

Request for Proposal Notification Crump Theater Analysis

Date: March 27, 2013

Project Location: Crump Theater, City of Columbus, Indiana

Response Due Date and Time: April 22, 2013 by noon

Introduction:

The City of Columbus is seeking a qualified, multi-disciplinary consulting team to lead a feasibility study for the redevelopment, re-purposing and/or renovation of the historic Crump Theater in downtown Columbus, Indiana.

The selected consultant will analyze the economics of various scenarios and make recommendations regarding repurposing the Crump as a multi-use performing arts venue that addresses a wide variety of community needs. The consultant will analyze the space for performance opportunities to include stage design, lighting, acoustics, dressing room, loading dock and backstage needs; analyze the space as a venue for community meetings, lectures, two-way video conferencing; explore digital cinema for movie features; provide space for ticketing and office staff; accommodate concession, liquor sales and lobby needs; and explore retail space and other rental opportunities. Consultant will analyze five (5) footprint options and provide at least three (3) scenarios for facility size and usage for consideration.

This request for proposal will address four phases which include market and programming study; architectural, structural and engineering analysis; facility cost and financing analysis; and ownership/management options. The goal is to determine the highest and best use of the Crump facility to achieve self-sustainability, enhance cultural and economic vitality in the community and contribute to rich urban life experiences.

Our Community:

Columbus is an award-winning community (population 44,000) located 60 miles south of Indianapolis on I-65 within the triangle of Indianapolis, Cincinnati, Ohio and Louisville, Kentucky. Noted for its significant collection of world-renowned architecture and public art, it is located in Bartholomew County, one of Indiana's fastest-growing counties. The robust local economy is fueled by successful manufacturing operations, notably Cummins, Inc., which maintains its global headquarters in Columbus. The presence of strong global companies has transformed this small community into a place with an increasingly diverse population. Recently, the city's downtown has benefitted from significant public and private investments that include new downtown housing, a hotel, a new community center, three new parking garages and other infrastructure improvements.

Last year the City of Columbus designated a defined area of downtown as the Columbus Arts District and applied to the Indiana Arts Commission for statewide designation as an Indiana Cultural District. In December 2012, the Indiana Arts Commission awarded the Columbus Arts District that prestigious

and exceptional designation. Columbus prides itself on this achievement and envisions the arts district to be the strong foundation for an even more remarkable enhancement of quality of life, sense of community, economic vitality, sustainability and rich urban life experiences.

Background:

The Crump Theatre has been a downtown anchor in Columbus from the time it was opened in 1874 as an office building with a dining hall and small auditorium. In 1889, owner John S. Crump converted it into an opera house. For decades, the building served as a center for community arts and entertainment. Programs ranged from vaudeville acts to full-scale opera. Local residents were also exposed to minstrel shows, spiritualists, political candidates and demonstrations of weird science. In 1914 the first motion pictures were shown on a makeshift screen. For years the Crump was Columbus' only movie house.

In 1934, the building began to take on a new appearance. Over the next seven years a series of remodeling projects gave the building an "up-to-date-look." The remodeling in the art deco style included a mezzanine, a crying room for babies, a curving stairway from the lobby to the mezzanine, seating for 670, a larger lobby and a 45-foot high C-R-U-M-P sign above a neon marquee that is the building's signature piece today. Although there were other movie theatres in the downtown area through the mid-20th century, the Crump was distinct because of its aesthetics and an emotional bond with the people of Bartholomew County.

Over the years, age and competition from more modern movie theaters took a toll. In 1987, the theater owners asked for bids to demolish the building, but the Driftwood Valley Arts Council (later renamed the Columbus Area Arts Council) led an effort to postpone demolition until new owners could be found. New owners were found two years later when the Columbus Capital Foundation, a not-for-profit entity formed that year to help revitalize the community's downtown, bought the building. That foundation still maintains ownership today.

The theater continued to show movies, but no major rehabilitation efforts took place until 1995 when a broken boiler forced the owners to close the building. In that same year, the "Save the Crump" campaign was launched to make the needed repairs so that the building could be re-opened. This grass roots effort was led by a Columbus businessman, but was fueled by hundreds of Columbus residents of all ages. Volunteer groups went into the building for a massive cleanup project and school children donated money raised through candy sales, car washes and other activities. Local businesses donated thousands of in-kind dollars in personnel and equipment. Of the \$125,000 raised in cash through the Save the Crump campaign, the vast majority was in small contributions from individuals and local organizations.

The theater re-opened in December 1995, resumed showing \$1 movies, and remained open for another two years. The theater was shut down again when additional repairs were needed to the boiler and the roof. In 1998, a grant from the Indiana Department of Natural Resources and local donations were used to make major roof repairs. However, the theater did not reopen, pending decisions about its long-term use. Late in 1999, officials of Main Street Columbus obtained a matching grant from the State of Indiana to restore the 45-foot marquee and the exterior façade of the building. Total funds available including the match were \$100,000. This work was done in 2000.

Since 2000, the facility is stable but it is not functional. It is managed by a few dedicated volunteers on an extremely tight budget. It has been used on occasion for small concerts by local bands, poetry readings and small gatherings. These are not mainstream events.

Description of Services to be Performed:

The Crump Theatre must serve as a multi-use performing arts venue that will address a wide variety of community needs. The consultant must analyze the space for performance to include stage, acoustics, lighting, seating, dressing rooms, loading dock and backstage needs; analyze the space as a venue for community meetings, lectures, and two-way video conferencing; explore multiple programming options; digital cinema for movie features; office space for ticketing and staff; concession, liquor and lobby needs; retail space and other rental opportunities.

Our request for proposal will include a multi-phase study comprised of four areas:

Phase 1: Market and Programming Study

Phase 2: Architectural/Engineering/Structural Analysis

Phase 3: Facility Cost and Financing Analysis – not less than 3 scenarios

Phase 4: Ownership and Management Options and Final Cost Feasibility Analysis

The findings and recommendations will be presented to the Columbus Arts District Crump Committee and the Columbus Redevelopment Commission in a written report and an oral presentation. In addition, the selected consultant will discuss the progress of the study with the City's representative on a regular basis to include at the completion of each Phase.

Deliverables:

Phase 1: Market and Programming Analysis

The purpose of a market study will be to determine the potential of this economic development project. The consultant will identify and evaluate at least two other existing and similar theatre projects and how they were redeveloped, and for what purpose. The City of Columbus is particularly interested in re-use of the facility not only as a venue for performing arts activities, but also to provide cultural, business, educational and community meeting venues to benefit the general public.

The study will also consider retail and rental income possibilities that can support the long-term sustainability of the facility. The consultants will evaluate the targeted audiences. Names of specific users should be developed through focus groups and other such methods or surveys, to determine the physical and financial uses of the facility. Potential market size, type of programs and costs, and the potential users of the theatre building as a multi-purpose facility, should be analyzed. The consultant will summarize the survey findings and present them in a written report and oral presentation.

The following items are to be included in the market study:

Community Demographics and Programming

- Complete a demographic analysis: local and extended community
- Complete a programming analysis: types of shows, other performing arts, business users and their activities, rental opportunities such as reception, church services, lectures and educational opportunities
- Determine likely level of community interest and use of facility
- Determine audiences: Who will attend and from where
- Establish ticket prices community is willing to pay
- Investigate potential for capital and on-going operating support from public and private sources in the Community

Alternative and/or Competing Facilities:

- Identify existing and competing facilities locally and regionally
- Compare size of alternate and competing facilities
- Evaluate types of programs
- Determine audience demographics
- Determine ticket prices

Potential Users and Programming Survey:

- Identify local performance groups
- Identify outside touring and performance group opportunities and potential users
- Identify business meeting, conference, lecture, educational and auditorium users
- Determine potential interest and facility needs for these identified groups
- For all groups, determine frequency of use for facilities

Scenarios for Usage and Appropriate Size (seating):

The Crump Theatre footprint can be expanded and changed, or can remain as is. The consultant will examine scenarios that include preserving the façade, marquee and lobby space (both lower and/or upper lobbies) while at the same time, explore expanding, preserving and/or demolishing some or parts of the theatre “house.” The City of Columbus is interested in analysis of five (5) footprint options:

1. Footprint remains as is – no square footage expansion
2. Footprint expanded 20 feet to the east. The 20 foot strip to the east is already owned by the Crump.
3. Footprint expanded further to the east, utilizing not only the initial 20 feet, but also the additional 40 foot parking lot. Cummins, Inc. owns the parking lot.
4. Expanding further east to Franklin Street (currently there is a 5000 square foot building located at corner of Franklin and 3rd Street, owned by a private individual).
5. Expanding footprint south into the alley (approximately 12 feet wide). Alley would need to be vacated.

All five-footprint options need to be explored. Based on analysis, experience and expertise, Consultant will provide details on the three best scenarios. A brief explanation as to why the remaining two options were not recommended must also be provided.

The three best scenarios will include theater floor plans, number of seats accommodated, performance area design and programming for the following:

- Performing Arts Center (stage plays, musicals, dance, band, orchestra, other)
- Conference and business meeting use
- Lecture, 2-way conferencing and interactive telecommunication
- Educational/workshop space
- Flexible space
- Potential uses for commercial front
- Potential rental spaces
- Concession, liquor, lobby and catering-kitchen space
- Digital movie theater

- Other possible uses

Case Study Analysis

The Consultant will provide a minimum of two (2) examples of economic analysis of other similar facilities in similar communities, their successes and failures.

Phase 2: Architectural/Engineering/Structural Analysis

The Architectural / Engineering / Structural analysis will assess the current condition and structural integrity of the facility, as well as the cost of renovating the structure to meet all necessary codes. Whereas the market study will provide the basis for the types of program usage, the Architectural/Engineering/Structural component shall identify necessary structural and system changes. This is a critical component of the project, as potential redevelopment costs vary significantly with different scenarios and uses. The system changes are of equal concern. Plumbing, electrical, HVAC, and other systems may require substantial improvements, the extent of which may also be contingent upon the various proposed uses. This report will include the following items:

Facility Report:

- Hazardous waste assessment
- Utilities: electrical, plumbing, HVAC, other
- Fire and Safety - cost to meet code requirements
- ADA compliance – mobility, visual, hearing recommendations
- Roof
- Walls and flooring
- Theatre systems: lighting, sound, curtain, projection screen, rigging, etc.
- Other

Historical and Aesthetic Features Report:

- Identify interior and exterior historic features to be preserved
- Recommend restoration / new construction to which period / what character
- Recommended facade restrictions for adjoining buildings
- Evaluate all interior and exterior doors and windows for function and aesthetic considerations

Assess Adequacy of Facility Space – using three (3) scenarios:

- Box office
- Staff office space
- Sight lines
- Rest rooms
- Control rooms
- Scenery and costume shops
- Lobby
- Acoustics
- Lighting
- Concession and liquor sales
- Orchestra pit
- Stage Size
- Fly Loft extension

- Seating
- Loading dock
- Dressing rooms with sinks, toilet facilities
- Meeting space,
- Retail space (lobby and other)
- Equipment and furnishings costs for best use
- Other

Phase 3: Facility Cost Analysis, Tax credits and Grants

The facility cost analysis will determine the cost of renovating the theatre building based on the highest and best use(s) as outlined in the market study and the structural changes required accommodate that usage. Analysis will also include:

- Tax credit availability based on ownership (public or private)
- Possible sources of grant funding

Upon acceptance of the feasibility study and a commitment to follow through with the renovation, a capital budget would be prepared for the agreed best use(s) of the site.

Phase 4: Ownership and Management Options and Final Cost Feasibility Analysis

Ownership and Management Options

The Consultant will review ownership and management options for the facility based on its size, cost analysis and the market study results. Pros and cons of each optional use will be examined and discussed to determine which uses appear most appropriate and economical to pursue. Consultant will present other case studies for comparison. Management styles and operational components will be addressed.

Final Cost Feasibility Analysis

Upon completion of this ownership/management analysis, the Consultant will provide a final cost feasibility analysis/report for the selected use(s) of the facility, as determined by the City of Columbus, Redevelopment Crump Committee.

The Final Report, will, at a minimum, summarize the work completed in each phase of the study and will attempt to reasonably project the potential income stream for the selected uses and assess its ability to meet all anticipated operating and debt service costs which can be expected for such uses.

Prepare Preliminary Operating Budget:

- Earned income:
 - Admissions from presented programs
 - Ticketing/Service fees
 - Facility rental income
 - Liquor sales, concessions and catering
 - Educational workshops
 - Other
- Contributed Income:
 - Memberships, Individual Donations and bequests
 - Business Sponsorships and Donations
 - Public and Private Operating Grants

- Expenses:
 - Salaries
 - General overhead items
 - Taxes
 - Program cost
 - Utilities and maintenance
 - Debt service for capital improvements
 - Other

REPORTS AND PRESENTATIONS:

Prepare a presentation to Crump Committee upon completion of each phase of work to explain findings and to discuss plans for next phase.

INSTRUCTIONS TO RESPONDENTS:

This list is not intended to be a comprehensive itemization of plan components or areas needed to complete the required study. The City of Columbus, Redevelopment Commission is relying on the consultant’s professional expertise in analyzing these factors and any others that are pertinent to evaluating Crump Theatre re-purposing. Items to be provided by the Columbus Redevelopment Commission:

- Crump Theatre drawings.2001 (7 drawings) (included and also available electronically)
 - roof and site plan
 - elevations
 - basement level plan
 - first floor plan
 - second level floor plan
 - upper level balcony plan
 - longitudinal plan
- Columbus Arts District Strategic Plan (electronic)
- SixSigma Crump Theatre Study.2012 (electronic)

Contract Form:

The successful Consultant shall enter into a professional service contract with the City of Columbus Redevelopment Commission.

Right of Rejection:

The Redevelopment Commission reserves the right to reject any and all proposals, to award the contract to other than the lowest proposer, to award separate parts of the services required, to negotiate the terms and conditions of all and/or any part of the proposals, and, in general, to make the award in the manner as determined to be in their best interest and its sole discretion.

Due Date:

Six (6) sealed proposals and PDF files are due at the office of the Columbus Redevelopment (address below), on or before **April 22, 2013 at Noon.**

Project Completion Date:

The successful Consultant will have the Crump Theater Analysis completed 120 days after execution of the contract. Once the final report is completed the Contractor will present their findings to the Arts District Crump Committee and the Columbus Redevelopment Commission.

Submit to:

Jayne Farber, Project Consultant
Attn: Columbus Redevelopment Commission – Arts District
123 Washington Street
Columbus, Indiana 47201-6774

If you have questions, you can reach me at:

(317) 439-9094 or via e-mail at jayne.farber@gmail.com. Please carbon copy Heather Pope, Director of Redevelopment, on all email correspondence at: hpope@columbus.in.gov

Proposal Package:

Each proposal shall follow the format described herein:

1 – Transmittal Letter describing the following:

- a. Name and address of the Consultant.
- b. Name, title and phone number of party responsible for the RFP contents.

2 – Statement of Qualifications:

- a. Qualification summary of the company.
- b. Qualification summary of and list of the staff intended to work on the project.
- c. Qualification summary of and list of other firms and consultants intended to work on the project.
- d. Description of similar projects. Please list the reference person for each applicable project.

3 – Project Approach:

Consultants are asked to provide a list of actions to be taken to achieve the objectives for each phase listed in the Description of Services to be Performed section.

- a. Provide scope of work.
- b. Provide a list of tasks.
- c. Provide project schedule.
- d. Provide names of the other firms and consultants to be utilized to complete feasibility study.

4 – Fee Proposal:

- a. Provide the fee broken down into the four (4) phases listed in Description of Services to be Performed section.
- b. Provide fee structure for changes in scope.

Other Information:

Please submit other comments or information, which the consultant would like to make a part of this proposal. Consultants are encouraged to be as brief as possible and to not include boilerplate information.