

**Request for Proposals**  
**Sustainable Business Model**  
**for the**



**Ramsdell Theatre**  
**Manistee, Michigan**

Ramsdell Governing Authority  
City of Manistee

Facilitated by  
Alliance for Economic Success  
395 Third St.  
Manistee, Michigan 49660  
231.723.4325

January 19, 2015

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## 1. Summary

This Request for Proposals (RFP) seeks proposals from qualified respondents or teams of respondents to develop a realistic, sustainable business model for the Ramsdell Theatre, a center for arts, events, musicals and plays that was built over 100 years ago in the City of Manistee [www.ramsdelltheatre.org](http://www.ramsdelltheatre.org)

The Theatre's recent operating history has not been profitable. The Theatre is owned by the City of Manistee and requires a significant annual subsidy to support the use of the Theatre. **The goal of this project is to define the correct business and governance model that provides maximum community benefit and supports the core purpose of the facility while enabling the Theatre to operate in a sustainable, profitable manner without an ongoing subsidy.**



The Alliance for Economic Success (AES) is facilitating the RFP process at the request of the Ramsdell Governing Authority (RGA) and City of Manistee. The Theatre is located at 101 Maple Street, Manistee, Michigan 49660 (see map inset). The AES is collaborating with the Manistee County Community Foundation and RGA to raise funding for this project, a portion of which has been secured. It is estimated that the project cost will not exceed \$20,000.

## 2. Process

**A total of ten hard copies of proposals and one electronic .PDF file must be received by the AES on or before 4 p.m. on February 13, 2015.** The address for the AES is:

Alliance for Economic Success  
395 Third Street  
Manistee, Michigan 49660

**The AES can be reached at 231-723-4325 or [aesmanistee@gmail.com](mailto:aesmanistee@gmail.com). Contact the AES if you have questions about the RFP process.**

A Project Team has been assembled that consists of diverse interests that will make a final recommendation to the RGA about the selection of a proposal/respondent. The AES will facilitate review of all proposals by the Project Team to determine the respondents that will be requested to participate in an interview with the Team. The interviews will be open to members of the public who will have an opportunity to provide input to the Project Team. Assuming a desired proposal/respondent is identified by the Project Team, they will make a recommendation to the RGA. The RGA may accept, reject or ask for more information or consider other steps with respect to the recommendation, or may not choose to interview the recommended candidate.

Assuming a candidate is selected and enters into a contract to complete the project; all candidates will then be informed of the disposition of the selection results.

### 3. Theatre Contact and Related Information

**Questions about the Ramsdell Theatre facility and programming should be addressed via email or phone to:**

Mr. Mike Terry Executive  
Director  
Historic Ramsdell Theatre 101  
Maple Street  
Manistee, Michigan 49660  
Ph: 231-398-9770  
Email: mterry@manisteemi.gov

In preparing proposals in response to this RFP, respondents should at a minimum review relevant information on the following web sites:

Ramsdell Theatre                      [www.ramsdelltheatre.org](http://www.ramsdelltheatre.org)

Manistee Civic Players                [www.manisteecivicplayers.org](http://www.manisteecivicplayers.org)

### 4. Schedule

The estimated schedule for this project (subject to final negotiated contract) is as follows:

<b>Step</b>	<b>Estimated Date</b>
Issuance of RFP	January 19, 2015
Pre-proposal Briefing	February 4, 2015 1 p.m. Voluntary but highly recommended. To be held at Ramsdell Theatre. Will include walk-through, presentation on current programming and Q & A session.
Proposals Due	February 27, 2015
Interview Date(s)	March 9-13, 2015

Recommendation to RGA	March 16, 2015
Execution of Contract	March 20, 2015
Notification to all Respondents	March 23, 2015
Project Begins	March 23, 2015
Project Completed	May 29, 2015 (or sooner if possible)
Recommendations Presented	June 1, 2015 (during this week)

## 5. History

The public spirit and generosity of the Ramsdell's initial benefactor, Thomas Jefferson Ramsdell, are well outlined in the history of Manistee. This well-to-do lawyer worked for the cultural and economic improvement of this small community in northwest Michigan. He helped build the first bridge across the river, opened the first hardware store in Manistee, was instrumental in establishing the first newspaper, helped found the First National Bank and established the Manistee Water Works. He invested in real estate and when the Scandinavian Opera House burned, he invested over \$100,000 to create an architectural and cultural landmark that is still standing today – The Ramsdell Theatre and Hall.

Almost two years earlier, in 1901, construction had begun on the building at the corner of First and Maple streets. Mr. S. Beman, a prominent Chicago architect, was contracted to design and build this community cultural center which not only included a theatre but also incorporated an assembly hall as well. (The theatre and hall are separated by a solid wall of masonry making the buildings absolutely distinct from each other.) The exterior is of red brick with six large columns supporting the portico over the main entrance to the theatre on Maple Street – a very classic Colonial design.

The hall portion of the structure was completed first. The first floor was devoted to parlors, a drawing room, a cloak room and a kitchen. The second floor was devoted entirely to a dance hall with an orchestra balcony and fireplace. The Manistee Retail Clerk's Union christened it with a ball on December 12, 1902. The official opening was held six days later with a ball held by the Ramsdell family.

As 1902 came to a close, work on the theatre was still progressing. It was to be constructed and equipped so that the best traveling companies in the country could be obtained. The footage of the stage and backstage areas was comparable to the best opera and vaudeville houses in the country. Today, the stage measures 34 feet deep and 60 feet wide. The gilded proscenium arch is 26 feet wide. The gridiron is 70 feet above the stage while the two fly galleries are almost 30 feet about the stage. There is a paint gallery that is 34 feet above the stage floor and enables artists to paint scenery cloths while viewing them vertically. The stage floor is graced with nine trapdoor platforms, six of these can be raised and the other three can only be lowered into the basement.

The most striking feature of the green and gold interior is the horseshoe balcony supported by numerous pillars that extend to the tin-plated ceiling. The interior decoration was completed by some very famous artists in their own right. Walter Wilcox Burridge, a renowned scenic painter (who did the original “Wizard of Oz” scenery), painted the front drop curtain, entitled “A Grove Near Athens.” Frederic Winthrop Ramsdell, Ramsdell’s son, painted the two lunettes in the lobby and the lavish dome in the house, depicting Venus riding her chariot through the heavens, surrounded by cherubs. The original seating capacity was 1,200, including the gallery seating, which was reserved for Manistee’s lower and laboring classes. (The gallery is no longer in use due to fire safety rules.) Today, the house seats close to 600, which includes four boxes, two on each side of the stage and two loges in the lower balcony.

The Ramsdell is in the National Register of Historic Places and has been a hub for arts and culture in the City of Manistee for more than 100 years. Despite extensive renovations, it retains much of its original architecture and charm. Today the Ramsdell is a vibrant center for arts in West Michigan, home to the Manistee Civic Players and the Manistee Institute of the Arts, the facility plays host to over 200 plus events each year. In addition to musicals, plays and workshops, arts exhibits and classes, the Ramsdell is known for Metropolitan Opera Live Broadcasts, music concerts, dance recitals, weddings and hosting community events like the annual Festival of Trees produced by the Manistee Area Chamber of Commerce.

## **6. Organizational Structure**

The City of Manistee adopted Chapter 253 of the Codified Ordinances in November of 2005 creating the Ramsdell Theatre Civic and Cultural Center Governing Board. This ordinance provides for the ongoing management and operations of the Ramsdell by the City. The roles and responsibilities of the Ramsdell Governance Authority (RGA) were defined in ordinance by Manistee's City Council as follows:

### **“253.03 POWERS AND DUTIES**

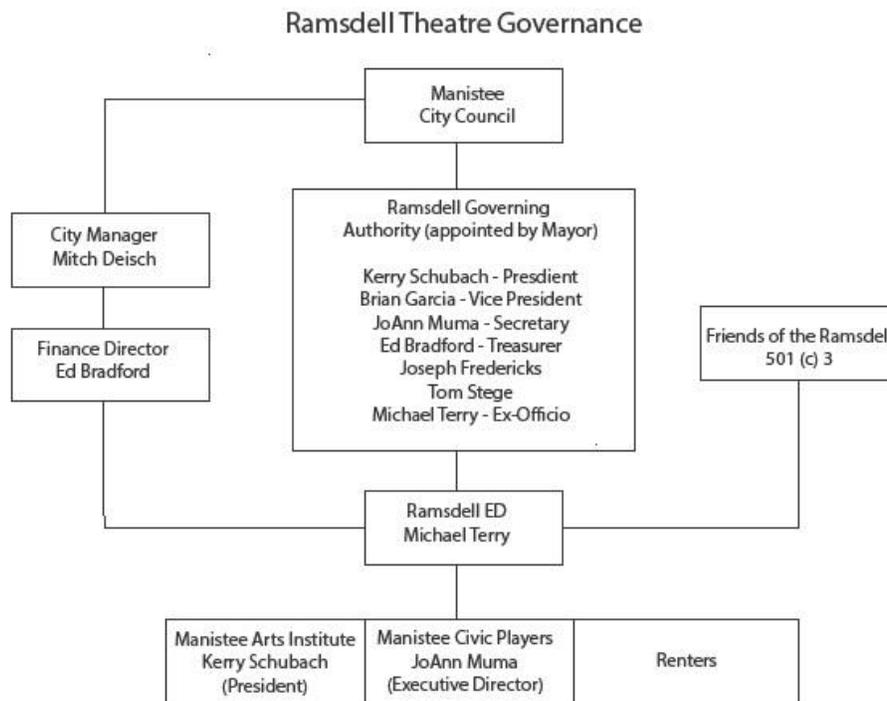
The Board shall be responsible for operations, management, and preservation of the Ramsdell Theatre Civic & Cultural Center, and shall:

- A. Establish by-laws, to be approved by the City Council;
- B. Establish and hold periodic meetings not less than once per month;
- C. Elect Officers consisting of President, Vice President and Secretary. The Treasurer of the Board shall be the City of Manistee Finance Director.
- D. Hire, if appropriate, a Managing Director of the Center, to be approved by City Council, which Director shall serve as an Ex Officio (Non-Voting) member of the Board;
- E. To establish rules, regulations and rentals for the use of the Center and its facilities;
- F. Make application and submit to the City of Manistee annual budget requests for operating

and capital requirements of the Center; Reformatted 2011

G. Otherwise manage the affairs of the Center to secure its perpetual continuance, which may include fund raising events, grants and applications that may be available from or through the State of Michigan, the United States or private foundations.”

The following is a current diagram of the Ramsdell Governance model.



## 7. Restoration

After years of use and some benign neglect, the building needed major attention. In the 1990's, as the City began to emphasize its Victorian heritage, a group was formed to guide a major restoration of the theatre and the ballroom side of the building. Over the years private donors, businesses, social and service organizations and patrons have helped match grant monies to bring this treasure back to its original beauty. Close to 4 million dollars has been raised. There was also several major gifts-in-kind repairing and restoring woodwork and lighting fixtures. James Earl Jones, who began his career on the stage, has returned twice to help raise funds.

The Preservation Architects, Quinn Evans designed the master plan and Conrad Schmidt Studios did much of the decorative wall and ceiling work. The 1903 curtain, designed by Walter Burridge, was restored by Bradley Vandermoere as were the dome painting and the lunettes in the lobby. The theatre seats were replaced by American Seating Company, a Michigan company that made the original seats. The original wooden armrests were restored and reused. All 465 seats were donated as memorials or honorariums.

The theatre and attached exhibit hall and ballroom have been restored as well and are now used year round for Civic Theatre productions, ballet performances, symphony concerts, traveling performances, weddings, proms, business events and art exhibits. An elevator has been added to provide comfortable access to all. An endowment fund to maintain and preserve the restoration has been established.

## 8. Layout and Facilities



**Theatre: Seating for 462 (Manistee Civic Players, Rentals, In-house presenting) Stage Dimensions – 60' x 75', Ticket Office – 6' x 14', Green Room – 30' x 19' Understage/Dressing Rooms - 21' x 60' ETC Express Light Board, (148) dimmer24 channel Yamaha Sound Console HD Projector and (2) Satellite Receivers**



**Hardy Hall – Used by Manistee Arts Institute, Meetings, Weddings Dimensions – 35' x 50' Capacity - 156**



### **Ballroom – Weddings, Fundraisers, Community Events**

**Dimensions – 50' x 75'**

**Capacity - 300**

**Catering Kitchen equipped with food warmers, freezer, cooler, and microwave  
(39) 60" Round Tables and (289) Folding Chairs**

### **Auxiliary Spaces:**

**MAI Office – 12' x 15'**

**MAI Storage – 20' x 17'**

**MCP Office – 12' x 15'**

**MCP Costume Storage – 32' x 24'**

**MCP Prop Storage – 18' x 24'**

**MCP Scene Shop – 18' x 24'**

**Executive Director Office – 20' x 19'**

**Large Classroom - 36'x 25'**

**Small Classroom – 15' x 25'**

**Dressing Rooms - 21' x 60'**

**Storage Room – 25' x 25'**

**Custodial Office – 11' x 20'**

## **9. Recent Financial Performance**

The City assumed operational and administrative control of the Theatre in 2007. Thru FY 2010, the Ramsdell was classified as a special revenue fund. Beginning in FY 2011, its classification was changed to an enterprise fund to more accurately reflect how the City was trying to manage the facility. This is reflected in the financial information that follows.

Revenue from the Theatre is comprised of four main streams; 1) rent from our in-house partners, 2) rent from outside users, including weddings, 3) revenue from City sponsored events, and 4) City subsidy. The City subsidy has been comprised of three distinct uses; 1) debt service, 2) annual capital, and

3) operational. The annual capital subsidy was removed in the FY 2015 budget.

Expenses fall into five main categories; 1) debt service, 2) personnel, 3) performance related expense, 4) capital expenditures, and 5) general operations, including repairs and maintenance. Executive Director Mike Terry was hired in September, 2014.

The following information about the financial performance of the Theatre is of paramount significance to this project since the goal is to identify and implement a sustainable, profitable business model.

## Ramsdell Theatre

<b>296 Ramsdell Theatre Fund</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>
539.000 Grant Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,500
642.000 Sales	0	9,375	437	2,075	0	6,953	0	0	0
651.000 Sales - Concessions				0	159	2,078	1,748	363	0
652.000 Sales - Movies\Opera				0	0	1,233	276	0	4,300
653.000 Sales - Performances						2,612	24,727	31,702	55,035
664.000 Interest Income	241	158	76	183	7	1,585	42	28	50
667.000 Rental Income	18,250	35,225	35,717	42,747	51,197	36,453	25,185	20,493	37,680
667.001 Rental Income - Ballroom					0	5,315	26,673	21,218	26,400
667.002 Rental Income - Theatre					0	1,340	7,130	5,205	4,700
667.003 Rental Income - Hardy Hall					0	870	3,644	5,100	5,000
667.004 Rental Income - Studio					0	440	285	270	0
671.000 Other Revenue	0	293	623	0	0	668	2,240	575	0
674.000 Contributions\Donations	0	2,500	0	2,000	3,608	5,917	374	685	27,700
699.000 Transfers In	100,000	80,000	65,000	103,663	249,761	321,878	289,850	310,830	278,830
<b>Total Revenues</b>	<b>\$118,491</b>	<b>\$127,552</b>	<b>\$101,853</b>	<b>\$150,669</b>	<b>\$304,732</b>	<b>\$387,342</b>	<b>\$382,173</b>	<b>\$396,467</b>	<b>\$451,195</b>
702.000 Salaries	\$0	\$21,265	\$20,462	\$22,177	\$0	\$0	\$0	\$36,536	\$45,720
703.000 Longevity	0	0	0	0	0	0	0	0	0
704.000 Overtime	0	342	981	698	245	0	0	0	0
706.000 Part-Time	0	1,281	1,338	1,440	1,483	20,983	17,959	13,765	21,580
708.000 V\SIH Sellback	0	300	313	337	347	346	350	0	0
712.001 Costs - Social Security	0	12	43	234	354	1,354	1,156	3,133	4,173
712.002 Costs - Medicare	0	357	418	569	332	317	270	733	976
712.004 Costs - ICMA Contribution						0	0	0	0
712.005 Costs - MERS						0	0	2,586	3,562
712.006 Costs - In Lieu of BC/BS						0	0	0	0
712.007 Costs - SUTA						415	607	645	157
712.009 Costs - Work Comp						370	354	536	2,003
712.010 Costs - Health Insurance						0	0	8,025	10,258
712.011 Costs - Life Insurance						0	0	141	79
712.012 Costs - HRA Payments/Fees						0	0	70	3,000
<b>Employee Costs</b>	<b>\$0</b>	<b>\$23,557</b>	<b>\$23,555</b>	<b>\$25,453</b>	<b>\$2,760</b>	<b>\$23,785</b>	<b>\$20,697</b>	<b>\$66,170</b>	<b>\$91,508</b>

	2007	2008	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget
728.000 Office/Operating Expense	\$8,992	\$7,008	\$8,944	\$10,893	\$13,643	\$17,636	\$10,020	\$9,803	\$16,922
751.000 Concession Expense						1,005	2,295	276	0
752.000 Movie/Opera Expense						2,890	385	3,028	4,090
753.000 Performance Expense						6,919	17,161	18,996	50,586
754.000 Miscellaneous Events								1,953	
801.000 Professional Services	15,466	22,631	3,727	865	7,232	28,783	7,655	2,654	8,500
822.000 Insurance	1,671	1,580	1,477	2,878	1,647	1,397	1,811	3,549	2,000
831.000 Contractual Repairs & Maint	372	1,148	2,580	1,413	5,423	4,350	7,691	39,831	20,000
850.000 Phone	300	402	679	848	911	1,042	479	553	540
860.000 Travel & Training	0	0	0	0	0	0	0	116	0
870.000 Memberships & Dues	0	0	0	0	0	55	485	485	485
892.500 Marketing Expense	\$270	\$2,014	\$972	\$1,598	\$194	10,404	2,388	3,819	5,000
900.000 Printing/Publishing	0	967	139	314	99	99	465	313	1,875
901.000 Postage	0	0	0	0	0	0	0	0	1,668
920.000 Gas	22,520	27,813	26,073	23,589	15,435	10,244	13,023	17,559	13,000
922.000 Water	262	244	495	258	323	348	257	295	300
925.000 Electric	6,963	5,137	6,275	6,490	12,493	14,545	12,615	12,986	15,000
930.000 Repairs & Maint	30,973	16,414	9,896	13,587	12,134	13,654	4,832	4,602	16,000
970.000 Capital Outlay	29,131	16,520	474	10,908	997	1,356	8,270	9,599	5,000
<b>Operating Costs</b>	<b>\$116,920</b>	<b>\$101,877</b>	<b>\$61,730</b>	<b>\$73,641</b>	<b>\$70,533</b>	<b>\$114,727</b>	<b>\$89,832</b>	<b>\$130,417</b>	<b>\$160,966</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$116,920</b>	<b>\$125,434</b>	<b>\$85,285</b>	<b>\$99,094</b>	<b>\$73,294</b>	<b>\$138,512</b>	<b>\$110,529</b>	<b>\$196,587</b>	<b>\$252,474</b>
<b>AVAILABLE FOR DEBT SERVICE</b>	<b>\$1,571</b>	<b>\$2,118</b>	<b>\$16,569</b>	<b>\$51,574</b>	<b>\$231,439</b>	<b>\$248,829</b>	<b>\$271,644</b>	<b>\$199,880</b>	<b>\$198,721</b>
998.000 Ramsdell Roof - Interest				\$8,389	\$15,294	\$13,079	\$10,720	\$8,271	\$5,775
998.002 Ramsdell HVAC - Interest				\$0	\$0	\$11,839	\$43,849	\$41,485	\$38,989
<b>TOTAL DEBT INTEREST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,389</b>	<b>\$15,294</b>	<b>\$24,918</b>	<b>\$54,569</b>	<b>\$49,756</b>	<b>\$44,764</b>
308.000 Ramsdell Roof - Principal				\$26,551	\$54,585	\$56,781	\$59,160	\$61,576	\$64,105
308.002 Ramsdell HVAC - Principal						\$31,668	\$65,101	\$67,477	\$69,961
<b>TOTAL PRINCIPAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,551</b>	<b>\$54,585</b>	<b>\$88,449</b>	<b>\$124,261</b>	<b>\$129,053</b>	<b>\$134,066</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$34,940</b>	<b>\$69,880</b>	<b>\$113,367</b>	<b>\$178,830</b>	<b>\$178,809</b>	<b>\$178,830</b>

<b>SURPLUS/DEFICIT BEFORE CAPEX</b>	<b>\$1,571</b>	<b>\$2,118</b>	<b>\$16,569</b>	<b>\$16,634</b>	<b>\$161,559</b>	<b>\$135,462</b>	<b>\$92,814</b>	<b>\$21,071</b>	<b>\$19,891</b>
<b>CAPITAL EXPENDITURES</b>					\$67,947	\$1,397,327	\$70,421	\$20,504	\$20,000
<b>CASH IMPACT BEFORE FINANCING</b>	<b>\$1,571</b>	<b>\$2,118</b>	<b>\$16,569</b>	<b>\$16,634</b>	<b>\$93,611</b>	<b>-\$1,261,865</b>	<b>\$22,394</b>	<b>\$567</b>	<b>-\$109</b>
					\$67,947	\$1,246,000	\$0	\$0	\$0
<b>FINANCING SOURCES</b>						<b>\$1,246,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>FINAL CASH IMPACT</b>							<b>\$22,394</b>	<b>\$567</b>	<b>-\$109</b>
Ending Fixed Assets					\$ 846,014	\$ 913,962	\$ 2,311,289	\$ 2,381,710	\$ 2,402,214
Revenue from Operations	\$18,491	\$47,552	\$36,853	\$47,006	\$54,971	\$65,464	\$92,323	\$85,637	\$172,365
Expense from Operations	\$87,789	\$108,914	\$84,811	\$88,187	\$72,296	\$137,156	\$102,259	\$186,988	\$247,474
<b>Operating Profit \ (Loss)</b>	<b>-\$69,298</b>	<b>-\$61,362</b>	<b>-\$47,958</b>	<b>-\$41,181</b>	<b>-\$17,325</b>	<b>-\$71,693</b>	<b>-\$9,936</b>	<b>-\$101,351</b>	<b>-\$75,109</b>
<b>Revenue from Operational Subsidy</b>	\$100,000	\$80,000	\$65,000	\$65,000	\$60,000	\$85,000	\$60,000	\$107,000	\$100,000
<b>Revenue from Debt Service Subsidy</b>	\$0	\$0	\$0	\$38,663	\$69,880	\$113,367	\$178,830	\$178,830	\$178,830
<b>Revenue from Capital Improvement Subsidy</b>	\$0	\$0	\$0	\$0	\$119,881	\$123,511	\$51,020	\$25,000	\$0
<b>Total Subsidy</b>	\$100,000	\$80,000	\$65,000	\$103,663	\$249,761	\$321,878	\$289,850	\$310,830	\$278,830
Depreciation				\$181,607	\$28,717	\$32,034	\$68,911	\$104,634	

**Usage Metrics (Days Booked)**

<b>Ramsdell Theatre</b>	184	209	236	251	259	245	229
<b>Rotary Ballroom</b>	40	73	39	110	71	84	57
<b>Hardy Hall</b>	80	132	153	202	224	227	205
<b>Classroom A</b>	0	35	11	6	16	87	49
<b>Classroom B</b>	0	0	0	0	0	0	0
<b>Dance Studio</b>	0	0	40	147	57	36	146

**Usage Metrics (Percent Booked)**

<b>Ramsdell Theatre</b>	50%	57%	65%	69%	71%	67%	63%
<b>Rotary Ballroom</b>	11%	20%	11%	30%	19%	23%	16%
<b>Hardy Hall</b>	22%	36%	42%	55%	61%	62%	56%
<b>Classroom A</b>	0%	10%	3%	2%	4%	24%	13%
<b>Classroom B</b>	0%	0%	0%	0%	0%	0%	0%
<b>Dance Studio</b>	0%	0%	11%	40%	16%	10%	40%

## 10. The Manistee Civic Players (MCP) and other Partners

The MCP was originally organized in 1939 and produced several plays through 1941. They were dormant until 1952 when they presented "The Petrified Forest" during the 1952 off-season of the Manistee Drama Festival summerstock program. The MCP produced its first musical, "Guys & Dolls" in 1963. In 1964 it was decided to end the summerstock program that used outside professional talent and to start a year-round season of locally produced shows, including musicals. The Manistee Civic Players absorbed the Manistee Drama Festival into their organization.

In 1974 the MCP leased the theatre portion of the building from the City of Manistee and took on the management of the entire structure until 2007. Today the Ramsdell Theatre is owned and operated by the City of Manistee and the Manistee Civic Players run their productions and rent an office space. The Players, for many years, have been instrumental in preserving this 'Jewel of the Midwest' for residents and visitors alike and continue to do so by contributing \$1 per ticket sold and \$5 for each Season Pass sold to the Ramsdell Theatre Endowment Fund.

The MCP is presently continuing its +60 year history of providing memorable community theatre productions and opportunities to the community at large, as well as conducting workshops, studio productions, children's plays and student drama classes. Using local talent the MCP has presented over 275 stage productions including more than 100 musical shows.

Other partners include:

The Manistee Art Institute (art shows, classes and traveling art displays)

West Shore Community College (performances)

Friends of the Ramsdell (community fundraising -previously Ramsdell Theatre Restoration Project; 501(c) (3) status)

Manistee County Community Foundation (administers endowment fund)

Arts and Cultural Alliance of Manistee (general booster of the arts in the County)

## 11. Proposal Content

**The Project Team is seeking proposals that 1) demonstrate the qualifications of the respondent, and 2) outline a process to provide expert recommendations to reposition the financial performance of the Ramsdell so that it provides the greatest community benefit and does not require subsidy while preserving the Theatre as a hub for performing arts and related venues.**

Accordingly, the Project Team is especially seeking responses from consultants or teams of consultants that possess relevant background in the arts, non-profit governance, fundraising, market analysis, events management and financial analysis and other related areas of expertise.

Proposals must include the following:

1. The name, address, web site and relevant information about the respondent or team of respondents with regard to their experience, results and success with relevant projects.
2. The name, address and contact information for the project manager and key team members along with resumes or other information to understand their prior involvement and successes with similar and/or relevant projects.
3. How the respondent will identify “best practice” examples that are relevant to the Ramsdell Theatre and its market conditions that have achieved sustainability, including an analysis of those best practices as compared with the recent history of the Ramsdell.
4. How the respondent will analyze the market, including market size, geographic scope (specifically the isolation of Manistee) and level of demand for programming and services that can be provided through the Ramsdell Theatre.
5. The approach that will be taken to perform an analysis and description of a definitive business model for the Ramsdell Theatre, including:
  - a rationale that demonstrates feasibility within the existing market for types of programming/services recommended;
  - an analysis of where and how the recommended programming/services may be available and provided;
  - a financial analysis that forecasts three to five years of financial performance of each of the recommended programming/service components along with a compiled projection of performance for the three year period, assuming operating and capital expenditures that are clearly identified;
  - A financial analysis that shows the amount and types of private philanthropy/fundraising that will be needed.
6. The approach that will be taken to identify the recommended governance structure for the Ramsdell Theatre, including how to balance the needs of competing owner and stakeholder interests.
7. How the respondent will develop recommendations involving partnerships, collaboration opportunities and other joint initiatives that would enhance the financial position of the Theatre.
8. How the respondent will prepare recommendations involving marketing, advertising and general promotion.

9. How the respondent will address recommendations covering capital expenditures, staffing, legal structure of organization, and other factors that should be considered to achieve optimal financial performance.

## **11. Other**

The RGA, City and AES may suspend or terminate this RFP at any time without notice and are not obligated to select a consultant as a result of the RFP. Accordingly, nothing in this RFP shall result in any reimbursable costs, expenses or liabilities for any party.

## **12. Additional Information**

The Ramsdell has undertaken a number of related studies in the past. These are listed below and can be found on the Ramsdell Theatre website and/or upon request by contacting the AES at 231-723-4225 or [aesmanistee@gmail.com](mailto:aesmanistee@gmail.com) .

- The Ramsdell: A New Century, Consultant Tom Gerdom,  
  
2010
- Consultant Tom Gerdom Closing Memos:  
Managing Director's Role and Staffing  
Marketing Promotion & Branding  
Community Arts School  
Programming  
Film Exhibition  
Concessions & Liquor  
Sales
- Ramsdell Theatre: Moving Forward, February 2013, Ramsdell Governing Authority\City of  
  
Manistee
- Final report from Eaton Cummings Group Strategic Planning Workshop, September 2014
- City of Manistee Codified Ordinances: Chapter 253 Ramsdell Theatre Civic & Cultural  
Center Governing Authority
- Ramsdell Governing Authority Bylaws

- Ramsdell Theatre Restoration Project (Friends of the Ramsdell) Articles of Incorporation
- Friends of the Ramsdell Bylaws
- Ramsdell Business Model Charts

### **13. Attachments**

- A. Ramsdell Governing Authority Resolution of Support for project

**RESOLUTION OF SUPPORT**

**PROFITABLE RAMSDELL BUSINESS MODEL DEVELOPMENT**

**WHEREAS**, in 1939, the Manistee Civic Players were formed and secured permission from the Butterfield Theatre chain for the use of the Ramsdell Theatre for rehearsals and performances; and

**WHEREAS**, since that time, the Manistee Civic Players has used and relied upon the Ramsdell Theatre for its performances; and

**WHEREAS**, in 2004, the Manistee Civic Players asked the City of Manistee to consider creation of a governance committee to support the ongoing operations of the Ramsdell Theatre; and

**WHEREAS**, this Committee assumed responsibility for the Ramsdell in mid-2006 and included representation from the City, Manistee Civic Players, Manistee Art Institute and Ramsdell Restoration Committee; and

**WHEREAS**, the financial condition of the Ramsdell is now supported by a subsidy from the City of Manistee that is not sustainable; and

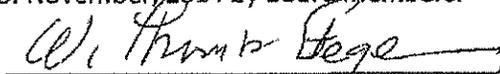
**WHEREAS**, the development of a profitable, sustainable business model for the Ramsdell is required to ensure the vitality and viability of this treasured resources;

**NOW, THEREFORE, BE IT RESOLVED**, that the Ramsdell Governing Authority hereby supports the development of a request for proposals and associated funding to engage an expert consulting team to collaborate with the community in general, Ramsdell stakeholders, and others to objectively develop a realistic, attainable business model to ensure the profitability of the Ramsdell Theatre; and

**FURTHER**, that a sum of \$2000.00 be provided by the Ramsdell Governing Authority to support the completion of this work, estimated to cost approximately \$20,000.

Signed this twelfth day of November, 2014 by Board Members:

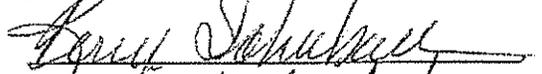
Tom Stege



JoAnn Muma



Kerry Schubach



Ed Bradford

