

	4,200	1,800	1,815	5,700.00	1,000.00	8,400	2,150							
Response Format and Organization	40	90	80	70	60	90	70							
Business/Management Experience	95	90	85	90	60	80	80							
Understanding of the project challenges and constraints	150	170	160	140	170	185	140							
Financial Stability	100		55 Emp's											
Knowledge of the lighthouse maintenance and repair	190	190	195	140	190	195	140							
Technical competency	120	175	180	180	170	190	190							
References	95	95	95	80	40	98	85							
1000 points	830	810	795	700	690	838	705							
	34 PRINT, PROJ MGR STAFF	11 78 134	3 81 60	2 0 184	NOT SPECIALIZED	152	13 41.5 140							

COST ANALYSIS
TOTAL

28,810
25,380

1800
25,380

NOT
INCL
1815

5,700.00
25,818

NOT SPECIALIZED
1,000.00

INCL, BUT
NOT INCL
8,400

NOT
INCL
2,150

GARRISON

Copy 3

DC ✓

Steve

JFB

**PROPOSAL, CITY OF PACIFIC GROVE
POINT PINOS LIGHTHOUSE
TEN-YEAR WORKPLAN**

November 17, 2008

Provided by:

Henry Gonzalez, Managing Partner
Lighthouse Preservationists, LLC
6561 Tartan Vista Drive
Alexandria, VA 22312
202-437-1405
hblr@cox.net

PROPOSAL, CITY OF PACIFIC GROVE
POINT PINOS LIGHTHOUSE
TEN-YEAR WORKPLAN

A. WORK PLAN

The Invitation to Submit Proposals states in its first paragraph:

"The City previously commissioned a study by the National Park Service in 2004 that provided a foundation for the work that is required. The next step for the City is to identify the priorities of the work to be accomplished."

Section I (Introduction) of the Invitation to Submit Proposals further states:

"A 2004 National Park Service Study has provided the City with a list of repairs/improvements that should be completed. Given limited resources, the City is seeking a work plan that can identify the most urgent projects to ensure that the available funds are expended in the most beneficial manner possible."

Lighthouse Preservationists, LLC obtained a copy of the National Park Service (NPS) report, entitled "Point Pinos Lighthouse Historic Preservation Report: Documentation and Treatment Planning", developed by Glenn D. Simpson, of the NPS Intermountain Support Office of Santa Fe, New Mexico. The report was forwarded to Lighthouse Preservationists by the City Manager, Mr. Colangelo.

The report states in its Executive Summary:

"In general, it is in good condition and retains an extremely high level of historic integrity; however, some immediate problems were observed which should be addressed in the near future. The survey also identified the extremely important need for the City of Pacific Grove to have a comprehensive plan for the preservation of the lighthouse, as well as thorough and detailed documentation of its present condition."

The approach to our proposed work plan therefore relies on these statements and the following assumptions derived from the statements:

- That the lighthouse is indeed still in good condition overall, despite the four years since the report was written;
- That the plan requested from the City should *focus* (albeit not exclusively) on addressing all of the findings and recommendations documented in the *foundational* NPS report, prioritizing them, and laying them out in a rationalized schedule/plan;
- That since the plan requested is for a period of ten years, and that the lighthouse is in good condition (with actions identified in the NPS report focused on a handful of areas that will take less than ten years to execute), that the plan will also address routine and continued maintenance that will need to be conducted.

Our proposed work plan will also satisfy the five "Proposed Objectives" of Section 2 of the Invitation to Submit Proposals:

- *Provides a clear plan of work to ensure that the Lighthouse is appropriately maintained.*
- *Defines priorities for the work in consideration of the City's limited resources.*
- *Identifies work that could be done by skilled volunteers and work that will require trained and/or licensed professionals.*
- *Identifies potential funding sources for maintenance and repair work.*
- *Presents information in a user-friendly and inviting format, both in graphic presentation and in communication style.*

Approach:

The first step after contract award will be to conduct a one-day site visit, inspection and assessment. Two partners of Lighthouse Preservationists, LLC will conduct this site survey and inspect the entire light station, interior and exterior, including roof areas. We will thoroughly document the condition of the lighthouse with digital photography and with video. We will look closely at the items identified in the 2004 NPS report, to determine their current condition. We will use an inspection template that will allow us to collect data about the condition of each element of the light station. Within one week of the site visit, we will inform the City whether the overall condition of the lighthouse is still good, per the 2004 NPS report and the key assumptions documented on page 1 of this proposal (see note at end of proposal in Section F – Cost for more information).

The next step will be to review the data and develop an initial list of actions. Each action will be given two "maintenance deficiency" ratings. One rating will address the condition of the item, which ranges from poor to fair to good, and the second rating will address the priority and time-criticality of the required work, ranging from critical to serious to minor. This is a somewhat standard way in which to categorize deficiencies, and is used by the National Park Service, among others.

We will then prioritize all of the deficiencies within groupings (for example, prioritize all of the deficiencies encountered that have condition and priority ratings of "Poor" and "Critical", respectively), and provide specific recommended courses of action to address and remediate them.

Our next step will be to identify routine and cyclical maintenance that should be conducted on the light station to maintain it in good condition.

To the maximum extent possible, we will recommend courses of action that can be taken by skilled volunteers. We have extensive experience working with volunteers and fully understand and appreciate the capabilities and benefits of using trained volunteers, as well as their limitations.

To the extent possible, we will identify rough cost estimates for each deficiency and for the routine maintenance; we will at least provide our opinion of the cost estimates given in the 2004 NPS report.

We are very familiar with sources of federal funding for historic preservation, as well as various major private foundations that have an interest in historic preservation (including some in California). We will familiarize ourselves with California state sources of funding for historic preservation and document all of these sources in our final report, including upcoming due dates for grant applications.

We will also review the recommendations given in the 2004 NPS report regarding documentation, such as a Historic Structures Report and HABS/HAER, and provide our opinion and recommendations on these and other documentation approaches.

Our last major step will be to lay out the prioritized deficiencies and the routine maintenance on a schedule, adapted to: (a) whether the work is recommended to be done by skilled volunteers or trained professionals, including the rate at which volunteers could work and the total availability of volunteers; (b) normal grant time cycles for review and approval of applications and for availability of funds. The schedule will also include our recommended historic documentation tasks.

Our approach and cost estimate includes two key meetings with the City of Pacific Grove personnel associated with the Point Pinos lighthouse. The first meeting will be face-to-face as part of our site visit and inspection of the lighthouse. At that meeting, we will review our approach and request any specific areas which the City would like us to emphasize in our investigation. We would also request that the City apprise us (at that meeting) of any existing volunteer cadre. The second meeting will be a telephone conference meeting which will be conducted after we have laid out the overall schedule. We will give a presentation on our results as well as our approach to documenting the final report, and we will request overall feedback from the City as well as any specific areas that the City would like us to emphasize in the final report. This will also give the City an opportunity to comment on our approach to addressing the last of the City's five Project Objectives, i.e., a user-friendly and inviting format. Based on that feedback, we will proceed to update our results and finalize the report. Our proposal also includes labor and administrative expenses for providing a monthly status report to the City via telephone conference, and a telephone conference one week after the site visit to validate the study and proposal assumptions.

B. Proposed Schedule of Work and Deadlines

We are assuming that the contract will be awarded sometime in late December 2008 or possibly in January 2009. We are therefore also assuming that the site visit will be conducted no earlier than late January or possibly early February 2009. Since there was no required schedule identified in the Invitation to Submit Proposals, we offer the following schedule. If the City has specific date requirements, Lighthouse Preservationists would be glad to discuss the possibility of accelerating the schedule.

<u>Key events</u>	<u>Schedule</u>
Site visit, inspection and assessment:	NLT 45 days after contract
Validate overall condition as "good"	7 days after site visit
1 st monthly status report (telcon):	30 days after site visit
Presentation of results:	60-75 days after site visit
Final report delivered:	30 days after presentation

C. Project Team

Ralph Eshelman – Dr. Eshelman is a highly-respected professional historic preservation consultant, maritime historian, and museum consultant. He was the Director of the Calvert Marine Museum (Solomons, Maryland) from 1974 to 1990, and it was under his tenure that the Drum Point screwpile lighthouse was moved from its original location to become the centerpiece of the Museum's campus. Dr. Eshelman has worked closely with the National Park Service and has prepared countless lighthouse station nominations for the National Register of Historic Places, as well as the successful nominations for National Historic Landmark status for the Cape Hatteras Lighthouse and the Thomas Point Shoal Lighthouse. He was a key member of the small team that developed the "Historic Lighthouse Preservation Handbook" for the U.S. Coast Guard and the National Park Service, and he prepared the Cultural Properties Management Plan for the U.S. Coast Guard. Dr. Eshelman is a member of the Board of Trustees of the Maryland Historical Trust. He is also a Principal Member of Lighthouse Preservationists, LLC.

Cullen Chambers – Mr. Chambers has been a professional lighthouse preservationist for over 20 years during which he personally led the preservation efforts of Key West Lighthouse, St. Augustine Lighthouse and Tybee Island Lighthouse stations, where he is still the Executive Director. In each case Mr. Chambers worked with architects and engineers to create requests for proposals and contracts for the professional preservation of these stations. He also supervised the successful completion of this work as well as developed preservation maintenance and interpretive plans for each. Under Mr. Chambers' direction over \$2 million was raised from both the public and private sector. In addition he has also consulted on nineteen additional lighthouse projects throughout the United States. Mr. Chambers has received numerous awards for his lighthouse preservation work and is well known throughout the national lighthouse preservation community as being one of the best in the field. Mr. Chambers developed the preservation plan for the Thomas Point Shoal Lighthouse. He is also a Principal Partner in Lighthouse Preservationists, LLC.

Henry Gonzalez – Mr. Gonzalez is the Manager of the Thomas Point Shoal Lighthouse and the Vice President of the USLHS. Thomas Point Shoal is one of only ten lighthouses in the country to be designated as a National Historic Landmark. Mr. Gonzalez is a past Secretary of the American Lighthouse Coordinating Committee and has extensive contacts throughout the non-profit lighthouse community. He has been the primary author of two successful lighthouse transfer applications under the National Historic Lighthouse

Preservation Act and has formed successful partnerships between local, state and non-profit organizations. He has worked closely with the Maryland State Historic Preservation Office to ensure that all preservation activities at Thomas Point Shoal Lighthouse are done in full compliance and in the spirit of the *Secretary of the Interior's Standards for the Treatment of Historic Properties*. Mr. Gonzalez has an excellent track record of obtaining and managing nearly \$300,000 in grants to perform architectural and restoration construction contracts, and raising over \$100,000 from corporate sponsors, public fund-raisers, and private sources. Roughly 90% of all of the labor hours used for preservation activities at Thomas Point Shoal Lighthouse have been provided by skilled and trained volunteers which Mr. Gonzalez has planned and managed. He is one of the most experienced individuals in the country when it comes to offshore lighthouses. Mr. Gonzalez is also the Managing Partner of Lighthouse Preservationists, LLC. Mr. Gonzalez is a senior executive with the federal government, where he leads an organization with nearly 400 employees and an annual procurement budget of roughly \$500M.

More extensive resumes are attached to this proposal.

D. Demonstrated Knowledge

As indicated in Section C and in the attached resumes, the partners individually have extensive historic lighthouse preservation, interpretation and management experience, however, we have only conducted one lighthouse preservation assessment together as Lighthouse Preservationists, LLC, given that the consulting firm was formed only five months ago, in July 2008. Our first contract was with the Point Lookout Lighthouse Preservation Society; this effort is still underway, with the final report being due in mid-December 2008.

Regarding availability and commitments of the key personnel to this project, Dr. Eshelman is currently a professional self-employed consultant as well as a Principal Partner for Lighthouse Preservationists, LLC. He manages his workload to accommodate his various projects. Although Mr. Chambers is employed as the Executive Director of the Tybee Island Historical Society, he has the flexibility to allocate up to 25% of his workload to other historic preservation projects, as well as to work on them after hours and during weekends. Mr. Gonzalez can also allocate time away from his career as a federal executive for this project as well as to dedicate time after hours and during the weekends, as he does every year (several hundred hours) as the volunteer Manager of the Thomas Point Shoal Lighthouse. The scheduling of the site visit NLT 45 days after contract award is in recognition of the forecast of commitments on the part of each member. Looking ahead at our current workload and commitments, our preference would be to conduct the site visit in late January. Given that the total amount of labor between the three partners/key personnel is planned for 152 hours (see Section F) distributed across a period of roughly three months after the site visit, we feel that this is not an onerous impact on our workload and ability to conduct the work entailed in this project.

Apart from specific lighthouse management experience which the three partners bring to the table (management of Key West, St. Augustine, Tybee Island, Thomas Point, and

Drum Point lighthouses and of the Calvert Marine Museum, for a total lighthouse management experience of 42 years), Mr. Gonzalez, as the Managing Partner of Lighthouse Preservationists, LLC, has nearly twenty years of experience as a federal manager in the acquisition and procurement of complex undersea and air traffic automation systems, nearly half of which has been as an executive. He has also worked closely with the City of Annapolis in the management of the Thomas Point Shoal Lighthouse, and Dr. Eshelman was a county employee as the Director of the Calvert Marine Museum; they both have, therefore, a keen appreciation and experience of working with federal, state, county and municipal governments, such as the City of Pacific Grove.

E. References

Mr. Robert Hall
President,
Point Lookout Lighthouse Preservation Society
P.O. Box 135
St. Leonard, MD 20685
301-651-3068
Robert@PLLPS.org

Note: As explained in Section D of this proposal, the Point Lookout Lighthouse project is the only project we have worked on together as Lighthouse Preservationists, LLC. The following are two other references that apply primarily to Mr. Chambers for this proposal.

United States Department of the Interior
National Park Service
Fort Pulaski National Monument
P.O. Box 30757
Savannah, GA 31410
Attn. John Breen/ Charlie Fenwick Superintendent
Cockspur Island Lighthouse

United States Department of the Interior
National Park Service
Cape Hatteras National Seashore
Rt. 1 Box 675
Manteo, NC 27954-2708
Attn. Russell W. Berry Jr.
Superintendent
R.E. Bodie Island Lighthouse

F. Cost Proposal

Labor rates: Eshelman, Chambers and Gonzalez are \$50 per hour

Labor:

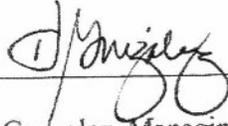
Site Visit (Eshelman and Chambers):	48 hours
Develop ten-year plan & report:	80 hours
2 teleconference meetings:	24 hours
Total labor hours:	152 hours
Total labor cost:	\$7,600
General and administrative: (10% of labor):	\$760
Travel and per diem (1 trip to Pacific Grove for two people):	\$2,000
Total price:	\$10,360

Lighthouse Preservationists, LLC will reduce the cost of labor by 25% for this contract, from \$7,600 to \$5,700. This is in recognition of the growing nature of our new firm. **The total final contract price proposal is therefore \$8,460.**

Please note: if the underlying assumptions stated on page 1 of this proposal are not accurate, i.e., if the lighthouse is not in good condition overall, a greater amount of labor than that proposed herein will be needed to perform a thorough assessment and a complete ten-year plan. Lighthouse Preservationists, LLC will notify the City within one week after completion of the site visit whether the assumption is valid. If the assumptions are not valid (as based on information from the City), the proposed contract price will also not be valid. Lighthouse Preservationists, LLC would give the City several choices, including terminating the contract and paying only for the costs of the site visit (48 hours of labor plus \$2,000 in travel expenses), phasing the contract as the first of two phases (with a proposal for the second phase being provided within three weeks after the site visit), or proceeding with execution of the contract with Lighthouse Preservationists, LLC providing "best efforts" for the full contract price.

The total final contract price of \$8,460 is valid for 90 days from the proposal due date of November 20, 2008.

Submitted by:



Date: 11/17/08

Henry Gonzalez, Managing Partner
Lighthouse Preservationists, LLC

6561 Tartan Vista Drive
Alexandria, VA 22312

202-437-1405
hblr@cox.net

Ralph E. Eshelman
12178 Preston Drive
Lusby, MD 20657
410/326-4877
FAX: 410/326-4877
Email: ree@olg.com

Cultural Resource Management Experience

- * Owner and Principal of cultural resource management consulting firm, Eshelman & Associates, Lusby, Maryland, 1990-present.
- * Senior Associate, Management Development Resources Integrated, Inc., Washington, D.C., 1996-1997.
- * Director of Calvert Marine Museum, Solomons, Maryland, 1974-1990. Directly responsible for restoration and interpretation of National Historic Landmark J.C. Lore Oysterhouse and oyster buyboat *Wm. B. Tennison* as well as National Register listed Drum Point Lighthouse. Annual museum budget in excess of one million dollars and staff of seventeen full-time and sixteen part-time employees.

Summary Statement

Ralph Eshelman has over 30 years of cultural resource management experience. His work includes researching and writing the Historic Context Study for the oystering industry of the United States for the National Maritime Initiative of the National Park Service. Eshelman prepared the Cultural Resource Management Plan for the United States Coast Guard. He has written numerous successful National Register of Historic Places and National Historic Landmark nominations including the Cape Hatteras Lighthouse and Grand Central Terminal Oyster Bar. Eshelman served as historian for the team which wrote the "Historic Lighthouse Preservation Handbook" for the United States Coast Guard and National Park Service. He was co-director of the Patuxent River Cultural Resource Survey which discovered and partially excavated an American War of 1812 military vessel from the U.S. Chesapeake Flotilla. Eshelman also conducted an holistic inventory of War of 1812 and Revolutionary War sites in Maryland for the National Park Service's National Battlefield Protection Program. He currently serves as the historian for the "Star-Spangled Banner National Historic Trail" Study Team of the National Park Service and is the director of the "Maryland War of 1812 Initiative."

Selected Experiences:

- * Coastal Heritage Society, Old Fort Jackson, Savanna, Georgia, 1982.
- * National Maritime Preservation Task Force, National Trust for Historic Preservation, representing the maritime museum community, 1983-1984.
- * Jefferson Patterson Park and Museum, Port Republic, Maryland, Technical Planning Committee, 1983-1986.
- * Maryland Historical Trust, Annapolis, Maryland, 1985-present.
- * North Carolina Maritime Museum, Beaufort, North Carolina, 1986 and 1988.
- * Maryland State Governor's Advisory Committee on Maritime Archaeology, 1987-1988.
- * National Colonial Farm, Accokeek Foundation, Accokeek, Maryland, 1989-1997.

* Maryland Historical and Cultural Museum Assistance Program, founding member which lobbied State for museum assistance program now operating under the Maryland Division of Historical and Cultural Programs, 1989-1990.

* Lighthouse Preservation Society, Rockport, Massachusetts, 1990-1995.

* Florida Institute of Saltwater Heritage, Inc., Cortez, Florida, consultant to determine feasibility and site selection for maritime museum, 1990-1993.

* U.S. Park Service, National Maritime Initiative, Washington, D.C., conducted context study and National Historical Landmark nominations related to oyster industry of United States, 1993. Did same for rest of shellfish industry, 1993-94. Completed similar study and nominations for crustacean industry, 1994-95.

* Council of American Maritime Museums, consultant for preparation of maritime museum related emergency preparedness model plan, 1994-1995. Funded by Institute of Museum Services.

* Chesapeake Bay Maritime Museum, St. Michaels, Maryland, plan leader for Skipjack Preservation Plan and Symposium to establish a central clearing house for all skipjack information and formulation of documentation plan for all extant skipjacks, 1994.

* Bermuda Maritime Museum, general critic and introductory strategic planning, 1994.

* Department of Defense, historian for condition assessment team which surveyed 13 historic lighthouses located throughout the United States, 1995.

* U.S. Coast Guard, historian for condition assessment team which surveyed 10 historic lighthouses located throughout the United States, 1995.

* Bureau of Land Management, historian for condition assessment team which surveyed Anclote Key Lighthouse, Florida, 1995.

* U.S. Coast Guard, project director for agency-wide cultural resource inventory and management assessment, 1995.

* U.S. Coast Guard, historian for team which wrote lighthouse preservation manual, 1995.

* Calvert County Steamboat Wharves and Landings: Architectural Level Survey and Inventory with historic context, for Calvert County Historic District Commission, 1996.

* Maryland Historical Society, Baltimore, Maryland, conducted feasibility study for potential move of Radcliffe Maritime Collection to waterfront location in Fells Point, Maryland, 1996.

* National Lighthouse Museum Steering Committee, President 1997-present, Chair of Site Selection Committee and author of Feasibility Study and Final Report for National Lighthouse Museum, 1988.

* Cultural Resource Inventory of the Upper Choptank and Tuckahoe River, 2000.

* Inventory of War of 1812 Sites in Maryland for the American Battlefield Protection Program, National Park Service, 2000.

Ralph E. Eshelman
12178 Preston Drive
Lusby, MD 20657
410/326-4877
FAX: 410/326-4877
Email: ree@olg.com

MUSEUM EXPERIENCE

- * Owner and CEO of museum consulting firm, Eshelman & Associates, Lusby, Maryland, 1990-present.
- * Founding Trustee and Second Vice-President of National Lighthouse Center & Center, Staten Island, New York, 1998-present.
- * Senior Associate, Management Development Resources Integrated, Inc., Washington, D.C., 1996-1997.
- * Research Associate, Department of Paleobiology, National Museum of Natural History, Smithsonian Institution, Washington, D.C., 1976-present.
- * Director of Calvert Marine Museum, Solomons, Maryland, 1974-1990. First paid staff member; achieved accreditation of institution by American Association of Museums in 1981. Annual budget in excess of one million dollars and staff of seventeen full-time and sixteen part-time employees.
- * Acting Curator of Vertebrate Paleontology, and Research Assistant, Museum of Paleontology, University of Michigan, Ann Arbor, Michigan, 1971-1974.
- * Museum Exhibition Program, Iowa Museum of Natural History (the oldest U.S. university muscological program west of the Mississippi), University of Iowa, Iowa City, Iowa, 1969-1971.
- * Assistant Curator (part-time), Museum of Geology (now the Long Island Museum of Natural History), State University of New York, Stony Brook, New York, 1968-1969.
- * Physical Science Aide, Stratigraphy and Paleontology Branch, U.S. Geological Survey, National Museum of Natural History, Smithsonian Institution, Washington, D.C., 1965-1969.
- * Volunteer, Department of Paleobiology, National Museum of Natural History, Smithsonian Institution, Washington, D.C., 1964-1965.

Summary Statement

Ralph Eshelman has 30 years of museum experience beginning as a seventeen year old high school student volunteer at the Smithsonian Institution. Ralph has experience in all phases of museum work including curatorial, exhibit, education, management, and strategic planning. He holds a Museum Management Certificate from George Washington University, 1979; completion of Fundamentals of Museum Management, Smithsonian Institution, 1981; and a Small Business Management Training Certificate, 1990.

Ralph E. Eshelman

12178 Preston Drive
Lusby, MD 20657
410/326-4877
FAX: 410/326-4877
Email: ree@olg.com

MUSEUM CONSULTING EXPERIENCE

- * Battle Creek Cypress Swamp Nature Center, Port Republic, Maryland, Advisory Committee, 1975-1979.
- * Chesapeake Beach Railway Museum, Chesapeake Beach, Maryland, Planning Committee, 1979-1981.
- * Coastal Heritage Society, Old Fort Jackson, Savanna, Georgia, consultant for exhibit, 1982.
- * National Maritime Preservation Task Force, National Trust for Historic Preservation, representing the maritime museum community, 1983-1984.
- * Jefferson Patterson Park and Museum, Port Republic, Maryland, Technical Planning Committee, 1983-1986.
- * Maryland Historical Trust, Annapolis, Maryland, Community Education and Museum Committee, 1985-present.
- * U.S. Army Quartermaster Museum, Ft. Lee, Petersburg, Virginia, AAM Accreditation Team, 1985.
- * Mystic Aquarium, Mystic, Connecticut, AAM Accreditation Team, 1985.
- * Tarr River Maritime Museum, Washington, North Carolina, consultant to determine feasibility study of undeveloped museum, 1985.
- * South Shore Natural Science Center, Inc., Norwell, Massachusetts, Museum Assessment Program, 1986.
- * North Carolina Maritime Museum, Beaufort, North Carolina, Museum Assessment Program, 1986; and AMM Accreditation Team 1988.
- * Fireman's Hall: National Fire House and Museum of Philadelphia, Philadelphia, Pennsylvania, Museum Assessment Program, 1987.
- * Maryland State Governor's Advisory Committee on Maritime Archaeology, represented the maritime museum community, 1987-1988.
- * Marine Extension Center, Skidaway Island, Savannah, Georgia, Museum Assessment Program, 1988.
- * National Colonial Farm, Accokeek Foundation, Accokeek, Maryland, Education and Strategy Planning Committees, 1989-1997.
- * Maryland Historical and Cultural Museum Assistance Program, founding member which lobbied State for museum assistance program now operating under the Maryland Division of Historical and Cultural Programs, 1989-1990.

- * Lighthouse Preservation Society, Rockport, Massachusetts, preservation specialist, 1990-1995.
- * St. Augustine Lighthouse and Museum, St. Augustine, Florida, consultant for lighthouse interpretive trail, 1990.
- * Florida Institute of Saltwater Heritage, Inc., Cortez, Florida, consultant to determine feasibility and site selection for maritime museum, 1990-1993.
- * St. Clement's Island and Potomac River Museum, Colton Point, Maryland, strategic plan consultant, 1992.
- * London Town Publik House and Gardens, Edgewater, Maryland, assisted Board of Trustees with "privatization" of institution and hiring of their first director, 1993; and facilitated board retreat on governance, 1994.
- * Charles County, Maryland, strategic plan for inter-cooperation and improvement of museums and historical sites in county, 1994.
- * U.S. Park Service, National Maritime Initiative, Washington, D.C., conducted context study and National Historical Landmark nominations related to oyster industry of United States, 1993. Did same for rest of shellfish industry, 1993-94. Completed similar study and nominations for crustacean industry, 1994-95.
- * Council of American Maritime Museums, consultant for preparation of maritime museum related emergency preparedness model plan, 1994-1995. Funded by Institute of Museum Services.
- * Sotterley Plantation, St. Mary's County, Maryland, consultant for strategic plan of 1717 plantation including historic research, archeology, interpretation, development plan, and consulted on hiring of new director, and conducted board orientation, 1994.
- * Chesapeake Bay Maritime Museum, St. Michaels, Maryland, plan leader for Skipjack Preservation Plan and Symposium to establish a central clearing house for all skipjack information and formulation of documentation plan for all extant skipjacks, 1994.
- * Bermuda Maritime Museum, general critic and introductory strategic planning, 1994.
- * Burgess Early Americana Museum, Hudson's Corner, Maryland, strategic plan, 1994.
- * Department of Defense, historian for condition assessment team which surveyed 13 historic lighthouses located throughout the United States, 1995.
- * U.S. Coast Guard, historian for condition assessment team which surveyed 10 historic lighthouses located throughout the United States, 1995.
- * Bureau of Land Management, historian for condition assessment team which surveyed Anclote Key Lighthouse, Florida, 1995.
- * U.S. Coast Guard, project director for agency-wide cultural resource inventory and management assessment, 1995.
- * U.S. Coast Guard, historian for team which wrote lighthouse preservation manual, 1995.

- * Sotterley Plantation, St. Mary's County, Maryland, consultant for strategic development plan due to funding crisis, 1996.
- * Maryland Historical Society, Baltimore, Maryland, conducted feasibility study for potential move of Radcliffe Maritime Collection to waterfront location in Fells Point, Maryland, 1996.
- * Oyster and Maritime Museum, Chincoteague, Virginia, exhibit assessment and governance consultation, 1996.
- * Historic London Town, Lontontown, Maryland, strategic plan, 1997.
- * Old Harford Maritime Center, Denton, Maryland, strategic plan, 1997.
- * Havre de Grace Decoy Museum, Havre de Grace, Maryland, strategic plan, 1997.
- * Chesapeake Bay Maritime Museum, St. Michaels, Maryland, facilitator for two day Planning Forum on research and education mission of institution, 1997.
- * Vizcaya Villa, Miami, Florida, part of three person team which worked on governance plan, 1997.
- * One Room School House Museum, collections conservation survey, Port Republic, Maryland, 1997.
- * National Lighthouse Museum Steering Committee, President 1997-present, Chair of Site Selection Committee and author of Feasibility Study and Final Report for National Lighthouse Museum, 1988.
- * Havre de Grace Maritime Museum, Havre de Grace, Maryland, Strategic and Long Range Plan, 1998.
- * Havre de Grace Maritime Museum, Havre de Grace, Maryland, exhibit story line and research for artifacts and visual materials, 1998-99
- * Maryland Department of Tourism Development, Baltimore, Maryland, research and determine 3 to 5 day thematic tours related to War of 1812, 1998-99.
- * Sailwinds, Dorchester County Visitor Center, Cambridge, Maryland, exhibit story line and research for artifact and visual materials, 1998.
- * Sotterley Mansion Foundation, St. Mary's County, member of strategic planning committee, 1999.
- * Old Harford Maritime Center, Denton, Maryland, interpretation plan, 1999.
- * Smith Island Center, Smith Island, Maryland, museum assessment, 1999.
- * Museum Division of the Department of Recreation and Parks, St. Mary's County Government, St. Mary's County, Maryland, strategic plan, 2000.
- * Wildfowl Trust of North America/ Horsehead Wetlands Center, Grasonville, Maryland, strategic plan, 2000.
- Saltville Foundation, Museum of the Middle Appalachians, Saltville, Virginia, strategic plan, 2000.
- The Museum of Rural Life, Caroline County Historical Society, Inc, Denton, Maryland, strategic plan, 2001.

Cullen G. Chambers

P.O. Box 2503
Tybee Island
Georgia 31528

Phone 912-786-5801
Fax 912-786-6538
Home Phone 912-786-9115
Email tybeeth@bellsouth.net

PERSONAL

Born : Monticello Arkansas, November 14, 1950
Marital Status: Married to Christine April 22, 1995

EDUCATION

1971-1973 Associates of Arts, Tallahassee Community College
1974-1977 Bachelor of Science, Florida State University

EMPLOYMENT

1994-Currently *Director, Tybee Island Historical Society.*
Tybee Island Historical Society- Tybee Island Georgia.
Responsibilities include research and documentation of 1773/1867 lighthouse and six historic support buildings on light station and 1898 Endicott Battery used as museum facility and development of Historic Structures Report for Light Station. Worked with Architect and engineer in development of restoration drawings and specifications. Supervision of restoration activity. Maintenance and security of both sites. Grant writing and administration for restoration of light station. Total grants awarded to date \$1.2 million. Development and administration of annual budget. Supervision of paid and volunteer staff and day to day operation. Research, design, development and installation of exhibits and development of educational and interpretative programs. Public relations and promotion of light station and museum to increase visitation, awareness, education and public support. Volunteer and membership development. Inventory, cataloging and exhibit of museums' collection. Recipient, 2002 Georgia Historic Preservation Division, Preservation Achievement Award, Hastings Town Council, Resolution of Appreciation 1997; Hastings High School Alumni Association Award of Appreciation 1997; Tybee Island Optimist Citizen of the Year Award, 1997 OuterBanks Lighthouse Society, Bodie Island Award 1997; Savannah Rotary International GSE Scholarship Scotland 1996.

1989-1994 *Director, St. Augustine Lighthouse Museum*
Junior Service League of St. Augustine, St. Augustine Florida.
Responsibilities included research and documentation of 1874 lighthouse and three historic support buildings and development of Historic Structures Report for the 1874 lighthouse. Worked with Architect and Engineer in development of restoration drawings and specifications. Supervision of restoration activity. Maintenance and security of site. Grant writing and administration for restoration and promotion of Lighthouse, Head Keepers' Dwelling and site. Total grants awarded and administered 1989-1994: \$587,000.00. Development and administration of annual budget. Supervision of paid staff and volunteers and day to day operation of museum. Volunteer and membership development. Research, design, development and installation of exhibits and development of educational and interpretive programs. Public relations and promotion of lighthouse and museum to increase visitation, awareness, education and public support. Inventory, cataloging and exhibit of museums' collection.
Co-Recipient of Florida Trust for Historic Preservation Award for Preservation 1995 (St. Augustine Lighthouse), Florida Association of the American Institute of Architects, Preservation Design Award 1996 (St. Augustine Lighthouse) and American Institute of Architects Jacksonville Chapter, Preservation Award 1994 (St. Augustine Lighthouse); Department of the Army Facilities Excellent Award 1993 (St. Francis Barracks F.N.G. Museum); Award of Merit, Florida National Guard Historical Foundation, 1992.

1987-1989

Director, Key West Lighthouse Museum/ Curator East Martello Museum.

Key West Art and Historical Society, Key West Florida.

Responsibilities included research and documentation of historic lighthouse and five historic support buildings and development of Historic Structures Reports for the 1894 Lighthouse and 1888 Head Keepers' Dwelling. Worked with Architect and Engineer in development of restoration drawings and specifications. Supervision of restoration activity. Maintenance and security of site. Grant writing and administration for restoration and promotion of Lighthouse, Head Keepers' Dwelling and Site. Total grants awarded and administered 1987-1989: \$267,000.00. Development and administration of annual budget. Supervision of paid and volunteer staff and day to day operation. Research, design, development and installation of exhibits and development of educational and interpretive programs. Public relations and promotion of Lighthouse to increase visitation, awareness, education and public support. Inventory, cataloging and exhibit of museum's collection. Recipient of the Historic Florida Keys Preservation Board Award for Craftsmanship 1989.

PRO-BONO PROJECTS/VOLUNTEER BOARD:

Board of Advisors- National Lighthouse Museum -2002

Crooked River Lighthouse Project/Structural Assessment 2002

St. Marks Lighthouse Project/Structural Assessment -2002

Wescott Road Lighthouse Lens Project/Structural Assessment-2001

We Need A National Lighthouse Preservation Fund Alliance-Founder 2000-Currently.

Battery Brumby restoration project-Tybee Shrine Club-Consultant 2000-Currently

Tybee Island Garden Club- Historic Guard House - Consultant/Grant Writer 2000-Currently.

Save the Tybee Island Post Theater Committee (GA) - CO-Chair. 2000 - Currently.

Franklin Institute- Fire Island Lens Project. (PA) Consultant 2000

Detour Reef Lighthouse (Lake Huron MI) Consultant/Assessment Report 2000

Tybee Island Historic Review Commission (GA)- Chairman. 1999 - Currently.

Fullerwood School (FL) Consultant/Grant Writer. 1999 - Currently. (\$200,000-awarded)

St. Simons Lighthouse (GA) Consultant/Assessment Report. 1999.

Outer Banks Lighthouse Society (NC)- Board of Directors. 1998 - 2000

Great Lakes Lighthouse Museum (MI) -Board of Directors. 1998-2000.

Tybee Island Chamber of Commerce (GA)Board of Directors. 1994 - Currently.

Georgia -Florida Lighthouse Heritage Trail, CO-founder. 1992- Currently.

Hastings First Baptist Church (FL)-Consultant/Grant Writer. 1999-2000.(Both failed)

Mayport Lighthouse Society(FL)-Board of Directors. 1998 - 2000.

Cockspur Island Lighthouse (GA).Consultant/Assessment Report. 1997-2000.

National Lighthouse Preservation Act- Consultant 1997-2000.

St. Johns River Lighthouse (FL).Consultant/Assessment Report. 1997-2000.

Currituck Island Lighthouse (NC) Consultant/ Assessment Report . 1994-2000

Tybee Island Historic Preservation Ordinance Committee (GA) - Chairman. 1999.

Tybee Island Architectural Review Ordinance Committee (GA). 1999.

Tybee Island Zoning & Land Use Ordinance Review Committee (GA). 1999

American Lighthouse CO-ordinating Committee- Chairman. 1998-1999

Section 106 Review: Cape San Blas, Hillsboro. Jupiter Lighthouses (FL) Consultant -99.

Twin Lights Lighthouse (NJ) Lens Restoration Consultant. 1997-1999.

Morris Island Lighthouse (SC). Assessment Report. 1997-1999.

Sapelo Island Lighthouse (GA). Consultant restoration project 1997-1999.

National Lighthouse Museum Steering Committee. 1997-1999.

Hastings High School Restoration project(FL)-Consultant/Grant Writer. 1992-1999.(\$1.2 Mil.)

Cape San Blas Lighthouse (FL) Assessment Report 1997.

Bodie Island Lighthouse (NC) Assessment Report 1996-1997.

Tybee Island Historic Preservation Committee (GA). 1994-1996.
 Tybee Island Sign Review Committee (GA). 1994 -1995.
 Tybee Island Fine Arts Committee (GA). 1994 -1995.
 St. Johns County Land Trust- Board of Directors (FL). 1992-1994
 Trinity Episcopal Church Consultant/Grant Writer.(FL) 1992-1994 (\$40,000)
 St. Augustine Historical Society - Board of Trustees.(FL) 1992-1994.
 Florida National Guard Historical Foundation. Curator/Consultant.(FL) 1992-1994
 Florida Association of Museums - Board of Directors.(FL) 1992-1994.
 Jupiter Inlet Lighthouse (FL). Consultant Coast Guard lease /funding sources. 1992-1994.
 St. Augustine Heritage Council. (FL) 1989-1994.
 Florida Museums Grants -In - Aid Advisory Council. 1992-1993 (appointed by Sec. of State)
 St. Augustine Lincolnville Improvement Association-(FL) Consultant. 1991-1993.
 St. Augustine/ St. Johns County Columbus Commission.(FL) 1989-1993.
 Lighthouse Preservation Society -Technical Advisory Committee. 1991
 Historic Florida Keys Preservation Board- Preservation Awards Committee. (FL)1988
 &1995.
 Monroe County Environmental Task Force-Contributor.(FL) 1988-1989.
 Key West Maritime Historical Society- Executive Director.(FL) 1987-1989.
 Trumans' Little White House Restoration Advisory Committee.(FL) 1987-1989.
 Friends of Fort Taylor.-Founder & President. (FL) 1985-1989.
 Key West Art & Historical Society Board of Directors. (FL) 1987-1988.
 Key West Maritime Historical Society-Asst. Executive Director. (FL) 1986-1987.
 Save Our Neighborhood - Vice President. (FL) 1984-1985.
 Volunteer Fort Zachary Taylor S.H.S. 1979-1980
 Save the Old Capitol Alliance- Founder & President. (FL) 1974 -1977.

Response Format and Organization	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Lighthouse Promotions LLC	100	75	95	95	200	100	110	150	NO Financial ?	200	100	100	50	190	90	100	150	85	90
Bennett Consulting	75	80	100	100	100	100	100	100	NO Financial ?	100	100	100	50	90	90	100	150	85	90
Kitchell arch.	95	100	100	100	100	100	100	100	NO Financial ?	100	100	100	50	100	100	100	150	85	90
Garavaglia arch.	95	100	100	100	100	100	100	100	NO Financial ?	100	100	100	50	100	100	100	150	85	90
Technical competency	200	190	90	100	200	100	100	50	200	100	100	50	190	90	100	100	150	85	90
Knowledge of the lighthouse maintenance and repair	200	200	100	100	200	100	100	50	200	100	100	50	190	90	100	100	150	85	90
Financial Stability	100	NO Financial ?	NO Financial ?	NO Financial ?	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Understanding of the project challenges and constraints	200	200	100	110	200	100	110	150	200	100	110	150	200	100	110	150	200	100	110
Business/Management Experience	100	90	80	100	100	100	100	100	90	80	100	100	100	90	80	100	100	100	100
Response Format and Organization	100	100	75	95	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
References	100	100	95	85	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
1000 points	100	100	95	85	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

* COST
SCALE
(1-10)
(10-Best)

* 10
* 2
* 1
* 1

** all numbers based on rating to this project.

Ken

Page + Turnbull

ARG ^{1000 points}

Carey & Co

Response Format and Organization	100	100	100	100															
Business/Management Experience	100	100	100	100															
Understanding of the project challenges and constraints	200	200	200	200															
Financial Stability	100	100	100	100															
Knowledge of the lighthouse maintenance and repair	200	170	200	200															
Technical competency	200	170	200	200															
References	100	100	100	100															
1000 points																			

+ shop
+ consults
28,870

18,195

+ shop
+ consults
25,330

INVITATION TO SUBMIT PROPOSALS

POINT PINOS LIGHTHOUSE TEN-YEAR WORK PLAN

The City of Pacific Grove is seeking qualified professionals to develop a Ten-Year Work Plan for the Point Pinos Lighthouse. The City previously commissioned a study by the National Park Service in 2004 that provided a foundation for the work that is required. The next step for the City is to identify the priorities of the work to be completed.

If you are an experienced professional, we invite you to respond to our Request for Proposals (RFP). Should you have any questions concerning this process, please contact James Colangelo, City Manager, 831 648-3106, or jcolangelo@ci.pg.ca.us.

PROPOSAL SUBMISSION/CONTACT INFORMATION

Proposals must be submitted in the sequence outlined below:

- An original of the entire proposal, including all original ink signatures.
- Three (3) complete copies of the entire proposal, labeled "Copy."
- Title Page

The entire package must be placed in a sealed envelope labeled "**PROPOSAL, CITY OF PACIFIC GROVE – POINT PINOS LIGHTHOUSE TEN-YEAR WORKPLAN.**" Submissions must have the name and address of the proposer on the outside and be delivered to:

City of Pacific Grove
City Manager's Office
300 Forest Avenue
Pacific Grove, California 93950
(831) 648-3106

No later than: 5:00 p.m., Thursday, November 20, 2008

Submissions must be in the Office of the City Manager by close of business (5:00 p.m.) on Thursday, November 20, 2008. Postmark dates prior to November 20th will not be considered if they arrive after the 11/20/08, 5:00 p.m. deadline.

It is the proposer's sole responsibility to submit the proposal on time. Proposals which are received after the exact time and date indicated above will not be considered. Proposals will remain confidential in their entirety until City evaluation and analysis is complete and a recommendation of award has been submitted to the City Council.

1. INTRODUCTION

The City of Pacific Grove is a city-designated government agency with municipal responsibilities.

The City of Pacific Grove obtained ownership of the Point Pinos Lighthouse from the United States Coast Guard. A 2004 National Park Service study has provided the City with a list of repairs/improvements that should be completed. Given limited resources, the City is seeking a work plan that can identify the most urgent projects to ensure that the available funds are expended in the most beneficial manner possible.

2. DESCRIPTION OF PROJECT

The City of Pacific Grove, a charter city, operates under the Council-Manager form of government. Under the system, the City Council appoints a City Manager, City Attorney, and members of the City's boards and commissions. The City Manager is the professional administrator for the City. The City Manager oversees the daily operations of the City which includes: Police Department, Fire Department, Finance Department, Community Development Department, Public Works Department, Recreation Department, Library, Golf Course and Museum of Natural History.

The City is seeking a consultant to work at the direction of the City Manager and in cooperation with the appropriate Boards, Committees and Commissions. In addition, the consultant's work will be critical to identifying tasks for the Pacific Grove Heritage Society to undertake in their efforts to provide volunteer support for the repair and maintenance of the Lighthouse

Project Objectives

The report must be designed in accordance with the following goals:

- 1 Provides a clear plan of work to ensure that the Lighthouse is appropriately maintained.
- 2 Defines priorities for the work in consideration of the City's limited resources.
- 3 Identifies work that could be done by skilled volunteers and work that will require trained and/or licensed professionals.
- 4 Identifies potential funding sources for maintenance and repair work.
- 5 Presents information in a user-friendly and inviting format, both in graphic presentation and in communication style.

3. PROPOSAL ELEMENTS

Project Team

The Proposal shall clearly identify the project leader and include the names and qualifications of all personnel assigned to this project. The Proposal shall demonstrate that the key personnel have the time available to work on the project. The Proposal shall include the estimated number of hours that the key personnel will dedicate to the project.

Demonstrated Knowledge

The Proposal shall include the assigned staffs' demonstrated knowledge of, expertise and experience with similar types of contracts.

Work Plan

The Proposal shall include the consultant's proposed approach broken out by tasks which demonstrate the consultant's knowledge and understanding of the project and the constraints and challenges associated with performing the tasks outlined in the scope of work.

Cost Proposal

The Proposal must contain an overall all-inclusive cost for the project as well as hourly billing rates by task for each individual performing work on the contract. An estimate of hours by task and a breakdown of any other direct costs are also required. The breakdown should include the following categories: labor costs, administrative costs, and any third party costs.

Proposed Schedule of Work and Deadlines

The Proposal must include availability of the Project Team to conduct work within the anticipated timeframes.

References

The Proposal shall include at least three (3) recent references from past clients for similar types of projects.

Required Attachments

Resumes of key staff with directly applicable experience in successfully delivering similar projects shall be provided.

4. PROPOSAL IN EVALUATION

Selection Criteria

- Experience and qualifications
- Understanding of the project and its particular challenges and constraints
- Demonstrated ability to complete projects by specified deadlines
- Committed degree of participation for key personnel
- Evaluation and references from past clients
- Technical competency
- Any factors deemed to be relevant by the screening committee in its consideration of this proposal

The above items are listed randomly and not in any priority order. Acceptance of a proposal will be subject to approval by the City Manager.

Evaluation Process

All proposals received by the deadline will be evaluated by a screening committee. The proposers who, in the opinion of the committee, are best qualified and whose proposals appear to be in the best interest of the City may be placed on a "short list" of proposals to be further evaluated by the City, which may include more detailed information. If deemed necessary or appropriate, the City has the right but not the obligation to request a "Best and Final Offer" from any and all proposers. All proposers will be notified as to their status in the selection process. Discussions shall not be initiated by the proposers.

Points will be awarded based on how effectively the proposal satisfies the RFP requirements, with the maximum possible point total of 1000, allocated as follows:

	<u>Maximum Points</u>
1 Response Format and Organization (Thoroughness, Clarity, Organization/Presentation)	100 points
2 Business/Management Experience	100 points
3 Understanding of the project and its particular challenges and constraints	200 points
4 Financial Stability	100 points
5 Knowledge of the lighthouse maintenance and repair	200 points
6 Technical competency	200 points

7 References

100 points

1000 points

5. PROPOSAL SUBMISSION/CONTACT INFORMATION

The proposer is responsible for making all necessary investigations and examinations of documents, operations, and premises affecting full performance. Failure to do so will not relieve the proposer from any terms and conditions of the Agreement or the proposal documents. The proposal submission will be considered conclusive evidence that the proposer has made such an examination.

Title Page

Title page must include the name of the proposed business entity and the name, address and telephone number of one contact person. All correspondence from the City to proposer will be with one contact person. The individual designated as the contact person will be responsible for disseminating information to the other members of the business entity.

Modification or Withdrawal of Submittals

Any proposals received prior to the date and time specified above for receipt may be withdrawn or modified by written request of the proposer. To be considered, however, the modified proposal must be received by the time and date specified above.

Property Rights

Any proposal received within the prescribed deadline becomes the property of the City of Pacific Grove and all rights to the contents therein become those of the City.

Confidentiality

Before making any consultant selection, all proposals will be designated confidential to the extent permitted by the California Public Records Act. After award of the contract (or if not awarded, after rejection of all proposals), all responses to the RFP will be regarded as public records and will be available for review by the public. Any language purporting to render all, or portions of the proposal, confidential will be regarded as non-effective and will be disregarded.

Amendments to Request for Proposals

The City of Pacific Grove reserves the right to amend the RFP by addendum before the

final Proposal submittal date.

Non-Commitment of the City of Pacific Grove

This RFP does not commit the City of Pacific Grove to award a contract, to pay any costs incurred in the preparation of a proposal for this request, or to procure or contract for services.

Conflict of Interest

The prospective consultant shall disclose any financial, business or other relationship with the City that may have an impact upon the outcome of this contract or potential future City projects resulting from this effort. The prospective consultant shall also list current clients who may have a financial interest in the outcome of this contract or City projects that could follow. In particular, the prospective consultant shall disclose any financial interest or relationship with any company that might submit a bid for City projects.

Nondiscrimination

The selected consultant shall comply, and shall require its subconsultants and subcontractors to comply, with all applicable federal, state, and local laws, ordinances, rules, and regulations in regard to nondiscrimination in employment because of race, creed, color, ancestry, national origin, religion, sex, marital status, age, medical condition, pregnancy, disability, or other prohibited basis. All nondiscrimination rules or regulations required by law to be included are incorporated herein by this reference.

Final Selection and Objections

The RFP selection process is considered concluded when a consultant has been selected and a contract has been negotiated and signed. Proposals will remain confidential in their entirety until City evaluation and analysis is complete and a recommendation of award has been approved by the City Council.

The entire package must be placed in a sealed envelope labeled "**PROPOSAL, PACIFIC GROVE POINT PINOS LIGHTHOUSE TEN-YEAR WORK PLAN.**"

Please read the instructions carefully and check your RFP package immediately upon receipt to ensure that you have received all the necessary documents and copies. For assistance please see the contact information below:

Contact Information

City of Pacific Grove
City Manager's Office
300 Forest Avenue

Pacific Grove, CA 93950
831 648-3106

Should you find a discrepancy in or any portions omitted from said documents, or if you have questions regarding their meaning, submit a written response no later than **fifteen (15) days** prior to the deadline for submission of the proposal (see contact information above). The City of Pacific Grove will not be bound by any oral statements or representations.

Submissions must be in the Office of the City Manager by close of business (5:00 p.m.) on Thursday, November 20, 2008. Postmark dates prior to November 20th will not be considered if they arrive after the 11/20/08, 5:00 p.m. deadline.

Proposals must be comprised of the information outlined above. **Telephone or fax proposals will not be accepted.**

CITY OF PACIFIC GROVE DISCRETION AND NON-LIABILITY

It should be noted that all the material, exhibits, and data presented in this Request for Proposal and Supplemental Information is general in nature and shall not be deemed as representations or inducements to which the City is bound. Proposers are advised to conduct independent evaluations of all factual, financial, and legal matters upon which their proposal is based. The City reserves the right to reject all proposals, waive any informality in a proposal, or reschedule or re-solicit proposals if deemed to be in the City's best interest.