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*MAY 12, 2022*

**OPERATING PARTNER RFP QUESTIONS**

The following represents questions submitted to the National Medal of Honor Museum Foundation by the stated deadline of May 10, 2022. The following responses have been issued to all participating firms.

1. **Q:** What are the intended days of operation?

**A:** The intended days of operation are seven (7) days a week.

1. **Q:** What days are closed/holidays?

**A:** The Museum tentatively plans to close on Thanksgiving and Christmas Day.

1. **Q:** Hours of operation?

**A:** The tentative hours of operation are from 9:00 AM to 5:00 PM.

1. **Q:** With construction ongoing, what are the plans for the kitchen space, will the chosen operator have input, etc.?

**A:** The kitchen location is decided and the sq footage is decided. The kitchen will be a prep kitchen, not a production kitchen. Input will be limited.

1. **Q:** Can you provide a floorplan of the space?

**A:** Yes, please see attached.

1. **Q:** Is the operating partner responsible for any fundraising?

**A:** No.

1. **Q:** What is the headcount allotted to the foundation for staffing?

**A:** The headcount has not been decided. The Foundation is willing to discuss this with our operating partner.

1. **Q:** Please confirm – will the foundation be in charge of actually hiring docents, volunteers and curating the exhibitions or is this something the operating partner is solely responsible for?

**A:** The Foundation will oversee hiring with input from our operating partner. Exhibit curation is being led by our internal team in partnership with Gallagher and Associates – we will seek input from our operating partner as these decisions are finalized.

1. **Q:** Is the operating partner marketing the museum itself or just F&B, catering and special events?

**A:** The Foundation views this holistically/inclusive. We see the operating partner working closely with our internal and external marketing partners to develop compelling messages which drive visitation and also include operations such as, but not limited to, Museum guest experience and ticketing, F&B at the Museum, catering at the Museum, as well as special events at the Museum and driving sales related to each of these areas.

1. **Q:** Please define “collaborate” as it relates to the operator and foundation.

**A:** Operator will collaborate with the Foundation toward a common goal but understand the Foundation maintains final decision-making authority.

The Foundation will collaborate with the Operating Partner toward a common goal and weigh all decisions/recommendations from the Operating Partner before making a final decision. Operating Partner will be responsible for execution of these decisions in the Museum and marketplace.

1. **Q:** Is the operator responsible for membership, groups, etc.?

**A:** Yes, in collaboration with the Foundation.

1. **Q:** Do any “projected” visitation numbers exist and if so, can they be provided?

**A:** Yes. Estimated Year 1 visitor projection is 881K.

1. **Q:** Will there be future opportunities/obligations related to the Institute and Monument that are slated to open as well?

**A:** There is the potential for future opportunities related to the Institute. Once constructed, the Monument will be owned and operated by the National Park Service.

1. **Q:** With the answers not being received until May 17th are you considering an extension from the original May 31st submission date.

**A:** No, to save additional time, answers will be provided May 12th.

1. **Q:** What is the term length of this contract?

**A:** The Foundation is tentatively looking at a five (5) year contract.

1. **Q:** What is the total square footage of the food & beverage area(s) (FOH including café seating area, and BOH)?

**A:** Approximately 2,700 SQ FT

1. **Q:** What is the square footage dedicated to retail warehousing and office space?

**A:** Approximately 2,500 SQ FT

1. **Q:** What is the expectation of merchandise provided for sale to be Made in the U.S.A. (e.g., % of merchandise assortment)?

**A:** We prefer all merchandise to be made in the United States. We would also like to discuss the possibility of RFPs for merchandise including a preference for veteran owned business.

1. **Q:** Would the Museum consider a grab and go (pre-packaged) type Food & Beverage offering as your daily visitor dining experience as opposed to a full-service kitchen/concession operation?

**A:** Yes, F&B will be grab & go.

1. **Q:** In what state will the retail store be turned over to the operating partner (i.e., completely finished space or a vanilla shell)?

**A:** Completely finished space but partner will have significant impact on look and design as well as fixtures and finishings.

1. **Q:** Will the Foundation’s responses to questions submitted (regardless of who submitted) be viewable to all potential bidders?

**A:** Yes (companies that asked the questions will not be revealed).

1. **Q:** How many printed copies of a proposal submission are required to be mailed?

**A:** Please submit five (5) copies.

1. **Q:** Can you share the projected attendance, café revenue, catering revenue, and gift shop revenue for the first 3-5 years?

**A:** Attendance previously provided. Café Revenue is estimated to be $3M. Catering Revenue is estimated to be $3.5M. Gift Shop Revenue is estimated to be $2.4M.

1. **Q:** Have you already purchased a POS system for ticketing, food, and retail?

**A:** Yes, Tessitura but the Foundation is willing to discuss this with our operating partner.

1. **Q:** Is there a site visit scheduled? If so, what date do you have in mind?

**A:** No site visit scheduled (site is currently an active construction zone with no structural elements yet in place). To provide awareness of the future site/Museum, please see the link to the fly-through video: <https://vimeo.com/698686701/004ff11b10>