

The Modjeska Theater: Request for Qualifications and Proposals for Capital Improvements, Management and Operation



Mitchell Street Development Opportunities
Corporation

I. SUMMARY

DATE ISSUED: January 18, 2019

BRIEF DESCRIPTION: The Mitchell Street Development Opportunities Corporation (“MSDOC”) is seeking proposals from entities and individuals interested in providing capital improvements, management and operations of the historic Modjeska Theater, located at 1134 W. Historic Mitchell Street, Milwaukee, WI. All proposal structures will be entertained, including those for lease, purchase or joint venture with MSDOC.

SUBMISSION DEADLINE: **Phase I:** Letters of Interest must be received at either Submission Delivery Address no later than **January 30, 2019 at noon.**

Phase II: Responses must be received at either Submission Delivery Address no later than **February 15, 2019 at 6:00pm.**

SUBMISSION DELIVERY ADDRESS:

Responses may be delivered by e-mail:
themodjeskatheaterproject@gmail.com

OR

By Mail or Hand-Delivery:

Historic Mitchell Street Business Improvement District #4
823 W. Historic Mitchell Street
Milwaukee, WI 53204

INSTRUCTIONS:

Proposals will be accepted in a two-phase process:
All Proposers shall first submit a letter of interest pursuant to the requirements of Section VI(A) herein. MSDOC will then review all Letters of Interest and extend invitations to selected Proposers to participate in the Pre-Proposal Walk and submit a detailed proposal pursuant to the requirements of Section VI(B) herein.

WALK-THROUGH:

A pre-proposal building walk-through will be held on or about February 1, 2019 at the Modjeska Theater. Each selected Proposer will be contacted individually by MSDOC with a scheduled meeting time.

QUESTIONS/ASSISTANCE:

All questions related to this Request for Qualifications and Proposals shall be submitted in writing via e-mail to
themodjeskatheaterproject@gmail.com.

II. INTRODUCTION

The Mitchell Street Development Opportunities Corporation (“MSDOC”), sole member of the Modjeska Theater Project LLC, current owner of the real property that houses the historic Modjeska Theater located on Historic Mitchell Street in Milwaukee, Wisconsin (hereafter, “Modjeska”) invites well-qualified individuals or entities with proven experience in theater management, concert booking and/or venue operations, including but not limited to, promoters, theater management and production groups, and performing arts groups, (hereafter, “Proposer(s)”) to submit qualifications and proposals for an incredible opportunity to manage and operate the Modjeska on a lease, purchase or partnership basis.

The purpose of this Request for Qualifications and Proposals (“RFP”) is to obtain the most experienced and qualified entity or individual to successfully operate and maintain the Modjeska. MSDOC’s goals are as follows: 1) to maximize the Modjeska as a community resource, 2) to use the Modjeska as a catalyst for further economic development and revitalization of Historic Mitchell Street and 3) to ensure that the Modjeska facility and equipment is maintained and improved so that it can continue to be a cultural asset for the Historic Mitchell Street community and the City of Milwaukee, at large. MSDOC will accept a variety of proposal structures, including those to lease, partner with MSDOC or purchase the Modjeska outright. Regardless of the proposal, MSDOC is looking for what is best for the Modjeska, Historic Mitchell Street and the surrounding community.

III. THE MODJESKA THEATER

The Modjeska Theater, located at 1134 W. Mitchell Street in Milwaukee, officially opened its doors to patrons in 1910, serving as one of Milwaukee’s premier vaudeville outlets. Named after the Polish actress Helena Modjeska (1840-1909) who specialized in Shakespearean roles, the theater initially catered to the Polish-American community in the City of Milwaukee. First built with 840 seats, the theater was replaced in 1924 on the grounds of the same address with a much larger structure full of grandeur – holding 2,000 seats, a full orchestra pit, trap doors abetting the most famous of vaudeville acts and a Barton pipe organ. The 1924 build was designed by Chicago’s C.W. and George Rapp, who also designed the *Warner* on Wisconsin Avenue (now known as *The Grand*, which is currently being restored to be the home of the Milwaukee Symphony Orchestra), *The Wisconsin Theater* and the *Uptown Theater* in Milwaukee (both now razed). For decades, the Modjeska operated prosperously as a premier entertainment destination.

In the 1950’s, the pipes from the organ chambers were removed to install freon air conditioning units. United Artists operated the venue until 1987 when they removed their offices from the surrounding building. In 1991, Creative Services International purchased the theater and renovated it into a live music venue. Throughout the 1990’s and early 2000’s, the Modjeska hosted such national acts as Ministry, Rob Zombie, Rise Against, Cheap Trick, Mogwai, The Gregg Allman Band, Judas Priest, Marilyn Manson, Faith No More, and the White Stripes. The Modjeska was then converted to a children’s theater for a period of time. However, after enduring several changes in ownership, the success of the theater remained limited, and the venue eventually closed in 2010.

Since then, MSDOC has been working to breathe life back into the Modjeska and again see it prosper and be available for the Milwaukee community. MSDOC has repaired the roof and some mechanicals and has put a number of hours in to cleaning up the theater, but ultimately the theater must be operated by a company with theater or venue management and operations experience. The ultimate end-use of the Modjeska could be for concerts, movies, community events or a combination of all of the above. The Modjeska further may be situated in a Milwaukee “Opportunity Zone” and may be eligible for State or Federal Historical Tax Credits.

A general layout of the Modjeska is attached hereto as **Exhibit A** with last-known square footage attached hereto as **Exhibit B**.

IV. THE CITY OF MILWAUKEE AND HISTORIC MITCHELL STREET NEIGHBORHOOD

A. CITY OF MILWAUKEE

The City of Milwaukee was incorporated on January 31, 1846, pursuant to the laws of the Territory of Wisconsin. Wisconsin gained statehood in 1848. The City, operating under a Home Rule Charter since 1874, has a council-mayor form of government.

The City is located on the western shore of Lake Michigan in southeastern Wisconsin and is the hub of the metropolitan area and a thriving place to live and work. The City is Wisconsin’s largest city with a population of approximately 591,076 and is the principal trade, service and financial center of southeastern Wisconsin. The surrounding metropolitan area includes the principal cities of Milwaukee, Waukesha and West Allis, the counties of Milwaukee, Racine, Ozaukee, Waukesha and Washington, and has a population of nearly 1.6 million.

The City is home to the Milwaukee Symphony Orchestra (which is being relocated to the newly-renovated *Grand Theater* on Wisconsin Avenue), the Milwaukee Ballet, the Milwaukee Repertory Theater, the Florentine Opera Company, First Stage Children’s Theater and the Marcus Center for the Performing Arts. Milwaukee is also known as the “City of Festivals,” every summer hosting the world’s largest music festival, *Summerfest*, along with highly-attended ethnic and cultural festivals, *Pridefest*, *Polish Fest*, *Festa Italiana*, *German Fest*, *Irish Fest*, *Mexican Fiesta*, *Juneteenth*, *Indian Summer Festival* and *Black Arts Fest MKE*, to name a few. Live music from national and regional acts is regularly held in larger venues such as the Riverside Theater, Pabst Theater, The American Family Insurance Amphitheater, and The Eagles Ballroom/The Rave, and mid-sized to smaller venues such as Shank Hall, Turner Hall Ballroom, The Cactus Club, Miramar Theater, Colectivo Coffee and Anodyne Coffee.

Two special purpose governmental units exist in the City for entertainment and meeting purposes. The first is the Southeastern Wisconsin Professional Baseball Park District, a public entity created by State legislation, encompassing southeastern Wisconsin counties, including Milwaukee County, to finance construction/operations of a baseball facility (“*Miller Park*”) for the National League Milwaukee Brewers baseball club. Miller Park opened in March, 2001. The second special purpose governmental unit is the Wisconsin Center District, which oversees construction and operation of the Wisconsin Center, the City’s major convention complex. This

complex also includes the UW-Milwaukee Panther Arena (formerly known as “MECCA”) and the Miller High Life Theater (formerly known as Milwaukee Theater) facilities.

On Milwaukee’s lakefront is the Milwaukee Art Museum, which combines art, dramatic architecture and landscape design. The Quadracci Pavilion, the first Santiago Calatrava-designed building in the United States, features a 90-foot high glass-walled reception hall enclosed by the Burke Brise Soleil, a sunscreen that can be raised or lowered creating a unique moving sculpture.

In August, 2018, the 714,000 square foot, 17,500 seat, state-of-the-art Fiserv Forum was opened in downtown Milwaukee to be the home of the National Basketball Association Milwaukee Bucks and the NCAA Marquette Golden Eagles. The Fiserv Forum is also scheduled to regularly host arena concerts, wrestling, boxing and ultimate fighting matches, monster truck rallies, and circus-type events. The Fiserv Forum is situated on a 30 acre parcel that is currently being developed into a district that combines entertainment, residential and commercial spaces.

Finally, the Milwaukee area is the site of a number of higher education institutions including Marquette University, the University of Wisconsin – Milwaukee, Alverno College, Mount Mary University, Milwaukee Area Technical College and the Milwaukee School of Engineering.

B. HISTORIC MITCHELL STREET

Located 1.5 miles southwest of downtown Milwaukee, Historic Mitchell Street has a long history of being one of Milwaukee’s premier commercial corridors. Stretching from 5th Street to 15th Street, it once rivaled the City’s downtown shopping district with fine retail stores that sold furniture, shoes, hats, men’s and women’s wear, baked goods, wedding gowns, meat, sheet music, jewelry and candy, to name a few. Second-floor offices housed professional offices of doctors, lawyers, dentists, photographers and architects. The street is known to have peaked in the decade or two following World War II.

Today, many of the buildings on Historic Mitchell Street still retain their historic architecture and are now home to new and exciting cultural clothing, dining and shopping destinations. Recent developments include the new Gerald Ignace Indian Health Center and the new Mitchell Street branch of the Milwaukee Public Library. On the four floors above the new library and in a free-standing structure to the North (Alexander Lofts) are 60 luxury apartments carved out of former retail space. The street is also known to house two of the City’s most beautiful churches - St. Anthony Church and St. Stanislaus Church.

Historic Mitchell Street has a rich history of diversity. Early residents of Historic Mitchell Street and the surrounding neighborhood were primarily Polish, Slovakian, Lithuanian, Bohemian, Dutch, and Hungarian, interspersed with Asian and Jewish populations. Each of these populations contributed significantly to the diversity and prominence of the street in Milwaukee. Today, Mexican Americans, along with other Latinos from the Caribbean and Central and South America comprise the largest population of the street and surrounding neighborhoods (nearly $\frac{3}{4}$), joined with Southeast Asian, African American and North American Indian populations.

Further demographic information may be found in the *Needs Assessment for the Renovation of the Modjeska Theater* was prepared by Webb Management Services in October, 2008. Interested

Proposers may obtain an electronic copy of that *Assessment* at no cost by contacting themodjeskatheaterproject@gmail.com.

V. PROPOSER CONSIDERATIONS

A. DUTIES AND RESPONSIBILITIES

MSDOC anticipates that the ultimate operator/manager will assemble an event calendar that incorporates a mixture of some or all of the following: live music concerts, live performances, movies, socio-cultural events, weddings, faith-based events, and other attractions that will serve not only the City of Milwaukee area at large, but also the diverse population that immediately occupies and surrounds Historic Mitchell Street.

The winning Proposer may have the following duties and responsibilities:

1. Provide capital improvements required to make the Modjeska operational as a venue and to obtain permanent occupancy permits from the City of Milwaukee.
2. Provide management and operational oversight at the Modjeska that attracts world-class concert and performing arts talent.
3. Perform all maintenance associated with the Modjeska and concessions. No MSDOC maintenance services will be provided. Proposer will also perform all required annual testing, inspections and repairs including, but not limited to, building systems such as Fire/Life testing, elevators, hoisting equipment, building mechanical and electrical systems, waterproofing/roofing and stage curtains fireproofing.
4. Pay all utilities.
5. Manage and provide for all Front of House and customer-oriented event services including, but not limited, to ushers, ticket-takers and security on an as-needed basis.
6. Provide pre-, during and post-concert/event cleaning of the theater and public use areas, including sidewalk outside of Modjeska.
7. Prepare annual operating budgets, monthly financial reports, marketing plans and proforma, including an accounting detailing all revenues and expenditures for each concert/event. Submit audited financials on an annual basis.
8. Coordinate and collaborate with promoters and users before, during and after events.
9. Complete an end-of-show settlement process and act as the MSDOC's fiscal agent in collection of all fees.
10. Manage public and concert staff ingress and egress at all times to the Modjeska.

11. Prepare and manage a Parking and Transportation Plan with community and Business Improvement District input.
12. Be completely accessible to the surrounding community to answer questions and to collaborate on all aspects of the operation.
13. Develop and maintain a Modjeska Theater website and ticketing systems.
14. Manage Box Office and develop a ticketing platform and agreement for all events.
15. Coordinate with the City of Milwaukee Fire and Police Departments on all scheduled events regarding Fire, EMS and Security services necessary for public protection.
16. Develop and implement a comprehensive marketing strategy that incorporates all forms of social media, traditional media, public relations and press releases.
17. Ensure the Modjeska is always operated and maintained in a safe and clean condition, and is user-ready.
18. Maintain insurance as required by MSDOC.
19. Create a Use Agreement for both for-profit and nonprofit entities.
20. Create a Booking and Scheduling Policy for the Modjeska.
21. Create a Modjeska Rental Application and Agreement.
22. Collect statistics from ticketing and share that information with MSDOC in regular reports. Information may include the number of tickets sold, paid and unpaid tickets, and zip code of purchaser.
23. Work with the local Business Improvement District.

B. CHALLENGES

In addition to the live music venues and festivals noted above, there are several local multiplexes in the area that show first-run movies, with an increasing number subtitled in Spanish. The Modjeska is unlikely to find success in strict competition with such multiplexes and it is likely that the Modjeska will have to host a wide variety of events to stay in operation. There are several other historic movie theaters in Milwaukee that have been renovated and have found success in neighborhood and niche markets – The Times Cinema (5906 W. Vliet Street), The Rosebud Cinema (6823 W. North Street), The Oriental Theatre (2230 N. Farwell Ave.), the Downer Theater (2589 N. Downer Ave.), and the Avalon Theater (2473 S. Kinnickinnic Ave.). These theaters have demonstrated their ability to successfully attract movie-goers and event attendees to a wide range of smaller events.

The Modjeska is currently subject to a Grant Agreement with the Redevelopment Authority of the City of Milwaukee dated December 16, 2009, which requires that it remain a theater venue for theatrical performance or as a movie theater for ten years following completion of certain repairs identified in that Grant Agreement. A copy of that Grant Agreement is available to Proposers for no cost by inquiring at themodjeskatheaterproject@gmail.com.

Potential marketing challenges include creating a perception of Historic Mitchell Street and the Modjeska as an evening destination, a lack of dedicated parking, and a small selection of food and beverage options within walking distance of the Modjeska. Further, while all balcony seating remains, a previous lessee removed all seating on the floor level with the intention of converting the theater floor into a multi-level platform, akin to The Vic in Chicago. Most importantly, while the roof has been replaced and some mechanicals have been replaced, the Modjeska will require extensive renovations of most all systems to become fully operational.

All Proposers must be aware that there are significant repairs and modifications required to be performed to nearly all systems of the Modjeska, including mechanical, structural and physical elements, and each Proposer is advised to take steps it feels necessary to become informed and acquainted with all of the needs of the Modjeska.

C. PRE-PROPOSAL WALK-THROUGH

The purpose of the Pre-Proposal Walk is to allow selected Proposers to clarify the contents of this RFP, to become oriented with the Modjeska and to discuss the needs of the Modjeska. After reviewing all Letters of Interest, each Proposer selected to participate in the Pre-Proposal Walk will be contacted by MSDOC to set up a time on or about February 1, 2019. Attendance is highly recommended. It is highly recommended that Proposers read the complete RFP prior to the Pre-Proposal Walk and contemplate preparation of their proposal in order to maximize the benefits of the Walk.

D. OPERATIONAL MANAGEMENT AGREEMENT

The winning Proposer will be invited to enter into an agreement for lease, purchase or partnership with MSDOC based on the terms of the winning proposal. The agreement will be subject to further negotiations between the parties.

VI. SUBMITTALS AND EVALUATION

To be considered for award, Proposers must submit a written proposal in response to the items indicated herein. Consideration will be given to proposals that represent the most qualified entity or individual that provides the best model to generate maximum artistic and economic benefit to the Modjeska, City and Historic Mitchell Street neighborhood, while providing the best customer experience in a safe and well managed venue. Responsive proposals will be evaluated based on the following criteria:

- A. Professional Experience**
- B. Management and Operation Plan**
- C. Financial Capacity and Capital Improvement Plan**
- D. Proposed Event Calendar**
- E. Concession Operation**

Proposals must be submitted to the Submission Delivery Address no later than each Submission Deadline noted in Section I herein.

A. PHASE I

In Phase I, Proposers shall provide a Letter of Interest including at minimum: 1) the Proposer's legal name, 2) Proposer's type of business, 3) key names, including titles and position, 4) name and main point of contact, 5) complete mailing addresses, 6) telephone, e-mail and fax numbers, and 6) a statement that Proposer confirms its acknowledgment of the terms and conditions set forth herein, in addition to the following:

1. Ownership Description

Proposers must include a response to each proposal item listed below:

- 1.1. Address.
- 1.2. Length of time in business (in years and months).
- 1.3. Type: Sole Proprietorship, Partnership, Joint Venture, Corporation or a limited liability company (LLC), etc.
- 1.4. Size of company (includes total number of employees and annual gross revenue).
- 1.5. Organizational chart.
- 1.6. Names of persons responsible for operations.
- 1.7. Any pending mergers (if none, so state in response to this section).
- 1.8. Ownership information for all proposed subcontractors.

2. Description of Proposer's experience in and knowledge of operating and managing similar venues.

Proposers must include a response to each proposal item listed below (if none, so state in response to each item below):

- 2.1. Description of similar current and past operations.
- 2.2. Revenues of past or current comparable operations under the proposer's management broken down by category (promoter rent, parking, sponsorships, etc.), for the previous five years (if applicable).
- 2.3. Proposer's years of above experience.
- 2.4. Extent of any related experience.
- 2.5. Additional information that demonstrates your qualifications.

3. Current Operations

Proposers must include a response to each proposal item listed below (if none, so state in response to each item below):

- 3.1. Employee hiring, training, motivation, and promotion policies.
- 3.2. Methods and controls for accounting.

4. References

Proposers must include a response to each proposal item listed below:

- 4.1. Business References: Provide a minimum of two (2) references with whom you have conducted business to verify relevant past performance. Include names, addresses, email addresses, telephone numbers and the scope of the business relationship.
- 4.2. Financial References: Provide a minimum of two (2) references from banks or other financial institutions. Include names, addresses, email addresses, telephone numbers and the type of relationship (for example, checking/savings accounts, commercial loans, landlord, lessor, etc.)
- 4.3. Public Agency References: Provide a minimum of two (2) references from staff or elected officials at a public agency from a jurisdiction within which your business has operated in the last five years. Include names, addresses, email addresses, telephone numbers and the nature of the relationship.

(NOTE: THIS SECTION PERTAINS TO YOUR BUSINESS ENTITY'S OR INDIVIDUAL PAST EXPERIENCE AND CURRENT OPERATION, NOT THE PROPOSED OPERATION FOR THE MODJESKA.)

B. PHASE II

MSDOC shall review each Letter of Interest and will contact selected Proposers to visit the Modjeska for the Pre-Proposal Walk and to provide detailed responses to each of the items in Phase II identified herein.

In Phase II, each selected Proposer shall demonstrate the ability to perform professional and financial oversight in this type of business, clearly articulate achievable plans for a theater operation and capital improvement program, and document compliance with appropriate laws and regulations. Each selected Proposer shall provide a management and operation plan, a financial reporting model, a concession operation plan, a capital improvement plan that identifies major capital improvements and how they will be financed, a proposed event calendar, and performance milestones/timeline for implementation, as follows:

1. MANAGEMENT AND OPERATION PLAN

The Proposer shall provide operational and maintenance management of the Modjeska, as well as any plans for the retail and possible future expansion concession space attached to the theater. The Proposer shall have the sole responsibility of all aspects of the operation and maintenance of the Modjeska, except as specified in any lease or contract executed between MSDOC and the Proposer hereafter. Plans shall include long-term care of the Modjeska that addresses conservation, restoration and sustainability of the theater.

The desired management staff shall include staff capable of performing duties associated with a General Manager, Booking Manager, Operations Manager/Box Office Manager, Maintenance Manager and appropriate administrative support staff. All On-Site Manager(s) must have a minimum of five (5) years' experience in entertainment management and/or facility experience and adequate technical background.

Provide a detailed plan for operation and maintenance of the Modjeska that addresses each of the duties and responsibilities listed above and in Section V(A) herein, including budget and staffing.

In addition, please include responses to the following items:

1. Describe your business entity's background and experience in providing venue management at large venues such as the Modjeska, i.e., venues of 1,000 seats or more, and the number of years of experience. If this is a new company, partnership, or joint venture formed for the management and operation of this venue, describe the background and qualifications of each of the partners or principals.
2. How will you balance the goal of increasing commercial use of the Modjeska with a commitment to the Historic Mitchell Street community?
3. Describe the procedure you will use to schedule community use days (an annual meeting, an online calendar, and/or other procedure). Please be detailed in your description.
4. Describe your capacity to ticket, market and promote the performances at the Modjeska in the Milwaukee and surrounding markets.
5. Describe your experience working with government agencies, city staff and elected officials.

2. FINANCIAL CAPACITY AND CAPITAL IMPROVEMENT PLAN

Each Proposer must demonstrate the financial means and resources to finance, operate and sustain the operation as proposed, including start-up and pre-opening costs, inventory and sufficient working capital, and access to additional capital, if needed. To this end, each proposer

must provide, with the submitted proposal, the following items. All items submitted are subject to verification by MSDOC.

1. Proforma Financial Model

A detailed proforma financial model over a five (5) year initial term of operation including all revenue, expenditures, capital and equipment investment into the Modjeska.

2. Amount of Investment Required

State the amount of investment you will require to begin operations as proposed. This amount must include start-up costs (Proposers must include a response to each proposal item listed below):

Amount of Investment to begin operations as proposed (to include):

- 2.1. Construction build-out and repairs.
- 2.2. Equipment (sound, lighting, stage, seating, etc.).
- 2.3. Operating Expenses (staff, artist guarantees, etc.).
- 2.4. Operating materials and supplies.
- 2.5. Others (list).

3. Source(s) of Funding

Proposers must include a response to each proposal item listed below:

- 3.1. Indicate whether the proposed source of funding the above amount is cash reserves financing from a commercial lender, other sources, or a combination thereof.
- 3.2. Of the total amount required, indicate the amount that is to be funded through each source.

4. Financial Documentation

Each Proposer must provide, with the proposal, the following written verification of its ability and commitment to provide adequate funding in the amount indicated above. (If a partnership or joint venture, the following must be provided for each of the entities comprising the partnership or joint venture.) Proposers must include a response to each proposal item listed below:

If cash reserves are to be used to fund the operation, provide the following (If no cash is to be used, so state in your response to this section):

- 4.1. Bank statements for the proposer for the twelve (12) months preceding the release date of this RFP.
- 4.2. If Proposer is a public corporation, include a letter signed by an officer of the company that represents that company's finance committee or other entity

(executive committee, board of directors, etc.) that has the authority to approve the expenditures.

NOTE: Such letter must be an original and must be notarized.

- 4.3. Copies of current credit reports/ratings of the proposer. If private capital is to be used, provide copies of current credit reports/ratings of the person(s) whose funds are to be used (“Current” shall mean current as of November 2018 or later).

If loans are to be used to fund the operation, provide the following (if no loans are to be used, so state in your response to this section):

- 4.4. A copy of an unconditional, formal letter of commitment from the lender(s).
- 4.5. Copies of current credit reports/ratings of the proposer. (“Current” shall mean current as of November 2018 or later).

Provide detailed documentation for any additional sources of funding.

5. Capital Improvement Plan

Provide a detailed Capital Improvement Plan for the length of the proposed term of occupancy. The capital improvement plan should identify major capital improvements, provide a draft budget and timeline for these improvements, based on the information provided and industry knowledge, and outline a financing plan for the improvements.

For the purposes of the Capital Improvement Plan, no building systems should be assumed to be in good working order and the Proposer acknowledges it has made a comprehensive evaluation of all building systems. (See *Pre-Proposal Walk* herein)

The Capital Improvement Plan must include the following:

- 5.1 Improvements necessary for the building to meet current building codes, including disabled access.
- 5.2 Historic renovation of the Modjeska’s features, especially the seating areas, wall coverings, historic interior ceiling and marquee.
- 5.3 Enhanced house sound and lighting systems, stage floor and fly loft, artist amenities, and all production equipment and areas.
- 5.4 Improvements to enhance the Concession offerings and customer experience.

In the ultimate event of a lease or partnership with MSDOC: No capital improvements will begin without the MSDOC’s authorization. All improvements and purchases shall become MSDOC property at the expiration of any contract. No improvements or purchases shall be amortized beyond the term of any contract. MSDOC shall have final approval over all capital improvement activities.

3. PROPOSED EVENT CALENDAR

Describe the vision for the mix of high profile and community performances and events at the Modjeska. ***Propose a detailed plan for creating an event calendar that exemplifies this vision, including:***

1. Manage and book the venue calendar along with challenge process for both commercial and local community performances and events. This includes active oversight of and interaction with all promoters and agents to ensure quality and diverse talent.
2. Building relationships with established and new concert and event promoters and artists.
3. Building relationships with new and existing community groups.
4. The ideal mix between performances, film, concerts and attractions.
5. Marketing and promotions to attract the many diverse audiences from the local area and the greater Milwaukee community

Include a model event calendar for Years 1 through 5 of operation of the Modjeska. For the commercial users on the model event calendar, include desired performers or performances, or a description of the type of performers with examples of the genre. Then, include desired community-based users and events on the event calendar. If the usage pattern is anticipated to shift over time, reflect the extent of that shift in the model event calendar.

4. CONCESSION OPERATIONS

Provide a detailed plan for operation and maintenance of the Modjeska's food and beverage concessions that includes:

1. Food and beverage service inside the Modjeska.
2. VIP experiences.
3. Minimization of wait times for both food and beverage.
4. Maximization of patron experience through high-quality and uniquely featured menu items, quality of service, and an attractive ambiance.
5. Provision of professional service at reasonable, market prices.
6. Provide food and beverage service which incorporates the demographics and needs of the community and patrons this Concession serves.
7. Establish and increase a strong customer base through the use of marketing and advertising tools and outreach to the community.
8. Implement, maintain, and enforce all safety rules and regulations related to Concession Operations.
9. Maintain all menus and promotional Food and Beverage packages on the Modjeska website.
10. Preparation and sustaining all City, County, State and Federal permits associated with a food and beverage operation including but not limited to alcohol license.

In the event of a lease or partnership, the Proposers shall list in their response the actual percentage being offered to MSDOC at or above the minimum along with a guaranteed minimum payment.

Disclaimer: MSDOC reserves the rights to 1) request additional or supplemental information to clarify a submitted proposal, 2) amend, modify or withdraw all or any portion of this RFP, 3) revise any requirements under this RFP, 4) accept or reject any proposal deemed to be in the best interests of MSDOC, including rejecting any or all multiple proposals or accepting multiple proposals, 5) extend the deadline for submissions of responses, 6) negotiate or hold discussions with any bidder to correct insufficient responses or responses that do not conform to instructions, 7) waive any nonconformity with this RFP, 8) waive any portion of the selection process to accelerate the selection and negotiation with the top-ranked Proposer. MSDOC may disclose the names of any and all Proposers to any parties requesting such information, including but not limited to the City of Milwaukee Historic Preservation Commission and its members at publicly-broadcast hearings, City of Milwaukee aldermen, the Mitchell Street BID and other Proposers. Furthermore, MSDOC reserves the right to conduct investigations as it considers appropriate with respect to the qualifications of each Proposer and any information contained in its proposal. MSDOC is not responsible for any costs incurred by any party responding to this RFP.

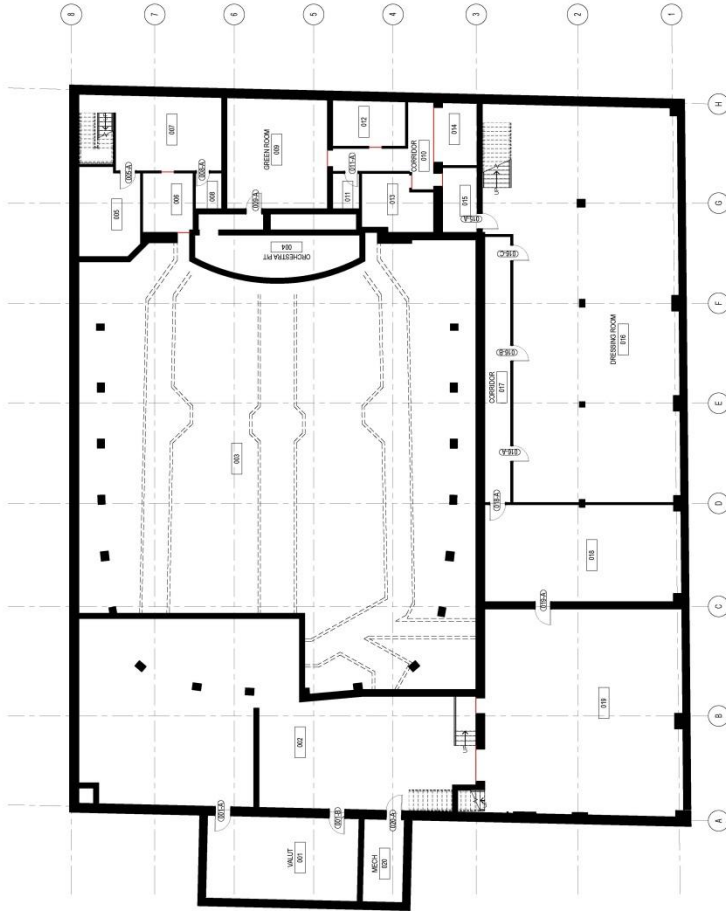
EXHIBIT A
SITE PLAN AND INTERIOR FLOOR PLANS

MODJESKA THEATER

124 W. Nelson, Madison, WI 53704
Modjeska Theater
10500 N. Port Washington Rd.
Madison, WI 53702
PROJECT NUMBER 150496.00

REVISION FOR
NO. DESCRIPTION DATE

REVISION FOR
EXISTING CONDITIONS 12.30.2015

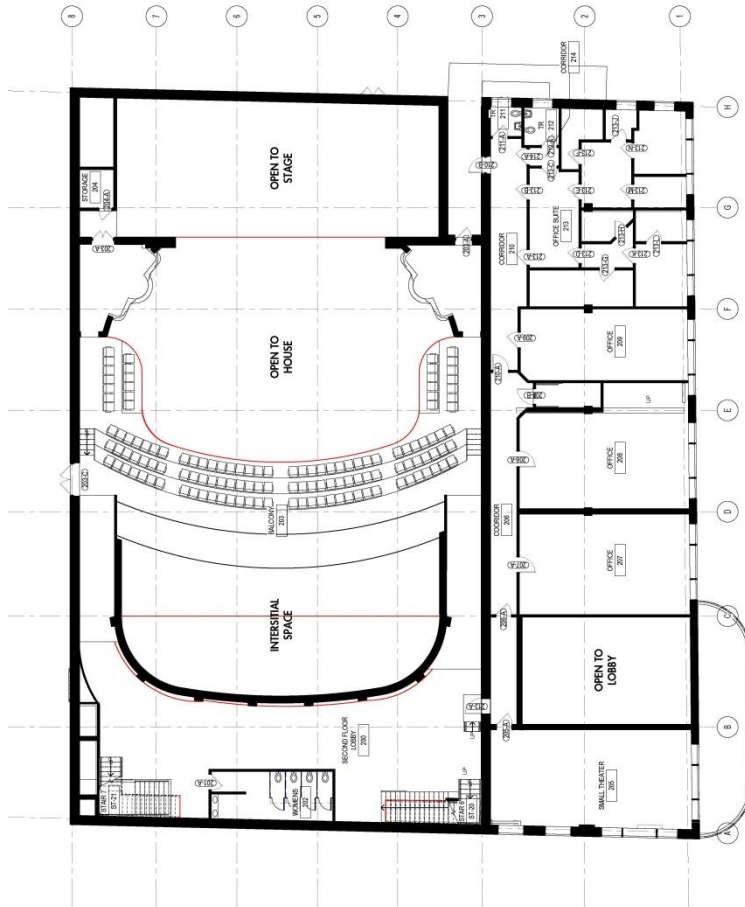


EXISTING
1 BASEMENT PLAN
SCALE: 1/8" = 1'-0"



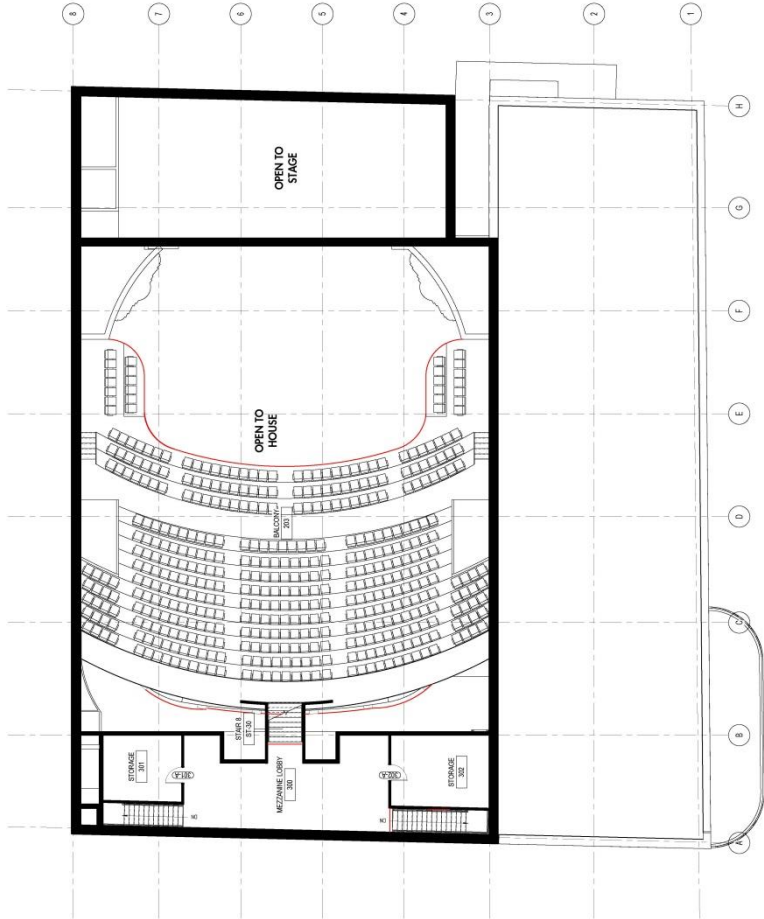
DOOR AND FRAME SCHEDULE - BASEMENT									
DOOR		FRAME		DETAIL		LABEL		REMARKS	
NUMBER	TYPE	MAT.	FINISH	TYPE	MAT.	FINISH	THRESH.	BR/WT	BY/HT
001-A	A	3'-0"	7'-0"						
001-B	A	3'-0"	7'-0"						
001-C	A	3'-0"	7'-0"						
001-D	A	3'-0"	7'-0"						
001-E	A	3'-0"	7'-0"						
001-F	A	3'-0"	7'-0"						
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001-N	A	3'-0"	7'-0"						
001-O	A	3'-0"	7'-0"						
001-P	A	3'-0"	7'-0"						
001-Q	A	3'-0"	7'-0"						
001-R	A	3'-0"	7'-0"						
001-S	A	3'-0"	7'-0"						
001-T	A	3'-0"	7'-0"						
001-U	A	3'-0"	7'-0"						
001-V	A	3'-0"	7'-0"						
001-W	A	3'-0"	7'-0"						
001-X	A	3'-0"	7'-0"						
001-Y	A	3'-0"	7'-0"						
001-Z	A	3'-0"	7'-0"						

A100e



EXISTING
1 SECOND FLOOR PLAN
SCALE: 1/8\"/>

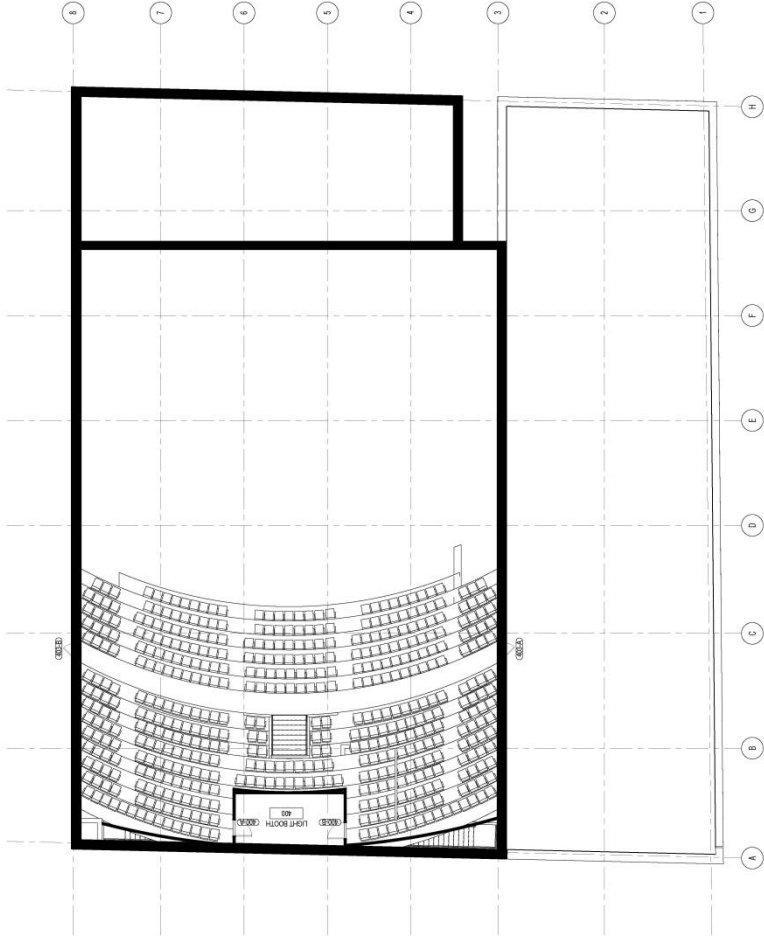
DOOR AND FRAME SCHEDULE - SECOND FLOOR									
DOOR			FRAME			DETAIL			
NUMBER	TYPE	MAT'L	FINISH	HEIGHT	WIDTH	TYPE	MAT'L	FINISH	THRESH
212-A	A			7'-0"	7'-0"				
212-B	A			7'-0"	7'-0"				
212-C	A			7'-0"	7'-0"				
212-D	A			7'-0"	7'-0"				
212-E	A			7'-0"	7'-0"				
212-F	A			7'-0"	7'-0"				
212-G	A			7'-0"	7'-0"				
212-H	A			7'-0"	7'-0"				
212-I	A			7'-0"	7'-0"				
212-J	A			7'-0"	7'-0"				
212-K	A			7'-0"	7'-0"				
212-L	A			7'-0"	7'-0"				
212-M	A			7'-0"	7'-0"				
212-N	A			7'-0"	7'-0"				
212-O	A			7'-0"	7'-0"				
212-P	A			7'-0"	7'-0"				
212-Q	A			7'-0"	7'-0"				
212-R	A			7'-0"	7'-0"				
212-S	A			7'-0"	7'-0"				
212-T	A			7'-0"	7'-0"				
212-U	A			7'-0"	7'-0"				
212-V	A			7'-0"	7'-0"				
212-W	A			7'-0"	7'-0"				
212-X	A			7'-0"	7'-0"				
212-Y	A			7'-0"	7'-0"				
212-Z	A			7'-0"	7'-0"				
213-A	A			7'-0"	7'-0"				
213-B	A			7'-0"	7'-0"				
213-C	A			7'-0"	7'-0"				
213-D	A			7'-0"	7'-0"				
213-E	A			7'-0"	7'-0"				
213-F	A			7'-0"	7'-0"				
213-G	A			7'-0"	7'-0"				
213-H	A			7'-0"	7'-0"				
213-I	A			7'-0"	7'-0"				
213-J	A			7'-0"	7'-0"				
213-K	A			7'-0"	7'-0"				
213-L	A			7'-0"	7'-0"				
213-M	A			7'-0"	7'-0"				
213-N	A			7'-0"	7'-0"				
213-O	A			7'-0"	7'-0"				
213-P	A			7'-0"	7'-0"				
213-Q	A			7'-0"	7'-0"				
213-R	A			7'-0"	7'-0"				
213-S	A			7'-0"	7'-0"				
213-T	A			7'-0"	7'-0"				
213-U	A			7'-0"	7'-0"				
213-V	A			7'-0"	7'-0"				
213-W	A			7'-0"	7'-0"				
213-X	A			7'-0"	7'-0"				
213-Y	A			7'-0"	7'-0"				
213-Z	A			7'-0"	7'-0"				
214-A	A			7'-0"	7'-0"				
214-B	A			7'-0"	7'-0"				
214-C	A			7'-0"	7'-0"				
214-D	A			7'-0"	7'-0"				
214-E	A			7'-0"	7'-0"				
214-F	A			7'-0"	7'-0"				
214-G	A			7'-0"	7'-0"				
214-H	A			7'-0"	7'-0"				
214-I	A			7'-0"	7'-0"				
214-J	A			7'-0"	7'-0"				
214-K	A			7'-0"	7'-0"				
214-L	A			7'-0"	7'-0"				
214-M	A			7'-0"	7'-0"				
214-N	A			7'-0"	7'-0"				
214-O	A			7'-0"	7'-0"				
214-P	A			7'-0"	7'-0"				
214-Q	A			7'-0"	7'-0"				
214-R	A			7'-0"	7'-0"				
214-S	A			7'-0"	7'-0"				
214-T	A			7'-0"	7'-0"				
214-U	A			7'-0"	7'-0"				
214-V	A			7'-0"	7'-0"				
214-W	A			7'-0"	7'-0"				
214-X	A			7'-0"	7'-0"				
214-Y	A			7'-0"	7'-0"				
214-Z	A			7'-0"	7'-0"				



EXISTING
1 MEZZANINE PLAN
SCALE: 1/8" = 1'-0"



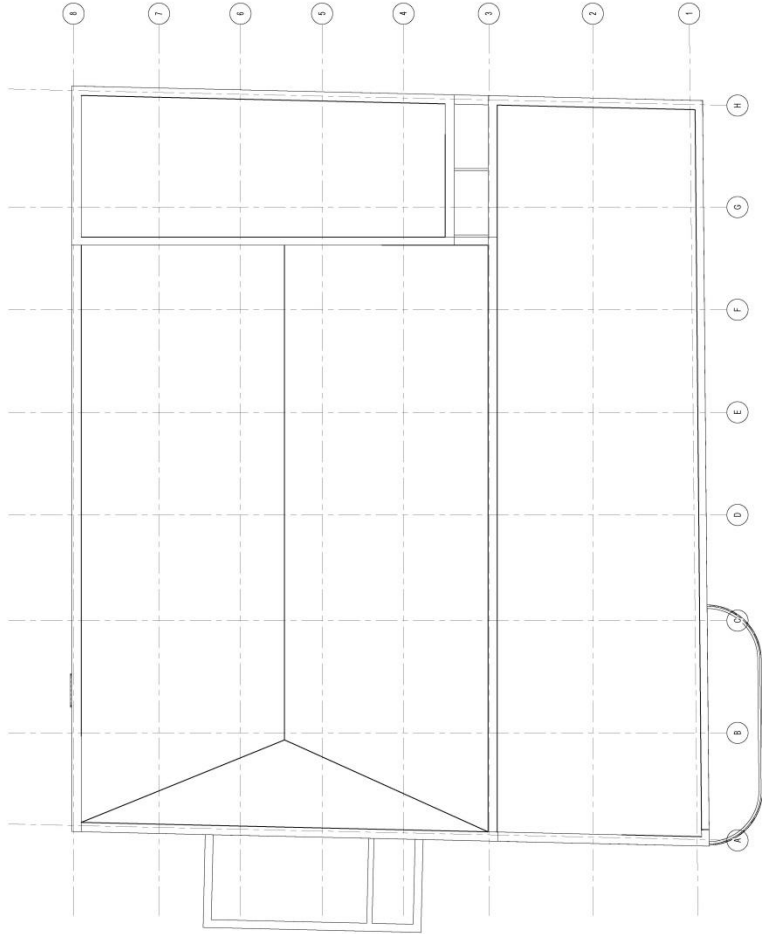
DOOR AND FRAME SCHEDULE - MEZZANINE LEVEL									
DOOR		FRAME		DETAIL		HEAD		LABEL / HARDWARE	
NUMBER	TYPE	MATL.	FINISH	WIDTH	HEIGHT	TYPE	MATL.	FINISH	THRESH.
301-A	A	A		2'-0"	2'-0"				
301-B	A	A		2'-0"	2'-0"				
(Notes)									
REMARKS									



EXISTING
1 BOOTH LEVEL PLAN
SCALE: 1/8" = 1'-0"



DOOR AND FRAME SCHEDULE - LIGHT BOOTH LEVEL									
NUMBER	TYPE	MATERIAL	FINISH	WIDTH	HEIGHT	FRAME		DETAIL	
						TYPE	MATERIAL	FINISH	THRESH
402A-A	A			3'-0"	7'-0"	1	2		
402A-B	A			3'-0"	7'-0"	1	2		
402A-C	A			3'-0"	7'-0"	1	2		
402A-D	A			3'-0"	7'-0"	1	2		
LABEL HARDWARE									
(none)									
(none)									
(none)									
(none)									
REMARKS									



EXISTING
1 ROOF PLAN
SCALE: 1/8" = 1'-0"

 Plan North

EXHIBIT B
SQUARE FOOTAGE SUMMARY

	Sq. Ft. Per Architect			
1.0 Basement				
Mechanical	3,300			
Plenum crawl space	5,130			
Under Retail (storage)	4,500			
Dressing/Green Rooms	550			
Laundry	400			
Toilets	70			
Circulation	460			
Other	2,890			
	Subtotal	17,300		
		Subtotal	17,300	S.F.
2.0 First Floor				
Theater House	6,100			
Stage	1,920			
Lobby	1,100			
Toilets	280			
House Manager/Concessions	500			
Foyer	750			
Retail Space A	850			
Retail Space B	1,380			
Retail Space C	1,230			
Retail Space D	700			
Circulation	600			
Other	1,200			
	Subtotal	16,610		
		Subtotal	16,610	S.F.
3.0 Second Floor				
Lobby	1,480			
Balcony Seating area	6,120			
Toilets	395			
Secondary Theater	735			
Office/Support Spaces/ circulation	3,750			
Circulation	1,680			
Other	800			
	Subtotal	14,960		
		Subtotal	14,960	S.F.
4.0 Mezzanine				
Lobby	430			
Usher's Rooms	540			
Circulation	400			
Other	80			
	Subtotal	1,450		
		Subtotal	1,450	S.F.
5.0 Third Floor				
Lighting & Sound Booth	270			
	Subtotal	270		
		Subtotal	270	S.F.