

**UrbanArt Commission Proposal
to Allocate CIP Funding for Project Management**

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Executive Summary

Proposal

The UrbanArt Commission (UAC) proposes that the project management costs of each project funded through the Percent-for-Art program henceforth be included in the overall budget for each project allowing the UAC to increase or downsize project management staff as the program's annual caseload requires. The UAC formally requests the ability to allocate up to 18% of each individual project's budget to project management costs. Under this scenario the UAC's annual Operating and Maintenance compensation would not increase in the current year.

Rationale

The UAC's O&M allocation does not cover the **project management** costs of the City's public art program. Further, the O&M funds only cover the **program administration** function of the program. The project management aspects of the various projects have been underfunded. It is this shortfall that the UAC is seeking to recoup via this alteration to the Percent-for-Art funding structure.

To clarify, **program administration** entails the development of the annual Public Art Plan, preparing and conducting monthly Public Art Oversight Committee meetings, assembling and presenting all City Council materials, administration of educational workshops for youth, community groups, and artists' professional development, composing and distributing project 'Request for Qualifications' (RFQ's), managing the City's direct purchase art program, and overseeing the ongoing maintenance of existing City projects. Program administration may be thought of as everything that must be done in order for project site and type to be determined as well as other ancillary duties as requested by the City.

In contrast, **project management** involves supervising the progress of the selected artist from their selection through to the project's completion. This entails:

- Determining project directive;
- Determining artist selection process, including coordinating from 7 and up to 11 separate selection committee meetings;
- Negotiating artist contracts and vendor bids
- Processing artist invoices and payments

- Determining schematic design process, including performing numerous site visits, conducting discussions with contractors, architects, and facility managers
- Supervising fabrication processes;
- Overseeing installation and post-installation documentation,
- Arranging dedication ceremonies.

Each year since 2002, the UAC has contributed privately sourced funds to supplement the City of Memphis funding shortfall. With the downturn in the economy over the past two years, the UAC's private reserves have been depleted, and it can no longer continue to bridge the funding gap. In order for the Percent-for-Art program to be coordinated at the level of service the City of Memphis demands, project management must be self-funded within the budget of each project. While Percent-for-Art program administration falls within the O&M budget, the project management costs are clearly a part of the CIP Percent-for-Art requirements.

Nationwide, other Percent-for-Art programs dedicate an average of 15-20% from each project's total budget for its management. Precedent for this proposed funding model clearly exists. In practice, the altered funding structure would work as follows. If a single project's budget is \$50,000, UrbanArt would be compensated at the \$9,000 level, with the remaining \$41,000 going to artist's fees and production expenses. This model would require no additional CIP funding from the City.

Conclusion

The UrbanArt Commission respectfully requests that the City of Memphis alter the Percent-for-Art structure to allow for up to 18% of project budgets be allocated to the UAC's project management duties. Assuming UAC O&M funding is maintained at prior-year levels, the proposed alteration to the Percent-for-Art funding structure will ensure and solidify the UAC's existence and further enable its efficacy in administering the City of Memphis public art program.

The attached addenda provide further background, data, and support for this proposal.

Addendum #1 – Operation, Job Creation, History

UrbanArt Commission Operation

The UrbanArt Commission functions as a third-party project consulting and management provider for art projects funded by both public and private sources. Currently, the UAC staff consists of one full-time position, the Executive Director. The Executive Director is currently supported by part-time staff. The organization is governed by a volunteer Board of Directors.

All City Percent-for-Art projects are developed in collaboration with community groups in the areas in which the artworks are located. Selection committees formed from neighborhood representatives, facilities managers, City division representatives, and art experts are assembled to develop the project directive, select the artist, and approve all City project artwork. The decisions of each selection committee are then brought to the Public Art Oversight Committee (PAOC) for review and final confirmation. Members of the seven-person PAOC are appointed by the Mayor and approved by the City Council.

Each individual Percent-for-Art project currently requires approximately 105 hours of management time. Nationwide, best practices of public art coordination indicate the recommended caseload should be in the range of 6-8 projects per manager. Due to funding shortfalls, the UAC is currently able to fund only one full-time employee (its Executive Director) and a part-time project coordinator. At present, there are a total of 30 Percent-for-Art projects in progress.

UrbanArt Commission Job Creation

Public artworks produced by local artists help keep the local economy solvent, and further enables Memphis to blossom as a creative center of world renown. Typically, artists retain 10-15% of project funds for design fees and labor with the remainder going to local businesses supplying materials, design and fabrication services, and to the hiring of production assistants. This means Memphis artists are able to continue to pay their mortgages, meet their city and county tax obligations, and feed and clothe their families. While the City's Percent-for-Art program only requires 60% of its projects be produced by local artists in any 5 year period, the UAC has surpassed this mark by coordinating local artists to create 84% of its public art projects, and counting!

UrbanArt Commission History

Since 1997, the UrbanArt Commission, a 501c3 organization, has been working locally to create a dynamic, vibrant, nurturing community through art and design. The organization began with funds from the Memphis Arts Council (now ArtsMemphis) and Shelby County Government along with private grants and donations.

Since 2002, the UAC has been working with the City of Memphis to produce permanent art enhancements as part of CIP projects improving the built environment. On March 5 of that year, the City Council passed Ordinance 4934,

which mandates that 1% of the total general obligation bond amount included in the CIP budget for construction costs each fiscal year be set aside for the development of artwork under the City's Percent-for-Art program. The only project type to be officially excluded from the ordinance is PW01040, Asphalt/Paving.

Each year, UAC staff works with the Public Art Oversight Committee, the Mayor-appointed and Council-approved entity that oversees the Percent-for-Art program, to create a plan for the specific use of allocated funds. Annual budgets have ranged from \$125,000 to \$750,000, depending on the number of CIP projects determined to be suitable each year. There are currently 30 projects in various stages of production, from initial meetings with division directors and community members, to wrapping up fabrication and scheduling installations, including the 7 gateway projects recently approved by the City Council. To date, 17 Percent-for-Art projects have been completed.

Furthermore, the UAC has hosted in excess of 160 public art education events, including guest artist lectures, studio visits with local artists, professional practice and community art program workshops, and urban design workshops open to the general public. It has fostered the development of both the Memphis Regional Design Center and the local chapter of the Urban Land Institute.

Addendum #2 – Financial Data

Charts A and B below are intended to illustrate how the proposed alteration to the CIP funding model will remunerate the UAC for its project management duties. Chart A covers the current 'Percent-for-Art' projects that are approved by the City and under contract. The yellow box in Chart A represents the estimated shortfall the UAC will face for the projects currently under contract. Chart B covers those projects in the pipeline that are approved by the City but not yet under contract.

NOTE: In Chart B, an average budget per project of \$88,000 is assumed.

Chart A – CURRENT PROJECTS (APPROVED AND UNDER CONTRACT)

Project Under Contract	Phase	Budget	Hours to Complete	Proposed 18% Commission	% Complete	Proposed Remaining Commission
Court Ave Ped Bridge	Artist selection	\$140,000	90	\$25,200	86%	\$21,600
Chickasaw Heritage Park	Proj Directive	\$85,000	70	\$15,300	67%	\$10,200
Legends Park	Proj Directive	\$75,000	70	\$13,500	67%	\$9,000
BSL - Braaksma	Schematic	\$100,000	50	\$18,000	48%	\$8,571
Fletcher Creek Park	Schematic	\$50,000	50	\$9,000	48%	\$4,286
University Place	Schematic	\$100,000	50	\$18,000	48%	\$8,571
Walnut Grove	Schematic	\$200,000	50	\$36,000	48%	\$17,143
Animal Shelter	Fabrication	\$75,000	35	\$13,500	33%	\$4,500
Bert Ferguson/Library	Fabrication	\$50,000	35	\$9,000	33%	\$3,000
BSL - Lewis	Fabrication	\$175,000	35	\$31,500	33%	\$10,500
Inspection Station	Fabrication	\$75,000	35	\$13,500	33%	\$4,500
Overton Park Shell	Fabrication	\$75,000	35	\$13,500	33%	\$4,500
Pierotti Park	Fabrication	\$50,000	35	\$9,000	33%	\$3,000
			640	\$225,000		\$109,371

Chart B – CURRENT PROJECTS (APPROVED NOT UNDER CONTRACT)

Approved Projects	Phase	Estimated Budget	Hours to Complete	Proposed 18% Commission	% Complete	Proposed Future Commission
Gateways	Prelim Mtgs	\$88,000	105	\$15,840	0%	\$15,840
Greenway Improvements	Artist selection	\$88,000	105	\$15,840	0%	\$15,840
Hollywood Library	Proj Directive	\$88,000	105	\$15,840	0%	\$15,840
James Road	ON HOLD	\$88,000	105	\$15,840	0%	\$15,840
Lester Cmty Ctr	Prelim Mtgs	\$88,000	105	\$15,840	0%	\$15,840
North Frayser Cmty Ctr	Prelim Mtgs	\$88,000	105	\$15,840	0%	\$15,840
Parkways Renovations	Prelim Mtgs	\$88,000	105	\$15,840	0%	\$15,840
Safe Routes-Frayser	Prelim Mtgs	\$88,000	105	\$15,840	0%	\$15,840
Safe Routes-Rozelle	Prelim Mtgs	\$88,000	105	\$15,840	0%	\$15,840
Skate Park	Prelim Mtgs	\$88,000	105	\$15,840	0%	\$15,840
Traffic/West Precinct	ON HOLD	\$88,000	105	\$15,840	0%	\$15,840
Uptown	Prelim Mtgs	\$88,000	105	\$15,840	0%	\$15,840
			1,260	\$190,080		\$190,080

CITY COUNCIL RESOLUTION

WHEREAS, City of Memphis Ordinance No. 4934 provides that one percent (1%) of the total general obligation bond amount included in the CIP budget for construction costs each fiscal year shall be allocated to the public art fund for use in the development of artwork hereunder, *including, but not limited to* (emphasis added), artist design services, the development of design concepts and models, an artist in residency program, the selection, acquisition, purchase, commissioning, placement, installation, exhibition and display of artwork, and architectural and engineering design associated with artwork; and

WHEREAS, the UrbanArt Commission (UAC) requires up to 18% of each individual project's budget for the project management costs of each project funded through the Percent-for-Art program; and

WHEREAS, since 2002 the UAC has contributed privately sourced funds to cover costs of project management, however with the downturn in the economy over the past two years, the UAC's private reserves have been depleted, and it can no longer continue to bridge the funding gap; and

WHEREAS, project management costs are eligible to be considered a part of the CIP Percent-for-Art requirements under Ordinance No. 4934 and nationwide, other Percent-for-Art programs dedicate an average of 15-20% from each project's total budget for its management.

NOW, THEREFORE BE IT RESOLVED, that the City of Memphis allow up to 18% of project budgets be allocated for the UAC's project management duties under the Percent-for-Art program, which will henceforth be included in the overall budget for each, thus allowing the UAC to increase or downsize project management staff as the program's annual caseload requires.

SHEA FLINN
MEMPHIS CITY COUNCIL