



onePULSE<sup>®</sup>  
FOUNDATION<sup>®</sup>  
501(c)(3)

**NATIONAL PULSE MEMORIAL & MUSEUM  
INTERNATIONAL DESIGN COMPETITION**  
Orlando, Florida

**STAGE I  
Design Team Services  
Request for Qualifications**

Issued: March 25, 2019  
Submissions Due: April 30, 2019



DOVETAIL DESIGN STRATEGISTS



# NATIONAL PULSE MEMORIAL & MUSEUM INTERNATIONAL DESIGN COMPETITION

Orlando, Florida

## STAGE I

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In memory of the 49,  
in support of the survivors,  
in honor of the first responders,  
with sympathy to the families,  
with gratitude to the community,  
we dedicate this memorial and museum.

March 25, 2019

Dear Competitors,

As you begin to assemble your team and consider an approach for the National Pulse Memorial & Museum, I ask you to be mindful of scale for this particular tragedy—scale of the historic significance, scale of the global reach and scale of the impact. While all national tragedies have complex nuances, what happened at Pulse Nightclub on June 12, 2016 was unprecedented. This attack affected not only the Orlando community, but the world.

It's crucial to understand what safe spaces mean, their significance in history and the depth of this violation by a lone terrorist. It's imperative to understand the time frame in which this attack occurred, and how our Angels and survivors—while united by their involvement in the event—do not have identical experiences. It's integral to the design and overall tone to share the stories of heroism and survival of mental anguish. It's paramount to understand the world's response, especially considering responses to other tragedies. And it's essential to understand the mission and history of Pulse Nightclub.

There were parents who learned that their child was dead and that their child was gay during one unimaginable phone call. There were parents who learned that their child was dead simply because he or she was an ally. While these families grieve the loss of their loved ones, survivors heal from physical wounds. Others, including every first responder, work on healing from psychological trauma. Through it all, the world has continued to stand in solidarity with our community, expressing support and love like never before. It's been less than three years since the attack—and the commitment to this project is unwavering.

Our Task Force and Board of Trustees have been charged with asking and answering the difficult question of how to honor the lives taken and support the survivors, while ensuring this story is told with accuracy, historical context and educational intention. There's a reason the members of our national board of trustees have dedicated their energy, expertise, passion and time to this project. It's because they understand the monumental and symbolic importance of this horrific attack on the collective human community.

We hold the historical and social responsibility to create a special place that will tell this story long after we are gone. The small, obscure building on the corner of Orange and Kaley Avenue has become a global destination, a beacon of hope and a keeper of this story. For the first time in Orlando's history, there's an opportunity to build a nationally designated memorial and museum.

More than everything we've given you to ponder, I hope you study this story minute by minute, learn the life of each Angel and produce a team who is as passionate about leading change as those who have already dedicated themselves to this project of love, hope, unity, courage and unconditional acceptance. On behalf of all the affected, I thank you for your submission.

One pulse, one love,

Barbara Poma  
Owner, Pulse Nightclub  
Founder & CEO, onePULSE Foundation

March 25, 2019

Dear Competitors,

Orlando is often a misunderstood place. While we proudly host tens of millions each year who leave wearing big smiles and faint traces of pixie dust, Orlando is also a Southern city with a rich history and undiscovered charm.

My grandfather settled in Orlando 111 years ago. That may be considered a new perspective for some parts of the world, such as Europe or Asia. But it's certainly enough of a tenure for my family to reflect on traditions that were created and progress that has unfolded in our hometown. To be sure, we have wonderful amenities that modern cities enjoy: a globally-connected airport, commuter rail, an iconic performing arts center, state of the art sports venues and madly cheered teams such as the Magic and our (new) Orlando City Soccer Club. Orlando is also home to a \$6 billion-dollar model, simulation and training industry (think aviation and space travel) and one of the largest concentrations of game technology development in the United States.

Where Central Florida differs, however, from many other similarly situated megalopolises is that its quest for diversity began markedly before such mainstream national calls for reform. Here, citizens of all creeds participate and excel in business, social and civic endeavors.

Acceptance is not new to our city. It is not the happenstance byproduct of the 2016 Pulse tragedy; rather, the unity of inclusion was an already-ensconced engine that aided our grieving and jumpstarted the quest to heal. The nearly 700 photos that surround the Pulse site at the Interim Memorial bear out how Orlandoans of all backgrounds instantly and organically came together. It was acceptance, rather than tolerance, of fellow neighbors that was in fact at play in the immediate aftermath. The world watched and flashed back love and support.

Understanding the context, beauty and historical significance of the response to the horrific terrorist attack on Pulse is the essence of what we seek to memorialize, teach and inspire. On behalf of the onePULSE Foundation, we warmly welcome your submission.

Sincerely,

Earl M. Crittenden, Jr., Esq.  
Chair of the Board of Trustees  
onePULSE Foundation

## 2. WE WILL NOT LET HATE WIN

On June 12, 2016, 49 angels sought the joy, love, and acceptance of Pulse nightclub. Instead, they found hatred. And they never came home. They were gay. They were straight. Latin, black, white. Mothers. Brothers. Sisters. Daughters. Sons. Lost forever. Targeted for their association. Attacked for their acceptance. Silenced for their love. And murdered simply because they chose to be themselves.

This was both a terrorist act and a hate crime. Yet in the aftermath of the largest and deadliest act of violence affecting LGBTQ+ people, and one of the deadliest terrorist attacks by a single gunman in modern American history, the Orlando community and the world came together to prove that love will overcome fear and hatred. Under this banner, the onePULSE Foundation, a 501(c)(3) educational nonprofit, was created to memorialize this tragedy and ensure that Pulse's legacy of love, acceptance and hope will never be lost.

Inspired by community feedback, onePULSE intends to build the National Pulse Memorial & Museum including a pedestrian pathway called Survivors Walk, on the site of the Pulse nightclub and nearby properties.

The National Pulse Memorial will be a sanctuary of hope and healing that honors the 49 lives that were taken, their families, the 68 injured victims, all the affected survivors, and the first responders and healthcare professionals who cared for the victims.

The Pulse Museum will educate, enlighten, inspire reflection and rumination, and start conversations that will change mindsets. The museum will provide a permanent home for artifacts and archives of the tragedy and represent a lasting legacy of the global response of love seen in the weeks and months following the shooting.

Survivors Walk will trace the three-block journey many victims and survivors took the night of the tragedy to get to the Orlando Regional Medical Center. Together, the National Pulse Memorial & Museum, including Survivors Walk, will be a tribute to all those affected, will engage and educate visitors from around the world, and will serve as a catalyst for positive change.

The National Pulse Memorial & Museum International Design Competition challenges architects to form a multi-disciplinary team with urban designers, landscape architects, exhibition designers, and artists to create an iconic place of remembrance and acceptance, and a sacred and safe place that teaches love, motivates action, and transforms thinking.

A place that makes it clear: **We will not let hate win.**

### 3. PULSE STORY

Pulse nightclub opened in 2004 in a former pizzeria on 1912 South Orange Avenue. Inspired by the belief that the LGBTQ+ community deserved a beautiful, clean space of their own, and by owner Barbara Poma's late brother, John, who died of HIV/AIDS in 1991, the club was envisioned as a place that embraced and accepted all. The name of the nightclub, Pulse, was chosen to symbolize the pulse of Orlando, the pulse of music, and John's heartbeat. With three different glamorously decorated dance rooms, Pulse frequently featured drag performers and live cabaret, and was beloved as a "safe place" by the LGBTQ+ community.

"Conceived as an antidote to hole-in-the-wall or hidden-away gay bars, this one was going to be a place that anyone would be proud to bring their mother. And they did."

— Barbara Poma

#### 3.1 June 12, 2016

On June 12, 2016, around three hundred people were celebrating a Latin-themed night at Pulse, dancing to a joyful mix of bachata, salsa, and merengue. The majority of revelers were Latin, as Latin Night at Pulse attracted Latin music lovers of all ages, genders, and sexual identities.

At 2:02 a.m., a lone-gunman began shooting inside the Pulse nightclub with both a semi-automatic military assault rifle and a semi-automatic pistol—military weapons capable of extreme carnage. The shooter trapped hostages in the building for three hours until the police shot him at 5:14 a.m.; he died at the scene.

A total of 49 people's lives were taken that night, 68 others were injured and hundreds were left permanently affected from trauma.

## THE 49

Stanley Almodovar III	Alejandro Barrios Martinez
Amanda Alvear	Brenda Lee Marquez McCool
Oscar A. Aracena-Montero	Gilberto Ramon Silva
Rodolfo Ayala-Ayala	Kimberly Morris
Antoni Davon Brown	Akyra Monet Murray
Darryl Roman Burt II	Luis Omar Ocasio-Capo
Angel L. Candelario-Padro	Geraldo A. Ortiz-Jimenez
Juan Chavez-Martinez	Eric Ivan Ortiz-Rivera
Luis Daniel Conde	Joel Rayon Paniagua
Cory James Connell	Jean Carlo Mendez Perez
Tevin Eugene Crosby	Enrique L. Rios, Jr.
Deonka Deidra Dayton	Jean C. Nieves Rodriguez
Simon Adrian Carillo Fernandez	Xavier Emmanuel Serrano Rosado
Leroy Valentin Fernandez	Christopher Joseph Sanfeliz
Mercedez Marisol Flores	Yilmary Rodriguez Solivan
Peter O. Gonzalez-Cruz	Edward Sotomayer Jr.
Juan Ramon Guerrero	Shane Evan Tomlinson
Paul Terrell Henry	Martin Benitez Torres
Frank Hernandez	Jonathan Antonio Camuy Vega
Miguel Angel Honorato	Juan P. Rivera Velazquez
Javier Jorge-Reyes	Luis S. Vielma
Jason Benjamin Josaphat	Franky Jimmy Dejesus Velazquez
Eddie Jamoldroy Justice	Luis Daniel Wilson-Leon
Anthony Luis Laureano Disla	Jerry Arthur Wright
Christopher Andrew Leinonen	



## 3.2 Orlando Regional Medical Center

At 2:14 a.m. on June 12, 2016, three blocks north of Pulse, wounded night-clubbers began to arrive at Orlando Regional Medical Center. They arrived via South Orange Avenue at a rate of one per minute, first by foot, then car, pickup truck, van, and finally by ambulance. The impact of the high-velocity weapons, which the perpetrator fired off in dozens and dozens of rounds, caused staggering damage.

Within 24 hours following the Pulse tragedy, ORMC surgeons had performed 28 operations on the injured. By the end of the first week following the event, 54 surgeries had been performed on victims at ORMC. Since June 12, 2016, Orlando Health has performed 127 operations on Pulse victims and hundreds of Orlando Health staff have been involved in caring for those affected.

A second wave of the wounded arrived at the hospital at 5:19 a.m., when the SWAT teams breached the nightclub walls and rescued the remaining hostages. Over the course of the siege, ORMC received 44 victims. Nine victims died at ORMC, too critically injured to make it to surgery, and 35 survived. Seventeen victims went to other hospitals. Forty victims died in the club.

In September 2016, Orlando Health built the Orlando Health Memorial Paver Garden, adjacent to Lake Beauty, to honor the 49 lives taken in the tragedy. Limestone pavers with the name of each victim encircle a fountain at the entrance to Orlando Health. The garden was designed by GAI Consultants.



South Orange Avenue from Pulse site to Orlando Health, November 2016, photo Orlando Health

### 3.3 Community Response

The Greater Orlando community's response during the days that followed the tragedy was extraordinary. Thousands of people stood in long lines to donate blood while others handed out food and water to those waiting in the heat. On June 13, 2016, 7,500 people attended a 24-hour vigil, organized by Equality Florida, on the front lawn of the Dr. Phillips Performing Art Center. Orlando Mayor Buddy Dyer and Orange County Mayor Teresa Jacobs spoke, the Orlando Gay Chorus sang, and at 8:30 p.m. the bells of the First United Methodist Church of Orlando tolled 49 times. Mourners brought flowers, candles, photographs, handwritten notes, American flags, stuffed animals, balloons and rainbow ribbons.

There are countless stories of individuals and groups who donated money, sent tributes or supplies or even traveled to Orlando immediately following the tragedy to show solidarity and support, such as the Lutheran Church Charities of Northbrook, Illinois who brought their K-9 Comfort Dogs Team of twelve golden retrievers to comfort those in mourning. [President Obama](#) and Vice President Joe Biden traveled to Orlando on June 16, 2016, where they met with local law enforcement officials, families of the victims, and survivors.



Vigil on the front lawn of Dr. Phillips Performing Arts Center, June 14, 2016, photo onePULSE Foundation

### 3.4 World Response

The world reacted with horror and stood in solidarity with Orlando. Vigils were held in cities around the globe. Many state leaders and figureheads, including Queen Elizabeth and Pope Francis issued statements of support for the Orlando community and condemned the perpetrator.

Around the U.S., moments of silence to remember the victims were held at sports events that Sunday: the NASCAR race in Michigan, Game 6 of the Stanley Cup in San Jose, California, at the Tampa Bay Rays, Houston Astros, and Atlanta Braves games to name just a few.

Buildings, bridges, and monuments around the world were lit up in rainbow colors—from One World Trade Center in New York to City Hall in Tel Aviv, Israel to the Harbor Bridge in Sydney, Australia.



Eiffel Tower, Paris, France. June 13, 2016, photo Martin Meissner, AP

### 3.5 Memorial Survey and Ideas Generator

In September, 2017, onePULSE Foundation launched a [Memorial Survey](#) as a first step towards building this project. Victims' families, survivors, first responders, and the Orlando community and beyond provided input for the future memorial and museum.

The Memorial Survey received 2,212 responses, including 41 family members, 86 first responders, and 60 survivors. onePULSE took note that a majority of this constituency feel it is important that the original nightclub building remain, at least to some material degree, and become part of the future memorial. Top priorities of the respondents are: honoring the victims, the survivors, and first responders, and creating a place for reflection and contemplation.

A majority of the responses focused on the future memorial as a place to mourn. Many expressed interest in the museum reflecting the predominantly LGBTQ+ and Latin culture of the nightclub's patrons the day of the tragedy. Many saw the project as an opportunity for education about LGBTQ+ culture, acceptance, gun violence, and hate crimes. The National September 11 Memorial & Museum in New York City, the Oklahoma National Memorial & Museum in Oklahoma City, Oklahoma and the Holocaust Museum in Washington D.C. were frequently cited as models.

Six key words came out of the survey and these words will drive the design and program of the National Pulse Memorial & Museum: love, hope, unity, acceptance, courage, strength.

Following the Memorial Survey, onePULSE launched a public [Ideas Generator](#) soliciting input from as broad a range of stakeholders as possible. This was not a design competition with a winner, but rather a chance for onePULSE to understand what people's hopes and dreams are for the National Pulse Memorial & Museum.

## 3.6 Strategic Plan

Alongside the Memorial Survey and Ideas Generator, onePULSE has undertaken a number of activities to lay the groundwork for engaging in a well-informed design process to achieve their goals.

In December, 2017, onePULSE completed a Strategic Plan, which was updated in December, 2018. The Strategic Plan provides the vision and direction for all of onePULSE's activities.

Over the last six months, in order to better understand how similar institutions look, feel, and function, onePULSE trustees, Task Force Advisory members, staff, and associates have toured related memorials around the country including: Flight 93 National Memorial, Shanksville, Pennsylvania, The Legacy Museum and National Memorial for Peace and Justice in Montgomery, Alabama, National 9/11 Pentagon Memorial, Washington D.C., The Oklahoma City National Memorial & Museum, Oklahoma City, Oklahoma, and National September 11 Memorial & Museum, New York, New York.

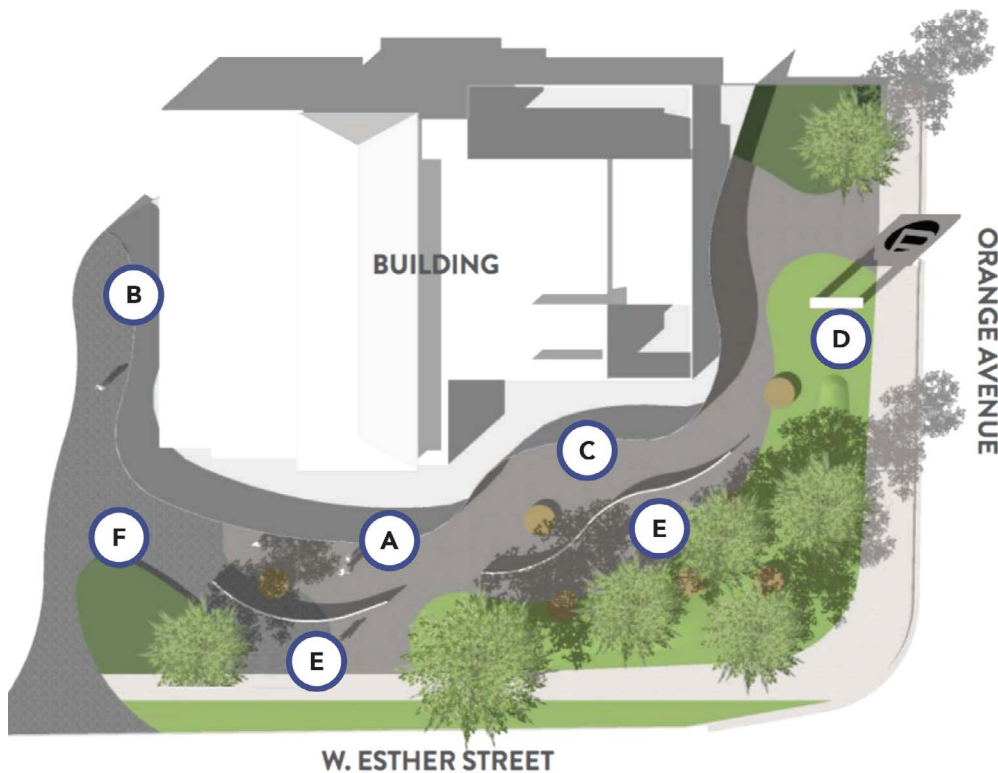
### 3.7 Pulse Interim Memorial

In May 2018, onePULSE Foundation erected the [Pulse Interim Memorial](#), designed by Dix.Hite + Partners and Phil Kean Design Group, working together with onePULSE’s Task Force Advisory Council. The temporary Interim Memorial will remain standing until construction begins on the permanent memorial.

An inviting and welcoming public park, the main feature of the Interim Memorial is a curving wall that surrounds three-quarters of the original Pulse nightclub. Over 700 photos, provided by the Orange County Regional History Center, are displayed along the wall. Openings in the wall have been strategically located to frame views of specific areas of the building that tell the story of June 12, 2016. A view of the original nightclub’s waterfall—prior to the tragedy, one of the most beloved aspects of the club, is visible through opening A (see map below). In early 2018, the waterfall was officially turned back on for visitors to observe. To the left of the waterfall, bullet-holes are visible. On the map below, B marks an opening onto rescue breach points in the wall. Bullet holes are visible here as well. Opening C is a view of 48 victim names listed on a plaque hung on the nightclub exterior. The name of one victim is omitted at the request of the family—the image of a dove represents this individual at the top of the plaque.

Panels hung below the original Pulse sign serve as a place for visitors to leave a message. As the panels fill up with commentary, they are removed, replaced, and preserved for display at the future museum.

The Interim Memorial also includes two curved perforated walls (E), where visitors can leave mementos or gifts. Items left on these offering walls are donated to the Orange County History Center and will be a part of the museum’s permanent collection.



Interim Memorial Diagram, Dix.Hite + Partners



Interim Memorial, photo Dix.Hite + Partners



Visitors at the opening of the Interim Memorial, May 8, 2018 photo Joey Roulette, Orlando Weekly

### **3.8 Congressional Designation of National Pulse Memorial**

In 2019, the U.S. Congress filed a bill designating the future memorial as the National Pulse Memorial with an official address of 1912 South Orange Avenue, Orlando, Florida. Please note that this designation does not make the memorial a unit of the National Park System and the National Pulse Memorial is not a federally funded project.

### **3.9 Largest Visitor Destination of the U.S.**

Understanding Pulse nightclub's context within Orlando, Florida is paramount. The fourth largest city in the "Sunshine State," Orlando is the seat of Orange County, Central Florida. Originally inhabited by the Seminole tribe of Native Americans, European settlers arrived in 1837 during the Second Seminole War. By the 1880s, Orlando's citrus industry was booming and by the early 1920s Orlando was considered to be a major city in America's "Sun Belt."

Walt Disney World opened in Orlando in 1971, followed soon after by Sea World in 1973. Today, Orlando is the tourism capital of the United States with a record-breaking 72 million visitors in 2017. Also considered the theme park capital of the world, Orlando is home to Walt Disney World Resort, Universal Orlando Resort, Sea World Orlando, LEGOLAND Florida Resort, and many others. Orlando has the second largest convention facility in the United States, the Orange County Convention Center, responsible for bringing more than 1.4 million visitors to Orlando annually.

Orlando's rich cultural scene includes the Orlando Museum of Art, Dr. Phillips Center for the Performing Arts, the George D. and Harriet W. Cornell Fine Arts Museum at Rollins College, and the Charles Hosmer Morse Museum of American Art, which is home to the world's largest collection of Tiffany glass.

Orlando's climate is generally warm and sunny in the winter, hot and humid in the summer.

Today, Orlando has a diverse population of approximately 2.5 million people, of which over one-quarter are Latin, including the largest Puerto Rican population in Florida.

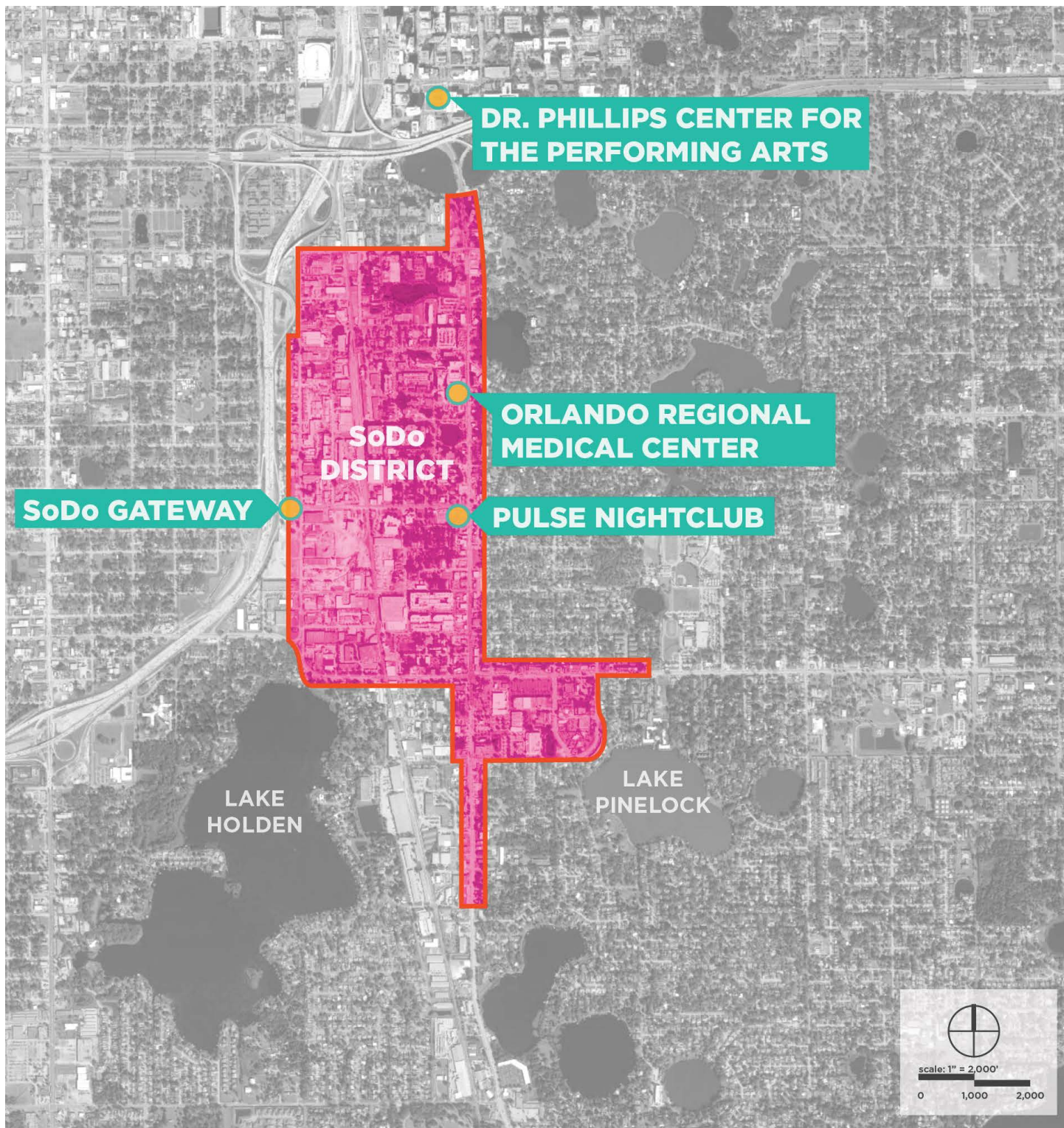
### **3.10 Downtown Orlando**

The Pulse nightclub site is located in the business district known as South of Downtown or SoDo. Earlier this year, the City of Orlando announced it will be investing \$20 million to improve this area, funding streetscape improvements and civic spaces.

In fall 2019, University of Central Florida (UCF), one of the nation's largest universities, will open a new downtown campus in Orlando accommodating over 7,500 students.

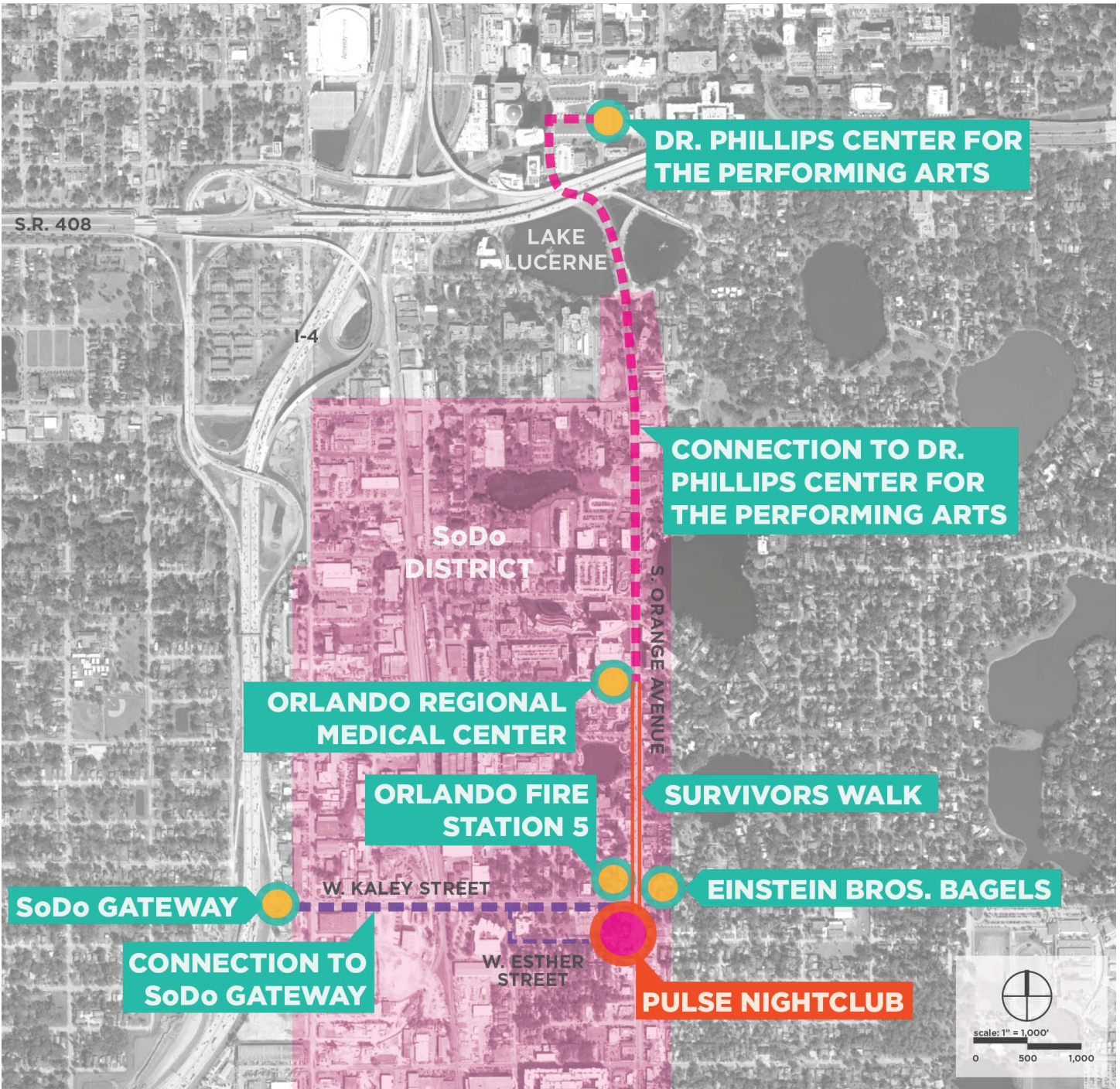


### Map of SoDo, Orlando



Dix.Hite + Partners

# Survivors Walk



Dix.Hite + Partners

## 4. COMPETITION FORMAT

The National Pulse Memorial & Museum International Design Competition is an open, two-stage selection process.

**Stage I: Request for Qualifications (RFQ)** invites architects from around the world to form and lead a visionary, multi-disciplinary team of professionals (Design Team), and respond to this RFQ. Upon evaluation of the RFQ submissions, onePULSE Foundation will select up to six firms and their proposed teams to participate in Stage II.

**Stage II: Design Competition** invites the selected, shortlisted teams (Shortlist) to develop a concept design for the project as directed by the Design Brief, which will be made available ONLY to the selected Shortlist. All shortlisted teams will receive the same Design Brief with the identical design challenge.

During Stage II, each participating team will have the opportunity to meet with onePULSE leadership on two occasions: initially for a site tour and informational meeting in Orlando, Florida and again at the Stage II midpoint for an interim review. This will provide each team the opportunity to engage in structured dialogue with onePULSE leadership to ensure a full understanding of onePULSE's vision and allow onePULSE to experience firsthand each team's collaborative approach and working culture.

Shortlist final submissions will be exhibited at the [Orange County Regional History Center](#) in Orlando, Florida, during which there will be a public comment period. Comments will be collected and will only be provided to the Jury. The onePULSE competition website will host a digital exhibition of all Shortlist proposals.

In advance of team presentations to the Jury, onePULSE's independent cost consultant will conduct a cost review of each team's submission.

Final selection of the winning Design Team will be made by the [Jury](#).

An honorarium of \$50,000 will be paid to each of the shortlisted teams who have met onePULSE's Stage II requirements, payable upon selection of a winning team. No other payment of any kind will be made in respect of any costs associated with or incurred in the preparation and submission of any proposal as part of the Design Competition, including cost of travel to and from in-person interviews or mandatory site visits for shortlisted team members during the Design Competition.

onePULSE has engaged the leading independent architect selection firm, [Dovetail Design Strategists, LLC](#) to develop and lead this Design Competition. Dovetail will be your sole point of contact and representative for the duration of the Design Competition and will be managing all project communication on behalf of onePULSE.

## 5. COMPETITION SCHEDULE

### **Stage I: Request for Qualifications**

**March 25, 2019** - RFQ Release

**March 25–April 18, 2019** - Q+A Period

**April 30, 2019** - Qualifications Due

**Late May, 2019** - Shortlist Announced

### **Stage II: Design Competition** (for invited Shortlist only)

**Late May, 2019** - Design Brief Release

**June 18-19, 2019** - Site Tour & Informational Meeting

**Mid-July 2019** - Interim Presentations and Review

**Early September 2019** - Concept Design Due

**Late September-early October 2019** - Public Exhibition

**Mid-October 2019** - Presentations to the Jury

**Late October, 2019** - Winning Team Announced

## 6. THREE ELEMENTS, ONE PROJECT, ONE PULSE

This project is composed of three distinct elements: Museum, Memorial, and Survivors Walk, which will be integrated into one recognizable destination. A vital aspect of this project is a thoughtful and elegant urban design strategy connecting these three elements to each other and the surrounding site context.

While each discrete element will have a distinct dedicated program, the project is conceived as one comprehensive campus, with easily navigable pedestrian circulation. Furthermore, Orlando's warm, temperate climate, offers opportunities to blend indoor/outdoor activities and create connections in the public realm between the museum, memorial and walkway. The project offers an incredible opportunity to have a positive influence on the growing neighborhood of SoDo.

### Major Project Goals

- A recognized presence and global destination
- An iconic and safe place for staff, visitors and historical artifacts
- A valuable site for educational programs

onePULSE envisions the museum and memorial becoming integral to Orlando's flourishing tourist industry and anticipates the future facilities will receive up to 600,000 visitors in the initial year of operation with a projected annual growth rate of 2-3%. Current visitation for the Interim Memorial averages 300 visitors per day, 55,000 to date since opening in May 2018.

### 6.1 National Pulse Memorial

The location for the National Pulse Memorial will be the site of the existing Pulse nightclub building at 1912 South Orange Avenue and its nearby property. onePULSE envisions that the 4,800 square-foot nightclub building, or significant portions of it, will remain standing and be integrated into the overall design of the future memorial. The actual building is a powerful, tragic reminder of the horror and terror of that night and simultaneously is now sacred ground—the site where 49 lives were taken.

The focus of the memorial will be the victims, the survivors, and first responders, not the tragic event.

There are a number of important factors for the design of the memorial: the number of victims, 49; the six words that emerged from the Foundation's Memorial Survey—love, hope, unity, acceptance, courage and strength; the optimization of Orlando's spectacular sunlight and lovely climate; sheltered outdoor space; quiet space to be alone; space away from the intensity of remembrance; and an aural aspect to the memorial experience since Pulse was a nightclub where people went to hear music, dance, and be joyful.

The memorial must be designed with a multi-perspective view that encapsulates past, present, and future. The design must be iconic, somber, serene, sublime and welcoming. Ultimately, onePULSE wishes the memorial to instill uplifting feelings in visitors.

The square-footage of the memorial is yet to be determined but it is known that the memorial will be free and open to the public year-round, seven-days a week, 24-hours a day.

**Please note that the exact site boundaries and site plan for the National Pulse Memorial will ONLY be released to the shortlisted Design Teams as part of the Competition Stage II Design Brief.**

## 6.2 Pulse Museum

The museum will be a dignified place for remembrance, education, inspiration, and hope. The museum will be elegant, welcoming, respectful, and reflective.

The architecture of the Pulse Museum will be iconic.

**Please note that the exact location and site plan for the Pulse Museum will ONLY be released to the shortlisted Design Teams as part of the Competition Stage II Design Brief.**

The museum program is under development and the continuation of this development is considered part of the winning Design Team's scope of work. The permanent collection of the museum will revolve around 7,000 artifacts from the nightclub and the aftermath of the tragedy currently stored at the Orange County Regional History Center and 225 oral histories that the History Center took from those affected.

### **The Pulse Museum program will:**

- Communicate the events of June 12, 2016
- Address issues of intolerance
- Address the history of LGBTQ+ spaces and their importance
- Address inclusion and diversity
- Explore how such attacks can be prevented systemically
- Examine how to make the world a more empathetic and compassionate place
- Inspire change, start conversations in new places and serve as catalyst for global discussion and discourse

It is anticipated that the Pulse Museum will be 30,000 square feet, plus outdoor, public gathering and performance space.

## 6.3 Survivors Walk

It is anticipated that the Survivors Walk will connect the Pulse nightclub site to the Orlando Health Memorial Paver Garden, adjacent to Lake Beauty. Aspects of the Survivors Walk will extend further north to end at the Dr. Phillips Center for the Performing Arts. This pathway represents a continuation of the journey from hate to remembrance and hope. Envisioned as an open, public space, Survivors Walk will tell the Pulse story and have a positive urban impact.

## 6.4 Site Boundaries

The site for this project extends beyond the actual plots on which the project will be located as the tragedy touched so many lives in Orlando. onePULSE envisions an imprint of the project extending to the west of the Pulse nightclub site along West Kaley Street towards the Highway I-4 exit and extending north along South Orange Avenue culminating at the Dr. Phillips Performing Art Center.

### **HIGHWAY I-4 EXIT ONTO WEST KALEY STREET**

As the primary entry point to Orlando's SoDo District, the Highway I-4 exit onto West Kaley Street driving towards the Pulse nightclub, is the perfect juncture to create a meaningful, connected Gateway to downtown Orlando while honoring the Pulse victims, survivors, and first responders.

### **DR. PHILLIPS CENTER FOR THE PERFORMING ARTS**

Dr. Phillips Center for the Performing Arts, located at 445 South Magnolia Avenue and directly north of Pulse nightclub along South Orange Avenue, was the site of the first community vigil for the tragedy and must be understood as a continuation of the Survivors Walk, past the firehouse, Lake Beauty, and Orlando Health. The Center is an integral part of Orlando's story that tragic night, and like the Highway I-4 exit, will be considered as an outer boundary of the project.

## 6.5 Project Schedule

onePULSE's goal for project completion is 2022. It is the intention of onePULSE to build all three project elements concurrently. The exploration of construction logistics and sequencing will be an important part of this commission.

## 6.6 Estimated Total Project Hard Construction Cost

onePULSE Foundation anticipates total hard construction costs for the new facilities and surrounding landscape design will be approximately \$45 million.

## 7. SCOPE OF SERVICES

onePULSE Foundation is seeking a world-class, architect-led multidisciplinary team (Design Team) to provide Master Plan, Pre-Schematic and Basic Services for the National Pulse Memorial & Museum. It is expected that each Design Team will include leading, innovative urban design, landscape design and exhibition design professionals. Inclusion of an artist is strongly encouraged. Expertise on issues affecting the global LGBTQ+ community will be considered a plus.

onePULSE believes that this project requires a highly-qualified, visionary team with collective, deep experience working in the cultural sector and in urban settings - a fluid team that recognizes and addresses the range of expertise required to handle the complexities of this unique project.

onePULSE is committed to diversity and believes in providing equal opportunity to diversified suppliers.

The first challenge of this Design Competition is the composition of your team and the ways in which your associated professionals complement the strengths and experience of your architecture firm.

### Scope of Services:

- Master Plan (for all elements of the project within the context of downtown Orlando)
- Pre-Schematic Program Verification/Space Needs & Adjacencies Studies/Concept Test Fits
- Schematic Design
- Design Development
- Construction Documentation
- Bidding and Negotiation
- Construction Administration
- Project Closeout to include Owners' Maintenance Manual(s)
- Visualizations and Presentations for Public

Architects practicing outside of Florida should **not** include a local architect-of-record or local landscape architect-of-record team member, at this time. This will be a requirement for Shortlist participants during Stage II. The same applies to technical sub-consultants such as civil, structural and MEP engineers, lighting designers, and cost consultants. Please do not include at this time.

Please note that the museum's overall program is currently under development and will require a robust, integrated program verification and planning phase. During Stage II, and only during Stage II, each Shortlist Team may at their discretion augment their team with a museum planner.

The selected Design Team's services described in this RFQ will be performed under an Agreement to be provided by onePULSE to the Shortlist during Stage II of the Design Competition.



## ADDITIONAL SCOPE INFORMATION

**Accessibility:** onePULSE desires to have all facilities meet universal standards for accessibility in compliance with all relevant law.

**Community Engagement:** The families of the victims, emergency responders to the tragedy, affected survivors, Pulse nightclub staff, the LGBTQ+ and the Greater Orlando community have been integral to the onePULSE's work-to-date. Continuation of this community engagement will be an important component of this project. It is expected that the selected Design Team will collaborate with onePULSE in shaping and participating in this outreach.

**Construction Management:** The Design Team will cooperate and participate with onePULSE consultants, including their project manager or owner's representative, cost estimators, and construction management.

**External Stakeholder Engagement:** The winning Design Team will be expected to collaborate with local and state agencies including but not limited to: Orange County Board of County Commissioners who have granted \$10 million in Tourism Development Tax Funding to the project, SoDo Neighborhood Improvement District (NID), Appearance Review Board City of Orlando Planning Department, Orlando Utilities Commission (OUC), City of Orlando Municipal Planning Board, Orange County, South Florida Water Management District, Florida Department of Environmental Protection, and Florida Department of Transportation as Orange Avenue is a state-governed road.

**Lighting:** The memorial will be open 24-hours and will need to be well-lit for both aesthetic reasons and safety. onePULSE sees innovative lighting as an important aspect of this project.

**Parking:** The design of surface parking in compliance with City of Orlando code will be required as well as a safe school and tour bus drop-off.

**Security:** All elements of the project must be safe at all times.

**Signage, Wayfinding, and Graphics:** Addressing these issues is an important component of this commission.

**Sound Mitigation:** As the site is urban and adjacent to a major thoroughfare, sound mitigation will be a necessary component of the design.

**Sustainability:** onePULSE has a strong interest in and robust aspirations for environmental resilience.

**Technology:** onePULSE desires state-of-the-art technology and built-in flexibility for future technologies.

## 8. SUBMISSION REQUIREMENTS

Your response to this RFQ should provide a clear and concise description of your architecture firm, your proposed design team's qualifications, team structure, design philosophy and approach to this project, examples of recent relevant built work, and a brief response to our question outlined in the RFQ Section 8.2.

### 8.1. Submission Format

All submissions must be in the form of **ONE** booklet that is no more than **32 pages long** (double-sided for 16 sheets of 8.5" x 11" or A4 size). This booklet may be vertical (portrait) or horizontal (landscape) format. Your submission must be uploaded as **ONE complete PDF, maximum 30MB**. Submission instructions are in [Section 12](#) of this document.

Please note that your ONE combined PDF must be digitally navigable by single page. There should be no inseparable page spreads.

Each page of the digital booklet must be clearly numbered.

The name of the lead architecture firm must be on the bottom left footer of each page.

Resumes and Letters of Understanding should **NOT** be included at this time.

Your cover letter and section dividers will be considered a part of your submission page count. The front and back covers of your submission will not be considered a part of your submission page count.

**Include in your RFQ response, in the following order, three readily identifiable sections:**

**Section A. Design Team**

**Section B. Relevant Experience and Expertise**

**Section C. Concise Response to a Question**

### 8.2 Submission Content

**The items detailed below must be included in your RFQ response in the following order. Submissions that do not strictly follow the format and content requests below may be rejected.**

#### Cover Letter

A one-page cover letter from the lead Architect, addressed to the **onePULSE Foundation**, expressing your firm and team's interest for consideration. Explain the qualities and expertise that distinguish your firm and your team for this commission. The cover letter should appear **AFTER** your submission booklet cover.

This cover letter must identify your lead **architect-point-of-contact** for the competition and must be signed by this point-of-contact. It is expected that this individual will be a senior design partner of the firm. The email address and telephone number on this letter must be consistent with that on the upload form. This point-of-contact will remain for the duration of the competition.

#### Section A. Team

##### Team Composition and Organization

Provide information on relevant experience for all team members including partners, associates and project managers who will work on the project. Include a detailed description of the proposed role of the lead firm and associated firms for the project. Describe why you wish to collaborate together on this particular project

and how you propose to work together.

Include information on firm senior leadership interest and commitment to this project. Include an organizational chart showing team structure. Illustrate your team's people skills - how will you handle client communication? How will you handle stakeholder and public communication?

### **Firm and Team Approach**

Illustrate your firm and your team's approach to this particular project. How will your team composition, design philosophy, expertise, and specific viewpoints blend together and inform this unique project? Provide a brief narrative of the working methods your team will use to understand onePULSE Foundation's needs and desires, and explain how your design process works to realize such goals.

## **Section B. Relevant Experience & Expertise**

### **Prior Built Work**

Descriptions and illustrations of three relevant, recent projects that your firm has undertaken. This **MUST** be built work and must include the total project cost and square footage for each project included. Include **ONLY** three prior projects.

Descriptions and illustrations of two relevant, recent projects your associated Landscape Architect has undertaken. This **MUST** be built work and must include the total project cost and square footage for each project included. Include **ONLY** two prior projects.

Descriptions and illustrations of two relevant, recent projects your associated Urban Designer has undertaken. This **MUST** be built work and must include the total project cost and square footage for each project included. Include **ONLY** two prior projects.

Descriptions and illustrations of two relevant, recent projects your associated Exhibition Designer has undertaken. This **MUST** be built work and must include the total project cost and square footage for each project included. Include **ONLY** two prior projects.

If applicable, descriptions and illustrations of two relevant, recent projects your associated Artist has undertaken. Include **ONLY** two prior projects.

### **References**

Name and contact information for three references from clients for whom you have completed similar services for your firm (Architect) and the same for your team associates: Urban Designer, Landscape Architect, Exhibition Designer.

Reference information should be limited to one single page of your submission.

## **Section C. Concise Response to a Question**

Your illustrated response to this question must include no more than 250 words and may be less. Section C should be limited to one single page of your submission and must include visuals.

**Q:** How might architecture and design embody onePULSE's core value: **We will not let hate win?**

## 9. EVALUATION CRITERIA

### STAGE I: RFQ EVALUATION CRITERIA

For qualifications submissions, the evaluation will consider the factors identified below:

- Responsive to onePULSE Foundation's vision and core value
- Fresh, creative, and collaborative team approach
- Capability to perform required services and meet the full range of onePULSE's requirements
- Proven capacity within the Design Team to deliver a project of this complexity on schedule and within budget
- Outstanding prior experience and qualifications of Design Team leadership
- Delivery of prior exceptional contemporary, sustainable, and program-driven architecture
- Demonstrated excellence in the delivery of sensitive landscape architecture and well-loved public spaces
- Distinctive expertise in public-realm design
- Experience working effectively with clients, government agencies, and civic groups

### STAGE II: DESIGN COMPETITION EVALUATION CRITERIA

For the shortlisted teams, the evaluation will consider these additional factors:

- Quality of concept design; overall design excellence, inventiveness, creativity and inspiration
- Responsiveness to community feedback and sensitivity to concerns of project stakeholders
- Project philosophy, design approach and methodology
- Innovative response to context
- Sensibility regarding relationship among urban design, landscape and architecture
- Potential for project's influence on the public realm
- Affordability
- Financial sustainability – designs that minimize long-term operating expenses
- Proposed schedule
- Proposed fee for professional services

## 10. JURY

The National Pulse Memorial & Museum International Design Competition Stage II Jury is comprised of onePULSE stakeholders, civic decision-makers, global thought-leaders, and world-renowned architects.

**Mayra Alvear**

Victim's Liaison, Mother of Amanda Alvear, Task Force Advisory Council, onePULSE

**Mark Cosgrove**

Board of Trustees onePULSE, Partner, Capital Strategies

**Earl Crittenden**

Chair, Board of Trustees onePULSE, GrayRobinson, P.A.

**Yolande Daniels**

Principal, studioSUMO

**Mayor Jerry Demings**

Orange County, Florida

**Mayor Buddy Dyer**

Orlando, Florida

**Teresa Jacobs**

School Board Chair, Orange County Public Schools, former Orange County Mayor

**George A. Kalogridis**

Vice Chair, Board of Trustees onePULSE, President, Walt Disney World

**Hilary Lewis**

Board of Trustees onePULSE, Chief Curator & Creative Director, The Glass House

**Ricardo J. Negrón-Almodovar**

Survivor, Service Legal Coordinator, Latino Justice Southeast Office

**Barbara Poma**

Owner, Pulse Nightclub, Founder & CEO, onePULSE

**Andrew Snyder**

Board of Trustees onePULSE, S.V.P., Marketing and Strategic Communications, Orlando Health

**Laurinda H. Spear**

Co-Founder, Arquitectonica, Principal, ArquitectonicaGEO

**Sarah Whiting**

Dean, Rice University School of Architecture, Principal WW Architecture

**Susanna Sirefman**

Competition Director and Jury Advisor, President, Dovetail Design Strategists

## 11. QUESTION AND ANSWER GUIDELINES

All questions and requests for further information pertaining to this RFQ are to be submitted in writing via email to Dovetail Design Strategists at: **competitions@dovetailstrategists.com**

Dovetail Design Strategists will be your sole point of contact for the duration of the Design Competition and will be managing all project communication on behalf of onePULSE. As set forth below, no other members of the Jury or other stakeholders may be contacted during the Competition. Answers to submitted questions will be posted on the onePULSE website on the Q+A page within a reasonable timeframe on a regular basis. Questions posted on the website will not be attributed to their author. Please check that your question has not already been answered on the [Q+A page](#) before submitting. The deadline to submit questions is Thursday, April 18, 2019.

No additional resources, documentation or tours of the site will be provided during the RFQ process.

You and any members of your team may not approach any employees, staff, trustees or associates of onePULSE or the Jury on this project with questions or requests for further information. Only questions addressed to and fielded by Dovetail will be deemed appropriate. Failure to comply with this requirement may cause your submission to be rejected.

Please note that the names of other respondents to this RFQ will not be shared.

## 12. HOW TO SUBMIT

Qualifications are due no later than 3 p.m. EST on Tuesday, April 30, 2019. Your executed online upload form and booklet must be uploaded to the onePULSE competition website by that time. After 3 p.m. EST on Tuesday, April 30, 2019, the upload portal will be closed and late submissions will not be accepted. Late submissions will not be considered and resubmissions will not be allowed. Once you have successfully uploaded the form and the single PDF you will receive an email confirmation.

onePULSE and Dovetail Design Strategists are not responsible for lost or misdelivered submissions. All uploaded RFQ submission materials will become the property of onePULSE and will not be returned.

### 12.1 Notification

All participants that submit an RFQ submission and have provided accurate information for their point-of-contact will be notified of their status in advance of the announcement of the Shortlist.

## 13. ELIGIBILITY

National Pulse Memorial & Museum International Design Competition is open to architects from around the world who wish to form and lead a multi-disciplinary Design Team and respond to the RFQ.

Current employees, trustees or committee members of onePULSE Foundation may not participate in this competition. No partner, associate, or employee/employer of a Jury member may participate. No member of the Jury shall be eligible to compete in the competition, assist a competitor, or at in any capacity whatsoever aid a competitor in the development or presentation of their submission.

## 14. RULES

An architect or architecture firm, even those with offices in different locations, may only enter **ONCE**. Team associates and consultants including landscape architects, urban designers, exhibition designers, and artists may be on more than one Design Team.

onePULSE reserves the right in its sole discretion to issue updates during the competition process. Such updates may be posted on the competition website and therefore made available to all participants equally. Potential competitors are encouraged to check the website prior to submission.

You and any members of your team may not communicate with any employees, staff, trustees or associates of onePULSE, or the Jury on this project, in any manner whatsoever, with questions or requests for further information.

By submitting qualifications, you and your team automatically affirm compliance with the competition requirements, rules, and conditions and agree that any violation will result in immediate disqualification from consideration.

All decisions are at the sole discretion of the onePULSE Foundation and the onePULSE Jury. All decisions are final.

## 15. CONDITIONS/DISCLAIMER

Your firm and associated firms (Design Team) agrees to adhere to and accept the following conditions:

- a) onePULSE Foundation reserves the right, in its sole discretion, to qualify, accept, or reject any or all bidders as deemed to be in the best interest of the project.
- b) onePULSE Foundation reserves the right, in its sole discretion, to accept or reject any or all submissions and to waive any irregularities or technicalities in the Stage I Request for Qualifications and Stage II Design Brief and in any submission/proposal as deemed to be in the best interest of onePULSE.
- c) onePULSE Foundation reserves the right, in its sole discretion, to negotiate any alterations to bid specifications due to oversight or error.
- d) onePULSE Foundation reserves the right to seek clarification, in writing, from bidders about areas of their RFQ response or Stage II submission during the evaluation process.
- e) onePULSE Foundation will not pay for any information requested herein nor will it be liable for any costs incurred by the bidder in preparing an RFQ submission.
- f) onePULSE Foundation reserves the right, in its sole discretion, to contract for a project that is not the lowest in price, provided that, in the sole judgment of onePULSE, the project offered under the higher bid has additional value or function which justifies the difference in price.
- g) All submission/proposals become the property of onePULSE Foundation and will not be returned to the bidder.
- h) onePULSE Foundation reserves the right, in its sole discretion, to extend the time for submission of proposals.
- i) onePULSE Foundation reserves the right, in its sole discretion, to terminate or modify the RFQ or Design Competition process at any time and reissue the RFQ and/or the Design Brief.
- j) onePULSE Foundation reserves the right to approve, reject or request a change in any associates, consultants or subcontractors proposed by the contractor.
- k) onePULSE Foundation reserves the right to and may commission each element of this project independently from each other.
- l) In Stage II of the Design Competition, onePULSE Foundation reserves the right to arrange an exhibition of the Shortlist Design Teams proposals.

The issuance of this Request for Qualifications, the submission by any firm and the preliminary acceptance of such a response by onePULSE and its representatives are strictly non-binding and do not obligate onePULSE in any manner, but will only initiate a process of negotiating the formal terms under which the selected team will provide the above described services for this project. The services to be provided by the winning team will be memorialized in a written agreement prepared by counsel to onePULSE, which will become binding on all parties only after being accepted and executed by onePULSE and the winning team. Notwithstanding the foregoing, Sections 15.1 through 15.13 of this Request for Qualifications shall be binding upon, and legally enforceable against, each of the firms and their teams immediately upon receipt of this Request for Qualifications.

This Request for Qualifications is not binding on onePULSE. onePULSE reserves the right to (a) amend or otherwise modify this Request for Qualifications and ensuing Stage II Design Brief at any time, (b) reject the response of a team that in onePULSE's sole judgment is not a responsible or responsive proposer, or (c) cancel this Request for Qualifications and/or the Stage II Design Brief for any reason. No party, including any respondent to this Request for Qualifications and ensuing Design Brief, is granted any rights hereunder.

onePULSE is not liable for any costs or risks associated with travel to and from the in-person interviews. onePULSE reserves the right to reject any and all submissions and proposals. onePULSE also reserves the right to cancel the award of a contract at any time prior to execution of such contract.

onePULSE and Dovetail Design Strategists believe the information set forth in this Request for Qualifications is accurate. However, onePULSE, its trustees, officers, agents (including, but not limited to, Dovetail Design Strategists LLC), employees and representatives make no representations or warranties as to such accuracy and assume no responsibilities for errors and omissions contained herein or therein. onePULSE shall have the right, in its sole discretion, to determine whether a response complies with the requirements of this Request for Qualifications and the merits of such response.

### 15.1 Proprietary Information

Should your team be selected for Stage II, you and your team will be required to sign a Non-Disclosure Agreement prepared by counsel to onePULSE.

onePULSE does not permit the acceptance of the proprietary information of others except under written agreement.



Therefore, no specifications, drawings, sketches, models, samples, tools, computer programs, technical information or data (written, oral or otherwise), furnished by you to onePULSE herewith or in contemplation hereof shall be considered by you to be confidential or proprietary. Failure to comply with our policy can result in the disqualification of your Design Competition response.

## **15.2 Intellectual Property Rights**

### **Representations and Warranties of Ownership and Originality**

By virtue of its submission, each team hereby represents and warrants that all of the designs and ideas used in its submission are original, and have not been previously published in any format or submitted to any party other than onePULSE. Each team also represents and warrants that it owns all of the materials and ideas contained in its submission and nothing contained in its submission infringes upon the copyright, moral rights or other intellectual property rights of a third party. No consents or licenses are required from third parties in order for onePULSE to use your submission.

## **15.3 Grant of License**

To the extent any pre-existing, intellectual property rights are incorporated in the submitted materials they will remain with the submitting team. Notwithstanding the foregoing, by taking part in this competition and submitting a proposal, each team hereby grants onePULSE and its licensees, successors, and assigns a worldwide, nonexclusive, sublicenseable, irrevocable, perpetual, transferable, royalty free, fully paid license to use the submitted materials for any legitimate purpose in furtherance of onePULSE's charitable and educational mission, including, but not limited to, in connection with any future marketing campaign, website announcement, exhibition, or press release or other publication about onePULSE, its mission or the competition.

For the avoidance of doubt, the license granted to onePULSE and its licensees, successors, and assigns shall include, but not be limited to, the right to reproduce, distribute, modify, edit or otherwise create derivative works of, publicly display and perform the same in all media now known or later developed in furtherance of its charitable and educational mission, the competition, and the Project and mission. The license granted to onePULSE hereunder is non-revocable and shall survive a team's exit from the bidding process or this competition. Any use of a team's submission by onePULSE or its licensees, successors, assigns or representatives will be properly credited to the submitting team.

In addition to the license to use the intellectual property in each team's submitted materials, immediately upon submission of competition materials, each team also grants onePULSE a right to use or display its name and the name, likeness, voice and biographical and professional information of each of its employees and contractors who participate in the competition, in all media now known or later developed in furtherance of its charitable and educational mission, the competition, and the Project and mission.

## **15.4 Retention of Physical Copies**

All physical submissions, including, but not limited to, videos, flash-drives, photographs, drawings or models remain with and become the property of onePULSE and will not be returned to the submitting team or any of its members.

## **15.5 Limitation on a Team's Use of Stage II Submission and Concept**

Although the submitting team shall retain all intellectual property rights in the submitted materials that previously exist, as part of your license granted to onePULSE hereunder, each team agrees that, until onePULSE notifies each team of its public announcement of the selection of a Shortlist Teams, it will not distribute, display, discuss or otherwise publicize any aspect of its submission with any party other than onePULSE without the prior written consent of onePULSE or its designated representative.

## **15.6 Knowledge of Conditions**

Any Design Team providing a submission in response to this RFQ acknowledges and agrees to examine the scope of services carefully and be informed thoroughly regarding any and all conditions and requirements that may in any manner affect the services to be performed relating to this RFQ. No allowances shall be made because of lack of knowledge of any specifications, conditions or requirements under this RFQ.

## **15.7 Liability**

The Design Teams acknowledge and agree that they shall be solely responsible for all claims, including but not limited to suits, actions, legal or administrative proceedings, damages, liabilities, interest, attorney's fees, costs and expenses of whatsoever kind or nature, arising out of its acts, errors and omissions in connection with the services provided under this RFQ, or the acts, errors and omissions of anyone acting under the Design Teams' direction, control or on its behalf.

## **15.8 Indemnification**

The Design Teams acknowledge and agree that they shall defend, indemnify and hold harmless the onePULSE Foundation, its agents, employees and officers, at all times, from and against any and all liability, loss or expense arising from claims resulting from the acts, errors and omissions of the Design Teams or the acts, errors and omissions of anyone under the Design Teams' direction, control or on its behalf.

## **15.9 Public Records Act**

The Design Teams are aware and understand that the onePULSE Foundation is receiving some public funds for the project, and as such, it is subject to the Florida Public Records Act. Subject to certain exemptions, submissions received by the onePULSE Foundation are public

records and may be subject to disclosure under Florida law. The Design Teams are aware of this fact and understand that it is possible that their submissions may be disclosed by the onePULSE Foundation pursuant to a public records request.

### **15.10 Civil Rights**

With respect to the services provided under this RFQ, the Design Teams acknowledge and agree that they will not discriminate against any employee or applicant for employment because of race, color, creed, national origin, sex, age or disability, in accordance with the Civil Rights Act.

### **15.11 Compliance With Law**

The Design Teams acknowledge and agree to perform all services related to this RFQ in compliance with all federal, state and local laws and regulations, including, but not limited to, any applicable licensing or permitting laws.

### **15.12 Publicity Releases**

The Design Teams acknowledge and agree that all publicity releases or releases of reports, papers, articles, maps or other documents in any way concerning this RFQ and/or project which the Design Teams or any of their subcontractors desire to make for purposes of publication in whole or in part, shall be subject to approval by both Barbara Poma and Dovetail Design Strategists or their designees, prior to release.

### **15.13 Maintenance of Records**

The Design Teams acknowledge and agree that they shall maintain books, records, documents and other evidence related to this RFQ in accordance with generally accepted accounting principles for at least five (5) years after the completion of the services related to this RFQ.

## 16. RESOURCES

- A. [What Happened Inside the Orlando Nightclub, New York Times, Web June 2016](#)
- B. [Orlando Shooting Victims Remembered During Vigils Across Area, Orlando Sentinel, Web June 13, 2016](#)
- C. [Orlando shootings: Vigils held around the world, BBC News, Web June 13, 2016](#)
- D. [President Obama Delivers a Statement in Orlando, Web June 16, 2016](#)
- E. [Pulse survivors talk fear, healing, and resilience in emotional photo series, Mashable Web June 12, 2017](#)
- F. [Lifeline: The Untold Story of Saving the Pulse Survivors, OneBlood, Web June 27, 2017](#)
- G. [Orlando's 'SoDo' area to get a \\$20 million boost, WFTV9 ABC, Web January 28, 2018](#)
- H. [72 million tourists visited Orlando in 2017, a record number, Orlando Sentinel, Web May 10, 2018](#)
- I. [Orlando Health Disaster Response Project, Orlando Health, Web March 2019](#)
- J. [Officers Cleared: No victims killed by friendly fire in Pulse nightclub shooting, WTSP-TV, 10 News, February 13, 2019](#)
- K. [About the Orange County Convention Center, Web 2019](#)
- L. [Interim Memorial Video](#)



onePULSE Foundation at the Orlando Pride Parade, October 2016 photo Albert Harris

**Darkness cannot drive out darkness; only light can do that.  
Hate cannot drive out hate; only light can do that.**

*— Martin Luther King, Jr.*