

April 21, 2023

Mr. Santiago Sellan, MPA  
Facilities and Fleet Management Department  
City of Miami Beach  
1833 Bay Rd., 2<sup>nd</sup> Floor  
Miami Beach, FL 33139  
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Dear Mr. Sellan,

On behalf of TheatreDreams and AMS Planning & Research, we are pleased to submit this proposal to assist the City of Miami Beach in developing and implementing a process to evaluate the thirteen responses to the City's RFLI (2023-261-KB) related to selecting a cultural partner for the operation of the Byron Carlyle Theater following its redevelopment.

TheatreDreams and AMS are uniquely qualified to assist the City in this endeavor. With literally decades of engagement across the greater Miami region, Theatre Dreams and AMS are familiar with the eco-system, informed on the competitive environment, aware of many of the respondents, and experienced in public-private partnerships.

Both firms are long established, TheatreDreams in 2001 and AMS in 1988. The principals of the two practices, Lawrence Wilker and Steven Wolff respectively, have collaborated since the early 1990s and realized successful projects across the country and specifically in Florida. (see [www.ams-planning.com](http://www.ams-planning.com))

### About Theatre Dreams

TheatreDreams Principal Lawrence J. Wilker, is a Tony Award and Emmy Award-winning producer-entertainment executive and Consultant. As a principal of TheatreDreams he has co-produced the smash musical hit, Urinetown, which won three Tony Awards and more recently on Broadway, in partnership with The Dodgers, the musical Groundhog Day and Summer: The Donna Summer Musical which opened on Broadway in April 2018.

As a consultant, Wilker has consulted for Dr. Phillips Center for the Performing Arts in Orlando, The Adrienne Arsht Center for the Performing Arts in Miami, the Gusman Theater in Miami, the University of Miami, American Ballet Theatre in New York, The Kimmel Center in Philadelphia, the Shubert Theatre in Connecticut, and the New York State Urban Development Corporation in New York City, among others. Prior to establishing TheatreDreams, Wilker was the President of The John F. Kennedy Center



for the Performing Arts from 2001 – 2011 and CEO of Cleveland’s Playhouse Square from 1981 – 2001.

### About AMS Planning & Research

AMS Planning & Research has been committed to the role of the arts and culture in our communities for nearly 35 years. Our staff of 14 provides counsel in the areas of cultural facility feasibility, business planning & strategy, benchmarking, audience & market research, and policy & cultural planning. An international practice, we have contributed to dozens of projects in the region reflecting over one billion dollars in development and hundreds of thousands of attendances a year. AMS is currently working with the City of Miami on the reactivation of the Miami Marine Stadium and assisting The Rhythm Foundation in planning leadership succession. Other area clients have included The Adrienne Arsht Center, Miami-Dade Department of Cultural Affairs, The Lyric Theatre, Little Haiti Cultural Center, and GableStage.



Today’s environment poses numerous short- and long-term challenges for arts organizations. With many years of experience, our team has both operating knowledge and a deep understanding of the issues associated with the management and day-to-day operations of arts, cultural, and entertainment venues. From strategic planning to change management, we work with clients to identify and prioritize planning issues, evaluate alternative responses, and build consensus around a course of action which addresses the business opportunities of today and tomorrow.

On projects such as this initiative, our team can help our clients define success and evaluate alternate paths ahead with an understanding of economic, activity and community goals. As the City seeks to enter into a “long-term operating and management agreement with a partner organization to provide the assurance that investments in this collaboration are lasting and meaningfully beneficial to the community,” our team can help to evaluate options and assist the city in selecting a partner with the highest probability of success.

Our specific approach to the assignment is based on the objectives articulated by the City of Miami Beach and detailed below.



# Proposed Scope of Services

## Stage 1- Rating and Ranking Process

- 1.1 Meet with the City of Miami Beach to discuss project objectives, determine necessary qualifications of potential operators, agree on desired performance outcomes and key success measures.
- 1.2 Design a review process that can evaluate each submission based on the criteria in the RFLI:
  - a) Cultural Impact
  - b) Social and Community Impact
  - c) Management and administration qualifications

## Stage 2 – Submission Review

- 2.1 Review all thirteen submissions for technical compliance. Disqualify non-responsive RFLI submissions.
- 2.2 Evaluate all submissions based on the criteria established in Stage 1.
- 2.3 Request and evaluate supplementary information as needed to undertake side-by-side comparison of RFLI responses.

## Stage 3 – Interim Deliverable – Ranking

- 3.1 Meet with the City of Miami Beach to review the evaluation of qualified responses.
- 3.2 Provide an evaluation framework to shortlist not more than four (4) finalists and facilitate the ranking process.
- 3.3 Notify all parties of the decision.

## Stage 4 – Finalist Interviews

- 4.1 Facilitate in-person interviews with the leadership teams of finalists with the City of Miami Beach interview team<sup>1</sup>.
- 4.2 Provide a process for the interview phase.
- 4.3 Provide an evaluation framework to combine the initial submission and interviews.
- 4.4 Collate any additional information requests.
- 4.5 Meet with the City of Miami Beach to review the evaluation of qualified responses.
- 4.6 Provide an evaluation framework to shortlist not more than four (4) finalists and facilitate the ranking process.
- 4.7 Prepare organizational profiles of the four finalists to include “background and history, programming assessment, audience reach, information on

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<sup>1</sup> City of Miami Beach, North Beach Community Redevelopment Agency, the Miami Beach Cultural Arts Council and Miami-Dade County’s Cultural Affairs Department



current leadership and Board of Directors as well as diversification of funding sources and any relevant financial data.”

4.8 Notify all parties of the decision.

### Stage 5 – Deliverable – Finalist Ranking Report

5.1 Meet with the City of Miami Beach to review the evaluation of finalists.

5.2 Provide a final written report utilizing evaluation criteria determined in Stages 1 and 4.

## Timeline and Cost Proposal

Based on the scope of the above, we anticipate 45 – 60 days to complete the work described. Our fees are based on scope and project duration. For this project, we propose a fixed fee of \$59,000. The effort is approximately distributed by stage as described below.

	<u>Estimated</u>
Stage 1- Rating and Ranking Process	\$6,400
Stage 2 – Submission Review	\$16,200
Stage 3 – Interim Deliverable – Ranking	\$7,400
Stage 4 – Finalist Interviews	\$20,000
Stage 5 – Deliverable – Finalist Ranking Report	\$9,000

In addition to professional fees, AMS would bill direct expenses incurred in the execution of the project. These expenses include, but are not limited to, travel and accommodation for consultants and candidates; any advertising or listing expenses, data processing, communications costs (e.g., telephone, couriers, and printing) and other usual and customary expenses incurred in the delivery of these services. Expenses are billed at cost.

For this project, we have assumed 3 site visits by the project team. Additional site visits would be ‘Additional Services’ at the rate of \$2,200 per day.

**Billing:** Fees are invoiced monthly based on progress. Expenses are billed monthly, as incurred. All invoices are due and payable upon receipt. Invoices not paid within 30 days of billing would accrue interest at the rate of 1.5% per month. Accounts in arrears more than 60 days are subject to suspension of services.

This proposal and quote are valid for thirty days from the date of this letter.



## Disclosure

For the purposes of transparency, we would like to advise the City of Miami Beach that AMS Planning & Research is currently working in Miami on two projects: an evaluation of the future of the Miami Marine Stadium and a succession planning assignment for The Rhythm Foundation. We understand The Rhythm Foundation is one of the interested parties to be evaluated. While the work is unrelated and there is no conflict, AMS would voluntarily recuse itself from evaluation of The Rhythm Foundation response which would be handled exclusively by TheatreDreams.

Thank you once again for inviting TheatreDreams and AMS to submit this proposal. We are excited to be considered to assist the City of Miami Beach. Please do not hesitate to contact either of us if you have any further questions.

Respectfully submitted,  
TheatreDreams

Lawrence J. Wilker

AMS Planning & Research Corp.

Steven A. Wolff, Principal