



CITY OF BLOOMINGTON

Request for Qualifications (RFQu)

Management of the John Waldron Arts Center

DATE OF ISSUANCE:

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RESPONSES DUE:

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**Request for Qualifications
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1. Introduction:

The City of Bloomington is requesting submittals from interested parties for a Management Agreement for the John Waldron Arts Center (Waldron). This Request for Qualifications is being issued to solicit submittals from qualified teams able to develop and execute all or portions of the management functions as identified.

About the Waldron

A Beaux Arts style limestone building located at the corner of Fourth and Walnut Streets in downtown Bloomington, the Waldron was constructed in 1915 as Bloomington's City Hall. It served as City Hall until 1965 then subsequently housed the Bloomington Police Department and a unit of the Fire Department until 1985. The then vacant structure was deeded to the Bloomington Area Arts Council (BAAC) in 1990, and after a fundraising campaign of a quarter of a million dollars and the work of numerous volunteers to refurbish the interior, the Arts Center opened as the home of the BAAC and WFHB Community Radio in 1992. Ivy Tech owned and operated the building as a community art center from 2010-2020, returning the building to the City of Bloomington in January 2021. Bloomington's Old City Hall building is listed on the National Register of Historic Places and is part of the Courthouse Square Historic District.

The Waldron, as currently configured houses two performance spaces: the Auditorium (capacity 170); the Rose Fire Bay (capacity 70); and two main floor galleries. It also has the capacity for four multi-purpose classrooms, two common atrium spaces, four offices, numerous storage spaces, and recording and broadcast studios for WFHB Community Radio.

The reopening of the Waldron was a key catalyst for other arts investment in downtown, and along with the Buskirk-Chumley Theater, serves as a live performance hub of the Bloomington Entertainment and Arts District (BEAD). The active use of the Waldron has helped to create a vibrant City center bringing thousands of people downtown on a regular basis.

Convened by Mayor John Hamilton, the Waldron Task Force has been working since November 2020 in preparation for the ownership reversion back to the City, which occurred in January 2021. The Task Force was charged with providing an evaluation of the current state of the building and offering short- and long-term recommendations for its future use. The 21-member task force consulted with eight specialized stakeholder focus groups in January 2021 to develop recommendations for the building's future uses.

In May 2021, the Task Force issued its formal recommendations, including "leveraging the building to its fullest extent to support the performing and visual arts in the community," and recommended that the City extend the definition of "short-term use" from 1-3 years to 5 years, allowing arts organizations utilizing the facility a secure, yet temporary, opportunity to rebuild operational revenue following the COVID-19 pandemic. The Task Force further recommended that the City provide adequate funding to cover deferred maintenance of the facility (roughly \$500K) and upkeep and general maintenance over

the five-year period. The full report can be found by accessing the City website at <https://bloomington.in.gov/waldron>.

2. City of Bloomington Goals for the Waldron and Operation and Management of the Waldron:

A. Support and maximize the positive economic impact of the Waldron on Bloomington. The Waldron is a significant structure in the City's Historic Courthouse District. Due in part to the structure's significance, its genesis as a community-driven revitalization project, and the impetus it created to refurbish and construct other cultural properties in downtown, it has a major influence on the local and national reputation of the City of Bloomington as a center for the arts. Bloomington citizens regard the Waldron as a unique attribute to the community and credit it with stimulating healthy, bustling daytime and nighttime activity. When active, the Waldron is a significant generator of economic activity in downtown. During the evenings when there are performances, gallery events and live radio broadcasts, surrounding businesses benefit. The successful Respondent, (hereafter the "Operator"), must assure that usage is as active and diverse as feasible to enable the City to fully realize the economic development potential of this facility within BEAD.

B. Activate the Waldron as an arts center for no less than 5 years. Since the renovation of the Waldron in 1992, arts groups, patrons and community members have continued to make significant investments in the Waldron. The City should take steps to preserve this facility for no less than five years, with possible continuation or adaptive reuse for future generations of Bloomington citizens. To ensure that the Waldron is preserved, it must be operated sustainably. The organization's mission should embrace WFHB, community artists, and arts organizations that are the core users of the Waldron, conduct joint marketing efforts with these stakeholders, and actively pursue community outreach for diversity and to build audiences.

C. Ensure accountability of the operation of the Waldron while minimizing City involvement in day-to-day operations. The City recognizes that the operation of the Waldron is an integral part of a complex and dynamic arts ecosystem. As a result, operational involvement in the Waldron by the City should be minimized to support streamlined, flexible, and rapid decision-making. The entity charged with the care and operation of the Waldron should be free to develop relationships that facilitate its ability to achieve accountability to the City. The entity should demonstrate the capacity of long-term, stable management, and be subject to the City's consent to any change or assignment of controlling interest in the Waldron. Periodic reporting and business plan accountability will be established to ensure that the Waldron is actively programmed and adequately financed and maintained in a manner consistent with the City's goals.

D. Support and encourage private sector fundraising to meet the capital improvements needs of the Waldron. The City of Bloomington has committed to and will execute approximately \$500K of deferred maintenance to the facility, as detailed in the Waldron Task Force report and previous due diligence documentation developed by the City. The City expects this work to be completed in advance of a

projected January 3, 2022, reopening date. Following this initial capital improvement, the operation of the Waldron should provide private funding for the on-going capital improvements needs of the facility. An on-going privately-led fundraising campaign by the Operator to support the Waldron will be necessary. It is expected that the Operator will actively engage and cultivate the funding community, as well as stakeholders, to embrace the fundraising mission and to ensure the long-term viability of the Waldron as a Bloomington treasure.

3. Scope of Service:

The City of Bloomington is seeking submittals for the management and operation of the Waldron. The City will consider submittals that include a broad range of business, financial, legal and organizational structures, provided that the City shall retain ownership of the Waldron. Submittals shall provide for the continued management and operation of the Waldron primarily as an arts center in furtherance of the goals of the City as outlined in the previous sections. Respondents should clearly delineate how their qualifications address each of these goals.

The Operator will exclusively manage the day-to-day operations of the Waldron and will be responsible for all costs associated with such management and operation, subject to a negotiated management/operations fee and/or incentives from the City. The submittal should, therefore, identify the initial and long-term financial support needed from the City for the on-going management and operation of the Waldron and further should include a plan for minimizing, over time, the City's role in providing such financial support. This should include a reasonable plan for maximizing use of the Waldron to develop capacity for long-term, stable management of the Waldron and independence from City financial assistance.

The resident community radio station (WFHB) and non-profit arts organizations and artists are embedded in the community and should remain the core users of the Waldron. Rents, policies, and procedures for the use of the Waldron should be published by the Operator and equitably based for all users of the Waldron.

The Respondent shall include in its submittal a plan for how it would partner with artists and arts organizations to maximize use of the Waldron, provide educational programs for the community, and recognize Bloomington's diverse community to build a stronger audience base.

It is recognized that the Operator will require funding beyond earned revenue to finance capital projects, equipment replacement, extraordinary maintenance, and other needs of the Operator and the Waldron. It is, therefore, expected that the Operator shall include, in its submittal, a plan for embracing public and private community fundraising to provide such financial support.

The Respondent shall include in the submittal a statement of recognition, understanding, and commitment to the nature of managing, maintaining, and operating a structure of historic significance.

Finally, the Respondent should include its plan for maintenance of the Waldron in accordance with the criteria set forth in Section 4 (below).

4. Maintenance and Insurance:

A. Building Structure. Following the City's initial approximately \$500K investment in deferred maintenance for the facility, the Operator will assume responsibility for maintenance of the building structure. "Building Structure" shall mean and include any part of the facility constructed or erected to withstand the forces, stresses, and loads, the function of which requires more or less permanent location on the ground, or attached to something having a permanent location on the ground including any part of the supporting members, such as footings, bearing walls, columns, beams or girders. The "Building Structure" shall also mean any part constructed or erected to protect from wind and moisture penetration, such as roofing, copings, flashings, fenestration and cladding, and all exterior walls. In addition, the Operator will assume responsibility for non-structural components of the buildings, such as non-load-bearing walls, partitions, lath, furring, wallboard, plasterboard, plaster, paneling, tiles, wallpaper, paint, finished flooring and coverings, light fixtures, shutters, awnings, window boxes, doorsteps, stoops, porches, balconies, patios, doors, windows and any other materials constituting any part of the finished surfaces, electrical systems, elevator systems, plumbing systems, fire protection systems, heating and air conditioning systems, and visual arts, performance or education-related components.

B. Housekeeping/Janitorial/Security Services. The Operator will be responsible for all housekeeping and janitorial services necessary for operation of the Waldron. Such services shall mean and include, but not be limited to, performance of the following tasks and provision of all related supplies: sweeping; washing; vacuuming floors and carpeting; washing windows; cleaning and stocking restrooms; maintaining lighting fixtures; maintaining exterior landscaping and other enhancements; keeping walks, fire escapes, exit corridors and egress corridors free of snow and ice; and disposing of trash, refuse, and the like.

C. On-going Maintenance. The Respondent shall include a plan for identifying, evaluating, prioritizing, and completing on-going day-to-day maintenance of the Waldron, including maintenance of the non-structural components, electrical systems, elevators systems, plumbing systems, fire protection systems, heating and air conditioning systems, and visual arts, education and performance-related components. The plan should also identify the proposed roles, responsibilities, and obligations (including financial, reporting and inspection) of the Operator and the City to ensure that such maintenance is performed.

D. Deferred/Planned Maintenance. The City recognizes that addressing the needs to complete the deferred maintenance, planned maintenance, and tenant improvements is a joint public/private task; however, it also recognizes that the Operator will be in the best position to assess and plan for completing this work. The Respondent should, therefore, submit a plan for identifying, evaluating, prioritizing, financing and completing deferred maintenance, planned maintenance, and tenant improvements and replacement of equipment. Such plan should identify the financial and other support

needed to perform the work, and what contributions will be necessary for the Operator, the private sector, and the public sector, including the City of Bloomington.

E. Insurance. The Operator shall, at its own expense, maintain in full force and effect for the mutual benefit and protection of both the Operator and the City, as additional insured, General Liability Insurance, in an amount and with an insurance company approved by City, against claims of bodily injury, death, or damage to the property of third parties occurring in or about the Waldron premises. The minimum limits of liability of such General Liability Insurance shall be One Million Dollars (\$1,000,000.00) per occurrence, Two Million Dollars (\$2,000,000.00) in the aggregate, and One Hundred Thousand Dollars (\$100,000.00) with respect to property damage/fire legal liability. The Operator shall, at its own expense during the term of this Agreement, maintain and keep in full force and effect for the mutual benefit and protection of both the Operator and the City, as additional insured, Fire and Extended

Casualty Insurance coverage upon those contents, furnishings, and personal property owned or maintained by the Operator. The Operator shall provide the City with an All Risk/Special Form regarding such contents, furnishings and personal property. The Operator shall maintain Workers Compensation Insurance in accordance with the statutory requirements of Title 22 of the Indiana Code. The Operator shall provide to the City certificates of insurance evidencing the insurance required pursuant to this paragraph. All policies of insurance on which the City is named as additional insured shall require that the City be provided a minimum of thirty (30) days' notice in writing of any intended cancellation.

5. Submittal Requirements:

Respondent must submit copies of its submittal as follows: one electronic version in PDF format. Submittals and supporting documentation (collectively "Submittals") must be submitted by email entitled "Waldron Request for Qualifications."

Submittals shall be due **no later than 12PM EST on Friday, August 13, 2021.**

Submittals shall be delivered to:

Alex Crowley | crowleya@bloomington.in.gov.

The Director of Economic & Sustainable Development (ESD) is the point of contact for the City of Bloomington for this procurement. All communication between the Respondent and the City of Bloomington upon receipt of this Request for Qualifications shall be with the Director of ESD, who is identified as follows:

Alex Crowley
Director, Economic & Sustainable Development
401 N. Morton St., Suite 150
Bloomington, IN 47404
Email: crowleya@bloomington.in.gov

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Phone: 812-349-3477

6. Pre-submittal Access to the Facility:

If a potential Respondent seeks access, inspection and investigation of the Waldron, the City will accommodate such reasonable requests. Respondents must arrange such inspection by email with the Director of ESD (see above).

7. Submittal Contents:

Submittals must include the following:

- A. A cover page that indicates the following information:
 - 1. Responding entity's name and mailing address.
 - 2. Respondent's current legal status: corporation, partnership, sole proprietorship, etc.
 - 3. Federal ID number or Social Security number.
 - 4. State ID number.
 - 5. Contact person's name, title, phone number and email address.
 - 6. Signature of authorized corporate officer(s) for each entity proposing individually or as a partnership or team.
- B. A narrative summary of the nature and structure of the proposed management and how the submittal addresses each of the goals as stated herein. The narrative should address how the Respondent intends to divide its priorities between facility maintenance, facility management, and operation.
- C. A narrative which clearly outlines the qualifications of the board of directors and the organization's experience in managing community-based arts facilities. The narrative shall illustrate the Respondent's knowledge and abilities to work with other non-profit organizations, the broader arts community, community groups, and the ability to create and facilitate public/private partnerships.
- D. A term sheet ("Term Sheet") that outlines proposed contract terms and conditions and any exceptions.
- E. A preliminary operating pro forma showing the methodology for maintenance and operations of the facilities.

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- F. A staffing plan that includes an organizational chart showing key management personnel and identification of onsite management personnel. Indicate whether key staff has been selected and if so, include resumes and references.
- G. A facility utilization and marketing plan describing the mix of usage to maximize utilization of the facilities and the strategies, resources, and experience to achieve those goals.
- H. A transition plan for the assumption of management upon award of contract.
- I. A minimum of four references.
- J. Any other information that would help the evaluation panel understand and evaluate the submittal.

8. Selection Process:

The first part of the selection process is intended to identify and select qualified Respondents that wish to manage and operate the Waldron. Only Respondents that have submitted a complete response to this Request for Qualifications will be identified as “Applicants.” Initial screening and evaluation of qualifications will be conducted by a panel of City staff and a minimum of two other stakeholders from the community. The panel will evaluate and determine the ranking of each Applicant’s qualifications. The highest ranked Applicants, as determined by the city, will be identified as “Finalists,” and so notified. “Finalists” will then meet with the selection panel and make an oral presentation. These presentations will be scheduled in advance and will be open to the public to observe. In the event there are fewer than three (3) qualified Applicants, all Applicants will automatically be identified as Finalists and invited to meet with the selection panel. Furthermore, the City reserves the right to reject all submittals and not award a Management Agreement for the John Waldron Arts Center.

9. Evaluation Criteria – Qualifications:

Written responses will be reviewed and ranked by weighing the Respondent’s qualifications against those described below as presented in the narrative and sample materials, as submitted by the Respondent.

- A. Demonstrated knowledge and ability to maintain, manage, and operate facility.
- B. General knowledge of not-for-profit arts business, including scheduling, marketing, and collaborations.
- C. History, stability, and organizational management capacity of organization.
- D. Demonstrated knowledge of community outreach, marketing, and audience development.
- E. Demonstrated understanding of developing, implementing, and executive fundraising strategies, including the ability to create, foster, and lead public/private partnerships with funders, government, and not-for-profit arts organizations.
- F. Demonstrated understanding of volunteer coordination and management.

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10. Evaluation Criteria – Submittal:

- A. Support a diversity and frequency of programming in the Waldron in order to maximize the economic impact and vitality of BEAD to the City of Bloomington.
- B. Demonstrate a focus on preservation of the Waldron as an arts facility for no less than 5 years and as a long-term legacy for future generations of Bloomington citizens.
- C. Seek to minimize the operational involvement of the City in the Waldron, while remaining accountable to the City regarding activity, long-term maintenance, and governance.
- D. Provide active leadership for the continued development of the Waldron and BEAD.
- E. Establish the capability to meet the Waldron's current and longer-term maintenance and capital improvement needs through operating and presenting profits, user fees, and other private funding.
- F. Establish a sound fiscal plan for current and future management, operation, and maintenance of the Waldron.

Other evaluation criteria will include:

- A. The experience and the financial and organizational capacity of the Respondent in successfully managing similar spaces (if applicable).
- B. The terms and conditions of the Term Sheet, including the proposed fee structure (if applicable).
- C. The financial capacity to perform Respondent's duties and obligations, including, to the extent applicable, debt service reserves, and capital improvement reserves.

The panel will evaluate the submittals and submit a recommendation to the Mayor for his approval. The final selection, if any, will be the submittal which, in the sole judgment of the City of Bloomington after review of all Finalists' submittals, best meets the requirements set by the City. The evaluation process is designed to award the contract not necessarily to the Respondent of least cost, but, rather, to the Respondent whose submittal and qualifications best meet the requirements of goals set forth herein.

[END OF DOCUMENT]