



Town of *Kiawah Island*®

Mavor

John. D. Labriola

Council Members

F. Daniel Prickett

Maryanne Connelly

John Moffitt

Scott M. Parker, MD

Town Administrator

Stephanie Monroe Tillerson

WAYS & MEANS COMMITTEE MEETING

Kiawah Island Municipal Center

Council Chambers

September 6, 2022; 1:30 pm

AGENDA

- I. **Call to Order:**
- II. **Pledge of Allegiance**
- III. **Roll Call:**
- IV. **Approval of Minutes:**
 - A. Special Call Ways and Means Committee Meeting of July 5, 2022 [Tab 1]
 - B. Special Call Ways and Means Committee Meeting of August 2, 2022 [Tab 2]
- V. **Citizens' Comments: (Agenda Items only)**
- VI. **Old Business:**

None
- VII. **New Business:**
 - A. Review and Recommendation to Town Council for Approval of the Proposal to Conduct a Performing Arts Center Feasibility Study [Tab 2]
- VIII. **Chairman's Report:**
- IX. **Treasurer's Report:**
 - A. Budget Report for the Fiscal Year Ended 6/30/2022 [Tab 6]
- X. **Citizen Comments:**
- XI. **Committee Member's Comments:**
- XII. **Adjournment:**



Tab | 1

WAYS AND MEANS

Agenda Item

SPECIAL CALL
WAYS & MEANS COMMITTEE MEETING
Municipal Center Council Chambers
July 5, 2022; 12:45 pm

Minutes

I. Call to Order: *Chairman Prickett called the meeting to order at 12:45 pm.*

II. Pledge of Allegiance

III. Roll Call:

Present at the meeting: Dan Prickett, *Chairman*
John D. Labriola, *Mayor*
Maryanne Connelly, *Committee Member*
John Moffitt, *Committee Member*
Dr. Scott Parker, *Committee Member*

Also Present by Phone: Stephanie Tillerson, *Town Administrator*

Also Present: Dorota Szubert, *Town Treasurer*
Petra Reynolds, *Town Clerk*
Brian Gottshalk, *Public Works Manager*

IV. Approval of Minutes:

A. Ways and Means Committee Meeting of May 25, 2022

Committee Member Connelly made a motion to approve the minutes of the May 25, 2022 Ways and Means Committee meeting. Committee Member Parker seconded the motion, and it was unanimously approved.

V. Citizens' Comments: (Agenda Items only)

None

VI. Old Business:

None

VII. New Business:

A. Review and Recommendation to Town Council for Approval of the Proposal for Debris Monitoring Services

Mr. Gottshalk stated that after a natural disaster, it is crucial to have professional contractors aid in the recovery effort to ensure a smooth recovery process and to help compile documentation required by FEMA (Federal Public Assistance). Working in conjunction with the emergency debris management contractors is a debris monitoring contractor to accurately document all debris collected and processed by the management contractor for submission to FEMA for reimbursement. Although never activated, the Town has had a contract with All South Engineering to perform the debris management services, which will expire on July 18, 2022.

Mr. Gottshalk stated that Town Staff put together a Request for Proposals (RFP) that was posted publicly on June 3, 2022. The bidding closed on June 21, and The Town received bids from the following firms:

Disaster Programs and Operations
Rostan Solutions
Tetra Tech, Inc
Volkert, Inc

These bids were carefully reviewed and compared based on technical capabilities, price reasonableness, references, and professional experience. After the review, the proposal from Tetra Tech, LLC was recommended for approval.

Committee Member Parker made a motion to recommend to Town Council the approval of the proposal from Tetra Tech for debris monitoring services. Committee Member Connelly seconded the motion, and it was unanimously approved.

B. Review and Recommendation to Town Council for Approval of the Contract with Lou Hammonds Group to assist Town Communication Staff

Chairman Prickett stated the Lou Hammonds Group was engaged to work with the Town on communication issues, most importantly messaging, when many issues face the community. The contract is for three months with an option for a monthly extension for up to nine months.

Committee Member Connelly made a motion to recommend to Town Council the approval of the contract with Lou Hammonds Group. Committee Member Parker seconded the motion, and it was unanimously approved.

VIII. Chairman's Report:
None

IX. Treasurer's Report:
None

X. Committee Member's Comments:

Council Member Parker asked for an update on the engagement of an arborist to look at options to save the tree at the Kestral Court Project, as discussed at the last meeting. Mr. Gottshalk indicated that the contractor was able to make an adjustment to save the tree in question.

XI. Adjournment:

Committee Member Parker made a motion to adjourn the meeting at 12:55 pm. Committee Member Connelly seconded the motion, and it was unanimously approved.

Submitted by,

Petra S. Reynolds, Town Clerk

Approved by,

F. Daniel Prickett, Chairman

Date



Tab | 2

WAYS AND MEANS

Agenda Item

SPECIAL CALL
WAYS & MEANS COMMITTEE MEETING
Municipal Center Council Chambers
August 2, 2022; 1:45 pm

MINUTES

I. Call to Order: *Mayor Labriola called the meeting to order at 1:45 pm.*

II. Roll Call:

Present at Meeting: John D. Labriola, *Mayor*
Maryanne Connelly, *Councilmember*
John Moffitt, *Councilmember*

Absent: Dan Prickett, *Mayor Pro Tem*

Also Present: Stephanie Tillerson, *Town Administrator*
John Taylor, Jr. *Planning Manager*
Brian Gottshalk, *Public Works Manager*

III. New Business:

A. Review and Recommendation to Town Council for Approval of the Proposal for Comprehensive Plan Update Planning Services

Mayor Labriola stated that the proposal for the Comprehensive Plan Update Planning Services from the LS3P/Kimley Horn team exceeded the \$100,000.00 budgeted placeholder included in the Planning Department's current budget. The request the committee would be considering is the budgetary approval of the additional \$42,000.00.

Mr. Taylor stated that the Town released a Request for Proposals (RFP) for planning services to assist with the Town's Comprehensive Plan Update. Fourteen firms attended the pre-submittal information meeting, with four teams submitting proposals for the request.

Mr. Taylor stated the proposal submitted by LS3P in collaboration with Kimley Horn is being recommended for approval. The collaboration assembles a project team of two leading regional firms equipped with resources, expertise, experience, and knowledge of the Kiawah community. The proposal is not to be static but to be visionary and strategic land use assessments, defining clear goals for Kiawah with the guidance of community and stakeholder engagement. The additional funding request captured in the proposal is an opportunity to provide a digital footprint of the Comprehensive Plan providing interactive planning and development tools where residents and property owners can view current updates. The plan update would begin in late August 2022, with the final plan to be delivered in April 2023.

Committee members discussed the price ranges of the proposals received and that the completed studies would be incorporated into the Comprehensive Plan.

Committee Member Connelly made a motion to recommend to Town Council the approval of the proposal from LS3P+Kimley Horn to prepare the Town's Comprehensive Plan Update. Committee Member Parker seconded the motion, and it was unanimously approved.

B. Review and Recommendation to Town Council for Approval of the One-Year Extension with Jan-Pro Cleaning Services

Mr. Gottshalk stated that the Town entered into a contract with the current company, Jan-Pro Cleaning Services, in July of 2020 to maintain a clean and sanitary work environment in the Municipal Center and in the garage offices. Town staff is overall pleased with the services that have been performed maintaining the staff work areas and Council Chambers and is recommending approval of the last one (1) year extension to the current Ja-Pro janitorial services contract.

Committee Member Connelly made a motion to recommend to Town Council the approval of the one-year extension of the contract with Jan Pro Services. Committee Member Moffitt seconded the motion, and it was unanimously approved.

IV. Adjournment:

Committee Member Moffitt made a motion to adjourn the meeting at 12:55 pm. Committee Member Connelly seconded the motion, and it was unanimously approved.

Submitted by,

Petra S. Reynolds, Town Clerk

Approved by,

F. Daniel Prickett, Chairman

Date



Tab | 3

WAYS AND MEANS

Agenda Item



Request for Ways and Means Committee Action

TO: Ways and Means Committee Members

FROM: Ruthie Foster, Arts and Cultural Events Coordinator

SUBJECT: Request for Approval of Webb Management Service's Proposal to Conduct the Feasibility Study for a Performing Arts and Cultural Center

DATE: September 6, 2022

BACKGROUND:

The Town of Kiawah Island released an RFP in July seeking the services of a qualified consulting firm to conduct a comprehensive study to determine the feasibility of creating a Performing Arts and Cultural Center. The Town appointed a five-person selection committee to review the nine proposals. The committee consisted of Maryanne Connelly, Ruthie Foster, Dylan Keith, Van McCollum, and David Wohl. After review, the committee narrowed down their selection to the first four bolded firms:

AMS	\$85,750
Johnson Consulting	\$67,500
Theatre Projects Consultants Inc.	\$79,738
Webb Management Services	\$77,500
ConsultEcon	\$230,565
DLR Group	\$76,800
Don Hirsch Design Studio, LLC	\$50,404
Jones-Phillips Associates, LLC	\$43,410
Victus Advisors, LLC	\$44,495

Following further consideration, the committee recommends Webb Management Services to conduct the study.

ANALYSIS:

Webb Management Services and their subconsultant, Theatre Consultants Collaborative (TCC), both contain the necessary experience and perspective to thoroughly and successfully complete this study. Their qualifications can be showcased in their past experiences with various governments, arts, and community organizations. The project team possesses a unique background of business combined with art that well equips them to aid the Town, with Duncan Webb serving as the team lead. Within their proposal, they outline a measurable and comprehensive project scope broken up into two phases carefully tailored to meet the unique needs outlined in the Town's RFP. That being said, Webb Management emphasized their ability to be flexible throughout the process. With both Webb Management Services and TCC being highly recommended by their references, the selection committee is confident they will provide ample service to the Town.

ACTION REQUESTED:

Town staff requests that the Ways and Means Committee recommend to Town Council the approval of Webb Management Service's proposal to conduct the Feasibility Study for a Performing Arts and Cultural Center.

BUDGET & FINANCIAL DATA:

The cost for this proposal is \$77,500 and will be secured from the Arts Council Fund. \$50,000 was budgeted as a placeholder, and therefore a balance of \$27,500 is needed.



WAYS AND MEANS

Agenda Item

TAB 3

2022 Performing Arts Center Feasibility Study RFP



REQUEST FOR PROPOSALS

FEASIBILITY STUDY FOR KIAWAH PERFORMING ARTS AND CULTURAL
CENTER

TOWN OF KIAWAH ISLAND, SOUTH CAROLINA

PROPOSAL SUBMITTAL DEADLINE
AUGUST 15, 2022, 3:00 PM EST

CONTACT PERSON

Ruthie Foster, Arts & Cultural Events Coordinator
843-768-9166 | rfoster@kiawahisland.org

Town of Kiawah Island
4475 Betsy Kerrison Parkway
Kiawah Island, SC 29455

<p style="text-align: center;">REQUEST FOR PROPOSAL (RFP)</p> <p style="text-align: center;">FEASIBILITY STUDY FOR KIAWAH PERFORMING ARTS AND CULTURAL CENTER</p>

Introduction:

The Town of Kiawah Island (TOKI) is seeking the services of a qualified consulting firm to conduct a comprehensive study to determine the feasibility of creating a Performing Arts and Cultural Center. The study would include market, operational, financial, economic, and social impact analyses of a multi-use facility that may house spaces for a performance theatre, exhibition space and administrative offices, and possible classrooms/studios/rehearsal spaces, public spaces, and green spaces. Potential site possibilities would be noted.

Background:

Kiawah Island:

About 25 miles south of Charleston, you'll find 10 miles of beach and rich maritime habitat that make up the beautiful Kiawah Island. Developed to balance residential community and business development, the barrier island heavily relies on the tourism industry. Understanding Kiawah Island requires successfully navigating its entities.

The Town of Kiawah Island (TOKI) is the municipal government of the island, financed by business licenses, permits, franchise fees, and accommodations taxes. TOKI is governed by the mayor and four council members.

The Kiawah Island Community Association (KICA) is a non-profit corporation that maintains common facilities and administers and enforces covenants and restrictions. They are also responsible for security and island access. KICA is governed by a board of directors.

The Kiawah Island Golf Resort (KIGR) is a world-class resort that provides luxury tourism via lodging, golf courses, conference centers, dining, and more.

The Kiawah Partners (KP) serves as a master planner using an environmentally conscious master plan as a guide to preserve and protect the island's natural beauty. KP owns Kiawah Island Real Estate, the Kiawah Island Club, and manages the operation of the Architectural Review Board.

Kiawah Island Arts and Cultural Events Council:

The Town of Kiawah Arts and Cultural Events Council works to enhance community appreciation and involvement in the performing arts within the Town of Kiawah Island and its environs by providing a diversity of planned programs. Made up of 10 Kiawah Island residents, the Arts Council plans a yearly season containing upwards of 30 events.

A main challenge for the Arts Council is the lack of performing arts center. They host all events in local churches and conference centers where they outsource lighting, sound, backline, and

other vendors. Although the Arts Council has the budget and means to bring bigger named acts to Kiawah Island, the lack of venue limits who they can host. Attached is information on the Arts Council budget, a previous season planner, and their board and council charters.

Scope:

- Analysis of needs of current and future of the Arts and Cultural Events Council of Kiawah Island.
- Interests, capacity, and capability of various constituents and potential partners (Kiawah Island Resort, Freshfields Village, Kiawah Island Community Association, Kiawah Partners, Andell Inn, etc.)
- Analysis of audience demand for the performing arts in the community
- Review of fundraising capacity to support the construction of a Performing Arts and Cultural Center and its ongoing operations
- Recommendation regarding capacity and mission of the Performing Arts and Cultural Center
- Recommendation regarding ownership, governance, management and staffing of the Performing Arts Center
- Research potential site possibilities

Desired Outcomes:

- Recommendation regarding the feasibility of constructing a Performing Arts and Cultural Center
- Recommendation on the mission and viability of the Performing Arts and Cultural Center
- Recommendations regarding the capacity, ownership, governance, management, and staffing of the Performing Arts and Cultural Center
- Recommendation regarding the capital/operational and endowment funding needs, and capability of stakeholders
- Cost/Benefit Analysis for the construction of a Performing Arts and Cultural Center
- Determination of potential site possibilities

Details:

The purpose of this study is to determine whether a new performing arts facility is feasible and if so, the appropriate size and location of such facility along with any necessary support facilities (parking, storage, etc.) The study should also provide estimates of capital and operating costs and potential revenues. Previous economic development studies may be used for reference; however, TOKI seeks a comprehensive analysis and recommendations reflective of current facts and conditions and future planning considerations concerning the project.

Applicable Studies:

KICA 2021 Membership Study

Kiawah Island Housing Market Study

Comprehensive Plan Population Element

As part of the project orientation, the consultant will meet with TOKI staff, elected officials, and Arts Council members to ensure the study goals. The consultant will also:

- Obtain general background information and data from TOKI and other appropriate sources.
- Tour the Island and visit existing performance facilities on Kiawah, Seabrook and Johns Island (including the venues that the Arts Council currently utilizes for its events)
- Interview stakeholders, and meet with the local officials, community leaders, and others as appropriate.
- Perform other fieldwork as necessary.
- Gather and analyze information related to existing performance space along with support facilities.
- Review available economic, demographic, and financial studies for the Island and other relevant information.
- Analyze previous reports prepared regarding community master plans or planned facilities.
- Identify issues and developments that may impact a new cultural facility, including new technologies and the evolving nature of live performance (including such trends as increased interactivity and audience participation).
- Provide recommendations for incorporating any such findings and audience reach / revenue projections as a result, taking into account both cultural programming and event rentals.
- Bring knowledge of performing arts and cultural facility operations and an understanding of the demand for various sized facilities within a regional context.

The analysis should look at how a new performing art and cultural facility will address economic viability (including the exploration of usage of the facility for revenue-producing events), provide additional cultural programming, and work socially within the context of existing facilities and efforts to create greater destination appeal for Kiawah Island.

Recommendations Expected:

1. Type of Performing Arts and Cultural Center

The consultant will analyze specific information that will allow it to determine what performing arts and cultural center product the market will be able to absorb, if any, over the next five to ten years. Then, understanding the competitive market, the consultant will make recommendations regarding significant facets of any recommended facility, including:

- Location.
- Number, size, quality, and type of performance spaces (theater, rehearsal space, reception space, dressing rooms, and other needs), based on optimal event footprints.
- Whether facility rental fees and ticket sales will be able to sustain venue if it is built.
- Required amenities that may be necessary to accommodate the facility which may involve public and/or private participation (i.e.: parking facilities, pedestrian access, on-site food vendors, etc.)

- Phasing for future expansions.

2. Audience Demand:

Based on the facility recommended and market penetration analysis, the consultant will forecast market demand, including demand by market segment/type of event for the proposed facility for a ten-year period, as well as demand projections addressing the number of events, number of event days, number of attendees, and the amount of space to be utilized. The demand projections will also categorize events and attendance by origin (local, regional, national) and segment. The consultant will also:

- Analyze the expected seasonality of demand for the various types of attendees and segments based on experience in comparable markets and facilities and industry research.
- Estimate the number of hotel/rental room nights that may result from the facility for its first ten years of operation

3. Financial

Based on the projection of demand and applying a number of assumptions regarding performing arts event rates and other factors, the consultant will prepare a financial projection, which includes the following:

- Estimated revenues for ten years of operations. Expenses directly related to the facility will also be projected for the period. The demand profile, experience with other similar facilities, and data from the existing facilities will be used to model the operating revenues and costs of the facility and will be incorporated into the business plan. The model will generate a pro-forma operating statement that includes the revenue and expense items, including the following:
 - Revenues: space and equipment rentals, reimbursed expenses, catering, sponsorships and advertising, telecommunications, audio/visual, decorating, electrical, and other income,
 - Direct operating expenses: wages and salaries, contract services, utilities, maintenance and repair, supplies and other expenses,
 - Unallocated expenses: administrative salaries, employee benefits, advertising and promotion, general and administrative, professional services, insurance, maintenance reserves, and other expenses.
 - One-time and recurring revenue opportunities and expenses should be considered. The results will be presented with full discussion of assumptions and projections

4. Funding and Financing

Feasibility of a capital campaign, use of tourism-related funds (SATAX, LATAX, CATAX), potential partners, other funding sources, etc.

REQUIREMENTS:

All proposals must contain a complete description of the approach to be taken by the consultant team to the proposed project and discussion of any salient issues or concerns that must be addressed in the study. In addition, proposals must include the following:

- a) Name, address, telephone number, email address and website of the firm (lead) submitting the proposal.
- b) Names, contact information and qualifications of individuals employed by the firm who will participate in the conduct of the study and their individual responsibilities.
- c) The name of one or more individuals authorized to represent the consultant in its dealings with TOKI.
- d) Names, contact information and qualifications of any professional firms other than the lead firm, or individuals other than those employed by the lead firm and not listed in (B) above who will be a part of the consulting team.
- e) Detailed information on qualifications and experience of the firms and individuals who will participate in the conduct of the study including experience and past performance on similar projects, professional staff, and number of years in business, and proposed and current contract obligations.
- f) A cost proposal based upon a maximum fee broken down separately for each of the tasks listed under the Scope of Services, indicating the individuals responsible for each, the projected number of hours of work, and the appropriate hourly rate of each. The cost proposal should include an estimate of any and all additional expenses anticipated.
- g) Names and addresses of at least three references including contact name for which the lead firm has performed the same or similar services within the last three to five years.

Professional Liability Insurance:

The Market Analysis firm shall maintain professional liability insurance, commercial general liability and workers compensation and State of South Carolina disability benefit insurance. The policy (policies) shall contain an endorsement entitling TOKI to not less than 60 days' prior written notice of any material change, non-renewal or cancellation of such policy (policies). A copy of the policy (policies) or a certificate(s) satisfactory to TOKI shall be delivered to the TOKI prior to the commencement of work. The adequacy of the insurance shall be subject to the approval of the TOKI. Failure to maintain insurance in accordance with this paragraph may be cause for immediate termination of this agreement by TOKI.

Final Product:

TOKI requires an electronic copy of all contractual studies related to this topic.

Submission of Proposals:

All proposals must be delivered prior to August 15, 2022. Proposals must be submitted in a sealed envelope plainly marked "RFP – KI Preforming Arts Center," addressed to Petra Reynolds, Town Clerk. Proposals can be mailed, or hand delivered to the Town of Kiawah Island, 4475 Betsy Kerrison Pkwy., Kiawah Island, SC 29455. The proposals shall consist of one (1) printed version and one (1) electronic version on a CD or Thumb Drive.

Resources:

Kiawah Island 2020 Housing Market Study:

<https://www.kiawahisland.org/wp-content/uploads/2020/12/Kiawah-Housing-Market-Study-Final.pdf>

OFFEROR'S CHECKLIST

NOTE: These items are the criteria on which your proposal will be evaluated.

Please make sure that the following items are included with your submittal:

- ☐ Submittal Form (**Required**)
- ☐ Non-Collusion Oath (**Required**)
- ☐ Documentation of Insurance Coverage (**Required**)
- ☐ Copy of Business License (If applicable)
- ☐ Minority/Women Owned Business Certification (Preferred but not required)

NOTE: IN ADDITION TO THE ABOVE, THE FOLLOWING ITEMS MUST ALSO BE INCLUDED OR ADDRESSED IN YOUR SUBMITTAL:

- ☐ Organization Information (**Required**)
- ☐ Personnel List (i.e., names of persons to be used in this engagement) (**Required**)
- ☐ References (**Required**)
- ☐ All Inclusive Cost (**Required**)

You do not have to submit the Offeror's Checklist. This list is included for your convenience. However, all required information must be provided.

Failure to submit the required items may deem your submittal to be non-responsive.

DATE: _____, 2022

ORGANIZATIONAL INFORMATION

NAME OF OFFEROR: _____

BUSINESS ADDRESS: _____

BY SUBMITTING HIS PROPOSAL, THE UNDERSIGNED OFFEROR REPRESENTS:

1. that he has carefully examined specifications for the Services;
2. that he is familiar with all the conditions surrounding the performance of the Services;
3. that, if awarded the Contract, he will provide all labor, material, supplies and equipment necessary to execute the Services in accordance with the Contract Documents;
4. that he understands that the Town reserves the right to reject any or all responses which does not meet the proposal requirements, or all proposals in the event that the Project is canceled, postponed, or if it is in the best interest of Town of Kiawah Island;
5. that, if awarded the Contract, he will enter and execute a contract as required in the Invitation to Bid;
6. that the Offeror is legally able to enter into and perform a contract, if awarded;
7. that the Offeror is current on all taxes and fees owed to the Town.
8. that the Offeror has provided proof of insurance as required by the Town.

I. PERSONNEL:

Provide a list of personnel that will be committed to this engagement and their job function.

II. EXPERIENCE:

At least three (3) references for similar work performed are required; however, you may provide as many as five (5) references.

1. COMPANY NAME: _____
Contract Title: _____
Contract Period: From _____ To _____
Geographic Area Served _____
Scope of Work: _____
Contracting Office: _____
Contact Name: _____
Title: _____
Address: _____
City: _____ State: _____
Telephone: _____
Email: _____

II. **EXPERIENCE (Continued):**

2. COMPANY NAME: _____
Contract Title: _____
Contract Period: From _____ To _____
Geographic Area Served _____
Scope of Work: _____
Contracting Office: _____
Contact Name: _____
Title: _____
Address: _____
City: _____ State: _____
Telephone: _____
Email: _____

3. COMPANY NAME: _____
Contract Title: _____
Contract Period: From _____ To _____
Geographic Area Served _____
Scope of Work: _____
Contracting Office: _____
Contact Name: _____
Title: _____
Address: _____
City: _____ State: _____
Telephone: _____
Email: _____

4. COMPANY NAME: _____
Contract Title: _____
Contract Period: From _____ To _____
Geographic Area Served _____
Scope of Work: _____
Contracting Office: _____
Contact Name: _____
Title: _____
Address: _____
City: _____ State: _____
Telephone: _____
Email: _____

5. COMPANY NAME: _____
Contract Title: _____
Contract Period: From _____ To _____
Geographic Area Served _____
Scope of Work: _____
Contracting Office: _____
Contact Name: _____
Title: _____
Address: _____
City: _____ State: _____
Telephone: _____
Email: _____

In Compliance with Request for Proposals, the undersigned hereby proposes to provide all materials, equipment, and labor, except as otherwise provided noted, for the services agreement for the following cost (all prices shall include applicable sales taxes):

All-inclusive Project Cost	
\$	

NAME OF COMPANY: _____

By: _____
Signature

Print Name

Title: _____ (i.e., Owner, Partner, Corporate Officer, etc.)

Address: _____

City: _____ State: _____ Zip: _____

Telephone Number: _____ Business Fax Number: _____

Is your firm a _____ Corporation, _____ Sole Proprietorship, or _____ Partnership?

If incorporated, please list state of incorporation: _____

FEIN or SSN:

BUSINESS LICENSE:

The Offeror is not required to have valid business licenses to submit a Proposal. However, Offeror's must possess a valid Business License for business undertaken within the corporate limits of the Town of Kiawah Island.

Does your business have a valid **Town of Kiawah Island** Business License?

___ Yes ___ No If yes, list the number _____

Contact (843) 768-9166 with any questions. If no, a business license must be obtained upon award of the contract.

INSURANCE:

The successful offeror, at his own expense, shall keep in force and at all times and maintain during the term of any contract resulting from this RFP the insurance requirements as outlined below.

GENERAL LIABILITY: \$1,000,000 combined single limit per occurrence for bodily injury, property damage, and personal injury with a \$2,000,000 general aggregate limit.

AUTOMOBILE LIABILITY: \$1,000,000 combined single limit per accident for bodily injury and property damage.

WORKERS' COMPENSATION: Statutory limits are required by South Carolina state law, and employer's liability limits of \$100,000 per accident.

The successful offeror shall provide acceptable Insurance Certificate(s) and Endorsement(s) to the Town no later than the execution of any contract resulting from this RFP. The Town reserves the right to receive any additional documentation or information verifying insurance coverage as the Town deems necessary. The Town may contact the successful offeror's insurance agent(s) or carrier(s) directly concerning any insurance issues.

The Town of Kiawah Island must be advised immediately of any changes in required coverage(s).

INDEMNIFICATION

Except for expenses or liabilities arising from the negligence of the Town, the offeror hereby expressly agrees to indemnify and hold the Town of Kiawah Island harmless against any and all expenses and liabilities arising out of performance or default of any resulting contract as follows:

The offeror expressly agrees to the extent that there is a causal relationship between its negligent, reckless or intentionally wrongful action or inaction, or the negligent, reckless or intentionally wrongful action or inaction of any of its employees or any person, firm or corporation directly or indirectly employed by the offeror, and any damage, liability, injury, loss or expense (whether in connection with bodily injury or death or property damage or loss) that is suffered by the Town and its employees or any member of the public, to indemnify and save the Town and its employees harmless against any and all liabilities, penalties, demands, claims, lawsuits, losses, damages, costs, and expenses arising out of the performance or default of any resulting contract from this RFP. Such costs are to include any defense, settlement, or reasonable attorneys' fees incurred by the Town or its employees. This promise to indemnify shall include bodily injuries or death occurring to offeror's employees and any person directly or indirectly employed by the offeror (including without limitation any employee of any subcontractor), the Town's employees, the employees of any other independent contractors, or occurring to any member of the public. When the Town submits notice, offeror shall promptly defend any aforementioned action. This obligation shall survive the suspension or termination of this Agreement. The limits of insurance coverage required herein shall not serve to limit this obligation to indemnify. The recovery of costs and fees shall extend to those incurred in the enforcement of this indemnity.

MINORITY/WOMEN-OWNED ENTERPRISE:

Are you a Minority or Woman-Owned business? ☐ Yes ☐ No

If so, are you certified? ☐ Yes ☐ No

If you are certified, you must furnish a copy of your certificate with your submittal.

NON-COLLUSION OATH

COUNTY OF: _____

STATE OF: _____

Before me, the Undersigned, a Notary Public, for and in the County and State aforesaid, personally appeared _____ and made oath that the Offeror herein, his agents, servants, and/or employees, to the best of his knowledge and belief, have not in any way colluded with anyone for and on behalf of the Offeror, or themselves, to obtain information that would give the Offeror an unfair advantage over others, nor have they colluded with anyone for and on behalf of the Offeror, or themselves, to gain any favoritism in the award of the contract herein.

SWORN TO BEFORE ME THIS _____ DAY OF _____, 2022

Authorized Signature for Offeror

Please print Offeror's name and address:

NOTARY PUBLIC FOR THE STATE OF _____

My Commission Expires: _____

Print Name: _____



WAYS AND MEANS

Agenda Item

TAB 3

Proposal from Webb Management Services



building creativity

Proposal:

Feasibility Study for Kiawah Performing Arts & Cultural Center

Due Date: 08/15/2022

Prepared for: Town of Kiawah Island (TOKI)

CONTACT

Duncan Webb
800 West End Ave · Ste 11A
New York · NY 10025
212 929 5040
duncan@webbmgmt.org
webbmgmt.org

Table of Contents

1.0
PROJECT
UNDERSTANDING

Introduction

PG 3

2.0
PROPOSED
PROCESS

Schedule & Work Plan

PG 4

Approach & Detailed Scope of Work

PG 6

3.0
FIRM PROFILES,
TEAM &
EXPERIENCE

Firm Profiles

PG 14

Project Team

PG 19

Relevant Experience

PG 24

4.0
COST PROPOSAL

Fees & Arrangements

PG 31

5.0
OTHER
INFORMATION

Required Forms

Documentation of Insurance Coverage

1.0 PROJECT UNDERSTANDING

Introduction

The Town of Kiawah Island (TOKI) is seeking consultants to advise on the feasibility of a new Performing Arts and Cultural Center and, if that is the case, to address the size, location and other information necessary to advance the project. TOKI's goal is a comprehensive analysis and recommendations based on local conditions, broader forces and trends, and future planning considerations.

Webb Mgmt is a management consulting practice specializing in the development and operations of performing arts and cultural facilities. We are pleased to offer our proposal to conduct this feasibility study for TOKI, adding Carolina-based Theatre Consultants Collaborative to address the physical planning issues around the potential development of new facilities.

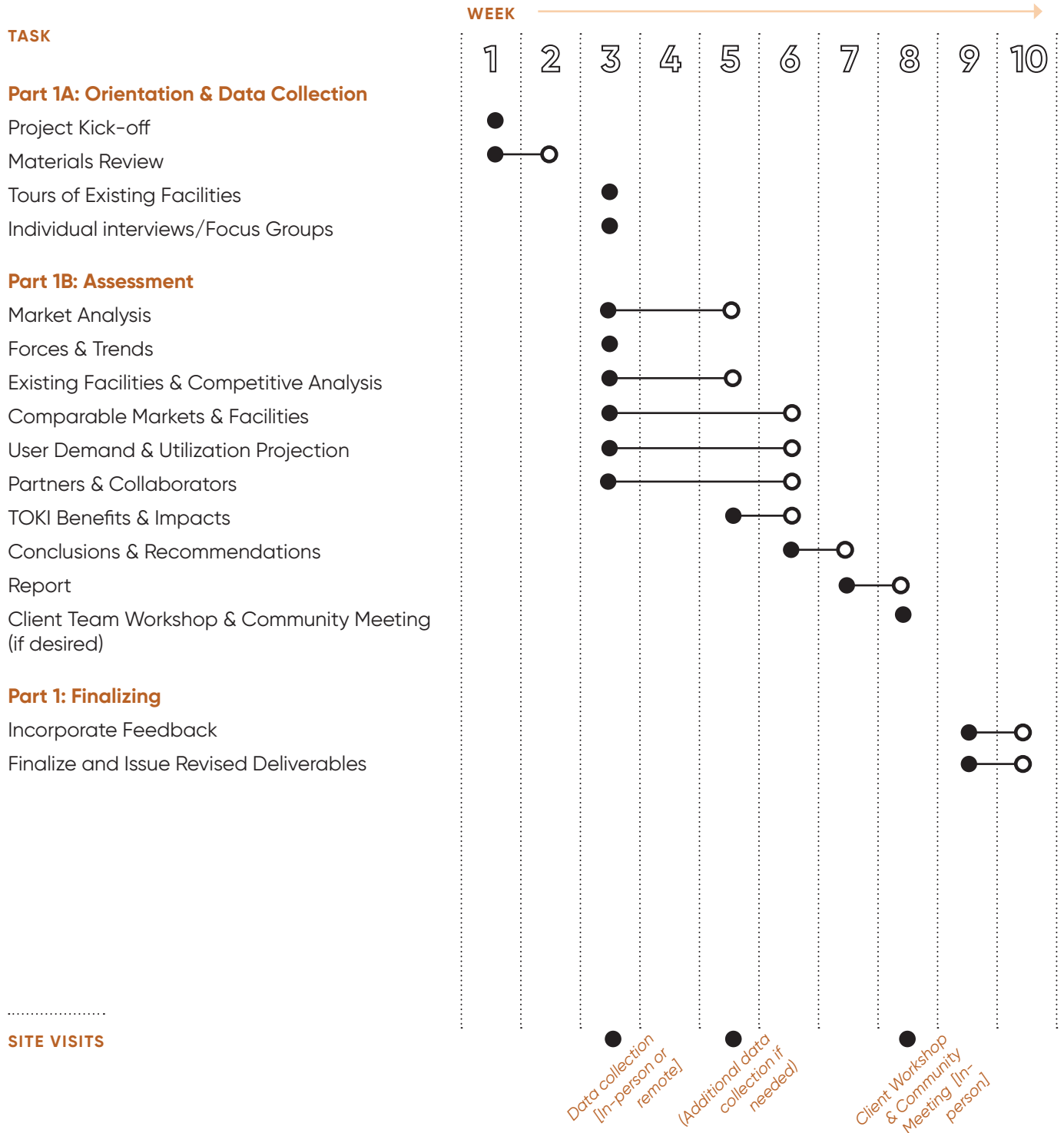
In this proposal we will outline our skills, resources and relevant experience for this assignment, describe our approach to the work, the specific tasks to be undertaken through the planning process, and how we will engage with City staff and other key stakeholders along the way.



Image courtesy of Kiawah Island Real Estate

2.0 PROPOSED PROCESS

Timeline & Work Plan: Assessment Phase



2.0 PROPOSED PROCESS

Timeline & Work Plan: Concept Development Phase

TASK

2A. Physical Planning

- Site Analysis
- Space Program
- Capital Cost Estimate
- Report
- Client Team Workshop

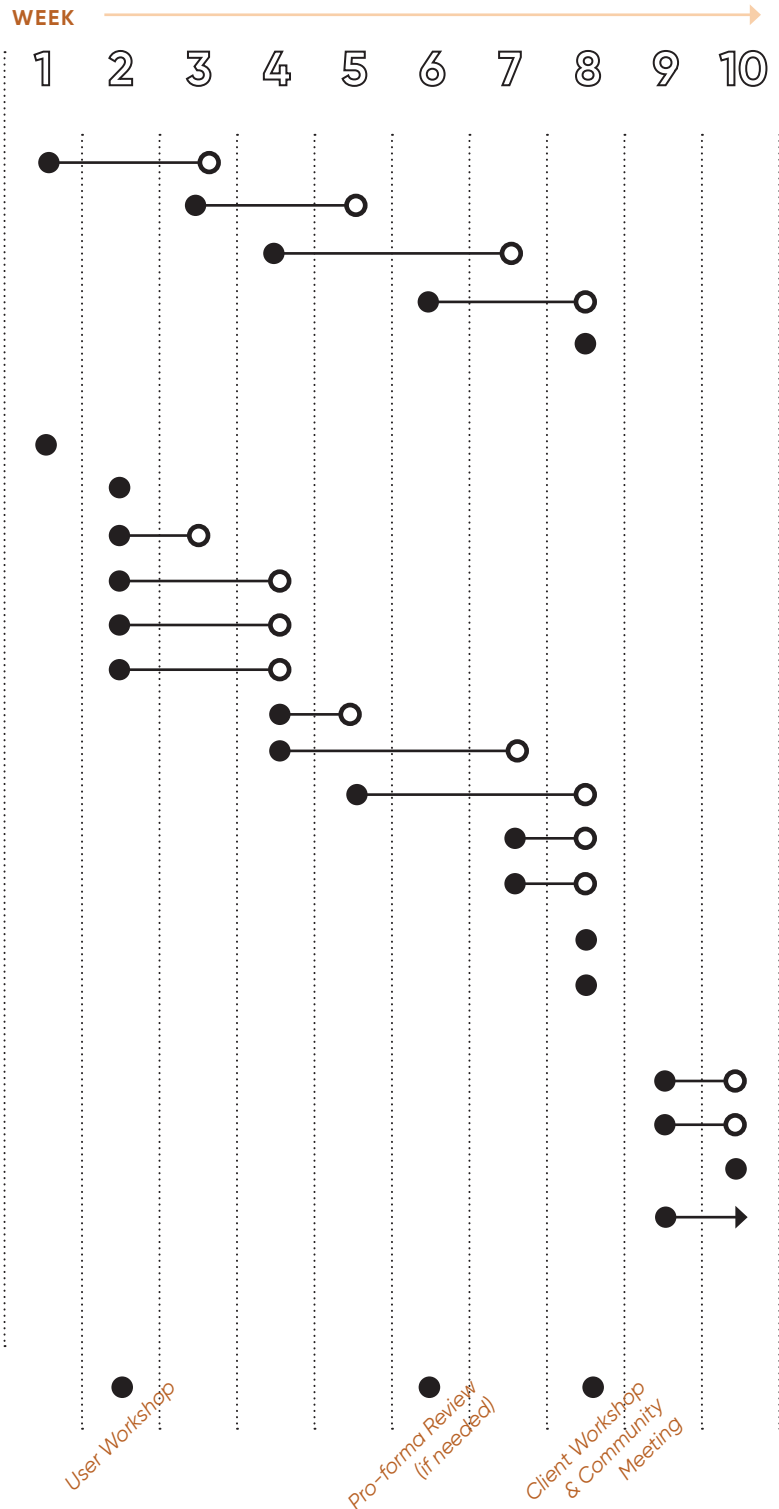
2B. Business Planning & Funding Potential

- Goals & Practices
- User Workshop
- Activity Profile & Programming Plan
- Governance & Operations Plan
- Facility Management Plan
- Staffing & Leadership Plan
- Models & Precedents
- Pro-forma Operating Budget
- Funding Potential
- Economic & Fiscal Impacts
- Critical Path Plan
- Report
- Client Team Workshop & Community Meeting

Part 2 Finalizing

- Incorporate Feedback
- Finalize Deliverables
- Community Presentation
- Ongoing Advice

SITE VISITS



2.0 PROPOSED PROCESS

Approach

Our technical approach includes a two-phase study designed to investigate the need and viability of new arts facilities in Kiawah Island and then, if there is a strong and viable concept, to develop preliminary physical and business plans to inform the development, programming, operation and sustainability of those recommended facilities. Physical and business plans are completed in parallel to inform one another. This approach is one that we have developed and used with dozens of governments, arts and community organizations, universities, developers and foundations in our work around North America.

This approach is designed to:

Guide TOKI towards a concept for new arts facilities that is responsive to community needs and opportunities. To us, a study like this one must be rooted in research on the market (audiences) and users relative to the quality and supply of existing facilities and offerings. Our first goal in Kiawah Island will be to understand whether the market has capacity to support programs and events that might take place in a new cultural arts center. Additional research will consider community plans and goals, the competitive situation for arts facilities and programs and demand for particular types of space. In addition, this planning must consider the experience of similar projects, communities and organizations.

Provide ample opportunities for key stakeholders and other community members to actively participate in the development of a strong and inclusive facility concept. We will develop the study in close collaboration with you and the community. Our process is interactive, iterative and progressive, such that by the time the planning is complete, you will have strong understanding of and ownership over each component of the study.

Provide strong operational and financial plans that optimize potential support for the project. We believe that physical, operating and financial perspectives are critical and inter-related. We will help TOKI consider the operating implications of various physical choices involved in developing new facilities, such as those around capacity (300 vs. 800 seats, for example) and flexibility (flat floor vs. fixed seating) and various types of production space (rehearsal vs. visual arts classroom, for example). Final plans will include detailed activity, operating and financial projections from inception to start-up to stabilized operations.

Be flexible. The only thing certain with studies and plans for cultural facilities is change. Our work for you will be flexible enough to encourage and accommodate new opportunities as they arise. For example, our financial projections for any new initiatives will be delivered in a spreadsheet format so that TOKI staff or partners can modify the model as and if factors change.

2.0 PROPOSED PROCESS

Adequacy of Resources to Provide the Requested Services

Webb Mgmt, in conjunction with Theatre Consultants Collaborative, the subconsultants we have carefully selected to join our team, has adequate resources to undertake this project.

Over our 25-year history, we have proven our ability to deliver comprehensive services to both public and private sector clients. We are contracted to deliver specific services over a limited period of time with an agreed level of community engagement.

We allocate resources to these studies based on that agreed scope and approach, and our fixed fees are reflective of that allocation of resources. We would encourage County officials to speak with our references as to our ability to deliver excellent work in the agreed manner.

1

Detailed Scope of Work

PHASE ONE: NEEDS ASSESSMENT

Part 1A: Orientation & Data Collection

Project Kick-off: To begin, we will meet with TOKI leadership and the representatives of the Kiawah Island Arts and Cultural Events Council (hereinafter referred to as the client) to review the project process and timeline, organize data collection (including interviews and facility tours) and collect any background information needed to support the study.

One-on-one & Group Meetings: We will work with the client to coordinate an extensive set of one-on-one and group interviews with a broad cross-section of local and regional leaders from the cultural, education, business, political, tourism and downtown sectors as well as representatives from key groups such as the Gullah community. Our conversations with these individuals will collect input and data to inform the study's research and analysis on supply and demand issues around the development of new performing arts facilities.

Facility & Site Tours: Over the course of two to three days on Kiawah Island, when we are also conducting interviews, we will visit facilities and public spaces used for live performance on a regular basis, such as the Holy Spirit Catholic Church, Village Green, Seabrook Island Club, Municipal Center, Grand Oaks Ballroom, The Sandcastle, Turtle Point Clubhouse, West Beach Conference Center and others. While at these sites, we will collect information and data needed to assess facility gaps, programming opportunities and market capacity for performing arts offerings in and around Kiawah Island.

Background Research: We will collect and review studies and plans relevant to the development, programming and operation of new cultural facilities on Kiawah Island and

2.0 PROPOSED PROCESS

1

Charleston County, including market studies as well as broader economic and community development plans (such as the Kiawah Island Housing Market Study and the Comprehensive Plan Population Element) to inform analysis and priorities for the project.

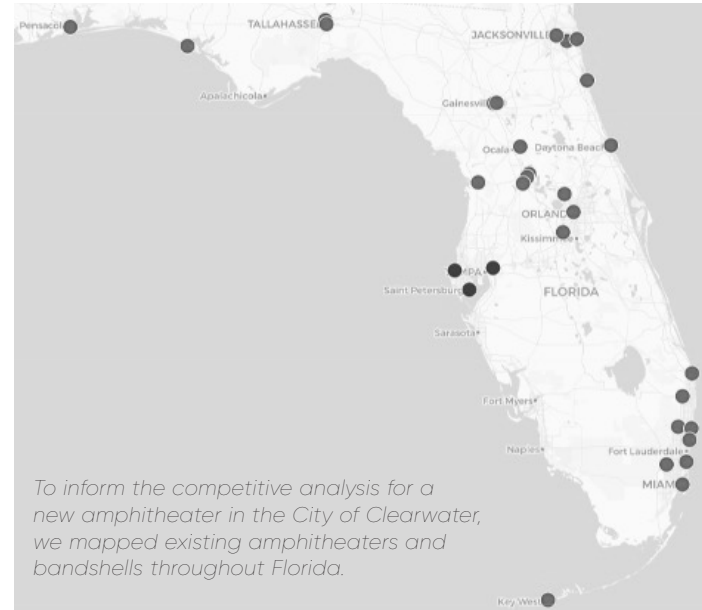
Part 1B: Assessment

Market Analysis: Using any and all existing local and regional data, current data from ESRI (a market research resources company), and other inputs wherever available, we will complete a market assessment to assess the market potential for new performing arts facilities on Kiawah Island in terms of population size and characteristics, with the following specific tasks:

- **MARKET AREA DEFINITION:** Using information gained from preliminary discussions, available data from local arts organizations and facilities, and experience defining market areas for facilities, define primary and secondary market areas for new performing arts facilities on Kiawah Island and in Charleston County and the region.
- **RESIDENT MARKET:** Conduct a demographic analysis of the defined market area, focusing on characteristics associated with arts participation. Discuss the area in terms of its size and propensity to participate in the arts, based on age, race, education, socio-economic status, and other key demographic indicators.
- **NON-RESIDENT (SEASONAL/TOURIST) MARKET:** Consider the size and characteristics of the non-resident segment of the market, including tourists, seasonal residents, those visiting friends and relatives, and other types of visitors. Test the attractiveness of this market segment in terms of development plans for traditional and cultural tourism in the area.

Forces & Trends: Building from our extensive knowledge of the performing arts sector, we will explore and describe broader issues in the arts that may have a bearing on the viability, programming, operation, and sustainability of new performing arts facilities on Kiawah Island. Issues may include trends in interactive technology and their impacts on programming and operation, arts audiences and consumer behavior, the role of the arts in community development, the economic challenges inherent in the nonprofit arts sector, and the continuing impacts of COVID-19 on the cultural sector and public assembly.

Existing Facilities & Competitive Analysis: In order to assess gaps in facilities and programs, we will build an inventory of spaces in the Kiawah Island/Beaufort County region that support performing arts activity on a regular basis. We will research the condition and use of these spaces, as well as their capacities, functionality, flexibility, location, and amenities in order to identify and describe gaps. We will use this inventory to estimate existing levels of performing



2.0 PROPOSED PROCESS

1

arts programming and audience participation in the market. Then, using data from the latest National Endowment of the Arts Survey of Public Participation in the Arts, we will estimate the total level of potential attendance to suggest the level of latent demand that could be accommodated by new facilities and programs.

Comparable Markets & Facilities: We will identify a long list of comparable and/or aspirational markets to use to benchmark Kiawah Island/Charleston County's performing arts facilities and participation. Working with the client, we will narrow the initial long list to three markets and then conduct analysis that compares performing arts venues per capita and level of activity per capita in these various communities.

User Demand & Utilization Projection: We will survey and/or meet with artists, representatives of local arts organizations, educators, special event planners, and other community constituents to assess demand for performing arts space. We will work with any potential users to understand their physical space needs, their desire to use new space and their capacity to pay for access for any new spaces. We will then organize this input into utilization projections for various types and sizes of space and assess overall levels and types of use.

Partners & Collaborators: The development of new arts facilities is often made possible by the emergence and engagement of partners and collaborators, including educational institutions, dominant users of proposed facilities, potential operators, developers, and other local business interests. We will search for these partners throughout the study process and, if any are identified, we will advance discussions towards the development of a Memorandum of Understanding that would lay the groundwork for a partnership.

TOKI Benefits & Impacts: We will meet with a cross-section of community leadership to review planning goals and priorities for Kiawah Island/Charleston County in order to determine how new performing arts facilities might play a role in pursuing current community goals such as those around economic development and cultural tourism.

Conclusions & Recommendations: Finally, we will cull the analysis and findings together to arrive at conclusions on the viability of new performing arts facilities on Kiawah Island. We will describe any facilities that are viable, including details on their capacities, form and flexibility. We will detail the programs that facilities would support, and suggest how they might be used by all segments of the community. We will also provide examples of comparable projects, including details of how they were developed and funded as well as success factors.

Workshop(s) & Report: In an online or in-person workshop, we will present conclusions and recommendations on demand and supply issues relevant to the development of new arts facilities. We will also deliver a report summarizing work completed up to now. At this point, if TOKI is amenable, we can also facilitate a community workshop to share details of the process and findings and collect feedback. We will incorporate feedback and deliver a final report for this first portion of work.

2.0 PROPOSED PROCESS

2

PHASE TWO: CONCEPT DEVELOPMENT

If the study to this point yields positive results, and there is a consensus on the vision for new facilities in Kiawah Island, we will continue our work with the creation of physical and business plans. These two efforts will proceed in parallel, with the following tasks.

Part 2A: Physical Planning

Initiation: Representatives from Theatre Consultants Collaborative will review the work completed to date and meet with the client and Webb Mgmt to verify existing conditions and further flesh out physical assumptions.

Space Programming: We will develop a list of spaces to be included in new indoor and outdoor facilities noting net square footage allocations and grossing factors appropriate to performing arts facilities, as well as acoustic volume and criteria for performance equipment based on the concept(s) emerging from the needs assessment.

Capital Cost Estimate: We will project the cost of recommended facilities based on the programming exercise described above, including costs related to design and permitting, infrastructure and land preparation, hard construction, parking and traffic control, furniture fixtures and equipment, storage needs, and other soft costs.

Workshop & Report: We will review the result of the physical planning with TOKI client team and key stakeholders and then deliver a report.

Part 2B: Business Planning & Funding Potential

Goals & Practices: We will define the vision and operating goals for the recommended facilities, covering such areas as community access, cost-recovery, maximizing utility, and community benefits.

User Workshop: We will invite potential users to participate in a workshop where we will develop operating policies and practices and confirm activity estimates for recommended facilities. Discussions will be centered around operating issues like rental rates, food service and booking policy, culminating in a mock scheduling exercise where participants are asked to "reserve" dates needed during a typical year in the new facilities.

Activity Profile & Programming Plan: We will prepare an activity profile for the recommended facilities, listing types and levels of use by Town programs, local arts groups, promoters/presenters and other local organizations, also suggesting how that utilization might evolve over time. The demand projections will categorize events and attendance by origin and also reflect the expected seasonality of demand for the various types of attendees and segments, based on our experience with and research on comparable markets and facilities.

Governance & Operations Plan: We will identify, describe, and review various operating scenarios, and make specific recommendations on how and by whom new facilities should be

2.0 PROPOSED PROCESS

2

operated. If an operator outside of the TOKI structure is recommended, we will describe the competitive process by which an operator might be recruited and contracted to operate these facilities.

Facility Management Plan: We will also recommend how proposed facilities should be operated in areas of scheduling, booking horizons, front of house operations, production management, capital planning, financial systems and controls, ticketing, marketing, and food, beverage and other services.

Staffing & Leadership Plan: We will identify staffing requirements with compensation ranges and recommended hiring dates. This will also include direction on how to develop and manage volunteer resources to support the operation of the new arts facilities.

Models & Precedents: We will conduct research on another set of comparable facilities to inform the business planning process. Key components of research include governance and operating structures, programming and operating partnerships, space utilization, food and beverage operations, and rental pricing mechanisms.

Pro-forma Operating Budget: Using all of the inputs established to date, including activity projections, governance scenario, staffing assumptions, and metrics from comparable projects, we will construct an Excel-based pro-forma operating budget for ten years of operations, starting the year before new facilities open. This will be a live model that will include all sources of operating revenues and expenses, appropriate capital reserves and the likely result of operations (i.e. potential surplus or deficit.) We will deliver an initial pro-forma and work through it with TOKI staff and the client team, making revisions as necessary until there is a consensus on the validity of the assumptions.

Funding Potential: We will assess potential funding for any recommended project via the following tasks:

- **FUNDING COMPARABLE PROJECTS:** Conduct research on comparable projects in the region to determine how they were funded and strategies employed to secure funding from the public and private sectors for capital and ongoing operational costs.



Duncan Webb, President, collecting input on the results of a draft feasibility study for the renovation of the Oneonta Theatre.

2.0 PROPOSED PROCESS

2

- **RESEARCH ON COMPETITIVE CAPITAL CAMPAIGNS:** Conduct additional research on current or planned capital campaigns on or near Kiawah Island and then suggest how a campaign for new arts facilities might be positioned and timed to compete for financial support.
- **INTERVIEWS WITH POTENTIAL FUNDERS:** Conduct up to ten interviews with potential funders identified by the client to test the case for supporting the development of new arts facilities on Kiawah Island.
- **RECOMMENDED FUNDRAISING STRATEGY:** Based on the research and interviews, draw conclusions on the fundability of the project and what strategies should be employed to raise the funds necessary to build and sustain recommended facilities.

Economic Impacts: Using data from the Americans for the Arts' Arts & Economic Prosperity Report 5 and the U.S. Bureau of Labor's RIMS II input/output model, we will forecast the economic impact of new performing arts facilities on Charleston County, including the impacts of expanded operations and the ancillary spending associated with audiences.

Critical Path Plan: As a last step, we will create a critical path plan that identifies and integrates milestones and deadlines in three key areas: the funding and financing of the project, the construction timeline (included in the physical planning scope), and then preparing for the operation of recommended arts facilities.

Workshop(s) & Report: Finally, we will review and discuss the findings and recommendations of the second phase of planning work (physical and business planning) in a workshop setting and deliver a draft report. We will facilitate an additional community meeting if desired. feedback from the client and issue a final report that includes both phases of work.



Breakout session at a public meeting collecting input on the future of the Carolina Theatre of Durham.

COMMUNITY ENGAGEMENT

This type of planning work often requires an engagement plan to collect information necessary to direct the project and also provide key stakeholders with opportunities to participate in the effort. We will work with TOKI to finalize the right engagement strategy before we begin the study, considering the following elements.

3.0 PROPOSED IMPLEMENTATION PLAN

Kick-off Meetings & Communications Strategy

We will begin the planning process with a kick-off meeting with representatives from TOKI and/or the client team to organize the process. Together, we will finalize the details of the plan's schedule and logistics, including the community engagement strategy.

One-on-one & Group Meetings

As noted, at the beginning of the study process, we will work with TOKI and its stakeholders to coordinate an extensive set of one-on-one and group meetings with a broad cross-section of Kiawah Island and Charleston County including arts and cultural leaders and workers, and leaders from the business, political, tourism, and downtown sectors. Depending on the preference of the Committee, these meetings could be either all or partially on-line to increase accessibility and schedule flexibility.

Public Meetings

We can facilitate at least two public gatherings during the study to audiences determined by TOKI and the client team, sharing information on process, findings, and recommendations. These presentations would invite comments in an open, inclusive, and informal setting.

Digital Surveys & Engagement

Again, working with TOKI, we could support the use of web-based survey tools to collect information from study participants and the public. We would also suggest the utilization of other online tools and provide content for those channels.

Deliverables

We will deliver the following information to TOKI at the conclusion of the study:

- PDF reports that detail research, conclusions, and recommendations along with an Executive Summary that describes the process and results.
- Research, data and materials used to analyze the market, the competitive situation for arts programming and facilities in the region, market capacity and comparable markets.
- A multi-tab Excel-based workbook with a detailed pro-forma operating budget.
- Raw data and multipliers used to project economic impacts.
- Any raw survey data, summaries or other content.

3.0 FIRM PROFILES, TEAM & EXPERIENCE

Webb Mgmt WEBBMGMT.ORG

Webb Mgmt is a leading provider of advisory services for the development and operation of cultural facilities, organizations, agencies, and districts. Our clients include municipalities, colleges and universities, nonprofit arts organizations, community and private foundations, commercial developers, economic development agencies, and various friends of the arts.

Our mission is to advance the arts, entertainment, and events sectors with sound planning and research.

We value:

- A passion for finding **achievable and sustainable strategies** for every assignment, organization, and community.
- The **integrity to pursue the right answer** as opposed to the easy answer.
- A commitment to **collaboration and partnerships**.
- A belief in the positive and **beneficial impacts of the arts and creative industries** on people, communities, and society.

Our studies and related assignments are based on a tried and true approach expressed by these principles:

Projects and planning efforts must be as inclusive and open as possible, encouraging all voices to be heard.

In-depth research is critical to any assignment.

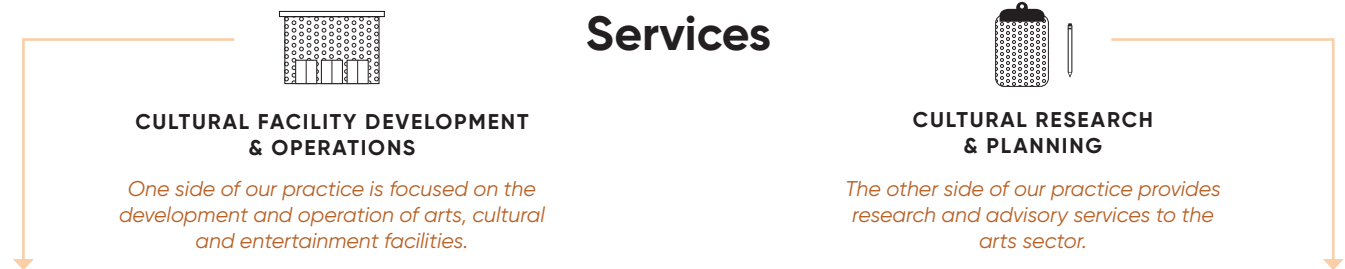
Physical, operating, and financial perspectives are critical and inter-related.

The experience of other communities and organizations provides important insight to any question or assignment.

The only certain factor in any initiative is change.

Our work is not intended to sit on a bookshelf, but rather to provide direction, a detailed roadmap, and, oftentimes, a fundraising tool for those charged with turning project concepts into reality.

3.0 FIRM PROFILES, TEAM & EXPERIENCE



Needs Assessment: Studies that consider whether and what facilities should be developed, improved or expanded based on market analysis of conditions and opportunities.

Business Planning: Plans for the operation of new, improved or expanded facilities that address how they should be programmed, operated and financially sustained. This work is often completed right after the needs assessment, those two pieces combining to form a facility feasibility study. Business planning often includes economic and social impact projections, and governance and operating models that result in a pro-forma budget.

Project Development: Once a project has been defined and begins to advance, we inform clients on specific issues such as financing options, real estate and site issues, project team selection and management, operating partnerships, executive search support, operational costing, project management and bridge or start-up programming.

Strategic Planning: Comprehensive strategic plans for existing arts, cultural, and entertainment facilities that inform long-range planning with internal and external analyses, the formulation of strategy, and the creation of detailed implementation plans.

Research: Primary and secondary organizational and sector-wide research, including audience satisfaction, market penetration and capacity, and programming demand. Services include surveys, focus groups, geo-demographic analysis, ticket buyer analysis and other analytics, mapping and benchmarking.

Strategic Planning: Strategic planning for cultural organizations and facilities addressing capacity building, audience development, earned revenue growth, capitalization, organizational evolution, staff re-organization, and board development.

Cultural Planning: Comprehensive community cultural planning addressing community cultural needs, cultural infrastructure, cross-sector collaboration, cultural asset evaluation and mapping, policy development, gap analyses, and funding mechanisms.

Cultural District Planning: Studies that evaluate the need and opportunity for the development of cultural districts, addressing market conditions, the built environment, branding and identity, district management, and funding strategies.

Mergers, Acquisitions & Consolidations: Studies, strategies and ongoing advice on the combination of nonprofit arts organizations.

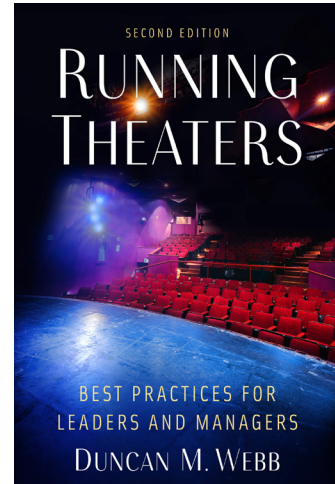
Executive Counsel: Coaching, executive search, board management, and other short-term assignments that provide specific research and advice on an immediate basis to answer specific questions.

3.0 FIRM PROFILES, TEAM & EXPERIENCE

Publications

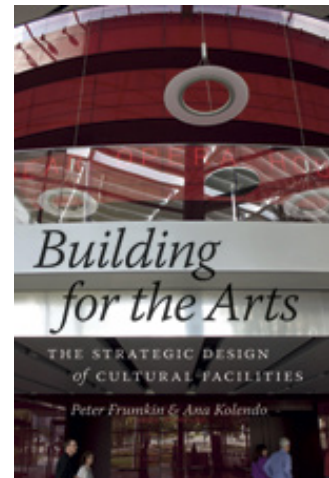
Running Theaters: Best Practices for Leaders and Managers

Duncan Webb's book reveals the best practices that consistently lead to operating successful theaters. Culled from surveys and interviews with more than 50 top theater managers and experts, this guide provides proven and successful strategies from managers, staff, and volunteer leaders covering virtually every aspect of running a theater: audience development, fundraising, facility development, programming, community involvement, and much more. Special sections cover physical maintenance, technology in theaters, and staff and board development. The book was recently translated into Mandarin and is informing extensive cultural facility investment throughout China.



Buildings for the Arts

Duncan Webb is a founding member of CultureLab, an informal consortium of worldwide arts consultants and the Cultural Policy Center at the University of Chicago. CultureLab was formed to break down the silos of research, policy, and practice and create a new capacity and approach to tackling challenging issues in arts and culture. Duncan Webb and CultureLab served as advisors on the University of Chicago study, Set in Stone: Building America's Next Generation of Arts Facilities (1994-2008). Duncan also served as an advisor on the resulting book, Buildings for the Arts.



The Performing Arts Center of the Future

Webb Mgmt produced a conference in New York City to consider the future of performing arts facilities. Expert panelists, relevant research, and resulting discussions indicated that, on the whole, performing arts spaces will become smaller, more flexible, less permanent, and less formal. Equally important is the idea of designing facilities that support amateur community programs and attract younger audiences with the possibility of an enriching social experience. A monograph outlining discussions and conclusions was published by Americans for the Arts.



3.0 FIRM PROFILES, TEAM & EXPERIENCE

Subconsultant: Theatre Consultants Collaborative

THEATRECC.COM

TCC is a team of industry veterans and creative thinkers who joined forces in October 2003 to assist clients through the complex process of theatre programming, planning and design, as well as the design and integration of specialized performance systems.

The firm's goal as The Collaborative is to connect with users, architects and engineers to craft exciting and unique venues where performance comes to life. Through our work, we help translate the exacting design criteria of a performance space into a physical form that enhances that fundamental relationship between performer and patron.

TCC connects architects to operators, technology to design, and performers to their audience.

In its role as theatre consultants, the firm often participates in projects well before the onset of design. That work may involve assisting with site selection criteria, developing a space program, establishing design criteria, assessing existing conditions of a facility and/or technical audits of performance systems, and/or developing strategies for renovation and expansion. In many cases, our work helps to test the feasibility of a project, and may serve as the basis for subsequent stages in its design and development.

The Collaborative builds a bridge between live performance, architecture, and engineering. The firm works hard to help clients imagine, create, and shape the performance space to inspire performers and audience.

Professional Affiliations

TCC's consultants participate in the following standards and professional groups:

- American Society of Theatre Consultants
- United States Institute for Theatre Technology
- Canadian Institute of Theatre Technology
- League of Historic American Theatres
- International Association of Venue Managers
- Entertainment Services and Technology Association
- United Scenic Artists Local USA829

3.0 FIRM PROFILES, TEAM & EXPERIENCE

Team Qualifications

Important elements of our team qualifications include the following.

1. WE ARE TRULY OBJECTIVE. The nature of our mission and services will allow for us to provide TOKI with a truly objective planning process, as the core of our business is devoted to research and planning, not construction, physical planning, fundraising, or design.
2. WE HAVE THE RIGHT COMBINATION OF TRAINING AND PRACTICAL EXPERIENCE. Each member of the Webb Mgmt team has worked in the arts as administrative leaders, financial managers, facility managers, producers, presenters, program directors, and/or fundraisers. In addition, we are trained in business, finance and law. This combination of skills means that we understand the operations of arts centers from the inside out. We develop policies and scenarios that meet the needs of artists, arts organizations and potential facility users while also ensuring that planning addresses fiscal conservancy, impacts, and sustainability.
3. WE PROVIDE UNIQUE PERSPECTIVE. We offer next-generation approaches to thinking about the role of performing arts facilities as agents for community development and community connection. Performing arts facilities are most successful when developed and positioned as a community asset that serves as a point of pride, provides residents with a sense of place and community connection, and delivers programs and benefits that advance community and economic development goals.

We may work in the arts, but it's all about politics and economics.

Team Roles

Firm President Duncan Webb will serve as the overall project lead, guiding the study process, leading engagement efforts, attending meetings, directing research and analysis, and overseeing all team members including sub-consultants. He will be joined on this project by:

- Stacey McMath and Miriam King will conduct research and analysis, participating in data collection and review, collecting detailed information on existing facilities, organizing user demand estimates and supporting engagement as well as the development of draft and final deliverables.
- Robert Long and Kurt Wehmann from Theatre Consultants Collaborative will deliver preliminary physical planning work that includes site review, space program and an order-of-magnitude capital cost estimate.

3.0 FIRM PROFILES, TEAM & EXPERIENCE

Project Team

**Duncan Webb**PRESIDENT, WEBB MGMT | DUNCAN@WEBBMGMT.ORG

Duncan M. Webb founded Webb Management Services, Inc. to provide management consulting services to the arts and cultural industries and has led the firm since 1997, completing more than 475 assignments for the advancement of cultural communities, organizations and facilities.

Duncan's career in the arts began onstage as a lovesick maiden in a 1969 production of Gilbert and Sullivan's *Patience*. After college, he became a banker, spending seven years in commercial lending and international finance. In 1986, after many years of volunteer work in the arts, he came into the field as a producer of experimental, industrial and commercial theatre, with such credits as the Canadian premieres of *Changing Bodies*, *Children of a Lesser God*, *Blood Brothers*, *Orphans*, *Marshall Bravestarr* and *Barbie and the Rockers*. He also developed marketing and sponsorship programs for the Canadian premiere of *Les Misérables*.

A Certified Management Consultant (CMC), Duncan has been an active speaker and published writer on arts management and the development, operation and financing of arts facilities. Webb's book "Running Theaters: Best Practices for Managers and Leaders" was the first book ever written on the management of performing arts facilities. It was recently translated into Mandarin and is being used to inform cultural development throughout China. A second edition was published in May 2020.

Duncan is an adjunct professor in the Arts Administration graduate program at Baruch College (CUNY).

Number of Cultural Facility Projects

490+

Years of Experience | Arts Administration

20

Years of Experience | Cultural Facility Planning

30

Years of Experience | Arts Administration Teaching

25

Education

Bachelor's Degree in Economics,
University of Western Ontario

Master's Degree in Business
Administration, University of Toronto

Key Project Experience

Cultural Facilities Master Plan &
Covid-19 Arts Stabilization Plan for
the City of Arlington, Arlington, TX

Feasibility Study for Fairfax City
Center West Performing Arts Center,
Fairfax, VA

Feasibility Study for Performing
& Visual Arts Facilities, Howard
County, MD

Feasibility Study for an African
American Cultural Center, Virginia
Beach, VA

Feasibility Study for Cultural & Civic
Facilities for Downtown Westminster,
Westminster, CO

Cultural Infrastructure & Creative
Spaces Implementation Strategy,
Mississauga, ON

Cultural Plan Update for the City of
Lee's Summit, Lee's Summit, MO

Feasibility Study for Cultural Arts
Center, Haverhill, MA

Feasibility Study for Performing
& Visual Arts Facilities, The
Woodlands, TX

Feasibility Study for Expanded
Performing & Visual Arts Facilities at
the Goddard Center, Ardmore, OK

3.0 FIRM PROFILES, TEAM & EXPERIENCE

Project Team

**Robert Long**

PRINCIPAL, THEATRE CONSULTANTS COLLABORATIVE |
RLONG@THEATRECC.COM

In over 40 years of practice as a theatre consultant, Robert Long has been involved in the programming, planning and design of virtually every type of building for the performing arts. His extensive experience encompasses performance spaces for drama, music and dance, ranging from initial planning studies to the completion of major performing arts centers, and includes professional as well as educational facilities.

Robert began his theatre consulting career in the office of George C. Izenour. He subsequently spent two years as a theatre planner with Artec Consultants, specializing in stage lighting and rigging system design. For three seasons, he was a member of the stage production department of The Juilliard School at Lincoln Center.

Prior to co-founding TCC in October 2003, Robert was a principal consultant with Theatre Projects Consultants – the first American employed by the firm – where he played a key role in the development of many of TPC's projects during his 21 year association. A representative list includes the Seiji Ozawa Concert Hall at Tanglewood; the Clarice Smith Performing Arts Center, University of Maryland; the College-Conservatory of Music, University of Cincinnati; the North Carolina Blumenthal Performing Arts Center, Charlotte; the Steppenwolf Theatre, Chicago; and the Schwartz Performing Arts Center, Emory University.

Robert is a Fellow and former three-term president of the American Society of Theatre Consultants. He is a member of Phi Beta Kappa and has taught technical production and theatre design courses at Columbia and Yale Universities and the University of North Carolina at Chapel Hill. For the last seven years, he has co-presented the lead-off "ASTC Presents: The History of..." theatre series at the Performing Arts Managers Conference. In 2014, he co-authored "Outdoor Theatre Facilities: A Guide to Planning and Building Outdoor Theatres". He has also written numerous articles on technical and design issues for theatre industry magazines.

Number of Cultural Facility Projects

475+

Years of Experience | Theatre Consulting

40

Education

Yale School of Drama, MFA (Theatre Building Design)

UNC-Chapel Hill, BFA (Technical Theatre)

Memberships & Affiliations

Fellow, American Society of Theatre Consultants (1988 – present)

United States Institute for Theatre Technology

3.0 FIRM PROFILES, TEAM & EXPERIENCE

Project Team



Kurt Wehmann

CONSULTANT, THEATRE CONSULTANTS COLLABORATIVE
| KWEHMANN@THEATRECC.COM

Kurt Wehmann has over 18 years of experience in the field of architecture, with a focus on performing arts projects.

His interest in design lies primarily in expressing and celebrating the act of living life and the idiosyncratic rituals that constitute the human experience.

Kurt's theatre consulting career was ignited by his interest in acting while an architecture student in Boston. Upon graduation, he moved to NYC to work at the theatre consultancy Sachs Morgan Studio where, from 2001 to 2009, he specialized in space planning, seating layouts, sightline analysis, interior design, code issues, and accessibility solutions.

He went on to work as an architect with Holzman Moss Bottino Architecture for six years, focusing on the design and construction of unique performing arts facilities around the country.

Eventually, he began to wonder what life was like outside of the Big Apple. In 2016, he took a two-year "sabbatical" in North Carolina at which time he joined TCC. He has since relocated to Hudson, New York.

Number of Cultural Facility Projects

475+

Years of Experience | Architecture

18

Years of Experience | Theatre Consulting

6

Education

Yale School of Drama, MFA (Theatre Building Design)

UNC-Chapel Hill, BFA (Technical Theatre)

Memberships & Affiliations

American Institute of Architects
(Associate AIA)

3.0 FIRM PROFILES, TEAM & EXPERIENCE

Project Team

**Stacey Cooper McMath**

SENIOR CONSULTANT, WEBB MGMT |
STACEY@WEBBMGMT.ORG

Stacey Cooper McMath is an expert in public sector policy, grantmaking, cultural research, and strategic initiatives. Prior to joining Webb Mgmt, Stacey served for 8 years as Director of the Programs Unit in the New York City Department of Cultural Affairs. She led the agency's grantmaking team in a full equity audit of the \$28M Cultural Development Fund and spearheaded the implementation of improvements to New York's competitive funding process. In her policy work she supervised critical research projects, including two studies of the cultural workforce in New York City, two reports on the impact of COVID-19 on the agency's constituents, and a data-driven analysis of \$300M in grant funding. In 2020 she was named a 2020 Women in Power Leadership Fellow by the Belfer Center for Innovation at the 92nd Street Y.

Stacey has over a decade of experience in cross-sector collaboration between arts organizations and local stakeholders to improve wellbeing in neighborhoods and communities. She was a collaborator on CreateNYC, the city's 2017 cultural plan, and in 2018 she launched the Mayor's Grant for Cultural Impact, supporting dynamic partnerships between city government and arts organizations. She designed programs that placed artists in residence in 250 senior centers citywide and is a thought leader in the field of Creative Aging.

Before joining the New York City Department of Cultural Affairs as a Program Officer in 2008, Stacey served as a general manager and management consultant. As the general manager at chashama she worked to transform vacant real estate into artist studios, rehearsal spaces, and film locations. Early in her career she produced theatrical projects for Target Margin Theater, Voice & Vision Theater, Studio 42, and Polybe + Seats.

Stacey has taught in the theater departments at Marymount Manhattan College and Barnard College, where she participates in professional development programs for current students.

Years of Experience | Arts Administration

7

Years of Experience | Public Sector Grantmaking, Arts Initiatives & Planning

13

Education

Bachelor of Arts in American History,
Barnard College

Master of Fine Arts in Theatre
Management & Producing,
Columbia University

Key Project Experience

Needs Assessment and Strategic
Plan for The Center for Creativity at
the Rialto, Westfield, NJ

Feasibility Study Update for
the Renovation of the Fitchburg
Theatre, Fitchburg State University,
Fitchburg, MA

3.0 FIRM PROFILES, TEAM & EXPERIENCE

Project Team



Miriam King

RESEARCHER & ANALYST, WEBB MGMT |
MIRIAM@WEBBGMGT.ORG

Miriam's experience advancing the arts with research supports her passion for building creativity as part of the Webb Mgmt team. She brings skills in research design, data visualization, database management, research coordination, grant writing and non-profit management to our clients and projects.

Miriam explores the intersection of science and the arts through rigorous research and her passion for dance performance. Through professional and academic endeavors, she has cultivated expertise in nonprofit management, neurorehabilitation research, and dance program development. She has collaborated and conducted research examining benefits of the arts for individuals and communities, working alongside nonprofits and academic institutions on arts and health initiatives.

Miriam has worked with Dance for PD® (Parkinson's disease), Dance for Huntington's, Dance for Dementia and is an advisor for Broadway for Ataxia. She is a researcher with Artists and Scientists as Partners (ASaP) at Brown University and a collaborator with the Zuckerman Institute and Arts and Mind "Rhythm & Reason" program with acclaimed jazz musician, Helen Sung.

Number of Cultural Facility Projects

10+

Years of Experience | Arts Research

10

Education

Bachelor of Arts, Majors in Neuroscience & Dance performance, Hampshire College, Amherst, MA

Masters of Arts, Motor Learning & Control, Biobehavioral Science Department, Teachers College, Columbia University

Key Project Experience

Feasibility Study for a Community Arts Center, Chamblee, GA

Downtown Arts Market Study, Midvale, UT

Feasibility Study for Percussive Dance Facilities, New York, NY

Business Plan for a Jamaica Media Center, Queens, NY

Market Study & Adaptive Re-use Study, The Bridge at 211, Salem, MA

Gas Station Arts Centre Feasibility Study, Winnipeg, Alberta

Strategic Plan for Music Mountain, Cornwall, CT

Strategic Plan for Pablo Center at the Confluence, Eau Claire, WI

Economic Impact Study for Proposed Cultural Art Center, Johns Creek, GA

Business Plan for the Redevelopment of Broadway Theater, Myrtle Beach, SC

New Art Center Expansion Feasibility Study, Newton, MA

Business Plan for Historic Southampton Theater, Southampton, NY

Performing Arts Facility Needs Assessment for Stockton University, Galloway and Atlantic City, NJ

Feasibility Study and Strategic plan for the Canton Cultural Center, Canton OH

3.0 FIRM PROFILES, TEAM & EXPERIENCE

Select Client List

We have deep experience with projects that address cultural facility development over the last five years and through our 25 years of work in the cultural sector. In fact, more than 90% of our 490 projects have addressed arts center feasibility and operations. We also have extensive experience in coastal and destination communities and throughout the Carolinas and Virginia in the communities of Myrtle Beach, Hilton Head, and Virginia Beach, to name a few.

Relevant Arts Centers

City of Monroe (NC)
 York County Arts Council & Partners (SC)
 Howard County (MD)
 City of Pickering (ON)
 City of Plano (TX)
 City of Pompano Beach (FL)
 City of Edmond/University of Central Oklahoma (OK)
 City of Roswell (GA)
 City of Johns Creek (GA)
 Millsaps College (MS)
 Goddard Center for the Arts (OK)
 Friends of the Oneonta Theatre (NY)
 City of Bedford (TX)
 City of Carlsbad (CA)
 Garden Spot Communities (PA)
 Town of Flower Mound (TX)
 State University of New York-Adirondack (NY)
 Town of Steamboat Springs (CO)
 City of Arlington (TX)
 Town of Metuchen (NJ)
 Town of Parker (CO)
 City of Dublin (OH)

Coastal & Destination Communities

City of Myrtle Beach (SC)
 Town of Hilton Head (SC)
 College of Coastal Georgia (GA)
 Florida Gulf Coast University (FL)

City of St. George (UT)
 Corporation of Park City (UT)
 Sun Valley Center for the Arts (ID)
 Crested Butte Center for the Arts (CO)
 City of Key West (FL)
 Spruce Peak at Stowe (VT)
 North Lake Tahoe Resort Association (CA)
 Bay Street Theatre (NY)
 Town of Southampton (NY)

Other South Carolina/North Carolina/Virginia

City of Spartanburg (SC)
 City of Virginia Beach/Sandler Center for the Performing Arts (VA)
 Virginia Beach African American Cultural Center (VA)
 Town of Danville & Partners (VA)
 Private Developer (VA)
 Town of Cary (NC)
 City of Charlotte/Ovens Auditorium (NC)
 Carolina Theater (NC)
 City of Durham/Durham Performing Arts Center (NC)
 University of North Carolina School of the Arts/Stevens Center (NC)
 Town of Wilmington (NC)
 Fayetteville Arts Council (NC)
 East Carolina University (NC)
 Carolina Theatre of Durham (NC)

3.0 FIRM PROFILES, TEAM & EXPERIENCE

Relevant Experience

Webb Mgmt was contracted by the City of Myrtle Beach to develop a business plan to inform the renovation and reanimation of the historic Broadway Theatre in downtown Myrtle Beach.

Plans to renovate this historic theater along Myrtle Beach's Main Street had been advancing slowly for many years, including the development of a physical plan by LS3P Architects. The City had begun negotiations with Coastal Carolina University about the prospect of operating the venue in partnership with the City. Given that context, Webb Mgmt was hired to affirm the market opportunity for the renovated theater and then advise the city and the University on how the renovated venue should be programmed, operated and financially sustained.

The first part of our work affirmed the strength of the concept on the basis of demand coming from various community arts organizations, the possibility of having University-based programs and students active in downtown Myrtle Beach, and the role that the project would play in anchoring a new downtown Arts and Innovation District for Myrtle Beach.

The second part of the project included the development of a pro forma operating budget for the renovated theater and then recommendations on how the partnership between the City and the University should be structured. The final step was to deliver various inputs and assumptions that would support the development of economic impact projections related to the theatre and downtown Myrtle Beach.

1

City of Myrtle Beach

MYRTLE BEACH, SC | 2022



Image courtesy of the City of Myrtle Beach

3.0 FIRM PROFILES, TEAM & EXPERIENCE

Relevant Experience

In the Spring of 2001, the City of Virginia Beach approved a plan to redevelop the City's Convention Center for added exhibition space, a new hotel operation, and other amenities. Following this plan, architectural studies proposed removing the city auditorium, housed within the convention center complex, to gain floor space.

With the Pavilion Theater set to be demolished, Webb Mgmt was hired to conduct a needs assessment to evaluate the market for the performing arts and determine what kind of facilities would best serve the community as a replacement for the Pavilion. The results suggested that a larger theater at a new location was a viable solution. We then developed a business plan for the recommended facility. The Sandler Center for the Performing Arts opened in 2007. Since then, we have periodically helped the City and Sandler Center Foundation contract and evaluate operators for the facility.

In 2014, we were hired by the City to develop a 15-year cultural plan. The plan provides policies and strategies for the support and development of the arts that aim to increase funding for individual artists and arts organizations, increase participation in all neighborhoods, identify and supports arts and cultural districts, and strengthen public art and placemaking opportunities. This work also found significant demand for new cultural facilities, including expanded arts education and meeting/event facilities at the Sandler Center.

In 2016, building on our longstanding relationship with the City, we were hired by the Virginia African American Cultural Center, a non-profit organization, to develop a feasibility study for a cultural center focused on the history and experience of African American people in Virginia.

2

City of Virginia Beach | Sandler Center | African American Cultural Center

VIRGINIA BEACH, VA | 2001, 2012, 2014-16



Image courtesy of Sandler Center for the Performing Arts

Reference:

Emily Spruill Labows
Cultural Affairs Director
City of Virginia Beach
elabows@vbgov.com
(737) 385-0226

3.0 FIRM PROFILES, TEAM & EXPERIENCE

Relevant Experience

In September 2018, Webb Mgmt was hired to conduct a feasibility study for a proposed performing arts center in Brunswick, GA. The University System of Georgia and the School District of Glynn County had recently entered into a Memorandum of Understanding granting the University System \$20 million for the construction of a new community arts center. Both parties agreed that the primary purpose of the center would be to house significant, educational opportunities for K-12 students in the County, and arts and education facilities for students, faculty and staff of the College of Coastal Georgia (CCGA), as well as members of the community at large. At the time Webb Mgmt was engaged, the location of the proposed center was undetermined, and plans for how a new arts center would be programmed had yet to be decided.

Webb Mgmt conducted a thorough needs assessment, including a market analysis of the City of Brunswick and Glynn County to evaluate the potential for area residents and tourists to participate in the arts; a comparable markets analysis to understand the region's likelihood of attracting touring productions; a competitive analysis of existing performing arts and meeting & event facilities, as well as cultural events in the region; a survey of user demand for new facilities among the project's key partners and community arts organizations; and a review of city- and county-wide development plans that could be impacted by the development and operation of new performing arts facilities.

Our analysis led to the articulation of three recommendations, for which we provided three abbreviated business plans. In April 2019, we continued our engagement with University leadership

3

College of Coastal Georgia

BRUNSWICK, GA | 2018



Photo courtesy of the College of Coastal Georgia

to complete a revised pro-forma operating budget for the recommendation of a 1,000-seat, multi-purpose hall to be constructed on the Brunswick campus. As of November 2019, construction of the Coastal Community Center for the Arts will begin in 2021. The Center will be operated by the College.

3.0 FIRM PROFILES, TEAM & EXPERIENCE

Relevant Experience

In 2019, Webb Mgmt developed a strategic plan for Carolina Theatre of Durham, Inc., the nonprofit organization that operates the 1,000-seat historic performing arts and cinema venue located in the heart of Durham's downtown. We were well positioned to work on this plan given our history working for the City on the Durham Performing Arts Center.

Opened in 1926, the Carolina Theatre is used for presented events, community rentals, Duke Performances, film and more. While the facility is owned by the City of Durham, it is operated by the nonprofit Carolina Theatre of Durham, Inc. As that organization's operating agreement with the City was nearing its 2024 expiration, and as the Carolina Theatre approached its 100-year anniversary in 2026, its leadership retained Webb Mgmt to lead a planning process.

Key components of the strategic plan included reviewing and confirming Carolina Theatre of Durham's mission, setting and prioritizing goals, identifying ways in which to grow programming and amplify community impact, and defining how the organization can and should continue to develop. Leadership plans as well as communication with the City were central to the process, as the organization had undergone some tumultuous shifts in recent years and was preparing for another transition.

The plan was also informed by engagement with the community, including a survey and a town hall meeting. We also provided coaching and materials for Strategic Planning Committee members to meet with community groups to collect input.

4

Carolina Theatre of Durham

DURHAM, NC | 2019



Photo courtesy of Carolina Theatre

3.0 FIRM PROFILES, TEAM & EXPERIENCE

Relevant Experience

Webb Mgmt is completing a feasibility study that considers the renovation of the Southampton Cinema into a new home for arts and media. A group of local leaders obtained an option to purchase the cinema but required the feasibility study to confirm and advance the concept before fundraising for the purchase and renovation of the building.

The first portion of the study was an assessment which suggested that the redeveloped Southampton Cinema could offer arts education, film and media programming, live entertainment, rentals and other social events for the benefit of Southampton Village in the regional community. The work also found that the Center has potential to be a crucial partner alongside other local organizations to support a growing and prolific artistic community. And the Center can and should be an anchor in the continued development of Southampton as a walkable village and an inclusive community with a high quality of life.

The second portion of the study, a business plan, proposed a governance structure and facility management requirements in order to activate a busy, impactful and inclusive facility. This included staffing requirements as well as operating policy and a pro-forma operating budget that projected how the facility may be sustained with a reasonable balance of earned and contributed income while bringing significant economic impacts to Suffolk County.

5

Southampton Arts & Media Center

SOUTHAMPTON, NY | 2010



Photo courtesy of David Taylor

The project partners are now using our feasibility study to test support for the project in the Southampton funding community.

3.0 FIRM PROFILES, TEAM & EXPERIENCE

Relevant Experience

The Pompano Beach Community Redevelopment Agency is a relatively new entity, formed to address community and economic development and urban planning in key areas within this North Broward County community.

This particular project was inspired by an opportunity to add cultural facilities as part of a civic campus proposed to include a new Broward County Library, City Hall, and mixed use restaurant and retail components. There was also potential to develop cultural facilities within 30,000 square feet on the second floor of the library, if there was adequate need for programs and facilities.

Our work assessed demand for cultural programs and space, identifying facility development opportunities and suggesting how new spaces might be configured to accommodate demand. The effort began with a series of one-on-one interviews to inform our work around market analysis, facility inventories, user demand, programming opportunities, and potential benefits and impacts. We surveyed Broward County artists and arts groups to understand demand for space in the northern end of the county. A report including findings, conclusions, and recommendations was issued to the CRA and City Council.

We were then hired to develop business plans for three facility development opportunities, including a new Cultural Center, artist studios to be developed in a former hotel, and a cultural and community center celebrating Pompano's rich African-American history. Working with TCC, we developed and assessed a number of space programs to understand the physical implications and capital costs of recommendations.

Under separate contracts, we planned for the

6

City of Pompano Beach

POMpano BEACH, FL | 2010-2018

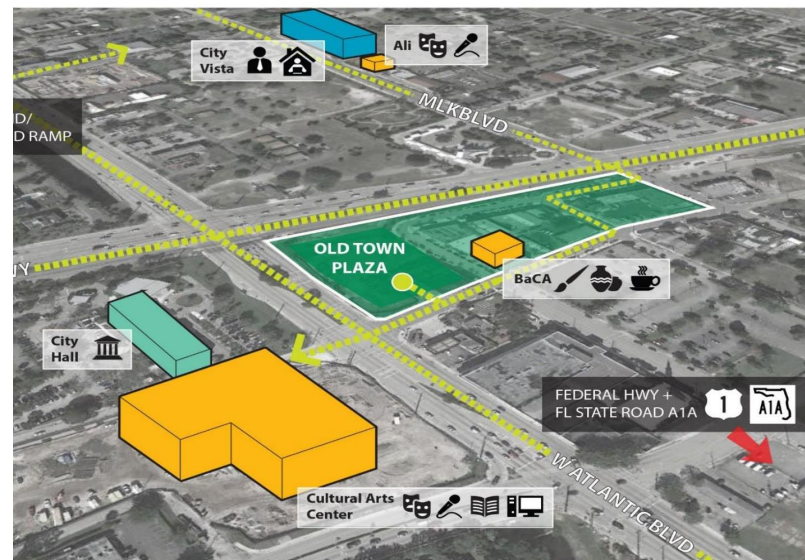


Image courtesy of the City of Pompano Beach

improved operations of the City's amphitheater, developed a business model for the combined operation of all of these facilities and supported the City as it engaged a third-party operator for its amphitheater.

These facilities have been developed and are operating sustainably.

4.0 COST PROPOSAL

Fee Proposal & Arrangements

We propose an all-inclusive fee of \$77,500 to complete the work described in this proposal, including expenses related to travel and the purchase of research. That fee is based on our making a total of five-person trips to Kiawah Island over the course of the study.

Duncan Webb	\$225
Robert Long	\$200
Kurt Wehmann	\$200
Stacey McMath	\$175
Miriam King	\$125

Additional trips would be billed for time and expenses with no mark up.

We will bill fees monthly based on the progress of the study. Expenses would be billed monthly as incurred with no mark-up.

This proposal is valid for a period of 60 days, beginning on August 15, 2022.

DATE: August 11, 2022

ORGANIZATIONAL INFORMATION

NAME OF OFFEROR: Webb Management Services

BUSINESS ADDRESS: 800 West End Ave, Suite 11A

New York, NY 10025

BY SUBMITTING HIS PROPOSAL, THE UNDERSIGNED OFFEROR REPRESENTS:

1. that he has carefully examined specifications for the Services;
2. that he is familiar with all the conditions surrounding the performance of the Services;
3. that, if awarded the Contract, he will provide all labor, material, supplies and equipment necessary to execute the Services in accordance with the Contract Documents;
4. that he understands that the Town reserves the right to reject any or all responses which does not meet the proposal requirements, or all proposals in the event that the Project is canceled, postponed, or if it is in the best interest of Town of Kiawah Island;
5. that, if awarded the Contract, he will enter and execute a contract as required in the Invitation to Bid;
6. that the Offeror is legally able to enter into and perform a contract, if awarded;
7. that the Offeror is current on all taxes and fees owed to the Town.
8. that the Offeror has provided proof of insurance as required by the Town.

I. PERSONNEL:

Provide a list of personnel that will be committed to this engagement and their job function.

Duncan Webb, President, Webb Mgmt - Project Director, Conclusions/Recommendations, Financial Projections

Robert Long, Principal, Theatre Consultants Collaborative - Space Program, Diagram, Capital Cost Estimate

Stacey McMath, Senior Consultant, Webb Mgmt - Project Management, Research/Analysis, Deliverables

Kurt Wehmann, Consultant, Theatre Consultants Collaborative - Space Program, Diagram, Capital Cost Estimate

Miriam King, Researcher/Analyst, Webb Mgmt - Research/Analysis, Deliverables

II. EXPERIENCE:

At least three (3) references for similar work performed are required; however, you may provide as many as five (5) references.

1. COMPANY NAME: City of Myrtle Beach
 Contract Title: Business Plan for Renovated Broadway Theatre
 Contract Period: From _____ To _____
 Geographic Area Served Myrtle Beach
 Scope of Work: Business Planning including governance structure, partnership development and financial projections
 Contracting Office: Downtown Development
 Contact Name: Lauren Clever
 Title: Director of Downtown Development
 Address: PO Drawer 2468
 City: Myrtle Beach State: SC
 Telephone: 843-918-1055
 Email: LClever@cityofmyrtlebeach.com

II. **EXPERIENCE (Continued):**

2. COMPANY NAME: City of Virginia Beach
Contract Title: Various contracts including Feasibility Study and Operator Selection for Performing Arts Center
Contract Period: From _____ To _____
Geographic Area Served Virginia Beach metropolitan area
Scope of Work: Feasibility Studies, Business Planning, Operator RFP/Contracting, Cultural Plan
Contracting Office: Office of Cultural Affairs
Contact Name: Emily Labows
Title: Cultural Affairs Director
Address: 201 Market Street, Suite 204
City: Virginia Beach State: VA
Telephone: 757-385-0226
Email: elabows@vbgov.com

3. COMPANY NAME: College of Coastal Georgia
Contract Title: Feasibility Study for a Performing Arts Center
Contract Period: From _____ To _____
Geographic Area Served Brunswick, GA and surrounding region
Scope of Work: Market Study, Business Plan for Performing Arts Facilities
Contracting Office: Office of the President
Contact Name: Michelle Johnston
Title: President, College of Coastal Georgia
Address: One College Drive
City: Brunswick State: GA
Telephone: 912-279-5705
Email: president@ccga.edu

4. COMPANY NAME: City of Durham/ Carolina Theatre of Durham
- Contract Title: Various incl. Strategic Plan for Carolina Theatre of Durham
- Contract Period: From _____ To _____
- Geographic Area Served Durham, NC and surrounding region
- Scope of Work: Market Assessment, Existing Conditions, Strategic Priorities, Business Planning, Financial Modeling
- Contracting Office: Carolina Theatre of Durham Board of Directors
- Contact Name: Reginald Johnson
- Title: Director, Community Development
- Address: City of Durham, 101 City Hall Plaza
- City: Durham State: NC
- Telephone: 919-560-4570 Ext. 22223
- Email: reginald.johnson@durhamnc.gov
5. COMPANY NAME: SH Theater Inc.
- Contract Title: Business Planning for Film, Arts and Community Media Center
- Contract Period: From March To August 2022
- Geographic Area Served Southampton and Long Island, NY
- Scope of Work: Market Analysis, Competition, Positioning, Operating/Governance Structure, Financial Projections
- Contracting Office: N/A
- Contact Name: Orson Cummings
- Title: President
- Address: 57 Walnut Street
- City: Southampton State: NY
- Telephone: Email preferred
- Email: orson@brotherscummingsfilm.com

III. **COST:**

In Compliance with Request for Proposals, the undersigned hereby proposes to provide all materials, equipment, and labor, except as otherwise provided noted, for the services agreement for the following cost (all prices shall include applicable sales taxes):

All-inclusive Project Cost	
\$	77,500

NAME OF COMPANY: Webb Management Services

By: _____ Carrie Blake
Signature Print Name

Title: Senior Consultant (i.e., Owner, Partner, Corporate Officer, etc.)

Address: 800 West End Ave, Suite 11A

City: New York State: NY Zip: 10025

Telephone Number: 212-929-5040 Business Fax Number: _____

Is your firm a X Corporation, _____ Sole Proprietorship, or _____ Partnership?

If incorporated, please list state of incorporation: New York

FEIN or SSN: 13-3948512

BUSINESS LICENSE:

The Offeror is not required to have valid business licenses to submit a Proposal. However, Offeror's must possess a valid Business License for business undertaken within the corporate limits of the Town of Kiawah Island.

Does your business have a valid **Town of Kiawah Island** Business License?

___ Yes **X** No If yes, list the number _____

Contact (843) 768-9166 with any questions. If no, a business license must be obtained upon award of the contract.

INSURANCE:

The successful offeror, at his own expense, shall keep in force and at all times and maintain during the term of any contract resulting from this RFP the insurance requirements as outlined below.

GENERAL LIABILITY: \$1,000,000 combined single limit per occurrence for bodily injury, property damage, and personal injury with a \$2,000,000 general aggregate limit.

AUTOMOBILE LIABILITY: \$1,000,000 combined single limit per accident for bodily injury and property damage.

WORKERS' COMPENSATION: Statutory limits are required by South Carolina state law, and employer's liability limits of \$100,000 per accident.

The successful offeror shall provide acceptable Insurance Certificate(s) and Endorsement(s) to the Town no later than the execution of any contract resulting from this RFP. The Town reserves the right to receive any additional documentation or information verifying insurance coverage as the Town deems necessary. The Town may contact the successful offeror's insurance agent(s) or carrier(s) directly concerning any insurance issues.

The Town of Kiawah Island must be advised immediately of any changes in required coverage(s).

INDEMNIFICATION

Except for expenses or liabilities arising from the negligence of the Town, the offeror hereby expressly agrees to indemnify and hold the Town of Kiawah Island harmless against any and all expenses and liabilities arising out of performance or default of any resulting contract as follows:

The offeror expressly agrees to the extent that there is a causal relationship between its negligent, reckless or intentionally wrongful action or inaction, or the negligent, reckless or intentionally wrongful action or inaction of any of its employees or any person, firm or corporation directly or indirectly employed by the offeror, and any damage, liability, injury, loss or expense (whether in connection with bodily injury or death or property damage or loss) that is suffered by the Town and its employees or any member of the public, to indemnify and save the Town and its employees harmless against any and all liabilities, penalties, demands, claims, lawsuits, losses, damages, costs, and expenses arising out of the performance or default of any resulting contract from this RFP. Such costs are to include any defense, settlement, or reasonable attorneys' fees incurred by the Town or its employees. This promise to indemnify shall include bodily injuries or death occurring to offeror's employees and any person directly or indirectly employed by the offeror (including without limitation any employee of any subcontractor), the Town's employees, the employees of any other independent contractors, or occurring to any member of the public. When the Town submits notice, offeror shall promptly defend any aforementioned action. This obligation shall survive the suspension or termination of this Agreement. The limits of insurance coverage required herein shall not serve to limit this obligation to indemnify. The recovery of costs and fees shall extend to those incurred in the enforcement of this indemnity.

MINORITY/WOMEN-OWNED ENTERPRISE:

Are you a Minority or Woman-Owned business? ____ Yes X No

If so, are you certified? ____ Yes ____ No

If you are certified, you must furnish a copy of your certificate with your submittal.

NON-COLLUSION OATH

COUNTY OF: Cuyahoga

STATE OF: OHIO

Before me, the Undersigned, a Notary Public, for and in the County and State aforesaid, personally appeared (Carrie Blake) and made oath that the Offeror herein, his agents, servants, and/or employees, to the best of his knowledge and belief, have not in any way colluded with anyone for and on behalf of the Offeror, or themselves, to obtain information that would give the Offeror an unfair advantage over others, nor have they colluded with anyone for and on behalf of the Offeror, or themselves, to gain any favoritism in the award of the contract herein.

SWORN TO BEFORE ME THIS 10th DAY OF August, 2022



DOREEN C. PACURA
Notary Public, State of Ohio
My Commission Expires
August 4, 2025

[Signature]

Authorized Signature for Offeror

Please print Offeror's name and address:

Webb Management Services

800 West End Ave, Suite 11A

New York, NY 10025

[Signature]

NOTARY PUBLIC FOR THE STATE OF OHIO

My Commission Expires: 08-04-2025

Print Name: Doreen C. Pacura



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

08/05/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Edgewood Partners Ins. Center 350 Hudson Street 4th Floor New York, NY 10014	CONTACT NAME: Jennifer Koch PHONE (A/C, No. Ext): (212) 488-0246 E-MAIL ADDRESS: jennifer.koch@epicbrokers.com FAX (A/C, No): (646) 514-9597
INSURED Webb Management Services, Inc. 800 W End Ave #11A New York, NY 10025-5467	INSURER(S) AFFORDING COVERAGE INSURER A: Philadelphia Indemnity Insurance INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:
	NAIC # 18058

COVERAGES

CERTIFICATE NUMBER: Cert ID 9170

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	Y		PHSD1681713	02/03/2022	02/03/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 50,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMP/OP AGG \$ \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			PHSD1681713	02/03/2022	02/03/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			PHUB800583	02/03/2022	02/03/2023	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/>	N/A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Property			PHSD1681713	02/03/2022	02/03/2023	BPP: \$ 1,000,000 Deductible: \$ 500

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

This certificate supersedes previously issued certificates.

its officers, officials, employees, Boards and Commissions and Volunteers are included as Additional Insured on General Liability policy per the attached endorsement.

CERTIFICATE HOLDER**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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ACORD 25 (2016/03)

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DATE (MM/DD/YYYY)
08/05/2022

PRODUCER
Edgewood Partners Ins. Center
350 Hudson Street
4th Floor
New York, NY 10014

INSURED
Webb Management Services, Inc.

800 W End Ave #11A
New York, NY 10025-5467

CONTACT NAME:	PHONE (A/C, No, Ext):	PHONE (A/C, No, Ext):
Jennifer Koch	(212) 488-0246	

[illegible]

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

BUSINESSOWNERS POLICY-ELITE ENHANCEMENT

This endorsement modifies insurance provided under the following:

**BUSINESSOWNERS LIABILITY COVERAGE FORM
BUSINESSOWNERS SPECIAL PROPERTY COVERAGE FORM**

It is understood and agreed that the following extensions only apply in the event that no other specific coverage for the indicated loss exposures are provided under this policy. If such specific coverage applies, the terms, conditions and limits of that coverage are the sole and exclusive coverage applicable under this policy.

Throughout this endorsement the words "you" and "your" refer to the Named Insured shown in the Declarations. The words "we", "us" and "our" refer to the Company providing this insurance.

Part 1: Property Coverage Enhancements:

The following amendments are a part of the BUSINESSOWNERS SPECIAL PROPERTY COVERAGE FORM:

1. Increased Glass Limits

Section A. Coverage, item 4.b. is replaced by:

- b.** With respect to glass (other than glass building blocks) that is part of the interior of a building or structure, or part of an outdoor sign, we will not pay more than \$3,000 for the total of all loss or damage in any one occurrence.
This Limitation does not apply to loss or damage by the "specified causes of loss", except vandalism.

2. Increased Fire Department Service Charge

Section A. Coverage, item 5.c. is replaced by:

- c.** Fire Department Service Charge
When the fire department is called to save or protect Covered Property from a Covered Cause of Loss, we will pay up to \$3,000 for your liability for fire department service charges:
(1) Assumed by contract or agreement prior to loss; or
(2) Required by local ordinance.

3. Reduced Waiting Period and Longer Duration for Civil Authority Coverage

Section A. Coverage, item 5.i. is replaced by:

- i. Civil Authority**
We will pay for the actual loss of Business Income you sustain and necessary Extra Expense caused by action of civil authority that prohibits access to the described premises due to direct physical loss of or damage to property, other than at the described premises, caused by or resulting from any Covered Cause of Loss.
The coverage for Business Income will begin 48 hours after the time of that action and will apply for a period of up to three consecutive weeks after coverage begins.

The coverage for necessary Extra Expense will begin immediately after the time of that action and ends:

- (1) 5 consecutive weeks after the time of that action; or
- (2) When your Business Income coverage ends; whichever is later.

The definitions of Business Income and Extra Expense contained in the Business Income and Extra Expense Additional Coverages also apply to this Civil Authority Additional Coverage. The Civil Authority Additional Coverage is not subject to the Limits of Insurance.

4. Broadened Personal Property Coverage

Section A. Coverage, item 1.b., the first paragraph is replaced by:

- b. Personal Property located in or on the buildings at the described premises or in the open (or in a vehicle) within 1,250 feet of the described premises, including:

5. Increased limits for Personal Property Off Premises

Section A. Coverage, item 6.b. is replaced by:

b. Personal Property Off Premises

You may extend the insurance that applies to Business Personal Property to apply to covered Business Personal Property, other than "money" and "securities", "valuable papers and records" or accounts receivable, while it is in the course of transit or temporarily at a premises you do not own, lease or operate. The most we will pay for loss or damage under this Extension is \$10,000.

6. Increased limits for Outdoor Property

Section A. Coverage, item 6.c. is replaced by:

c. Outdoor Property

You may extend the insurance provided by this policy to apply to your outdoor fences, radio and television antennas (including satellite dishes), signs (other than signs attached to buildings), trees, shrubs and plants, including debris removal expense, caused by or resulting from any of the following causes of loss:

- (1) Fire;
- (2) Lightning;
- (3) Explosion;
- (4) Riot or Civil Commotion; or
- (5) Aircraft.

The most we will pay for loss or damage under this Extension is \$5,000, but not more than \$1,000 for any one tree, shrub or plant.

7. Fire Extinguisher Recharge

Section A. Coverage, item 6. Coverage Extensions will also include:

You may extend the insurance provided by this coverage form to cover expenses you incur to recharge portable fire extinguishers, dry chemical, carbon dioxide, or liquid automatic fire extinguishing systems and the cost of resetting automatic fuel shut-off connections, if any of the above are discharged to fight a fire or are discharged due to a mechanical malfunction.

The most we will pay for loss or damage under this extension is \$3,000.

No deductible shall apply to this coverage.

8. Business Income Enhancement

Section A. Coverage, item 5. Additional Coverages, section f. Business Income is amended as follows:

The reference to "60 days" as the limitation on payroll expenses is replaced by "365 days."

9. Lock Replacement

Section A. Coverage, item 6. Coverage Extensions will also include:

You may extend the insurance provided by this coverage form to cover necessary expense to repair to replace exterior or interior door locks of a covered building:

- a) If your door keys are stolen in a covered theft loss; or
- b) When your property is damaged and your door keys are stolen by the burglars.

The most we will pay under this extension of \$250 for any one occurrence.

10. Removal of Sewer Backup Exclusion

Section B. Exclusions, item g(3) is amended to include:

Backups of sewers will not be excluded, but the most we will pay for such losses is \$500 in the policy period.

Part 2: Liability Coverage Enhancements:

The following amendments are a part of the BUSINESSOWNERS LIABILITY COVERAGE FORM:

1. Medical Payments

If Medical Payments Coverage (Coverage A.2.) is not otherwise excluded from this Coverage Part:
The Medical Expense Limit is changed subject to all the terms of Limits Of Insurance (Section D) to the greater of:

- a. \$10,000; or
- b. The Medical Expense Limit shown in the Declarations of this Coverage Part.

2. Supplementary Payments

In the Supplementary Payments – (Coverage A.1.d.):

- 1. The limit for the cost of bail bonds (item (2)) is changed from \$250 to \$500; and
- 2. The limit for loss of earnings (item (4)) is changed from \$250 a day to \$500 a day.

3. Blanket Additional Insureds

Who is An Insured (Section C) is amended to include the following, but only for liability arising out of the negligence of the Named Insured:

Each of the following is also an Insured:

- a. any Contractor, including contracting governmental entities, who hires you as their subcontractor;
- b. any person or organization who has an ownership interest in you;
- c. any lessor of leased equipment, who rents equipment to you, but only with respect to

liability arising out of the maintenance, operation, or use by you, provided however that this item c. will not apply to (1) any occurrence which takes place after the equipment lease expires; nr (2) "Bodily Injury" or "Property Damage" arising out of the negligence of the lessor or contractor engaged to operate the leased equipment; and

- d. any owner, mortgagor, lessor, landlord, condominium association or manager of a premises leased by you, but only for "occurrences" that take place while you occupy the premises, provided however that this item d. will not apply to structural alterations, new construction, or demolition operations; and

With regard to parties applicable under items a. through d. above, the Insurer and the Named Insured agree to waive rights of recovery, as provided within the policy.

Nothing contained in this section C. shall serve to nullify matters excluded under section B. of the policy.

4. Bodily Injury - Mental Anguish

The definition of "bodily injury" is changed to read:

"Bodily Injury":

- a. Means bodily injury, sickness or disease sustained by a person, and includes mental anguish resulting from any of these; and
- b. Except for mental anguish, includes death resulting from the foregoing (item a. above) at any time.

5. Liberalization

If we revise this endorsement to provide more coverage without additional premium charge, we will automatically provide the additional coverage to all endorsement holders as of the day the revision is effective in your state.

6. Amendment of Aggregate Limit

SECTION D.4. – Aggregate Limits, item B is replaced by:

- b. All other injury or damage, including medical expenses, arising from all "occurrences" during the policy period is three times the Liability and Medical Expenses limit. This limitation does not apply to "property damage" to premises while rented to you or temporarily occupied by you with permission of the owner, arising out of fire or explosion.

7. Amendment to Watercraft Exclusion

Part B- Exclusions, item g.(2)(a) is amended by the following:

The phrase "less than 26 feet" is replaced by "less than 51 feet."

Part 3: Amendment of Conditions

1. Other provisions of the policy notwithstanding, this policy will be primary for all losses covered herein, and the existence of other insurance will not serve to reduce our obligation.
2. You will have the right to waive our rights of recovery prior to a loss with respect to any party. This must be done in writing to affect our rights.



Tab | 4

WAYS AND MEANS

Agenda Item



Memorandum

TO: Mayor and Town Council

FROM: Dorota Szubert, Finance Director

SUBJECT: Budget Report for the Fiscal Year Ended 6/30/2022

DATE: 9/6/2022

Overview:

Presented here is the Town's Balance Sheet as of June 30, 2022, and Budget to Actual Report for the fiscal year FY2021. The Budget to Actual Report is presented on the modified accrual basis and all the special funds are consolidated. At the time this report was prepared, there were still few revenue remittances that have not been received and accrued.

As of June 30, 2022, the Town's governmental funds combined have an ending fund balance of approximately \$28.3M, an increase of approximately \$4.8M from June 30, 2021. Of this amount, 58%, or \$16.3M, is available for spending at the Town's discretion (unassigned fund balance).

Due to continuous uncertainties related to COVID-19 pandemic and anticipated economic slowdown, the Town Council adopted the FY2022 budget with the conservative revenue projections. However, all the revenue sources have exceeded our projections at 6/30/2022. In overall, consolidated revenues for the fiscal year FY2022 were \$15.1M. It is \$5.7M, or 38% higher than budgeted and \$2.3M, or 15% higher than last year's revenues. Building permits revenue shows \$983K positive variance when compared to the budget, attributable to continuous high construction activity on the island. In the current year, the number of the new home permits increased by 26%, residential renovation permits increased by 17% and commercial renovation permits increased by 34% when compared to last year. Business licenses revenue (including short term rental application fees) shows \$1.3M, or 37% positive variance over the budget. The number of licenses issued has increased by 11% over last year, also the fees collected from real estate activity and hospitality establishments were significantly higher than last year. All tourism-driven revenues, such as accommodation and hospitality taxes have continued their strength and were higher than budgeted and slightly higher than last year collections. The Town also received the first tranche of American Rescue Plan funding of \$440K and expects the second payment in September 2022.

The total expenditures for the fiscal year 2022 are \$10.3M and \$1.5M or 14%, higher than budgeted, and \$1.8M, or 18% higher than last year. The negative variance when compared to the budget is mostly attributable to the following items:

- Personnel cost is \$248k, or 11% higher than budgeted due to the salary adjustments recommended by Evergreen Solutions and 2 new positions, Public Safety Director, and Arts Council Liaison, approved after the budget adaption.
- Professional Services cost is \$52k, or 27%, higher than budgeted due to the Town Attorney's engagements outside the contract and legal assistance for KIU rate increase intervention.

- Consultants line-item shows \$158K or 43% negative variance related mostly to engagements approved by Council after budget adaption related to KI Recycling Center, KI Parkway intersection improvements, comprehensive plan, and engineering assistance for the Cape project.
- Maintenance cost is \$71K, or 3% over the budget due to higher than budgeted cost for safety landscaping improvements at the Town Hall and mid-year change and increase in contracted amount for landscaping services on KI Parkway.
- Tourism and Recreation line item is \$387K, or 14% over the budget as the amount paid to Charleston Visitor Bureau (CVB) exceeded budgeted amount by \$480K. The Town is required by SC Code of Laws to remit 30% of State Accommodation Tax (SATAx) to marketing agency, CVB and respectively with the higher than budgeted collection of SATAx, the disbursement is larger as well.
- Non-budgeted item is the first payment of \$200K to MUSC Health's Sea Island Medical Pavilion. The Town has committed to \$1M towards this project over 5 years period.
- Capital outlay -Building line-item shows \$51K, or 25% negative variance related to higher than budgeted garage improvements cost.
- Infrastructure cost is \$363K, or 78% higher than budgeted. The budget included only a placeholder of \$100K for Beachwalker Dr and bike path safety improvements.
- Capital Outlay-Other line item is \$14K, or 26% higher than budget and includes cost for the new Kiawah Island signage.

Town of Kiawah Island
Balance Sheet - Governmental Funds
Unaudited
Modified Accrual Basis
June 30, 2022

	GENERAL FUND	SPECIAL FUNDS COMBINED	CAPITAL FUND	TOTAL FUNDS
ASSETS				
Cash and Cash Equivalents	\$ 16,326,394		\$ -	\$ 16,326,394
Cash and Cash Equivalents, Restricted	-	4,467,894	6,722,152	11,190,046
Accounts Receivable	459,515	1,640,697	-	2,100,212
Prepaid Item	249,704	-	-	249,704
TOTAL ASSETS	17,035,613	6,108,591	6,722,152	29,866,355
LIABILITIES				
Accounts Payable and Accrued Liabilities	456,038	972,588	-	1,428,627
Municipal Court Fines and Assessments Payable	3,849	-	-	3,849
Unearned Revenue	12,834	-	-	12,834
TOTAL LIABILITIES	472,721	972,588	-	1,445,310
DEFERRED INFLOWS OF RESOURCES				
Unavailable Revenue	134,013	-	-	134,013
TOTAL DEFERRED INFLOWS OF RESOURCES	134,013	-	-	134,013
TOTAL LIABILITIES AND DEFERRED INFLOWS OF RESOURCES	606,734	972,588	-	1,579,323
FUND BALANCES				
Restricted:				
Tourism Related Expenditures & Capital Improvements	-	5,112,852	6,722,152	11,835,003
Victims' Assistance	-	23,151	-	23,151
Unrestricted	16,428,879	-	-	16,428,879
TOTAL FUND BALANCES	16,428,879	5,136,003	6,722,152	28,287,033
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCES	\$ 17,035,613	\$ 6,108,591	\$ 6,722,152	\$ 29,866,356

Town of Kiawah Island
Budget to Actuals
For the Twelve Months Ended 6/30/2022
Modified Accrual Basis /Unaudited

	ACTUALS	BUDGET	VARIANCE	% VARIANCE	FY2021 ACTUALS	VARIANCE	% VARIANCE
Revenue:							
Building Permits	\$ 1,883,007	\$ 900,000	\$ 983,007	52%	\$ 1,237,867	\$ 645,140	34%
Building Permits-Special Projects	305,197	100,000	205,197	67%	322,100	(16,903)	-6%
Business Licenses	3,540,133	2,295,000	1,245,133	35%	2,987,564	552,569	16%
STR Application Fees	431,308	400,000	31,308	7%	399,035	32,273	7%
Franchisee Fees	916,492	860,000	56,492	6%	964,496	(48,004)	-5%
Local Option Tax	806,231	597,453	208,778	26%	760,172	46,059	6%
State ATAX	3,074,464	1,617,505	1,456,959	47%	2,802,651	271,813	9%
Local ATAX	1,519,444	986,392	533,052	35%	1,384,691	134,753	9%
County ATAX	394,686	200,000	194,686	49%	484,000	(89,314)	-23%
Hospitality Tax	898,462	576,884	321,578	36%	667,602	230,860	26%
Environmental Services	631,445	610,000	21,445	3%	596,087	35,358	6%
Intere	59,829	34,000	25,829	43%	51,357	8,472	14%
Other	150,501	160,000	(9,499)	-6%	127,266	23,235	15%
Non-Budgeted (ARP Funding)	440,343	-	440,343	100%	-	440,343	100%
Total Revenue	15,051,542	9,337,234	5,714,309	38%	12,784,888	2,266,654	15%
Expenses:							
Salaries/Regular Employees	1,579,524	1,386,994	(192,530)	-12%	1,292,561	(286,963)	-18%
Overtime	2,717	4,200	1,483	55%	2,047	(670)	-25%
Benefits	477,144	438,985	(38,159)	-8%	344,480	(132,664)	-28%
Payroll Tax	150,102	131,063	(19,039)	-13%	116,480	(33,622)	-22%
Employee Subtotal	2,209,487	1,961,243	(248,244)	-11%	1,755,568	(453,919)	-21%
Public Safety/Payroll and Related/ Off Duty Deputies	332,312	439,631	107,319	32%	430,561	98,249	30%
Public Safety/CCSO Contract	345,950	356,624	10,674	3%	384,217	38,267	11%
STR Code Enforcement	288,580	288,580	-	0%	299,018	10,438	4%
Utilities & Supplies	251,360	250,900	(460)	0%	232,497	(18,863)	-8%
Advertising	13,077	14,000	923	7%	8,617	(4,460)	-34%
Communications	72,837	68,320	(4,517)	-6%	59,797	(13,040)	-18%
Waste Management	1,074,548	1,053,000	(21,548)	-2%	1,084,601	10,053	1%
Insurance	154,868	150,824	(4,044)	-3%	138,781	(16,087)	-10%
Professional Services	193,021	141,000	(52,021)	-27%	152,464	(40,557)	-21%
Consultants	369,338	211,000	(158,338)	-43%	170,224	(199,114)	-54%
Maintenance	542,964	471,800	(71,164)	-13%	435,529	(107,435)	-20%
Travel	50,549	54,000	3,451	7%	33,607	(16,942)	-34%
Rentals	41,477	45,000	3,523	8%	38,458	(3,019)	-7%
Tourism & Recreations	2,747,366	2,359,957	(387,409)	-14%	1,996,619	(750,747)	-27%
Contributions	199,771	200,000	229	0%	150,023	(49,748)	-25%
Other	394,844	330,583	(64,261)	-16%	223,698	(171,146)	-43%
Non-Budgeted (MUSC)	200,000		(200,000)	-100%	-	(200,000)	-100%
Capital Outlay:							
Building	200,801	150,000	(50,801)	-25%	-	(200,801)	-100%
Infrastructure	463,937	100,000	(363,937)	-78%	752,135	288,198	62%
Vehicles	48,658	90,000	41,342	85%	35,839	(12,819)	-26%
Other	54,096	40,000	(14,096)	-26%	66,972	12,876	24%
Total Expenses	10,249,841	8,776,462	(1,473,379)	-14%	8,449,225	(1,800,616)	-18%
Net Changes in Fund Balance	\$ 4,801,701.17	\$ 560,771	\$ 4,240,930	88%	\$ 4,335,663	\$ 466,038	10%