

Overture Professional Review of AMS “Focus Model” Scope of Service

The City of Madison is engaging a consultant to provide a professional review of the AMS Focus Model to assist the Common Council in better understanding the assumptions and conclusions presented in the Model report and documents.

The consultant will examine and provide responses to the following questions, using the AMS report, interviews with relevant stakeholders, employees, and community members, as well as other sources in its exploration. The consultant is encouraged to offer additional insights regarding “red flags” or “golden opportunities” that may result from adopting this model.

Ownership and Staffing

Please assess public ownership of the facility with private management of the operations, including the uniqueness of the structure, the likelihood of success in terms of financial viability and community relations, and propose critical tenets that must be included in a management agreement.

Additionally, recommend or comment on various staffing models: all public (city) employees, all private (hired and managed by the not-for-profit manager), or a mix of public and private employees. Assume IATSE and AFSCME union participation remains in the all scenarios.

Should the city explore other models (public/public and private/private)?

Financial Projections

Are the underlying assumptions realistic?

- Staffing – number/type of positions, salaries (comparable, necessary?)
- Can increased sales be achieved?
- Are the fund raising goals realistic to support the Overture and can they be met?
- Assess the pros and cons of fundraising capabilities of a public (city-owned and run) entity vs. a city-owned and private (not-for-profit run) facility. Can they raise funds equally or which model is likely to be more successful?
- Are the assumptions of the model, financial and programmatic, sound and reasonable? Are there any red flags that you suggest be further reviewed?
- Based on historical performance, should the same team remain, even under a different structure?
- Are there any models or precedent for issuing an RFP or having an open competition of some sort to hire a non-profit management organization?
- Do the assumptions fit the size and type of community Madison is, considering the size of the facility?

Artistic Assumptions

Is the proposed mix of programs appropriate viable for this community? (e.g. Broadway and resident company mixed in with promoter driven and free community events?)

Deliverables:

Council Briefing Nov. 4, 2010: preliminary report (estimated.)

Final report and availability for discussion Nov. 9, 2010 (estimated)