

# African American Museum and Cultural Center | The City of Las Vegas

*Master Planning RFP Response (RFP No. 220194-SK)*

**Prepared by:**

Gallagher & Associates | Barber & Associates | FordMomentum!

July 14, 2022

## *Table of Contents*

<b>Cover Letter</b>	<b>1</b>
<b>Section 1    Cover Page &amp; Business Information</b>	<b>2</b>
<b>Section 2    Qualifications &amp; Experience</b>	<b>3</b>
Team Introduction	3
Team Resumes	4
References	8
Project Examples & Experience	9
<b>Section 3    Work Plan</b>	<b>13</b>
<b>Section 4    Exceptions to the Sample Contract</b>	<b>22</b>
<b>Section 5    Pricing Proposal</b>	<b>23</b>
<b>Appendix I Certification</b>	<b>24</b>

On behalf of Gallagher & Associates (G&A), Barber & Associates, and FordMomentum! (FM!), we are pleased to present our proposal for Master Planning Services for the new African American Museum and Cultural Center for the City of Las Vegas. We appreciate the huge amount of work that has been done to date, of which some members of our team have been part of along the way.

This new asset —whether it be a Museum, a cultural center, a dynamic hybrid, or something new entirely—is not a stand-alone project, and cannot be considered as such. It is the anchor project for the revitalization of the Historic Westside. This is not the first time that attempts at revitalization have been made, and our eyes are firmly set toward success for both this new institution, and The HUNDRED Plan in Action.

We believe in building responsibly. For the Museum, this means that we must consider how to create a cultural asset that will serve as an economic engine for the community. It must be viable, implementable, fundable, and successful. We must include the community in its creation from the very beginning to ensure that the end result is something the community needs and wants, can use and sustain, and that can bring an economic impact to the Westside community. We must consider ways of connecting to a wider network of cultural organizations across the city.

The community has been an important part of the process so far. A huge amount of community engagement and fundraising work has been done to date, and we envision this work continuing. Our team includes **Barber & Associates**, fundraising experts who have been deeply embedded in the process, have insight on the conversations that have taken place, and have an understanding of the process to create fundable initiatives. Our team also includes **FordMomentum!**—community engagement experts masterful at understanding and uncovering community assets and integrating them into the process as critical partners.

At **G&A**, we are an internationally recognized experience planning and design firm. As one of the only fully integrated experience design firms in the industry, we provide a comprehensive approach to the planning and design of cultural experiences, from business and operations planning to the seamless integration of digital and physical. We create immersive storytelling experiences that engage, entertain, and create measurable impact. We have earlier experience working with the City of Las Vegas both on The HUNDRED Plan, and on the development of the Mob Museum, which we started working on from the earliest visionary stages, developing the interpretive master plan, business plan, and overall strategy for success. Today, the Museum operates as a financially independent and self-sustaining organization that contributes to the growth and vibrancy of downtown Las Vegas.

We wish to express not only our strong interest and enthusiasm for this project, but also our commitment, capability, and unparalleled expertise of our combined team to deliver a comprehensive Master Plan for a Historic Westside project that not just reflects its diverse community, but is set up for success and sustainability from the outset, to serve as an economic driver for development and revitalization that the community richly deserves.

Let's work together to bring this vision to life!

Sincerely,



Mike Devine, G&A



Anna Barber, Barber & Associates



Maya Ford, FordMomentum!

# Section 1

Cover Page & Business  
Information

## *Cover Page & Business Information*

**(a) Offeror's legal name, including DBA if applicable, and address for legal notices.**

**Legal Name** Gallagher & Associates, LLC  
**DBA** G&A  
**Address** Office 2149, 1140 3rd Street,  
NE Washington, D.C. 20002

**(b) Name, title, phone number(s) and email address of an individual authorized to bind the Offeror.**

**Name** Thomas Kozeny  
**Title** Chief Financial Officer  
**Telephone Number** (+1) 301.656.7575x151  
**Email Address** tkozeny@gallagherdesign.com

**(c) Name title, phone number(s) and email address of the representative authorized to negotiate on behalf of the Offeror and answer questions regarding the Proposal.**

**Name** Kelcey Mooney  
**Title** Business Development Manager  
**Telephone Number** (+1) 802.917.8683  
**Email Address** kmooney@gallagherdesign.com

**(d) List all Offeror-held national, state and local licenses, registrations and certifications applicable to performance of the subject work. If applicable, include subcontractor licenses, registrations and certifications.**

**Company Registration** State of Maryland, W05381074  
**DUNS number** 11-233-4383

# Section 2

## Qualifications & Experience

## Team Introduction

Our combined G&A, Barber & Associates, FM! team is uniquely qualified to work with you and the Westside community, to shape a holistic, meaningful, and sustainable visitor experience.

**G&A** is an internationally recognized experience planning and design firm. We have been recognized for the development of some of the most memorable visitor experiences in the world. Our work is extremely diverse and often flows from the creation of interpretive and economic Master Plans, to full service renovation and finally, to complete ground up building projects. We guide our clients not only in the initial visioning; we also assist in operations planning, strategic planning and branding, and lifecycle planning.

We are passionate about storytelling and drawing visitors into an authentic experience. With nearly 700 projects completed to-date, the successes and challenges of the past will be a foundation of knowledge and experience we can bring to bear when developing exciting operational, programming and interpretive solutions a new cultural destination for the Historic Westside.

Our integrated team structure will ensure focused creativity, quality, and effective organization and management. Overall quality assurance will be spearheaded by our Chief Strategy Officer, **Mike Devine**; Creative Director, **Clare Brown**; and Project Manager, **Stacey Peralta**.

In order to fully realize the scope of work outlined in the RFP, we have joined with Barber & Associates, and FM!

**Barber & Associates** are a boutique fundraising consulting firm focused on helping nonprofit organizations achieve their full fundraising potential.

Beyond her work with the City of Las Vegas, President and Principal Consultant Anna Barber has a wealth of experience developing fundraising strategies for many Museum clients, including the National Museum of African American Music. She was also part of National Museum of African American History and Culture’s inaugural fundraising team that surpassed its \$270 million private philanthropic goal by \$50 million.

Maya Ford, Principal at **FordMomentum!** is masterful in being able to identify, understand and extract the assets of a community. FM! is a communications firm that delivers data-driven outcomes for inclusive communications, with a focus to support communities of color. With over 20 years experience in organizations representing nearly every major U.S. industry, FM! recognized the lack of authentic cultural information used in key decision making. Their goal is to help organizations and the people they serve develop trusting relationships based on proven outcomes, not on assumptions. Their wins produce sweet results by using a mix of cultural integration, data science, and a creative process.

Resumes for key team members follow.



US OLYMPIC & PARALYMPIC MUSEUM

## Team Resumes



### Clare Brown

Project Executive | Creative Director

#### Education

PhD Experiential Design, Central Saint Martins, University of Arts London (in progress) | MA Museum Studies, The Corcoran College of Art & Design, The George Washington University | BA Anthropology (Minor in Art), University of Massachusetts

**Clare Brown** constantly seeks to reshape and reimagine museum experiences. A strong proponent of collaborative facilitation, she advocates for innovative visitor experiences and the application of contemporary design practices. As Creative Director with over 20 years of experience in designing for cultural institutions, Clare builds on her background as an educator, speaker, and lifelong learner to lead teams to more inventive experience design solutions. Clare is currently working towards a Ph.D. in Experience Design at the University of the Arts, London, having previously served as the Head of Program for the Masters of Design in Exhibition Design at George Washington University's Corcoran School of the Arts & Design. She maintains an active presence in the field of exhibition design, presenting nationally and internationally as well as publishing articles, including a chapter in *The Future of Museum and Gallery Design: Purpose, Process, Perception* (2019).



### Stacey Peralta

Integrated Producer | Project Manager

#### Education

MA History (Public Relations Emphasis), Texas State University | BA History (Architectural Emphasis), University of Louisiana at Lafayette

**Stacey Peralta** is an Integrated Producer at G&A, currently working on a wide range of Master Plans including the Vicksburg National Military Park and the Pro Football Hall of Fame. In 2019 she was awarded the Southeastern Museum Conference Emerging Museum Professional award and just a year later she was one of twelve chosen to participate in South Arts' Emerging Leaders of Color Professional Development Program. Before joining G&A she worked as a curator and exhibition designer for almost ten years in various art and history museums, including a recent G&A project, the Mississippi Arts + Entertainment experience where she was responsible for the \$14 million, 6,000 sq. ft. state-of-the-art permanent exhibition.



### James Hallock

Design Director, Graphics

#### Education

BFA Graphic Design, The Corcoran College of Art & Design, The George Washington University

As Design Director, **James Hallock** is responsible for leading the graphics team. His experience spans over 17 years across the United States and Singapore. James has led the design and implementation of experiences ranging from historical and cultural museums, to natural science and visitor centers, to retail and digital media platforms. He has developed a deep understanding of the intrinsic connection between research, design, corporate branding and messaging, and identity development. James' expertise spans experience design, project leadership, and in essential areas of graphics including murals, immersive environments, and typography. His past experience includes: The Coulter Building Master Plan, the US Olympic & Paralympic Museum; the National World War II Museum, and The Mob Museum.





**Santosh Dhamat**  
Senior Exhibit Designer

**Education**  
MS Architecture, Virginia Polytechnic Institute and State University | B.Arch, Savitribai Phule Pune University

**Santosh Dhamat** is a Senior Exhibit Designer, who contributes over 16 years of experience designing exhibits and visitor experiences for cultural and corporate clients. As a creative lead, he is responsible for creative direction and design of the exhibitions. From project kick-off to the final installation, he works with the internal teams, technical consultants, and fabricators to oversee creative and technical aspects. He received his graduate degree in Industrial Design. His project experience includes Victims of Communism; Kansas City Museum; the Tennessee State Museum; and the Tate, Etienne and Prevost Center.



**Kubi Ackerman**  
Senior Content Strategist & Developer

**Education**  
M.Arch Architecture, Columbia University Graduate School of Architecture, Planning & Preservation | BA Studio Art & Architecture, Wesleyan University

**Kubi Ackerman** has a background in education, design, and content development. Over the course of his career, he has sought to create experiences that foster a sense of emotional connection by appealing to people’s sense of curiosity and shared values. Prior to joining G&A, he was the Director of the Future City Lab at the Museum of the City of New York, an interactive gallery space dedicated to engaging the public on the big challenges facing the city in the coming generations, including climate change and housing affordability. Kubi will draw on his storytelling expertise to ensure the experience meets the team’s expectations for depth, tone, and creativity within the content itself. His experience includes the Armenian American Museum; the Durham Museum Master Plan; and the Gilcrease Museum, a project which has required a significant level of community engagement to celebrate the rich diversity of cultures and communities within Tulsa and provide a forum to amplify local voices.



**Callie Hopkins**  
Content Strategist & Developer

**Education**  
MA Public History, American University | BA History & English, Grinnell University

**Callie Hopkins** has worked in museums and historical associations since 2014, holding positions in public programming, education, and research. She began at G&A as Project Coordinator working on a number of complex projects including the Truman Presidential Library, the National Museum of African American Music, and the New York State Museum. Her experience has expanded to include both media and physical content development. She brings an eye for detail and an enthusiasm for story to all of her work at G&A. Recent projects include the St. Louis Kaplan Feldman Holocaust Museum, the Gilcrease Museum, and the Victims of Communism Museum.



**Mike Devine**  
Chief Strategy Officer

**Education**  
BA Accounting, The Ohio State University

**Mike Devine** brings over 30 years of financial, investment, and operational experience and over 25 years of museum and cultural center experience, including projects with some of the most well-respected cultural attractions around the country. Prior to G&A, Mike’s experience included serving as a partner at an investment wealth management firm and President of a Family Office, and as a CPA at Ernst & Young. He specializes in owner representation, consulting services with a focus on feasibility studies, business planning, implementation, cultural attraction complex consultation, and traveling exhibit management. Recent relevant projects include the the International Spy Museum; the Gilcrease Museum; and the Mob Museum, a project for which Mike has been an ongoing advisor since its very beginning stages, working with the client team to provide financial feasibility services, including business planning and retail, food and beverage advisory services.



**Petr Spurney**  
Vice President, G&A Strategy

**Education**  
University of Pennsylvania, The Wharton School  
| MBA, Entrepreneurial Management, Cornell  
University, B.S., Hotel and Restaurant  
Administration

**Petr Spurney** is a senior-level professional with an extensive background in delivering high-quality customer experiences across a variety of industries, environments and platforms. He has over 25 years of experience in evaluating customer markets; assessing competitive alternatives, calculating investment risks and returns; and defining effective growth-oriented business models. He specializes in strategy and business planning and has personally developed over a dozen feasibility studies and business plans for unique mixed-use projects that include museum, entertainment, retail, private event, and food & beverage components. He also has experience in charitable fundraising, assisting non-profit organizations in developing campaigns to support their mission based programs and initiatives.



**Anna Barber**  
President and Principal Consultant,  
Barber & Associates

**Education**  
JD (Intellectual Property), Arizona State  
University | BS Political Science, Howard  
University

**Anna Barber** is President and Principal Consultant for Barber & Associates, a boutique fundraising consulting firm focused on helping non-profit organizations achieve their full fundraising potential. Prior to starting Barber & Associates, Barber was a senior major gift officer for the Smithsonian Institution and the National Museum of African American History and Culture (NMAAHC) where she worked for 8 ½ years. She was part of NMAAHC’s inaugural fundraising team that surpassed its \$270M private philanthropic goal by \$50M. Personally, Barber secured \$42M in leadership (\$1M+) and major (\$100K) gift support, highlighted by the closure of 22 individual one million-dollar gifts, 90% contributed by first time donors to the Smithsonian. Prior to the Smithsonian, Barber spent 10 years working as a frontline fundraiser in big-time college athletics, including as the director of major gifts for Michigan State University Department of Intercollegiate Athletics and as the assistant director of development at Miami University in Ohio.



**Maya Ford**

Principal, FordMomentum!

**Education**

BA in Political Science, University of Florida |  
MS in Economics with focus on Global Poverty,  
MIT

**Maya Ford**, Principal, is a 20-year veteran in strategic marketing and mass communications. She’s proudly contributed meaningful work to organizations representing nearly every major U.S. industry. Maya spent years learning to understand and hone in on the dynamics of Ford Momentum! Today she practice servant leadership with organizations interested in improving good stewardship of their communities, strategic and culturally empowering program implementation, and continuous learning and improvement of myself for others. Maya’s goal is to teach, include and provide others with opportunities for the future. As a pioneer, she is intentional about the inclusion of other subject matter experts and developing talent according to the community she is serving.



**LaToya Mañón, Ed.D.**

Researcher, FordMomentum!

**Education**

Ed.D., Counseling & Human Development,  
Warner Graduate School of Education | CAS,  
Educational Administration, College at  
Brockport State University of New York | MA,  
Education, Roberts Wesleyan College | BS,  
Social Theory, Structure, and Change, SUNY  
Empire State College

**LaToya Mañón** is an innovative researcher who uses a social constructivist approach to exploration and understanding. Dr. Mañón’s work positions participants to use their agency for change by creating spaces that mold to their values. Her role at FordMomentum includes communications research, strategy, and education. Primary focus on research of local, regional, and national baselines of a region’s values, tools and resources.



**Shaundell Newsome**

Community Engagement, Sumnu  
Marketing, FordMomentum!

**Education**

Entrepreneur Certificate (Lee Business School),  
2015 UNLV, University of Las Vegas, NV  
Associates degree, Psychology, 1989 CCAF,  
Community College of the Air Force  
Principles of Instruction, Shepherd Air Force  
Base.

**Shaundell Newsome** is a U.S. Veteran who provides expertise in strategic marketing and communications, government and private strategic grassroots outreach, and nonprofit marketing/communications. Sumnu Marketing is a small business marketing firm with an emphasis on branding, marketing, social media and internet marketing. Sumnu Marketing was recognized as SBA Nevada Family Owned Small Business of the Year. Sumnu client projects include work for the Regional Transportation Commission and the City of North Las Vegas, the United Way of Southern Nevada, City of Henderson and NV Energy. Other small business clients include Gritz Café, Branch Benefits Consultants and Branch Hernandez and Associates.

## References

### Mississippi Arts + Entertainment Experience

*“Excellence” is not a word I get to use very much. Finding a vendor whose dedication to excellence and detail is in my experience rare. The Gallagher team is impeccable in client engagement and delivery of tremendous outcomes. We intend to continue a long and fruitful relationship as we build future exhibitions!” - Mark Tullos*

*Reference*

Mark A. Tullos, Jr.  
President and CEO  
T: 601-581-1550  
E: [tullos@msarts.org](mailto:tullos@msarts.org)

### The Mob Museum

*Reference*

Jonathan Ullman  
Executive Director  
T: 702-229-5358  
E: [jullman@themobmuseum.org](mailto:jullman@themobmuseum.org)

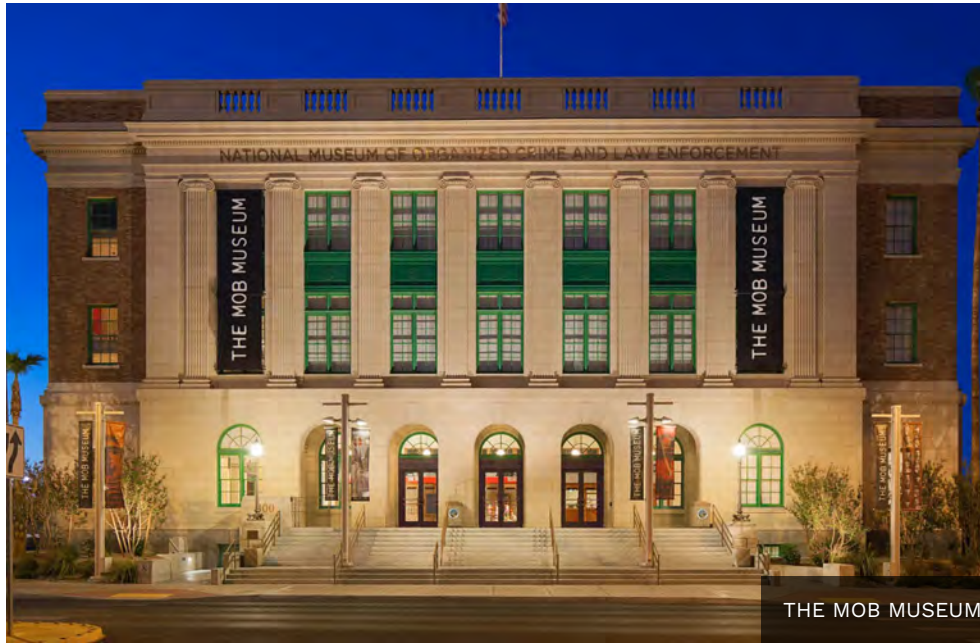
### National Museum of African American Music

*Reference*

Dina Bennett, PhD  
Curatorial Director  
T: 615-301-8724  
E: [dbennett@nmaam.org](mailto:dbennett@nmaam.org)



MISSISSIPPI ARTS + ENTERTAINMENT EXPERIENCE



THE MOB MUSEUM



NATIONAL MUSEUM OF AFRICAN AMERICAN MUSIC

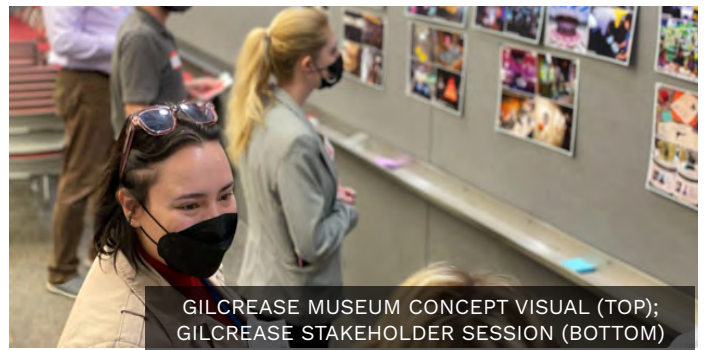
## Project Examples & Experience

We take pride in the long-lasting partnerships we have with our clients, developing plans and visions that allow for long-term success and sustainability.

Museums and exhibitions are more than collections of objects and stories, they are platforms for dialogue. Our goal is to show audiences that their voices are heard and represented, and to engage them in an ongoing dialogue that combines perspectives from both past and present. Our past work exemplifies the art of transforming museums into hubs of activity, creativity, learning, and community gathering. Many of our interpretive solutions involve personalization and immersive environments that not only connect with visitors on-site, but also create a mechanism for continuing—before, during, and after the visit.

We have extensive experience as a trusted strategic partner, creating visionary Master Plans for our clients' transformative and place-making projects. We established a long-range plan to support the development of **The Mob Museum**, located within a former federal courthouse. It benefited the City of Las Vegas to transform the vacant, historic, downtown building into a cultural development which, with G&A's support, has been self-sustaining since day one.

We developed a Master Plan, including a financial feasibility study, for the **Gilcrease Museum**, which houses the world's largest, most comprehensive collection of art and artifacts of the American West. The community engagement for this project has been significant, and we are continuing to work closely with the client to organize stakeholder engagement sessions. Partnerships with local organizations have resulted in events celebrating the rich diversity of cultures and communities within the city and have provided a forum to amplify local voices.



GILCREASE MUSEUM CONCEPT VISUAL (TOP);  
GILCREASE STAKEHOLDER SESSION (BOTTOM)

In a partnership spanning 17+ years, we have worked with the client team to redefine the D-Day Museum, repositioning it as the **National World War II Museum**. Along the way, our planning has delivered seven new buildings, and was instrumental in raising funding of over \$400M. Looking back on our original Master Plan, we can proudly say that our collective efforts have stayed on course while also allowing for flexibility in the face of economic challenges, evolution of content and storylines, developments in technology, and resiliency during and after Hurricane Katrina

We have a particular passion for projects that aim to affect real change. Our goal is to create positive and lasting impact with our work.

Through human-centered design, we ensure that our work is relevant, inclusive, and accessible.

The following pages include further information on three relevant past projects.



## *Mississippi Arts + Entertainment Experience (The MAX)*

MERIDIAN, MS

Mississippi has a challenging history as one of the most economically depressed states in the country. Despite this adversity the creative output has been an incredible force. Our challenge was to create a cultural institution that would bring a deeply divided and underserved community together—to celebrate not just art, but the shared human experience that inspires each and every artist. Moreover, we were charged with creating an economic and participatory hub for the state. A key goal has been to find avenues for collaboration and partnership with other museums to increase state-wide tourism, forming relationships that benefits the wider region and its diverse legacies.

Working with the client team, we took the approach of designing a fully immersive, themed environment. Visitors do not come to simply view art: they are invited into the life of the artist. The MAX engages visitors not only with interactive media elements, but also hands-on manipulatives and soundscapes that complement each immersive space.

The goal is to visually, auditorily, and kinesthetically educate, inform, and entertain every visitor.

Since opening, the MAX has become a major cultural landmark and economic beacon for Meridian. It serves as a jumping-off point for national and international tourism and has become one of the most diverse employers in the industry.

It has genuinely engaged it's local community. Many visiting students' first experience with a museum has been at the MAX: *"First time to a museum for the vast majority of the group. First time to see interactives. They were amazed that they could touch... First time to see artists with similar backgrounds find success. First time to have the opportunity to believe that they could be successful too. They were truly engaged and excited... It's amazing how a day can potentially change a life."* - Scott Crenshaw, Carver Middle School



## *The Mob Museum*

LAS VEGAS, NV

Funded by capital from the City of Las Vegas as an economic development tool for the downtown area, G&A worked in partnership with The Mob Museum and the City of Las Vegas from the outset to develop a business model using law enforcement and organized crime as the content for the guest experience, and developed additional revenue streams to complement the storyline.

Recognizing the challenging subject matter, our content team was extremely careful to interpret the complex history in a nuanced and balanced way. In addition to the client team, we worked with the National Park Service, the Federal Bureau of Investigation (FBI), the Mayor's Office, and the State Historic Preservation Office.

As a result of our planning and design, the Museum transformed its historic building into a contemporary museum facility with nearly 20,000 square feet of exhibit space, while preserving its historic character.

Since opening in 2012, the Museum's considerable success has allowed it to continue storytelling in new and exciting ways. A new G&A-designed Speakeasy and Distillery opened in April 2018, which tells the stories of bootleggers, rum runners, and the government agents who tried to take them down.

Today, the Mob Museum is one of the most visited attractions in Las Vegas and an economic impact leader downtown. The Museum's attendance has increased to over 370,000 annually with visitors hailing from all 50 states and 35 countries. It has been ranked among the top 20 museums in the country by TripAdvisor. The Museum's highly successful operation has become a major contributing factor in the \$20.5 million is spent annually in downtown Las Vegas.



## *National Museum of African American Music*

NASHVILLE, TN

Working closely with the National Museum of African American Music (NMAAM) G&A led a team of exhibit, graphic, lighting, media, and sound designers in collaboration with the museum staff and Afrocentric music scholars, educators, and music historians to create a place of exploration, learning— full of opportunities to engage.

The experience celebrates the contributions of African Americans and the role they played in creating and shaping the soundtrack of American life. It is a vibrant journey: the history of America through the lens of the musicians and makers who forever changed the sound of popular culture.

Bold graphics, artifacts, and personal accounts reveal the stories behind musical creation, and interactive experiences inspire visitors to dive deeper into understanding how and why African American music has impacted so many parts of the world.

NMAAM not only aspires to be an educational venue that documents African American contributions to music, but to be a fun place where visitors can feel the music and not just learn about it. The concept of music as a communal, lived experience rooted the high level of interactivity that was developed throughout the Museum. Every exhibit is multi-dimensional, bringing together music and movement, film and interaction, emotion and history.

We delivered a rich, emotional experience that visitors can return to and always find something new. Opened in 2021, the Museum has already earned a reputation as a must-see destination.



# Section 3

## Work Plan

## Work Plan

### **(a) Title and narrative description of approach to completing the project**

G&A, Barber & Associates, and FM! will collaborate, working closely with your team, to develop a comprehensive Master Plan that will serve as a guide and overarching framework for the development of a new cultural asset for the Historic Westside in the City of Las Vegas.

The goal is to create a plan that will define the project’s mission and vision, key interpretive content messages, visitor circulation, target audiences, and potential signature visitor experiences. We will also develop and articulate overall visitor experience strategy statements. In addition, the scope includes projections for financial viability, including operational costs, and assessment of the impact the Museum will have on the economic development of the city; as well as integrated fundraising recommendations and strategy.

We know that each and every step of the way the project must deliver as promised for the community, within the guidelines of a reasonable development budget and overall capital budget. G&A Strategy, the business planning division of G&A, provides in-depth consultation related to planning, developing, and assessing capital costs and operational projections to non-profit cultural organizations and foundations. They specialize in feasibility studies, capital funding, and project development from conception to a successful program completion, working hand-in-hand with the wider team on the overarching visitor experience approach and its effects on the feasibility of the project.

We recognize that thoughtful and intentional community and stakeholder engagement is critical to the success of this project, and will be an ongoing effort throughout the process.

We would look to build upon the work completed to-date. Our approach proposes additional stakeholder engagement sessions designed to ensure the community remains closely involved. Any work completed on this project must ensure a deep connection to the cultural heritage of the area, built upon solid interactions within and around the Westside community. Through outreach and interaction with potential stakeholders, we will ensure that this interaction is not just a one-time engagement. Instead, we will work to build advocates for this new entity, and working groups to ensure the project is truly of the community and for the community.



We seek to support the economic and social capital of the Historic Westside in Las Vegas by exploring the potential for built infrastructure that protects, cultivates, preserves, and exponentially enhances the community’s assets. The community has a long history of engagement with the city of Las Vegas that has not produced outcomes that lead them out of poverty, or into prosperity.

The defining variables of poverty in the Historic Westside include, but are not limited to:

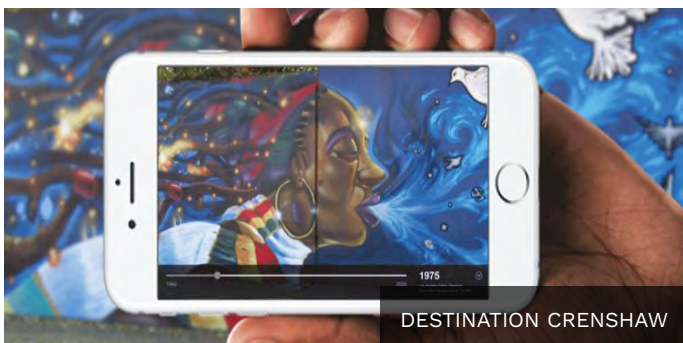
- persons who live in the geographic boundaries without having equitable access to city-wide tools, resources, and assets;
- persons who are intentionally harmed or excluded by policies, rules, and regulations that inhibit equitable access to city-wide tools, resources, and assets;

- persons who do not have the ability to control the tools, resources, or access necessary to protect, convert or sustain their own assets

The City of Las Vegas has begun to undertake a novel approach to the re-investment and development of the Historic Westside. The approach is centered upon understanding and cultivating the community’s cultural, economic and natural assets. The City furthers support by using their synergy in leadership to support community-led planning, civic-led investment, and bring value-based partnerships to seed sustainable growth.

The desire for a new cultural experience in the Historic Westside was ideated in The HUNDRED Plan ,with specific mention to local initiative the Westside African American History and Culture Museum. Both the Westside residents and the City of Las Vegas seek to include and potentially expand efforts to articulate, preserve, and celebrate the past, present and future of the Black/African American journey both in Las Vegas and across the state.

In 2021, the City of Las Vegas commissioned a preliminary exploration of the community’s capacity to sustain a museum. The City’s goals were to (a) respond with rapid action to the community’s call for more inclusive and authentic representation moving forward, (b) identify a baseline of sentiments, desires, and capacity for a museum focused on the African American narrative in Las Vegas, and (c) to provide a safe space where stakeholders could “be in the room” in a consistent way with time and space to unify voices.



While these preliminary efforts were achieved, we speculate that a museum may not be able to support itself without being tethered to a larger effort and purpose. As such, our approach to the preservation, celebration, and narrative of the Black/African American journey in Las Vegas is prioritized by:

- **Social Assets**—community assets, knowledge, history, tools and resources;
- **Economic Power**—the community’s ability to own, cultivate, distribute and manage their assets;
- **Geographic Alignment**—existing or new infrastructure that protects and supports the managed distribution of assets, works in alignment with nature, and prioritizes the natural assets of the geography and people that are served within it;
- **Innovation**—allowing safe emotional and physical room for the ideation, practice, and creation of improved and/or new uses of their assets; providing for continuous improvement and sustainability.

The outcome of this approach aims to (a) unearth what type of built infrastructure can protect, cultivate, preserve, and exponentially enhance the community’s assets, and (b) determine the strategy for a Master Plan to achieve the goal.

**(b) Proposed approach to the work, including detailed timeline and engagement approach**

The project will begin with a preparatory stage that culminates in a project kick-off meeting. At the start of the process, our team will prepare a request for background documents from the Client team. Once the documents are received, G&A’s appointed Project Manager will schedule and coordinate an initial kick-off meeting and partnering session to introduce the entire team. This ensures everyone has a clear understanding of each team member’s responsibilities, goals for the project, and clarifies expectations for reviews, presentations, submissions, and approvals.

From there, our methodology comprises three key phases. Each phase builds upon previous and ongoing work to ensure the community is involved and engaged throughout the process. The ultimate result will be a sustainably, impactful, visionary asset created for and with the Historic Westside.

**PHASE I:** Background Review, Community and Stakeholder Engagement

**PHASE II:** Interpretive Master Plan Analysis and Development

**PHASE III:** Feasibility Study, including Market Analysis, Development Costs, Financial Analysis, Operational Plan and Fundraising Strategy

**PHASE I: Background Review, Community and Stakeholder Engagement, and Circular Economy Strategy**

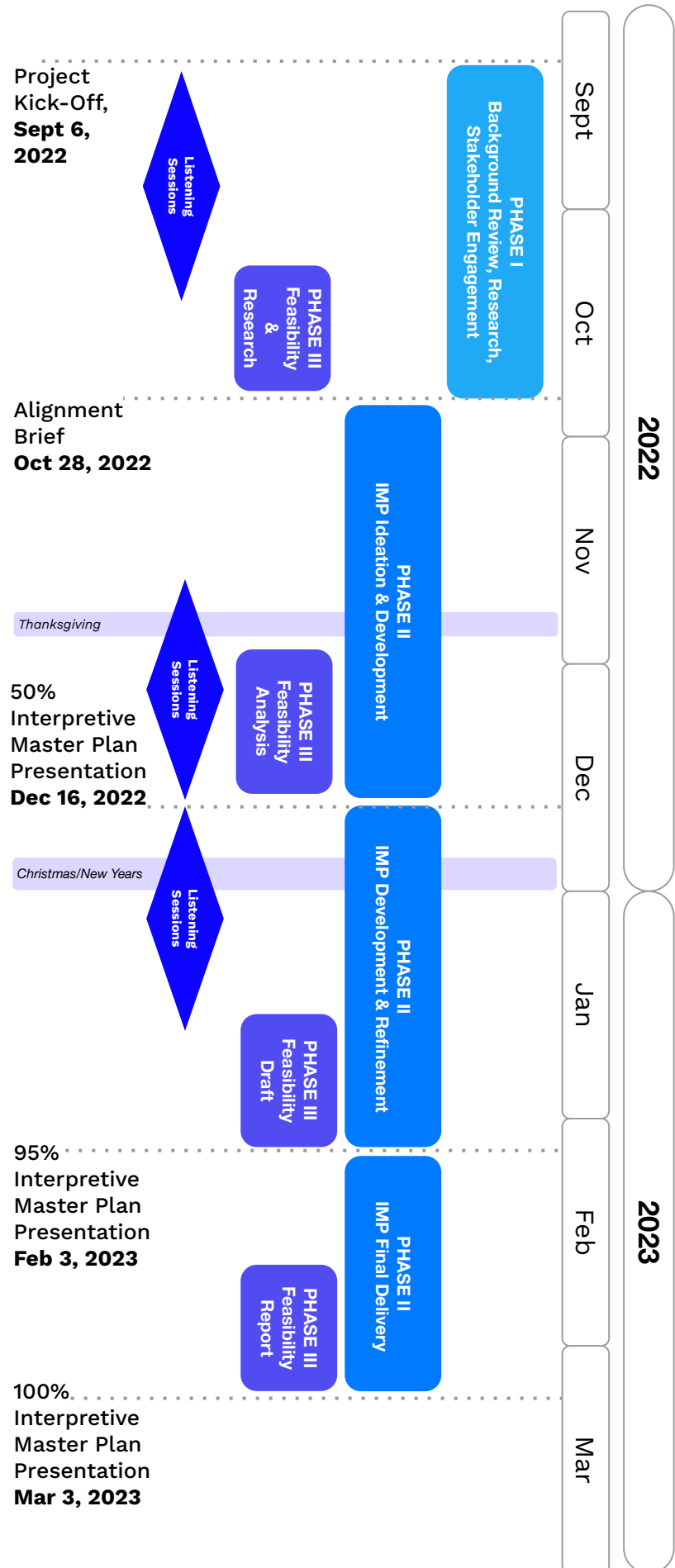
We start by listening.

Phase I is intended to clarify goals, develop the stakeholder input process, review any existing interpretive direction and key themes, and align on design constraints and existing technical infrastructure. We will understand the “take-aways” that are intended for the audience experience as they relate to operations, brand extension, core messaging, and programming opportunities.

This stage of information gathering and background review will include initial listening sessions with stakeholders.

Once we have completed our listening sessions and workshops we prepare a report which synthesizes what we have heard, along with analysis and insights about what is important to consider for the future Master Plan.

- Documentation
- Synthesis
- Analysis
- Insights
- Recommendations



Community outreach sessions will continue at key points throughout the development of the Master Plan. They will inform or confirm a range of public assumptions around the type of cultural asset to be developed, the location, public programs, community assets and other elements to be defined, challenge the direction of the Interpretive Master Planning process, uncover opportunities that might be missed, as well as inspire new ideas, and may provide new opportunities for collecting material and defining content.

This includes digging into ideas that have been revealed through earlier community engagement sessions, some of which are further outlined below in section (d) of this response. Our team will facilitate activities to prompt the participants to think about how they would like to see their culture reflected in the re-envisioned museum.

These activities will be developed by our combined team with input from the Client. Our proposed methodology currently accounts for 4 listening and learning sessions with key stakeholders, 5 one-on-one interviews with internal and external stakeholders and 2 public workshops, the exact timing of which will be determined with you and your team, but indicative periods for when these should take place are outlined on the previous schedule.

We appreciate that the RFP defines this project as an African American Museum and Cultural Center. Phase I will specifically identify what infrastructure is sound in the Westside, and what other solutions, experiences, or partnerships need to be explored.

**PHASE II: Interpretive Master Plan (IMP) Analysis and Development**

Building on Phase I research, initial engagement and listening sessions, we will begin work towards developing an IMP. This document will serve as a guide and overarching framework for the visitor experience and the community’s ability to sustain the use of the infrastructure as an asset.

The goal is to create a plan that will define the project’s mission and vision, key interpretive content messages, target audiences, and potential “signature” visitor experiences.

**Interpretive Strategy & Content Framework**

Based on listening sessions and workshops with your staff, stakeholders, and communities, we will synthesize key interpretive themes and specific content messages into a recommendation for an overarching Interpretive Strategy. This Interpretive Strategy will suggest an approach for effectively shaping the narratives to be relevant, engaging and accessible to the community of audiences you hope to reach.

**Signature Visitor Experiences**

The HUNDRED Plan and the HUNDRED Plan in Action has identified potential opportunities for the new experience. Our team will work with you, your communities and stakeholders to focus ideas, augment them, and build cohesion that will stitch together a comprehensive IMP.



Throughout, we will evaluate the visitor experience and make recommendations through sketches, diagrams, comparable benchmarking. The final IMP will feature illustrations of signature visitor experiences which will define the new cultural infrastructure, for future audiences.

**Visitor Experience Strategy**

Through site visits, listening sessions, workshops, and market research we will evaluate the existing visitor experience in relation to your goals for a ‘reimagined experience.’

The work will include:

- site and visitor flow analysis
- identification of visitor motivations, attitudes and learning styles
- recommendations for existing exhibitions and planning process for future exhibitions
- recommendations for existing public programs and planning process for future public programming
- business and operations recommendations for optimal visitor experience

The final Interpretive Master Plan will offer a vision and a roadmap for implementing a new experience with a throughline before, during and after a visit, and a well-thought-through connection to the community it serves.



**PHASE III: Feasibility Study, including Market Analysis, Development Costs, Financial Analysis, Operational Plan and Fundraising Strategy**

G&A’s strategy team works concurrently with the design team to ensure the visitor experience is supported by a business model that enables an institution’s long-term financial sustainability. They provide a ‘roadmap’ for both the capital costs necessary to develop the experience and, more importantly, provide a long-term, sustainable operating model. Building upon work to-date, we will assess several internal and external factors to recommend and evaluate site(s), and ensure the experience is “right-sized” for the community.

By evaluating the total project development costs based on physical space programming, attendance estimates and segmentation, possible earned and contributed income streams, staffing, and other operating and maintenance costs, we can optimize the project for the team and mitigate the risks associated with overbuilding or mis-positioning the museum experience for its intended audience and market.

We envision a model that is rooted in sound business principles with multi-revenue streams balanced with a cultural attraction that provides the community with an experience that is compelling for repeat visitors, community members and out of town guests.

**Financial Viability & Community Impact**

In broad terms, the market and economic elements included will address project development costs based on physical space programming, attendance estimates, and visitor demographics. It will address operating financial performance including earned income, memberships, fundraising, staffing, and overall operating and maintenance costs.

Our guiding principle is to ensure our clients find solutions that are both compelling to the visitor, financially sustainable, and operable for the long-term. Through extensive primary and secondary research we will evaluate the existing position of the new Museum and its potential future performance as reenvisioned.

The work will include research & analysis on:

- Museum site and area market
- Comparable Institutions
- Potential Target Audience Segments
- Design Day Throughput Capacity
- Product and Service Mix
- Development Capital Required
- Operational Team and Organizational Structure
- Operations Pro Forma

### **Initial Fundraising Case for Support**

Once “the concept” is solidified, determining its scope, content, themes, narratives, design and approximate budget, an initial case for support will be developed concurrently with the ongoing feasibility work to determine the viability of the project from a funding and sustainability perspective.

It is encouraged that local philanthropists, city and state officials, the Nevada Community Foundation, major corporate executives, and banks, be included in feasibility interviews. If it is determined that sufficient funding and sustainability can be generated for the project through a combination of private philanthropy, government appropriations, earned revenue, and private investment, we can move to the next phase of the fundraising process.

Determining whether the new entity will operate as a non-for-profit, or for profit, will determine the organizational structure that will need to be subsequently developed and planned for.

### **c) Proposed collaborators, subcontractors, or consultants and the work they will perform**

In order to fully deliver the scope outlined in your RFP we have compiled an incomparable team of experts, as described earlier in this proposal: fundraising consultant, Barber & Associates, and communications and engagement consultancy, FM!

We will work together to leverage the best of each of our services, alongside our existing knowledge of this project, the HUNDRED Plan, the Historic Westside community, and the City of Las Vegas. All three of our firms have had a close and ongoing relationship with the City of Las Vegas. Barber & Associates and FM! have specifically worked on the early discovery phases investigating the appetite and assets for a new museum in the Historic Westside. We have a unique understanding of the cultural landscape, opportunities and challenges.

We envision a close working relationship across our entire team and with you. The team will be led by G&A. FM! will be specifically responsible for supporting community engagement work beginning in Phase I and continuing throughout the project. Their work will be critical to understanding both the assets of the community and what the community needs, wants, and can sustain for the long-term. To ensure that the Master Plan remains an active part of the community’s economic redevelopment, FM! will practice circular economics (further described in section (d)) in a dynamic way.

Barber & Associates will be tightly integrated with G&A’s strategy work. They will collaborate to ensure an appropriate fundraising strategy is determined in order to set the stage for long term success. Her deep understanding of the specific background, aims, ambitions, and motivations of this project; as well as her larger understanding of sustainability challenges facing African American museums and cultural institutions across the country will be a huge asset to the development of a comprehensive and viable plan for implementation. Her participation during the early stages ensures that the resulting development and fundraising strategy are built upon a solid foundation and set up for success.

### **(d) Any additional information needed to articulate your approach and plan**

#### **A Process-Oriented Approach**

Our method of working represents an evolution in combining common design processes with cutting-edge modern creativity.

Clients and design teams benefit from a clear phased approach that is common to exhibit and architectural planning and design and follows a straightforward path. We typically adhere to a simple set of phases that are easily understood and aligned with all our partners and collaborators.

We apply and adapt the learnings of Human-Centered design practice, Agile Design methods, and design culture at large throughout each phase. We include audience outreach, prototyping, testing, and evaluation. We iterate ideas inside these phases based on the findings of our outreach and evaluation.

Our research-based approach validates our ideas, adds rigor to our process, and connects us to the actual people for whom we are designing. It is invaluable.

We hold ourselves to a standard of creative excellence that demands courageous design moves. We insist on design ideas that cut through noise of our visitors' technology-rich daily lives and leave lasting memories.

Every phase of work has a set of major activities and milestones that establish a common working rhythm. There is a phase kickoff ritual. There are key workshops to develop essential deliverables early in the phase. There is a 50% milestone deliverable and presentation. There is a testing, evaluation, or audience outreach activity. There are workshops to refine ideas in the second half of the phase. And there is a 100% milestone deliverable.

These major activities and milestones are best done in person. Executive approval is essential at 100% and is strongly encouraged at 50%. Throughout each phase the client and design teams meet virtually twice a week or more.



### **Circular Economy Strategy & Considerations**

Circular economics refers to an economy whose process for extracting, cultivating and distributing assets are restorative or regenerative by design. This allows tools, resources, and assets in a region to maintain their highest value for as long as possible. Adverse products of circular economics intentionally mine resources, and convert them to products intended to be wasted.

When applied to social and political science, circular economics is a logical and natural approach to regenerate a region's human and geographic assets.

FM! practices circular economics in a multi-faceted way. First, they invest expertise and share best-in-class resources with those in the region they are honored to serve. Secondly, they leverage economic resources from the region and intentionally collaborate with local communications and engagement agencies to implement the work. The majority of the dollars stay within the community (more than 60%), while FM! fortifies the agency's knowledge, capacity and outcomes with advanced leadership and training. Third, they tether regional experts and their work to other national communications practitioners, providing a path for continuity and sustainability beyond the initial investment. This design intentionally shifts cultural, social, political and economic power to be co-shared with everyone in the region.

The ability to practice circular economics helps improve the value and sustainability of the work as it's being developed. In support of our circular economic strategy, FM! has already begun to identify local assets for subsequent stages of project development.

### **Background, Understanding & Initial Thoughts**

The information below provides an overview of the Summary Findings of previous work and make recommendations for next steps in this process.



### *Integration*

Through the first phases of work, we discovered that the proposed African American Museum was part of a larger effort entitled The HUNDRED Plan, a plan to redevelop and bring economic activity to the Historic Westside community of Las Vegas. Moving forward, we believe it is critically important for the City of Las Vegas to always frame this initiative within the context of The HUNDRED Plan, as the Museum will not be able to support itself without being a part of a larger effort.

The Museum can be an anchor project, or an ancillary project, but the Museum should not be a standalone effort, as there is significant development that needs to take place in the Historic Westside community to make an economic ecosystem work.

From a strict fundraising perspective, it will be difficult to make the case for support and build a prospect base to raise the money for an African American Museum in isolation of a larger community endeavor. Moreover, there is currently community support for the African American Museum, which will likely go a long way in building community support for The HUNDRED Plan as a whole.

Current community skepticism around The HUNDRED Plan may dissipate with an anchor project such as an African American Museum. A formal integration of the Museum into the larger HUNDRED Plan will be important for both initiatives to come to fruition.

### *Asset Mapping*

With an interest in building an African American Museum, the City of Las Vegas will need to begin the process of identifying the assets that exist within the Historic Westside community and from African American communities across Las Vegas and the state of Nevada.

As part of our qualitative interviews, Barber & Associates began to uncover many Historic Westside and African American assets that needed to be cataloged, stored, and digitized, in an effort to prepare for this Museum.

UNLV, Claytee White, and Gwen Walker with the Walker Museum, likely have much initial historical data, archives and collections to contribute to this effort. Many others, within and outside of the Historic Westside, will likely be able to contribute to this effort. Without the historical context and assets from which the African American community evolved and thrived, it will be difficult to determine the vision, mission and focus of the Museum.

Moreover, asset mapping will likely uncover critical aspects of Las Vegas and Nevada history that have been overlooked, unappreciated or disregarded that can help tell the rich history of the evolution of the state and its residents from an African American lens. Beyond just the historical context, there will likely be important assets and stories that are uncovered demonstrating the artistic brilliance, community resilience, and entrepreneurial innovations of African Americans within the State of Nevada.

### *Leverage Community Partners*

The City of Las Vegas has many community partners and allies across the city and state that need to be formally engaged and leveraged to help bring The HUNDRED Plan and the African American Museum to fruition. Through our work, it appears that the City is bearing the full responsibility of moving these efforts forth, which in turn, has placed an undue burden on the City's resources and human capital.

By establishing formal partnerships with aligned community partners, such as UNLV, the State of Nevada, Clark County Libraries and others across the State, the City can share the responsibility of these efforts and ensure success through a combined mutually reinforced effort.

Moreover, formalizing community partnerships will build a coalition of supporters that can actively advocate for the Historic Westside redevelopment from fundraising and development, lobbying, and resource allocation perspectives. For instance, by building a partnership with UNLV, they can share the financial commitment needed to complete this effort.

*Community Recognition*

Historic Westside has experienced a historical lack of investment and systemic practices that have disadvantaged the community, thereby creating a lack of community trust towards the City.

We believe that this distrust can be overcome with intentional strategies for honoring the history, accomplishments, and resilience of the community. The Westside rightly recognizes and values the community entities that have historically provided support, opportunity, and community needs (churches, small businesses/entrepreneurs, and cultural centers/museums, among others).

We recommend that the City consider honoring or memorializing these entities and their stories.

*Formal Museum Committee*

The City should consider solidifying a committee of trusted individuals that can lead and contribute to the efforts to create a Historic Westside Museum in collaboration with the City of Las Vegas. It will be important to get a mix of community leaders from across the Historic Westside, Las Vegas, and the state of Nevada.

Members of the committee may be historians, business leaders, community leaders, arts patrons, and/or key influencers. Committee responsibilities should include:

1. Being advocates for the Museum and HUNDRED Plan in Action;
2. Interpreting the quantitative and qualitative data that was produced through the museum survey, and;
3. Contributing to the overarching scope, content, themes, and narratives that will make up the Museum upon its opening and in the interim. Please note that this committee should operate in an advisory capacity, not fiduciary capacity, and should be explicitly distinguished from the museum Board.



# Section 4

## Exceptions to the Sample Contract

# Exceptions to the Sample Contract

N/A



# Section 5

## Pricing Proposal

## *Our Pricing Approach*

The total fee are for the Master Plan is \$198,400. This fee includes all project costs, including estimated expenses. The line-item breakdown below aligns to the Deliverables outlined in the RFP.

Community & Stakeholder Engagement	\$	55,800
Interpretive Master Plan and Feasibility Study	\$	115,000
Fundraising Strategy	\$	15,000
Total	\$	185,800
<i>Estimated Reimbursable Expenses</i>	\$	12,600
<b>TOTAL FEE</b>	<b>\$</b>	<b>198,400</b>

### **REIMBURSABLE EXPENSES**

*Reimbursable expenses are considered costs incurred in the interest of the project including, but not limited to materials for presentations, reproductions, documentation printing, plotting, couriers, travel, and telephone charges. Please note that costs associated with models, prototypes, renderings, stock images, usage rights, and/or custom illustrations are not included in this proposal. These expenses are in addition to the fixed fee for design services and will be billed as actual costs.*

#### *Additional Options*

*Recommendation for sustainable community development and planning.*

Metrics Together STOLO (FordMomentum! Standards of Love) integration + operational sustainability

\$ 36,000.00

*Recommendation for sustainable community development and planning.*

Community planning, asset development, and implementation via the locally engaged STOLO (FordMomentum! Standards of Love) firms. Project manage and direct community assets identified in the master plan

\$ 54,000.00

Thank **You!**

# Appendix I

## Disclosure of Ownership Certificate



**ATTACHMENT 1 - CERTIFICATE - DISCLOSURE OF OWNERSHIP AND PRINCIPALS**

**1. Definitions**

"City" means the City of Las Vegas.

"City Council" means the governing body of the City of Las Vegas.

"Contracting Entity," means the individual, partnership, or corporation seeking to enter into a contract with the City of Las Vegas.

"Principal" means, for each type of business organization, the following: (a) sole proprietorship – the owner of the business; (b) corporation – the directors and officers of the corporation; but not any branch managers of offices which are a part of the corporation; (c) partnership – the general partner and limited partners; (d) limited liability company – the managing member as well as all the other members; (e) trust – the trustee and beneficiaries.

**2. Policy**

In accordance with Resolutions 79-99, 105-99 and RA-4-99, adopted by the City Council, Contracting Entities seeking to enter into certain contracts with the City of Las Vegas must disclose information regarding ownership interests and principals. Such disclosure generally is required in conjunction with a Request for Proposals (RFP). In other cases, such disclosure must be made prior to the execution of a contract.

**3. Instructions**

The disclosure required by the Resolutions referenced above shall be made through the completion of this Certificate. The Contracting Entity shall complete Block 1, Block 2, and Block 3. The Contracting Entity shall complete either Block 4 or its alternate in Block 5. Specific information, which must be provided, is highlighted.

**4. Incorporation**

An updated and notarized Certificate shall be incorporated into the resulting contract, if any, between the City and the Contracting entity. Upon execution of such contract, the Contracting Entity is under a continuing obligation to notify the City in writing of any material changes to the information in this Certificate. This notification shall be made within fifteen (15) days of the change. Failure to notify the City of any material change may result, at the option of the City, in a default termination (in whole or in part) of the contract, and/or a withholding of payments due the Contracting Entity.

<b>Block 1: Contracting Entity</b>	
Name: <i>Gallagher &amp; Associates, LLC</i>	
Address: <i>1140 3rd St NE, Ste 200</i>	City / ST / Zip: <i>Washington DC 20002</i>
Telephone: <i>301-656-7575</i>	EIN or DUNS: <i>52-2185723</i>
<b>Block 2: Description / Subject Matter of Contract</b>	
Services for: <i>African American Museum</i>	Project Number: <i>220194-SK</i>

<b>Block 3:</b>	<u><b>Type of Business</b></u>
<input type="checkbox"/> Individual	<input type="checkbox"/> Partnership
<input checked="" type="checkbox"/> Limited Liability Company	<input type="checkbox"/> Corporation
<input type="checkbox"/> Trust	<input type="checkbox"/> Other:

**CERTIFICATE - DISCLOSURE OF OWNERSHIP AND PRINCIPALS (CONTINUED)**

<b>Block 4: Disclosure of Ownership and Principals</b>			
In the space below, the Contracting Entity must disclose all principals (including partners) of the Contracting Entity, as well as persons or entities holding more than one-percent (1%) ownership interest in the Contracting Entity.			
	FULL NAME/TITLE	BUSINESS ADDRESS	BUSINESS PHONE
1	Patrick Gallagher	1140 3rd St NE, Ste 200	202-669-6733
2	(100%)	Washington DC 20002	
3	Thomas Kozony	" "	202-220-7611
4	(CFO)	" "	
5			
6			
7			
8			
9			
10			

The Contracting Entity shall continue the above list on a sheet of paper entitled "Disclosure of Ownership and Principals - Continuation" until full and complete disclosure is made. If continuation sheets are attached, please indicate the number of sheets: \_\_\_\_\_

**Block 5: Disclosure of Ownership and Principals - Alternate**

If the Contracting Entity, or its principals or partners, are required to provide disclosure (of persons or entities holding an ownership interest) under federal law (such as disclosure required by the Securities and Exchange Commission or the Employee Retirement Income Act), a copy of such disclosure may be attached to this Certificate in lieu of providing the information set forth in Block 4 above. A description of such disclosure documents must be included below.

Name of Attached Document: \_\_\_\_\_

Date of Attached Document: \_\_\_\_\_ Number of Pages: \_\_\_\_\_

**Contracting Party Certification (Notarized signature required in event of contract award per section 4, "Incorporation")**

I certify under penalty of perjury, that all the information provided in this Certificate is current, complete and accurate. I further certify that I am an individual authorized to contractually bind the above named Contracting Entity.

Ivonne Gutierrez  
 NOTARY PUBLIC  
 MONTGOMERY COUNTY, MARYLAND  
 MARYLAND  
 MY COMMISSION EXPIRES 12/4/2024

*Tom P. Hagan*  
 Signature

June 16, 2022  
 Date

Subscribed and sworn to before me this 16 day of June 20 22

*[Signature]*  
 Notary Signature



Thank **You!**

# Section 5

## Pricing Proposal

## *Our Pricing Approach*

The total fee are for the Master Plan is \$198,400. This fee includes all project costs, including estimated expenses. The line-item breakdown below aligns to the Deliverables outlined in the RFP.

Community & Stakeholder Engagement	\$	55,800
Interpretive Master Plan and Feasibility Study	\$	115,000
Fundraising Strategy	\$	15,000
Total	\$	185,800
<i>Estimated Reimbursable Expenses</i>	\$	12,600
<b>TOTAL FEE</b>	<b>\$</b>	<b>198,400</b>

### **REIMBURSABLE EXPENSES**

*Reimbursable expenses are considered costs incurred in the interest of the project including, but not limited to materials for presentations, reproductions, documentation printing, plotting, couriers, travel, and telephone charges. Please note that costs associated with models, prototypes, renderings, stock images, usage rights, and/or custom illustrations are not included in this proposal. These expenses are in addition to the fixed fee for design services and will be billed as actual costs.*

#### *Additional Options*

*Recommendation for sustainable community development and planning.*

Metrics Together STOLO (FordMomentum! Standards of Love) integration + operational sustainability

\$ 36,000.00

*Recommendation for sustainable community development and planning.*

Community planning, asset development, and implementation via the locally engaged STOLO (FordMomentum! Standards of Love) firms. Project manage and direct community assets identified in the master plan

\$ 54,000.00

# Appendix I

## Disclosure of Ownership Certificate

**ATTACHMENT 1 - CERTIFICATE - DISCLOSURE OF OWNERSHIP AND PRINCIPALS**

**1. Definitions**

"City" means the City of Las Vegas.

"City Council" means the governing body of the City of Las Vegas.

"Contracting Entity," means the individual, partnership, or corporation seeking to enter into a contract with the City of Las Vegas.

"Principal" means, for each type of business organization, the following: (a) sole proprietorship – the owner of the business; (b) corporation – the directors and officers of the corporation; but not any branch managers of offices which are a part of the corporation; (c) partnership – the general partner and limited partners; (d) limited liability company – the managing member as well as all the other members; (e) trust – the trustee and beneficiaries.

**2. Policy**

In accordance with Resolutions 79-99, 105-99 and RA-4-99, adopted by the City Council, Contracting Entities seeking to enter into certain contracts with the City of Las Vegas must disclose information regarding ownership interests and principals. Such disclosure generally is required in conjunction with a Request for Proposals (RFP). In other cases, such disclosure must be made prior to the execution of a contract.

**3. Instructions**

The disclosure required by the Resolutions referenced above shall be made through the completion of this Certificate. The Contracting Entity shall complete Block 1, Block 2, and Block 3. The Contracting Entity shall complete either Block 4 or its alternate in Block 5. Specific information, which must be provided, is highlighted.

**4. Incorporation**

An updated and notarized Certificate shall be incorporated into the resulting contract, if any, between the City and the Contracting entity. Upon execution of such contract, the Contracting Entity is under a continuing obligation to notify the City in writing of any material changes to the information in this Certificate. This notification shall be made within fifteen (15) days of the change. Failure to notify the City of any material change may result, at the option of the City, in a default termination (in whole or in part) of the contract, and/or a withholding of payments due the Contracting Entity.

<b>Block 1: Contracting Entity</b>	
Name: <i>Gallagher &amp; Associates, LLC</i>	
Address: <i>1140 3rd St NE, Ste 200</i>	City / ST / Zip: <i>Washington DC 20002</i>
Telephone: <i>301-656-7575</i>	EIN or DUNS: <i>52-2185723</i>
<b>Block 2: Description / Subject Matter of Contract</b>	
Services for: <i>African American Museum</i>	Project Number: <i>220194-SK</i>

<b>Block 3:</b>	<u><b>Type of Business</b></u>
<input type="checkbox"/> Individual	<input type="checkbox"/> Partnership
<input checked="" type="checkbox"/> Limited Liability Company	<input type="checkbox"/> Corporation
<input type="checkbox"/> Trust	<input type="checkbox"/> Other:

**CERTIFICATE - DISCLOSURE OF OWNERSHIP AND PRINCIPALS (CONTINUED)**

<b>Block 4: Disclosure of Ownership and Principals</b>			
In the space below, the Contracting Entity must disclose all principals (including partners) of the Contracting Entity, as well as persons or entities holding more than one-percent (1%) ownership interest in the Contracting Entity.			
	FULL NAME/TITLE	BUSINESS ADDRESS	BUSINESS PHONE
1	Patrick Gallagher	1140 3rd St NE, Ste 200	202-669-6733
2	(100%)	Washington DC 20002	
3	Thomas Kozony	" "	202-220-7611
4	(CFO)	" "	
5			
6			
7			
8			
9			
10			

The Contracting Entity shall continue the above list on a sheet of paper entitled "Disclosure of Ownership and Principals - Continuation" until full and complete disclosure is made. If continuation sheets are attached, please indicate the number of sheets: \_\_\_\_\_

**Block 5: Disclosure of Ownership and Principals - Alternate**

If the Contracting Entity, or its principals or partners, are required to provide disclosure (of persons or entities holding an ownership interest) under federal law (such as disclosure required by the Securities and Exchange Commission or the Employee Retirement Income Act), a copy of such disclosure may be attached to this Certificate in lieu of providing the information set forth in Block 4 above. A description of such disclosure documents must be included below.

Name of Attached Document: \_\_\_\_\_

Date of Attached Document: \_\_\_\_\_ Number of Pages: \_\_\_\_\_

**Contracting Party Certification (Notarized signature required in event of contract award per section 4, "Incorporation")**

I certify under penalty of perjury, that all the information provided in this Certificate is current, complete and accurate. I further certify that I am an individual authorized to contractually bind the above named Contracting Entity.

Ivonne Gutierrez  
 NOTARY PUBLIC  
 MONTGOMERY COUNTY, MARYLAND  
 MARYLAND  
 MY COMMISSION EXPIRES 12/4/2024

*Tom P. [Signature]*  
 Signature

June 16, 2022  
 Date

Subscribed and sworn to before me this 16 day of June 20 22

*[Signature]*  
 Notary Signature

