



Town of Hilton Head Island
Community Services Committee Regular Meeting

Monday, June 11 2018 - 9:00 a.m.

Benjamin M. Racusin Council Chambers

AGENDA

As a Courtesy to Others Please Turn Off/Silence All Mobile Devices During
the Town Meeting

- 1) **Call to Order**
- 2) **FOIA Compliance** Public notification of this meeting has been published, posted, and mailed in compliance with the Freedom of Information Act and the Town of Hilton Head Island requirements.
- 3) **Approval of Minutes** - Meeting of May 14, 2018
- 4) **New Business**
 - a) Recommendation regarding Venue Committee Response to Phase II: A Conceptual Model for a Community Arts Center
- 5) **Adjournment**

Please note that a quorum of Town Council may result if a majority of their members attend this meeting.

TOWN OF HILTON HEAD ISLAND
COMMUNITY SERVICES COMMITTEE REGULAR MEETING

Date: May 14, 2018 **Time:** 9:00 a.m.

Members Present: Kimberly Likins, *Chairman*; Marc Grant; Bill Harkins

Town Council present: John McCann, David Ames

Town Staff Present: Jayme Lopko, *Sr. Planner*; Charles Cousins, *Director Community Development*; Shawn Colin, *Deputy Director Community Development*; Jennifer Ray, *Planning & Special Projects Manager*; Taylor Ladd, *Senior Planner*; Carolyn Grant, *Communications Director*; Jennifer McEwen, *Director of Cultural Affairs*

Media Present: Island Packet

1. Call to Order

Chairman Likins called the meeting to order at 9:05 a.m.

2. Freedom of Information Act Compliance

Public notification of this meeting has been published, posted, and mailed in compliance with the Freedom of Information Act and the Town of Hilton Head Island requirements.

3. New Business

Recommendation regarding Venue Committee Response to Phase II: a Conceptual Model for a Community Arts Center.

Ms. Cindy Creamer, Chairman of Venue Committee, thanked this Committee for the opportunity for the Venue Committee to present their findings. We have been committed to this project for the past two years. The Venue Committee members bring many years of experience with different cultural activities in the community. We are unanimous in agreement that the Town should go forward with the recommendations from our Phase I report. We cannot afford to lose any more assets to our neighbors. Hilton Head Island needs a vibe for the future and the cultural aspect.

Mr. Grant asked Ms. Creamer based on the Webb Management report recommendations on a community arts center, how did you interpret how we should move ahead? Ms. Creamer replied the community arts center should be consider as part of our long-range plan because it satisfies many unmet community needs. The Venue Committee unanimously agreed the defined facility spaces, users and uses exceed the Arts Center of Coastal Carolina's capacity to handle. We could repurpose unoccupied buildings. We need to move forward on the entire scope of work.

Mr. Grant stated if the Webb Management report proposed the community art center serve the region why are we doing something different? Mr. Grant said his concern is the tax base we serve – how much will it cost?

Ms. Creamer stated the consultant did not take into consideration ATAX money. The Venue Committee feels a strong need to support 30 different cultural groups on Hilton Head Island. How far would Hilton Head Island residents travel?

Mr. Grant asked why the Arts Center of Coastal Carolina stepped out of the group and not stay involved?

Ms. Creamer stated the Venue Committee spent one year on six different recommendations; we tried to put together something that would work at the Arts Center of Coastal Carolina but they require so many nights and rehearsals we cannot take that away from them. Overall what the Webb reports recommends, they just didn't have the space. When the Arts Center of Coastal Carolina first started it was envisioned to have a mid-size hall in the beginning. Trying to fit everything into one building is very difficult.

Mr. Harkins stated he is in no position to vote today. There are some real important pieces of information that we have to drill deeper on. The Webb Management reports states there were three entities that could avail themselves of a larger facility. The Webb Management report also states the large hall community arts center unequivocally should be located as close to I-95 as possible to create regional opportunities. The Arts Center of Coastal Carolina was saying goodbye to the process. I picked up a sense of discouragement and a sense of distress. The Arts Center of Coastal Carolina says they provided all the necessary data; the Venue Committee said they did not. That to me is not good. We have to resolve that. The Arts Center of Coastal Carolina is very important to the community. We have to in a very deliberate and careful way work something out. It is unacceptable for them to walk away - and for you not to pull them back. We have a wonderful symphony they need more space; that needs to be worked out. We as a political body come under scrutiny how we use community money and we take that seriously. I believe we need consultants from time to time. In lieu of a consultant, what about Ms. Jennifer McEwen, Director of Cultural Affairs? I want the arts to succeed but what I have seen so far, you are in no position to be asking for funding.

Mr. Grant stated we need more time to have a conversation and receive more information. I would like a real discussion about the Webb Management report and move forward based on the data to support it. I do not want to spend more money and not know specifically what we want to address. I would like to hear from Ms. Jennifer McEwen, Director of Cultural Affairs and hear her opinion. What are we asking a consultant to look at? I would like for people to be able to afford the arts but will it affect their taxes? What is another space for? Town Council only has so much money. We need to meet to talk about the Webb Management report, look at why a consultant is needed and we need to know all facts.

Ms. Creamer stated the Arts Center of Coastal Carolina walking away was only on the community arts center area that it was becoming too difficult and the expectations on some sides were not being met. They supported us going forward with Phase II. The Venue Committee's direction on a scope of work was to focus strictly on Hilton Head Island, we were not able to take on a regional aspect. Ms. Jennifer McEwen is a great asset to the Town and the Venue Committee but it will take a hired consultant to take this on.

Public comment covered the following points:

- There is no residential base near I-95, it would be a terrible mistake to put it there.
- The Hilton Head Symphony Orchestra desperately needs a larger space and a permanent home. The Orchestra would lose its Hilton Head Island supporters if the community arts center was near I-95. Residents are not going to drive there and back for a performance.
- Tourist dollars will help with funding.
- It is all about money, bricks and mortar.
- We are at a point we cannot move forward; we need a consultant, someone that knows how to run a facility.

Mr. Harkins stated my takeaway is the disparity of thought between the Venue Committee and Arts Center of Coastal Carolina about the adequacy of the information or lack thereof that we share and that is troubling to me. We have to have neutrality of thought and also need to have support from both sides in order to move forward. We are dealing with well-intentioned people and everyone in this room wants to advance the arts. But if we are not together as a community, we are going to fail. Information is a resource to use and I welcome the next few weeks to make sure we have this dialogue that Mr. Grant and I are referring to and get closer as a community.

Chairman Likins stated that there would not be a recommendation to Town Council today. Chairman Likins stated as a member of the Venue Committee, I have more information than my colleagues. I too feel that a lot of the questions my colleagues are asking have been answered and the information is readily available. The Venue Committee will do their best to pull the data together and provide it to each of you in a manner you can see and have the answers to the questions you have. I will work with staff and the community to provide the information we need.

While this is a challenging issue, we as a community need to be grateful for this opportunity. We are fortunate to have the Arts Center of Coastal Carolina, the orchestra etc. As a Council we have to come up with a collective solution. We should not be willing to lose any of these organizations from our community. If we do, we are not following our own vision. We will be left with nothing. We need a consultant and I encourage Town Council to be more open to move this initiative forward. Chairman Likins thanked the Venue Committee and the Arts Center of Coastal Carolina.

4. Adjournment

There being no further business, the meeting adjourned at 10:20 a.m.

Approved
Kimberly Likins, Chairman

Submitted by
Eileen Wilson, Sr. Administrative Assistant



TOWN OF HILTON HEAD ISLAND

Community Development Department

TO: Community Services Committee
VIA: Charles Cousins, AICP, *Director of Community Development*
VIA: Jennifer Ray, ASLA, *Planning and Special Projects Manager*
FROM: Jayme Lopko, AICP, *Senior Planner*
CC: Shawn Colin, AICP, *Deputy Director of Community Development*
DATE: June 6, 2018
SUBJECT: Venue Committee Response to Phase II

Recommendation: The Venue Committee recommends the Community Services Committee forward recommendations as detailed in Exhibit A to Town Council with a recommendation for approval.

The Community Services Committee met on May 14, 2018 to discuss the Venue Committee Response to Phase II: A Conceptual Model for a Community Arts Center. There was not action taken at this meeting. The Community Services Committee directed the Venue Committee to come back with additional information.

The Venue Committee met on April 16, 2018 and voted 9-1-0 to recommend that Town Council approve their recommendations as attached in Exhibit A.

Summary: The Town contracted Webb Management Services in October 2017 to begin the second phase of work, a Conceptual Model for a Community Arts Center. After conducting a charrette with local arts and cultural organizations, searching for available buildings for sale or lease, and researching physical and business planning, the consultant presented the Town with a final report containing a conceptual model for a Community Arts Center. This final report was sent to the Venue Committee in January of 2018.

The Venue Committee reviewed the final report of Webb Management along with the information they had collected and researched regarding venues currently on the island. A detailed response from the Committee to the consultant's final report is contained in Exhibit A. In addition, the Venue Committee made recommendations that could be taken in a possible future phase.

Background: Town Council authorized moving forward with Phase II of the Venue project to evaluate a Community Arts Center model for the island at their September 19, 2017 meeting.

Working with staff and the Venue Committee, Webb Management conducted a charrette to gather space and scheduling needs of local arts and cultural organizations, researched local

Subject: Venue Committee Response to Phase II

June 6, 2018

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construction costs, determined equipment needed for proposed theater spaces, determined the appropriate staffing levels, and prepared budgeting for the proposed facility.

The Venue Committee reviewed Webb Management's final report and discussed a response to the Phase II work at their March 30, 2018 and April 16, 2018 meetings. Exhibit A details the Venue Committee's background, response to the final report, recommendations (starting on page 5), and lessons learned.

Attachment:

Exhibit A - Venue Committee Response to Phase II

Exhibit B – Venue Spaces Chart

Exhibit C - Webb Management Services Report: A Conceptual Model for a Community Arts Center

Town of Hilton Head Island

Venue Committee

Response to Phase II Funded Work

April 16, 2018

Background

- The Venue Committee was created in February 2016 by Town Council, which budgeted funds for a consultant to help complete the Scope of Work: to identify venue needs and develop physical and business plans and a fundraising strategy. Our first meeting was in April 2016.
- The Committee's first year was spent working with Webb Management Services on a needs assessment, interviewing and surveying culture and heritage organizations and citizens, and researching other towns and financing options. The Town Council unanimously supported the exciting recommendation for six cultural spaces and further study to identify programming, business models and funding for them. Most importantly, the Committee recommended that these are a set of investments that should be viewed together. These projects are:
 - Support for the Mitchelville plan
 - A mid-sized multi-use, flexible hall
 - An outdoor gathering space for the community
 - Support for the Coastal Discovery Museum (CDM)
 - A community arts center
 - A culinary facility to encourage culinary tourism
- The past year has been spent working again with the consultant on Town Council's direction to address only a Phase II plan for a Community Arts Center (CAC). In January, Webb provided a proposal of a Conceptual Model for a Community Arts Center, providing information on how the Arts Center of Coastal Carolina (ACCC) could be utilized as part of the model. The committee worked diligently to reach a consensus on this assignment, but was unable to do so. There was, however, a clear majority opinion.

Community Arts Center Conceptual Model

Webb detailed the elements which should be included in a Community Arts Center, and provided the first two options below to the Committee on how it might be implemented. The Venue Committee has included a third option in its response:

1. Construct or repurpose a building housing all of the required elements
2. Utilize the ACCC building and add additional space and features to fulfill the needs which the existing building does not meet
3. (Venue Committee) Use a combination of available and planned spaces in the Town to create a virtual Community Arts Center until completion of a comprehensive Culture and Arts Venue infrastructure plan

Community Arts Center Option One

Construct or repurpose a building housing all of the required elements (from Webb's January 2018 Report)

- Included 47,500 sq ft facility with a 30,000 sq ft footprint on 2.5-3.5 acres that includes 2 theaters (300 and 120 seats), classrooms, music practice and rehearsal rooms and a large lobby between \$21.5-27.5MM (not including land purchase).
- Provided a detailed operational model with reduced rental rates for nonprofits and/or regional groups. The operational model assumes some level of subsidy (annual funding requirements between \$600,000 – 640,000), although it does not presume what entity would be subsidizing the costs.
- The Venue Committee does not recommend this option at this time
- This model is expensive, but other configurations of either repurposed or new structures might be a good alternative. This needs to be investigated as part of a larger Phase II study.

Community Arts Center Option Two

Utilize the ACCC building and add additional space and features to fulfill the needs which the existing building does not meet.

Email of April 10, 2018 from Bob Lee, Chairman of the Board of the ACCC: “After careful consideration, the Arts Center of Coastal Carolina has decided to withdraw, for the foreseeable future, from further discussions regarding its venue / facilities as a part of the current Venue Committee process.” Full text of this email is included in Appendix A below.

- Webb stated the ACCC's building could meet a substantial portion of the required spaces if the organization “is prepared and able to re-formulate its business model to become more of a community arts center than being dominated by self-produced theater.”
 - The building contains a main theater, small black box theater, art classroom, gallery, offices and meeting rooms
 - Other elements such as a small theater, practice rooms, additional classrooms, and rehearsal rooms would need to be made available in other spaces
- Of particular relevance to this option is that the ACCC is requesting consideration of an agreement for the Town to purchase their building with certain conditions:
 - Purchase price to be based on fair market value, substantiated by current appraisal of property
 - Sufficient funding to address their maintenance backlog (additional \$3.8MM)
 - Relief from ongoing financial burden of building maintenance

- Assurance to its donor base, board and audience that the quality of its productions will remain excellent (maintain current staff and access to space)
- Ability to remain an independent business entity
- The Venue task teams discussed this idea in detail. A majority of the Committee agreed that:
 - A large expenditure of this type would be justified with assurance that other local groups would have reasonable access to the facility (including scheduling and cost criteria)
 - The ACCC could have reasonable priority in scheduling its events
 - An independent entity should manage the facility and schedule the community usage
 - The ACCC could continue to manage theater operations (reporting to the overall facility manager) in order to maintain its current standards of excellence. However, there would need to be a clear understanding and agreement by the Committee of what roles the ACCC needs to continue to manage vs. what could be managed by another entity.
 - The Town and the ACCC would need to agree that the ACCC will be in an adequate financial position to meet its obligation regarding any contract pursuant to the lease
- The teams do not recommend a proposal to purchase the ACCC building without also providing support for the other significant cultural organizations in the community, including the CDM, Mitchelville, the Hilton Head Symphony Orchestra, the World Affairs Council, Hilton Head Choral Society and other community groups.

Reasons why the Town might consider purchase of the ACCC now:

- The ACCC has a loyal donor base and audience who would like to continue to see their productions
- The ACCC contributes economic benefit to the Town and State
- Shelter Cove is one of the few very desirable locations on the Island where we would want to have a significant Culture and Arts presence
- The ACCC's sustainability is not secure without removing the burden of building ownership
- The most significant cost in a Community Arts Center is the Theater. Upgrading an existing theater is far more cost effective than building a new theater. It would be far more cost effective to upgrade the other spaces in the ACCC than creating new spaces for those uses.

Reasons why the Town should not consider purchase of the ACCC now:

- The Committee is not in full agreement that there is sufficient desirable space available for shared usage of the facility as a true community arts center to warrant adopting this alternative at this time
- A plan has not yet been completed to provide support for all of the Town's significant cultural organizations
- Due to these stated concerns, the majority of the Committee does not support the Town purchasing the ACCC property at this time

Should the Town pursue a purchase agreement for the ACCC, the following items should be considered:

- The Committee is not in full agreement that there is sufficient information available at this time to substantiate a decision now by the Town Council for any major expenditure regarding a Community Arts Center. The Committee cannot recommend purchasing the property to Town Council without full substantiating figures including:
 - Purchase Price
 - Annual Operating cost for which the Town would be responsible over a significant period
 - Estimated Operating revenue over the same operating period
 - Estimated capital maintenance costs over the period
 - Providing for the “excellence” that is the Visioning Report’s #1 Pillar for all Hilton Head Island projects

Community Arts Center Option Three

Use a combination of available and planned spaces in the Town to create a virtual Community Arts Center until a comprehensive Culture and Arts Venue infrastructure plan has been completed

- There are numerous other spaces on the Island which can be used to fulfill a portion of the needs for a Community Arts Center
- Access to these spaces would be greatly improved by implementing a centralized scheduling service to facilitate availability tracking and community groups’ requests
- All required spaces need to be investigated in detail, and the following questions need to be answered for each space:
 1. What is the availability to the community?
 2. What is the rental cost; would it require subsidizing to ensure affordability to the community?
 3. Could facilities be expanded or refurbished to improve usability? If so, what is the associated cost?
 4. For spaces that will not be available and/or affordable, what construction would be required? What is the anticipated cost?
- This option could begin implementation quickly for spaces that are ready, with questions being researched and addressed with the other potential spaces
- See attachment for Hilton Head Island Venue Space List
- The Committee recommends pursuing implementation of this option along with the remainder of Phase II

Other Things We Learned

- The constraints on organizations across many sectors (cultural, heritage, non-profits, businesses) due to insufficient venue options have increased, causing negative impact on the organizations. Organizations are considering or have already moved off island. This trend has a detrimental effect on our economy and quality of life and runs counter to the concepts endorsed by the Visioning Report.
- Bluffton is moving aggressively to capitalize on their culture, arts and heritage assets and attracting HHI assets to relocate (e.g. Muse Gallery, Red Piano Gallery)
- Additional organizations have come forward to add their requirements for new or additional venue space. Some of these are new types of community arts spaces that were not included in the Webb conceptual model.
- Plans for Mitchelville, Coastal Discovery Museum and the midsized hall have progressed. This provides us with potential venue opportunities, but also underscores the fact that plans need to be viewed together in order to develop the most effective solutions.
- There are multiple means of funding cultural and art spaces, utilizing both public and private options. The spaces do not all need to be implemented at once, nor does funding need to be procured all at once.

Venue Committee Recommendations

- A. **The Town Council should defer decisions on major expenditures until the full Venue Committee Recommendation approved in June 2017 is completed**
 - The scope of this Committee cannot be completed until Phase II is completed. Thus far, only a Needs assessment and a small portion of the Design and Business assessment have been addressed. **The Venue Committee recommends that the Town fund the work required to complete Phase II.**
 - The funding to complete this work was in the Town's budget (original consultant estimate for Phase II was \$106,000)
- B. The Committee recommends implementing a centralized scheduling service for cultural spaces, as described in Community Arts Center Option Three, with scheduling priority given to the resident organizations for each venue. This action would immediately benefit the existing major cultural institutions on the Island, and provide a process to easily make additional spaces available to the community and visitors. This improves the situation, but does not provide a solution for the major performing groups.
- C. The Committee supports Webb's June 2017 recommendations for cultural spaces, and recommends the Town support the planning process for all of them. Most of these initiatives are already in the planning process for creation or expansion. We need a comprehensive plan that ties these projects together, determines the exact venue configurations and costs, and coordinates the usage of the spaces. This will reduce redundancies for all of the organizations and identify additional opportunities. The initiatives to be included are:

1. Mitchelville. Hilton Head Island has a remarkable story to tell with Mitchelville, one with incredible potential for both tourism and regional pride. Mitchelville has received well-deserved funding from both the County and the Town; the Town needs to do all it can to promote this initiative. Status of this project should be provided by Mitchelville's Board and Executive Director.
 2. A mid-sized hall. The Hilton Head Symphony is currently investigating the concept of a midsized performance hall. This hall could also be utilized by the organizations that have outgrown their existing venues; the HHSO, the Choral Society, and the World Affairs Council; resorts and hotels, for gatherings that cannot currently be contained by their facilities, as well as by non-profits, community organizations and touring performers. The HHSO's leadership can provide status of this project. With their agreement, we recommend that a Town Venue consultant work together with the HHSO to consolidate their plans with the needs of the community, and determine the ideal solution for this project.
 3. An outdoor gathering space. This concept would truly bring the Island together and provide a venue for festivals, family reunions, weddings, outdoor performances, and other community events. With the Island's three-season availability, such a site would have numerous and diverse usage possibilities, and it is financially viable by utilizing effective venue management together with tourist participation. Members of the Venue Committee, who have studied this concept extensively, can provide numerous examples and actual experiences on the Island, as well as supporting detail on such spaces.
 4. The Coastal Discovery Museum. CDM is planning an expansion to allow for world-class museum exhibits, along with spaces that can make up portions of a virtual community arts center; classrooms, small lecture/theater space, and gallery display spaces. These expansion plans can meet a significant amount of our community's need for cultural venues. Status on this project can be provided by CDM's Board and President/CEO.
 5. A community arts center (CAC). A distributed CAC could be created from currently available spaces on the Island, those that are in the planning stage, and existing spaces that may be added in the future (see Attachment). A prerequisite for this concept is the scheduling process described in recommendation (A) above. While the Webb report provided some important and useful information, there are additional needs that have been identified which should be considered in the plan for a CAC. The long term need for the virtual CAC would be evaluated as the comprehensive plan is developed.
 6. Culinary tourism. Creating a plan for culinary tourism on the Island would draw many visitors and potential residents to the Island. A group with interest in this concept would need to be identified to spearhead this effort.
- D. The Committee recommends the Town hire a professional consultant to validate, and consolidate the plans from organizations already involved in planning, described in (C) above and develop plans for the other areas in line with the Venue Committee's Scope of Work. Once completed, the Town should finalize the implementation schedule based on community priorities, with some activities occurring in parallel.

What Will We Learn in Phase II?

- Usage & Programming for each venue
- Revenues from operations:
 - Identify target markets for attendance & ticket sales
 - Includes users such as local hotels for conventions; concerts & events by outside promoters; performances by local organizations; festivals by local & regional groups; academic & intellectual meetings, etc.
- Facility Design recommendations for the new venues
- Facility Location Options
- Financing and Fundraising options
- Venue Management options (operating & marketing)
- Ownership options (e.g., Town, Public-Private, 501c3)
- Operating Projections for each venue (i.e., Projections of Revenues, Expenses, Profit or Loss, Reserve Funds, breakeven analysis,)
- Economic Impact Estimates

The goal of Phase II will be to provide a 3 to 5 year rollout plan, with extensive detail, for Arts Venues on Hilton Head that serve all Arts organizations, and will include new and existing facilities.

Hilton Head Island's natural beauty and passion for excellence has built the Town's reputation as premier vacation and residential community. While some leisure activities have become less attractive to younger people, culture and art appeals to all generations. The Town should move quickly to support and advance Culture & Arts on Hilton Head Island by providing needed venues, to maintain its position as one of the most sought-after national residential and resort communities.

Appendix A: Email of April 10, 2018 from Bob Lee, President, Arts Center of Coastal Carolina

From: Bob Lee <xxx>
Date: Tuesday, April 10, 2018 at 10:55 AM
To: Jane Joseph <xxx >, 'Cynthia Creamer' <xxx >
Subject: RE: Preparation for 4/16 Meeting

Dear Cindy and Jane,

After careful consideration, the Arts Center of Coastal Carolina has decided to withdraw, for the foreseeable future, from further discussions regarding its venue / facilities as a part of the current Venue Committee process.

The Arts Center staff has worked diligently for almost two years to provide the Venue Committee and Webb Consulting with all requested information - investing extraordinary staff resources. It, however, has become difficult to reach agreement regarding the Art Center's facilities in the Venue Committee mix. The Arts Center will continue to actively participate and support the Venue Committee's other task processes and looks forward to helping to make Hilton Head all that it can be for all of the Arts.

The Art Center will continue to pursue the actionable recommendations included in the report delivered last November by Webb Consulting, as they relate to the Art Center's facilities and its availability to support smaller arts organization's needs.

Thanks. I look forward to our continued consideration for the venues and programs the Venue Committee is currently contemplating.

Best,
Bob

Robert Lee
Email address
(M) xxx-xxx-xxxx

Venue Committee

Active & Planned Venue Spaces on HHI

Performance Venues

Name/Location	Facility Type	Seating Capacity	Features	Availability	Users/Usage Issues
First Presbyterian Church (Mid Island)	<ul style="list-style-type: none"> Church Sanctuary & Parish Hall 	<ul style="list-style-type: none"> 950 Fire Code Pew Seating 	<ul style="list-style-type: none"> Large stage Parking No liquor/wine 	<ul style="list-style-type: none"> Dwindling access Large in-house choir program 	<ul style="list-style-type: none"> HHSO - 30 HHCS – 12 HHWAC – 18
Holy Family Catholic Church (South End)	<ul style="list-style-type: none"> Church Parish Hall 	<ul style="list-style-type: none"> 1000+ 300 Pew Seating 	<ul style="list-style-type: none"> Limited stage Parking No liquor/wine Rehearsals/Meetings Kitchen in hall 	<ul style="list-style-type: none"> Limited – work around daily & weekend services 	<ul style="list-style-type: none"> HHCS Presents concerts Mary Green Chorale Small orchestra space only
Hilton Head Beach & Tennis resort (Mid Island)	<ul style="list-style-type: none"> Conference Center 12,000ft² 	<ul style="list-style-type: none"> 1000 	<ul style="list-style-type: none"> Large central hall Meeting Rooms Beverage Service Catering 	<ul style="list-style-type: none"> By contracted schedule 	<ul style="list-style-type: none"> Central location Parking No stage
HH High School Seahawk Theater (North End)	<ul style="list-style-type: none"> Auditorium with stage Blackbox theater 	<ul style="list-style-type: none"> 650 150 	<ul style="list-style-type: none"> Comfortable seating Parking Full stage/lighting 	<ul style="list-style-type: none"> Limited-not accessible during school hours Summer best 	<ul style="list-style-type: none"> School events take priority Annual schedule not possible Very basic ambiance
ACCC (Mid Island)	<ul style="list-style-type: none"> Theater with stage Blackbox theater 	<ul style="list-style-type: none"> 346 75 	<ul style="list-style-type: none"> Fully equipped theater & Lobby Parking Beverage service Education Spaces 	<ul style="list-style-type: none"> Heavily scheduled by ACCC for 5 multi-run shows & 6 Present shows Possible 75 days availability 	<ul style="list-style-type: none"> Community events Indoor & Outdoor Prime show days used by ACCC
Main St. Theater (HH Prep owner) (North End)	<ul style="list-style-type: none"> Theater with stage (former movie house) 	<ul style="list-style-type: none"> 230 	<ul style="list-style-type: none"> Cushion seating Parking Lobby Beverage service 	<ul style="list-style-type: none"> Get on schedule with HH Prep Youth Theater 	<ul style="list-style-type: none"> HH Prep Youth Theater Lean Ensemble No Cast Dressing Rooms

Venue Committee Active & Planned Venue Spaces on HHI

Church Halls – *rental availability & criteria to be determined*

Location/Name	Facility Type	Seating Capacity	Features	Availability	Usage/Usage Issues
St. Francis By-the-Sea (North End)	<ul style="list-style-type: none"> • Parish Hall • Gym/Hall 	<ul style="list-style-type: none"> • 300 • 600 	<ul style="list-style-type: none"> • Small stage • Kitchen • Parking • Folding Chairs for both halls 	<ul style="list-style-type: none"> • To be determined • Used by school and non-profits 	<ul style="list-style-type: none"> • School & Parish usage priority
St. Andrew-By-the-Sea (South End)	<ul style="list-style-type: none"> • Parish Hall 	<ul style="list-style-type: none"> • 400 	<ul style="list-style-type: none"> • Kitchen • Parking • Meeting rooms 	<ul style="list-style-type: none"> • To be determined • Used for Parish functions 	<ul style="list-style-type: none"> • Limited parking • Versatile space
All Saints Episcopal Church (North End)	<ul style="list-style-type: none"> • Parish Hall 	<ul style="list-style-type: none"> • 200 	<ul style="list-style-type: none"> • Kitchen • Parking 	<ul style="list-style-type: none"> • To be determined • Used for Parish functions 	<ul style="list-style-type: none"> • Various choruses use for rehearsal
St. Luke’s Episcopal Church (South End)	<ul style="list-style-type: none"> • New Parish Hall 	<ul style="list-style-type: none"> • 175 at tables • 250 theater style <p style="text-align: center;">need to verify</p>	<ul style="list-style-type: none"> • Stage • New sound system • Kitchen • Parking 	<ul style="list-style-type: none"> • New • Terms & Conditions to be determined 	<ul style="list-style-type: none"> • Day school adjacent to hall • Usage TBD

Note: These halls are generally not open for public use, but have been frequently used for musical rehearsals and small recitals, utilizing a personal contact with the Parish administration. All have pianos.

Venue Committee Active & Planned Venue Spaces on HHI

Meeting & Gathering Spaces – *current & planned*

Location/Name	Facility Type	Size (sq. ft.)	Seating Capacity	Features	Availability	Usage/Usage Issues
Coastal Discovery Museum @ Honey Horn (Current) (North End)	<ul style="list-style-type: none"> • Gallery • 2 meeting rooms • Outdoor Pavilion 	<ul style="list-style-type: none"> • 1000 sq.ft. • 800 sq.ft. total • 4000 sq.ft. 	<ul style="list-style-type: none"> • 120 est. • 90 est. • 450 est. 	<ul style="list-style-type: none"> • Vast Parking • Combo Indoor & Outdoor events 	<ul style="list-style-type: none"> • Schedule around CDM events 	<ul style="list-style-type: none"> • Weddings, parties, • Alcohol Outdoors • Educational Spaces
Coastal Discovery Museum @ Honey Horn (Planned) (North End)	<ul style="list-style-type: none"> • 3 Galleries • Performance space • Library Space • Meeting Rooms - Potential 	<ul style="list-style-type: none"> • 1000, 2000, 4000 sq.ft. • 2500 sq. ft. • 2000 sq.ft. 	<ul style="list-style-type: none"> • Open galleries • “ • 200 • N/A 	<ul style="list-style-type: none"> • Galleries climate controlled, secure • Visual Arts • Heritage Library 	<ul style="list-style-type: none"> • To be determined 	<ul style="list-style-type: none"> • Multi-purpose with Visual Art focus • Strong Education Center
HH Symphony Lagoon Rd. (South End)	<u>Under Construction</u> <ul style="list-style-type: none"> • Admin. Offices • Performance space • Meeting Rooms 	<ul style="list-style-type: none"> • 1621 sq.ft. 	<ul style="list-style-type: none"> • 200 	<ul style="list-style-type: none"> • Warming Kitchen 	<ul style="list-style-type: none"> • To be determined • Subject to HHSO schedules 	<ul style="list-style-type: none"> • HHSO rehearsals • Chamber concerts • Lean Ensemble • Other rehearsals
Hilton Head Public Library (North End)	<ul style="list-style-type: none"> • Large Meeting Room 	<ul style="list-style-type: none"> • 2800 sq. ft. 	<ul style="list-style-type: none"> • 300 	<ul style="list-style-type: none"> • A/V equipment available 	<ul style="list-style-type: none"> • Limited to 2X per user/year 	<ul style="list-style-type: none"> • No Charge • No Food & Beverage

Venue Committee Active & Planned Venue Spaces on HHI

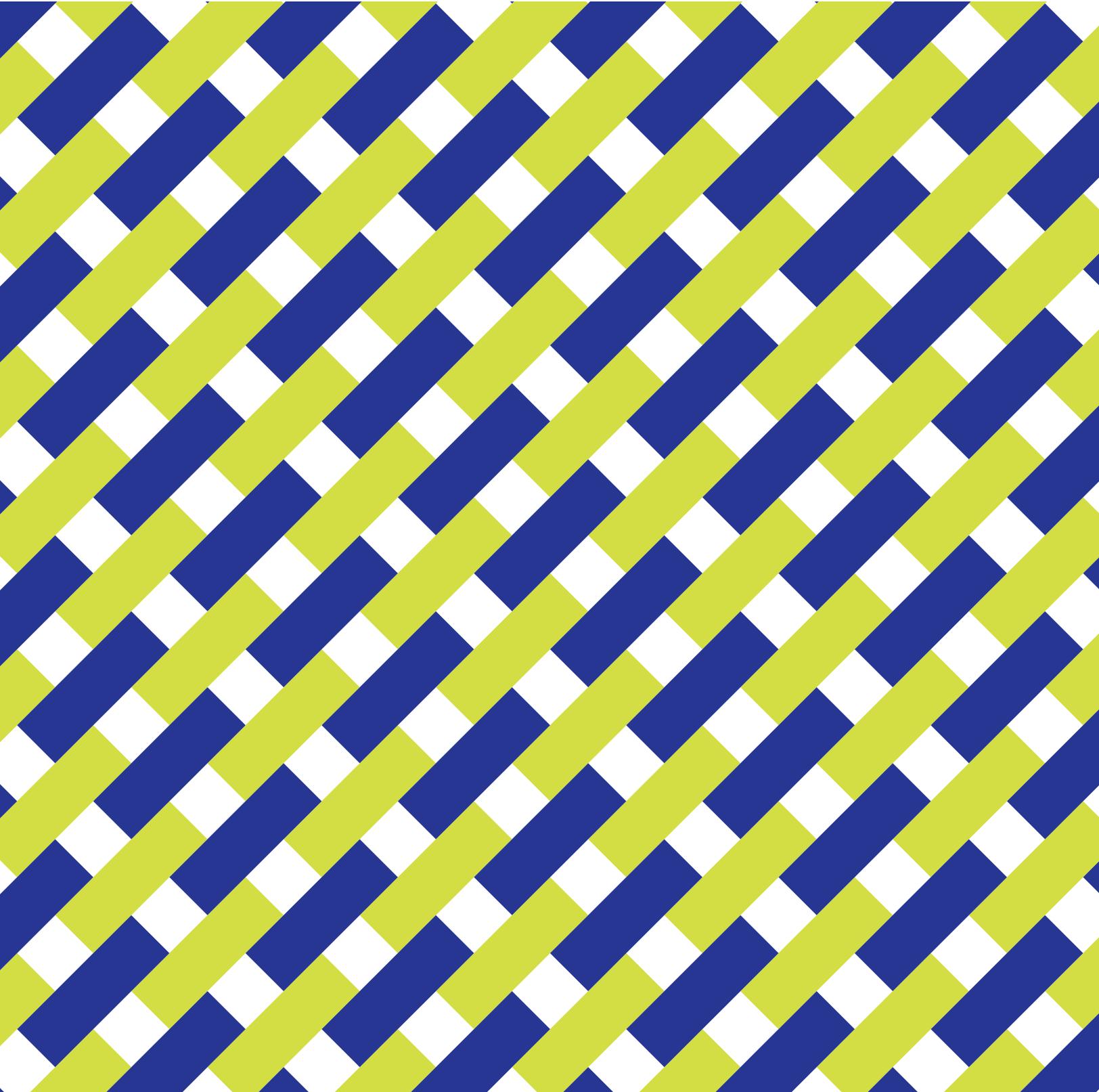
Meeting & Gathering Spaces – *current & planned (continued)*

Location/Name	Facility Type	Size (sq. ft.)	Seating Capacity	Features	Availability	Usage/Usage Issues
Hilton Head Public Service District (Mid Island)	<ul style="list-style-type: none"> Community Room 		<ul style="list-style-type: none"> 100 	<ul style="list-style-type: none"> Group meeting facility with tables/ chairs 	<ul style="list-style-type: none"> Reservation form required 	<ul style="list-style-type: none"> No charge \$20 group donation requested
Palmetto Electric HHI (Mid Island)	<ul style="list-style-type: none"> Meeting Room 		<ul style="list-style-type: none"> 100 	<ul style="list-style-type: none"> Group meeting facility with tables/ chairs 	<ul style="list-style-type: none"> Reservation form required Non-profits & Civic groups 	<ul style="list-style-type: none"> No charge Food & Beverage may be brought in Non-smoking
1 st Tee at Boys & Girls Club (North End)	<ul style="list-style-type: none"> Outdoor Venue 			<ul style="list-style-type: none"> 6 hole golf course Pond Practice range/ soccer field 	<ul style="list-style-type: none"> To be determined 	<ul style="list-style-type: none"> Scheduled by Boys & Girls Club Club and 1st Tee have priority
Chaplin Community Park (North End)	<ul style="list-style-type: none"> Outdoor Venue 			<ul style="list-style-type: none"> Multi-purpose field Picnic pavilion Restrooms Parking Beach access 	<ul style="list-style-type: none"> To be determined 	<ul style="list-style-type: none"> Scheduled by HHI Rec Center
Other Spaces to be added as identified						

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building creativity



January 2018

A Conceptual Model for a Community Arts Center

Completed for The Town of Hilton Head

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1. introduction

Webb Management Services, Inc. is a management consulting practice for the development and operation of performing arts facilities. We work for government, schools, developers, and arts organizations on facility feasibility, business planning, and strategic planning. The practice was founded in 1997, and we just started our 398th assignment. We have completed a series of studies in the Southeast, including recent work in Danville, Fauquier County, Charlotte, Henderson, Durham, Monroe, Greenville, and Virginia Beach.

In 2016, we were hired by the Town of Hilton Head to undertake a cultural facilities master plan. That work led to a series of recommendations, including the idea of a new community arts center to satisfy a series of unmet needs on the island for places to perform, create, learn, teach, and share. We also noted that the need for a community arts center might be satisfied by partnering with the Arts Center for Coastal Carolina (ACCC), converting spaces, and adjusting their business model.

In 2017, we were engaged by the Town to advance the concept of a community arts center, looking both at a standalone facility and then a partnership arrangement with the ACCC. From September through November, we developed various physical and business planning options to consider, all of which have been presented to the Town and the Venue Committee.

Now, to complete the work, we are providing more specific information on the stand-alone community arts center with the ACCC as a resident user as the preferred conceptual model for the Town to consider.

2. the conceptual model

2.1 phase one recommendations

Our March 2017 assessment made the following conclusions:

The market: There is a strong, but complicated, market for arts, culture, and heritage in and around Hilton Head Island, indicating opportunities for both traditional and non-traditional arts programming. In addition, there is a large tourist population responsive to opportunities to participate in outdoor recreation and heritage.

User demand: There is demand on the part of multiple community groups for performance, rehearsal, classroom, and meeting and event space.

Existing facilities: Facilities on the island are smaller in size with moderate quality. Most, including the Arts Center theaters, have limited availability. There are, however, tremendous museums and historical assets—including Mitchelville and the Coastal Discovery Museum. There is also a lack of affordable facilities for basic cultural programs and groups.

Community benefits + impacts: There are a number of community and regional goals that can be addressed through the development of arts, culture, and heritage on the island, relating to economic development, tourism renewal, heritage and preservation, and regionalism.

The question of demand for a community arts center was crucial within this analysis. There were several elements to that:

Demand for performance spaces – there were a number of small and emerging groups needing and wanting access to affordable performance space. There are some groups, like the Symphony, seeking access with more than 1,000 seats. But most of the groups are seeking spaces with capacity of under 300-seats, and most cannot afford the high rental rates at the current Arts Center.

Demand for visual arts creation, teaching and exhibition space – There are many visual artists in or near Hilton Head seeking access to affordable space to create, share, and learn. Again, some of this demand could be satisfied by current Arts Center space, with lower rent levels.

Demand for meeting and program space – Finally, there is a large set of arts and cultural organizations seeking teaching and program spaces to support their activities. These are mostly small groups with limited resources involved in a wide range of activities, from shag dancing to quilting.

All of those conclusion lead to a series of recommendations:

- * The development of a community arts center;
- * The development of a large hall in Beaufort County;
- * The development of Mitchelville and other heritage assets;
- * Improvements to the Coastal Discovery Museum;
- * The creation of community gathering and event spaces; and,
- * The development of food and farming attractions and programs on the island.

Within that set of recommendations, the most basic facility need was to have a community arts center on and for Hilton Head Island, activated with a combination of rentals, presenting, educational programming, and outreach. Visual artists in particular lack spaces for teaching and related programs. The Arts Center of Coastal Carolina has the physical attributes to become this space and indeed was designed to serve a set of community-based groups.

It would be reasonable for the Town to invest in the Arts Center if that organization is prepared and able to re-formulate its business model to become more of a community arts center rather than being dominated by self-produced theatre. Certainly, the request for funding for technical equipment upgrades, which is valid, is easier for the Town to justify if the Arts Center is able to respond to the community's need for an arts center. But if the Arts Center is not prepared to make that change, we encouraged the Town to consider other options and possibilities for a community arts center, ideally through the adaptive re-use of some other existing structure.

2.2 the scheduling charrette

One of the first steps in starting the business plan for a new community arts center was to invite potential users to join with us in a discussion of what is needed and how these facilities might be programmed, operated, and sustained.

That session, held in October 2017, was attended by representatives of ten different organizations. Together they proposed about 90 days of use in a 350-seat theater and another 175 days of use on a 125-seat theater. We were re-assured by this level of demand given that this was not a comprehensive set of potential users. But we were again struck by the need for proposed facilities to be affordable to community-based users given the limited financial resources of so many organizations.

It is difficult and counter-productive to ask small nonprofit arts organizations to make an advance commitment to use facilities that will not exist for a minimum of several years. But it is helpful to understand the attributes, conditions and costs that potential users respond to. And while we recognize that groups come and go over time, a survey of current groups and their demand is helpful to project a baseline of future demand.

Our sense is that there is a set of community arts organizations who might rent the larger theater, including Hilton Head Dance Theater, the Southeastern Summer Theatre Institute, Island School Council of the Arts and Shore Notes, in addition to the uses of the ACCC.

And there is another set of groups for a smaller theater, including the Lean Ensemble Theatre, Young Artist Performances, the Performing Arts Consortium, plus the possibility of occasional use by smaller groups like the Carolina Shag Club, the Junior Jazz Foundation and the Mary Green Singers and Chorale.

2.3 comparable projects

The following projects outline how arts centers in similar communities across the country have successfully been activated. Each project shares similar physical components to the proposed Arts Center and offers insights into governance, operational budgets, and programing objectives for their respective facility.

Center for the Arts | Jackson, WY

The Jackson Hole Center for the Arts serves as the gathering place for community members and twenty resident arts organizations. Built in 2007, the Center partners with local higher education institutions and a variety of artists from all disciplines to create a vibrant, creative environment. Located at the heart of the Grand Tetons resort town, the Center is composed of six visual arts studios, four dance studios, five classrooms, twenty-two offices for administrative purposes, and a 525-seat theatre. Each resident organization has a tenant rental agreement with the Center's administration that ranges from 1 to 5 years.



The 76,000 sq. ft. Center for the Arts is owned by the City and operated by a nonprofit. The Center's staff is responsible for managing the facility and its residents in addition to presenting a number of live events each year. Annually, the theatre is utilized 175 times for the Center's Presenter Series and resident organizations' performances. The Center's yearly operating budget is \$2.9 million. Payroll expenses account for 33% of operating expenses. Earned income covers nearly 40% of the operating budget.

Richmond Hill Centre for the Performing Arts | Richmond Hill, ON

The Richmond Hill Centre for the Performing Arts is dedicated to the community, a point emphasized in the structure of the building itself. Opened in 2009, the facility is built around an old high school in Richmond's historic downtown. The school building now contains administrative offices and a café. RHCPA's mission is further emphasized in its eclectic programming, which



includes family shows, classic works, local and international concerts, guest lectures, and opera. In regards to performance space, RHCPA has two theatres: The Main Stage theatre is used for larger performances and events and seats 631, and the Plaza Suite, a multi-purpose 271-seat hall, is used primarily for theatre productions, meetings, vendor fairs, guest talks, workshops, and other social events.

The Richmond Hill Centre for the Performing Arts is owned and operated by the Town of Richmond Hill and has a staff of ten. Designed by Diamond and Schmitt Architects, the RHCPA cost \$30 million CAD to build. Its yearly operating budget is \$3.7 million. Earned income covers 79% of the operating budget.

Umbrella Community Arts Center | Concord, MA

Located outside of Boston, the Umbrella Community Arts Center is housed in an adaptive re-use school facility. A \$20 million capital campaign fueled the building's renovation and transformed the classrooms into 50 private art studios. The Center contains a 350-seat main theatre and a 100-seat black box theatre in addition to multiple spaces to rehearse and gather. Together, the spaces comprise two floors of the old school. In 2016, Umbrella welcomed over 14,000 people to performances, events, programs, workshops, classes, and community outreach initiatives all presented by the Center's staff. Umbrella's Performing Arts Productions sold over 4,500 tickets in 2016 alone.



Umbrella is owned by the City and operated by a local nonprofit organization. With the support of over 300 volunteers, the Center is sustained by a \$1.1 million annual budget. Payroll expenses account for 56% of operating expenses. The Center collects over 65% of their income through earned revenue sources, mainly the classes and Performing Arts Productions.

McLean Community Center | McLean, VA

The community center in McLean is the epicenter of all cultural and community activity for the town of 48,000 residents. The Center is owned and operated by the County and financed through a special tax district that serves as the primary source of operating support. The community approved the tax district through a bond referendum that allocates 2.3 cents per \$100 of assessed value to the art center. Within the Center is a 383-



seat theatre, a rehearsal studio, art galleries, meeting and conference rooms, multiple classrooms, and a commercial kitchen available for rental.

Built in 1975, the Center is undergoing an extensive expansion and renovation that is funded entirely through a Capital Reserves Fund. That fund has grown year-over-year from the Center's ability to annually operate with a surplus. The 40,000 sqft facility operates a \$4.9 million budget with 62% of the budget going towards payroll expenses. Earned income accounts for 24% of the operating budget.

Prairie Center for the Arts | Schaumburg, IL

Located outside Chicago, the Prairie Center serves as the destination for performances, meetings and events, gallery exhibitions, and more. The Center is the home to local orchestra and theatre groups that utilized the 442-seat theatre 302 days for rehearsals and performances in 2016. The conference rooms, lecture hall, and studio spaces are frequently activated throughout the day by City officials conducting training seminars and events.



Together, the Prairie Center welcomes over 90,000 attendees to over 950 events each year.

The 33,000 sqft center is owned and operated by the City and operates with a \$2.9 million annual budget. The space is predominately supported through government appropriations, with only 15% of operating expenses coming from earned income. The Center was built in 1986 and underwent an expansion to better accommodate the growing demand by community organizers.

Dairy Arts Center | Boulder, CO

The Dairy Arts Center acts as a multi-disciplinary arts center where a wide variety of performance and visual art is presented for the community. Converted from an old dairy facility into a fully modernized, state-of-the-art facility, the Center represents a successful public/private partnership for Boulder, CO. The 42,000 sqft facility houses a 250-seat theatre, a 116- and 99-seat theatre, four visual art galleries, a 70-seat cinema, rehearsal and classroom space, conference rooms, and a café. Living up to its purpose as a multi-disciplinary space, 77 dance performances, 269 live theater performances, 41 music performances, and 68 special events took place at Dairy in 2016. With a number of resident organizations calling Dairy home, the Center is activated with over 900 events each year.



The Center recently underwent a \$6.2 million renovation that was 50% financed through a ballot measure and the remaining 50% through corporate and individual giving. With an annual operating budget of \$1.5 million, 60% of Dairy's revenue comes from earned income sources.

In summary, then, the combination of demand observed in our Needs Assessment, the updated demand observed in the scheduling charrette and the experiences of community arts centers in similar communities all give us the confidence to advance the concept of a new community arts center for Hilton Head.

3. physical planning

3.1 space program

The space program is a document that describes each of the functional spaces that are proposed to be included in the new or renovated building(s). The information is presented in a matrix format that describes each individual space in terms of its organizational location, the name of the space, the quantity of spaces, the net square footage assigned to the space, and notes that assist with the understanding of the space's square footage allocation.

The space list is then summarized in total net square footage, which is, in turn, multiplied by an empirically chosen net-to-gross multiplier that results in a sum of gross square footage.

Net square footage represents the usable square footage in the facility. The gross square footage represents the total square footage of the facility, including circulation and mechanical spaces, wall thickness, duct volumes, and other non-programmed spaces.

The space program for a new community arts center, which is appended to this report, is used as an initial generator of the projected cost of the new construction or renovation. The space program that we prepared for this study is based on our understanding of the spaces that constitute the existing Arts Center of Coastal Carolina building, plus additional needed spaces.

The space program will be used in a subsequent effort as the basis for organizing the design of a new or renovated building. A typical approach is to undertake a "bubble diagram" exercise that indicates critical adjacencies and relationships among the various components of the building. The notes column of the space program is often used to indicate critical proportions, dimensions and ceiling heights. This information is important for the ultimate configuration of the new facility.

3.2 site analysis

Given the space program outlined above, the community arts center itself would have a footprint of approximately 30,000 square feet and would require approximately 1.5 to 2 acres, not including access and parking. This reflects the fact that while some spaces can be developed below grade or on a second or third floor, many spaces need to be on the ground floor to support front-of-house or backstage access to the performance spaces and stages.

In addition to the building, the site must have sufficient room for access and parking. For a venue of this size, parking and access requirements could add another 1 to 1.5 acres to the site requirement to park up to 180 cars for audience, staff and performers. Some buildings make do with less parking, but only when there are reasonable shared parking options within a reasonable distance.

For this project, we have also considered the possibility of converting an existing structure to serve as a community arts center, or at least reduce the new construction requirement. This is primarily a cost issue, as renovated or converted buildings are usually less expensive than new buildings. The challenge is finding existing structures that are in reasonable condition and have the appropriate size, particularly as it regards the need for clear-span performance space.

Over the course of the study, the consultants visited a number of possible sites for a community arts center as identified by Town staff, ultimately visiting a total of six sites around the island. We do not wish to name those sites for fear of compromising their availability, but we would offer the following general comments.

First of all, there are not many empty buildings that are available for development of this size. In addition, we did not see any buildings that are large enough and available for conversion into a community arts center. But we did see sites that could support the development of a community arts center through combination of renovation and new construction, plus the satisfaction of parking requirements through the sharing of existing parking areas (subject to a negotiation) and the development of new spaces.

3.3 equipment budget

The Preliminary Performance Equipment Outline and Budget, appended to this report, indicates the systems, quantities and costs of the performance equipment that is recommended for a new Community Art Center. This information is based on a facility with a 300-seat theatre, 120-seat theatre, rehearsal rooms, scenery and costume shops and lobby spaces. This outline is based on industry standards in terms of quantities, types and costs of the performance equipment. The information is provided in an attachment to this report. The total recommended budget for performance equipment in each of the performance spaces is approximately \$3 million.

Elements of the overall performance equipment budget include the performance lighting systems, performance rigging, performance sound, video and communications, seating, stage draperies, adjustable acoustic devices and miscellaneous stage equipment.

3.4 capital cost estimate

The process of creating the cost projections is based on the multiplication of square footage taken from the Space Program options times a range of cost per square feet that is based on prices observed from other current and comparable projects. The result of this multiplication is then multiplied by a Soft Cost factor of 1.3 to achieve a range of potential project costs. The range is the result of the range of square footage costs. For instance, the projected cost of replacing the 45,000 sf of the ACCC building at \$500 per square foot would be \$22.5 million. Multiplying this by the 1.3 soft cost multiplier, the project cost would be approximately \$30 million. If the cost per square foot is \$600, then the resulting cost would be roughly \$35 million.

This process of cost projection is not a replacement for an actual Cost Estimate prepared by a qualified Cost Estimator. This process is intended to be used in strategic planning as a means of focusing on potential costs and fundraising opportunities.

Every architectural project is defined by three potential variables. These are: budget, square footage and quality. If two of these factors are fixed, then the third one has to move to enable the equation to be satisfied. The cost projections that are employed as a part of this study are based on the determined functional space needs and an understanding of the quality expectations of the community and the supporters of this potential project. Therefore, the variable that must move to satisfy the equation is assumed to be the construction budget.

The cost projections that are included at the end of the Space Program material in the appendix are in line with costs that we are accustomed to see on projects of this scope and quality aspirations.

4. business planning

4.1 operating goals

In order to begin business planning for a conceptual model of a community arts center for Hilton Head Island, we propose the following operating goals:

1. Provide affordable access to well-equipped performance, rehearsal, teaching, and support spaces to local and regional artists and arts organizations.
2. Support local businesses, government, and citizens with professional meeting and event facilities.
3. Contribute to the economic vitality of Hilton Head and the wider region with active facilities that drive economic and community development; and
4. Utilize a sustainable business model primarily driven by earned income.

These goals will guide leadership towards good decisions in the day-to-day operations of new facilities. Each goal makes sense and seems reasonable. It is the combination of these goals that is challenging—providing access, staying busy, and managing costs in a way that the facility delivers value to the community while remaining financially sustainable.

4.2 governance models

The next issue is how recommended facilities should be owned, managed, and operated. In our minds, it is important to separate the question of who owns the building from who operates the building, also considering that different groups might provide skills and services in support of operations.

Ownership should be a function of funding—select the owner in the strongest position to gain the funding necessary to build a community arts center. The owner does not have to operate the building, as long as there is a strong contract between them that ensures that the operator is motivated to pursue the owner’s mission and goals for the building. The operating entity can also contract with others to provide operating services, based on skills, relevant experience, and support in the community.

Cultural facilities can be operated in different ways by different forms of organizations, including government, educational institutions, commercial management companies, and community-based nonprofits. In this case, there are two reasonable options. The first one is that the Town takes direct operating responsibility for the Center, hiring a manager for that purpose. The second option should be to establish a new 501c3 nonprofit organization to run the venue. The operating pro-forma is based on either of those two models.

We would also stress the importance of developing strong partnerships in order to fully realize the potential of the Center, we would encourage the further development of partnerships with the regional school district to partner in the development and delivery of programs serving local school children. Furthermore, a partnership with local and regional colleges can provide student labor, support exhibition efforts, and also partner on various programs. Finally, partnering with other regional cultural facilities and programs can assist with program development and delivery, plus support a more regional marketing effort.

4.3 programming plan

There are a number of important ways that a new community arts center should be activated, with several key partners.

1. **Presenting:** Buying and presenting touring arts and entertainment programs and exhibits should be a small but important element of the programming of a new theatre. Presented events can support the mission of the Center by providing residents with opportunities to see and hear regionally and nationally known artists. The challenge with presenting is having the ability to choose and access the right shows and promote them effectively such that a small set of performances has a large and positive impact on the community and the operating budget of the facility.
2. **Film:** Likewise, we see an opportunity to develop a film series at the Center, with family, classic, and popular movies. While this could be accomplished with a film-presenting partner, we will assume for now that it is internally managed, with films acquired through a regional distributor.
3. **Community Programming:** A new community arts center should host various community programs, whether town hall meetings, community celebrations, or commemorative events that are produced locally with the support of local businesses.
4. **Rentals:** The Center should be available for occasional rentals, either to regional artists and organizations seeking a new location, commercial promoters wanting to bring events to the building on a rental basis, or private/corporate groups wanting to use the Center for events—like meetings, conferences, or wedding receptions. Additionally, resident organizations, like ACCC, will serve as a key component to activate the Center throughout the week.
5. **Educational Programming:** Finally, the Center should be available and used for a range of educational programs, working in partnership with area schools, artists and arts organizations. Note that these might eventually include both inbound programs (e.g. kids at matinees or in camps) and outbound programs (e.g. in-school teacher training).

Once again, each of these program types makes good sense and is possible to pursue. The challenge is in the combination of these program types, balancing the desire for high profile touring acts with the need for academic and community access, and managing the very different needs and resources of these users.

4.4 staffing plan

Assembling a team of personnel to plan for and open the facility will be critical to the success of a new community arts center. Having an experienced, innovative, and knowledgeable executive director is perhaps one of the most important pieces of this project. That person, reporting to the Board of Directors, is responsible for the financial oversight, relationship management, communications, overall administration of the building, and staff development.

A number of other full-time and part-time personnel will support the Executive Director with day-to-day operations, events, marketing and administration. Here are descriptions of key positions.

* **executive director:** The Executive Director of the Center is a full-time position that reports to the board of directors and leads the organization's personnel. This position is responsible for overseeing the day-to-day operations of the organization as well as strategic and long-term planning for the facility. Specific tasks include:

- Oversee fundraising and philanthropic initiatives including corporation, government, foundation, and individual giving.
- Serve as the community contact point for the organization, building and maintaining relationships with business, political, university, and community leadership.
- Supporting and liaising with the Board of Directors.
- Manage the organization's staff and ensure that human resource procedures are met.
- Create and implement policies and guidelines as necessary, including rental rates, resident user agreements, and facility management policies.
- Work with staff to develop and monitor the annual budget and ensure proper financial procedures.
- Participate in programming and marketing, providing an artistic vision and direction to proper staff and negotiating artist fees and contracts.

Ideally, this individual has experience with facility development projects, and is able to guide the organization through the first year of opening and then the first years of operation.

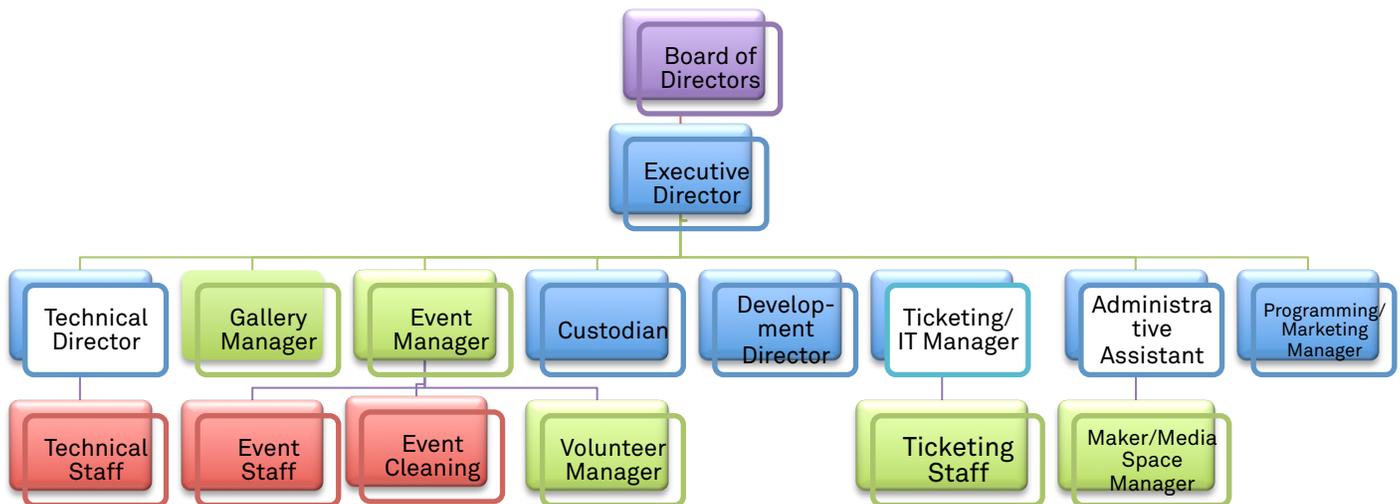
* **development director:** The Development Director is part of the senior leadership team and reports directly to the Executive Director. The Development Director works closely with the Board of Directors and relative committees to identify and cultivate potential donors, set and fulfill fundraising goals, and expand the community of engaged patrons and donors. This position will also work closely with the Executive Director to develop and manage annual fundraising strategies of the goal of approximately \$1M in annual support as well as capital and endowment initiatives. The Development Director will be responsible for initiatives such as the annual giving campaign, major gifts, government grants, special events, corporate sponsorship, future capital and endowment campaigns, planned gifts, and board and individual giving.

* **technical director:** This position requires knowledge of technical systems for performance spaces, including lighting, fly, sound, audio-visual, and communications systems. A primary responsibility of the Technical Director will be to orient and train staff and independent contractors on these systems. The Technical Director will also supervise a pool of on-call

technical labor, including lighting technicians, sound technicians, and crew to provide for visiting artists and users as needed. The Technical Director will also design and implement safety protocol for equipment and facility use, monitor inventory and order supplies, and assist with budgeting for equipment repairs and maintenance, supplies, and technical labor expenses.

- * **programming/marketing director:** This staff member supervises and supports all artists and users coming into the Center. S/he coordinates and organizes the needs of renters when first contracted, supervise their arrival and set-up, provide management support of the event, assists with the break-down and load-out of the user, ensures that financial arrangements are understood and settled, and collects feedback on the user experience to guide future operations. S/he also supports the contracting of touring acts, the marketing of those events locally, and the care of visiting artists coming into the building. Finally, the director must manage the resident organizations and ensure all groups have ample opportunities to access the Center's rehearsal and performance spaces.
- * **ticketing manager:** This position reports to the Executive Director and oversees part-time box office staff. The manager is responsible for all aspects of ticketing for presented events, resident organizations, and other renters, supervising ticketing functions and reporting, and serves as the liaison between patrons and the Center. As a result, this position is responsible for ensuring a high level of customer service for customers, renters, and their patrons.

The following organizational chart summarizes staffing for the organization. Full-time staff members are shaded blue, part-time staff are shaded green, and independent contractors are in red. Note that the Programming/Marketing Manager and the Admin Assistant come on in the second phase.



4.5 pro-forma operating budget

We have developed and appended a pro-forma operating budget for a new community arts center in Hilton Head. We have built this financial model to project the financial performance of the Center as and when it comes online. It can also be an effective tool to help the client consider various choices as the project advances—a live model that can be manipulated easily to test physical, programming, and operational choices, and refined further as additional details and timing for the project become clearer.

The key step in developing the pro-forma is estimating activity in the various recommended components of the Center. Here is a summary of those spaces and rental rates in the first year of operations:

SPACES AND RATES	<u>Usable Square Feet</u>	<u>Capacity</u>	<u>Rental Period</u>	<u>Renter Type</u>	<u>Rental Rates</u>
Main Theater	6,000	300	Daily	Resident	\$407
				Nonprofit	\$488
				Commercial	\$543
Studio Theater	2,400	120	Daily	Resident	\$200
				Nonprofit	\$300
				Commercial	\$450
Large Rehearsal Room	2,000	75	Four-hour	Resident	\$38
				Nonprofit	\$56
				Commercial	\$84
Small Rehearsal Room	1,600	50	Four-hour	Resident	\$25
				Nonprofit	\$38
				Commercial	\$56
Large Classroom	1,200	40	Four-hour	Resident	\$20
				Nonprofit	\$30
				Commercial	\$45
Small Classroom	800	25	Four-hour	Resident	\$13
				Nonprofit	\$19
				Commercial	\$28
Large Music Practice Rooms (2)	140	3	Four-hour	Resident	\$3
				Nonprofit	\$5
				Commercial	\$7
Small Music Practice Rooms (4)	80	2	Four-hour	Resident	\$2
				Nonprofit	\$3
				Commercial	\$5
Community Gallery	2,000	100	Four-hour	Resident	\$50
				Nonprofit	\$75
				Commercial	\$113
Lobby	1700/1200/1000/500	300/200/150/100	Four-hour	Resident	\$300
				Nonprofit	\$450
				Commercial	\$675

Rent is broken down by various types of users. Rental rates are suggested based on our review of other facilities in the region, which is also appended as part of the pro-forma. Here is a description of the key assumptions in the activity profile:

- * The two theaters are both programmed with presented events (live and/or film) and rentals to resident groups, other nonprofits, and commercial organizations. The additional program spaces are exclusively for rental programs, ideally focused on arts education. The level of activity is based on the results of our needs assessment and surveys of potential users.
- * The ACCC is a resident user, rehearsing and producing their plays in the Center. Most of their use is of the larger theater, but we also project use of the smaller theater and rehearsal spaces.

* Rental rates and user fees are also based on what is charged at other facilities in the region.

Here is a summary of activity in the Center over the first five years of operation.

Community Arts Center Activity Summary		Year 1	Year 2	Year 3	Year 4	Year 5
Main Theater	Performances	236	240	246	252	258
	Use Days	326	331	339	345	353
Studio Theater	Performances	216	222	228	234	240
	Use Days	327	335	342	350	357
Large Rehearsal Room	Four-hour Rentals	900	912	924	936	948
Small Rehearsal Room	Four-hour Rentals	810	822	834	846	858
Large Classroom	Four-hour Rentals	700	712	724	736	748
Small Classroom	Four-hour Rentals	465	477	489	501	513
Large Music Practice Rooms (2)	Four-hour Rentals	700	709	718	727	736
Small Music Practice Rooms (4)	Four-hour Rentals	1,200	1,209	1,212	1,218	1,224
Lobby	Four-hour Rentals	29	29	33	37	41
Total Performance Attendance		59,700	61,570	63,872	66,217	68,603

The number of events and capacity sold for performances grows slowly over time. We have also been fairly conservative in estimating use of additional program spaces. Here is an additional summary showing just the ACCC use of various spaces

The multi-year budget is the second portion of the pro-forma. Following are key assumptions:

- * All of these assumptions are informed by operating budgets from comparable projects, a summary of which is appended within the pro-forma.
- * Box office and rental income are taken directly from the activity estimates and conservatively increase over the five-year period.
- * User fees are charges to renters of various spaces for use of technical labor, use of special performance equipment (a basic package is included in the base rent), event staff, and cleaning. The fees in this case are a percentage of the base rent collected.

Year 1 ACCC Use of Community Arts Center Facilities	
110 Performances	Main Theater
146 Use Days	
30 Performances	Studio Theater
54 Use Days	
400 Four-hour Rentals	Large Rehearsal Room
400 Four-hour Rentals	Small Rehearsal Room
200 Four-hour Rentals	Large Classroom
200 Four-hour Rentals	Small Classroom
200 Four-hour Rentals	Large Music Practice Rooms (2)
300 Four-hour Rentals	Small Music Practice Rooms (4)
10 Four-hour Rentals	Lobby
25,620	Total Performance Attendance

- * Food service income includes concessions, new fees from catering, and gross sales from some sort of café (which could be something as simple as a food cart) and retail outlet that come online on the second phase of the project.
- * There are ticketing fees paid by users for use of the box office. Membership income is based on fees to regional residents for benefits related to advance access to tickets and special events. There is some sponsorship income related to the presentation of live events. There is a small amount of income related to the sale of program advertising. And, there is an additional facility fee paid by ticket buyers as a surcharge on ticket prices.
- * On the expense side, the most significant costs relate to personnel, including full-time, part-time, and event-based staff. The size and rate of growth is based on comparable facilities. Compensation levels are also in reference to other regional facilities.
- * There are significant presenting expenses, which include artist fees, film rentals, marketing costs and other direct expenses, all of which are growing over time in relation to presenting revenues.
- * Box office costs are also significant, with some portion absorbed by users. Administrative costs include all of the items necessary to run the Center's offices as a stand-alone enterprise.
- * Occupancy costs are also based on comparable and regional facilities, using per-square foot estimates of cost.
- * We take the budget as far as estimating annual funding requirements, but we have included the fundraising staff in expenses given the presumption that a portion of annual funding would come from the private sector.

Here is a summary of the budget:

Operating Budget Summaries	Year 1	Year 2	Year 3	Year 4	Year 5
Earned Income					
Ticket Sales	285,300	298,442	321,896	346,557	372,471
Rental Income	344,691	358,260	375,907	393,699	412,492
Theater User Fees	379,160	394,086	413,498	433,069	453,742
Food Service	84,467	89,906	96,052	102,459	109,138
Miscellaneous Income	318,950	339,906	364,691	391,348	420,052
	1,412,568	1,480,600	1,572,043	1,667,131	1,767,895
Operating Expenses					
Total Personnel	1,218,571	1,260,188	1,306,505	1,352,875	1,402,027
Programming Costs	318,680	328,551	348,362	368,927	390,270
Box Office	80,199	84,315	89,400	94,720	100,284
Administration	133,500	136,170	138,893	141,671	144,505
Occupancy Costs	301,924	307,962	314,121	320,404	326,812
Total Operating Expenses	2,052,874	2,117,186	2,197,283	2,278,598	2,363,897
CAC Annual Funding Requirement	640,305	636,586	625,240	611,467	596,003
Earned Income/Op. Expenses	69%	70%	72%	73%	75%

Overall, the Center can deliver significant value to the community as an accessible and active cultural center covering two thirds of its operating budget with earned income by the fifth year of operations.

4.6 economic impacts

Economic impact means that something has happened to increase economic activity, which includes new sales, new earnings for workers, and new jobs in the local economy. For projects like this, impacts are the result of the development of the building, the ongoing impacts of new or expanded operating organizations (the entity making expenditures in the local economy), and the expenditures of audiences.

Total economic impact has several components: the direct impact made up of spending by the Center, the jobs that it provides, and the spending by people who visit the area in order to go to the Center. Then there are the indirect impacts resulting from extra business generated for suppliers of goods and services to the Center and its visitors. Finally there are the induced impacts of increased 'consumption spending' in the region as a result of larger wages and increased organizational revenue being returned to the local economy by the Center, its suppliers and their suppliers.

Direct or primary impacts can be calculated from primary data - a center's expenditures and records, plus other data about the center's visitors: what proportion of visitors come from outside the local region and had the Center as their primary motivation for visiting the region; how long they stay in the region; what they spend money on while in the region; and how much they spend. Notably, visitor spending represents a significant contribution to overall economic impact.

However, indirect and induced impacts (together making up what are known as 'secondary impacts') can only be estimated on the basis of a good understanding of the local region's overall economy and the interrelationships among various industries within the economy. Economic models depicting these relationships are increasingly available, but they are region-specific and relate to a particular period of time. This means that results from any given economic impact study are not necessarily transferable to another context.

Multipliers provide a numeric way of describing the secondary impacts stemming from new facilities. The Multiplier Model is derived mathematically using an input-output model and Social Accounting formats. The Social Accounting System provides the framework for the predictive multiplier model used in economic impact studies. Purchases for final use drive the model. Industries that produce goods and services for consumer consumption must purchase products, raw materials, and services from other companies to create their product. These vendors must also procure goods and services. This cycle continues until all the money is leaked out of the County economy.

To predict the economic impacts of new performing arts facilities, we have purchased a full set of RIMS II multipliers for Beaufort County from the Bureau of Labor, which are based on the 2007 Benchmark Input-Output Table for the Nation and 2015 regional data. The full set of multipliers is appended.

The first step is suggesting the potential impacts of building new facilities. If the amount spent to construct is in the range of \$28 million, then we can say that funds spent in the County on construction will lead to total new sales in the County of \$41 million, new earnings of \$15 million, and 354 new person-years of employment.

Impacts of Construction on Beaufort County		
Input - Construction Budget		\$ 28,000,000
Outputs	Final Demand Multipliers (Industry 2332C0)	Project Outputs
Sales	1.4508	\$ 40,622,400
Earnings	0.5352	\$ 14,985,600
Employment (person-years of employment)	12.6269	354

We calculate the ongoing impacts of the facility using what is called the bill of goods approach, shown in the following chart. We estimate new annual expenditures by the operating organization on everything from utilities and hotels to waste management and advertising, and then use the three types of multipliers to calculate new output, earnings, and jobs in each of those industries.

Annual Operating Impacts on Beaufort County									
Bill of Goods Approach (Year 3)	Inputs		Inputs	Multipliers			Outputs		
Category	Base year non-personnel expenditures	% Spent in Beaufort County	Base year non-personnel expenditures	Output (dollars)	Earnings (dollars)	Empl't (jobs)	New Sales (\$000's)	New Earnings (\$000's)	New Empl't (jobs)
Power Generation and Supply	\$ 125,000	100%	\$ 125,000	1.2977	0.2325	3.9627	\$ 162,213	\$ 29,063	0.5
Water, Sewage and other System	\$ 15,000	100%	\$ 15,000	1.4161	0.3199	7.5693	\$ 21,242	\$ 4,799	0.1
Retail Trade	\$ 50,000	75%	\$ 37,500	1.5099	0.4351	17.8605	\$ 56,621	\$ 16,316	0.7
Transit & Passenger Transportation	\$ 15,000	100%	\$ 15,000	1.5225	0.5016	23.0457	\$ 22,838	\$ 7,524	0.3
Telecommunications	\$ 40,000	50%	\$ 20,000	1.4331	0.4826	10.0058	\$ 28,662	\$ 9,652	0.2
Insurance Agencies/Brokerage	\$ 50,000	75%	\$ 37,500	1.6230	0.5079	12.0739	\$ 60,863	\$ 19,046	0.5
Equipment Rental	\$ 30,000	75%	\$ 22,500	1.2808	0.2647	4.8577	\$ 28,818	\$ 5,956	0.1
Legal Services	\$ 25,000	100%	\$ 25,000	1.5687	0.6277	11.5860	\$ 39,218	\$ 15,693	0.3
Accounting & Bookkeeping Services	\$ 25,000	100%	\$ 25,000	1.5363	0.6366	18.3370	\$ 38,408	\$ 15,915	0.5
Computer related services	\$ 25,000	50%	\$ 12,500	1.5727	0.6437	13.4989	\$ 19,659	\$ 8,046	0.2
Advertising & related services	\$ 75,000	50%	\$ 37,500	1.4840	0.3893	8.1029	\$ 55,650	\$ 14,599	0.3
Professional & Technical Services	\$ 25,000	75%	\$ 18,750	1.5256	0.5330	11.4187	\$ 28,605	\$ 9,994	0.2
Office administrative services	\$ 50,000	75%	\$ 37,500	1.5768	0.6974	15.3663	\$ 59,130	\$ 26,153	0.6
Business support services	\$ 25,000	75%	\$ 18,750	1.5448	0.5452	18.4672	\$ 28,965	\$ 10,223	0.3
Services to building	\$ 50,000	100%	\$ 50,000	1.4046	0.4079	18.1023	\$ 70,230	\$ 20,395	0.9
Waste management	\$ 7,500	100%	\$ 7,500	1.4303	0.3282	6.9641	\$ 10,727	\$ 2,462	0.1
Other Educational Services	\$ 25,000	50%	\$ 12,500	1.6992	0.7005	32.2048	\$ 21,240	\$ 8,756	0.4
Performing arts companies	\$ 150,000	50%	\$ 75,000	1.5572	0.4778	37.5740	\$ 116,790	\$ 35,835	2.8
Artists, writers and performers	\$ 10,000	50%	\$ 5,000	1.4429	0.3755	17.5027	\$ 7,215	\$ 1,878	0.1
Accommodation	\$ 25,000	100%	\$ 25,000	1.4200	0.3506	10.2831	\$ 35,500	\$ 8,765	0.3
Food services	\$ 25,000	100%	\$ 25,000	1.3901	0.2579	10.7660	\$ 34,753	\$ 6,448	0.3
Postal Service	\$ 10,000	100%	\$ 10,000	1.4764	0.5372	10.5522	\$ 14,764	\$ 5,372	0.1
Averages and Totals	\$ 877,500		\$ 657,500	1.4874	0.4626	14.7405	\$ 947,343	\$ 277,514	9.5

We estimate the portion of new annual non-personnel costs likely spent in the County (\$657,000 in the third year of operations), and then apply our multipliers to suggest that these annual expenditures lead to new sales of \$947,000, new earnings of \$277,000, and 9.5 new jobs—including those working inside the Center.

The second component of economic impact is the spending of performance attenders. To calculate these impacts, we start with estimated total attendance and then remove those who came to the Center from within Beaufort County and would have otherwise attended an event at another County venue. We do this because the spending of these residents is not incremental – funds are being

substituted for money that would have been spent at other events or activities in the County. On that basis, there are two groups we can include to calculate these impacts:

1. Attenders coming from outside Beaufort County, which we have estimated as 30% of total attendance.
2. Beaufort County attenders who would have spent that money at an activity or event outside of Beaufort County. We suggest that this group might represent 10% of total attendance.

These two groups then represent 40% of total performance attendance.

The final step is to input those estimates into ancillary spending formulas, which are taken from the new Arts and Economic Prosperity Report published by Americans for the Arts. That report provides significant data on how much people spend on various things in conjunction with their attendance at performances, exhibits, and films. The key pages from Tables 23 and 25 are appended to show how those per capita expenditure numbers were developed.

We then apply our multipliers to these direct impacts and add the totals for each industry to arrive at total impacts associated with the expenditures of audiences.

Arts Center Visitors		
Year 3 Paid Attendance		64,000
Beaufort County Attenders who would have gone to another County venue	60%	38,400
Beaufort County Attenders who would have gone to a venue outside the County	10%	6,400
Non-County Attenders	30%	19,200
Total Attenders	100%	64,000

Ancillary Spending Impacts of Arts Center Attenders on Beaufort County

Year 3 Ancillary Spending Impacts	Per Capita Expenditure Estimates*	Total Direct (Induced) Expenditures	Output Multiplier	Total New Outputs (Sales)	Earnings Multiplier	Total New Earnings	Job Creation Multiplier	Total New Jobs
1. Recovered Market Area Attenders								
Food Services	\$ 9.17	\$ 58,688	1.3901	\$ 81,582	0.2579	\$ 15,136	10.7660	0.6
Retail Trade	\$ 2.69	\$ 17,216	1.5099	\$ 25,994	0.4351	\$ 7,491	17.8605	0.3
Transportation	\$ 1.20	\$ 7,680	1.5225	\$ 11,693	0.5016	\$ 3,852	23.0457	0.2
Accommodation	\$ 0.30	\$ 1,920	1.4200	\$ 2,726	0.3506	\$ 673	10.2831	0.0
Miscellaneous	\$ 0.86	\$ 5,504	1.4874	\$ 8,187	0.4626	\$ 2,546	14.7405	0.1
Sub-total		\$ 91,008		\$ 130,183		\$ 29,698		1.2
2. Non Market Area Attenders								
Food Services	\$ 14.93	\$ 286,656	1.3901	\$ 398,481	0.2579	\$ 73,929	10.7660	3.1
Retail Trade	\$ 4.67	\$ 89,664	1.5099	\$ 135,384	0.4351	\$ 39,013	17.8605	1.6
Transportation	\$ 4.72	\$ 90,624	1.5225	\$ 137,975	0.5016	\$ 45,457	23.0457	2.1
Accommodation	\$ 8.64	\$ 165,888	1.4200	\$ 235,561	0.3506	\$ 58,160	10.2831	1.7
Miscellaneous	\$ 1.76	\$ 33,792	1.4874	\$ 50,264	0.4626	\$ 15,634	14.7405	0.5
Sub-total		\$ 666,624		\$ 957,664		\$ 232,193		9.0
Total Impact of Ancillary Spending	Total (1+2)	\$ 757,632		\$ 1,087,847		\$ 261,891		10.2

* Based on Americans for the Arts Prosperity Index V (2017) for cities with less than 50,000 people

What this suggests is that those new audiences will spend over \$757,000 in this year in Beaufort County, driving \$1,087,000 in new sales, \$262,000 in new earnings, and creating another 10 jobs in the County in addition to those working in the Center itself.

4.7 organizational and community impacts

In addition to these direct and quantifiable impacts, a new community arts center will have the following additional impacts on the local arts community as well as the community of Hilton Head itself:

- * **Impacts on the ACCC:** This project and the underlying assumptions are impactful for the ACCC. They move to a more traditional role as resident user of a community arts center, which releases them from facility management responsibilities. But they also lose some control and ability to grow and expand other programs, particularly around education and community outreach.
- * **Stronger and More Stable Arts Organizations:** Affordable access to new community arts facilities will grow and strengthen the local community of artists and arts organizations, providing them with better quality spaces to advance their work. It will also serve as a unifying force to bring that community together.
- * **Quality of Life:** New community arts facilities will have a positive impact on resident's quality of life by providing access to a series of classes, programs, performances, and exhibits not now offered in the area.
- * **Amenities for Visitors:** Community arts facilities will also enhance the experience of Hilton Head island visitors who are looking for cultural programs and experiences as a part of their visit to the area.
- * **Corporate Recruitment:** As we pointed out in the Needs Assessment portion of our work, cultural facilities are important amenities to offer to corporations considering where to locate their businesses. The presence of these facilities is often seen as an indicator of a community that has an educated workforce and offers a high quality of life.
- * **Richard Florida and The Creative Class:** Celebrity-economist and author Richard Florida, has turned a simple idea into an empire. The simple idea is that people (particularly those with interesting jobs and skills) like to live and work in creative places, and that cities ought to promote culture and creativity as a means to recruit these desirable people, thus driving economic development. Cities all over North America (and not just big ones) are now pursuing economic development goals by promoting the presence of arts and culture. Of course, this is all easier said than done. The trick is to help artists in ways that don't stifle creativity, and then surround that creative core with a concentration of more commercially oriented industries (advertising, design, media) that benefit from and feed off of that creativity.
- * **Teaching Innovation and Creativity:** Finally, we would raise one last economic development benefit, which is that the teaching of the arts is now being recognized as a fundamental need for the North American economy and its workforce, given the automation of many jobs and growing competition from lesser-developed economies. Or, as some

commentators are now suggesting: “The MFA is the new MBA.” Daniel Pink, in his recent Nancy Hanks Lecture on Arts and Public Policy, said the following:

“The argument for the arts is that the fundamental cognitive abilities, the fundamental abilities, of the workforce today and into the future, the fundamental abilities that our kids are going to be deploying at work are at their core artistic abilities, that arts are neither an avenue to something else, nor are they a nicety, but they are fundamental to how the economy functions. And unless our kids have this broad, robust suite of artistic capabilities, they are going to be in a world of hurt, yes, as human beings, but also as productive members of the economy.”

4.8 critical path plan

The preliminary business plan suggests how the new Center should operate when complete, but there is a great deal of effort required to become fully operational. In that regard, we have appended a visual summary of the work to be done to prepare to open new community arts facilities, here based on a target opening in the fourth quarter of 2021. We have organized that plan along three parallel tracks: fundraising, physical planning, and operational planning.

Track One: Fundraising

The first step is to consider if and how the project can be funded, particularly in relation to the Town’s other funding needs. With that information in hand, plus some affirmation of potential direct and indirect support from the community, a newly formed Capital Campaign Committee can then initiate a capital campaign. Then, later in 2018, planning should begin for annual fundraising, as well as a special campaign to support a series of special events related to the opening of the Center.

Track Two: Planning, Design + Construction

The first step here is the verification of the program and budget, which we’ve suggested for the last quarter of 2018. Then, once the capital campaign has progressed to the point that the board is confident in their ability to raise the funds necessary to open the building, the Building Committee can begin the effort to recruit and contract with a design team—including architects, engineers, acousticians, theatre consultants, and others. With that team in place, design can begin in the first half of 2019, with construction commencing in 2020.

Track Three: Planning for Operations

Finally, there are a series of tasks related to the eventual operation of the Center. This starts with the process of putting operating resources in place, then moves on to the development of policy and practices related to rentals, ticketing, marketing, F&B operations, booking, and the training of staff to operate the building when it opens in 2021.

**appendix a: space program,
equipment and capital budgets**

HILTON HEAD PERFORMING ARTS FACILITY STUDY
Hilton Head, SC
Schedule of Spaces

Series #	SPACE	Conceptual Model for a new Community Arts Center Net SF	Notes on Recommended NSF
A100	Public Spaces		
101	Public lobby	1,750	
102	Auditorium access circulation	500	
103	Auditorium sound & light locks	-	
104	Concessions	200	
105	Concessions storage	60	
106	Public restrooms (male)	200	
107	Public restrooms (female)	400	
108	Public restroom (family)	60	
109	Front-of-house storage	100	
110	Box office - sales	160	
111	Office - box office administration	120	
112	Office - house manager	140	
113	Coat room / rentals / programs	120	
114	Community Gallery	2,000	
115	Walter Greer Gallery and prep room		
116	Wood Community Room		
117	Heritage Room (Founders' Room)		
A200	Main Theatre (300-seats)		
201	Auditorium	3,500	
202	Stage and wings	3,200	
203	Stage sound and light locks (2)	-	
204	Stage apron	140	
205	Stage crossover	640	
206	Control booth	180	
207	Dimmer room	100	
208	Sound rack room	80	
209	Catwalks, galleries and grid	-	in gross
A300	Stage Support		
301	Office - production	120	
302	Office - stage management	120	
303	Scene dock	400	
304	Kitchen - props	-	
305	Storage - piano	120	
306	Backstage restroom (male)	120	
307	Backstage restroom (female)	120	
308	Storage - general	300	
309	Storage - platforms and chairs	200	
310	Storage - lighting	120	
311	Storage - sound	120	
A400	Performer Support		
401	Performers' lounge / Green Room	300	
402	Dressing room - 4 people	240	
403	Dressing room - 4 people	240	
404	Dressing room - 10 people	450	
405	Dressing room - 10 people	450	
406	Wardrobe / costume maintenance	150	
407	Laundry	120	
408	Vending	25	
A500	Studio Theatre (120 seats)		

HILTON HEAD PERFORMING ARTS FACILITY STUDY
Hilton Head, SC
Schedule of Spaces

Series #	SPACE	Conceptual Model for a new Community Arts Center Net SF	Notes on Recommended NSF
501	Studio theatre	2,000	32' clear height
502	Control booth	180	
503	Storage	200	
A600	Instruction and Rehearsal spaces		
601	Rehearsal room / dance studio	2,000	16' clear height
602	Rehearsal room	1,600	
603	Storage	200	
604	Disney Art Studio		
605	Classroom	1,200	
606	Classroom	800	
607	Practice room	140	
608	Practice room	140	
609	Practice room	80	
610	Practice room	80	
611	Practice room	80	
612	Practice room	80	
613	Maker/Media Space	1,500	
A700	Administration Spaces		
701	Reception and waiting	100	
702	Office	200	
703	Office	140	
704	Office	140	
705	Office	140	
706	Office	140	
707	Office	140	
708	Office	140	
709	Office equipment	80	
710	Kitchenette	120	
711	Conference room	300	
A800	Services		
801	Security station	100	
802	IT hub	60	
803	Catering kitchen		
804	Custodial closet	30	
805	Custodial closet	30	
806	Storage - maintenance	80	
807	Storage - janitorial supplies	80	
808	Trash / Recycling storage & disposal	-	in gross
809	Loading dock	-	in gross
	TOTAL - net square feet	29,665	
	Net-to-gross multiplier	1.6	
	TOTAL - gross square feet	47,464	
A	COST PROJECTION FOR NEW CONSTRUCTION		
	Cost bracket #1	\$ 400	
	Cost bracket #2	\$ 500	
	Cost bracket #3	\$ 600	
	GSF x Cost bracket #1	\$ 18,985,600	
	GSF x Cost bracket #2	\$ 23,732,000	
	GSF x Cost bracket #3	\$ 28,478,400	
	Soft Cost multiplier	1.3	

HILTON HEAD PERFORMING ARTS FACILITY STUDY
Hilton Head, SC
Schedule of Spaces

		Conceptual Model for a new Community Arts Center	
Series #	SPACE	Net SF	Notes on Recommended NSF
	Construction cost + soft costs for Bracket #1	\$ 24,681,280	
	Construction cost + soft costs for Bracket #2	\$ 30,851,600	
	Construction cost + soft costs for Bracket #3	\$ 37,021,920	
B	COST PROJECTION FOR COMBINED		
	NEW CONSTRUCTION AND ADAPTIVE REUSE		
	Cost bracket #1	\$ 350	
	Cost bracket #2	\$ 400	
	Cost bracket #3	\$ 450	
	GSF x Cost bracket #1	\$ 16,612,400	
	GSF x Cost bracket #2	\$ 18,985,600	
	GSF x Cost bracket #3	\$ 21,358,800	
	Soft Cost multiplier	1.3	
	Construction cost + soft costs for Bracket #1	\$ 21,596,120	
	Construction cost + soft costs for Bracket #2	\$ 24,681,280	
	Construction cost + soft costs for Bracket #3	\$ 27,766,440	

Item #	Description	FFE	Unit	Unit Cost	300 Seat Proscenium		120 Seat Studio Theatre		Rehearsal Room		Shops		Shared / Lobby		Total		Notes	
					Qty	Total	Qty	Total	Qty	Total	Qty	Total	Qty	Total	Qty	Total		
Theatre Consultants Collaborative Specified Equipment																		
1	Stage Draperies IFR - Main Curtain	*	Each	15,000	1	15,000									1	15,000		
2	Stage Draperies IFR - Grand Valance	*	Each	6,500	1	6,500									1	6,500		
3	Stage Draperies IFR - Borders	*	Each	3,350	5	16,750	3	10,050							8	26,800		
4	Stage Draperies IFR - Legs	*	Pair	2,350	6	14,100	4	9,400							10	23,500		
5	Stage Draperies IFR - Tabs	*	Pair	2,350	5	11,750	4	9,400							9	21,150		
6	Stage Draperies IFR - Black Flat Panels	*	Each	3,500	1	3,500									1	3,500		
7	Stage Draperies IFR - Traveler Panels	*	Pair	7,000	1	7,000	1	7,000							2	14,000		
8	Stage Draperies - Scrims	*	Each	2,700	1	2,700	1	2,700							2	5,400	Black	
9	Stage Draperies - Cyclorama	*	Each	4,500	1	4,500	1	4,500							2	9,000	White/Natural	
10	Acoustic Drapery	*	SF / Surfa	12	1,950	23,400								1,950	23,400	\$ Holder		
11	Studio Drapes - Wall Panels	*	Pair	2,500		-			4	10,000				4	10,000			
12	Draperies Storage Bags	*	Each	125	2	250								2	250			
13	Storage Hampers	*	Each	450	8	3,600								8	3,600			
	11062 / 11 61 43 Subtotal					109,050		43,050		10,000					162,100			
Performance Curtain Tracks - 11063 / 11 61 44																		
14	Stage Drapery Traveler Track And Pull Rigging		LF	55	110	6,050	50	2,750							160	8,800		
15	Curved Drapery Traveler Track And Pull Rigging - Economical - Drapes < 15' high		LF	75	130	9,750									130	9,750	\$ Holder - For Acoustical Draperies	
16	Curved Drapery Traveler Track And Pull Rigging - Standard		LF	125		-			200	25,000					200	25,000		
	11063 / 11 61 44 Subtotal					15,800		2,750		25,000						43,550		
Performance Manual Rigging - 11064 / 11 61 33																		
17	Single Purchase Counterweight Sets		Set	7,500	40	300,000									40	300,000		
	11064 / 11 61 33 Subtotal					300,000										300,000		
Performance Powered Rigging - 11065 / 11 61 35																		
18	Power Batten Lines - Fixed Speed		Set	19,000	5	95,000									5	95,000		
	11065 / 11 61 35 Subtotal					95,000										95,000		
Proscenium Safety Curtain - 11067 / 11 61 37																		
19	Proscenium Safety Curtain <50'		Each	65,000	1	65,000									1	65,000		
	11067 / 11 61 37 Subtotal					65,000										65,000		
Performance Platforms - 11068 / 11 61 23																		
20	Pit Fillers		Each	5,500	12	66,000									12	66,000	Deduct if motorized lift	
21	Pit Filler Railing Allowance		Each	250	12	3,000									12	3,000	Deduct if motorized lift	
22	Seating Platform	*	Each	2,000		-	16	32,000							16	32,000	Including railing, steps, and Eco Glow Edging	
23	Platform Carts	*	Each	1,250	2	2,500	3	3,750							5	6,250	Budget one cart per 6 platforms	
	11068 / 11 61 23 Subtotal					71,500		35,750								107,250		

Item #	Description	FFE	Unit	Unit Cost	300 Seat Proscenium		120 Seat Studio Theatre		Rehearsal Room		Shops		Shared / Lobby		Total		Notes	
					Qty	Total	Qty	Total	Qty	Total	Qty	Total	Qty	Total	Qty	Total		
Performance Architectural Elements - 11069 / 11 61 13																		
24	Pipe Grid - 5' x 5'		SF	14				2,600	36,400									
25	Acoustical Shell - Diva - Painted		SF / Surface	57	3,600	205,200										3,600	205,200	
11069 / 11 61 13 Subtotal						205,200		36,400									241,600	
Performance Power And Controls - 11961 / 11 61 61																		
26	Panel Board with 42 DMX driven motorized Breakers		Each	12,000				1	12,000							1	12,000	many are work lights / switched house lights
27	Panel Board with 84 DMX driven motorized Breakers		Each	21,000	1	21,000		1	21,000							2	42,000	many are work lights / switched house lights
28	Panel Board Surge Supression		Each	1,000	1	1,000		1	1,000							2	2,000	
29	House & Work Light Circuits		Cir		20			10								30		By EE
30	Receptacle Only (Pigtail)		Cir	82	59	4,838		110	9,020							169	13,858	
31	100A Company Switch		Each	5,000	1	5,000										1	5,000	Mechanization
32	200A Company Switch		Each	6,000	1	6,000										1	6,000	
33	400A Company Switch		Each	7,500	1	7,500										1	7,500	
34	Busduct - 5' 100A Stand Alone		Each	1,000	2	2,000										2	2,000	
35	BusDuct - 100a allowance		Foot	145	90	13,050										90	13,050	
36	BusDuct - 225a allowance		Foot	170	70	11,900										70	11,900	
37	100A Multipole Switch		Each	450	3	1,350										3	1,350	
38	225A Multipole Switch		Each	4,500	2	9,000										2	9,000	
39	Emergency Transfer Switch DMX Universe		Each	1,500	1	1,500		1	1,500							2	3,000	
40	BS ELTS 1 @ 20A Discrete Fed, with 0-10v switching		Each	500	6	3,000		2	1,000							8	4,000	
41	Architectural Control Only - Master		Each	3,300	1	3,300		1	3,300							2	6,600	
42	Work/Aud. Light Control - Station		Each	325	18	5,850		8	2,600							26	8,450	
43	Motion / Daylight Detection		Each	150	18	2,700		8	1,200							26	3,900	
44	House & Work Master Panel		Each	4,300	2	8,600		1	4,300							3	12,900	
45	Performance Lighting Console		Each	17,000	1	17,000										1	17,000	
46	Performance Lighting Console- Small		Each	10,000				1	10,000							1	10,000	
47	DMX Distr Equipment (1 universe/w 6 outs)		Each	2,200	4	8,800		1	2,200							5	11,000	
48	Control Faceplate		Each	300	24	7,200		19	5,700							43	12,900	
49	Base Processing Package/Rack/Network/Patch/ Switch		System	7,600	1	7,600		1	7,600							2	15,200	
50	4 Port DMX Node		Each	1,800				1	1,800							1	1,800	
51	8 Port DMX Node		Each	2,500	3	7,500		2	5,000							5	12,500	
52	Allowance For Architectural Lighting Control integration of LED or other non-conventional fixtures		Each	5,000	1	5,000		1	5,000							2	10,000	If house lighting is to be replaced with LED.
11961 / 11 61 61 Subtotal						160,688		94,220									254,908	See Note 2
Performance Lighting Instruments And Accessories - 1196																		

Item #	Description	FFE	Unit	Unit Cost	300 Seat Proscenium		120 Seat Studio Theatre		Rehearsal Room		Shops		Shared / Lobby		Total		Notes
					Qty	Total	Qty	Total	Qty	Total	Qty	Total	Qty	Total	Qty	Total	
53	Stage Lighting Instruments - LED Ellipsoidal Moderate or short throw, high CRI	*	Each	2,000	50	100,000	20	40,000	-	-	-	-	-	-	70	140,000	
54	Stage Lighting Instruments - LED Ellipsoidal Moderate or short throw, Moderate CRI	*	Each	1,350	90	121,500	45	60,750	-	-	-	-	-	-	135	182,250	
55	Stage Lighting Instruments - LED Wash - High CRI	*	Each	1,350	42	56,700	15	20,250	-	-	-	-	-	-	57	76,950	
56	Cyc Lighting Instruments 1 Cell - LED	*	Each	2,500	18	45,000	7	17,500	-	-	-	-	-	-	25	62,500	
57	Follow Spots - Standard Throw	*	Each	10,000	2	20,000	-	-	-	-	-	-	-	-	2	20,000	
58	Lighting Accessories	*	Each	125	202	25,250	87	10,875	-	-	-	-	-	-	289	36,125	
59	Portable dimmer at conventional instrument - 750W	*	Each	450	4	1,800	2	900	-	-	-	-	-	-	6	2,700	
60	Automated Light - Convection	*	Each	10,000	8	80,000	-	-	-	-	-	-	-	-	8	80,000	
61	Control Cable	*	Each	55	215	11,825	91	5,005	-	-	-	-	-	-	306	16,830	portable cabling for fixtures
62	Loose Electrical Distribution - Std	*	Each	55	214	11,770	89	4,895	-	-	-	-	-	-	303	16,665	portable cabling for fixtures
63	Stage edge illumination		Foot	45	60	2,700	-	-	-	-	-	-	-	-	60	2,700	LED Channel Embedded in the stage edge.
64	LED Work Light (switched)	*	Each	850	8	6,800	6	5,100	-	-	-	-	-	-	14	11,900	
65	Ghost Light	*	Each	450	1	450	1	450	-	-	-	-	-	-	2	900	
11964 / 11 61 64 Subtotal						483,795		165,725	-	-	-	-	-	-	-	649,520	
Performance Sound, Video, And Communications - 11969																	
66	Compact Subwoofers		Each	7,500	4	30,000	2	15,000	-	-	-	-	-	-	6	45,000	
67	Monitor Speakers		Each	5,500	4	22,000	-	-	-	-	-	-	-	-	4	22,000	
68	Reinforcement Speakers		Each	6,000	7	42,000	3	18,000	-	-	-	-	-	-	10	60,000	
69	Front Fill Speakers		Each	2,200	5	11,000	-	-	-	-	-	-	-	-	5	11,000	UP-4xp
70	Surround Speakers		Each	2,200	20	44,000	6	13,200	-	-	-	-	-	-	26	57,200	
71	Small Digital Mixer w/ Digital Snake		Each	40,000	1	40,000	-	-	-	-	-	-	-	-	1	40,000	Yamaha
72	Small Mixer		Each	5,000	-	-	1	5,000	-	-	-	-	-	-	1	5,000	Roland
73	Sound Effects Workstation		Each	15,000	1	15,000	1	15,000	-	-	-	-	-	-	2	30,000	Qlab
74	Digital Signal Processing		Each	20,000	1	20,000	1	20,000	-	-	-	-	-	-	2	40,000	
75	Wired Microphones and Accessories	*	Allowanc	1,000	20	20,000	-	-	-	-	-	-	-	-	20	20,000	
76	Wireless Microphones	*	Each	6,000	4	24,000	-	-	-	-	-	-	-	-	4	24,000	With antenna distro
77	CD/DVD/MP3 Player		Each	850	1	850	1	850	-	-	-	-	-	-	2	1,700	Include case and cables
78	Digital recorder - Stereo		Each	1,500	1	1,500	-	-	-	-	-	-	-	-	1	1,500	
79	Patchbay		Each	5,000	4	20,000	2	10,000	-	-	-	-	-	-	6	30,000	
80	Dance Studio Playback		System	18,500	-	-	-	-	1	18,500	-	-	-	-	1	18,500	
81	Stage Manager Master Stations		Station	3,500	2	7,000	1	3,500	-	-	-	-	-	-	3	10,500	
82	Page / Show Relay - Per Channel		Each	8,640	3	25,920	1	8,640	-	-	-	-	-	-	4	34,560	
83	Page / Show Relay - Per Speaker Stn		Each	400	20	8,000	16	6,400	-	-	-	-	40	16,000	76	30,400	
84	Page / Show Relay - Per Page Stn		Each	3,800	-	-	-	-	-	-	-	-	1	3,800	1	3,800	

**Theatre Consultants
Collaborative**

Item #	Description	FFE	Unit	Unit Cost	300 Seat Proscenium		120 Seat Studio Theatre		Rehearsal Room		Shops		Shared / Lobby		Total		Notes
					Qty	Total	Qty	Total	Qty	Total	Qty	Total	Qty	Total	Qty	Total	
85	Tech Intercom - Digital 4 Channel Main Stn		Each	5,400	1	5,400	1	5,400	-	-	-	-	-	2	10,800		
86	Tech Intercom - Belt Pack or Wall Station		Each	1,350	10	13,500	6	8,100	-	-	-	-	4	5,400	20	27,000	
87	Tech Intercom Wireless System: Base Station & 4 wireless headsets	*	System	8,400	1	8,400	-	-	-	-	-	-	-	1	8,400		
88	Streaming WIFI B.Y.O.D. system		Each	2,000	1	2,000	1	2,000	-	-	-	-	-	2	4,000		
89	WiFiALS Receivers		Each	250	14	3,500	6	1,500	-	-	-	-	-	20	5,000	4% capacity, 3/4 HS, 1/4 Loop	
90	Camera - High Definition Pan/Tilt Zoom		Total	6,500	1	6,500	1	6,500	-	-	-	-	-	2	13,000		
91	Camera - Extended Spectrum Fixed		Total	3,500	1	3,500	-	-	-	-	-	-	-	1	3,500	IP Camera and decoder	
92	DVD/Blu Ray Player		Total	600	1	600	1	600	-	-	-	-	-	2	1,200		
93	Presentation Control System		Total	25,000	1	25,000	-	-	-	-	-	-	-	1	25,000		
94	Video Playback Master	*	Each	6,000	1	6,000	1	6,000	-	-	-	-	-	2	12,000	Dataton Watchout with PC	
95	Video Playback Slave - 2 screens	*	Each	3,800	1	3,800	1	3,800	-	-	-	-	-	2	7,600	Dataton Watchpax	
96	High Def Transport over UTP (price per termination)		Each	1,000	10	10,000	6	6,000	-	-	-	-	-	16	16,000	Transmit or receive	
97	Video Monitoring and Screen.		Each	5,000	4	20,000	2	10,000	-	-	-	-	-	6	30,000	Screen, Connections, Mount or Cart	
98	Low Intensity Video Projector		Total	6,000	-	-	1	6,000	-	-	-	-	-	1	6,000		
99	Medium Intensity Video projector	*	Total	35,000	1	35,000	-	-	-	-	-	-	-	1	35,000	8k lumens, 1 chip DLP	
100	Medium framed projection screen (<28' wide x 16' high)	*	Total	10,000	1	10,000	-	-	-	-	-	-	-	1	10,000		
101	Small screen motorized projection screen		Total	9,000	-	-	1	9,000	-	-	-	-	-	1	9,000		
102	Sequencing Panel Board		Each	12,000	1	12,000	1	12,000	-	-	-	-	-	2	24,000		
103	Panel Board Surge Supression		Each	1,000	1	1,000	1	1,000	-	-	-	-	-	2	2,000		
104	Sound & Communications - Faceplate and Wiring		Each	700	30	21,000	16	11,200	-	-	-	-	-	46	32,200		
11969 / 11 61 70 Subtotal						518,470		204,690		18,500			25,200		766,860	See Note 3	
Performance Seating Portable - 12705 / 12 62 00																	
105	Chairs (portable Folding)		Each	300	20	6,000	40	12,000	-	-	-	-	-	60	18,000		
12705 / 12 62 19 Subtotal						6,000		12,000							18,000		
Performance Seating Fixed - 12710 / 12 61 13																	
106	Auditorium Seating - Wood		Each	425	330	140,250	-	-	-	-	-	-	-	330	140,250		
12710 / 12 61 33 Subtotal						140,250									140,250		
Telescoping Seating - 12760 / 12 66 23																	
107	Telescoping Chair Platforms With Theatre Style Seats		Seat	1,100	-	-	80	88,000	-	-	-	-	-	80	88,000	Configured in 4 units	
12760 / 12 66 23 Subtotal								88,000							88,000		
Equipment Specified By Others																	

Item #	Description	FFE	Unit	Unit Cost	300 Seat Proscenium		120 Seat Studio Theatre		Rehearsal Room		Shops		Shared / Lobby		Total		Notes	
					Qty	Total	Qty	Total	Qty	Total	Qty	Total	Qty	Total	Qty	Total		
Costume Equipment - 11110 / 11 23 00																		
108	Wardrobe Tools/equipment	*	Total	15,000		-		-			1	15,000		-	1	15,000		
109	Costume Shop Tools/equipment	*	Total	30,000		-		-			1	30,000		-	1	30,000		
110	Commercial Washers	*	Each	1,500		-		-			2	3,000		-	2	3,000		
111	Commercial Dryers	*	Each	1,500		-		-			2	3,000		-	2	3,000		
11110 / 11 23 00 Subtotal						-		-				51,000		-	-	51,000		
Audio/Electrics Shop Equipment - 11510 / 11 53 00																		
112	Audio Shop Tools/equipment	*	Total	10,000		-		-			1	10,000		-	1	10,000		
113	Electrics Shop Tools/equipment	*	Total	15,000		-		-			1	15,000		-	1	15,000		
11510 / 11 53 00 Subtotal						-		-				25,000		-	-	25,000		
Scenery Shop Equipment - 11530 / 11 20 00																		
114	Scene Shop Misc. Tools/equipment	*	Total	10,000		-		-			1	10,000		-	1	10,000		
115	Scene Shop Power Tools	*	Total	50,000		-		-			1	50,000		-	1	50,000		
116	Commercial Air Compressor	*	Total	10,000		-		-			1	10,000		-	1	10,000	Includes piping, regulators, and fittings	
11530 / 11 20 00 Subtotal						-		-				70,000		-	-	70,000		
Performance Musician Equipment - 12704 / 12 62 99																		
117	Chairs: Professional Musician	*	Each	429		-		-				-	40	17,160	40	17,160	Wenger Symphony	
118	Chairs: Cello	*	Each	249		-		-				-	8	1,992	8	1,992		
119	Chairs: Bass	*	Each	620		-		-				-	6	3,720	6	3,720		
120	Chairs: Conductor	*	Each	602		-		-				-	1	602	1	602		
121	Chair: Storage Cart	*	Each	335		-		-				-	9	3,015	9	3,015		
122	Conductor's Podium	*	Each	553		-		-				-	1	553	1	553		
123	Music Stands	*	Each	300		-		-				-	50	15,000	50	15,000		
124	Music Stand Cart	*	Each	323		-		-				-	3	969	3	969		
125	Conductor's Stand	*	Each	565		-		-				-	1	565	1	565		
12704 / 12 62 99 Subtotal						-		-				-		43,576	-	43,576		
Material Handling - 14590 / 41 24 00																		
126	Stage Material Handling	*	Total	10,000		-		-			1	10,000		-	1	10,000		
14590 / 41 24 00 Subtotal						-		-				10,000		-	-	10,000		
Stage Equipment - 14830 / 11 61 90																		
127	Misc. Ladders, etc	*	Each	5,000	1	5,000	1	5,000				-		-	2	10,000		
128	Telescoping Work Platforms	*	Each	10,000	1	10,000	1	10,000				-		-	2	20,000		
14830 / 00 00 00 Subtotal								15,000				-		-	-	30,000		
Subtotal - Equipment Specified By Others								15,000				-			43,576		229,576	
Subtotal - All Equipment								2,185,753				53,500			68,776		3,161,614	
Design Contingency				0%		-		-			-		-		-		-	
Total - All Equipment								2,185,753				53,500			68,776		3,161,614	
Subtotal - Fittings, Furnishings and Equipment (FFE) "*"		*				714,845		269,325			10,000		156,000		43,576		1,193,746	Items marked with an "*" in the FFE column may be purchased outside of construction contract directly by owner.
Subtotal - Base Bid						1,470,908		428,260			43,500		-		25,200		1,967,868	These items are installed as part of construction work.

Item #	Description	FFE	Unit	Unit Cost	300 Seat Proscenium		120 Seat Studio Theatre		Rehearsal Room		Shops		Shared / Lobby		Total		Notes
					Qty	Total	Qty	Total	Qty	Total	Qty	Total	Qty	Total	Qty	Total	
	<i>Figures are in US Dollars</i>																
					<p>Estimated costs represent anticipated bid prices as received from specialty subcontractor if bid as of the date of this document. Estimated costs do not include: architectural, structural, mechanical or electrical systems. Escalation is not included. Taxes are not included. Overhead, profit and contingency applied by downstream contractor(s) are also not included. (ie: We haven't included the General Contractor's O & P.) Theatre Consultants Collaborative has no control over the cost of labor, materials or equipment, the contractor's methods of determining the bid prices, or over competitive bidding, market or negotiating conditions. Accordingly, TCC cannot and does not warrant or represent that bids or negotiated prices will not vary from any estimate of the Construction cost or evaluation prepared or agreed to by TCC.</p>												<p>Notes regarding items: 1) Requires CB panel with branch protection for each relay by others. 2) All items in this section installed by EC and are priced without installation (price exclusive of conduit and back box) unless otherwise noted. 3) All items in this section utilize conduit, backboxes and power distribution installed by EC and are priced without installation (price exclusive of conduit and back box) unless otherwise noted.</p>

**appendix b: activity profile and
pro-forma operating budget**

Hilton Head Community Arts Center Pro-forma Operating Budget

COMMUNITY ARTS CENTER SPACES AND ACTIVITY FORECAST					Year 1	Year 2	Year 3	Year 4	Year 5
SPACES AND RATES	Usable Square Feet	Capacity	Rental Period	Renter Type	Rental Rates				
Main Theater	6,000	300	Daily	Resident	\$407 2%	\$415 2%	\$423 2%	\$432 2%	\$441
				Nonprofit	\$488 2%	\$498 2%	\$508 2%	\$518 2%	\$528
				Commercial	\$543 2%	\$554 2%	\$565 2%	\$576 2%	\$588
Studio Theater	2,400	120	Daily	Resident	\$200 2%	\$204 2%	\$208 2%	\$212 2%	\$216
				Nonprofit	\$300 2%	\$306 2%	\$312 2%	\$318 2%	\$325
				Commercial	\$450 2%	\$459 2%	\$468 2%	\$478 2%	\$487
Large Rehearsal Room	2,000	75	Four-hour	Resident	\$38 2%	\$38 2%	\$39 2%	\$40 2%	\$41
				Nonprofit	\$56 2%	\$57 2%	\$59 2%	\$60 2%	\$61
				Commercial	\$84 2%	\$86 2%	\$88 2%	\$90 2%	\$91
Small Rehearsal Room	1,600	50	Four-hour	Resident	\$25 2%	\$26 2%	\$26 2%	\$27 2%	\$27
				Nonprofit	\$38 2%	\$38 2%	\$39 2%	\$40 2%	\$41
				Commercial	\$56 2%	\$57 2%	\$59 2%	\$60 2%	\$61
Large Classroom	1,200	40	Four-hour	Resident	\$20 2%	\$20 2%	\$21 2%	\$21 2%	\$22
				Nonprofit	\$30 2%	\$31 2%	\$31 2%	\$32 2%	\$32
				Commercial	\$45 2%	\$46 2%	\$47 2%	\$48 2%	\$49
Small Classroom	800	25	Four-hour	Resident	\$13 2%	\$13 2%	\$13 2%	\$13 2%	\$14
				Nonprofit	\$19 2%	\$19 2%	\$20 2%	\$20 2%	\$20
				Commercial	\$28 2%	\$29 2%	\$29 2%	\$30 2%	\$30
Large Music Practice Rooms (2)	140	3	Four-hour	Resident	\$3 2%	\$3 2%	\$3 2%	\$3 2%	\$3
				Nonprofit	\$5 2%	\$5 2%	\$5 2%	\$5 2%	\$5
				Commercial	\$7 2%	\$7 2%	\$7 2%	\$7 2%	\$7
Small Music Practice Rooms (4)	80	2	Four-hour	Resident	\$2 2%	\$2 2%	\$2 2%	\$2 2%	\$2
				Nonprofit	\$3 2%	\$3 2%	\$3 2%	\$3 2%	\$3
				Commercial	\$5 2%	\$5 2%	\$5 2%	\$5 2%	\$5
Community Gallery	2,000	100	Four-hour	Resident	\$50 2%	\$51 2%	\$52 2%	\$53 2%	\$54
				Nonprofit	\$75 2%	\$77 2%	\$78 2%	\$80 2%	\$81
				Commercial	\$113 2%	\$115 2%	\$117 2%	\$119 2%	\$122
Lobby	1700/1200/1000/500	300/200/150/100	Four-hour	Resident	\$300 2%	\$306 2%	\$312 2%	\$318 2%	\$325
				Nonprofit	\$450 2%	\$459 2%	\$468 2%	\$478 2%	\$487
				Commercial	\$675 2%	\$689 2%	\$702 2%	\$716 2%	\$731
TOTAL GSF					27,464	27,464	27,464	27,464	27,464
ACTIVITY BY SPACE	Main Theater	Presenting	Live Events	30	30	31	32	33	
			Average Capacity Sold	70%	71%	72%	73%	74%	
			Attendance	6,300	6,390	6,696	7,008	7,326	
			Average Ticket Price	\$35.00 2%	\$35.70 2%	\$36.41 2%	\$37.14 2%	\$37.89	
			Presented Perfs. Box Office	\$220,500	\$228,123	\$243,828	\$260,293	\$277,546	
			Ave. Sponsorship Fee/Perform	\$750 2%	\$765 2%	\$780 2%	\$796 2%	\$812	
			Sponsorship Income	\$22,500	\$22,950	\$24,189	\$25,469	\$26,790	
			Event Days	30	30	31	32	33	
			Prep Days	3	3	3	3	3	
			Total Use Days	33	33	34	35	36	
			Average Artist Fees	\$5,000 2%	\$5,100 2%	\$5,202 2%	\$5,306 2%	\$5,412	
			Average Promotion Costs	\$1,667	\$1,700	\$1,734	\$1,769	\$1,804	
			Average Other Direct Costs	\$833	\$850	\$867	\$884	\$902	
			Total Direct Costs	\$225,000	\$229,500	\$241,893	\$254,690	\$267,902	
			Net from Live Presenting	\$18,000	\$21,573	\$26,124	\$31,072	\$36,435	
			Film Screenings	6	6	7	8	9	
			Total Use Days	3	3	4	4	5	
			Average Capacity Sold	60%	61%	62%	63%	64%	
			Attendance	1,080	1,098	1,302	1,512	1,728	
			Average Ticket Price	\$10.00 2%	\$10.20 2%	\$10.40 2%	\$10.61 2%	\$10.82	
			Film Box Office	\$10,800	\$11,200	\$13,546	\$16,045	\$18,704	
			45% Share to Distributor	\$4,860	\$5,040	\$6,096	\$7,220	\$8,417	
			Promotion Costs	\$3,240	\$3,360	\$4,064	\$4,814	\$5,611	
			Other Direct Costs	\$2,160	\$2,240	\$2,709	\$3,209	\$3,741	
			Total Direct Costs	\$10,260	\$10,640	\$12,869	\$15,243	\$17,769	
			Net from Film Presenting	\$540	\$560	\$677	\$802	\$935	
		Rentals							
		Residents	Performances	140	141	142	143	144	
			Average Capacity Sold	70%	71%	72%	73%	74%	
			Attendance	29,400	30,033	30,672	31,317	31,968	
			Average Ticket Price	\$25.00 2%	\$25.50 2%	\$26.01 2%	\$26.53 2%	\$27.06	
			Gross Ticket Sales	\$735,000	\$765,842	\$797,779	\$830,846	\$865,080	
			Event Days	126	127	128	129	130	
			Prep Days	81	81	82	82	83	
			Total Use Days	207	208	210	211	213	
			Rental Income	\$84,249	\$86,308	\$88,838	\$91,004	\$93,661	
		Nonprofits	Performances	20	21	22	23	24	
			Average Capacity Sold	60%	61%	62%	63%	64%	
			Attendance	3,600	3,843	4,092	4,347	4,608	
			Event Days	18	19	20	21	22	
			Prep Days	18	19	20	21	22	
			Total Use Days	36	38	40	41	43	
			Rental Income	\$17,568	\$18,815	\$20,106	\$21,440	\$22,819	
		Commercial	Performances	20	21	22	23	24	
			Average Capacity Sold	70%	71%	72%	73%	74%	
			Attendance	4,200	4,473	4,752	5,037	5,328	
			Event Days	18	19	20	21	22	
			Prep Days	9	9	10	10	11	
			Total Use Days	27	28	30	31	32	
			Rental Income	\$14,661	\$15,702	\$16,779	\$17,892	\$19,043	
		Meets and Events	Event Days	20	21	22	23	24	
			Prep Days	0	0	0	0	0	

Hilton Head Community Arts Center Pro-forma Operating Budget

COMMUNITY ARTS CENTER SPACES AND ACTIVITY FORECAST						
		Year 1	Year 2	Year 3	Year 4	Year 5
	Total Use Days	20	21	22	23	24
	Rental Income	\$10,860	\$11,631	\$12,429	\$13,253	\$14,106
All Uses & Users	Performances/Events	236	240	246	252	258
	Live Event Attendance	43,500	44,739	46,212	47,709	49,230
	Film Attendance	1,080	1,098	1,302	1,512	1,728
	Performance Attendance	44,580	45,837	47,514	49,221	50,958
	Use Days	326	331	339	345	353
	Use/Potential Days	89%	91%	93%	95%	97%
	Live Event Box Office Revenue	\$220,500	\$228,123	\$243,828	\$260,293	\$277,546
	Live Event Sponsorship	\$22,500	\$22,950	\$24,189	\$25,469	\$26,790
	Live Event Direct Costs	\$225,000	\$229,500	\$241,893	\$254,690	\$267,902
	Live Event Net Revenue	\$18,000	\$21,573	\$26,124	\$31,072	\$36,435
	Film Box Office Revenue	\$10,800	\$11,200	\$13,546	\$16,045	\$18,704
	Film Event Direct Costs	\$10,260	\$10,640	\$12,869	\$15,243	\$17,769
	Film Event Net Revenues	\$540	\$560	\$677	\$802	\$935
	Rental Income	\$127,338	\$132,456	\$138,151	\$143,589	\$149,630
Studio Theater	Presenting					
	Live Events	20	21	22	23	24
	Average Capacity Sold	70%	71%	72%	73%	74%
	Attendance	1,680	1,789	1,901	2,015	2,131
	Average Ticket Price	\$30.00	\$30.60	\$31.21	\$31.84	\$32.47
	Presented Perfs. Box Office	\$50,400	\$54,750	\$59,328	\$64,144	\$69,206
	Ave. Sponsorship Fee/Perform	\$500	\$500	\$500	\$500	\$500
	Sponsorship Income	\$10,000	\$10,500	\$11,000	\$11,500	\$12,000
	Event Days	20	21	22	23	24
	Prep Days	2	2	2	2	2
	Total Use Days	22	23	24	25	26
	Average Artist Fees	\$2,000	\$2,040	\$2,081	\$2,122	\$2,165
	Average Promotion Costs	\$667	\$680	\$694	\$707	\$722
	Average Other Direct Costs	\$333	\$340	\$347	\$354	\$361
	Total Direct Costs	\$60,000	\$64,260	\$68,666	\$73,223	\$77,935
	Net from Live Presenting	\$400	\$990	\$1,661	\$2,420	\$3,271
	Film Screenings	6	7	8	9	10
	Total Use Days	3	4	4	5	5
	Average Capacity Sold	50%	51%	52%	53%	54%
	Attendance	360	428	499	572	648
	Average Ticket Price	\$10.00	\$10.20	\$10.40	\$10.61	\$10.82
	Film Box Office	\$3,600	\$4,370	\$5,194	\$6,074	\$7,014
	45% Share to Distributor	\$1,620	\$1,966	\$2,337	\$2,733	\$3,156
	Promotion Costs	\$1,080	\$1,311	\$1,558	\$1,822	\$2,104
	Other Direct Costs	\$720	\$874	\$1,039	\$1,215	\$1,403
	Total Direct Costs	\$3,420	\$4,151	\$4,934	\$5,771	\$6,663
	Net from Film Presenting	\$180	\$218	\$260	\$304	\$351
	Rentals					
Residents	Performances	95	96	97	98	99
	Average Capacity Sold	70%	71%	72%	73%	74%
	Attendance	7,980	8,179	8,381	8,585	8,791
	Average Ticket Price	\$25.00	\$25.50	\$26.01	\$26.53	\$27.06
	Gross Ticket Sales	\$199,500	\$208,570	\$217,985	\$227,756	\$237,897
	Event Days	86	86	87	88	89
	Prep Days	86	86	87	88	89
	Total Use Days	171	173	175	176	178
	Rental Income	\$34,200	\$35,251	\$36,331	\$37,439	\$38,578
Nonprofits	Performances	30	31	32	33	34
	Average Capacity Sold	60%	61%	62%	63%	64%
	Attendance	2,160	2,269	2,381	2,495	2,611
	Event Days	27	28	29	30	31
	Prep Days	27	28	29	30	31
	Total Use Days	54	56	58	59	61
	Rental Income	\$16,200	\$17,075	\$17,978	\$18,911	\$19,873
Commercial	Performances	35	36	37	38	39
	Average Capacity Sold	70%	71%	72%	73%	74%
	Attendance	2,940	3,067	3,197	3,329	3,463
	Event Days	32	32	33	34	35
	Prep Days	16	16	17	17	18
	Total Use Days	47	49	50	51	53
	Rental Income	\$21,263	\$22,307	\$23,386	\$24,498	\$25,646
Meets and Events	Event Days	30	31	32	33	34
	Prep Days	0	0	0	0	0
	Total Use Days	30	31	32	33	34
	Rental Income	\$13,500	\$14,229	\$14,982	\$15,759	\$16,561
All Uses & Users	Performances/Events	216	222	228	234	240
	Live Event Attendance	14,760	15,305	15,859	16,423	16,997
	Film Attendance	360	428	499	572	648
	Performance Attendance	15,120	15,733	16,358	16,996	17,645
	Use Days	327	335	342	350	357
	Use/Potential Days	90%	92%	94%	96%	98%
	Live Event Box Office Revenue	\$50,400	\$54,750	\$59,328	\$64,144	\$69,206
	Live Event Sponsorship	\$10,000	\$10,500	\$11,000	\$11,500	\$12,000
	Live Event Direct Costs	\$60,000	\$64,260	\$68,666	\$73,223	\$77,935
	Live Event Net Revenue	\$400	\$990	\$1,661	\$2,420	\$3,271
	Film Box Office Revenue	\$3,600	\$4,370	\$5,194	\$6,074	\$7,014
	Film Event Direct Costs	\$3,420	\$4,151	\$4,934	\$5,771	\$6,663

COMMUNITY ARTS CENTER SPACES AND ACTIVITY FORECAST			Year 1	Year 2	Year 3	Year 4	Year 5
		Film Event Net Revenues	\$180	\$218	\$260	\$304	\$351
		Rental Income	\$85,163	\$88,862	\$92,676	\$96,607	\$100,658
Large Rehearsal Room	Rentals						
	Residents	Rental Periods	600	603	606	609	612
		Total Use Days	200	201	202	203	204
		Rental Income	\$22,500	\$23,065	\$23,643	\$24,235	\$24,842
	Nonprofits	Rental Periods	100	103	106	109	112
		Total Use Days	33	34	35	36	37
		Rental Income	\$5,625	\$5,910	\$6,203	\$6,507	\$6,819
	Commercial	Rental Periods	100	103	106	109	112
		Total Use Days	33	34	35	36	37
		Rental Income	\$8,438	\$8,864	\$9,305	\$9,760	\$10,229
	Meetings and Events	Rental Periods	100	103	106	109	112
		Total Use Days	33	34	35	36	37
		Rental Income	\$8,438	\$8,864	\$9,305	\$9,760	\$10,229
	All Uses & Users	Rental Periods	900	912	924	936	948
		Total Use Days	300	304	308	312	316
		Rental Income	\$45,000	\$46,703	\$48,457	\$50,261	\$52,119
Small Rehearsal Room	Rentals						
	Residents	Rental Periods	600	603	606	609	612
		Total Use Days	200	201	202	203	204
		Rental Income	\$15,000	\$15,377	\$15,762	\$16,157	\$16,561
	Nonprofits	Rental Periods	100	103	106	109	112
		Total Use Days	33	34	35	36	37
		Rental Income	\$3,750	\$3,940	\$4,136	\$4,338	\$4,546
	Commercial	Rental Periods	50	53	56	59	62
		Total Use Days	17	18	19	20	21
		Rental Income	\$2,813	\$3,041	\$3,277	\$3,522	\$3,775
	Meetings and Events	Rental Periods	60	63	66	69	72
		Total Use Days	20	21	22	23	24
		Rental Income	\$3,375	\$3,615	\$3,862	\$4,119	\$4,384
	All Uses & Users	Rental Periods	810	822	834	846	858
		Total Use Days	270	274	278	282	286
		Rental Income	\$24,938	\$25,972	\$27,037	\$28,135	\$29,266
Large Classroom	Rentals						
	Residents	Rental Periods	400	403	406	409	412
		Total Use Days	133	134	135	136	137
		Rental Income	\$8,000	\$8,221	\$8,448	\$8,681	\$8,919
	Nonprofits	Rental Periods	100	103	106	109	112
		Total Use Days	33	34	35	36	37
		Rental Income	\$3,000	\$3,152	\$3,308	\$3,470	\$3,637
	Commercial	Rental Periods	100	103	106	109	112
		Total Use Days	33	34	35	36	37
		Rental Income	\$4,500	\$4,728	\$4,963	\$5,205	\$5,455
	Meetings and Events	Rental Periods	100	103	106	109	112
		Total Use Days	33	34	35	36	37
		Rental Income	\$4,500	\$4,728	\$4,963	\$5,205	\$5,455
	All Uses & Users	Rental Periods	700	712	724	736	748
		Total Use Days	233	237	241	245	249
		Rental Income	\$20,000	\$20,828	\$21,682	\$22,561	\$23,467
Small Classroom	Rentals						
	Residents	Rental Periods	300	303	306	309	312
		Total Use Days	100	101	102	103	104
		Rental Income	\$3,750	\$3,863	\$3,980	\$4,099	\$4,221
	Nonprofits	Rental Periods	100	103	106	109	112
		Total Use Days	33	34	35	36	37
		Rental Income	\$1,875	\$1,970	\$2,068	\$2,169	\$2,273
	Commercial	Rental Periods	50	53	56	59	62
		Total Use Days	17	18	19	20	21
		Rental Income	\$1,406	\$1,520	\$1,639	\$1,761	\$1,887
	Meetings and Events	Rental Periods	15	18	21	24	27
		Total Use Days	5	6	7	8	9
		Rental Income	\$422	\$516	\$614	\$716	\$822
	All Uses & Users	Rental Periods	465	477	489	501	513
		Total Use Days	155	159	163	167	171
		Rental Income	\$7,453	\$7,870	\$8,300	\$8,745	\$9,204
Large Music Practice Rooms (2)	Rentals						
	Residents	Rental Periods	400	403	406	409	412
		Total Use Days	133	134	135	136	137
		Rental Income	\$1,200	\$1,233	\$1,267	\$1,302	\$1,338
	Nonprofits	Rental Periods	200	203	206	209	212
		Total Use Days	67	68	69	70	71

Hilton Head Community Arts Center Pro-forma Operating Budget

COMMUNITY ARTS CENTER SPACES AND ACTIVITY FORECAST		Year 1	Year 2	Year 3	Year 4	Year 5
	Rental Income	\$900	\$932	\$964	\$998	\$1,033
Commercial	Rental Periods	100	103	106	109	112
	Total Use Days	33	34	35	36	37
	Rental Income	\$675	\$709	\$744	\$781	\$818
Meetings and Ever	Rental Periods	0	0	0	0	0
	Total Use Days	0	0	0	0	0
	Rental Income	\$0	\$0	\$0	\$0	\$0
All Uses & Users	Rental Periods	700	709	718	727	736
	Total Use Days	233	236	239	242	245
	Rental Income	\$2,775	\$2,874	\$2,976	\$3,081	\$3,189
Small Music Practice Rooms (4) Rentals						
Residents	Rental Periods	600	603	606	609	612
	Total Use Days	200	201	202	203	204
	Rental Income	\$1,200	\$1,230	\$1,261	\$1,293	\$1,325
Nonprofits	Rental Periods	300	303	306	309	312
	Total Use Days	100	101	102	103	104
	Rental Income	\$900	\$927	\$955	\$984	\$1,013
Commercial	Rental Periods	300	303	300	300	300
	Total Use Days	100	101	100	100	100
	Rental Income	\$1,350	\$1,391	\$1,405	\$1,433	\$1,461
Meetings and Ever	Rental Periods	0	0	0	0	0
	Total Use Days	0	0	0	0	0
	Rental Income	\$0	\$0	\$0	\$0	\$0
All Uses & Users	Rental Periods	1200	1209	1212	1218	1224
	Total Use Days	400	403	404	406	408
	Rental Income	\$3,450	\$3,548	\$3,621	\$3,709	\$3,799
Community Gallery Rentals						
Residents	Rental Periods	60	60	63	66	69
	Total Use Days	20	20	21	22	23
	Rental Income	\$3,000	\$3,060	\$3,277	\$3,502	\$3,734
Nonprofits	Rental Periods	30	30	33	36	39
	Total Use Days	10	10	11	12	13
	Rental Income	\$2,250	\$2,295	\$2,575	\$2,865	\$3,166
Commercial	Rental Periods	30	30	33	36	39
	Total Use Days	10	10	11	12	13
	Rental Income	\$3,375	\$3,443	\$3,862	\$4,298	\$4,749
Meetings and Ever	Rental Periods	30	30	33	36	39
	Total Use Days	10	10	11	12	13
	Rental Income	\$3,375	\$3,443	\$3,862	\$4,298	\$4,749
All Uses & Users	Rental Periods	150	150	162	174	186
	Total Use Days	50	50	54	58	62
	Rental Income	\$12,000	\$12,240	\$13,577	\$14,963	\$16,399
Lobby Rentals						
Residents	Rental Periods	5	5	6	7	8
	Total Use Days	2	2	2	2	3
	Rental Income	\$1,500	\$1,530	\$1,873	\$2,229	\$2,598
Nonprofits	Rental Periods	5	5	6	7	8
	Total Use Days	2	2	2	2	3
	Rental Income	\$2,250	\$2,295	\$2,809	\$3,343	\$3,897
Commercial	Rental Periods	10	10	11	12	13
	Total Use Days	3	3	4	4	4
	Rental Income	\$6,750	\$6,885	\$7,725	\$8,596	\$9,498
Meets & Events	Rental Periods	9	9	10	11	12
	Total Use Days	3	3	3	4	4
	Rental Income	\$6,075	\$6,197	\$7,023	\$7,879	\$8,768
All Uses & Users	Rental Periods	29	29	33	37	41
	Use/Potential Days	10	10	11	12	14
	Rental Income	\$16,575	\$16,907	\$19,429	\$22,047	\$24,761
Totals						
	Total Live Event Attendance	58,260	60,044	62,071	64,132	66,227
	Total Film Attendance	1,440	1,526	1,801	2,084	2,376
	Total Performance Attendance	59,700	61,570	63,872	66,217	68,603
	Live Event Ticket Sales	\$270,900	\$282,873	\$303,156	\$324,437	\$346,753
	Live Event Sponsorship	\$32,500	\$33,450	\$35,189	\$36,969	\$38,790
	Live Event Direct Costs	\$285,000	\$293,760	\$310,559	\$327,913	\$345,837
	Film Event Ticket Sales	\$14,400	\$15,569	\$18,740	\$22,120	\$25,719
	Film Event Direct Costs	\$13,680	\$14,791	\$17,803	\$21,014	\$24,433
	Rent Collected	\$344,691	\$358,260	\$375,907	\$393,699	\$412,492

Hilton Head Community Arts Center Pro-forma Operating Budget

COMMUNITY ARTS CENTER PRO-FORMA OPERATING BUDGET		Year 1	Year 2	Year 3	Year 4	Year 5
EARNED INCOME						
Ticket Sales	Live Events	270,900	282,873	303,156	324,437	346,753
	Film Screenings	14,400	15,569	18,740	22,120	25,719
Rental Income		344,691	358,260	375,907	393,699	412,492
Rental User Fees	Technical Labor	172,346	179,130	187,954	196,849	206,246
	Equipment Rental	86,173	89,565	93,977	98,425	103,123
	Event Staff	51,704	53,739	56,386	59,055	61,874
	Event Cleaning	68,938	71,652	75,181	78,740	82,498
Food Service	Event Concessions	69,467	73,076	77,325	81,766	86,406
	Income from Catered Events (net)	15,000	16,830	18,727	20,694	22,731
Miscellaneous Income	Ticketing Fees	119,400	125,603	132,906	140,539	148,516
	Annual Membership Income	75,000	84,150	94,416	105,935	118,859
	Event Sponsorship	32,500	33,450	35,189	36,969	38,790
	Program Advertising	2,500	2,500	2,500	2,500	2,500
	Facility Fee	89,550	94,202	99,679	105,404	111,387
	Total Earned Income	1,412,568	1,480,600	1,572,043	1,667,131	1,767,895
OPERATING EXPENSES						
Full-time Personnel	Executive Director	80,000 3%	82,400 3%	84,872 3%	87,418 3%	90,041
	Programming/Marketing Director	50,000 3%	51,500 3%	53,045 3%	54,636 3%	56,275
	Development Director	65,000 3%	66,950 3%	68,959 3%	71,027 3%	73,158
	Admin Assistant	30,000 3%	30,900 3%	31,827 3%	32,782 3%	33,765
	Technical Director	50,000 3%	51,500 3%	53,045 3%	54,636 3%	56,275
	Custodian	35,000 3%	36,050 3%	37,132 3%	38,245 3%	39,393
	Ticketing/IT Manager	45,000 3%	46,350 3%	47,741 3%	49,173 3%	50,648
	Salary Sub-Total	355,000	365,650	376,620	387,918	399,556
	Benefits	53,250	54,848	56,493	58,188	59,933
	Sub-total	408,250	420,498	433,112	446,106	459,489
Part-time Personnel	Front of House Staff	60,000 3%	61,800 3%	63,654 3%	65,564 3%	67,531
	Volunteer Manager	20,000 3%	20,600 3%	21,218 3%	21,855 3%	22,510
	Gallery Manager	20,000 3%	20,600 3%	21,218 3%	21,855 3%	22,510
	Maker/Media Space Manager	20,000 3%	20,600 3%	21,218 3%	21,855 3%	22,510
	Ticket Office Staff	60,000 3%	61,800 3%	63,654 3%	65,564 3%	67,531
	Sub-total	180,000	185,000	190,962	196,991	202,592
	Benefits	18,000	18,540	19,096	19,669	20,259
	Sub-total	198,000	203,940	210,058	216,360	222,851
Event-based Staff	Technical Labor	293,775	305,051	318,284	331,288	345,334
	Front of House Staff	201,036	208,679	217,737	226,607	236,220
	Event Cleaning	117,510	122,021	127,314	132,515	138,133
	Sub-total	612,321	635,750	663,335	690,410	719,688
Programming Costs	Direct Costs of Live Events	285,000	293,760	310,559	327,913	345,837
	Direct Costs of Film Events	13,680	14,791	17,803	21,014	24,433
	Maker/Media Space Programs	20,000	20,000	20,000	20,000	20,000
	Sub-total	318,680	328,551	348,362	368,927	390,270
Box Office	Network Maintenance	11,940	12,560	13,291	14,054	14,852
	Postage	17,910	18,840	19,936	21,081	22,277
	Ticket Printing	5,970	6,280	6,645	7,027	7,426
	Supplies	5,970	6,280	6,645	7,027	7,426
	Credit Card Fees	8,559	8,953	9,657	10,397	11,174
	Ticketing Service (net)	29,850	31,401	33,226	35,135	37,129
	Sub-total	80,199	84,315	89,400	94,720	100,284
Administration	Institutional Promotion/Advertising	10,000 2%	10,200 2%	10,404 2%	10,612 2%	10,824
	Printing & Publications	15,000 2%	15,300 2%	15,606 2%	15,918 2%	16,236
	Office Equipment/Systems	20,000 2%	20,400 2%	20,808 2%	21,224 2%	21,649
	Office Supplies/Services	15,000 2%	15,300 2%	15,606 2%	15,918 2%	16,236
	Legal/Accounting	25,000 2%	25,500 2%	26,010 2%	26,530 2%	27,061
	Volunteer Management	1,000 2%	1,020 2%	1,040 2%	1,061 2%	1,082
	Professional Development	15,000 2%	15,300 2%	15,606 2%	15,918 2%	16,236
	IT Support	12,500 2%	12,750 2%	13,005 2%	13,265 2%	13,530
	Telephone	15,000 2%	15,300 2%	15,606 2%	15,918 2%	16,236
	Miscellaneous	5,000 2%	5,100 2%	5,202 2%	5,306 2%	5,412
	Sub-total	133,500	136,170	138,893	141,671	144,505
Occupancy Costs	Insurance (General Liability & Prop	52,738	53,792	54,868	55,966	57,085
	Repairs and Maintenance	130,526	133,137	135,799	138,515	141,286
	Utilities (electric & water/sewer)	118,660	121,033	123,454	125,923	128,441
	Sub-total	301,924	307,962	314,121	320,404	326,812
	Total Operating Expenses	2,052,874	2,117,186	2,197,283	2,278,598	2,363,897
	Annual Funding Requirement	640,305	636,586	625,240	611,467	596,003
	Additional Annual Funding to ACCC					
	Total Additional Annual Funding	640,305	636,586	625,240	611,467	596,003
	Earned Income as % of Operating Expenses	69%	70%	72%	73%	75%

RATIOS AND FORMULAS
CPI-Based Escalation Rate

Hilton Head Community Arts Center Pro-forma Operating Budget

COMMUNITY ARTS CENTER PRO-FORMA OPERATING BUDGET		Year 1		Year 2		Year 3		Year 4		Year 5	
User Fees as a % of Rent	Technical/Event Labor		50%		50%		50%		50%		50%
	Equipment Rental/Maintenance		25%		25%		25%		25%		25%
	Event Staff		15%		15%		15%		15%		15%
	Event Cleaning		20%		20%		20%		20%		20%
				110%		110%		110%		110%	
Concessions	Concession Gross per Live Event Att	\$2.00	2%	\$2.04	2%	\$2.08	2%	\$2.12	2%	\$2.16	2%
	Live Event Attendance	59,700		61,570		63,872		66,217		68,603	
	Concession Revenue	\$119,400		\$125,603		\$132,906		\$140,539		\$148,516	
	Concession Expense as a % of Reven	42%		42%		42%		42%		42%	
	Concession Expenses	\$49,933		\$52,527		\$55,581		\$58,773		\$62,109	
Catering	Large Catered Events	10		11		12		13		14	
	Fee/per Event	\$1,000	2%	\$1,020	2%	\$1,040	2%	\$1,061	2%	\$1,082	2%
	Small Catered Events	10		11		12		13		14	
	Fee/per Event	\$500	2%	\$510	2%	\$520	2%	\$531	2%	\$541	2%
Membership Income	Average Membership Fee	\$50	2%	\$51.00	2%	\$52.02	2%	\$53.06	2%	\$54.12	2%
	# of Members	1,500	10%	1,650	10%	1,815	10%	1,997	10%	2,196	10%
Box Office Revenues	Total Tickets Sold	59,700		61,570		63,872		66,217		68,603	
	Average Ticketing Fee	\$2.00	2%	\$2.04	2%	\$2.08	2%	\$2.12	2%	\$2.16	2%
Facility Fee	Charge/ticket sold	\$1.50	2%	\$1.53	2%	\$1.56	2%	\$1.59	2%	\$1.62	2%
Box Office Expenses	Total Tickets Sold	59,700		61,570		63,872		66,217		68,603	
	Cost/Ticket Sold										
	Network Maintenance	\$0.20	2%	\$0.20	2%	\$0.21	2%	\$0.21	2%	\$0.22	2%
	Postage	\$0.30	2%	\$0.31	2%	\$0.31	2%	\$0.32	2%	\$0.32	2%
	Ticket Printing	\$0.10	2%	\$0.10	2%	\$0.10	2%	\$0.11	2%	\$0.11	2%
	Supplies	\$0.10	2%	\$0.10	2%	\$0.10	2%	\$0.11	2%	\$0.11	2%
	Ticketing Service (net)	\$0.50	2%	\$0.51	2%	\$0.52	2%	\$0.53	2%	\$0.54	2%
	Credit Card Fees	3%		3%		3%		3%		3%	
Benefits	Full-time	15%		15%		15%		15%		15%	
	Part-time	10%		10%		10%		10%		10%	
Event-based Labor/Use Day	Main Theater	326		331		339		345		353	
	Technical Labor	\$ 600	2%	\$ 612	2%	\$ 624	2%	\$ 637	2%	\$ 649	2%
	Event Staff	\$ 440	2%	\$ 449	2%	\$ 458	2%	\$ 467	2%	\$ 476	2%
	Event Cleaning	\$ 240	2%	\$ 245	2%	\$ 250	2%	\$ 255	2%	\$ 260	2%
	Studio Theater	327		335		342		350		357	
	Technical Labor	\$ 300	2%	\$ 306	2%	\$ 312	2%	\$ 318	2%	\$ 325	2%
	Event Staff	\$ 176	2%	\$ 180	2%	\$ 183	2%	\$ 187	2%	\$ 191	2%
	Event Cleaning	\$ 120	2%	\$ 122	2%	\$ 125	2%	\$ 127	2%	\$ 130	2%
Occupancy Costs	Total Gross Square Footage	47,464		47,464		47,464		47,464		47,464	
	Direct Costs/Square Foot										
	Insurance (General Liability & Property)	\$1.11	2%	\$1.13	2%	\$1.16	2%	\$1.18	2%	\$1.20	2%
	Repairs and Maintenance	\$2.75	2%	\$2.81	2%	\$2.86	2%	\$2.92	2%	\$2.98	2%
	Utilities (electric & water/sewer)	\$2.50	2%	\$2.55	2%	\$2.60	2%	\$2.65	2%	\$2.71	2%
		\$6.36		\$6.49		\$6.62		\$6.75		\$6.89	
CPI Escalation		2%		2%		2%		2%		2%	

appendix c: economic impact analysis

Explanation of Table 23: Average Per Person Audience Spending by Resident Attendees to Nonprofit Arts and Cultural Events Per Study Region During 2016

This table presents the average dollars spent per person by resident audience members as a direct result of their attendance to nonprofit arts and cultural events in each participating study region during 2016. Residents are attendees who reside within the county in which the nonprofit arts and cultural event at which they were surveyed took place (within the multi-city or multi-county region for regional analyses, and within the state for statewide analyses). Residency is determined based on the ZIP code provided by each audience-intercept survey respondent. Summary statistics are calculated for each population group.

Column Two:

The average dollars spent per person by resident audience members to purchase refreshments (e.g., snacks) while attending nonprofit arts and cultural events.

Column Three:

The average dollars spent per person by resident audience members to purchase food, drinks, and/or meals (e.g., dinner at a restaurant, coffee at a cafe) before or after attending nonprofit arts and cultural events.

Column Four:

The average dollars spent per person by resident audience members to purchase souvenirs and/or gifts (e.g., books, recordings, art) as a result of attending nonprofit arts and cultural events.

Column Five:

The average dollars spent per person by resident audience members to purchase clothing or accessories for the purpose of attending nonprofit arts and cultural events.

Column Six:

The average dollars spent per person by resident audience members on local ground transportation (e.g., gas, parking, taxi fares, tolls, car rentals) for the purpose of attending nonprofit arts and cultural events.

Column Seven:

The average dollars spent per person by resident audience members on child care for the purpose of attending nonprofit arts and cultural events.

Column Eight:

The average dollars spent per person by resident audience members on overnight lodging (e.g., hotel, motel, bed-and-breakfast) for the purpose of attending nonprofit arts and cultural events. (The audience-intercept survey instrument requested that respondents limit their response by providing the cost of one night only.)

Column Nine:

The average dollars spent per person by resident audience members on miscellaneous products and services for the purpose of or as a result of attending nonprofit arts and cultural events.

Column Ten:

The average dollars spent per person by resident audience members for the purpose of or as a result of attending nonprofit arts and cultural events. This figure is the sum of Column Two through Column Nine.

**Table 23:
Average Per Person Audience Spending by Resident Attendees to
Nonprofit Arts and Cultural Events Per Study Region During 2016**

Population Cohort Group A Population Fewer than 50,000 Sample Size = 52	RESIDENT ARTS ATTENDEES ONLY											Per Person Audience Expenditures
	Refreshments and/or Snacks	Meals/Drinks (before/after)	Retail/Gifts and Souvenirs	Clothing and Accessories	Local		Child Care	Overnight		Other/ Miscellaneous		
					Transportation	Transportation		Lodging	Miscellaneous			
Town of Crested Butte (CO)	\$6.89	\$17.46	\$2.67	\$1.03	\$0.80	\$2.23	\$0.46	\$0.28	\$31.82			
City of Pine City (MN)	\$3.10	\$4.09	\$4.57	\$0.67	\$2.32	\$0.06	\$0.29	\$0.01	\$15.11			
City of Alva (OK)	\$0.86	\$5.38	\$5.36	\$1.29	\$0.28	\$0.12	\$0.54	\$0.82	\$14.65			
Cook County (MN)	\$0.95	\$9.86	\$5.16	\$0.59	\$2.45	\$0.39	\$0.18	\$0.27	\$19.85			
Town of Hillsborough (NC)	\$2.45	\$6.31	\$0.64	\$1.98	\$0.45	\$0.37	\$0.00	\$0.00	\$12.20			
City of Virginia (MN)	\$0.95	\$9.86	\$5.16	\$0.59	\$2.45	\$0.39	\$0.18	\$0.27	\$19.85			
Town of Jackson (WY)	\$7.28	\$15.87	\$15.23	\$2.58	\$1.63	\$0.78	\$1.76	\$0.26	\$45.39			
City of Guthrie (OK)	\$6.32	\$7.95	\$3.55	\$2.12	\$1.17	\$0.18	\$0.16	\$0.01	\$21.46			
City of Grand Rapids (MN)	\$0.95	\$9.86	\$5.16	\$0.59	\$2.45	\$0.39	\$0.18	\$0.27	\$19.85			
Town of Medfield (MA)	\$1.75	\$6.32	\$2.06	\$1.00	\$0.27	\$0.10	\$0.01	\$0.51	\$12.02			
City of Fergus Falls (MN)	\$3.62	\$3.54	\$4.12	\$0.17	\$1.50	\$0.34	\$0.00	\$0.14	\$13.43			
Grundy County (TN)	\$5.45	\$6.24	\$3.92	\$2.39	\$2.87	\$0.04	\$0.25	\$0.00	\$21.16			
City of Falls Church (VA)	\$3.79	\$13.47	\$10.08	\$4.68	\$0.56	\$0.09	\$0.56	\$0.00	\$33.23			
City of Jamestown (ND)	\$2.55	\$4.33	\$0.14	\$0.21	\$0.64	\$0.29	\$0.12	\$0.13	\$8.41			
City of Waterville (ME)	\$2.10	\$5.87	\$1.92	\$1.48	\$0.70	\$0.10	\$0.00	\$0.48	\$12.65			
City of Red Wing (MN)	\$0.83	\$6.87	\$0.30	\$0.86	\$0.88	\$0.03	\$0.00	\$0.00	\$9.77			
City of Durango (CO)	\$3.38	\$11.81	\$1.31	\$1.37	\$1.63	\$0.58	\$0.40	\$0.00	\$20.48			
City of Hannibal (MO)	\$4.27	\$6.53	\$6.56	\$0.87	\$1.64	\$0.02	\$0.50	\$0.05	\$20.44			
City of Tullahoma (TN)	\$0.80	\$5.95	\$0.83	\$2.19	\$1.33	\$0.49	\$0.20	\$0.00	\$11.79			
City of Northfield (MN)	\$0.83	\$6.87	\$0.30	\$0.86	\$0.88	\$0.03	\$0.00	\$0.00	\$9.77			
Town of Carboro (NC)	\$2.17	\$8.28	\$2.09	\$1.69	\$1.09	\$0.31	\$0.26	\$0.10	\$15.99			
Macon County (TN)	\$0.84	\$3.54	\$3.06	\$0.92	\$0.73	\$0.06	\$0.00	\$0.16	\$9.31			
City of Laguna Beach (CA)	\$7.62	\$18.20	\$9.73	\$4.24	\$2.47	\$0.23	\$1.72	\$0.09	\$44.30			
Hickman County (TN)	\$2.87	\$5.60	\$4.27	\$1.23	\$2.71	\$0.11	\$0.05	\$0.13	\$16.97			
City of Fairfax (VA)	\$2.29	\$8.65	\$4.82	\$0.27	\$1.12	\$0.31	\$0.00	\$0.00	\$17.46			
City of Ponce City (OK)	\$2.99	\$10.81	\$6.04	\$1.94	\$1.16	\$0.49	\$0.85	\$0.13	\$24.41			
City of Paducah (KY)	\$9.26	\$8.98	\$11.79	\$0.21	\$0.84	\$0.08	\$0.66	\$0.00	\$31.82			
Millie Lacs County (MN)	\$3.10	\$4.09	\$4.57	\$0.67	\$2.32	\$0.06	\$0.29	\$0.01	\$15.11			
McNairy County (TN)	\$1.88	\$5.16	\$1.26	\$1.19	\$1.76	\$0.06	\$0.28	\$0.05	\$11.64			
City of Winona (MN)	\$0.83	\$6.87	\$0.30	\$0.86	\$0.88	\$0.03	\$0.00	\$0.00	\$9.77			

SOURCE: Arts and Economic Prosperity 5, Americans for the Arts, 2017. For more information, visit www.AmericansForTheArts.org/EconomicImpact.

**Table 23:
Average Per Person Audience Spending by Resident Attendees to
Nonprofit Arts and Cultural Events Per Study Region During 2016**

Population Cohort Group A Population Fewer than 50,000 Sample Size = 52	RESIDENT ARTS ATTENDEES ONLY											Per Person Audience Expenditures
	Refreshments and/or Snacks	Meals/Drinks (before/after)	Retail/Gifts and Souvenirs	Clothing and Accessories		Local Transportation		Child Care	Overnight Lodging		Other/ Miscellaneous	
				Accessories	Transportation	Transportation	Child Care		Lodging	Miscellaneous		
Door County (WI)	\$3.54	\$10.54	\$7.06	\$2.67	\$3.08	\$0.17	\$1.90	\$0.00	\$28.96			
City of Benicia (CA)	\$4.14	\$10.08	\$9.08	\$1.33	\$0.97	\$0.11	\$0.23	\$0.20	\$26.14			
City of Winter Park (FL)	\$2.05	\$10.55	\$1.15	\$2.09	\$1.47	\$0.42	\$0.65	\$0.43	\$18.81			
City of Rochester (NH)	\$5.73	\$10.08	\$2.60	\$1.61	\$0.88	\$0.26	\$0.78	\$0.79	\$22.73			
City of Morgantown (WV)	\$2.61	\$9.89	\$9.58	\$1.22	\$1.24	\$0.15	\$0.64	\$0.01	\$25.34			
Henry County (TN)	\$2.04	\$5.00	\$5.28	\$0.77	\$0.58	\$0.16	\$0.00	\$0.00	\$13.83			
City of Fairbanks (AK)	\$2.76	\$9.44	\$3.96	\$1.12	\$2.06	\$0.34	\$0.51	\$0.41	\$20.60			
City of Bangor (ME)	\$4.75	\$8.35	\$3.24	\$1.62	\$2.02	\$0.49	\$1.24	\$0.16	\$21.87			
Weakley County (TN)	\$4.20	\$4.38	\$2.38	\$1.15	\$1.62	\$0.04	\$0.07	\$0.05	\$13.89			
Dare County (NC)	\$6.30	\$13.26	\$16.39	\$3.40	\$3.25	\$0.55	\$3.34	\$0.00	\$46.49			
City of Columbia (TN)	\$4.25	\$6.96	\$3.23	\$1.80	\$1.73	\$0.32	\$0.68	\$0.08	\$19.05			
City of Lake Worth (FL)	\$2.63	\$13.71	\$3.80	\$2.89	\$1.89	\$0.11	\$0.15	\$0.62	\$25.80			
Clatsop County (OR)	\$3.05	\$14.13	\$6.05	\$1.40	\$1.50	\$0.15	\$0.64	\$0.16	\$27.08			
Yadkin County (NC)	\$2.58	\$7.72	\$1.67	\$1.98	\$1.73	\$0.47	\$0.00	\$0.74	\$16.89			
Greater Belfast Area (ME)	\$3.64	\$7.83	\$1.55	\$1.18	\$1.36	\$0.12	\$0.03	\$0.27	\$15.98			
Campbell County (TN)	\$3.24	\$4.98	\$6.06	\$2.23	\$1.95	\$0.23	\$0.11	\$0.00	\$18.80			
Monroe County (TN)	\$2.14	\$5.60	\$5.83	\$2.26	\$2.19	\$0.22	\$0.22	\$0.00	\$18.46			
Lincoln County (OR)	\$2.71	\$10.47	\$1.24	\$1.25	\$1.56	\$0.18	\$0.75	\$0.36	\$18.52			
Iron County (UT)	\$2.86	\$8.57	\$1.41	\$0.56	\$2.23	\$0.69	\$3.53	\$0.00	\$19.85			
City of St. Louis Park (MN)	\$3.30	\$11.49	\$5.35	\$1.50	\$2.90	\$0.35	\$0.52	\$0.41	\$25.82			
City of Logan (UT)	\$0.78	\$7.38	\$1.18	\$0.71	\$1.16	\$0.46	\$1.07	\$0.22	\$12.96			
Gibson County (TN)	\$4.26	\$8.74	\$3.78	\$11.81	\$2.93	\$0.04	\$0.00	\$0.00	\$31.56			
Group A Average	\$3.20	\$8.53	\$4.40	\$1.68	\$1.58	\$0.28	\$0.52	\$0.17	\$20.38			
Percent of Group A Total	15.7%	41.9%	21.6%	8.2%	7.8%	1.4%	2.5%	0.9%	100.0%			
Group A Median	\$2.87	\$8.12	\$3.86	\$1.27	\$1.53	\$0.20	\$0.26	\$0.10	\$18.93			

SOURCE: Arts and Economic Prosperity 5, Americans for the Arts, 2017. For more information, visit www.AmericansForTheArts.org/EconomicImpact.

Explanation of Table 25: Average Per Person Audience Spending by Non-Resident Attendees to Nonprofit Arts and Cultural Events Per Study Region During 2016

This table presents the average dollars spent per person by non-resident audience members as a direct result of their attendance to nonprofit arts and cultural events in each participating study region during 2016. Non-residents are attendees who reside outside the county in which the nonprofit arts and cultural event at which they were surveyed took place (outside the multi-city or multi-county region for regional analyses, and outside the state for statewide analyses). Residency is determined based on the ZIP code provided by each audience-intercept survey respondent. Summary statistics are calculated for each population group.

Column Two:

The average dollars spent per person by non-resident audience members to purchase refreshments (e.g., snacks) while attending nonprofit arts and cultural events.

Column Three:

The average dollars spent per person by non-resident audience members to purchase food, drinks, and/or meals (e.g., dinner at a restaurant, coffee at a cafe) before or after attending nonprofit arts and cultural events.

Column Four:

The average dollars spent per person by non-resident audience members to purchase souvenirs and/or gifts (e.g., books, recordings, art) as a result of attending nonprofit arts and cultural events.

Column Five:

The average dollars spent per person by non-resident audience members to purchase clothing or accessories for the purpose of attending nonprofit arts and cultural events.

Column Six:

The average dollars spent per person by non-resident audience members on local ground transportation (e.g., gas, parking, taxi fares, tolls, car rentals) for the purpose of attending nonprofit arts and cultural events.

Column Seven:

The average dollars spent per person by non-resident audience members on child care for the purpose of attending nonprofit arts and cultural events.

Column Eight:

The average dollars spent per person by non-resident audience members on overnight lodging (e.g., hotel, motel, bed-and-breakfast) for the purpose of attending nonprofit arts and cultural events. (The audience-intercept survey instrument requested that respondents limit their response by providing the cost of one night only.)

Column Nine:

The average dollars spent per person by non-resident audience members on miscellaneous products and services for the purpose of or as a result of attending nonprofit arts and cultural events.

Column Ten:

The average dollars spent per person by non-resident audience members for the purpose of or as a result of attending nonprofit arts and cultural events. This figure is the sum of Column Two through Column Nine.

**Table 25:
Average Per Person Audience Spending by Non-Resident Attendees to
Nonprofit Arts and Cultural Events Per Study Region During 2016**

Population Cohort Group A Population Fewer than 50,000 Sample Size = 52	NON-RESIDENT ARTS ATTENDEES ONLY											Per Person Audience Expenditures
	Refreshments and/or Snacks	Meals/Drinks (before/after)	Retail/Gifts and Souvenirs	Clothing and Accessories	Local		Child Care	Overnight		Other/ Miscellaneous		
					Transportation	Transportation		Lodging	Miscellaneous			
Town of Crested Butte (CO)	\$8.07	\$40.98	\$6.25	\$1.17	\$1.86	\$1.55	\$46.45	\$0.46	\$106.79			
City of Pine City (MN)	\$2.48	\$7.83	\$17.39	\$0.41	\$6.67	\$0.42	\$8.65	\$0.00	\$43.85			
City of Alva (OK)	\$1.68	\$10.24	\$6.30	\$0.51	\$2.64	\$0.78	\$4.78	\$0.00	\$26.93			
Cook County (MN)	\$0.80	\$12.73	\$5.43	\$0.22	\$7.14	\$0.00	\$18.44	\$0.20	\$44.96			
Town of Hillsborough (NC)	\$2.53	\$7.11	\$2.47	\$0.79	\$1.11	\$0.56	\$2.31	\$0.00	\$16.88			
City of Virginia (MN)	\$0.80	\$12.73	\$5.43	\$0.22	\$7.14	\$0.00	\$18.44	\$0.20	\$44.96			
Town of Jackson (WY)	\$11.98	\$24.63	\$8.61	\$3.84	\$7.59	\$0.88	\$23.09	\$1.34	\$81.96			
City of Guthrie (OK)	\$7.28	\$11.12	\$6.67	\$2.89	\$3.41	\$0.47	\$11.70	\$0.00	\$43.54			
City of Grand Rapids (MN)	\$0.80	\$12.73	\$5.43	\$0.22	\$7.14	\$0.00	\$18.44	\$0.20	\$44.96			
Town of Medfield (MA)	\$2.47	\$6.26	\$3.41	\$0.68	\$0.24	\$0.64	\$2.56	\$0.17	\$16.43			
City of Fergus Falls (MN)	\$5.39	\$6.19	\$10.09	\$0.14	\$4.92	\$0.28	\$8.72	\$0.00	\$35.73			
Grundy County (TN)	\$6.40	\$10.17	\$12.09	\$2.71	\$4.84	\$0.05	\$8.20	\$0.53	\$44.99			
City of Falls Church (VA)	\$4.16	\$14.85	\$10.44	\$3.54	\$2.10	\$0.47	\$3.80	\$0.21	\$41.37			
City of Jamestown (ND)	\$8.45	\$16.68	\$4.65	\$4.74	\$6.40	\$1.67	\$38.41	\$0.60	\$81.60			
City of Waterville (ME)	\$1.65	\$11.23	\$0.52	\$0.16	\$2.76	\$0.16	\$1.19	\$0.00	\$17.67			
City of Red Wing (MN)	\$2.23	\$8.82	\$2.96	\$0.44	\$3.78	\$0.00	\$3.98	\$0.00	\$22.21			
City of Durango (CO)	\$7.70	\$22.73	\$8.76	\$2.33	\$6.58	\$0.03	\$17.63	\$2.54	\$68.30			
City of Hannibal (MO)	\$4.65	\$9.98	\$6.88	\$1.64	\$3.75	\$0.32	\$6.13	\$1.49	\$34.84			
City of Tullahoma (TN)	\$0.66	\$8.21	\$0.19	\$1.97	\$1.64	\$0.15	\$1.54	\$2.09	\$16.45			
City of Northfield (MN)	\$2.23	\$8.82	\$2.96	\$0.44	\$3.78	\$0.00	\$3.98	\$0.00	\$22.21			
Town of Carboro (NC)	\$2.17	\$9.58	\$2.56	\$1.79	\$1.87	\$0.30	\$2.54	\$0.59	\$21.40			
Macon County (TN)	\$1.47	\$5.54	\$4.35	\$0.42	\$4.04	\$0.11	\$2.44	\$0.00	\$18.37			
City of Laguna Beach (CA)	\$9.07	\$22.03	\$18.86	\$5.21	\$7.16	\$0.16	\$23.74	\$0.31	\$86.54			
Hickman County (TN)	\$3.76	\$7.26	\$6.35	\$2.17	\$4.43	\$0.29	\$4.93	\$0.00	\$29.19			
City of Fairfax (VA)	\$2.78	\$16.01	\$5.95	\$0.60	\$2.32	\$0.66	\$4.76	\$0.24	\$33.32			
City of Ponce City (OK)	\$6.32	\$10.32	\$11.11	\$1.46	\$4.29	\$1.82	\$2.32	\$0.00	\$37.64			
City of Paducah (KY)	\$6.18	\$11.90	\$6.07	\$1.43	\$2.77	\$0.05	\$12.24	\$1.50	\$42.14			
Mille Lacs County (MN)	\$2.48	\$7.83	\$17.39	\$0.41	\$6.67	\$0.42	\$8.65	\$0.00	\$43.85			
McNairy County (TN)	\$2.28	\$6.14	\$1.20	\$0.83	\$3.86	\$0.11	\$1.28	\$0.00	\$15.70			
City of Winona (MN)	\$2.23	\$8.82	\$2.96	\$0.44	\$3.78	\$0.00	\$3.98	\$0.00	\$22.21			

SOURCE: Arts and Economic Prosperity 5, Americans for the Arts, 2017. For more information, visit www.AmericansForTheArts.org/EconomicImpact.

**Table 25:
Average Per Person Audience Spending by Non-Resident Attendees to
Nonprofit Arts and Cultural Events Per Study Region During 2016**

	NON-RESIDENT ARTS ATTENDEES ONLY											Per Person Audience Expenditures				
	Refreshments and/or Snacks		Meals/Drinks (before/after)		Retail/Gifts and Souvenirs		Clothing and Accessories		Local Transportation		Child Care		Overnight Lodging		Other/ Miscellaneous	
Door County (WI)	\$5.80	\$24.02	\$16.83	\$3.77	\$8.40	\$0.48	\$30.22	\$1.01	\$90.53							
City of Benicia (CA)	\$4.92	\$16.28	\$23.33	\$2.85	\$2.71	\$0.60	\$2.32	\$0.13	\$53.14							
City of Winter Park (FL)	\$2.48	\$16.06	\$2.52	\$2.13	\$5.06	\$0.10	\$6.53	\$0.01	\$34.89							
City of Rochester (NH)	\$5.23	\$10.52	\$2.62	\$1.37	\$2.20	\$0.04	\$1.80	\$0.15	\$23.93							
City of Morgantown (WV)	\$2.53	\$12.71	\$10.08	\$1.16	\$3.32	\$0.17	\$6.88	\$0.42	\$37.27							
Henry County (TN)	\$2.85	\$8.40	\$4.90	\$2.98	\$4.48	\$0.48	\$5.83	\$0.32	\$30.24							
City of Fairbanks (AK)	\$5.10	\$22.58	\$15.20	\$2.79	\$14.69	\$0.37	\$31.93	\$0.00	\$92.66							
City of Bangor (ME)	\$6.70	\$15.74	\$4.65	\$1.56	\$4.66	\$0.16	\$12.18	\$1.32	\$46.97							
Weakley County (TN)	\$4.09	\$5.92	\$2.25	\$0.47	\$2.04	\$0.02	\$2.75	\$0.35	\$17.89							
Dare County (NC)	\$9.71	\$23.15	\$20.10	\$3.79	\$3.55	\$0.45	\$25.81	\$0.38	\$86.94							
City of Columbia (TN)	\$3.65	\$11.94	\$8.73	\$2.05	\$4.92	\$0.68	\$4.93	\$0.02	\$36.92							
City of Lake Worth (FL)	\$1.91	\$17.44	\$6.95	\$1.61	\$5.22	\$0.52	\$12.68	\$0.00	\$46.33							
Clatsop County (OR)	\$13.03	\$28.39	\$16.49	\$3.69	\$7.94	\$1.32	\$44.48	\$0.31	\$115.65							
Yadkin County (NC)	\$2.49	\$9.06	\$2.36	\$0.20	\$3.46	\$0.48	\$8.01	\$1.60	\$27.66							
Greater Belfast Area (ME)	\$5.73	\$13.58	\$5.00	\$1.56	\$5.38	\$0.41	\$11.76	\$0.07	\$43.49							
Campbell County (TN)	\$5.64	\$7.26	\$12.40	\$1.55	\$4.64	\$0.10	\$4.14	\$0.06	\$35.79							
Monroe County (TN)	\$5.67	\$6.08	\$8.51	\$3.96	\$4.06	\$0.29	\$4.25	\$0.13	\$32.95							
Lincoln County (OR)	\$4.85	\$31.17	\$6.71	\$2.79	\$7.20	\$0.07	\$40.25	\$0.91	\$93.95							
Iron County (UT)	\$8.11	\$41.98	\$9.18	\$2.50	\$11.04	\$0.53	\$62.70	\$1.31	\$137.35							
City of St. Louis Park (MN)	\$2.76	\$14.45	\$2.72	\$3.23	\$5.48	\$0.33	\$9.95	\$0.24	\$39.16							
City of Logan (UT)	\$4.42	\$27.22	\$5.28	\$3.48	\$8.88	\$0.25	\$37.32	\$1.22	\$88.07							
Gibson County (TN)	\$9.56	\$17.80	\$11.91	\$10.08	\$8.51	\$2.60	\$5.49	\$0.10	\$66.05							
Group A Average	\$4.58	\$14.45	\$7.74	\$2.02	\$4.89	\$0.44	\$13.22	\$0.44	\$47.79							
Percent of Group A Total	9.6%	30.2%	16.2%	4.2%	10.2%	0.9%	27.7%	0.9%	100.0%							
Group A Median	\$4.13	\$11.92	\$6.28	\$1.59	\$4.46	\$0.31	\$7.45	\$0.20	\$40.27							

SOURCE: Arts and Economic Prosperity 5, Americans for the Arts, 2017. For more information, visit www.AmericansForTheArts.org/EconomicImpact.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Beaufort County (Type II)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
1111C0 Oilseed and grain farming	1.3662	0.2228	7.6038	0.3730	1.9647	1.8075
111200 Vegetable and melon farming	1.3152	0.2916	11.6729	0.8651	1.4626	1.3520
111300 Fruit and tree nut farming	1.3406	0.3468	15.6297	0.8825	1.4309	1.2814
111400 Greenhouse, nursery, and floriculture production	1.5225	0.4483	18.8909	0.9094	1.5208	1.4280
111900 Other crop farming	1.3428	0.3021	11.5464	0.7286	1.5158	1.3935
1121A0 Beef cattle ranching and farming, including feedlots and dual-purpose ranching and farming	1.1651	0.1643	5.8753	0.4286	1.4135	1.3437
112120 Dairy cattle and milk production	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
112A00 Animal production, except cattle and poultry and eggs	1.1881	0.2077	7.4195	0.8051	1.3553	1.3093
112300 Poultry and egg production	1.1908	0.1881	6.1174	0.3729	1.4257	1.3844
113000 Forestry and logging	1.4075	0.3903	12.3824	0.7989	1.4795	1.5154
114000 Fishing, hunting and trapping	1.2691	0.2988	16.0040	0.8509	1.3506	1.1787
115000 Support activities for agriculture and forestry	1.4285	0.5854	21.0184	0.9892	1.2681	1.2427
211000 Oil and gas extraction	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
212100 Coal mining	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
2122A0 Iron, gold, silver, and other metal ore mining	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
212230 Copper, nickel, lead, and zinc mining	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
212310 Stone mining and quarrying	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
2123A0 Other nonmetallic mineral mining and quarrying	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
213111 Drilling oil and gas wells	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
21311A Other support activities for mining	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
2211A0 Electric power generation, transmission, and distribution*	1.2977	0.2325	3.9627	0.7517	1.5731	2.6819
221200 Natural gas distribution	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
221300 Water, sewage and other systems	1.4161	0.3199	7.5693	0.9227	1.5969	1.7998
23030A Maintenance and repair	1.4452	0.4039	10.1482	0.8283	1.4399	1.6839
2332C0 Nonresidential structures	1.4508	0.5352	12.6269	0.8721	1.3056	1.4696
233293 Highways and streets	1.3615	0.3404	7.9838	0.7262	1.4001	1.5933
2334B0 Residential structures	1.5090	0.3933	9.8969	0.7602	1.5596	1.9188
321100 Sawmills and wood preservation	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
321200 Veneer, plywood, and engineered wood product manufacturing	1.4436	0.2778	6.5131	0.4955	1.7196	2.0045
321910 Millwork	1.4109	0.3439	9.6845	0.5539	1.4969	1.5380
3219A0 All other wood product manufacturing	1.3555	0.3104	9.7224	0.5354	1.4697	1.4365
327100 Clay product and refractory manufacturing	1.4007	0.3991	9.3827	0.7386	1.4053	1.5650
327200 Glass and glass product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
327310 Cement manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
327320 Ready-mix concrete manufacturing	1.2782	0.2500	5.8540	0.4472	1.4658	1.6713
327330 Concrete pipe, brick, and block manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000

(Continued)

Region Definition: Beaufort, SC

*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2015 data, the output delivered to final demand should be in 2015 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.

6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2007 Benchmark Input-Output Table for the Nation and 2015 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Regional Product Division, Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Beaufort County (Type II)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
327390 Other concrete product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
327400 Lime and gypsum product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
327910 Abrasive product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
327991 Cut stone and stone product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
327992 Ground or treated mineral and earth manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
327993 Mineral wool manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
327999 Miscellaneous nonmetallic mineral products	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
331110 Iron and steel mills and ferroalloy manufacturing	1.2519	0.2181	3.9253	0.3839	1.4700	2.0748
331200 Steel product manufacturing from purchased steel	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33131A Alumina refining and primary aluminum production	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
331314 Secondary smelting and alloying of aluminum	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33131B Aluminum product manufacturing from purchased aluminum	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33141A Primary smelting and refining of nonferrous metal (except aluminum)	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
331420 Copper rolling, drawing, extruding, and alloying	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
331490 Nonferrous metal (except copper and aluminum) rolling, drawing, extruding, and alloying	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
331510 Ferrous metal foundries	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
331520 Nonferrous metal foundries	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33211A All other forging, stamping, and sintering	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
332114 Custom roll forming	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33211B Crown and closure manufacturing and metal stamping	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
332200 Cutlery and handtool manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
332310 Plate work and fabricated structural product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
332320 Ornamental and architectural metal products manufacturing	1.3325	0.3142	8.0676	0.5324	1.4235	1.5328
332410 Power boiler and heat exchanger manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
332420 Metal tank (heavy gauge) manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
332430 Metal can, box, and other metal container (light gauge) manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
332500 Hardware manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
332600 Spring and wire product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
332710 Machine shops	1.4042	0.4481	10.9095	0.7294	1.3544	1.5070
332720 Turned product and screw, nut, and bolt manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
332800 Coating, engraving, heat treating and allied activities	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33291A Valve and fitting (except plumbing) manufacturing	1.2865	0.2658	6.0990	0.6039	1.4363	1.6503
332913 Plumbing fixture fitting and trim manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
332991 Ball and roller bearing manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000

(Continued)

Region Definition: Beaufort, SC

*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2015 data, the output delivered to final demand should be in 2015 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.

6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2007 Benchmark Input-Output Table for the Nation and 2015 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Regional Product Division, Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Beaufort County (Type II)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
33299A Ammunition, arms, ordnance, and accessories manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
332996 Fabricated pipe and pipe fitting manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33299B Other fabricated metal manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333111 Farm machinery and equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333112 Lawn and garden equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333120 Construction machinery manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333130 Mining and oil and gas field machinery manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
3332A0 Industrial machinery (except semiconductor machinery) manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333295 Semiconductor machinery manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33331B All other commercial and service industry machinery manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333314 Optical instrument and lens manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333315 Photographic and photocopying equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33341A Air purification and ventilation equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333414 Heating equipment (except warm air furnaces) manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333415 Air conditioning, refrigeration, and warm air heating equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333511 Industrial mold manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33351A Metal cutting and forming machine tool manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333514 Special tool, die, jig, and fixture manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33351B Cutting and machine tool accessory, rolling mill, and other metalworking machinery manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333611 Turbine and turbine generator set units manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333612 Speed changer, industrial high-speed drive, and gear manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333613 Mechanical power transmission equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333618 Other engine equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33391A Pump and pumping equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333912 Air and gas compressor manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333920 Material handling equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333991 Power-driven handtool manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33399A Other general purpose machinery manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333993 Packaging machinery manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
333994 Industrial process furnace and oven manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33399B Fluid power process machinery	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000

(Continued)

Region Definition: Beaufort, SC

*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2015 data, the output delivered to final demand should be in 2015 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.

6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2007 Benchmark Input-Output Table for the Nation and 2015 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Regional Product Division, Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Beaufort County (Type II)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
334111 Electronic computer manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334112 Computer storage device manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33411A Computer terminals and other computer peripheral equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334210 Telephone apparatus manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334220 Broadcast and wireless communications equipment	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334290 Other communications equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334300 Audio and video equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33441A Other electronic component manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334413 Semiconductor and related device manufacturing	1.3350	0.3568	6.8089	0.8508	1.3825	1.7847
334418 Printed circuit assembly (electronic assembly) manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334510 Electromedical and electrotherapeutic apparatus manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334511 Search, detection, and navigation instruments manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334512 Automatic environmental control manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334513 Industrial process variable instruments manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334514 Totalizing fluid meter and counting device manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334515 Electricity and signal testing instruments manufacturing	1.3697	0.4155	9.1110	0.7291	1.3541	1.5845
334516 Analytical laboratory instrument manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334517 Irradiation apparatus manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33451A Watch, clock, and other measuring and controlling device manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334610 Manufacturing and reproducing magnetic and optical media	1.3922	0.3441	6.3132	0.7586	1.4708	1.9537
335110 Electric lamp bulb and part manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335120 Lighting fixture manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335210 Small electrical appliance manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335221 Household cooking appliance manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335222 Household refrigerator and home freezer manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335224 Household laundry equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335228 Other major household appliance manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335311 Power, distribution, and specialty transformer manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335312 Motor and generator manufacturing	1.2291	0.2349	5.0881	0.4944	1.3868	1.6022
335313 Switchgear and switchboard apparatus manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335314 Relay and industrial control manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335911 Storage battery manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000

(Continued)

Region Definition: Beaufort, SC

*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2015 data, the output delivered to final demand should be in 2015 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.

6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2007 Benchmark Input-Output Table for the Nation and 2015 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Regional Product Division, Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Beaufort County (Type II)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
335912 Primary battery manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335920 Communication and energy wire and cable manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335930 Wiring device manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335991 Carbon and graphite product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
335999 All other miscellaneous electrical equipment and component manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336111 Automobile manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336112 Light truck and utility vehicle manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336120 Heavy duty truck manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336211 Motor vehicle body manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336212 Truck trailer manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336213 Motor home manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336214 Travel trailer and camper manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336310 Motor vehicle gasoline engine and engine parts manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336320 Motor vehicle electrical and electronic equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
3363A0 Motor vehicle steering, suspension component (except spring), and brake systems manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336350 Motor vehicle transmission and power train parts manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336360 Motor vehicle seating and interior trim manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336370 Motor vehicle metal stamping	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336390 Other motor vehicle parts manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336411 Aircraft manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336412 Aircraft engine and engine parts manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336413 Other aircraft parts and auxiliary equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336414 Guided missile and space vehicle manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33641A Propulsion units and parts for space vehicles and guided missiles	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336500 Railroad rolling stock manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336611 Ship building and repairing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336612 Boat building	1.3068	0.2497	6.3423	0.4698	1.5659	1.6642
336991 Motorcycle, bicycle, and parts manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336992 Military armored vehicle, tank, and tank component manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336999 All other transportation equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
337110 Wood kitchen cabinet and countertop manufacturing	1.5205	0.4424	13.6114	0.6677	1.4600	1.4480
337121 Upholstered household furniture manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
337122 Nonupholstered wood household furniture manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000

(Continued)

Region Definition: Beaufort, SC

*Includes Government enterprises.

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2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2015 data, the output delivered to final demand should be in 2015 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

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6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2007 Benchmark Input-Output Table for the Nation and 2015 regional data. Industry List A identifies the industries corresponding to the entries.

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INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
33712A Other household nonupholstered furniture	1.3164	0.2840	7.0899	0.5271	1.4649	1.6223
337127 Institutional furniture manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
33721A Office furniture and custom architectural woodwork and millwork manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
337215 Showcase, partition, shelving, and locker manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
337900 Other furniture related product manufacturing	1.2855	0.2730	7.4764	0.5440	1.4139	1.4740
339112 Surgical and medical instrument manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
339113 Surgical appliance and supplies manufacturing	1.3180	0.2984	7.6616	0.7329	1.4623	1.5664
339114 Dental equipment and supplies manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
339115 Ophthalmic goods manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
339116 Dental laboratories	1.4865	0.5442	17.3420	0.8613	1.3687	1.3416
339910 Jewelry and silverware manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
339920 Sporting and athletic goods manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
339930 Doll, toy, and game manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
339940 Office supplies (except paper) manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
339950 Sign manufacturing	1.3920	0.3843	11.6782	0.6490	1.4244	1.4063
339990 All other miscellaneous manufacturing	1.3718	0.3348	8.7655	0.6048	1.4849	1.5768
311111 Dog and cat food manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311119 Other animal food manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311210 Flour milling and malt manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311221 Wet corn milling	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
31122A Soybean and other oilseed processing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311225 Fats and oils refining and blending	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311230 Breakfast cereal manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311300 Sugar and confectionery product manufacturing	1.3055	0.2267	7.0732	0.4660	1.5535	1.4808
311410 Frozen food manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311420 Fruit and vegetable canning, pickling, and drying	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
31151A Fluid milk and butter manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311513 Cheese manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311514 Dry, condensed, and evaporated dairy product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311520 Ice cream and frozen dessert manufacturing	1.2759	0.2197	6.8301	0.4606	1.5057	1.4442
31161A Animal (except poultry) slaughtering, rendering, and processing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311615 Poultry processing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311700 Seafood product preparation and packaging	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311810 Bread and bakery product manufacturing	1.3775	0.3089	8.0325	0.5737	1.5463	1.6237
3118A0 Cookie, cracker, pasta, and tortilla manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311910 Snack food manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000

(Continued)

Region Definition: Beaufort, SC

*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2015 data, the output delivered to final demand should be in 2015 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.

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NOTE.--Multipliers are based on the 2007 Benchmark Input-Output Table for the Nation and 2015 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Regional Product Division, Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Beaufort County (Type II)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
311920 Coffee and tea manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311930 Flavoring syrup and concentrate manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311940 Seasoning and dressing manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311990 All other food manufacturing	1.3657	0.2460	6.0148	0.4218	1.6861	2.0377
312110 Soft drink and ice manufacturing	1.2748	0.2247	5.1950	0.3927	1.5397	1.7596
312120 Breweries	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
312130 Wineries	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
312140 Distilleries	1.1914	0.2003	5.2728	0.7767	1.3725	1.4364
312200 Tobacco product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
313100 Fiber, yarn, and thread mills	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
313200 Fabric mills	1.2860	0.2527	6.1248	0.4984	1.4938	1.6198
313300 Textile and fabric finishing and fabric coating mills	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
314110 Carpet and rug mills	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
314120 Curtain and linen mills	1.3221	0.3393	9.3972	0.5983	1.3666	1.4243
314900 Other textile product mills	1.3218	0.3439	9.0353	0.5793	1.3639	1.4532
315000 Apparel manufacturing	1.5062	0.5143	16.5214	0.7871	1.4248	1.4138
316000 Leather and allied product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
322110 Pulp mills	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
322120 Paper mills	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
322130 Paperboard mills	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
322210 Paperboard container manufacturing	1.2713	0.2588	5.1970	0.4212	1.4419	1.8449
322220 Paper bag and coated and treated paper manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
322230 Stationery product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
322291 Sanitary paper product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
322299 All other converted paper product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
323110 Printing	1.4219	0.3821	10.5927	0.7089	1.4779	1.5828
323120 Support activities for printing	1.4740	0.5190	12.9388	0.8889	1.3742	1.5158
324110 Petroleum refineries	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
324121 Asphalt paving mixture and block manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
324122 Asphalt shingle and coating materials manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
324190 Other petroleum and coal products manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325110 Petrochemical manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325120 Industrial gas manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325130 Synthetic dye and pigment manufacturing	1.2892	0.2300	4.2008	0.5004	1.5764	2.2006
325180 Other basic inorganic chemical manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325190 Other basic organic chemical manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325211 Plastics material and resin manufacturing	1.2281	0.2113	3.7783	0.3358	1.4478	1.9799

(Continued)

Region Definition: Beaufort, SC

*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2015 data, the output delivered to final demand should be in 2015 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

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Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Beaufort County (Type II)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
3252A0 Synthetic rubber and artificial and synthetic fibers and filaments manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325310 Fertilizer manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325320 Pesticide and other agricultural chemical manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325411 Medicinal and botanical manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325412 Pharmaceutical preparation manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325413 In-vitro diagnostic substance manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325414 Biological product (except diagnostic) manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325510 Paint and coating manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325520 Adhesive manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325610 Soap and cleaning compound manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325620 Toilet preparation manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
325910 Printing ink manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
3259A0 All other chemical product and preparation manufacturing	1.3544	0.2450	4.6883	0.5076	1.6793	2.1574
326110 Plastics packaging materials and unlaminated film and sheet manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
326120 Plastics pipe, pipe fitting, and unlaminated profile shape manufacturing	1.3043	0.2714	5.5209	0.5139	1.4292	1.7464
326130 Laminated plastics plate, sheet (except packaging), and shape manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
326140 Polystyrene foam product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
326150 Urethane and other foam product (except polystyrene) manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
326160 Plastics bottle manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
326190 Other plastics product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
326210 Tire manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
326220 Rubber and plastics hoses and belting manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
326290 Other rubber product manufacturing	1.2691	0.2399	5.8513	0.5018	1.4605	1.5992
420000 Wholesale trade	1.4528	0.4377	9.2346	0.9615	1.4180	1.7751
441000 Motor vehicle and parts dealers	1.4478	0.4980	12.3332	1.0561	1.3220	1.4947
445000 Food and beverage stores	1.4856	0.4593	19.4694	0.9737	1.3871	1.2807
452000 General merchandise stores	1.4657	0.4126	17.0758	0.9345	1.4499	1.3039
4A0000 Other retail	1.5099	0.4351	17.8605	0.9587	1.4438	1.3276
481000 Air transportation	1.3033	0.2348	5.8135	0.6274	1.5496	1.7232
482000 Rail transportation	1.3333	0.2775	5.0788	0.7250	1.5291	2.2538
483000 Water transportation	1.3888	0.2233	5.4863	0.5343	1.8984	2.2331
484000 Truck transportation	1.4497	0.3709	9.2031	0.7160	1.5310	1.7080
485A00 Transit and ground passenger transportation*	1.5225	0.5016	23.0457	0.7747	1.4310	1.2489
486000 Pipeline transportation	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000

(Continued)

Region Definition: Beaufort, SC

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1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

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INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
48A000 Scenic and sightseeing transportation and support activities for transportation	1.5557	0.4268	10.4010	0.8393	1.5934	1.8371
492000 Couriers and messengers	1.4055	0.3361	11.0032	0.7687	1.5291	1.4672
493000 Warehousing and storage	1.4999	0.3926	11.8700	0.9160	1.4910	1.5693
511110 Newspaper publishers	1.4602	0.4137	11.9852	0.8196	1.4727	1.4948
511120 Periodical publishers	1.4681	0.3357	8.0630	0.7522	1.6575	1.9617
511130 Book publishers	1.2675	0.2211	5.1623	0.9036	1.5320	1.8110
5111A0 Directory, mailing list, and other publishers	1.3456	0.2470	5.9139	0.8076	1.6515	1.9816
511200 Software publishers	1.3697	0.3716	7.0102	0.9131	1.4071	1.9036
512100 Motion picture and video industries	1.3465	0.2540	9.2868	0.7569	1.5848	1.4791
512200 Sound recording industries	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
515100 Radio and television broadcasting	1.5346	0.6370	11.7758	0.9177	1.3110	1.7025
515200 Cable and other subscription programming	1.3025	0.3258	5.8669	0.7683	1.3375	1.8371
517110 Wired telecommunications carriers	1.2406	0.2111	4.6915	0.7603	1.4629	1.7674
517210 Wireless telecommunications carriers (except satellite)	1.3703	0.2432	6.1297	0.7288	1.6849	1.9465
517A00 Satellite, telecommunications resellers, and all other telecommunications	1.4331	0.4826	10.0058	0.8884	1.3342	1.6231
518200 Data processing, hosting, and related services	1.4805	0.3740	8.6317	0.7933	1.5791	1.9997
5191A0 News syndicates, libraries, archives, and all other information services	1.3568	0.3646	8.7191	0.8739	1.3803	1.5855
519130 Internet publishing and broadcasting and Web search portals	1.4136	0.3459	5.5838	0.8753	1.5280	2.7984
52A000 Monetary authorities and depository credit intermediation	1.5112	0.3649	7.6118	0.9087	1.6755	2.4799
522A00 Nondepository credit intermediation and related activities	1.6472	0.4967	9.9309	0.8874	1.5951	2.2388
523A00 Securities and commodity contracts intermediation and brokerage	1.6568	0.6043	20.7810	0.8768	1.4463	1.4077
523900 Other financial investment activities	1.6853	0.4545	17.6377	0.7321	1.7867	1.4962
524100 Insurance carriers	1.4419	0.3344	7.2110	0.8330	1.6541	2.0554
524200 Insurance agencies, brokerages, and related activities	1.6230	0.5079	12.0739	0.8829	1.5507	1.7943
525000 Funds, trusts, and other financial vehicles	1.6390	0.3286	12.8836	0.5611	2.2759	1.9577
531000 Real estate	1.3924	0.2377	10.6956	0.9475	1.7783	1.4607
532100 Automotive equipment rental and leasing	1.3687	0.3023	8.4108	0.9016	1.4982	1.6020
532A00 Consumer goods and general rental centers	1.5110	0.5193	13.8622	1.0326	1.3535	1.4847
532400 Commercial and industrial machinery and equipment rental and leasing	1.2808	0.2647	4.8577	0.9215	1.4367	2.0318
533000 Lessors of nonfinancial intangible assets	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
541100 Legal services	1.5687	0.6277	11.5860	1.1048	1.3285	1.8249
541511 Custom computer programming services	1.6408	0.7304	13.0326	1.1037	1.3503	1.9195
541512 Computer systems design services	1.6378	0.6649	12.3888	1.0329	1.3925	1.9511

(Continued)

Region Definition: Beaufort, SC

*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2015 data, the output delivered to final demand should be in 2015 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.

6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2007 Benchmark Input-Output Table for the Nation and 2015 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Regional Product Division, Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Beaufort County (Type II)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
54151A Other computer related services, including facilities management	1.5727	0.6437	13.4989	1.0508	1.3480	1.6857
541200 Accounting, tax preparation, bookkeeping, and payroll services	1.5363	0.6366	18.3370	1.1283	1.3162	1.3801
541300 Architectural, engineering, and related services	1.6046	0.5578	11.1375	0.8952	1.4863	2.0466
541400 Specialized design services	1.5618	0.5765	22.9370	1.0097	1.3713	1.2922
541610 Management consulting services	1.6696	0.6585	17.1637	1.0293	1.4113	1.5625
5416A0 Environmental and other technical consulting services	1.6598	0.6774	16.4807	1.0186	1.3997	1.6111
541700 Scientific research and development services	1.5934	0.4917	9.7648	0.8251	1.5686	2.2022
541800 Advertising, public relations, and related services	1.4840	0.3893	8.1029	0.8938	1.5257	2.1499
5419A0 Marketing research and all other miscellaneous professional, scientific, and technical services	1.5256	0.5330	11.4187	0.9789	1.3871	1.7387
541920 Photographic services	1.7111	0.5895	21.6795	0.9661	1.4784	1.4134
541940 Veterinary services	1.5993	0.5478	15.8740	0.8582	1.4370	1.5290
550000 Management of companies and enterprises	1.5885	0.5898	11.2168	0.9686	1.4021	1.8821
561100 Office administrative services	1.5768	0.6974	15.3663	1.1481	1.3031	1.5449
561200 Facilities support services	1.4729	0.3502	8.9387	0.8299	1.6299	1.9577
561300 Employment services	1.5505	0.6764	26.4595	1.1334	1.3166	1.2514
561400 Business support services	1.5448	0.5452	18.4672	0.9663	1.3996	1.3727
561500 Travel arrangement and reservation services	1.5412	0.3820	10.2413	0.8026	1.6703	1.8773
561600 Investigation and security services	1.5384	0.6123	22.1692	1.0382	1.3363	1.2923
561700 Services to buildings and dwellings	1.4046	0.4079	18.1023	0.8767	1.3965	1.2631
561900 Other support services	1.6201	0.5044	16.8166	0.8844	1.5279	1.5046
562000 Waste management and remediation services	1.4303	0.3282	6.9641	0.7281	1.5745	2.0467
611100 Elementary and secondary schools	1.6025	0.6620	30.2542	1.0455	1.3352	1.2367
611A00 Junior colleges, colleges, universities, and professional schools	1.6795	0.6103	21.4162	1.0365	1.3899	1.3868
611B00 Other educational services	1.6992	0.7005	32.2048	1.0197	1.3825	1.2519
621100 Offices of physicians	1.6216	0.6527	11.6558	1.0215	1.3713	1.9709
621200 Offices of dentists	1.5417	0.5678	13.1766	0.9735	1.3620	1.6011
621300 Offices of other health practitioners	1.5372	0.5500	15.2877	1.0160	1.3599	1.4665
621400 Outpatient care centers	1.6165	0.4616	11.7073	0.9295	1.5420	1.8322
621500 Medical and diagnostic laboratories	1.5308	0.5728	11.7677	0.9522	1.3625	1.7083
621600 Home health care services	1.6275	0.6856	23.4287	1.0611	1.3370	1.3318
621900 Other ambulatory health care services	1.5534	0.5221	14.9564	0.9102	1.4154	1.4848
622000 Hospitals	1.5306	0.5422	11.9819	0.8875	1.3969	1.7116
623A00 Nursing and community care facilities	1.6358	0.5918	20.6496	1.0119	1.3950	1.3850
623B00 Residential mental retardation, mental health, substance abuse and other facilities	1.6444	0.6626	24.0329	1.0931	1.3412	1.3187
624100 Individual and family services	1.6693	0.6536	31.2421	1.0547	1.3690	1.2378

(Continued)

Region Definition: Beaufort, SC

*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2015 data, the output delivered to final demand should be in 2015 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.

6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2007 Benchmark Input-Output Table for the Nation and 2015 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Regional Product Division, Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry Beaufort County (Type II)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
624A00 Community food, housing, and other relief services, including rehabilitation services	1.6176	0.5419	20.7018	0.8860	1.4357	1.3670
624400 Child day care services	1.6412	0.5975	32.5226	1.0265	1.3750	1.2148
711100 Performing arts companies	1.5572	0.4778	37.5740	0.8984	1.4692	1.1656
711200 Spectator sports	1.5394	0.7226	27.1102	1.1253	1.2719	1.2389
711A00 Promoters of performing arts and sports and agents for public figures	1.5974	0.4154	28.3653	0.8318	1.6949	1.2756
711500 Independent artists, writers, and performers	1.4429	0.3755	17.5027	0.8414	1.5467	1.3589
712000 Museums, historical sites, zoos, and parks	1.6944	0.4806	19.2719	0.9021	1.5605	1.4484
713100 Amusement parks and arcades	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
713200 Gambling industries (except casino hotels)	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
713900 Other amusement and recreation industries	1.5868	0.4405	24.9578	0.8892	1.5184	1.2590
721000 Accommodation	1.4200	0.3506	10.2831	0.8943	1.5187	1.5653
722110 Full-service restaurants	1.4972	0.4452	19.3854	0.8308	1.4446	1.2873
722211 Limited-service restaurants	1.4460	0.3647	20.0572	0.8287	1.4841	1.2411
722A00 All other food and drinking places	1.3901	0.2579	10.7660	0.5992	1.6924	1.4572
811100 Automotive repair and maintenance	1.5260	0.5735	17.0962	0.9097	1.3395	1.3921
811200 Electronic and precision equipment repair and maintenance	1.5524	0.6379	14.6260	1.0026	1.3308	1.5457
811300 Commercial and industrial machinery and equipment repair and maintenance	1.5174	0.6836	14.8751	1.0832	1.2740	1.4880
811400 Personal and household goods repair and maintenance	1.3534	0.3488	11.5239	0.8871	1.3893	1.3912
812100 Personal care services	1.7186	0.7244	30.4672	1.0986	1.3646	1.2810
812200 Death care services	1.4715	0.5955	19.2485	0.9480	1.2829	1.2934
812300 Dry-cleaning and laundry services	1.6337	0.6297	23.3639	1.0211	1.3915	1.3369
812900 Other personal services	1.6161	0.5460	24.3538	0.9829	1.4282	1.2909
813100 Religious organizations	1.8086	0.3441	11.8969	0.7963	2.3291	2.3512
813A00 Grantmaking, giving, and social advocacy organizations	1.5499	0.5912	17.5892	1.0504	1.3717	1.4281
813B00 Civic, social, professional, and similar organizations	1.5932	0.7316	22.7683	1.1734	1.3026	1.3278
491000 Postal service	1.4764	0.5372	10.5522	1.0730	1.3337	1.7192
S00A00 Other government enterprises	1.6342	0.3869	8.6677	0.7901	1.8579	2.3780
H00000 Households	0.7727	0.2202	7.5435	0.4822	0.0000	0.0000

Region Definition: Beaufort, SC

*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2015 data, the output delivered to final demand should be in 2015 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.

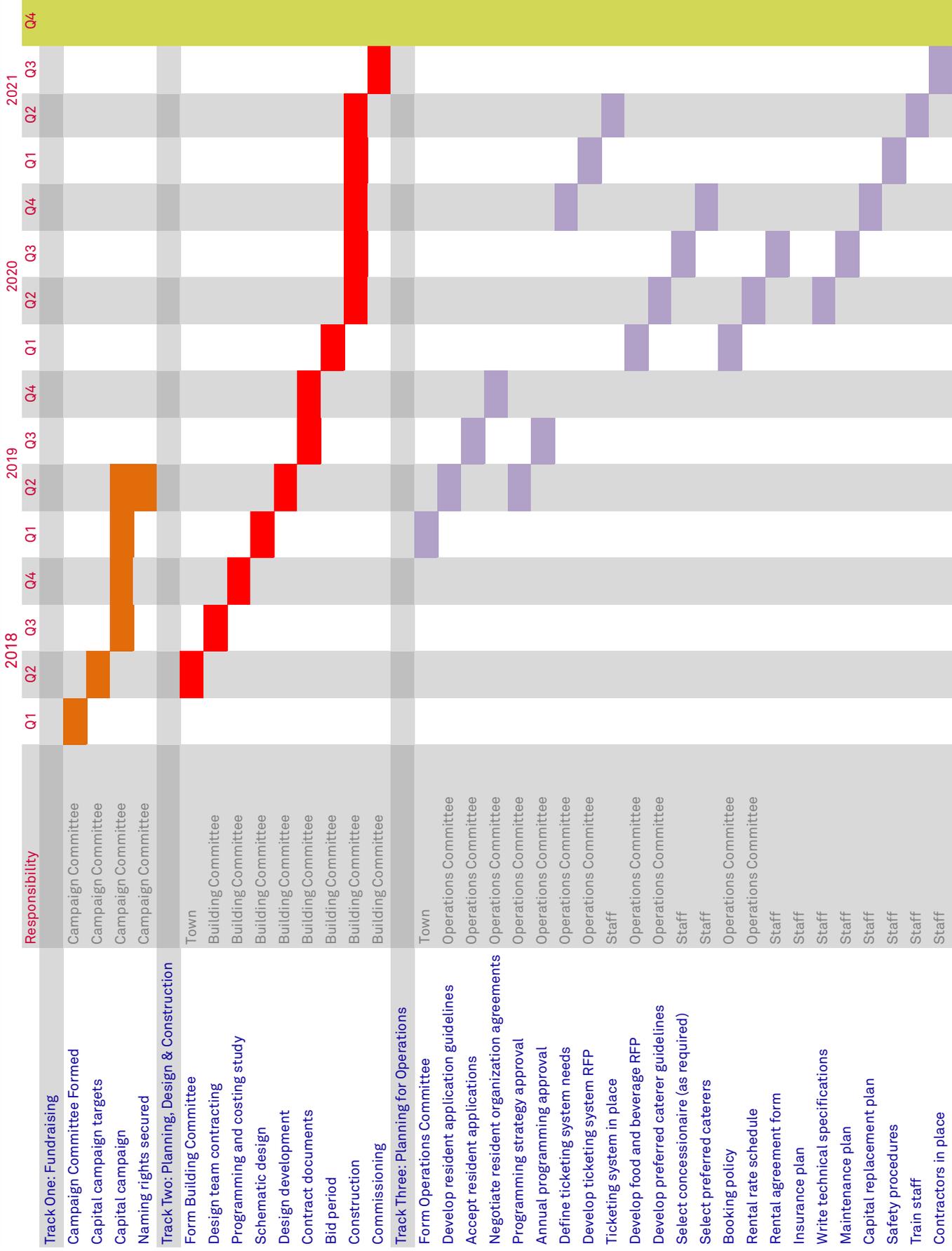
6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2007 Benchmark Input-Output Table for the Nation and 2015 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Regional Product Division, Bureau of Economic Analysis.

appendix d: critical path plan

HILTON HEAD COMMUNITY ARTS CENTER CRITICAL PATH PLAN



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