

## PART 2 – SCOPE OF WORK

---

### 2.1 GENERAL DESCRIPTION

The City of Gainesville (hereafter “City”) is requesting the submission of Statements of Qualifications (RFQs) from experienced consulting firms that specialize in planning, design development and operation of a Cultural Arts Center. The consulting firm will work with the City, external stakeholders and community members to create a vision for a Cultural Arts Center in East Gainesville, including an assessment of site and facility requirements commensurate with the vision.

### 2.2 SCOPE OF WORK

#### I. Overview

##### A. The City of Gainesville

The City of Gainesville is the most populous city in, and serves as the county seat of, Alachua County. The City also serves as the cultural, educational and commercial center for the North Central Florida region. Gainesville is located midway between the Gulf of Mexico and the Atlantic Ocean and halfway between Miami and Pensacola. There are approximately sixty square miles of land included within the corporate boundaries of the City. As of April 1, 2021, the official population estimate was 143,835 (Bureau of Economic and Business Research - University of Florida, 2021).

The City of Gainesville provides its neighbors with a wide variety of public services, including but not limited to public safety, recreation and cultural events, mass transit, utility distribution, refuse collections and stormwater management services.

##### B. East Gainesville

The Urban Gainesville community located east of Main Street is generally the older single-family developed areas of Gainesville. Residential developments located in eastern Gainesville are vintage 1940’s – 1960’s with few exceptions. Primary roadway corridors such as Waldo Road, University Avenue/Hawthorne Road, NE 16<sup>th</sup> Avenue, and NW 23<sup>rd</sup> Avenue offer land use and zoning designations for non-residential uses. Even so there are pockets of residential areas along these corridors as well. Institutional uses also characterize eastern Gainesville with the Airport, Tacachale Center, parks, schools, government facilities (Alachua County Health Department and Sheriff’s Office, FDOT, etc.) and churches. Otherwise, the balance of developed areas of eastern Gainesville is primarily single-family residential.

Non-residential and institutional uses tend to be older facilities, more local (mom and pop establishments) versus national brand and are limited in quantity and variety. Commercial retail east of Main Street and within the urban area tends to be characterized by convenience stores, beverage stores, locally owned restaurants with some national chain facilities, gas stations, and industrial. Wal-Mart and Walgreens stand out since there are no other grocery/retail or retail/drug stores in this area of the City.

The demographics east of Main Street can be summarized as:

- Population: 18,000
  - Race breakdown: 42.5% White, 40.7% Black or African American, 4.6% Asian, 3.7% Other, and 8.5% Two or More Races
- Daytime population: 23,000 (with half of downtown Gainesville included)
- Approximately 8,000 household units
  - Occupancy breakdown: 52% owner-occupied, 37% rental, 11% vacant
- Home value median price: \$141,000
- Per capita income: \$23,000
- Average Household Income: \$57,000

##### C. Cultural Arts Center

Cultural Arts Centers are community centers that offer artistic experiences, programs and events to cultivate audience engagement, arts education and cultural connections. The arts education provided is related to the

cultures present in the community and features education led by arts educators that have an understanding of the community and its needs. These centers can provide an opportunity for arts engagement through performances, exhibitions and events, as well as classes and programs, often led by featured local artists. Types of programs offered are contingent upon the community and shaped by the demographics around the area of operation.

Cultural Arts Centers have a primary mission to lift the quality of life of a community and their audiences by presenting diverse cultural experiences, providing of educational opportunities and cultivating an appreciation of the arts and the skills of program participants. Cultural Arts Center youth programming has been known to offer benefits that are associated with both a decrease in youth violence and an increase in marketable career skills. In addition, there are examples from other communities that demonstrate that programming done through Cultural Arts Centers has been shown to reduce factors that elevate risk for violence and poverty. Arts education promotes the qualities of teamwork, commitment to studies, pride of cultural heritage and creative problem-solving.

There are currently no comprehensively staffed and programmed Cultural Arts Centers in the City of Gainesville. The Parks Recreation & Cultural Affairs Department however, operates the Historic Thomas Center with its event spaces and galleries, the small A. Quinn Jones Museum & Cultural Center which is located in a historic house, and the downtown Bo Diddley Plaza outdoor performance space, as well as the Cultural Arts Coalition, a non-profit that operates in the Wilhelmina Johnson Center. The Porter's Community Center offers various programs and initiatives like the Summer Block Party and community garden but does not offer scheduled arts programming. None of these spaces are in what is considered East Gainesville.

Access to cultural experiences and a strong community of cultural organizations, artists, and institutions are critical to a community's state of wellbeing. Arts provide an opportunity for communities to gather and celebrate their identities, foster mutual understanding and empathy across diverse groups, and cultivate pride in the Gainesville community. Additionally, to achieve equitable access to the arts, it must be ensured that the arts themselves are inclusive of the diverse communities that enjoy them. This means that neighbors of all backgrounds are able to see themselves represented in the City's arts and culture.

Currently, who you are and where you live impacts your experience of the City's arts and cultural programs. Black artists and artists of color are less likely to be featured in City programs, and residents of color and low-income residents are less likely to have access to City events. In the community's cultural sector, the percentage of organizations operated by and serving the Black community do not reflect the demographic makeup of the City. As an example, out of the 70 cultural agencies used in the development of the Arts and Economic Prosperity 5 study for Alachua County in 2016 only five were run by Black neighbors and had a large Black audience as their base. Since that date only a handful have been added to the list.

Multiple factors make the City's existing arts and cultural programming not accessible to residents, including artists, of color. City grants programs have historically funded arts organizations that largely serve White audiences, due to the extensive applications processes that discourage low-resource organizations from participating in City opportunities. The City lacks relationships between organizations serving artists and residents of color, who may be able to share information regarding City grant opportunities and programming, or give feedback to the City from neighbors of color to make sure that programming is reflective of their culture and identity. Lastly, City cultural programming has tended to be "Downtown centric" and has not reached throughout the City, particularly into communities of color.

## **II. Scope of Work**

The City is seeking an experienced consulting firm that specializes in planning, design development and operation of a Cultural Arts Center. The consulting firm will work with the City, external stakeholders and community members to create a vision for a Cultural Arts Center in East Gainesville, including an assessment of site and facility requirements commensurate with the vision.

### **A. Desired Skills**

To carry out the visioning and feasibility study for a Cultural Arts Center in East Gainesville, the City desires the following knowledge, skills and abilities:

- Professional experience with vision planning and feasibility studies for the planning, design development and operations of a Cultural Arts Center.
- Professional experience with large and small group facilitation, conducting presentations and consensus building with a wide-range of stakeholders and use of modern engagement techniques to solicit and synthesize stakeholder input.
- Professional experience with the design, operations, and/or management of a Cultural Arts Center.
- The ability to conduct visual concept modeling reflecting the outcomes of visioning and related facility/site feasibility assessments. The consulting firm must be able to work collaboratively with City staff to fulfill the overall objectives of the project.

## B. Deliverables

Produce a final report detailing:

- Cultural Asset Mapping: Working with City staff and community stakeholders to map cultural resources relevant to the needs of the population in the general vicinity of the Cultural Arts Center. Including:
  - Examination of existing and planned cultural facilities and attractions in within a 300-mile radius of East Gainesville, FL and specifically in the counties with similar population demographics and identifying the most useful and relevant features of those facilities and attractions that can inform the City's planning for a Cultural Arts Center. Site visits will be required.
  - Providing available visitation and attendance numbers for the facilities/attractions in the region broken down by locals and visitors.
  - Discuss relevant program components for these facilities that may be similar to those proposed for the Cultural Arts Center. Indicate whether the Cultural Arts Center would operate in a complementary or competitive fashion with the other facilities. Where applicable, cite recent existing surveys or preference studies prepared by other parties that are relevant to East Gainesville, FL cultural facilities and attractions.
- Best Practice/Case Study Research: Identifying and compiling information on relevant best practices for the development and operation of cultural-heritage and museum facilities.
  - Identify at least three United States communities of similar size and character to the area of East Gainesville. Identify, in comparative terms, if these locales are underserved or saturated with cultural facilities. Describe the economic or social indicators specific to the focused-on region that would provide insights as to the kind of Cultural Arts Center that would be most effective for East Gainesville. For example, what revenue sources did these comparable communities rely upon for the design, construction and operation of their cultural facilities. What cultural, community and social needs are being addressed by these facilities? How effective are they in accomplishing this? Describe the gaps in cultural programming and how the cultural facilities were designed to address those gaps.
- Education: Developing and conducting educational presentation(s) on key features and requirements for the successful development and operation of a Cultural Arts Center. At a minimum, the following should be considered in forming the content of the educational presentation.
  - Operations – governance, organizational and staffing structure, programming, costs and financing.
  - Facility Development and Maintenance – site acquisition, design, construction and financing.
  - Case Studies – overview of relevant case examples.
- Synthesize Community/Stakeholder Input: Identifying common themes from an analysis of community and stakeholder input and facilitating consensus on a conceptual operational vision for the Cultural Arts Center in East Gainesville. In collaboration with City staff, facilitate visioning session(s) with stakeholders to reach consensus on this vision.

- Assess through engagement with the stakeholders areas of importance and issues of concern, including but not limited to: location; culturally appropriate stewardship of items; activities to be hosted at the Cultural Arts Center.
- Work with City staff to manage community expectations so that the vision is practical and achievable.
- Facility-Space and Site Needs Assessment: Identifying facility-space and site needs based on the conceptual operational vision for the Cultural Arts Center.
  - Based upon the specific space needs of different program components, identify an overall facility size for the building and grounds. Provide this information in narrative and tabular format with areas broken down for each program component.
  - The City has identified a potential site for a Cultural Arts Center located at Duval Early Learning Academy (2106 NE 8th Ave, Gainesville, FL 32641). Perform preliminary analysis to determine feasibility of this site relative to the operational vision and space needs.
- Cost Analysis:
  - Renovation/New Construction: Provide an estimate of Cultural Arts Center renovation and/or construction costs. This should be provided for a minimum of three development scenarios. The scenarios may include multiple phases on one site and/or scenarios for multiple sites.
  - Operational: Prepare a five-year forecast about programming and operating expenses and revenues. The forecast should be specific to different program components and facility maintenance and provide enough detail about assumptions used to provide an understanding of how different forecasted expenses and revenues were developed. Also, provide recommendations for the costs and phase-in of staff during construction and prior to opening.
- Impact: Identify the economic and social impact of the Cultural Arts Center to City and the immediate and regional location of the selected site. Identify how the Cultural Arts Center can fill a role not presently being served and if applicable, how it can complement other facilities providing similar amenities. Describe the impact of the Cultural Arts Center as contributing to public policy goals and provide a case statement that can help build local public support for the Cultural Arts Center both in the development and operating stages.
- Conceptual Site Plan: Based on the information above, prepare a conceptual site plan and sample renderings based on relevant information of various Cultural Arts Centers in the United States.
- Next Steps: Present the next steps that the City should pursue to develop the Cultural Arts Center. Provide these steps in a critical path and timeline format.

### III. Timeline for implementation

Below are project activities and key milestones with anticipated timeframes that the consulting firm will be expected to meet. Please note that this project timeline is subject to change and respondents may comment on the feasibility of the timeline, proposing alternatives. It is important to note that time is of the essence.

<b>Project Activities and Key Milestones</b>	<b>Timeframe:</b>
<b>Clarify scope of project</b> with City staff and stakeholders.	2 months
<b>Conduct education sessions</b> on best practices for the design, construction, operation, and management of a Cultural Arts Center.	6 months
<b>Facilitate visioning process</b> with City staff by building consensus.	3 months
<b>Publish Vision Report</b> compiling all background information guiding the analysis, information on key deliverables and the community's vision for the operations of Cultural Arts Center with general cost assumptions.	Early 2023

The selected consulting firm will work closely with an assigned Project Manager from the City Manager's Office to ensure the project stays in scope and on time. The City Manager's Office will work in conjunction with industry experts, local partners and other stakeholders in the area of Cultural Arts Centers and topics such as embracing and supporting underserved communities.

The consulting firm will be expected to participate in project-related conference calls for planning and updating purposes. Additionally, the consulting firm will be expected to communicate the status of the project to City staff and other relevant key stakeholders on a weekly basis.

## **2.3 BIDDER MINIMUM QUALIFICATIONS**

- Demonstrated knowledge of Gainesville or a process to reach an understanding of it.
- Demonstrated and applicable experience in:
  - i. Creating strategy and implementation plans for municipalities or other public agencies;
  - ii. Engaging diverse communities thoughtfully in a public process;
  - iii. Leading, coordinating, and facilitating complex public engagement processes, including management of multiple stakeholder committees;
  - iv. Devising and executing a communications strategy for cultural planning; and
  - v. Building an accountable implementation and funding plan.
- Bidder shall demonstrate that it has experience in planning, design development and operation of a Cultural Arts Center. The bidder shall have at least seven (7) years experience in this field.
- Bidder shall demonstrate personnel and equipment support necessary for the completion of the requested surveying and engineering services in a timely and efficient manner.
- Bidder shall demonstrate that it complies with all applicable State and Federal professional licensing laws.
- By submitting the Statement of Qualifications, the bidder certifies that it has fully read and understands the RFQ and has full knowledge of general scope, nature, and quality of the work to be performed, the general requirements of the services to be provided, and the conditions under which the services are to be performed.

## **2.4 CITY RESPONSIBILITY**

The City will be responsible to the selected bidder(s) for the following tasks:

- Definition of scope of work for specific projects.
- Monitoring contractor's progress for contract compliance.
- Provide information concerning project which is available in City files.
- Inform the contractor of any known City design parameters or requirements.

**[THE REMAINDER OF THIS PAGE IS INTENTIONALLY BLANK]**