

RESOLUTION NO. 20-10-101

**A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA,
VILLAGE OF ISLANDS, FLORIDA, APPROVING THE
RECOMMENDATION OF THE RFP 20-07 EVALUATION
COMMITTEE FOR GREEN TURTLE HAMMOCK OPERATING
AGREEMENT; AUTHORIZING THE VILLAGE MANAGER AND
VILLAGE ATTORNEY TO ENTER INTO AN AGREEMENT FOR THE
REQUESTED SERVICES; AND PROVIDING FOR AN EFFECTIVE
DATE**

WHEREAS, Islamorada, Village of Islands (the "Village") is seeking to establish a term Operating Agreement with a nonprofit environmental organization for operation of the Green Turtle Hammock Preserve ("GTH"); and

WHEREAS, the intent of the agreement is to provide environmental education, interpretation or public outdoor recreation that is compatible with the conservation, protection, and enhancement of the site in accordance with the Florida Communities Trust Management Plan (the "Plan"); and

WHEREAS, the Village issued a Request for Proposals ("RFP 20-07") for a GTH Operating Agreement, as detailed in Exhibit "A" attached hereto; and

WHEREAS, the Village Manager established an Evaluation Committee (the "Committee") to review responsive proposals and make a recommendation to the Village Council for the selection of an organization; and

WHEREAS, the Committee reviewed one (1) proposal received, as detailed in Exhibit "B" attached hereto using the selection criteria detailed in the RFP 20-07; and

WHEREAS, the Committee has recommended Florida Bay Forever Save Our Waters for selection; and

WHEREAS, the Village Council desires to approve the recommended organization to operate GTH; and

WHEREAS, once finalized, the Operating Agreement with FBFSOW will be brought to the Village Council for approval and authorization; and

WHEREAS, the Village Council has determined that the procurement and utilization of these services is in the best interest of the Village and its residents.

NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AS FOLLOWS:

Section 1. **Recitals.** The above recitals are true and correct and incorporated into this Resolution by this reference.

Section 2. **Approval of Recommendation.** The Village Council of Islamorada, Village of Islands, hereby approves the Committee's recommendations of:

Florida Bay Forever Save Our Waters

Section 3. **Authorization of Village Officials.** The Village Manager and/or his designee and the Village Attorney are authorized to enter into an agreement for the operation of the GTH with Florida Bay Forever Save Our Waters.

Section 4. **Effective Date.** This Resolution shall take effect immediately upon adoption.

Motion to adopt by Councilman Jim Mooney, second by Vice Mayor Deb Gillis.

FINAL VOTE AT ADOPTION

VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS

Mayor Mike Forster	YES
Vice Mayor Deb Gillis	YES
Councilman Jim Mooney	YES
Councilman Chris Sante	YES
Vacant	

PASSED AND ADOPTED ON THIS 1st DAY OF OCTOBER, 2020.



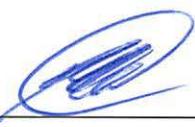
MIKE FORSTER, MAYOR

ATTEST:



KELLY S. TOTH, VILLAGE CLERK

APPROVED AS TO FORM AND LEGALITY
FOR THE USE AND BENEFIT OF ISLAMORADA,
VILLAGE OF ISLANDS ONLY



ROGET V. BRYAN, VILLAGE ATTORNEY

Exhibit "A"



Islamorada, Village of Islands, Florida

**REQUEST FOR PROPOSALS
GREEN TURTLE HAMMOCK OPERATING AGREEMENT
(RFP-20-07)**

Issue Date: June 15, 2020

Islamorada, Village of Islands (the "Village"), will receive formal proposals for Operating Services for the Green Turtle Hammock property, per the scope of services, until **3:00 p.m. on August 20, 2020.**

Interested organizations are invited to submit Proposals for consideration in accordance with this Request for Proposals ("RFP") to the Village Clerk. Original signed Proposal Documents, an electronic copy in Adobe Acrobat PDF format, and three (3) hard copies of the Proposal Documents must be submitted prior to **3:00 p.m. Eastern Standard Time (EST) on August 20, 2020** to:

Village Clerk
Islamorada, Village of Islands
86800 Overseas Highway, 3rd Floor
Islamorada, Florida 33036
Telephone: (305) 664-6412

It is the sole responsibility of the organization to ensure that submittals are received by the stated deadline. Any proposal package submitted past the deadline or submitted to other locations or offices shall be deemed non-responsive and will be rejected.

Prospective vendors may request the 'Green Turtle Hammock Park Management Plan' and 'Special Management Conditions' by contacting Procurements and Grants Administrator Ana Hernandez at (305) 664-6453 or by email to ana.hernandez@islamorada.fl.us. If ADA accessible documents are needed, please specify in your request.

I. PURPOSE

The purpose of this RFP is to solicit proposals to establish a facility Operating Agreement with a nonprofit environmental organization for the operation of Green Turtle Hammock Preserve, located at 81224 Overseas Highway, Islamorada, Florida.

II. OBJECTIVE

The objective of this RFP is to secure the services of an experienced nonprofit organization with an environmental or conservation based mission that is capable of providing all necessary expertise, tools, materials, equipment, staffing, and overall services for the daily operations of a park and recreation facility at the Village's Green Turtle Hammock Preserve.

III. BACKGROUND AND HISTORY

Islamorada, Village of Islands (the "Village") is a municipality located within the Florida Keys and is comprised of four (4) islands spanning 18 miles. The population is approximately 6,200, and the Village has 110 full-time employees and approximately 20 seasonal / part-time employees in the following departments: Village Manager, Village Attorney, Village Clerk, Finance and Administration, IT and Communications, Building Services, Planning and Development Services, Code Compliance, Fire Rescue, Local Law Enforcement, Public Works and Transportation Maintenance, Parks & Recreation, Marina and Wastewater and Stormwater Utilities. As a Florida municipality, the Village must operate within the guidelines of Florida Statutes relating to public records, public meetings, and Sunshine laws. The Village undergoes an annual financial audit pursuant to Florida Statutes. Additionally, the Village must follow the guidelines of its purchasing ordinance when purchasing capital, supplies and services.

Facilities:

The Village has one (1) three-story Administration and Public Safety Building (Village Hall), three (3) Fire Rescue Stations (one of which serves as the Emergency Operations Center), one (1) Parks and Recreation Building, one (1) Public Works area, one (1) Marina with office facilities and 82 slips, and one (1) Community Center that also serves as a Council Chambers from which Village Council meetings are broadcast. The Village also owns numerous conservation properties and passive park properties throughout the limits of the Village and outside the Village in Monroe County.

Green Turtle Hammock Preserve:

Owned by the Village, the Green Turtle Hammock Preserve is an 11-acre parcel located on the Florida Bay side of Upper Matecumbe Key at 81224 Overseas Highway, Islamorada. The property extends from US 1 to Florida Bay. The property was acquired in 2006 through conservation funds via a partnership between the Village and the State of Florida's 'Florida Communities Trust' program and contains the following: natural hardwood hammock forest, mangrove wetlands, developed trail system, protected boat basin which connects to Florida Bay, classroom and laboratory building, parking area, small playground, kayak landing and the historic Russell Cottage.

The property was acquired to protect the site's natural, and cultural resources from future redevelopment, for interpretation and environmental education, and to provide appropriate

levels of both resource based and user based recreation. The property is to be managed only for the conservation, protection, and enhancement of natural resources and for public outdoor recreation or interpretation that is compatible with the conservation, protection, and enhancement of the site.

The Preserve operates in accordance to a 'Management Plan' and 'Special Management Conditions' contained within the Plan that was created in coordination with the State shortly after acquisition. The Management Plan defines regulations and standard operating procedures under which the Preserve must be managed. The Village's Public Works Department currently is and will remain responsible for general maintenance of the property, including waste disposal and routine grounds maintenance. The property is currently open to the public from 8am – 5pm.

IV. SCOPE OF SERVICES

The selected organization shall be responsible for providing expertise, personnel, pertinent equipment, supervision, and other services necessary to operate the Green Turtle Hammock property effectively and safely. Incorporating environmental best practices is an essential part of the maintenance and operation of the site. Services provided under the Operating Agreement may include, but are not limited to: public outreach and education, hosting of special events, organization and scheduling of school and civic group visits on-site and at other Village parks, sustainable ecotourism, environmental stewardship, enhancement of trail system, and natural beautification of the property. Other services or responsibilities that the selected vendor is interested in are open for consideration during the creation of the Operating Agreement. The term of the Operating Agreement will be determined through consultation with the selected vendor during its establishment. The vendor would have use of the Russell Cottage and the laboratory and classroom facility for performing day to day operations. Financial responsibilities of the vendor including, but not limited to utility costs, maintenance costs and operating expenses will be discussed and determined during establishment of the Operating Agreement.

The Village is seeking proposals from organizations with related experience including:

1. Environmental Stewardship and Conservation Efforts, particularly within the Florida Keys and Islamorada area
2. Public Outreach and Education
3. Nature based Eco-tourism
4. Parks and Open Space Management or Operations

The Village will choose one (1) qualified organization to perform the services described within this RFP based upon evaluations and scoring of proposals. The selected vendor will be required to submit an annual financial summary to the Village at the end of each fiscal year.

V. ELIGIBILITY CRITERIA

To be eligible for selection consideration, interested organizations must submit one (1) original printed package, three (3) printed copies, and one (1) electronic copy on CD or flash drive. The electronic copy should be identical to the original printed package, in natively converted PDF format and should be labeled 'Green Turtle Hammock Operations (RFP 20-

RFP 20-07

Request for Proposals

Green Turtle Hammock Operating Agreement

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07).’ The Proposal Documents shall be enclosed in a sealed envelope and be plainly marked on the upper left-hand corner with the name and address of the Proposer and bear the following title: **Islamorada, Village of Islands “Request for Proposals - Green Turtle Hammock Operations (RFP 20-07)**.

Proposal packages must contain the following information:

1. **Cover Letter:** Provide a cover letter introducing your organization and proposal.
2. **Organization Overview:** Provide an overview of the organization detailing the number and expertise of staff and board members (if overseen by a board of directors) describing credentials, and identifying office locations and staff assigned to those offices throughout the Florida Keys or the nearest locations to the Florida Keys. Include organization background, mission/vision statement, current and past environmental stewardship and conservation efforts, and any other relevant background information. Include number of members (if membership based) and general demographics of membership. Include annual fees for membership if applicable.
3. **Experience / Project Examples:**
 - a. Detail the qualifications and experience of the organization and services offered, including specific experience in environmental stewardship, conservation efforts, public education, outdoor recreation and environmental site management if applicable.
 - b. Describe the organization’s familiarity with the Village area and any experience with other Florida Keys jurisdictions.
 - c. Indicate the organization’s ability to provide record keeping of maintenance and daily operations of the site, including budget considerations.
 - d. Provide an organizational chart, identifying key personnel and the reporting relationship of key personnel within the organization.
4. **Approach:**
 - a. Present your understanding of the Village’s needs and the scope of services required.
 - b. Describe plans for existing or new infrastructure, particularly the Russell Cottage, laboratory facility and network of existing trails.
 - c. Explain the organization’s capability and commitment to meeting the Village’s needs with this RFP, including but not limited to logistics, staffing, on-site revenue/donations plan, 2-year budget, proposed services, proposed education and outreach, and any available resources.
5. **References:** Provide at least three (3) client, organizational, or local government agency references where services similar to those contemplated by this RFP were provided or involved. If applicable, provide the dates of services, engagement, and the scope of work provided to these references. For each reference listed, include contact information for a representative who can verify the organization’s performance.

6. **Budget:** Provide budget, capital campaign for 2 years of operation, and any other proposed fundraising efforts that may pertain to this Operating Agreement.
7. **Nonprofit Status:** Provide proof or documentation of nonprofit status.
8. **Insurance:** Describe the type of General Liability and/or Directors and Officers, Commercial, Automobile or Vessel insurance that are foreseen to be carried as part of this Operating Agreement.

VI. EVALUATION SCORING AND TIMELINE

An Evaluation Committee will convene after the opening of the proposals to evaluate them for responsiveness to the RFP and to prepare a ranking of recommendations to the Village Council for entering into Operating Agreement negotiations. Negotiations will commence with the first-ranked organization. If the Village and the first-ranked organization are unable to finalize an agreement, then the negotiation process will move to the second-ranked organization and so forth.

The point system for the evaluation and scoring of responsive proposals will be as follows:

Organization Overview	0 – 20 points
Experience/ References	0 – 30 points
Approach	0 – 40 points
Budget and Capital Campaign	0 – 20 points
TOTAL POINT RANGE	0 – 110 POINTS

The Village reserves the following rights: 1. to accept or reject any or all Proposals, 2. to select a qualified organization to provide the Services as it deems will best serve the interest of the Village, 3. to assign agreed upon responsibilities to the selected organization which will be outlined in the forthcoming Operating Agreement, which may be updated periodically.

All inquiries and requests for clarification or interpretation regarding this RFP shall be made in writing to the attention of the Procurement and Grants Administrator by mail to 86800 Overseas Highway, Islamorada, Florida 33036; by email to ana.hernandez@islamorada.fl.us; or by fax to (305) 664-6464 no later than August 17, 2020.

The Village shall issue appropriate addenda as necessary via DemandStar at <https://www.demandstar.com> and on the Village's website at <http://www.islamorada.fl.us>. No oral change or interpretation of the provisions contained in this RFP is valid. Written addenda shall be issued when changes, clarifications or amendments to the RFP are deemed necessary. The issuance of a written addendum is the only official method whereby interpretation, clarification or additional information can be given.

VII. CONFIDENTIALITY AND PUBLIC RECORDS

The Proposal Documents and related materials received from the organizations in response to this RFP will become the property of the Village and will not be returned. The Village is a public agency subject to the Florida Public Records Law.

Upon the Village's notice of a decision or intended decisions on selection of a Proposer or within ten (10) days after the opening of the Proposal Documents, whichever is earlier, any

material submitted in response to this RFP will become a "public record" and shall be subject to public disclosure consistent with Chapter 119, Florida Statutes (Florida Public Records Law). All documents submitted to the Village pursuant to this RFP are public records or documents subject to disclosure, except as specifically exempted by Florida law or Applicable Law. The Village reserves the right to make all final determination(s) of the applicability of the Florida Public Records Law.

By submitting their Proposals, each organization expressly acknowledges and agrees that the Village will not be responsible or liable in any way for any losses that the organization may suffer from disclosure of information or materials to third parties and the organization agrees to defend, indemnify, and hold harmless the Village from all costs (including reasonable attorneys' fees) arising from or related to any action under Florida Public Record's Law.

(end)

Florida Bay Forever
www.floridabayforever.org
P.O. Box 827
Islamorada, FL 33036

Exhibit "B"

To Whom It May Concern:

Florida Bay Forever Save Our Waters (FBFSOW) is grateful for the invitation to submit a proposal seeking agreement with the Village of Islamorada to operate at Green Turtle Hammock.

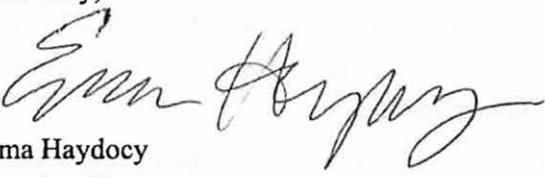
Green Turtle Hammock Nature Preserve is a gem of a conservation property. The property highlights the biodiversity of the Florida Keys and is an ideal classroom to present Florida Bay and the ecosystems of South Florida to residents and visitors. The existing infrastructure, network of trails, and boat basin make the site an ideal location for environmental education, outdoor recreation, and cultivating stewardship for Florida Bay.

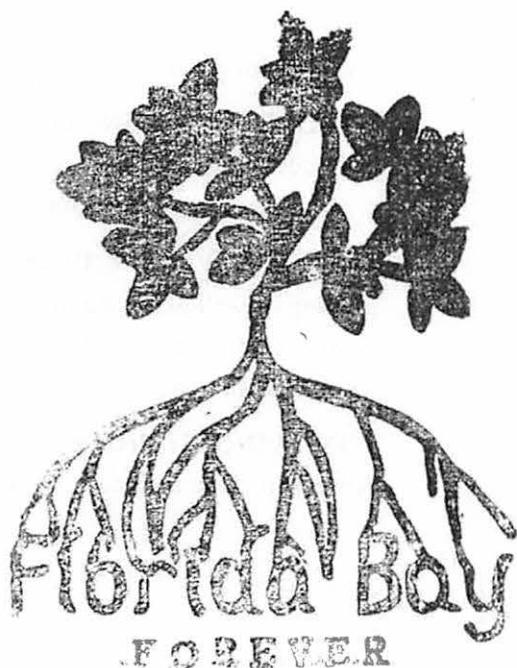
FBFSOW is an Islamorada-based nonprofit with a mission of protecting, preserving, and improving Florida Bay. Since 2016, our organization has carried a mission of conservation and stewardship for Florida Bay and Everglades restoration within the Florida Keys community. FBFSOW is an organization created for and by the residents of Monroe County. Our founders, board of directors, and staff are residents of the Upper Keys and have established lives and livelihoods based off of a healthy Florida Bay.

If selected, FBFSOW intends to transform the property into a world class environmental learning center that increases and enhances access to Florida Bay in the heart of Islamorada. Everglades National Park and Florida Bay are the backyard of the Florida Keys and FBFSOW intends to develop Green Turtle Hammock into a site worthy of the internationally recognized wetland, biosphere, and wilderness area in our backyard.

Please do not hesitate to reach out should you have any questions. I can be reached at (786)572-7051.

Yours truly,


Emma Haydocy
Executive Director



1. **Cover Letter:** Provide a cover letter introducing your organization and proposal.

Enclosed.

2. **Organization Overview:** Provide an overview of the organization detailing the number and expertise of staff and board members (if overseen by a board of directors) describing credentials, and identifying office locations and staff assigned to those offices throughout the Florida Keys or the nearest locations to the Florida Keys. Include organization background, mission/vision statement, current and past environmental stewardship and conservation efforts, and any other relevant background information. Include number of members (if membership based) and general demographics of membership. Include annual fees for membership if applicable.

Florida Bay Forever Save Our Waters an Islamorada based 501(c)3 comprised of one Executive Director (staff) and six Board of Directors. Credentials and background are as follows:

a. **Board of Directors**

STEVE FRIEDMAN (Director, Vice-President) Vice-President of the Board, Captain Steve Friedman is a successful, tournament-winning backcountry guide, and leader in the guide community. Recently installed as the head of the Florida Keys Fishing Guides Association, Friedman calls upon his colleagues to speak up about the degradation of the resource that directly affects the guide community.

XAVIER FIGUEREDO (Director, Treasurer) Captain Xavier Figueredo is a back-country guide and student of the environment. He has a talent for accurately and calmly informing decision makers without offending. His past life as a hospital administrator makes him well versed in professionalism and tolerance for the political process. Most days, Xavier can be found fishing with the Bay and Reef Company.

MARK GREGG (Director) Mark Gregg brings a real estate law career to the Board, and provides a connection to brokerage houses and realtors throughout Monroe County. His contacts with homeowners associations opens doors to citizen advocacy.

ELIZABETH JOLIN (Director) Captain Elizabeth Jolin has made her living on the water, guiding as well as managing her own recreation company serving high-end resort clientele. She is an executive-level professional with experience managing a staff of 15 and an annual budget of \$1.5 million. She is a critical thinker with deep connections in the community.

JON TAINOW (Director) Jon is a Rail Transportation Professional and Environmental Advocate. Born and raised in Northern New Jersey, Jon enjoyed a career employed by Amtrak

-National Railroad Passenger Corp for 38 years and retired in 2011. Jon is a life-long fishing enthusiast and advocate for environmental issues concerning conservation of marine life and habitat protection. Jon has worked with many marine conservation organizations as a volunteer and advisor, including American Littoral Society, NY/NJ Baykeeper and the Waterkeeper Alliance. Jon is a full time resident of Islamorada in the Florida Keys, fishing and enjoying marine life.

CHRISTINE WILSON (Director) Chris Wilson practiced law for 26 years. She was a partner with the national firm Jackson Lewis P.C., having practiced with the firm since 1999. She is newly retired and has an eye on expending some of her energy toward preserving Florida Bay. She is a marine enthusiast and an avid Ironman triathlete, utilizing the Bay as her personal training ground. Her extensive law experience brings a scrutinizing look at developing Bay policy.

EMMA HAYDOCY (Executive Director) Emma is a passionate educator who has spent years connecting people from around the world to the wonder of National Parks as a Park Ranger. She fostered an intimate understanding of and passion for Florida Bay during her tenure with Everglades National Park, stationed out of Flamingo. She takes pride in effectively communicating complex subjects to the public, such as Everglades Restoration, and providing meaningful connections between people and Florida Bay.

Consistent with today's world, Florida Bay Forever Save Our Waters operates in a virtual workplace serving as a Florida Bay resource for Florida Keys residents. Our virtual existence allows us to operate with little overhead and allows for flexibility in providing services for Monroe County citizenry throughout the island chain, with particular emphasis on the Upper Keys community with backyard access to Florida Bay.

b. Mission and Vision

The mission of the non-profit Florida Bay Forever Save Our Water is to preserve, protect, and improve Florida Bay by informing community members about its economic importance and engaging tourists in continued sustainable enjoyment of it.

We envision a Florida Bay which is:

- a swimmable, fishable healthy resource accessible to all
- a thriving and resilient body of water recognized locally, nationally, and globally as an environmental treasure
- enhanced and sustained by sound south Florida water management practices
- preserved through expedited Everglades Restoration and the completion of CERP

We envision a Florida Bay community that:

- is fluent in the language of conservation and preservation as it pertains to the Florida Bay
- understands the interconnectedness of the Florida Bay and Atlantic Ocean
- recognizes the intricacies of how Everglades ecosystem management affects the Florida Bay
- is aware of the legislative processes governing local natural resources
- has access to the Florida Bay in order to better champion its preservation

c. Environmental Stewardship and Conservation Efforts

FBFSOW works to increase awareness of the issues that threaten the Florida Bay. The organization facilitates Florida Bay literacy by providing fact-based information pertaining to this vital resource. Our goal is outlined in the environmental stewardship and conservation efforts of the organization. Outreach, education campaigns, public programs, boat tours, public forum, media campaigns, and presentations to civic groups are just some of the ways that FBFSOW has conducted stewardship and conservation activities for Florida Bay in Monroe County.

3. Experience / Project Examples

a. Detail the qualifications and experience of the organization and services offered, including specific experience in environmental stewardship, conservation efforts, public education, outdoor recreation and environmental site management if applicable.

FBFSOW is the only Florida Keys based organization dedicated to protecting, preserving, and improving Florida Bay. Since 2016, our organization has conveyed a message of stewardship and conservation to heal our estuaries in the wake of devastating seagrass die-off and lagging restoration efforts. The organization remains dedicated to educating the Florida Keys community of the importance of Florida Bay and Everglades Restoration.

FBFSOW has an intimate understanding of the Florida Keys community and has spread its message of stewardship through education. Importantly, the founding and current board members of FBFSOW have years of experience managing outdoor recreation businesses in the Florida Keys. Their insight is invaluable to the establishment and sustainability of operations at Green Turtle Hammock Nature Preserve. Staff and board have made countless presentations to local civic and social groups, communicating scientific concepts to diverse groups with ease. Set

forth below is a snapshot of some of the environmental activities since the organization's inception in 2016:

- Staff and Board of Directors has made 30 formal educational presentations to Florida Keys civic and social groups.
- FBFSOW representatives participate in the 61-member Everglades Coalition, elevating the voices of Monroe County in the greater Everglades environmental community. The coalition develops legislative priorities and position papers on current issues facing the Greater Everglades. FBFSOW representatives are also founding members of the Now or Neverglades Coalition, who led the charge to educate Floridians across the state to understand southern storage as a solution to the crisis in the Everglades.
- FBFSOW has hosted seven Florida Bay boat tours with community members, resource managers, and elected officials focused on Florida Bay and Everglades restoration.
- Annually, Board members and staff have provided informal Florida Bay education at local events, engaging thousands of Florida Keys residents and visitors with Florida Bay.
- Earned and published media in the Florida Keys media that characterizes the source and solutions to the degradation of Florida Bay.
- The organization has developed continued execution of the Florida Bay Project Grant, a mini-grant program for Monroe County teachers and educators to implement Florida Bay and Everglades education in their classrooms.
- FBFSOW is currently filming "Voices of the Florida Bay", which is an oral history of fishing guides who have fished Florida Bay for over 30 years.
- Before cancellation due to COVID-19, FBFSOW hosted five programs at Green Turtle Hammock. "Experience Florida Bay" an educational program series focuses on the cultural and natural history of the Florida Keys.¹

b. Describe the organization's familiarity with the Village area and any experience with other Florida Keys jurisdictions.

FBFSOW is an organization created by and for Monroe County residents. Specifically, the founding and current directors of the organization reside and work in the Village of Islamorada and the Upper Keys. The leadership of FBFSOW represents the voices and interests of Village residents as fishing guides, business owners, and residents who are passionate about the Florida Keys community. While FBFSOW leadership resides in the Upper Keys, they interact with

¹ Please see appendix B for a flyer containing the programmatic content prior to the cancellation of these events due to COVID-19.

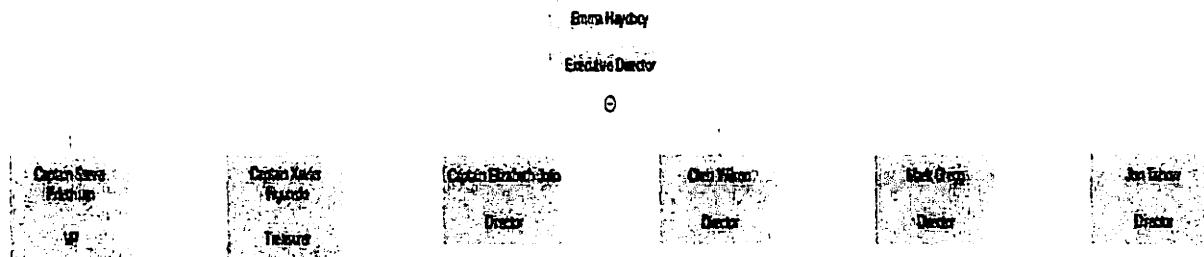
organizations and entities throughout the island chain. They are familiar with the greater landscape of Monroe County and the unique nature of each portion of the island chain.

c. Indicate the organization's ability to provide record keeping of maintenance and daily operations of the site, including budget considerations.

Throughout its existence, FBFSOW has a record of maintenance and record keeping, most clearly illustrated in the organization's recent and successful audit by the Internal Revenue Service. FBFSOW maintains current and accurate financial records, and is in good standing with contractors, vendors, and the IRS. As a not-for-profit recipient of granted funding, the organization has a consistent record of compliance, maintenance, and monitoring of grant funds as evidenced in grant reports submitted at the end of grant period.

FBFSOW has effectively conducted its educational activities in the community within the parameters of their annual budget.

d. Provide an organizational chart, identifying key personnel and the reporting relationship of key personnel within the organization.



4. Approach

- a. Present your understanding of the Village's needs and the scope of services required.**

Green Turtle Hammock is ripe for environmental and experiential learning. FBFSOW understands that the site requires cultivation to serve as a world class interpretive center for the cultural and natural history of the Village and Florida Bay.

In order to cultivate Green Turtle Hammock as a world class interpretive center, FBFSOW intends to:

- Compile existing research and information on Florida Bay
- Collect stakeholder input
- Review/Inventory site resources
- Develop Site Master Plan to outline resource management, best management practices, and interpretive goals
- Develop exhibits and signage characterizing the ecosystems of South Florida, impairments to habitat and estuary, solutions to pressing environmental concerns, and current stewardship efforts.
- Develop Interpretive Guide to provide staff and volunteers with current, research based information on the natural and cultural history of the Florida Keys

These research and planning efforts will ensure that when open to the public, the Florida Bay Environmental Learning Center will serve as the home base of environmental outreach, education, and stewardship in the Florida Keys.

The scope of services encompasses more than the educational value of Green Turtle Hammock. FBFSOW intends to promote the value of the Village to the visitors to the Florida Keys, conveying a message of its sustainability and stewardship. As the 'Sportfishing Capital of the World', Islamorada is known internationally for its outstanding fisheries and fish habitat. FBFSOW intends to promote the Village in the development and execution of operations at Green Turtle Hammock through marketing and advertising. Promotion of the site will highlight the Village as a premier eco-tourism destination.

FBFSOW recognizes that Green Turtle Hammock is an ecological and cultural gem that provides a unique perspective to life in the Florida Keys. The organization understands that all resources

on the site should be managed as such. In partnership with the Village, FBFSOW will develop a site and resource management master plan, utilizing current best practices in cultural and natural resource management at Green Turtle Hammock to preserve and improve the inventory of resources on site.

b. Describe plans for existing or new infrastructure, particularly the Russell Cottage, laboratory facility and network of existing trails.

FBFSOW plans to augment Green Turtle Hammock's existing infrastructure to further cultivate the value of the site.

i. Russell Cottage

Given the local historic landmark status of the structure, FBFSOW does not intend to alter the structure, with the exception of modifications required by the Americans with Disabilities Act and enhancements of the interior for use as an environmental learning center for the public. Installing a low-impact visitor center in this location will allow community-wide access to this unique house and allow the celebration of a piece of Florida Keys history.

The Center will include a nature center/museum with rotating engaging exhibits on a variety of subjects relating to the Florida Bay. Exhibits will be created in collaboration with community stakeholders to ensure diversity in content and representation of Monroe County voices.

Potential topics include:

- Florida Bay ecology/geology
- Cultural and Bay fishing history
- Species spotlights
- Oral history of the Florida Bay
- Florida Bay in the arts, and more.

The Florida Bay Eco-Center will serve as the operating center for Florida Bay Forever Save Our Water conservation, education, eco-literacy and advocacy projects such as:

- The Florida Bay Project Grant
- Oral History of the Florida Keys Special Feature
- Send it South Kayak Challenge
- Business Certification Program

FBFSOW will staff the visitor center with regularly scheduled operating hours.

ii. **Laboratory Facility**

The lab facility is modernized and already in use by the general public. FBFSOW will facilitate school group and non-profit utilization of existing labs to further complement research and science education related to the Florida Bay ecosystem.

iii. **Trail Network/Open Spaces**

The Center will provide high-quality, on-the-water events to enhance awareness of the natural and cultural history of the Florida Bay and Everglades National Park. These will include:

- Guided eco-tours
- Kayak and paddleboard rentals
- Facilitate public use
- Special event management

FBFSOW is keenly aware of shoreline redevelopment at the boat basin and looks forward to enhancing the recreational and ecological value of the coastal portion of the site. The trail network will require simple improvements and maintenance to maximize recreational value and beautification of the site. With the addition of trailhead educational information, trail markings, and plaques identifying and describing flora of note, the trail system will be more user friendly and accessible to visitors. Enhancements will improve resources and user-based recreation. In partnership with the Village, FBFSOW intends to:

- Maintain and identify tropical hardwood hammock trail flora and fauna species
- Install and maintain standing information about ecosystems represented
- Facilitate school and social groups to utilize property and outdoor experience
- Offer scheduled eco-walks on property

c. **Explain the organization's capability and commitment to meeting the Village's needs with this RFP, including but not limited to logistics, staffing, on-site revenue/donations plan, 2-year budget, proposed services, proposed education and outreach, and any available resources.**

FBFSOW staff and board first met with Village staff to explore the possibility of operating on-site in August of 2019 and have pursued an agreement in earnest since then. The organization remains committed to leading the charge for environmental education and stewardship for Florida Bay. Central to that movement is the establishment of the Florida Bay Environmental Learning Center and basing organizational operations at Green Turtle Hammock.

FBFSOW's staff and board are capable of and committed to meeting the Village's needs as established in this RFP. The potential of the site to serve as an essential resource for Florida Bay access, information, and stewardship in the Florida Keys community cannot be understated. Board and staff developed vision documents, on-site revenue/donations plan, a two-year budget, and plan for proposed services, and proposed education and outreach. Inherent to the development of the site is adding staff and growing a larger volunteer base to reflect the increase in workload.

The organization has a proposed two-year budget and has analyzed the potential revenue sources and fundraising potential. See Budget section for further detail.

5. References: Provide at least three (3) client, organizational, or local government agency references where services similar to those contemplated by this RFP were provided or involved.

Jessica Caputo, Key Largo School Teacher and Florida Bay Advocate,
Pamela.Caputo@keysschools.com

Ms. Caputo's Class of "Environmental Warriors" were the recipients of the Florida Bay Project Grant.

Betsy Baste, Executive Director, JOY Center 706-982-9615
FBFSOW has provided environmental presentations and Everglades restoration updates to JOY Center Members. 2016 to present.

Judy Hull, Executive Director, Islamorada Chamber of Commerce 305-664-4503
The Chamber was actively involved in early stewardship initiatives and education with FBFSOW in the aftermath of the seagrass die-off. 2016 to present.

Green Turtle Hammock Fundraising Plan

Granted Funding (50% ~\$200k) over two years

Identified Granted Funding*:

- Everglades Foundation: \$83,000.
 - Applied February 2020. Previous EF grants have been awarded disbursed at the end of the calendar year.
- EPA SoFlo Grant 2020: \$75,000
 - FBF will submit August 6, 2020
- Ocean Reef Community Foundation: \$23,000+
 - FBF will submit October 1, 2020
- TDC Capital Funding: \$19,000
 - FBF will submit Fall 2020
- Ocean Reef Conservation Association: \$10,000
 - FBF will submit November 1, 2020

Total Identified Granted Funding Opportunities for GTH in 2020: \$210,000

*Additional funding opportunities may be available in 2021

Donor Support (25% ~ \$100k) over two years

- In-House Fundraising: \$50,000
- Virtual Fundraisers: \$15,000
 - Send It South Challenge Virtual Paddle Race
- Green Turtle Hammock Housewarming Party: \$30,000
 - COVID-19 Permitting
- Capital Campaign Mailer: \$5,000

Projected Site Revenue (25% ~ \$100k) over two years

- Kayak/canoe rental income: \$35,000
- Eco-tour/Paid programming: \$20,000
- Membership Income: \$40,400
 - Individual Membership: 40 @ \$55 = \$2,200
 - Membership for 2: 100 @ \$100=\$10,000
 - Family: 24 @ \$125=\$3,000
 - Corporate: 5 @ \$1,000: 5,000
 - Total: \$20,200/year x 2 years of operation = \$40,400
- Advertising Income: \$2,600
- Gift Shop Income: \$2,000

Florida Bay Eco-Center
Two-Year Budget and Capital Campaign

2020 – 2023

Florida Bay Forever submits a proposed budget below using a two-year projection for initial fundraising. Grant funding (50%) , on-site revenue streams (25%) as well as private donations (25%) will comprise the \$403,000 goal.

Staffing

- Director \$65,000 x 2 years \$130,000
- Support Staff \$40,000 x 2 years \$80,000

Trail Identification and Marking

• Identification tags for 50 trees	\$ 2,000
• Tree ID	\$ 1,500
• Signage: Outdoor Eco-Center Highway Welcome Sign Wayfinding Property Signage Russell Cottage Outdoor Interpretive Sign	\$40,000
• Eco-Center IT Center (including phone, computers, printers)	\$10,000
• Eco-Center Interior Display Cases and Exhibit Equipment	\$ 9,000
• Eco-Center Furniture and Office Supplies	\$ 7,000
• Eco-Center Soft Goods / Gift Shop	\$ 6,500
• Rental Kayaks/PaddleBoard Fleet	\$17,000
• Nature Tour Boat	\$80,000
• Science Laboratory Tables and Chairs	<u>\$20,000</u>
Total	\$403,000

7. Nonprofit Status Enclosed below.

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: JUL 14 2016

FLORIDA BAY FOREVER SAVE OUR
WATERS INC
81991 OLD HWY
ISLAMORADA, FL 33036-0000

Employer Identification Number:
81-3124653
DLN:
26053590001896
Contact Person:
CUSTOMER SERVICE TDH 31954
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
December 31
Public Charity Status:
509(a)(2)
Form 990/990-EZ/990-N Required:
Yes
Effective Date of Exemption:
June 24, 2016
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

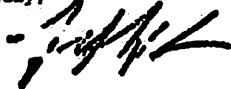
For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Letter 5436

-2-

FLORIDA BAY FOREVER SAVE OUR

Sincerely,



Jeffrey I. Cooper
Director, Exempt Organizations
Rulings and Agreements

Letter 5436

8. Insurance

Should FBFSOW be awarded this contract, the organization agrees and intends to be covered by Progressive insurance as required by the Village.

Appendix A

Site Vision and Fundraising Document

FLORIDA BAY ECO-CENTER

THE FLORIDA KEYS GATEWAY TO THE FLORIDA BAY AND EVERGLADES NATIONAL PARK Stewardship Campaign

Overview

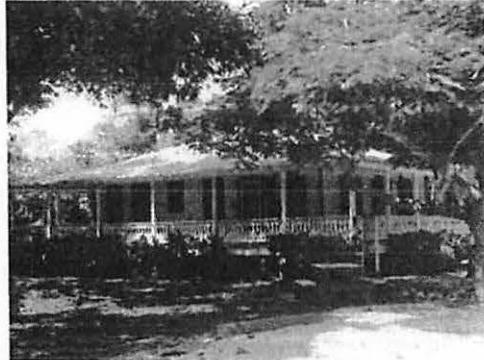
Florida Bay Forever Save Our Waters is an Islamorada-based 501c3 dedicated to preserving the future of Florida Bay through education and advocacy. In our effort to unify and grow the voice of Monroe County, we intend to establish a nature center, in partnership with the Village of Islamorada, at the Green Turtle Hammock Conservation property, located at MM 81.2, in Islamorada.

Residents of the Upper Keys dwell just two miles from the boundary of Everglades National Park and the Florida Bay yet the nearest ENP Visitor Center to Islamorada is 24 miles by boat and over 58 miles away by vehicle.

Green Turtle Hammock Conservation Property

The Green Turtle Hammock is located bayside at MM 81.2 Bayside. The beautiful bayfront 11-acre parcel was acquired by the Village of Islamorada in 2006 in partnership with the state. The unique property is rich in biodiversity and with its immediate bayfront access, is an ideal launch to explore Florida Bay and the Everglades National Park. Features of this pristine property include:

- Tidal mangrove habitat
- Tropical hardwood hammock and developed trail system
- Sea grass habitat bordering coastline
- Protected boat basin
- Easy proximity to Everglades National Park
- Direct Florida Bay access
- Historic Russell Cottage
- Two science labs
- Parking



Historic Russell House

The existing and well preserved Russell Cottage is the proposed site of the Eco-Center. The three-room house has recently been identified by the Village of Islamorada as "a local historic landmark." Installing a low-impact visiting center in this location will allow community-wide access to this novel house and allow the celebration of a piece of Florida Keys history.

Hours of Operation

The property and grounds will remain available to the public as required by the management plan. The Eco-Center, as well as nature tours and guided trail walks, will be available on a published schedule – meeting the needs of the Village and the community at large.



The Green Turtle Hammock has direct Florida Bay access.

VISION

The Florida Bay Eco-Center will serve as a definitive resource for the Florida Bay and Everglades National Park within the Florida Keys. Florida Bay Forever envisions a holistic approach to advancing community-wide stewardship through a range of programs and initiatives which promote conservation and sustainable recreation in the Florida Bay and Everglades National Park.

INFORMATION HUB

The Florida Bay Environmental Center will serve as an information hub for the community and tourists alike for the Florida Bay and Everglades National Park.

- Information access regarding flora, fauna, wildlife and coastal community
- Boater Education Course outlet
- Referral station for charter partners
- Sustainable vacation planning on land and sea
- Florida Keys Overseas Heritage and Circumnavigation Saltwater Paddling Trail resource

NATURE'S CLASSROOM

The Green Turtle Hammock radiates with biodiversity and will offer a nature classroom for tourists and community members. In partnership with the Village, FBF will help:

- Maintain and identify tropical hardwood hammock trail flora and fauna species
- Install and maintain standing information about all ecosystems represented
- Facilitate school and social groups to utilize property and outdoor experience
- Offer scheduled eco-walks on property

NATURE CENTER EXHIBITS

The Center will include a nature center/museum with rotating high-caliber and engaging exhibits on a variety of subjects relating to the Florida Bay.

- Potential topics include: Florida Bay ecology/geology, cultural and Bay fishing history, species spotlights, oral history of the Florida Bay, the Florida Bay in the arts, and more.
- Exhibits will be created in collaboration with community stakeholders to ensure diversity in content and representation of Monroe County voices.

FLORIDA BAY ACCESS

The Center will provide high-quality on-the-water programming to enhance education and visibility of the natural and cultural history of the Florida Bay and Everglades National Park.

- Guided eco-tours
- Kayak and paddleboard rentals
- Facilitate public use
- Special event management

SCIENCE LAB FACILITATION

Florida Bay Forever will facilitate school group and non-profit utilization of existing labs to further complement research and science education related to the Florida Bay ecosystem.

ONGOING STEWARDSHIP & CONSERVATION INITIATIVES

The Florida Bay Eco-Center will serve as the operating center for Florida Bay Forever Save Our Water conservation, education, eco-literacy and advocacy projects.

- The Florida Bay Project Grant
- Oral History of the Florida Keys Special Feature
- Send it South Kayak Challenge
- Business Certification Program



FLORIDA BAY FOREVER SAVE OUR WATER

Mission

The mission of the 501c3 non-profit Florida Bay Forever Save Our Water is to preserve, protect, and improve the Florida Bay by informing community members about its economic importance and engaging tourists in continued sustainable enjoyment of it.

Vision

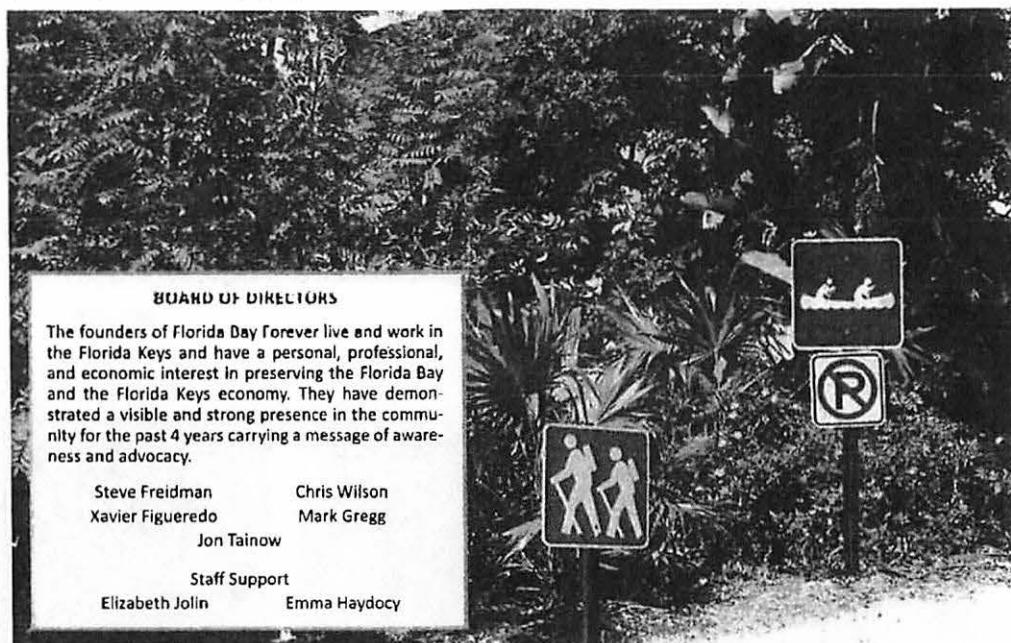
We envision a Florida Bay which is:

- A swimmable, fishable, healthy resource accessible to all
- A thriving and resilient body of water recognized locally, nationally, and globally as an environmental treasure
- Enhanced and sustained by sound South Florida water management practices
- Preserved through expedited Everglades Restoration and the completion of CERP

Hiking trails and Florida Bay kayak access are two features of the Green Turtle Hammock property.

We envision a Florida Bay community that:

- Is fluent in the language of conservation and preservation as it pertains to the Florida Bay
- Understands the interconnectedness of the Florida Bay and Atlantic Ocean
- Recognizes the intricacies of how Everglades ecosystem management affects the Florida Bay
- Is aware of the legislative processes governing local natural resources
- Has access to the Florida Bay in order to better champion its preservation



BOARD OF DIRECTORS

The founders of Florida Bay Forever live and work in the Florida Keys and have a personal, professional, and economic interest in preserving the Florida Bay and the Florida Keys economy. They have demonstrated a visible and strong presence in the community for the past 4 years carrying a message of awareness and advocacy.

Steve Freidman
Xavier Figueredo

Chris Wilson
Mark Gregg

Jon Tainow

Staff Support
Elizabeth Jolin

Emma Haydoci

Florida Bay Eco-Center
2 year Budget and Capital Campaign
2020 – 2023

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Signage:	\$40,000
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Outdoor Eco-Center Highway Welcome Sign

Wayfinding Property Signage

Russel Cottage Outdoor Interpretive Sign

Eco-Center IT Center (including phone, computers, printers)	\$10,000
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Eco-Center Interior Display Cases and Exhibit Equipment	\$9,000
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Eco-Center Furniture and Office Supplies	\$7,000
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Eco-Center Soft Goods / Gift Shop	\$6,500
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Rental Kayaks/PaddleBoard Fleet	\$17,000
--	-----------------

Nature Tour Boat	\$80,000
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Science Laboratory Tables and Chairs	\$20,000
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Total	\$403,000
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Intent to Give Form

Donor Information (please print)

Name _____
Address _____
City _____ State _____ Zipcode _____
Telephone: business _____ cell _____
Email _____

Gift Information

In consideration of the gifts of others, I (we) hereby contribute cash and/or assets to Florida Bay Forever.

I (we) intend to make a campaign gift of \$_____

The commitment will be paid as follows:

Current gift enclosed: \$_____

Gift to be paid within the next _____ years \$_____

Please bill me (us) beginning on _____ in the amount of \$_____ via email / letter (circle one)

I (we) wish to restrict this gift or a portion of it in the following way: _____

Contribution Form

I (we) plan to make my (our) contribution in the form of:

cash credit card (see below) charge other

This gift is given in honor/memory of: _____

Listing _____

(Donors will be recognized in campaign materials unless an anonymous gift is requested).

Please use the following name (s) in all acknowledgements: _____

Signature: _____ Date: _____

Please make checks payable to Florida Bay Forever Save Our Water. Donations are tax deductible to the extent allowed by the law. Mail your commitment to: Florida Bay Forever, PO Box 827, Islamorada, FL 33036

For more information, please contact Elizabeth Jolin

Phone: 305-393-0994 info@floridabayforever.org www.floridabayforever.org

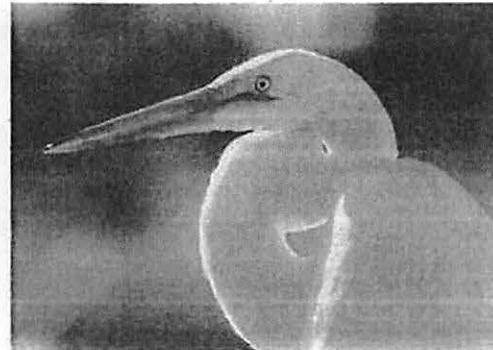
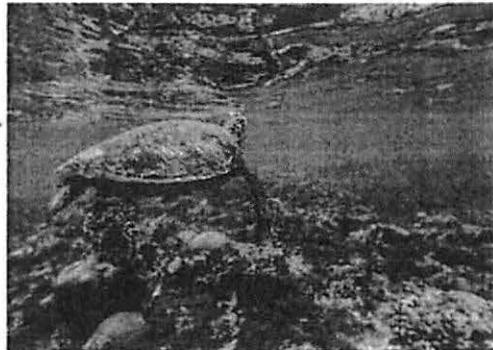
Please charge my credit card (circle one) VISA / AMEX / DISC / MC

Card number _____ exp date _____

Authorized signature _____

Keep card on file for future payments? Y / N

Appendix B
“Experience Florida Bay” Program Schedule

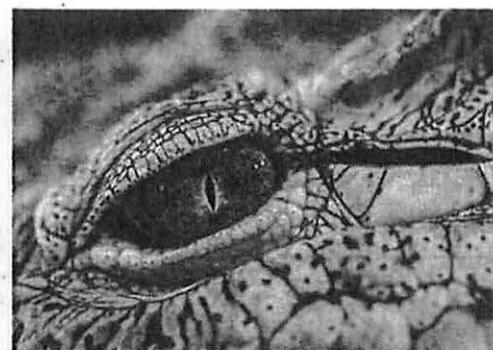


*Experience
Florida Bay*

• WITH FLORIDA BAY FOREVER •



Join us on Wednesdays from 1pm-2pm starting February 19th to experience Florida Bay in a whole new way at Green Turtle Hammock.



Schedule

2/19: FLORIDA BAY: IT'S COMPLICATED

Learn about the intricacies of the ecology of Florida Bay and the equally as complex story of Everglades Restoration.

MONDAY 2/24: SUBTROPICAL WONDERS

Take a stroll around Green Turtle Hammock and learn about the flora and fauna that make Everglades National Park the only subtropical wilderness area in North America.

3/4: MORE THAN MARJORY: WOMEN & THE EVERGLADES

Kick off Women's History Month with a talk on the history of women (past and present), activism, & the Everglades.

3/11: RIDERS ON THE STORM

Refresh your hurricane history and learn about the storms that continue to shape Florida Bay and the Florida Keys.

3/18: GETTING THE WATER RIGHT

What exactly does that mean? Enjoy views of Florida Bay while learning about the many factors involved in "getting the water right".

3/25: CORAL REEF CONNECTIONS

The Florida Keys are home to the United State's only barrier reef tract. Learn about the relationship between Florida Bay and the reef system, as well as current restoration efforts for the interconnected ecosystems.

4/1: ALPHABET SOUP: EVERGLADES ACRONYMS

LOSOM? USACE? CERP? The list goes on and on! Decode the many acronyms related to the Everglades and walk away fluent in the language of Restoration.

4/8: ALIEN INVASION

Learn about the invasive species plaguing the Everglades and Florida Bay and the efforts to eradicate them.

**ALL PROGRAMS ARE FREE. FOR RESERVATIONS AND INFO
(786)572-7051 • WWW.FLORIDABAYFOREVER.ORG**