



Request for Proposals

Historic Mount Clare Museum Strategic Plan

Issue Date: August 27, 2025

Submission Deadline: 5:00 pm on October 24, 2025

Email To: procurement@sbgpartnership.org

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Historic Mount Clare Museum Strategic Plan

The South Baltimore Gateway Partnership (SBGP) is an economic development authority working within a collection of neighborhoods across south and southwest Baltimore known as the South Baltimore Gateway Community Impact District. Under the SBGP strategic plan, the organization focuses on implementing three crucial elements of the 2015 South Baltimore Gateway Master Plan: Environmental Sustainability; Health and Wellness; and Community Development and Revitalization. More information about SBGP can be found at www.sbgpartnership.org.

1. Background

South Baltimore Gateway Partnership (“SBGP” or “Client”), in partnership with Beloved Community Services Corporation (BCSC) and the National Society of Colonial Dames of America in the State of Maryland (NSCDA-MD) are seeking proposals from a consultant team to develop an actionable strategic plan to transform the historic Mount Clare Museum into a world-class site for historical interpretation, archaeological research, academic research, cultural programming, and community programming. In so doing, we intend to redefine the historic property, moving past the narrow narrative and highly sanitized slice of historic life once told.

Mount Clare, the oldest Georgian colonial structure in Baltimore City, is a unique historical property which has been witness to a full gamut of American history from the colonial era, including slavery, the War for Independence, the War of 1812, the Industrial Revolution, the Civil War, and the American immigrant experience. Throughout that time, Black Americans have played a critical role at this 35-acre site and its surroundings, the story of which has been wildly underrepresented in the site’s traditional forms of interpretation.

The property consisted of 800 acres from the much larger Georgia Plantation, which belonged to Dr. Charles Carroll. After his death, his son, Charles Carroll, Barrister began construction of the Mount Clare Mansion around 1756. He utilized slaves, indentured servants, and convicts to supply the labor for the construction of the mansion, the Baltimore Iron Works, and the Baltimore Company. Mount Clare was later an industrial plantation supplying bricks, iron products and flour for the local and international markets. Starting in 1827, its owners helped establish the B&O Railroad and donated the land for the first railroad depot in the United States – the Mount Clare Junction. In 1970, it was added to the National Register of Historic Places and was designated a National Historic Landmark for its architecture.

The house and its 35-acre grounds now operate as the Mount Clare Museum. The museum and its grounds are owned by the City of Baltimore’s Department of Recreation and Parks and maintained by the NSCDA-MD along with its Executive

Director, Krista Green. The house, stable, and grounds are all protected by historic easements held by the Maryland Historical Trust.



Mount Clare Museum photographed, (left) 1958, (right) 2021

1.1 Location

Physical Address: 1500 Washington Blvd, Baltimore, Maryland, 21230. The Mount Clare Museum is in Carroll Park and surrounded by the Pigtown, Carrollton Ridge, and Mount Clare neighborhoods. The site is also adjacent to large industrial and commercial properties within the Carroll-Camden Industrial Area. Carroll Park includes the Carroll Park Golf Course, which has important history as the first desegregated golf course in Baltimore. It is also adjacent to the B&O Railroad Museum, which is a major tourist destination and like Mount Clare, is a designated Underground Railroad site. The Gwynns Falls Trail runs past the site.

2. Purpose

Mount Clare will be transformed into a dynamic hive of activity, in which its full and complete history and culture can be experienced, researched, debated, represented artistically, and extended dynamically into the future. And, given that most of the population living and working at Mount Clare have been Black, these Black experiences must be placed at the very center of our work, even as we include all stories.

As a **site of historical interpretation**, we intend for Mount Clare to proudly and honestly present the full richness of the stories of everyone who has lived and worked here, with a focus on the Black American experience. This includes the profound traumas of kidnapping, theft of physical and intellectual property, economic and political oppression, personal and creative joys of everyday human life, along with the tremendous talents and ingenuity that helped birth America's industrial economy.

As a **place of ongoing investigation**, we intend for Mount Clare to be a wellspring of academic research and curiosity, hosting academic gatherings, archaeological

research, oral histories, and other studies. These will be done in close partnership with major academic institutions around the region, including HBCUs.

As a **place of cultural expression**, we intend for Mount Clare to serve as a backdrop for dynamic and exciting cultural programs and activities. This may include the commissioning of site-specific plays to be performed inside or in front of the house; filling the building and grounds with art installations that speak to the legacy of the site; holding large-scale musical concerts on the back lawn, and other creative activities.

And as a **center of community**, we intend for Mount Clare to function as a source of value for Pigtown and the surrounding Southwest Baltimore neighborhoods. This may include rebuilding the historic gardens as active community gardens or as a working farm for local residents; providing space for community gatherings; building collaborative partnerships with local schools; and otherwise making the site an active and present part of community life for the neighborhoods.

3. Scope of Work

- The selected consultant or team will be responsible for creating a strategic plan to transform Mount Clare into a vibrant, living, inclusive heritage campus, cultural anchor, and event space, including priority actions, administrative and operational requirements, and needs. It should focus on preserving, restoring, and reactivating the site in an innovative way that honors its complex history while enhancing public access, academic and educational opportunities, and long-term sustainability. This includes, but is not limited to, evaluating existing structures and identifying additional studies (e.g., archaeological, architectural, environmental, or landscape) that may be required. Respondents are encouraged to be creative and unique in incorporating the objective to facilitate research, interpretive themes, visitor experience goals, and operational needs.
- The selected consultant or team will be responsible for reflecting the historic and cultural resources of Mount Clare, its grounds, and links to other historical landmarks, particularly Black American landmarks, in Baltimore City to interpret and amplify Baltimore's role in America. Proposals should explore how Mount Clare can connect to city-wide tourism and national cultural networks. This site is a place of national significance.
- Respondents are encouraged to propose methodologies for engaging with community stakeholders, Baltimore residents, Baltimore City officials, local institutions, national funders and stakeholders, and academic partners, particularly Historically Black Colleges and Universities and other Baltimore-area universities, to ensure that the recommendations are grounded, inclusive, and forward-thinking.
- The selected consultant will develop a detailed budget that aligns with the proposed strategic plan. Capital costs must be estimated for all

recommended restoration and rehabilitation work, including potential improvements to Mount Clare and adaptive reuse of the Mount Clare Stable. In addition, the consultant will identify operational costs necessary to maintain the site leading up to and after the completion of the improvements.

- The selected consultant will also be responsible for proposing a strategic funding plan that identifies diverse and sustainable sources of financial support. This should include social enterprise opportunities to generate revenues and monetize the value being created. Additionally, respondents should identify philanthropic and private sector opportunities, such as grants from national and regional foundations, and corporate sponsorships. The resulting financial strategy should be designed to support both initial capital improvements and the long-term sustainability of Mount Clare as a world-class cultural destination.
- The consultant shall also consider how Mount Clare can be a catalyst for economic development in the surrounding communities, so that over time the site can help build wealth and thriving businesses.
- All of these items will require review by the partners issuing this RFP, along with the City of Baltimore.
- All of the above constitutes the “Work”.

4. Timeframe

RFP Released:	August 27, 2025
Responses Due:	October 24, 2025
Anticipated Selection:	November 10, 2025

Optional RFP Conference
September 10, 3:00pm EST

Virtual; information sent upon registration.

To register for the RFP Conference, email procurement@sbgpartnership.org with the Subject Line: Mount Clare Conference.

Deadline to register: September 7th.

Optional Site Tours
September 24, 2:00 – 4:00pm EST

1500 Washington Blvd, Baltimore, MD, 21230

Applicants are invited to attend an optional site tour. [Participants must register in advance by completing this form](#) no later than 48 hours ahead of the tour.

5. Proposal Instructions

The purpose of this RFP is to determine which offeror will be awarded the contract (“Agreement,” or “Contract”) for the project. Offerors may either be an individual firm capable of providing all required services or a team of firms led by one designated prime consultant.

Each respondent must comply with the submission requirements as outlined. Submittals that fail to comply with the requirements as specified may be deemed non-responsive and such determination will result in no further consideration of that respondent or the respondent’s submittals by SBGP. At any stage, SBGP reserves the right to terminate, suspend, or modify this selection process, or to reject any or all submittals at any time. No responding firm or team may submit more than one response. However, individuals or firms may participate as a member of more than one team. Responses that do not fully address the requirements of the RFP, may be disqualified. Late responses will not be considered.

Interested parties should submit the following:

- A. A narrative describing the qualifications of your firm or team (including resumes), responding specifically to the evaluation criteria listed in Section 7.
- B. Demonstrated expertise and cultural competency in accurate, thoughtful interpretation of Black American history
- C. Descriptions of similar past projects and clients, particularly those that involve cultural site development, community engagement, or adaptive reuse of historic properties. Examples should include the scope of work, outcomes, and any notable partnerships or innovations.
- D. A detailed scope, cost estimate, and timeline for completing the Work.

Submissions should be submitted in PDF format and received no later than October 24, 2025, at 5:00 pm.

Email responses to
procurement@sbgpartnership.org

Oral, telephonic, hard copy, or faxed documents will not be accepted and will be considered non-responsive.

6. Evaluation Process

Qualifications will be reviewed by a panel anticipated to include representatives from the three partners issuing this RFP, along with other potential stakeholders.

The reviewers will check submittals received before the deadline against the criteria listed in Section 7 below. Submittals received after the deadline and submittals that fail to address all criteria will be determined non-responsive and will be disqualified. All other submittals will be individually scored by each panel member. Based upon this review, the panel will then identify the respondent that most closely meets the qualifications required for the execution of the Work. Teams will be notified of the result by during the week of November 10, 2025.

The goal of all SBGP contracting and procurement is to ensure the best use of public funds to serve the public good by fulfilling SBGP’s mission while adhering to the highest standards of professional and ethical behavior. SBGP is committed to ensuring that all funds entrusted to the entity are appropriately allocated using fair, ethical, competitive, consistent, equitable, reasonable, responsible, and transparent practices that demonstrate integrity. These values guide all SBGP conduct and decision making related to procurements, bids/estimates for goods and services, agreements, contracts, and related forms of commitments.

7. Evaluation Criteria

Respondents will be evaluated based upon the following criteria:

Evaluation Criteria	Max. Points
<u>Criterion 1:</u> Technical and professional qualifications and experience of the respondent	20
<u>Criterion 2:</u> Proposed approach and methodologies for completing the scope of work and understanding of the project and site significance	20
<u>Criterion 3:</u> Demonstrated expertise and cultural competency in accurate, thoughtful interpretation of Black American history	20
<u>Criterion 4:</u> Proven capacity to deliver projects on time and on budget as indicated by prior successful completion of similar projects.	20
<u>Criterion 5:</u> Demonstrated ability and commitment to meet SBGP’s legally mandated MBE/WBE/DBE requirements as detailed below.	20
Total Available Points	100

8. MBE/WBE Goals

The following statutorily required MBE/WBE goals apply to this contract. By law, casino revenues spent by SBGP must meet the goals of 27% MBE participation and 10% WBE participation.

SBGP strongly encourages minority-owned and woman-owned firms to submit proposals. Respondents should indicate whether they are certified as a minority

business enterprise (MBE) and/or women's business enterprise (WBE) by the City of Baltimore.

9. Equal Opportunity

SBGP will not discriminate in its procurement regarding race, ethnicity, religion, gender, sexual orientation, national origin, marital status, age, disability, or any other characteristic protected by law.

10. Conflict of Interest

SBGP is a public body operating within a tightly defined geographic boundary with a large board of directors and a wide range of project partners across the private, public, and non-profit sectors. As a result, it is common for participants in one SBGP project to overlap with, or have personal or professional relationships with, participants in another SBGP project. While this is generally a benefit to the communities involved, it introduces the possibility of conflicts of interest.

SBGP takes seriously its role to avoid actual, potential, or perceived conflicts of interest. The respondent should disclose any such conflicts of interest in writing. The reviewer(s) will consider the nature of the respondent's responsibilities and the degree of potential or apparent conflict in deciding the course of action that the respondent needs to take to remedy the conflict of interest.

11. Cost of Proposals

Expenses incurred in the preparation of proposals in response to this RFP are the Proposing Firm's sole responsibility. The Client assumes no responsibility for payment of any expenses incurred by any Proposing Firm as part of the RFP process.

12. Questions

All inquiries related to this RFP are to be directed, in writing, to Neal Friedlander, at procurement@sbgpartnership.org. Information obtained from any other source is not official and should not be relied upon. The Client will issue a response to all questions by email. Please include the subject heading: Mount Clare RFP Questions.

Questions should not be submitted to any other SBGP staff, SBGP Board of Directors, Baltimore City Department of Recreation and Parks, or other parties, and doing so will cause this candidate's removal from the RFP process.

13. General Provisions

Neither this solicitation, nor any submissions provided in response to it, constitute a contract between SBGP and the respondent. Any future contract between SBGP and a respondent may be rescinded or terminated by SBGP in keeping with the terms of that contract.

SBGP documents created or used during the selection process, including any score cards, notes, emails, memos, or other written materials, are internal materials and will not be made available.

The selected vendor(s) will be notified in writing and required to enter into a written agreement or contract with SBGP.

SBGP will notify vendors who were not selected in writing after a selection has been made, and an agreement has been signed.

Late responses, or responses that do not fully address the requirements of the RFP, will be disqualified.

SBGP may issue a new RFP, extend the deadline, or make other efforts to expand the applicant pool if the market for goods or services is limited.

EXHIBIT A: Historic 800-acre Georgia tract superimposed on a modern-day map of Baltimore. Courtesy of Delaney Resweber, GIS

