



*Proposal for*  
**Tomball Arts Center Feasibility  
Study**

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## Study Brief

The City of Tomball has purchased the former First Baptist Church near downtown and is working on a plan to redevelop the 4.6-acre site to include a multipurpose arts and entertainment venue, a restaurant/banquet hall, and leased spaces for appropriate community businesses and organizations.

Studio Red has been engaged to develop a schematic design for the project, but there is a recognition that the project needs a business plan to affirm the facility concept, shape various components to be included in the project, and then determine how the three project elements should be programmed, operated, and financially sustained.

Webb Mgmt is pleased to respond to this opportunity with a proposal that describes our skills, relevant experience, and approach to this assignment. We are specialists in the development and operation of cultural facilities, with a strong track record of delivering inclusive, objective, and high-value studies. Additionally, we have extensive experience in the Houston region.

The heart of this proposal is a detailed description of the work we would undertake, engaging with the public and collaborating with the Tomball Economic Development Council (EDC) and community leaders to develop a strong and sustainable concept and plan for new facilities.

## Firm Profile

**Webb Mgmt** is a leading provider of advisory services for the development and operation of cultural facilities, organizations, agencies, and districts. Our 500+ clients include municipalities, colleges and universities, nonprofit arts organizations, community and private foundations, commercial developers, economic development agencies, and various friends of the arts.

### Our mission is to advance the arts and culture sectors with sound planning and research. We value:

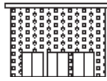
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- A passion for finding **achievable and sustainable strategies** for every assignment, organization, and community.
- The **integrity to pursue the right answer** as opposed to the easy answer.
- A commitment to **collaboration and partnerships**.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

Our work is not intended to sit on a bookshelf, but rather to provide direction, a detailed roadmap, and, oftentimes, a fundraising tool for those charged with turning project concepts into reality. Founded in 1997, our firm has provided planning and analysis for arts and cultural projects across North America for over 25 years. Our team, headed by principal Duncan Webb, has training in arts administration, programming, business, finance, and research.

Altogether, our experience combined with our specific expertise delivering objective, research-based projects means that we are very well suited to lead the work outlined in this proposal.

## Firm Services



### CULTURAL FACILITY DEVELOPMENT & OPERATIONS

*One side of our practice is focused on the development and operation of arts, cultural and entertainment facilities.*



### CULTURAL RESEARCH & PLANNING

*The other side of our practice provides research and advisory services to the arts sector.*

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

**Business Planning:** Plans for the operation of new, improved or expanded facilities that address how they should be programmed, operated, and financially sustained. This work is often completed right after the needs assessment, those two pieces combining to form a full facility feasibility study. Business planning often includes qualitative and quantitative economic and social impact projections.

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

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

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

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

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

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

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

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

## Project Team



### Duncan Webb

PRESIDENT | [DUNCAN@WEBBMGMT.ORG](mailto:DUNCAN@WEBBMGMT.ORG)

Duncan M. Webb founded Webb Mgmt to provide management consulting services to the arts and cultural industries and has led the firm since 1997, completing more than 450 assignments for the advancement of cultural communities, organizations, and facilities.

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

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

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

### Number of Cultural Facility Projects

450+

### Years of Experience | Arts Administration

20+

### Years of Experience | Cultural Facility Planning

30+

### Years of Experience | Arts Administration Teaching

25+

### Education

Bachelor's Degree in Economics,  
University of Western Ontario

Master's Degree in Business  
Administration, University of Toronto

### Key Project Experience

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

Cultural Infrastructure & Creative  
Spaces Implementation Strategy  
Project | Mississauga, ON

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

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

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

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

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

Feasibility Study for a Cultural Arts  
Center | Haverhill, MA

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

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

## Project Team



### Stacey Cooper McMath

SENIOR CONSULTANT | STACEY@WEBBMGMT.ORG

Stacey Cooper McMath is an expert in public sector policy, grantmaking, cultural research, and strategic initiatives. She specializes in facilitation, strategic planning, and advisory services for local arts agencies and funders. In 2020 she was named a Women in Power Leadership Fellow by the Belfer Center for Innovation at the 92nd Street Y.

Prior to joining Webb Mgmt in 2022, Stacey served for eight years as Director of the Programs Unit in the New York City Department of Cultural Affairs. She led the agency's grantmaking team in a full equity audit of the \$28M Cultural Development Fund and implemented improvements to New York's competitive funding process. In her policy work, she supervised two demographic studies of the cultural workforce in New York City, two reports on the impact of COVID-19 on the agency's constituents, and a data-driven analysis of \$300M in grant funding. She was a collaborator on *CreateNYC*, the City's 2017 cultural plan, and in 2018 she launched the Mayor's Grant for Cultural Impact, supporting dynamic partnerships between government and arts organizations.

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

She has taught in the theater and arts administration departments at Marymount Manhattan College, Columbia University, and Barnard College.

#### Years of Experience | Arts Administration

20

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

13

#### Years of Experience | Teaching in Higher Education

10

#### Education

Bachelor's Degree in American History, Barnard College

Master's Degree in Theatre Management & Producing, Columbia University

#### Key Project Experience

Assessment and Capacity Building for the Cultural Alliance of Niagara | Niagara County, NY

Strategic Plan for the Montgomery County Arts and Cultural District | Dayton, OH

Strategic Plan for the Clemente Soto Velez Cultural and Educational Center | New York, NY

Grantmaking Strategic Redesign and Implementation Plan for ArtsinStark | Canton, OH

San Diego Cultural Plan: Facilities and Leasehold Equity Audit | San Diego, CA

Strategic Plan for the Goshen Theater | Goshen, IN

Strategic Plan for the Keene Colonial Theater | Keene, NH

Operational and Fee Study of the Poway Center for the Performing Arts | Poway, CA

Performing Arts Center Feasibility Study for Osceola County | NeoCity, FL

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

## Project Team



### Alli Arnold

PROJECT MANAGER | [ALLI@WEBBMGMT.ORG](mailto:ALLI@WEBBMGMT.ORG)

Alli Arnold is a knowledgeable arts and culture project manager with over a decade of combined experience in arts administration, programming, research, and strategic planning in the public and private sectors.

She has overseen the commissioning of new public artworks in numerous government-owned buildings and mixed-use spaces throughout the greater New York City area. Prior to joining Webb Mgmt, Alli was a manager in the Metropolitan Transportation Authority's Arts & Design Department, where she acted as a connector between artists, fabricators, and construction teams, leveraging her skills in data analysis and research in order to provide thoughtful, creative, and data-driven solutions to planning and design challenges.

Before joining the MTA, Alli worked for the Brooklyn Academy of Music (BAM), a multi-disciplinary arts nonprofit located in publicly owned buildings. While there, she was the project lead for their Robert W. Wilson Public Art Initiative, researching artists for long-term commissions, submitting artwork for public design and community board approval, and overseeing fabrication and installation plans.

She is also an experienced panelist, most recently serving on the 2025 NYSCA/NYFA Artist Fellowship Panel, awarding unrestricted cash grants to photography artists in New York State. Alli holds a Bachelor of Arts in Art History and French from Loyola University Chicago and a Master of Arts in the Connoisseurship of Fine & Decorative Art from the University of Manchester's Sotheby's Institute of Art program in London. She is currently finishing her capstone project for a Master of Science in Data Analysis & Visualization from the Graduate Center at CUNY.

#### Years of Experience | Arts Administration

12

#### Years of Experience | Public Sector Arts Programming & Research

7

#### Years of Experience | Research & Data Analysis

5

#### Education

Bachelor's Degree in Art History & French, Loyola University Chicago

Master's Degree in the Connoisseurship of Fine & Decorative Art, University of Manchester's Sotheby's Institute Program

Master's Candidate in Data Analysis & Visualization, The Grad Center at CUNY

#### Key Project Experience

Market Update for Performing Arts Facilities Feasibility Study | Johns Creek, GA

Business Planning & Program Research for the City of Edina's Art Center | Edina, MN

Feasibility Study for New Performance Facilities | DuPage County, IL

Needs Assessment Study for Performance Facilities | Vancouver, WA

Strategic Operating Plan for the Collins Center for the Arts at the University of Maine, Orono | Orono, ME

Percent for Art Project Management for the Arts & Design Department of the MTA | New York City, Long Island, & Westchester County, NY

Project Management for the Robert W. Wilson Public Art Initiative at the Brooklyn Academy of Music | Brooklyn, NY



## Relevant Experience

Webb Mgmt has completed over 500 feasibility studies, business plans, strategic plans, master plans, and research assignments, all focused on the arts and cultural sectors. Provided here is a list of some of our relevant, regional, and recent assignments, followed by more detailed descriptions of three noteworthy projects to help further illustrate our process and experience.

### Recent, Regional, and Relevant Assignments

Cultural Center Redevelopment Plan, Charlotte County, FL (2025)  
 Performing Arts Center Feasibility Study, Chattanooga, TN (2025)  
 Cultural Hub Feasibility Study, Paradise, CA (2025)  
 Armory Arts Center Renovation Business Plan, Hudson, MA (2024)  
 Arts Facility Feasibility Study & Master Plan, DuPage County, IL (2024)  
 Arts Center Business Plan, Edina, MN (2024)  
 Performing Arts Center Feasibility Study, City of Pompano Beach, FL (2024)  
 Montana Center for the Arts Feasibility Study, Bozeman, MT (2024)  
 Performing Arts Center Feasibility Study, Osceola County, FL (2023)  
 Downtown Arts District Master Plan, Arlington, TX (2022)  
 New Arts Center Expansion Feasibility Study, Newton, MA (2022)  
 Community Arts Center Feasibility Study, Flower Mound, TX (2022)  
 Kiawah Island Arts Center Feasibility Study, Town of Kiawah Island, SC (2022)  
 The Bridge at 211 Renovation Business Plan, Salem, MA (2021)  
 Community Arts Center Feasibility Study, Bedford, TX (2019)  
 Brown Homestead Arts Centre Business Plan, St. Catharines, ON (2019)  
 Goddard Center Strategic Plan, Ardmore, OK (2018)  
 Arts District Business Plan, Park City, UT (2017)  
 Buddy Holly Center for the Arts Feasibility Study, Lubbock, TX (2016)  
 York County Arts Center Feasibility Study, Rock Hill, SC (2014)

## Sample Projects

### 1

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## Theatre Under the Stars (TUTS)

HOUSTON, TX | 2021

Theatre Under the Stars (TUTS) is a renowned producer and presenter of musical theater, but the core of the organization is now focused on the design and delivery of musical theater training programs for young people, with a particular focus on young people with special needs. TUTS currently runs a comprehensive set of programs in various facilities in downtown Houston. These spaces have significant physical and scheduling challenges and limitations.

Webb Mgmt was hired by TUTS to evaluate an opportunity brought forward by the developers of the Rice University Innovation District to develop a new home for the TUTS education programs as a part of this mixed-use development in midtown Houston.

The first phase of the study evaluated the market opportunity for TUTS to have new facilities at this location. We considered potential internal and external demand for new facilities and surveyed the competitive landscape. We also evaluated the opportunity for TUTS to build a stronger brand and identity at this new location, leading to positive recommendations on the feasibility of the project.

We then developed a business plan for the proposed Education Center, including programming plans, defining staffing and operating requirements, and building a financial model for the organization's operation of these new facilities. We also projected the economic impact of the project on the surrounding area.



Photography courtesy of TUTS

## Sample Projects

Webb Mgmt has worked in The Woodlands on several projects over the last ten years.

Following a period of continued growth (including in the arts and culture sector), and in response to a desire to develop amenities for The Woodlands community and its region, The Woodlands Township hired Gensler and Webb Mgmt in 2017 to reassess the feasibility of various cultural development opportunities, including visual, performing arts, and other possibilities. Webb Mgmt conducted research, geo-demographic analysis, surveys, and community engagement to identify a series of development opportunities for the region.

With those opportunities in mind, a business plan was developed for new performing arts facilities in The Woodlands, which were to include several performance spaces as well as secondary spaces for rehearsal and teaching.

In 2019, Webb Mgmt came back to The Woodlands to help negotiate a development and operating agreement between the Township and a dedicated nonprofit manager for the Cynthia Woods Mitchell Pavilion.

A few years later, in 2021, Webb Mgmt completed one more assignment related to this project: an analysis and recommendations on the ideal seating capacity for the main venue in the project in order to attract a high level of touring Broadway and other commercial entertainment.

Today, the Cynthia Woods Mitchell Pavilion enriches the lives of The Woodlands Township

## 2

### The Woodlands Township

THE WOODLANDS, TX | 2017, 2021



*Photograph courtesy of Cynthia Woods Mitchell Pavilion*

residents through access to high-quality arts, entertainment, and seasonal arts education programs. Additionally, the venue serves as a regional destination, proving to be an important resource for economic development in the township and the county.

## Sample Projects

In 2011, Webb Mgmt was hired by the Independent Arts Collaborative (IAC), a nonprofit arts organization comprised of representatives from Houston-based cultural organizations, to test the feasibility of a pre-conceived plan for multi-tenant, performance, and exhibition facilities to be located in Midtown Houston. With a desire to jump-start the redevelopment of Midtown with multi-purpose arts facilities, IAC chose Webb Mgmt to conduct a careful examination of the competitive landscape of existing facilities, user demand for new facilities, and the greater socioeconomic impacts of developing arts facilities in Midtown Houston.

Webb Mgmt conducted a needs assessment that evaluated the demand for cultural arts facilities in the market and weighed supply and demand against the broader goals of the City and its robust arts community. Our work validated the plans for the new performance and exhibition facilities.

Representatives from 38 arts organizations expressed the need for flexible performance, exhibition, education, meeting, and administrative space. Existing venues in the market were lacking in affordable and available rental spaces. Most notably, the City was eager for a catalytic project in Midtown that would promote a true arts district, support local arts organizations, and reinforce Main Street as a hub for education, commerce, and culture.

Our analyses resulted in adjustments to the original plan and included recommendations for over 10 performance, exhibition, classroom, and administrative spaces. In May 2014, construction began on the Midtown Arts & Theater Center (MATCH). MATCH is comprised of four performance spaces, three rehearsal studios, a 3,000-sqft gallery space, and offices for up to 60 arts

### 3

## Midtown Arts & Theater Center

HOUSTON, TX | 2011



Photograph courtesy of OJB Landscape Architecture

professionals. The first performances at MATCH took place in early October 2015.

## Scope of Services

Here is a description of the services we would offer to support this project for the City of Tomball.

**Kick-Off Meeting:** We will begin the planning process with an on-site kick-off meeting with the Tomball EDC and City of Tomball leadership. Together, we will finalize the study schedule and logistics, including the organization and transmission of any recent regional plans, along with any other relevant background information. We will also tour the site and the area around it to get a better sense of how the project might impact the City of Tomball.

**Forces & Trends:** We will identify and report on broader issues in the arts and live entertainment sector that may have a bearing on the development of new arts and cultural facilities in Tomball, including trends in arts audiences and consumer behavior, the evolving role of the arts in economic and community development efforts, and the role of technology in the development and delivery of live arts and entertainment experiences.

**Market Analysis:** Using local and regional data from Esri (a market research company) and other sources, we will assess the audience potential for new facilities in Tomball and the wider region in terms of population characteristics and size, with the following specific tasks:

- **Market Area Definition:** We will define primary and secondary market areas for programs that might occur in the newly redeveloped facilities based on the mapping of audience addresses provided by various groups active in the area, and incorporating knowledge from our experience in the region.
- **Resident Market:** We will conduct a demographic analysis of the defined market area(s), focusing on characteristics associated with arts participation. We will then discuss the area(s) in terms of population size and propensity to participate in the arts, considering age, education, socio-economic status, and other key demographic indicators.
- **Non-Resident (Seasonal/Tourist) Market:** We will also consider the size and characteristics of the non-resident segment of the market, including tourists, part-time/seasonal residents, those visiting friends and relatives, and other types of visitors. We will test the attractiveness of this market segment in terms of development plans for traditional and cultural tourism in the area.

**Existing Facilities & Competitive Analysis:** We will inventory and evaluate the condition of existing and planned arts, entertainment, and other community facilities in and around Tomball, collecting information on the facilities' capacities, features, programming, quality, and accessibility, with the aim of identifying gaps and opportunities for the redeveloped First Baptist Church site.

**Uses & Users:** We will identify and connect with potential users of the proposed redevelopment, reaching out to representatives of local cultural organizations, arts educators, festival managers, special event planners, restaurant and banquet hall operators, potential tenants, and other key stakeholders to assess the demand for various types of facilities and how those spaces might be used.



**Alignment with Local & Regional Goals:** We will speak with local and regional leadership to determine if and how recommended facilities might align with local and regional goals in areas such as economic development, recruiting workers and companies to Tomball, and enhancing residents' quality of life and sense of place.

**Workshop & Report:** We will present our findings up to this point in a workshop setting, reviewing each component of our analysis and how that work has led to our affirmation of the project concept and recommendations on components.

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

**Precedents & Benchmarking:** We will continue researching comparable venues to inform the business planning effort. Key areas of our research will include programming and operating partnerships, space utilization, food and beverage operations, rental pricing mechanisms, and overall financial performance.

**Activity Profile & Programming Plan:** We will prepare an activity profile for all programmable spaces in the project, listing types and levels of use by internal programs and departments. We will also suggest how activity levels will grow over the first five years of operation and propose a marketing strategy to help the new venue attract audiences and programs.

**Facility Management Plan:** We will suggest how recommended spaces should be operated in areas of scheduling, external rentals, capital planning, financial systems, safety and security, marketing, and food and beverage operations.

**Staffing Plan:** We will identify staffing requirements with compensation ranges and recommended hiring dates required to program and operate the new facilities.

**Pro-forma Operating Budget:** Using all of the conclusions, assumptions, and projections established to this point, we will construct a pro-forma operating budget that begins one year before new facilities open, and then forecasts the first five years of operation of new facilities. We will identify all sources of operating revenues and expenses, an appropriate capital reserve, and the likely result of operations.

**Economic Impacts:** Using data from the Americans for the Arts' Arts & Economic Prosperity Report 6 and the U.S. Bureau of Labor's RIMS II input/output model, we will forecast the economic impact of recommended facilities on Harris County, including the impacts of new facility operations and the ancillary spending associated with new venue audiences. We will also suggest qualitative impacts on the project for the more likely development options.

**Critical Path Plan:** We will create a critical path plan that identifies key steps and milestones related to fundraising, physical planning, and preparations for the opening of new facilities.

**Report & Presentation:** We will review and discuss the findings and recommendations of the business planning work in a workshop setting and deliver a draft report. We will incorporate feedback from the client and issue a final report that includes all the study's work.

## Community Engagement

Feasibility studies require engagement plans that allow us to collect all of the information necessary to direct the project and provide key stakeholders with the right opportunities to participate in the effort. To that end, we would work with Tomball EDC leadership to finalize the right engagement strategy before we begin the study, considering the following elements:

**Meetings & Communications Strategy:** During the kick-off meeting for this planning process, we will work with project leadership to finalize the details of the plan's schedule and preferred communication logistics, including setting the community engagement strategy.

**Individual Interviews/Focus Groups:** As noted, at the out-set of the study process we will work with the leadership team to coordinate an extensive set of one-on-one and group meetings with a broad cross-section of the Tomball community, including arts and cultural leaders and workers, and leaders from the business, political, tourism, and downtown sectors.

**Public Meetings:** We will facilitate up to two public gatherings during the study to share information on our process, findings, and recommendations with audiences determined by the project's leadership team. These presentations will invite comments in an open and inclusive setting.

**Digital Surveys/Engagement:** We could support the use of web-based survey tools to collect information from study participants and the public. If desired, we would also provide suggestions and recommendations for distributing the survey and potential channels for outreach.

## Deliverables

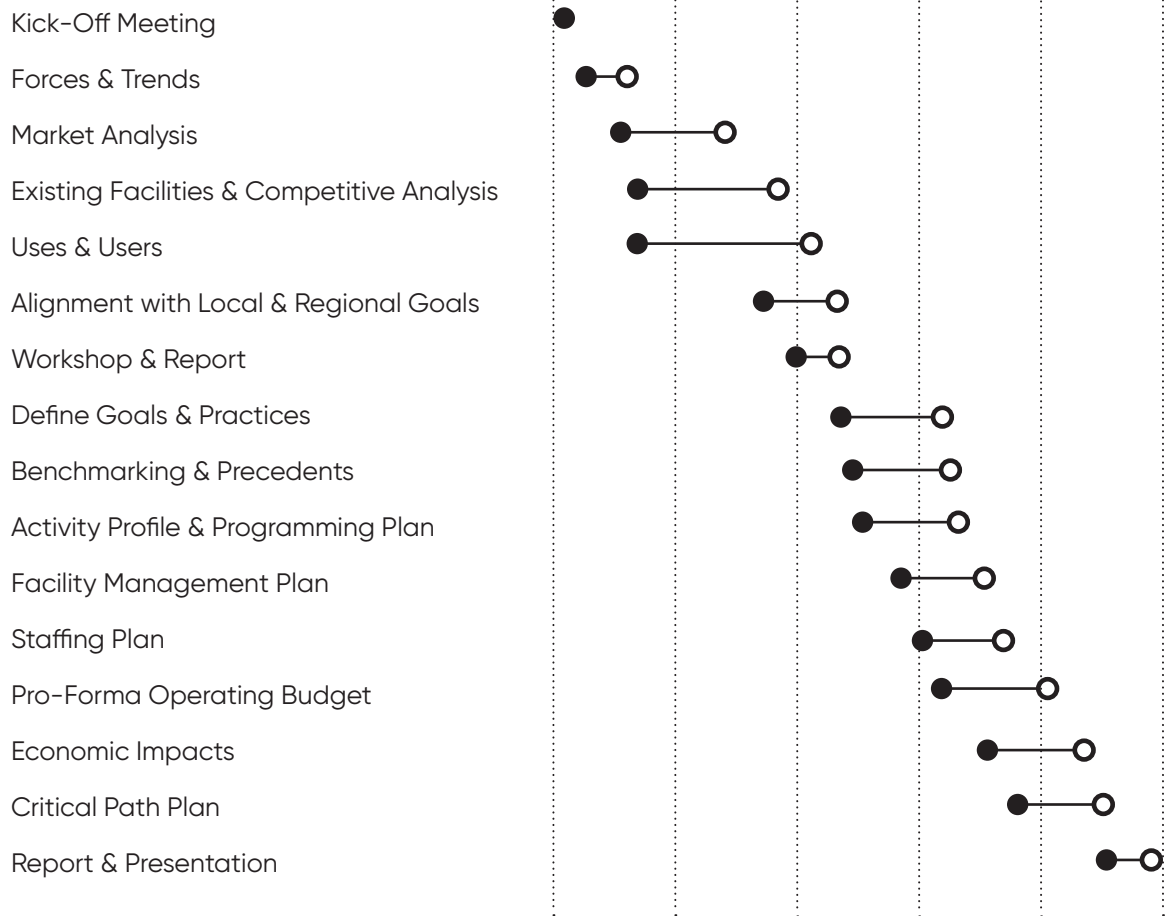
Over the course of the study, we would deliver the following information to the EDC and City of Tomball leadership:

- A PDF report that details research, conclusions, and recommendation,s along with an Executive Summary that describes the process and results.
- Research, data, and materials used to analyze the market, the competitive situation for arts programming and facilities in the region, market capacity, and comparable projects.
- A multi-tab Excel-based workbook with detailed pro-forma operating budgets.
- Any survey data and interview notes

# Project Schedule

## TASKS

## MONTHS





## Fee Proposal

We propose \$52,500 in professional fees to complete the services described above. We project an additional \$7,500 in travel expenses for this project, based on an estimate of five person-trips at \$1,500 per person per trip.

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

*This proposal is valid for a period of sixty days from the date of issue.*