

February 24, 2010

Re: Request for Proposals for Systems Integrator Services

Project: Dr. P. Phillips Orlando Performing Arts Center – Orlando, Florida

On behalf of the Dr. P. Phillips Orlando Performing Arts Center (DPAC and “Owner”), we are pleased to invite you to submit your proposal for Systems Integrator services for the referenced Project. Hines has been selected to act as the Development Manager for the Project and HKS Architects, Inc. (HKS) has been selected as the Prime Architect in association with Barton Myers Associates and Baker Barrios Architects.

The attached Request for Proposals (the “RFP”) provides a general overview of the proposed Project and outlines the requirements for your proposal. Eight (8) copies of your proposal along with a CD (with all documents on one pdf) should be submitted to the Orlando office of HKS Architects, Inc. no later than 1:00 p.m. Eastern Standard Time on March 25, 2010. Copies of the RFP, attachments, and any subsequent addenda can be found on the DPAC website at www.orlandopac.org.

According to the DPAC Bylaws, firms responding to this RFP should not contact DPAC board members or governmental and elected officials, and firms doing so risk disqualification from the Project. Questions and requests for information should be sent by phone or email to Steve Evans at HKS Architects, Inc, - sevans@hksinc.com, 407-648-9956.

We look forward to your response and we are delighted to have your participation in this process.

Sincerely,

Steven D. Evans, AIA
Vice President
HKS Architects, Inc.

**DR. P. PHILLIPS ORLANDO PERFORMING ARTS
CENTER**

REQUEST FOR PROPOSALS

FOR

SYSTEM INTEGRATOR SERVICES

February 24, 2010

CONFIDENTIALITY

This RFP is both confidential and proprietary to Production Architect and Owner, and Production Architect and Owner reserve the right to recall the RFP in its entirety or in part. Recipients must not, and agree that they will not, duplicate, distribute or otherwise disseminate or make available this document or the information contained in it to a third party without the prior written consent of Production Architect and Owner. Consent shall be deemed granted only if provided in writing by the Production Architect and Owner. Notwithstanding the foregoing, recipients may make this document available to those employees who have a need to know its contents in order to participate in the response to this RFP.

Recipients shall not include or reference this RFP in any publicity without prior written consent from Production Architect and Owner.

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I. INTRODUCTION

The Dr. P. Phillips Orlando Performing Arts Center is proposed to be a complex consisting of three theaters – a 2,700-seat amplified theater, an 1,700-seat acoustic theater, and a 300-seat theater, along with related front of house and back of house spaces and public plaza (“Project”). The Project will be located in downtown Orlando, Florida, bordered by South Street to the north, Anderson Street to the south, Orange Avenue to the west, and Rosalind Avenue to the east. The project is currently broken into two stages, with Stage I to include the Performance Hall and Community Theater, and Stage II to include the Music Hall. A more detailed description of the Project is provided in the Prime Architect-Owner Agreement (prime agreement) included with Attachment B. The current Concept Plan is included in Attachment E.

The Owner has selected Hines to act as its Development Manager (“Development Manager”) for the Project under the direction of the Owner. HKS Architects, Inc. has been selected as the “Prime Architect” and, in conjunction with Baker Barrios Architects, will serve as the “Production Architect.” All consultants, including Barton Myers and Associates as the “Design Architect,” will be under sub-contract to HKS. The Production Architect will coordinate all aspects of consultant selection, design, approvals, construction and operational start-up of the Project. Major decisions regarding the scope of the Project are vested with the Owner, acting through Hines as the Development Manager.

This Request for Proposals (the “RFP”) is being issued for the express purpose of engaging the consulting services for the Project outlined in Attachment A – Consultant’s Responsibilities. Your response should be based on the requirements described herein, the scope in Attachment A, the Project description information included in the attached Prime Agreement with Attachment B, the Project Schedule included with Attachment C, the draft Architect-Consultant form of agreement with Attachment D and the current Concept Plan which is included as Attachment E.

II. PROJECT SUMMARY

The Project is generally described in the Prime Agreement included with Attachment B and as shown in the current Concept Plan in Attachment E; while this information is presented as a conceptual reflection of the Owner’s current thinking, it should not be viewed as anything other than a preliminary outline of a possible program.

The Project will be certified under the USGBC LEED New Construction rating system.

III. CONSULTANT RESPONSIBILITIES

See Attachment A.

IV. PARTICIPATION OF MINORITY AND/OR WOMEN-OWNED BUSINESS ENTERPRISES (M/WBE)

This RFP is being issued subject to the Chapter 57 of the City of Orlando’s Code relating to Minority and Women Business Enterprise (M/WBE) participation. While the City has an M/WBE participation goal of 18% Minority Business Enterprise and 6% Women Business Enterprise participation, the Production Architect has established a goal of 30% for M/WBE participation for this project. Local businesses and M/WBEs certified by the City of Orlando

and/or Orange County are strongly encouraged to submit a proposal that complies with or exceeds these goals. If you propose a “teaming” arrangement in association with other firms to meet or exceed these goals, then your proposal should indicate whether your team is an “association” or a “joint venture.” HKS will be contracting with only one “entity” for these consulting services.

Additionally, the Project Architect has adopted the “City of Orlando’s Blueprint for Using Community Venues to Create a Sustainable Economic Impact”. You are required to address in your submittal how your firm or team will meet the goals established in the Blueprint. Your success in addressing, meeting, exceeding and demonstrating a good faith effort to meet these M/WBE and Blueprint goals will be a very important factor in the selection process.

- Chapter 57 or the City of Orlando Code can be located at <http://www.cityoforlando.net/admin/mbe/chapter57.html>
- City of Orlando Blueprint can be located at http://www.nba.com/media/magic/Local_Economic_Plan_Blueprint.pdf

V. SUBMITTAL REQUIREMENTS

Your firm will be evaluated on the basis of how well your firm and its individual professionals meet the criteria outlined below including general and specific selection criteria. Please submit your qualifications in a concise written tabulated format (NOT TO EXCEED 20 PAGES) indexed and organized in order by the following sections:

A) **Qualifications Summary**

- 1) Qualifications: A brief statement of your qualifications limited to one page.
- 2) Services: Confirm you will provide all the services required by this RFP.
- 3) Similar Projects:

Provide a list of similar Projects on which each of your proposed personnel who will be assigned and directly involved and responsible throughout the duration of the Project has been engaged. In particular, the Production Architect, Owner and Development Manager would like to review similar project experience.

- 4) Personnel: Please provide a schedule of your personnel who will be assigned and directly involved and responsible throughout the duration of the Project. Information shall include the names and resumes of all assigned Project personnel, including but not limited to:
 - a) Principal-in-Charge;
 - b) Project Manager;

- 5) Contact References: Please provide no more than three contact references for each of your firm personnel assigned to the Project;
- 6) Special Considerations: Please describe any special resources which your firm or your personnel assigned to the Project may bring to the Project or in-house expertise in technical areas which will specifically benefit the Owner;
- 7) Quality Assurance: Please provide a detailed description of your firm's quality assurance review and checking procedures;
- 8) Detailed Exceptions: Please provide in writing any exceptions you may take to the requirements of this RFP, the reasons for such exceptions and any proposed alternatives.
- 9) Insurance: The consultant shall carry the same level of general insurances as required in the Prime Agreement. However, the consultant is not required to carry Professional Liability Insurance.
- 10) Investigations and Litigation: If the Proposer has ever been the subject of an investigation conducted by a regulatory agency or professional licensing board, give the date, details and outcome of such action, including but not limited to any disciplinary sanctions imposed. If the Proposer has been sued as a result of actions or inactions in the course of their business or profession in the past ten (10) years, give the date, details and outcome of such suit, including but not limited to the dollar amount of any settlement or judgment.

B) Proposed Fee Structure

Please provide the following:

- 1) A Stipulated Sum Fee Proposal which shall be broken into Stage I and Stage II fees as outlined in *Attachment A – Consultant Responsibilities*.
- 2) An Alternate Stipulated Sum Fee Proposal to periodically review and update the roadmap. Provide a fee to update the roadmap midway through Stage I construction, and again near the end of Stage I construction.
- 3) Any fees required for design services not included in basic services;
- 4) An estimate of the reimbursable expenses you expect to incur on the Project (refer to the Prime Agreement in Attachment B for description of approved reimbursable expenses.)
- 5) Please include a detailed schedule of fully burdened billing rates for all personnel classes that you propose to use on the Project.

C) Special Services

Provide a detailed description of all services which you would plan to provide that are not described above.

E) **Schedule**

The overall proposed project schedule is included with Attachment C. Please state in your submittal the duration of time required to perform your scope of services.

F) **Additional Information**

Please provide any other additional information that you believe would be helpful to Owner, Production Architect and Development Manager in their decision.

VI. SELECTION PROCESS

Selection Committee

Consultants will be selected by Selection Committee. To ensure fair consideration for all consultants, there is a prohibition against any discussion with the Selection Committee members about the Project from the date this addendum is posted to the DPAC website (www.orlandopac.org) except during the public meetings held to consider the proposals. DPAC bylaws prohibit communications initiated by a consultant or a consultant's representative to any Selection Committee member and any DPAC Board member involved in evaluating or considering the proposals, prior to the time that consultants are contacted to make a presentation. Such communication initiated by a consultant or a consultants' representative may be grounds for disqualification of the offending consultant by the A&E Selection Committee from consideration for ranking and for award of a contract.

All questions concerning this Request for Proposal prior to submission should be addressed by email to the attention of Steve Evans at the following address: sevens@hksinc.com

The Selection Committee is comprised of one vote from each of the following firms:

DPAC - Jim Pugh, Kathy Ramsberger, Jean-Marc Allard

HKS/Baker Barrios - Matt Clear, Carlos Barrios

Hines - Michael Gross, Walter O'Shea, Jacki Hale

Barton Myers - Barton Myers, Ryan Ihly

Anderson & Associates - Veronica Anderson, Susan Brosch

A quorum of three Firms (committee members) is required for each vote. Hines and HKS will take the lead on negotiating pricing and scope of services with the sub-consultants.

The Selection Committee will review and evaluate the proposals. All firms submitting proposals will be evaluated to determine if they are fully qualified to perform the services required herein. Among the factors to be considered in making the finding are the capabilities, adequacy of personnel, track record and experience of the firm. After this evaluation process, a minimum of

three (3) consultants will be short-listed and may be asked to attend interviews before the A&E Selection Committee, although the decision to hold interviews will be at the discretion of DPAC. Further written documentation may be requested by the A&E Selection Committee prior to the selection of the Consultant. Failure to promptly supply information in connection with such request including, but not limited to, information regarding past performance, financial stability, and ability to perform on schedule, may be grounds for determination of non-responsiveness with respect to the Proposal.

The A&E Selection Committee, by Firm, will rank the short-listed consultants as set forth in the table below. HKS and Development Manager will enter into negotiations with the top-ranked consultant with the intention of entering into an agreement. If negotiations with the top-ranked consultant are unsuccessful, then negotiations with this consultant will be terminated and negotiations will begin with the next successively ranked consultant until a successful contract is negotiated.

Evaluation Criteria for Final Ranking

The Selection Committee, by firm, will evaluate and score the short-listed Proposers based upon their Qualification Statements and their interviews (if interviews are held) in accordance with the following rating factors.

RATING FACTORS	POSSIBLE POINTS	ITEM SCORE
A. Presentation by Proposer regarding its experience and qualifications, including quality, type, and scale of models constructed for other projects.	30	
B. Plan to achieve M/WBE goals and project objectives reinforced by specific references of people involved in the projects cited.	10	
C. Proposed schedule to deliver the completed architectural model. Factors to consider include overall duration of model development and appropriateness and practicality of proposed Owner interaction during model development.	15	
D. Material presented and discussed regarding Proposer's record of successful performances on past projects including factors such as cost control, work quality and demonstrated ability to adhere to schedules.	20	
E. Competitiveness of fee proposal.	25	
TOTAL SCORE	100	

VII. ATTACHMENTS

- A) Consultant Responsibilities
- B) Prime Architect-Owner Agreement
- C) Preliminary Project Schedule
- D) Architect-Consultant Form of Agreement
- E) Current Concept Plans

VIII. SUBMISSION REQUIREMENTS AND PROJECT CONTACT

Please submit eight (8) copies of your submittal information, plus one CD with your submittal information in a single pdf file, to the Project contact listed below:

Steven D. Evans, AIA
HKS Architects, Inc.
225 E. Robinson Street, Suite 405
Orlando, FL 32801
(407) 648-9956(T)
(407) 648-9976 (F)

All submittals shall be in a sealed container with the notation "Proposal Enclosed." Should you have any questions concerning the Project or this submission, please send by email to Steve Evans at sevens@hksinc.com.

IX. SUBMITTAL ACCEPTANCE

The Selection Committee reserves the right to reject any or all submittals received under this Request for Proposals, and is under no obligation to any of the prospective consultants as a result of this Request for Proposals process.

X. OTHER

You will receive no reimbursement for your expenses in preparing this proposal. All materials and documents submitted hereunder shall become the sole property of the Production Architect.

A response to this RFP shall not be construed as a contract nor indicate a commitment of any kind on the part of the Development Manager, Production Architect or Owner. The Development Manager and Production Architect, with advice from the Owner, reserve the right to reject any or all responses to this RFP.

End of Request for Proposal

ATTACHMENT A

SYSTEMS INTEGRATOR RESPONSIBILITIES

The Consultant will develop a technology roadmap that lays out a plan allowing the Dr. P. Phillips Orlando Performing Arts Center (DPAC) to provide a superior customer experience, both within its physical structure and in the virtual community outside of its doors

The roadmap will be developed to address:

- the staged opening of the complete DPAC building, with special consideration of building the infrastructure in the first phase that will be needed in order to open the second or subsequent phases;
- the infrastructure and technology necessary to run premise based events, including musical, theatrical, organizational and social community events. It will also address the infrastructure and technology required to run off-premise events, including web-based broadcasting, educational outreach programs, concurrent live event broadcasting and archiving of events for reuse;
- all functional aspects of information technology, including ticket sales, concessions, customer and event management, security, parking, back office functions (HR, Finance), facilities maintenance and environmental controls;
- the interoperability of the various systems, the cost of benefits of centralized versus decentralized management, managed services versus capital expenditures, and how DPAC can leverage other City of Orlando IT initiatives to reduce costs while maintaining high service levels.

In developing the roadmap, The Consultant will take an inventory of existing technology projects, define the short term requirements (Phase 1 Opening in 2013), as well as the intermediate term requirements (Phase 2 Opening) and the outreach (“no walls to these halls”) opportunities. To do this, The Consultant will:

1. Work with internal key stakeholders to understand their requirements, roles and responsibilities in developing and running the DPAC. Further, The Consultant will conduct “blue sky” sessions with stakeholders to determine how they see their roles developing over the next five years, and what types of innovations they project will be necessary to allow them to reach the next level of enhancing their customers’ experience. It is important to note that everyone in the DPAC organization, regardless of their role, has a customer. The customer may be internally facing or public facing, or both, depending on their role. DPAC will not be able to provide their external customer, both on-premise and in the virtual community, with a superior customer experience unless every member of DPAC is challenged to do so with their internal and public facing customers.
2. Work with vendors who support the functions needed for event management to understand their roadmap and objectives over the next 3-5 years. This may require meeting multiple vendors that provide technology to manage a specific function (e.g.:

- event management software, Point of Sales systems, Wireless networking, etc.) in order to qualify those vendors who are most likely able to meet the short term needs of the DPAC without sacrificing innovation and the ability to adapt to rapid technological changes.
3. Meet with representatives of the City of Orlando to understand their technology roadmap and how DPAC can leverage the City's current and future capabilities to reduce costs and improve service. The Consultant will further determine where DPAC can tie into existing City provided services and capabilities to being community reach-out programs and help to generate additional community goodwill toward the Performing Arts Center.
 4. Use its industry connections and partnerships to seek potential best of class solutions for both non-specialized and specialized technology needs.
 5. Meet with Executive Management and the Board of the DPAC to understand their short and long term vision of the DPAC. This vision will be the driving force for developing the roadmap.
 6. Interact with other Performing Arts Centers to qualify the different IT operational models and how to implement them.

The Consultant will deliver a final report which includes a roadmap addressing information obtained in the aforementioned sections 1 through 5 upon the completion of this effort. Over a 13 week period, The Consultant will assimilate the input from the various parties referenced above and develop a roadmap that will:

1. Lay out the general steps need to achieve the vision of the Executive Management for the DPAC. Focus on the customer experience that is essential for the DPAC and how the Board and Executive Management would like to reach patrons outside of the physical structure of the performance halls. – 1 week;
2. Lay out guidelines for each functional operational area of the DPAC to support that vision. Match these with the currently proposed projects to determine gaps. – 1 week;
3. Lay out specific steps for selecting vendors, applications, and hardware needed to support the vision. Provide the initial overview of the core infrastructure needed to open the DPAC. Define operating staff requirement to program and manage content for future. Define the “short term” technology that will be needed to open stage 1 in 2013, with the focus of laying the foundation for stage 2. Architect a digital content management and broadcasting strategy – define digital content formats, encoding, broadcast media and workflow. – 5 weeks;
4. Define the “intermediate term” technologies that should be considered for phase 2. Provide guidance on the infrastructure needed to develop a dynamic, exciting global outreach program once the DPAC is open. – 4 weeks;
5. Provide direction on how DPAC may proceed in order to ensure the least costly/most dynamic infrastructure possible. Provide a top line timeline and project plan for achieving the above recommendations. Create a comprehensive technology roadmap that highlights the potential reach and positive impact on the performing arts both locally

and globally and that will make supports eager to donate and contribute to DPAC's success. – 2 weeks.

Dr. P. Phillips Performing Arts Center Responsibilities

This project demands involvement by technical, business development and operational personnel from DPAC and the City of Orlando. Ultimate success is highly dependent on our joint efforts. To help achieve a smooth and successful pilot, it will be DPAC's responsibility to perform the following:

1. Provide The Consultant with access to current information on proposed technology projects that have already been vetted by the DPAC;
2. Provide access to the technology personnel, and internal support personnel within DPAC organization and, as appropriate, City of Orlando;
3. Provide introductions to vendors that have already been identified as playing a role in the new DPAC;
4. Help to arrange meetings with consultants and architects that are currently working with the DPAC. These meetings will be focused on ensuring that there is a homogeneous approach to realizing the vision of Executive Management;
5. Provide access to temporary work facilities and meeting rooms, as needed, for The Consultant's personnel to meet with DPAC and City of Orlando personnel, vendors and consultants. In addition, provide controlled/limited access via your network infrastructure for The Consultant's personnel to access email and web sites;
6. Participate in meetings, on a mutually agreeable schedule, to determine the direction that is being defined in the roadmap.

ATTACHMENT B

PRIME AGREEMENT FOR ARCHITECTURAL SERVICES

The attached Prime Architect-Owner Agreement shall be attached to and referenced as part of the Architect-Consultant Agreement (Sub-Consultant Agreement), and the terms and conditions of the prime agreement shall apply to the consulting services described in this Request for Qualifications. To the extent that there are any conflicts between the Production Architect Agreement and the Sub-Consultant Agreement, the Production Architect Agreement shall govern.

ATTACHMENT C

PRELIMINARY PROJECT SCHEDULE-DRAFT

Refer to the attached Draft Project Schedule.

ATTACHMENT D

ARCHITECT-CONSULTANT FORM OF AGREEMENT

See the attached form of agreement, AIA Document C727-1992, that shall be used these consulting services, in conjunction with the referenced prime agreement.

ATTACHMENT E
CURRENT CONCEPT PLAN

See the attached current design concept plans. Note: this represents a preliminary design concept that is subject to change and refinement; however, this concept reflects the basic requirements included with the project description and current building program.

ATTACHMENT F

**DR. P. PHILLIPS ORLANDO PERFORMING ARTS CENTER REIMBURSABLE EXPENSE
POLICY**

See the attached reimbursable expense policy.