



Vineyard Theatre
108 E 15th St, New York, NY 10003
www.vineyardtheatre.org

Capital Project Management Consultant – Phase 1 RFP – July 2019

Background

Who We Are:

Founded in 1981, The Vineyard is an acclaimed Off-Broadway theatre company dedicated to developing and producing bold new plays and musicals by both emerging and established artists. We are committed to creating an artistic home for daring and diverse artists, and to nurturing their unique voices. We seek to produce work that challenges all of us to see ourselves and our world in new ways and that pushes the boundaries of what theatre can be and do.

Over 35 years, The Vineyard has grown into one of America's preeminent centers for the creation of innovative plays and musicals, and our work has gone on to be produced around the country and the world. We have sent five productions to Broadway, including the 2003 Tony Award winner for Best Musical, AVENUE Q. In 2015, four Vineyard productions ran simultaneously in London. HARRY CLARKE (2017) and GOOD GRIEF (2018) will see continued lives as audio plays available from the streaming service Audible. Following its Tony nomination for Best Play, INDECENT (2016) aired on PBS' Great Performances series in November 2017 and on BroadwayHD in January 2018, and was among the top 10 most produced plays nationally of the 2018-2019 season. Additionally, our productions of LADY DAY AT EMERSON'S BAR AND GRILL and FULLY COMMITTED have recently been revived in their first Broadway productions, and THREE TALL WOMEN made a critically acclaimed Broadway debut in 2018. The Vineyard has consistently launched the careers of prominent artists who return to create new work with us, from Susan Stroman, five-time Tony Award winning director of THE PRODUCERS; to Branden Jacobs-Jenkins, recent MacArthur Award winner and Pulitzer finalist for GLORIA; to Tarell Alvin McCraney, the Oscar-winning writer of *Moonlight*, who was our inaugural Paula Vogel Playwriting Award winner and is now the Chair of Playwriting at Yale School of Drama.

Our commitment to innovative work has earned The Vineyard, our artists, and productions two Pulitzer Prizes, five Tony Awards, 23 Obie Awards, two Oppenheimer Awards, and numerous New York Drama Critics Circle, Lucille Lortel, and Drama Desk Awards. We have been honored with a Lucille Lortel Award for Outstanding Body of Work, a Drama Desk Award for Artistic Excellence, and the first Ross Wetzsteon Obie Award for support of artists and creativity in the theatre.

Annually The Vineyard produces three main-stage full productions and a developmental Lab production, serving nearly 20,000 in our 138-seat theatre half a block from Union Square. Our

artistic development programs serve 70 artists annually and include residencies in playwriting and directing, readings, workshops, and professional development programs for playwrights including two annual Boot Camps led by Paula Vogel. Education programs at The Vineyard seek to create a meaningful connection to the arts for students who may otherwise not have access, and to diversify the future artists and audiences of our industry with underrepresented voices. All activities offer opportunities for deeper engagement, creating a path from attending a matinee for the first time to becoming a star of our youth festival, performing alongside professional artists and supported by professional theatre resources. Vineyard Theatre's education programs expanded in the 2017-2018 season from serving 400 students to serving over 700 high school-aged youth with the addition of Rebel Verses Youth Arts Festival and additional student matinees to our programming.

Where We Are Going:

In August 2018, The Vineyard completed a 3-year Strategic Plan that sets ambitious artistic and organizational goals, including doubling our investment in new play development, building a cash reserve for production support, and undertaking our facility's first major renovation in 30 years. Meredith Burkus of IN THE NEXT... was hired to conduct a Development Plan, which was completed this June. The Development Plan outlines a case for support articulating three pillars of a 40th Anniversary Capital Campaign to support The Vineyard as an artist centered institution, purpose designed to address the changing needs of our artists and audiences. The Vineyard's Board of Directors authorized a resolution to hire a Project Management Consultant to facilitate the major initiatives of the Campaign related to the renovation of The Vineyard's façade, lobbies, restrooms, theatre, backstage support spaces and offices.

Goals of the capital renovation include addressing the space needs of contemporary artists who are writing and developing new plays and musicals designed to integrate the audience into the performance experience in new ways. Artistic Directors Sarah Stern and Doug Aibel envision returning the theatre to its initial design as a flexible performance space. Our box office and lobby spaces are no longer adequately serving the needs of our patrons and community. For our audiences, theatres remain one of the few spaces in contemporary society where they gather with strangers to experience something new and often to discuss their ideas. They need improved gathering space, improved accessibility and a more sophisticated concessions experience. With a renovation there is opportunity to further the use of Vineyard Theatre as a welcoming and accessible community space. The Vineyard already serves as a meeting and performance space for local arts education programs and non-profit organizations including several schools on the Washington Irving Campus, Friends Seminary, and Civic Hall, as well as an affordable rental space for a local church.

Finally, The Vineyard's offices could better serve its expanding staff, and after 30 years the organization needs expanded storage space for stage properties and archival material.

The Project:

The Vineyard is seeking proposals for a Capital Project Management consultant. The selected firm and/or sole proprietor consultant will work with a team of Vineyard Theatre employees and board members to plan and implement the initial steps of the capital renovation including:

Phase 1

- Prepare a project Schedule
- Prepare RFPs and manage hiring of Architect, Theatre Planner/Engineer, and other consultants as necessary
- Manage Architect, Theatre Planner/Engineer and other consultants through space evaluation, design concept, cost estimate, production equipment enhancement review, and proposed renovation phasing and timeline.
- Prepare a plan for securing funding from City and State government for hard (City) and soft (State) Capital costs including identification and funding capacity of key elected officials, City and State agency staff members, and deadlines for meetings and proposals.
- Facilitate navigation of City and State government funding application including securing all required filing documentation, advocacy, introductions to persons with capacity to influence funding decisions.
- Present updates to Vineyard Theatre Board of Directors at September and November/December Board meetings (dates TBD).

Phase 2

- Secure awarded government funding including submission of necessary equipment and vendor selection, and all other steps required by government officials and agencies to see funding commitments through to delivery of cash award.
- Operate as or facilitate hiring of Owners Representative to ensure timely and on budget renovation.
- Other capital project management tasks as needed to complete facility renovation.

Managing Director Suzanne Appel will oversee the project and be the primary point of contact for the firm. This RFP will be awarded for only Phase 1 of the Capital Project Management, however upon successful completion and awarded funding from the City of New York, an offer may be made for future phases.

The ideal firm will have experience working with not-for-profit partners, and ideally cultural organizations in managing major facility renovation or development that result in successfully completed projects with major funding commitments from New York City and State government. Experience with the live performing arts and theatre specifically are a plus.

Organization Assets:

Pre-existing internal organization assets include managing and artistic directors experienced in and prepared to make major gift asks of City and State government officials and agencies. The Vineyard's existing staff includes a three-person development team, including a Director of Institutional Advancement who has prepared previous successful proposals to City and State government, including in the last two years successful proposals for new lighting and sound systems with support from Department of Cultural Affairs, Manhattan Borough President, and Council Member Carlina Rivera. The Vineyard's Director of Business Affairs and Operations Manager have recently facilitated the expansion of The Vineyard's campus to include a long-term rental across the street, which required significant temporary improvements. The organization is in the process of hiring a part-time facility manager whose role will include supporting the planning needs for the capital renovation. The Vineyard's Board of Directors is highly committed to the planned 40th Anniversary Capital Campaign and we expect 100% of Board members to make a 3-5 year commitment to support the campaign by December 2019. Board Chair Ken Greiner has already made a \$500,000 commitment to the campaign. In addition, the Howard Gilman Foundation has committed \$100,000 in support of the Campaign and The Vineyard is awaiting a decision on a proposal to the Booth Ferris Foundation for \$300,000 in support.

Proposal Submission Instructions:

All proposals are to be submitted in writing by Wednesday, July 31, 2019. A limited number of finalists will be invited to make an in-person presentation to a selection committee August 12 and/or 13, 2019. Initial proposals should be no more than five pages, and should address the firm's relevant experience, approach to similar projects, proposed work plan, promised deliverables and not-to-exceed fee for both this phase and following phases. The Vineyard will not hold the selected firm to the not-to-exceed fee for future phases if the proposed scope of the project changes. Please include bios for the firm staff, their hourly billing rates beyond the scope of services defined here, and indicate their potential roles on the project, specifying the principal-in-charge.

Please submit proposals in PDF format to Managing Director Suzanne Appel at sappel@vineyardtheatre.org.

Additional information available by request to Director of Business Affairs, Dennis Hruska, dhruska@vineyardtheatre.org:

- 1) Strategic Plan Summary
- 2) Development plan including proposed capital investments FY20-FY25
- 3) Audited Financial Statements
- 4) Board List
- 5) Staff Bios