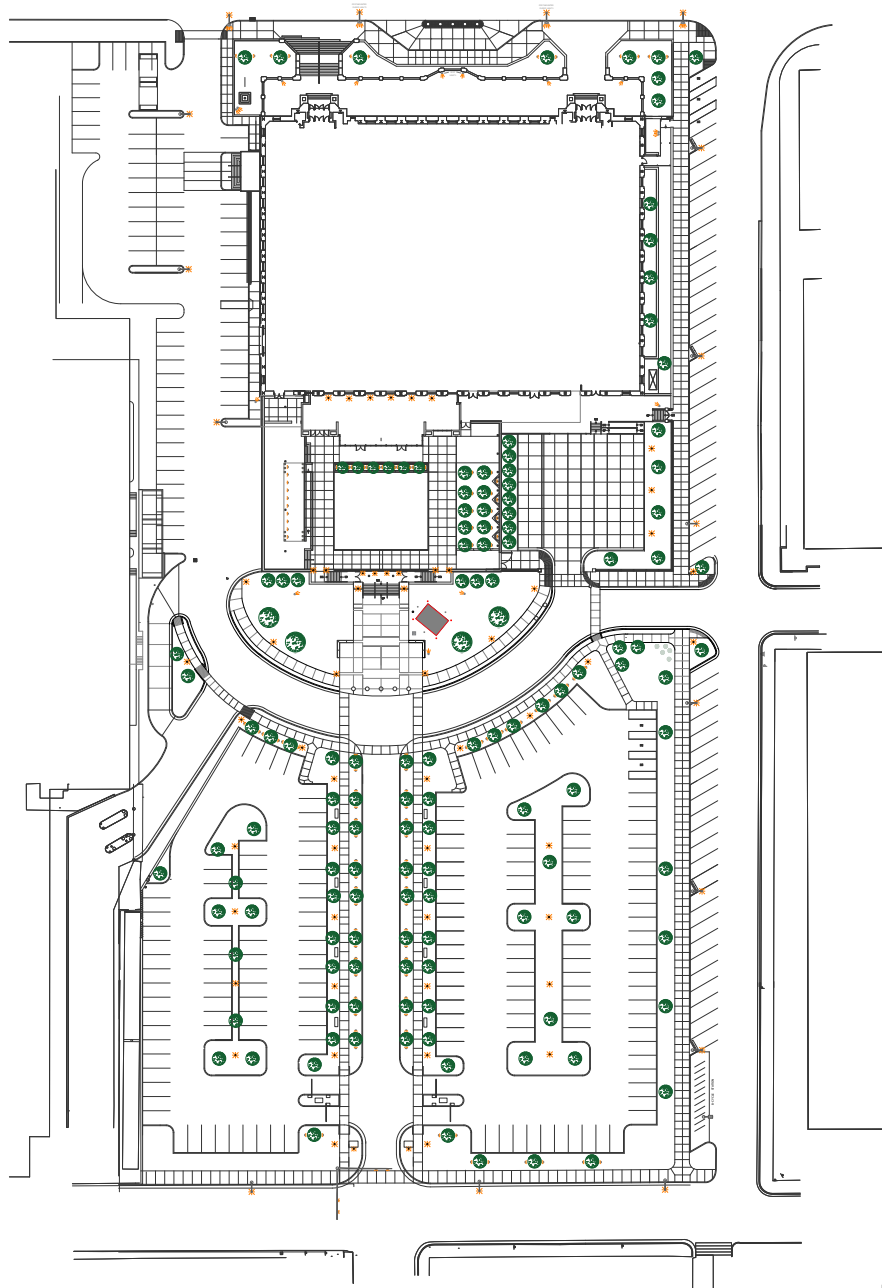
Attach any additional information regarding the Proposer firm's background, which would be useful in assessing your proposal.

## ATTACHMENT C

Frist Art Museum Site Plan

# Frist Art Museum

Site Plan



## ATTACHMENT D

### DIVERSE BUSINESS ENTERPRISE PARTICIPATION

#### 1. Diverse Business Enterprise Policy

It is the policy of FAM to assist minority, women, and small business enterprise firms in their aspirations of viability and growth, which support a more stable economic community. To this extent, we join with community agencies and organizations that support these businesses to create greater opportunities for these entrepreneurs in the attainment of mutually beneficial social and economic objectives. Minority, women, and small business enterprise firms will be given the maximum practicable opportunity, consistent with efficient performance, to compete for and participate in contracts, subcontracts, purchase orders and other procurement activities.

#### 2. Definitions For Determining Minority, Women, And Small-Owned Firms.

The guidelines for determining minority, women and small-owned firms are defined as follows:

“MINORITY” means a person who is a citizen or lawful permanent resident of the United States and who is:

- Black (a person having origins in any of the black racial groups of Africa);
- Hispanic (a person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race);
- Asian American (a person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands); or
- American Indian and Alaskan Native (a person having origins in any of the original peoples of North America).

“MINORITY BUSINESS ENTERPRISE” shall mean a minority business:

A continuing, independent, for-profit business which performs a commercially useful function, and is at least 51 percent owned and controlled by one or more minority individuals; or, in the case of any publicly owned business, at least 51 percent of the stock of which is owned and controlled by one or more minorities. Whose management and daily business operations are controlled by one or more of minority individuals. “Control” as used in the above clause, means exercising the power to make policy decision. “Operate,” as used in the above clause, means being actively involved in the day-to-day management of the business.

“WOMEN BUSINESS ENTERPRISE” shall mean women business:

A continuing, independent, for profit business which performs a commercially useful function, and which is at least 51 percent owned and controlled by one or more women; or, in the case of any publicly owned business, at least 51 percent of the stock of which is owned and controlled by one or more women. Whose management and daily business operations are controlled by one or more of such individuals. “Control” as used in the above clause, means exercising the power to make policy decision. “Operate,” as used in the above clause, means being actively involved in the day-to-day management of the business.

SMALL BUSINESS ENTERPRISE AS DEFINED IN SECTION 4.44.010 OF THE METROPOLITAN CODE OF LAWS;

A Small Business satisfies all of the following criteria:

- (a) A United States business which is independently owned and operated, and which is not dominant in its field of operation or an affiliate or subsidiary of a business dominant in its field of operation.
- (b) Either has no more than the following number of employees or has no more than the following annual sales volume for the applicable industry; and

INDUSTRY	ANNUAL SALES VOLUME	MAXIMUM NUMBER OF EMPLOYEES*
Agriculture, Forestry, Fishing	\$500,000	9
Architectural/Design/Engineering	\$2,000,000	30
Construction	\$2,000,000	30
Educational	\$1,000,000	9
Finance, Insurance, Real Estate	\$1,000,000	9
Information Systems/Technology	\$2,000,000	30
Manufacturing	\$2,000,000	99

Marketing/Communications/Public Relations	\$2,000,000	30
Medical/Healthcare	\$2,000,000	30
Mining	\$1,000,000	49
Retail Trade	\$750,000	9
Service Industry	\$500,000	9
Transportation, Commerce and	\$1,000,000	9
Wholesale Trade	\$1,000,000	19

(c) Meets the following additional criteria:

1. Has demonstrated capability to perform independently a substantial portion of the contract they seek, or a substantial portion of the subcontract for which they are proposed by a bidder or offeror, as specified by the Purchasing Agent;
2. Not share or jointly use office space, production, marketing and sales, business support systems, personnel, or equipment with any business not classified as a small business (i.e., a large business);
3. Has existed as a legal business entity for a minimum of one year (twelve months of continuous business enterprise), performing independently and satisfactorily and achieving a minimum of \$35,000.00 sales income (collected sales dollars not simply booked sales);
4. Not to be owned, controlled, or directed by individuals or groups of individuals who own, control or direct a large business involved in the same category of work as the business for which small business status is sought;
5. If a supplier, be an authorized regular distributor with normal wholesale agreements for the Product or products to be supplied; and
6. If a construction contractor, be licensed as required by the state to perform the work for which it has submitted a bid or has been proposed by a prime as a subcontractor.

\*NOTE: Employee means a person (or persons) employed on a full-time (or full-time equivalent), a permanent basis. Full-time equivalent includes employees who work 30 hours per week or more. Full-time equivalent also includes the aggregate of employees who work less than 30 hours a week, where the work hours of such employees add up to at least 40-hour work week. The totality of the circumstances, including factors relevant for tax purposes, will determine whether persons are employees of a concern. Temporary employees, independent

contractors or leased employees are not employees for these purposes. The owner(s) are excluded from this classification.

Minority, women, and small-owned firms are required to provide proof of their eligibility in accordance with these guidelines.

4. Utilization of Diverse Business Enterprise Firms

Proposers are encouraged to consider the services of minority, women, and small business firms. Proposers will be awarded a maximum of five (5) bonus points if they utilize Diverse Business Enterprise firms as part of their contractual obligation.

5. DBE Form Submission

Proposers will submit with their bid FAM DBE Form 2021 indicating the Proposer's status as a DBE contractor, an intent to employ a DBE contractor, the percentage of the total project that would be executed by a DBE firm, the type of work executed by the DBE contractor, and the total dollar amount that would be paid to DBE firms.

6. Program Questions/Information

Questions regarding the DBE incentive Program and requests for information should be directed to:

Hans Schmitt-Matzen  
Director of Internal Affairs  
Frist Art Museum  
Nashville, TN 37203  
[hmatzen@fristartmuseum.org](mailto:hmatzen@fristartmuseum.org)  
615.804.7414

6. MDHA DBE Directory

The 919 Broadway, Nashville, TN building is an asset owned by the Nashville Metropolitan Development and Housing Agency (MDHA). To assist Proposers with contacting DBE firms, Proposers are encouraged to visit the MDHA Website at [www.nashville-mdha.org/diversity-business-enterprise-program/](http://www.nashville-mdha.org/diversity-business-enterprise-program/). Proposers can download the MDHA Vendor Database at this website to make contact with DBE firms.



ATTACHMENT E

FAM DBE FORM - 2021  
TRACKING % OF DBE FIRMS  
EMPLOYED AND TOTAL DBE  
DOLLARS

FORM 2021

FRIST ART MUSEUM DIVERSITY BUSINESS ENTERPRISE (DBE) PROPOSED  
UTILIZATION PLAN  
IMPORTANT - THIS DOCUMENT MUST BE SUBMITTED WITH A PROPOSAL

COMPANY NAME:	COMPLETE ADDRESS AND PHONE NUMBER:
PROJECT NAME:	DATE FORM SUBMITTED:

The above named company proposes to use the services of the following listed DBE firms. A 0% DBE Utilization is permissible.  
Fill in below if above named company is a certified DBE company and will be self-performing on the project. Enter any DBE Subcontractors also.

DBE NAME/ADDRESS/TELEPHONE	(Please Indicate Status)			Certifying Agency	Type of Work	DBE DOLLARS	DBE %
	MBE	WBE	SBE				
MBE Dollars/Percentage:	\$			%			
WBE Dollars/Percentage:	\$			%			
SBE Dollars/Percentage:	\$			%			
					Total DBE Dollars/Percentage		
Signature/Title:							