



CITY OF GAINESVILLE

RFP No. CMGR-220052-DH Planning, Design Development and Operation of a Cultural Arts Center

Prepared for:

Diane Holder
Senior Buyer
City of Gainesville
Procurement Division
200 East University Avenue
Gainesville FL 32601

May 5, 2022

Prepared by:

Alex Keen
Associate Principal
Keen Independent Research LLC
701 N 1st Street
Phoenix AZ 85004
Mobile: 303-520-6339
Phone: 303-385-8515
alexkeen@keenindependent.com
www.keenindependent.com



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- Research
- Analysis
- Strategy
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701 N. 1st St.
Phoenix AZ 85004
■
(303) 385-8515

100 Fillmore St., 5th Fl.
Denver CO 80206
■
keenindependent.com

May 5, 2022

Diane Holder
Senior Buyer
City of Gainesville
Procurement Division
200 East University Avenue
Gainesville FL 32601

Re: RFQ #CMGR-220052-DH City of Gainesville Planning, Design Development and Operation of a Cultural Arts Center

Dear Ms. Holder:

Keen Independent Research LLC (Keen Independent) is pleased to submit our qualifications to perform services regarding RFQ #CMGR-220052-DH. Below we respond to the requirements on page 11 of the RFQ.

Name of firm. Keen Independent Research LLC

Contact information. Contact information is provided below for Alex Keen, Keen Independent Associate Principal; he will serve as project manager for this study and be the primary contact.

Alex Keen, Associate Principal
office: 303-385-8515 | mobile 303-520-6339
akeen@keenindependent.com

Type of business entity. Keen Independent is a limited liability company, authorized to perform work in the State of Florida.

Introduction to the Study Team

Keen Independent is a national economic consulting and market research firm with offices in Phoenix, Arizona and Denver, Colorado and has staff throughout the country. Our 24 professionals combine economic and market research experience with specialized expertise in arts and cultural planning, operations, performing arts and conducting arts and cultural feasibility studies.

Alex Keen, Associate Principal will serve as the study project manager for this assignment. He leads the firm's arts and culture practice and has more than 15 years of experience in the industry. He has worked with clients on cultural planning, operations and feasibility studies across the country. Alex led Keen Independent's Denver Performing Arts Complex Venue Market Analysis and Feasibility Study, one of the largest arts studies of its kind in history.

Keen Independent is joined by a team of local and national arts and cultural center subconsultants, each with industry expertise.

- **Theatre Projects**, a national theater planning consulting firm that has participated in hundreds of studies for municipalities, regional theatre companies, individual venues and other private and public entities.
- **Venue**, a Florida-based cost consultant agency that contributes arts and performing arts sector cost consulting expertise. Venue has served arts and cultural facilities around the globe.
- **Nicole Harris, Independent Consultant**, a well-connected educator and cultural arts advocate in Gainesville, Florida who will assist with community outreach and engagement. Nicole maintains partnerships with over 30 organizations locally and within the radius laid out in the RFQ.

Strengths of the Firm

At Keen Independent, we are known for unbiased results. Our team will provide a data-driven, objective assessment of the market while also telling the “story behind the numbers.” Keen Independent combines rigorous research methods (in-depth interviews, focus groups, survey research, ethnography and complex statistical analysis) with innovative community outreach and engagement strategies for complex markets to better understand issues within a community, industry and marketplace.

For example, Keen Independent recently completed a cultural planning study for the City of Waco, Texas. More than 300 community members provided input as part of the study. Outreach events were so well-received by the community that they made the front page of the Waco Tribune-Herald, stating that they brought an “overflow crowd.”¹

The common thread in our work is independent advice that combines creativity, passion and honesty. Keen Independent study team members have provided consulting advice with this level of integrity for more than 30 years. We also demonstrate our integrity and client-first philosophy through:

- The study team’s references, who can attest to the capabilities and commitment of the team;
- Past awards from our clients for exceptional performance and results;
- Strong financial stability; and
- The fact that much of our work involves repeat clients.

The Keen Independent study team forges strong client relationships because of our unbiased assessment of market conditions, capital cost estimates, economic and financial feasibility, facility operations and other considerations. We look forward to the opportunity to discuss this proposal further.

Sincerely,



Alex Keen
Associate Principal
Keen Independent

¹ www.wacotrib.com/news/government/city-consultant-gauging-waco-s-need-for-performing-arts-facilities/article_284b2f96-cfa3-59f0-9e72-6949e1a8f542.html

SECTION C. MINIMUM QUALIFICATIONS

Keen Independent presents its qualifications in response to the minimum bidder qualifications listed on page 9 of the RFQ.

Demonstrated knowledge of Gainesville or a process to reach an understanding of it.

Keen Independent recently provided equity consulting services for the City of Gainesville including technical advising in preparation for a citywide equity study, including assistance in developing the Request for Proposals (RFP) for those services. The firm recently completed an economic and marketplace analysis study for Miami-Dade County. Alex Keen, Keen Independent Associate Principal and Project Manager for this study, has in-depth experience in Florida's cultural sector after having worked in technical theatre direction at Orlando Shakespeare Theatre. Keen Independent is authorized to conduct work in the State of Florida.

Keen Independent is joined by subconsultants Venue, based in Florida, and Independent Consultant, Nicole Harris, based in Gainesville. These firms expand the study team's local knowledge and expertise.

Nicole Harris, for example, serves the Gainesville community as an instructional designer, corporate trainer, youth arts programmer and African diaspora educator. Having attended school and worked in Gainesville for over a decade, Nicole has changed the lives of diverse Gainesville community members. She has been recognized by multiple "Teacher of the Year" awards and has standing connection with Alachua County School Board as well as over 900 students and families. Additionally, Nicole has facilitated workshops, panels, community of practice meetings and trainings to over 1,000 participants both locally and internationally and founded a county-wide literary arts and civic engagement youth organization.

Demonstrated and applicable experience in:

Creating strategy and implementation plans for municipalities or other public agencies.

Keen Independent has experience working with cities, municipalities, local governments and nonprofits nationwide to facilitate consensus-building in safe spaces as part of transformation processes, program development and implementation, and other initiatives. Visit: www.keenindependent.com

We have many repeat clients who value Keen Independent's commitment to collaborate with staff, senior leadership, governing boards and commissions and the local community. Keen Independent has worked with government entities in Gainesville and the cities of Miami, Florida; Columbia, South Carolina; New Orleans, Baton Rouge, Shreveport and Alexandria, Louisiana; and Atlanta, Georgia. We have also led assignments for Ramsey County, Minnesota; the Maryland-National Capital Park and Planning Commission; and other across the country.

Engaging diverse communities thoughtfully in a public process. Keen Independent has extensive experience conducting assignments that require substantial engagement of diverse populations within various communities throughout the country. We understand that individuals of some communities prefer to be engaged in ways that differ from other communities. For example, some may be comfortable engaging virtually, while others respond better to in-person engagement. We employ multi-lingual staff and are able to engage communities in their native language. We embed diversity, equity and inclusion in our work.

Leading, coordinating, and facilitating complex public engagement processes, including management of multiple stakeholder committees. Keen Independent staff have a proven track record of successfully performing complex public engagement processes involving diverse and hard-to-reach communities. Our success in engagement, particularly with the public, stems from using multipronged outreach approaches, which regularly generate input from thousands of individuals throughout an organization and community. We have learned that engaging stakeholders in the study process early on establishes trust and ultimately results in more meaningful input from community members.

For example, for Denver Arts and Venues, Keen Independent worked with a core project team (Denver Arts and Venues, Denver Center for the Performing Arts, Colorado Opera and Colorado Ballet), as well as more than 250 community stakeholders. We analyzed organization-focused business planning and operations and made recommendations for the next steps for the Denver Performing Arts Complex and its community of resident and non-resident stakeholders. Consensus-building was a key outcome of the study.

Devising and executing a communications strategy for cultural planning. Keen Independent has experience working with nonprofits and governments nationwide to develop and execute communications strategies and facilitate consensus-building in safe spaces as part of transformation processes and other initiatives. To engage a diverse group of internal and external stakeholders early in the process, we offer on-going access via multiple communications channels (described below). For example, for the Denver Performing Arts Complex Venue Market Analysis and Feasibility Study, Keen Independent worked with a core project team, as well as more than 250 community stakeholders. We analyzed and influenced organization-focused business planning and operations and made recommendations for the next steps for the Denver Performing Arts Complex and its community of resident and non-resident stakeholders. Consensus-building was a key outcome of the study.

To ensure a constant “open door” for public participation in cultural planning studies, Keen Independent will also host a designated study telephone hotline, email address and webpage that we will monitor through the duration of the study. These means of communication will ensure stakeholders will always have a direct line to the study team for input through the duration of the project. We use a similar communications plan for nearly every feasibility study.

An example of a past study website can be found here: <https://www.keenindependent.com/wacoartsstudy/>

Building an accountable implementation and funding plan. Based on findings and recommendations developed by the study team, Keen Independent will develop a road map to help guide an implementation and funding plan. This road map will be presented as a timeline and include a checklist of milestones to accomplish, a time frame for accomplishing each milestone, and what position, department or partner will lead the effort of each milestone.

Bidder shall demonstrate that it has experience in planning, design development and operation of a Cultural Arts Center. The bidder shall have at least seven (7) years' experience in this field.

Alex Keen, Associate Principal will serve as the study project manager for this assignment. He leads the firm's venue management, arts and culture practice and has more than 15 years of experience in the industry. He has worked with clients on planning, feasibility studies and other market research for clients throughout the country. Alex has wide-ranging expertise in arts planning, market research, public engagement, feasibility studies, risk management, safety and security, event planning, production management and technical production. He also has extensive qualitative and quantitative research capabilities. As the Venue Manager/Production Manager at Mesa Community College Performing Arts Center, he led venue operations, security procedures and project management for a new \$18.5 million Performing Arts Center and supervised a team of 30 staff members responsible for an upwards of 250 events per year including orchestral concerts, choir performances, musical plays, touring acts, multi-venue conferences, graduations and political debates.

Principals Dave Keen and Annette Humm Keen offer over 30 years of experience in cultural planning and development for museums, theaters, zoos and more. Related studies have integrated demographic and economic analysis, input from multiple stakeholders and innovative outreach methods into recommendations for new programs and initiatives.

Additionally, subconsultants Theatre Projects and Venue have more than a decade of experience in planning, design development and operation of Cultural Arts Centers. Gena Buhler, Theatre Projects Strategic Planner, previously held the position of Executive Director of Wheeler Opera House. Theatre Projects and Venue have also completed work for cultural arts centers in various cities in Florida.

National study team experience includes performing arts assessments and cultural facilities planning for city venues in Salt Lake City, Utah; Dallas, Texas; St. Louis, Missouri; New Haven, Connecticut; Omaha, Nebraska and other cities nationwide. Keen Independent has also conducted related studies for the Smithsonian National Zoo, Philadelphia Art Museum, the New England Aquarium, the Museum of Science in Boston and Longwood Gardens in Pennsylvania.

Bidder shall demonstrate personnel and equipment support necessary for the completion of the requested surveying and engineering services in a timely and efficient manner.

Personnel. With 24 staff members, Keen Independent has staffing strength in both quantitative and qualitative research methods as well as project management and program analysis staff. Keen Independent's staffing level ensures that each employee can be supported, as necessary, by additional team members. Our team size also helps the firm successfully complete multiple projects, often simultaneously. To date, Keen Independent study team members have participated in nearly 200 related studies. (See attached resumes in Section E.)

Equipment support. Keen Independent has two primary offices, one in Phoenix and one in Denver. Computers, printers and phones are the only physical equipment needed for this assignment, which Keen Independent and its subconsultants currently own. To collect, manage and analyze large quantities of quantitative and qualitative information, Keen Independent employs specialized project management, survey and statistical and data visualization software as well as software for anecdotal information, mapping and computer-aided design (e.g., Revit).

The Keen Independent study team also maintains custom data management software, which helps us efficiently and quickly complete studies while mitigating unforeseen challenges. We also have access to a number of data sources, such as NEA Survey of Public Participation in the Arts, U.S. Census, ESRI, Eviction lab, data published by federal agencies/departments and D&B.

Additional resources. Keen Independent is recognized for successfully completing projects on time and on budget. Keen Independent has the financial resources and credit worthiness to successfully complete this assignment. Due to the size and complexity of previous projects, Keen Independent has developed project management tools to enhance communication, increase accountability, meet project goals and ensure that all deadlines are met. Keen Independent has a dedicated project expeditor who tracks all tasks using Asana, a project management software. This allows for the efficient coordination of efforts and activities between the Project Manager and other members of the study team.

In sum, Keen Independent is known for:

- Generating internal and external confidence in the study;
- Overcoming barriers to obtaining data;
- Providing clear, understandable results;
- Generating study results that lead to action; and
- Completing studies on-time and on-budget.

Bidder shall demonstrate that it complies with all applicable State and Federal professional licensing laws.

Keen Independent is registered to do business in the state of Florida and complies with all applicable state and federal professional licensing laws. Principals have served as expert witnesses in court in various capacities.

By submitting the Statement of Qualifications, the bidder certifies that it has fully read and understands the RFQ and has full knowledge of general scope, nature, and quality of the work to be performed, the general requirements of the services to be provided, and the conditions under which the services are to be performed.

By submitting this Statement of Qualifications, Keen Independent certifies that it has fully read and understands the RFQ and has full knowledge of general scope, nature, and quality of the work to be performed, the general requirements of the services to be provided, and the conditions under which the services are to be performed.

SECTION D. EXPERIENCE

The text below describes Keen Independent’s experience that uniquely qualifies us to perform the planning, design development and operations of a cultural arts center for the City of Gainesville, Florida.

Relevant Project Experience

Keen Independent is a 24-person firm with expertise in cultural planning, market research, feasibility studies, market assessments, equity planning, arts and entertainment venue management, economic forecasting, business planning and public engagement. We also have Spanish-fluent staff. The firm is based in Phoenix, Arizona and Denver, Colorado, with remote staff across the country, from Los Angeles to New York City. Keen Independent collaborates with public and private sector clients throughout the nation, tailoring research to the unique conditions in each market area.



The Keen Independent study team works with city, state, public, private and nonprofit entities on projects of all types and sizes. We uniquely tailor our study methodology for each project and craft a collaborative working relationship with our clients and the communities we serve. We have Spanish-fluent staff as well as other language capabilities.

Philosophy. At Keen Independent, we are known for unbiased “go, no-go” results. Our team will provide a data-driven, objective assessment of the market while also telling the “story behind the numbers.” Keen Independent combines rigorous research methods (in-depth interviews, focus groups, survey research, ethnography and complex statistical analysis) with innovative community outreach and engagement strategies for complex markets to better understand issues within a community, industry and marketplace.

For example, Keen Independent recently completed a cultural facility consulting assignment for the City of Waco, Texas. More than 300 community members provided input as part of the study. One outreach event was so well-received by the community that it made the front page of the Waco Tribune-Herald, reporting that it brought an “overflow crowd.”¹

We have also developed new virtual techniques to respond to the COVID-19 environment. For example, for an arts and entertainment feasibility study for the Town of Plainfield, over 700 community members participated in our virtual workshop.

¹ www.wacotrib.com/news/government/city-consultant-gauging-waco-s-need-for-performing-arts-facilities/article_284b2f96-cfa3-59f0-9e72-6949e1a8f542.html

Innovative internal and external engagement. Keen Independent has extensive experience conducting research assignments that require substantial engagement and input from internal (e.g., organization leaders, managers and staff) and external stakeholders (e.g., organization end-users, community members and others). Our success in engagement, particularly with the public, stems from using multipronged outreach approaches, which regularly generate input from thousands of individuals throughout an organization and community. In sum, study team outreach experience includes:

- Engaging stakeholders in meaningful dialogue;
- Researching perceptions in local communities;
- Examining availability and utilization of nearby venues;
- Evaluating, adapting, and developing arts and cultural plans; and
- Analyzing economic impact of various initiatives.

Similar clients. Keen Independent is pleased to present descriptions for recently completed projects that are similar in size and scope to the services requested by the City of Gainesville that have been completed within the last seven years as well as a reference contact information. Full project descriptions for the projects listed below can be found in Section H of the proposal.

- **Penumbra Center for Racial Healing:** a feasibility study for the expansion or relocation of the Penumbra Theatre to become the Penumbra Center for Racial Healing, an organization focused on serving the African American population of the Saint Paul area;
- **City of San Marcos Arts Master Plan:** an arts master plan for a city that is nearly half Hispanic American. Culturally inclusive engagement and recommendations were a key part of this plan; and
- **Mizel Arts and Culture Center Feasibility Study, Management and Operational Assessment:** an arts and culture assessment performed for the Jewish Community Center in Denver.

Reference information for the project manager of the Penumbra Center for Racial Healing study is:

Amy Thomas

270 N. Kent Street, St. Paul MN 55102

(651) 2241-3180; amy.thomas@penumbrateatre.org

Experience working for local governments. The Keen Independent team works with public sector organizations on projects ranging from \$5,000 to \$2 million in size. We uniquely tailor our study methodology for each project and craft a collaborative working relationship with our clients and the communities we serve. The study team’s experience and expertise includes performing cultural and strategic planning, arts assessments and other cultural arts studies nationwide. Below we list a sample of public sector clients for which Keen Independent staff have performed similar work within the past five years.

- City and County of Denver, Colorado;
- City of Waco, Texas;
- City of San Marcos, Texas;
- City of Virginia Beach, Virginia;
- City of Altus, Oklahoma
(as a sub to Theatre Projects);
- City of Bloomington, Indiana
(as a sub to Trahan Architects);
- City of Coralville, Iowa;
- City of Phoenix, Arizona;
- City of Tempe, Arizona;
- Clark State College, Ohio;
- Ent Center for the Arts, Colorado;
- Town of Plainfield, Indiana; and
- Wheeler Opera House, Colorado
(as a sub to Theatre Projects).

SECTION E. PROJECT TEAM

Keen Independent is pleased to provide information on the proposed project team for this study.

Project Team Organization and Qualifications

With 24 staff members, Keen Independent’s staffing strength ensures that each employee can be supported, as necessary, by additional team members. The figure below depicts the organization of the study team.

1-1. Study team organization.



Key personnel resumes. Key personnel assigned to this project include the following team members. Resumes for key personnel are included on the following pages. All personnel are available for the duration of this assignment.

- Alex Keen, Keen Independent Associate Principal, will oversee all areas of this assignment.
- Jennifer Tuchband, Keen Independent Senior Consultant, will provide primary project support and analysis;
- Millie Dixon, Theatre Projects Project Manager, will develop relevant site planning details;
- Gena Buhler Theater Projects Strategic Planner, will develop relevant site planning details;
- Nakoto Rentz, Venue Associate Principal, will provide construction cost consulting services; and
- Nicole Harris, Independent Consultant, will perform local community outreach and engagement.



ALEX KEEN

KEEN INDEPENDENT ASSOCIATE PRINCIPAL

Alex Keen leads the firm’s arts and culture practice and has wide-ranging expertise in feasibility studies, arts and cultural planning, market research, public engagement, risk management, grant/policy writing, event planning, production management and technical production. He also has extensive qualitative and quantitative research capabilities.

Years of Experience: 15+

Years with Firm: 11

Education

M.S., Security Management
(Organizational Security),
University of Denver, CO

Bachelor of Interdisciplinary
Studies,
(Theatre/Urban Planning),
Arizona State University, AZ

Certifications and Training

IAVM Academy for Venue
Safety and Security, IAVM
Venue Management School

ETCP Certified

Highlights

Lead one of the largest
performing arts feasibility
studies ever conducted for
Denver Arts & Venues

Professional Affiliations

Adjunct Faculty,
University of Denver
(arts and culture)

International Association of
Venue Managers Member
(IAVM), IAVM Safety and
Security Committee, Chair

Association of Performing Arts
Professionals Member

Former advisory board member
for Prism Theatre, ASU

Relevant Project Experience

Feasibility Study | Penumbra Center for Racial Healing, Saint Paul, MN

Feasibility Study | Titusville, FL

Arts Master Plan | City of San Marcos, TX

Feasibility Study, Management and Operational Assessment |
Mizel Arts and Culture Center, CO

Feasibility Study | City of Waco, TX

Market Analysis | Frisco, TX

Feasibility Study | Town of Plainfield, IN

Feasibility Study | May Bonfils Theater, CO

Feasibility Study | Altus City Auditorium, OK

Feasibility Study and Management Assessment | Wheeler Opera House, CO

Feasibility Study | City of Virginia Beach Light and Innovation Festival, VA

Venue Market Analysis and Feasibility Study | Denver Arts & Venues, CO

Management Consulting | Staenburg-Loup Jewish Community Center, CO

Operations and Management Assessment | Ent Center for the Arts, CO

Fundraising Assessment | Coralville Center for the Performing Arts, IA

Venue Manager | Mesa Community College Performing Arts Center, AZ

Professional Skills

- Community engagement
- Market research
- Arts management
- Strategic planning
- Venue management
- Theater production
- Event management
- Project management
- Donor relations
- Risk assessment
- Cost analysis



JENNIFER TUCHBAND

KEEN INDEPENDENT SENIOR CONSULTANT

Jennifer Tuchband has been involved in venue operations and management and audience development for many years. Jennifer brings practical experience to Keen Independent’s venue management practice area, as well as data management and interview expertise. She finds solutions for clients that strengthen their organizations while maintaining social impact and equity.

Years of Experience: 10+

Years with Firm: 3

Education

M.F.A., Theatre (Arts Entrepreneurship and Management), Arizona State University, AZ

Graduate Certificate in Nonprofit Leadership and Management, Arizona State University, AZ

B.A. Theater Design and Production, Business Minor, Arizona State University, AZ

Highlights

2020 recipient of the International Association of Venue Managers (IAVM) 30 Under 30 Award

Professional Affiliations

International Association of Venue Managers Member (IAVM) and research committee and content committee member

Association of Performing Arts Professionals Member

Board treasurer for ITCH Theatre, AZ

Relevant Project Experience

Feasibility Study | Penumbra Center for Racial Healing, Saint Paul, MN

Feasibility Study | Titusville, FL

Feasibility Study, Management and Operational Assessment | Mizel Arts and Culture Center, CO

Arts Master Plan | City of San Marcos, TX

Feasibility Study | City of Waco, TX

Feasibility Study | Latino Cultural Center, Phoenix, AZ

Market Analysis | Frisco, TX

Feasibility Study | Town of Plainfield, IN

Venue Market Analysis and Feasibility Study | Denver Arts & Venues, CO

Feasibility Study and Management Assessment | Wheeler Opera House, CO

Feasibility Study | May Bonfils Theater, CO

Feasibility Study | Altus City Auditorium, OK

Fundraising Assessment | Coralville Center for the Performing Arts, IA

Operations and Management Assessment | Ent Center for the Arts, CO

Strategic Planning | Conundrum Theatre Company, CA

Community Engagement Study | Tempe Center for the Arts, AZ

Fundraising Assessment | Coralville Center for the Performing Arts, IA

Professional Skills

- Visioning process
- Industry standards for arts facilities
- Theatre production
- Survey analysis
- Membership services
- Strategic planning
- Cost analysis
- Venue operations
- Market research
- Arts master planning
- Feasibility studies



MILLIE DIXON

THEATRE PROJECTS PROJECT MANAGER

Millie Dixon's background as an arts center manager allows her to approach a project from the client's perspective. She is skilled in assessing and analyzing building conditions and performance systems for renovation and restoration projects.

Years of Experience: 40

Years with Firm: 25

Education

B.F.A., Design/Technical Theatre, University of Montana, Montana

Certificate, IAVM's Venue Management School

Professional Affiliations

American Society of Theatre Consultants

International Association of Venue Managers (IAVM) Performing Arts Committee

IAVM faculty

United States Institute for Theatre Technology

Relevant Project Experience

Penumbra Center for Racial Healing | St. Paul, MN

Orlando Arts and Entertainment Masterplan | Orlando, FL, USA

Altus City Auditorium Renovation Study | Altus, OK

Cheyenne Civic Center Renovation Study | Cheyenne, WY

Genesee Theatre Needs Assessment and Feasibility Study | Waukegan, IL

Phoenix Symphony Hall Feasibility and Concept Study | Phoenix, AZ, USA

Richmond Arts District Redevelopment Study | Richmond, VA, USA

Salt Lake County Center for the Arts Operations Masterplan | Salt Lake City, UT

Salt Lake County Center for the Arts, Janet Quinney Lawson Capitol Theatre Renovation | Salt Lake City, UT

Stanley Center for the Arts Feasibility Study & Renovation | Utica, NY

University of Iowa, Hancher Auditorium Masterplan | Iowa City, IA

Professional Skills

- Arts management
- Budgeting
- Building analyzation
- Cost analysis
- Renovation
- Restoration
- State management
- Sustainability
- Technical Direction



GENA BUHLER

THEATRE PROJECTS STRAGIC PLANNER

Gena Buhler joined Theatre Projects after serving as Executive and Artistic Director of Wheeler Opera House in Aspen, Colorado. Gena has over 20 years of experience in venue management, operational logistics, even operations, program development and community outreach. She offers expertise in local venue management.

Years of Experience: 20+

Years with Firm: 2

Education

B.F.A., Design/Technical Theatre, University of Michigan, Ann Arbor, MI

Highlights

Leading the Theatre Projects business development team in North America

Producer of largescale and series of festivals in Colorado

Co-founder of Colorado Energy & Water Institute

Professional Affiliations

International Association of Venue Managers (IAVM) Performing Arts Committee

Relevant Project Experience

Penumbra Center for Racial Healing | St. Paul, MN

Titusville Playhouse Business Planning and Renovation | Titusville, FL

Saban Center Master Plan | Tuscaloosa, AL

Tuscaloosa Children’s Theatre Business Planning and Feasibility Study | Tuscaloosa, AL

Northside High Adaptive Rescue Feasibility Study | Memphis, TN

Aspen School District Theatre Upgrades | Aspen, CO

Altus City Auditorium Renovation Study | Altus, OK

Alberta Bair Theatre Customer Service Training | Billings, MT

Cheyenne Civic Center Renovation Study | Cheyenne, WY

Professional Skills

- Event management
- Project management
- Strategic planning
- Public relations
- Theatre
- Marketing Strategy
- Budgeting
- Community Outreach
- Staff development



NAKOTO RENTZ

VENUE ASSOCIATE PRINCIPAL

Nakoto Rentz is an Associate Principal and cost consultant with over 20 years of local, national and international cultural venue experience. Mr. Rentz has collaborated with design and construction on over 50 complex projects. His duties include establishing project budgets at all design stages, cost control, value engineering, local market cost research and contractor/construction manager bids.

Years of Experience: 20+

Years with Firm: 9

Education

B.S., Construction Engineering
Technology, Florida A&M
University, Tallahassee, FL

Certifications and Training

Florida state certified general
contractor

Highlights

Led projects ranging from \$10
million to over \$100 million

Provided cost consulting
services internationally

Relevant Project Experience

Dr. Phillips Center for the Performing Arts | Orlando, FL

Coconut Grove Playhouse | Miami, FL

Parker Playhouse | Fort Lauderdale, FL

Blyth Andrews Library | Tampa, FL

University of South Florida | Tampa, FL

Lomax Magnet School Addition and Renovation | Tampa, FL

Brewster Technical School Renovations | Tampa, FL

Broward Center for the Performing Arts | Miami, FL

Skyes Chapel – University of Tampa | Tampa, FL

Professional Skills

- Construction management
- Value engineering
- Contract management
- Cost analysis
- Project planning
- Cost consulting
- Contract negotiation
- Theatre



NICOLE HARRIS

INDEPENDENT CONSULTANT

Nicole Harris is a well-known educator and cultural advocate in Gainesville Florida. She has changed the lives of many for the better by designing and implementing education and cultural programs. This includes public speaking, youth performing arts and leadership development programs. Prior to pursuing education, Nicole worked in the music and non-profit industries.

Years of Experience: 9

Education

M.S., Instructional Design and Technology, Full Sail University, Winter Park, FL

B.S., Advertising University of Florida, Gainesville, FL

Certifications and Training

Professional Education, English and Social Science, Grades 6-12

Highlights

2021 Alachua County Teacher of the Year award recipient

2017 Gainesville High School Teacher of the Year award recipient

Created programs that helped Gainesville High earn the 2019 International Cambridge Small District of the Year Award

Facilitated training and designed online professional development opportunities available to 31,000 employees

Fostered partnerships with University of Florida and Santa Fe Community College that recruited 900+ students

Relevant Project Experience

Instructional Designer | Gainesville, FL

Creative Director | TedxUF, Gainesville, FL

Creative Director | Canes On Da Mic Poetry Club, Gainesville, FL

Inaugural Young Program Coordinator | Gainesville, FL

Communications Director | Miami, FL

Relevant Work Experience

English and African American History Teacher | Gainesville High School, Gainesville, FL

College for Kids Instructor | Santa Fe College, Alachua County, FL

Professional Skills

- Communication
- Project management
- Leadership
- Community outreach
- Training
- Analytical problem solving
- Program implementation
- Course development
- Technical programs
- Advertising
- Program design
- Creative direction
- Strategic planning

SECTION F. WORK PLAN

The following tasks detail the study team’s approach to preparing and providing the deliverables as outlined in the RFQ.

1. Cultural asset mapping;
2. Best practice/case study research;
3. Education sessions;
4. Community input;
5. Facility space and site needs assessment;
6. Cost analysis;
7. Impact assessment;
8. Conceptual site plan; and
9. Road map of next steps.

Task 1. Cultural Asset Mapping

The study team will work with City staff and community stakeholders to map cultural resources in the general vicinity of the Cultural Arts Center and relevant to the needs of the community. The study team will also conduct site visits to many of these facilities.

Task 1-a. Cultural asset map. We will create a map or several maps that illustrate the location of various types of cultural assets such as performance venues, museums and community centers within 300 miles of East Gainesville. See Figure F-1 for an example of a cultural asset map Keen Independent created.

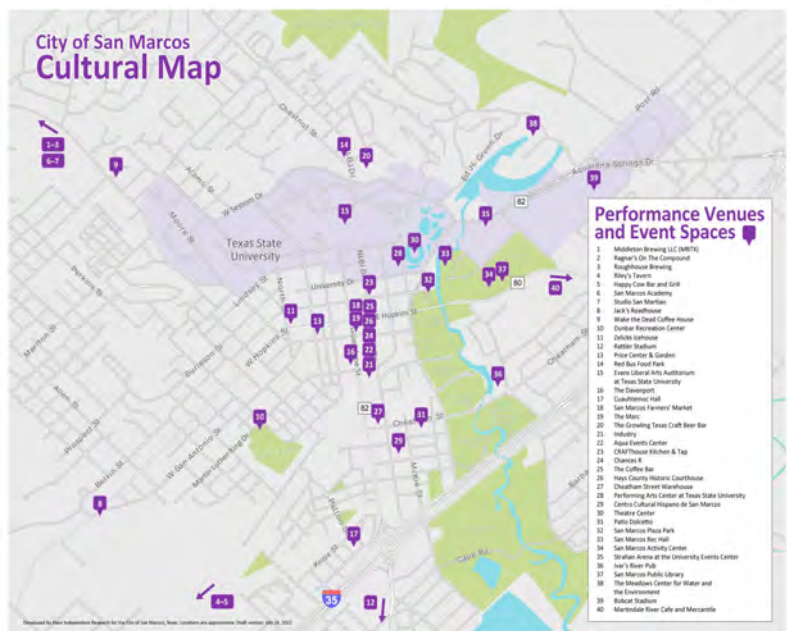
Task 1-b. Inventory of cultural assets.

Keen Independent will list cultural assets in Gainesville and the surrounding market area. We will include other relevant information such as amenity types (i.e., community centers, performance venues, museum, and other cultural assets) and size/capacity of these venues. We will also provide, as available, visitation and attendance data for facilities in the relevant geographic marketplace.

Task 1-c. Inventory of relevant programs. The study team will inventory programming offered at other facilities in Gainesville and the surrounding area that is similar to programming at the proposed Cultural Arts Center. This information will help the study team determine whether programming at the Cultural Arts Center would likely complement or be in competition with other nearby programming.

If available, Keen Independent will review recent City surveys, related studies or other background information relevant to East Gainesville facilities.

F-1. Example environmental scan and inventory map



Task 2. Best Practice/Case Study Research

Keen Independent will identify three to five communities of similar size and character to East Gainesville. We will consider factors such as the following to establish potential benchmarks:

- Population of the community;
- Demographics of the community;
- Number of cultural facilities; and
- Size of cultural facilities;

We will describe economic or social indicators of benchmark regions to help provide insights as to how the Cultural Arts Center could be most effective for East Gainesville. Some examples include:

- Identification of revenue sources that comparable communities rely on for design, construction and operation of arts and cultural facilities;
- Identification of cultural, community and social needs typically addressed;
- Effectiveness of facilities in fulfilling cultural, community and social needs; and
- Description of the gaps in cultural programming and how comparable cultural facilities were designed to address those gaps.

We will summarize our findings as written case studies.

Task 3. Education Sessions

The study team will develop and conduct educational presentations on key features and requirements to develop and operate a Cultural Arts Center. These education sessions will include the following topics:

- **Operations** including best practices and considerations regarding governance, organizational structure, staffing structure, programming and projected operational costs and financing;
- **Facility development and maintenance** including site considerations and acquisition, design, construction, funding and financing; and
- **Case studies** of similar venues including operational elements and methods of facility development and maintenance.

Task 4. Community Input

The following subtasks detail our robust public involvement strategies involving our outreach and engagement processes.

Task 4-a. Community outreach process. With strong community engagement expertise, the study team is skilled at employing innovative ways to gather input from diverse stakeholders. In addition to reaching out directly to numerous arts and community organizations, the study team, including Nicole Harris, will implement the following outreach strategies in conjunction with the City.

Multipronged approach. The study team often engages external stakeholders from diverse communities to serve as a sounding board throughout the study period. External stakeholders also create added touch points and channels for community outreach and exchange of ideas. We recommend a similar multipronged outreach approach for the City of Gainesville while allowing room to evolve over the course of the study period.

Outreach to minority groups. We understand that minority groups make up a significant portion of Gainesville residents. Keen Independent strives to ensure that input received is from a sample as diverse as the city being studied. To ensure inclusivity, we will work with our local subconsultant, Nicole Harris, to conduct targeted outreach to communities of color and other diverse groups starting from the very beginning of the planning process. We will also track the diversity of engagement throughout the planning process and adjust our plan as needed to ensure that we hear from a representative sample of the community.

Outreach to youth. To ensure a diversity of age in the community input process, the study team will conduct targeted outreach to the youth of East Gainesville. The study team, with support from subconsultant and Gainesville High School teacher, Nicole Harris, will reach local families and youth via outreach to youth programs and area schools. Nichole Harris is uniquely qualified to reach area youth through her involvement with the educational systems in the area.

Other strategies. The study team maintains the flexibility to take advantage of new ways to enhance study communications when opportunities arise.

Task 4-b. Community engagement process. Keen Independent, with assistance from Nicole Harris, will facilitate well-organized and directed activities, techniques and formats to ensure a positive and inclusive public participation process. Through this engagement process, we will assess areas of importance and issues of concern such as location, culturally appropriate stewardship and activities to be hosted at the Cultural Arts Center.

The following bullets detail methods of public engagement that Keen Independent proposes for this study. We will work with City staff and other stakeholders to refine and confirm the public engagement process and set expectations to ensure the vision is practical and achievable.

- **In-depth interviews.** We will conduct up to 12 hours of in-depth interviews with stakeholders who are especially knowledgeable about the cultural landscape of the East Gainesville marketplace. Examples of stakeholders may include City leaders and staff, educators, arts organizations and community leaders. These interviews will be conducted using an interview guide prepared by Keen Independent with input from City staff.



- **Public meetings.** The study team will facilitate four to five public meetings at key junctures of the study. Some will be in-person, and some will be virtual to encourage participation from all communities. Nicole Harris will help facilitate and organize the format of this public meeting as the study team’s local presence. She will also provide input on how best to engage the local population based on her experiences and observations when attending several public meetings in Gainesville.
 - **Discovery meeting.** This meeting will take place early in the study process to gather initial community input from East Gainesville residents. The discovery meeting will include family-friendly design and can be in the form of an informal meeting to create a relaxed environment such as “coffee with the consultants” or “snacks and chat.” We may include a presentation of initial findings, brainstorming activities, creative thinking exercises and other prompts to encourage free-flowing dialog and idea-generation that result in deeper discussions and findings that can be quantified. We will include activities that are arts focused and can engage participants of all ages and abilities.
 - **Vision casting information session.** We will begin a vision casting information session made up of East Gainesville residents with a mini showcase of local artists already operating to help attendees envision how these offerings could possibly be expanded. We will then lead a discussion on their concerns, challenges and barriers for engaging with these activities and what value they place on a Cultural Arts Center like this.
 - **Youth, schools and family engagement.** Nicole Harris will coordinate with school administrators and teachers to make a K-12 vision casting session that is teen and kid appropriate and can encourage participation both from youth and their families.
 - **Final presentation.** Once all feedback is received and incorporated into the final report, the study team will present the final report virtually to City Council and other key stakeholders.

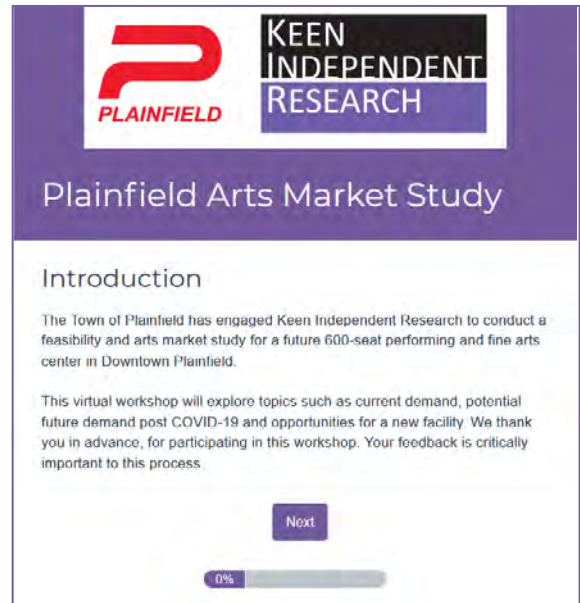
Virtual workshop. Keen Independent has been particularly successful receiving input from community members and other stakeholders via virtual workshops. The virtual workshop will focus on open-ended questions and be delivered electronically to hard-to-reach groups and individuals who may not be able to attend public meetings. Each participant can post input and engage in broader dialog at their convenience. City staff will review virtual workshop questions prior to publishing. The virtual workshop portal will remain open for participants to complete at their convenience. We recommend keeping this portal open for input for at least two weeks. Keen Independent will, as possible, keep all responses and personal information secure and confidential, and initiate reminders to increase participation. We can also offer this workshop in other languages.

To maximize participation, we will ask for assistance from the City to promote the virtual workshop. This may include posting on the City’s social media page, sharing via email lists and promoting it in newsletters and press releases.

Other public communications portals. To ensure a constant “open door” for public participation, Keen Independent will also host a dedicated study telephone hotline and email address that we will monitor through the duration of the study, as well as a dynamic study website. These means of communication will ensure stakeholders have a direct line to the study team throughout the duration of the project. We use a similar communications plan for nearly every arts and culture study. An example of a past study website can be found here:

<https://www.keenindependent.com/wacoartstudy/>.

F-2. Example of virtual workshop landing page



Task 5. Facility-Space and Site Needs Assessment

Keen Independent subconsultant, Theatre Projects, will develop a space program of all assignable spaces with net floor areas, critical dimensions and relevant space planning details. This space program will be based on community needs identified in Task 4 and include necessary support spaces such as storage and maintenance areas.

Task 6. Cost Analysis

The study team will prepare a cost analysis for the renovation of an existing building or new construction as well as operational considerations.

Task 6-a. Construction cost analysis. Keen Independent’s Florida-based cost consultant, Venue, will develop a program analysis and order-of-magnitude program estimate to include the facility’s selective demolition (if applicable), new building or renovation work, performance equipment, sitework/utilities, design/pricing contingency, escalation to bid date and construction change order contingency.

Task 6-b. Operational cost analysis. The study team will prepare a five-year forecast of programming and operating expenses and revenues. Understanding the ongoing operations, income and expenses is crucial for a feasibility assessment. We will create a pro forma budget that is reflective of the likely configuration, makeup and support elements of the Cultural Arts Center. To create this pro forma, Keen Independent will draw from the case studies developed in Tasks 2 and 3. These case studies will help tune the pro forma based on real-world examples. Keen Independent will review budget, earned and contributed revenues, and ownership and management structures, among other items as available, at benchmark facilities. We may also interview leaders at these facilities to discuss each organization’s community and economic impact, challenges with operating their facility and programming strategy.

Gainesville area pricing analysis. To assess fair market rates for renting and attending events in similar spaces, we will conduct an analysis of pricing at other similar venues nearby as well as staff/equipment costs. This pricing analysis will be considered alongside community input to project revenues while still being able to adequately serve East Gainesville communities.

Pro forma budget. Keen Independent will develop an operational pro forma that considers:

- Overall projected facility utilization;
- Projected ticket sales of internal and external programming;
- Other projected programming revenue;
- Capacity for rentals;
- Facility operational costs;
- Facility capital maintenance costs;
- Potential for partnership opportunities; and
- Potential fundraising opportunities.

Using these considerations, several different worst- and best-case scenarios will be created and presented in the pro forma budget.

Task 7. Impact Assessment

Using findings from community engagement efforts, case study research and other local market research, the study team will assess the potential economic and social impacts of the Cultural Arts Center to the City and the immediate vicinity of the selected site. We will identify how the Cultural Arts Center can fill a role that is not presently being served and how it can complement other facilities providing similar amenities.

We will make recommendations for how the Cultural Arts Center can contribute to public policy goals and develop a statement to help build local support for the Cultural Arts Center both in the development and operating stages.

F-3. Example pro forma budget

	Lean	Moderate	Heavy	Year 2
Earned income				
Mainstage presenting & special events	\$ -	\$ 220,500	\$ 378,000	\$ 126,000
Rentals	117,975	135,075	202,400	87,595
Concessions and catering	2,500	3,000	5,000	1,000
Ticket fees (all in, CC fees, cap fees, BO fees)	93,450	155,820	183,750	95,550
Labor & equipment	77,490	79,950	98,400	75,030
Total earned income	\$ 291,415	\$ 594,345	\$ 867,550	\$ 385,175
Contributed income				
Charitable contributions	\$ 200,000	\$ 225,000	\$ 250,000	\$ 125,000
Gala	55,000	65,000	75,000	50,000
Sponsorships and grants	110,000	185,000	210,000	110,000
Town subsidy	600,000	665,000	420,000	700,000
Total contributed income	\$ 965,000	\$ 1,140,000	\$ 955,000	\$ 985,000
Gross income	\$ 1,256,415	\$ 1,734,345	\$ 1,822,550	\$ 1,370,175
Employee expenses				
Exec, admin & business	\$ 220,000	\$ 325,000	\$ 325,000	\$ 252,500
Ticketing & house management	132,500	195,000	195,000	130,000
Production, ops and event management	225,000	275,000	295,000	220,000
Benefits, taxes & WC	173,250	238,500	244,500	180,750
Total employee expenses	\$ 750,750	\$ 1,033,500	\$ 1,059,500	\$ 783,250
Variable expenses				
Artist guarantees	\$ -	\$ 105,000	\$ 150,000	\$ 70,000
Credit card fees	26,700	44,520	52,500	27,300
Operations	84,000	110,000	115,000	84,000
Grants	35,000	40,000	45,000	35,000
Professional development	10,000	15,000	15,000	10,000
Marketing	25,000	50,000	50,000	25,000
Utilities	64,750	70,000	70,000	64,750
Total variable expenses	\$ 245,450	\$ 434,520	\$ 497,500	\$ 316,050
Fixed expenses				
Capital projects/maintenance*	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Insurance	25,000	25,000	25,000	25,000
IT	35,000	35,000	35,000	35,000
Total fixed expenses	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000
Total expenses	\$ 1,256,200	\$ 1,728,020	\$ 1,817,000	\$ 1,359,300
Net income	\$ 215	\$ 6,325	\$ 5,550	\$ 10,875

Task 8. Conceptual Site Plan

Keen Independent subconsultant, Theatre Projects, will take the lead on developing a conceptual site plan that is based on study findings and recommendations. The firm will also provide sample renderings for the Cultural Arts Center.

Task 9. Road Map of Next Steps

The study team will synthesize findings and recommendations throughout the study period to establish goals and objectives for the City and roll out an orderly and consistent planning and development effort for the Cultural Arts Center. This road map will be presented in a timeline format.

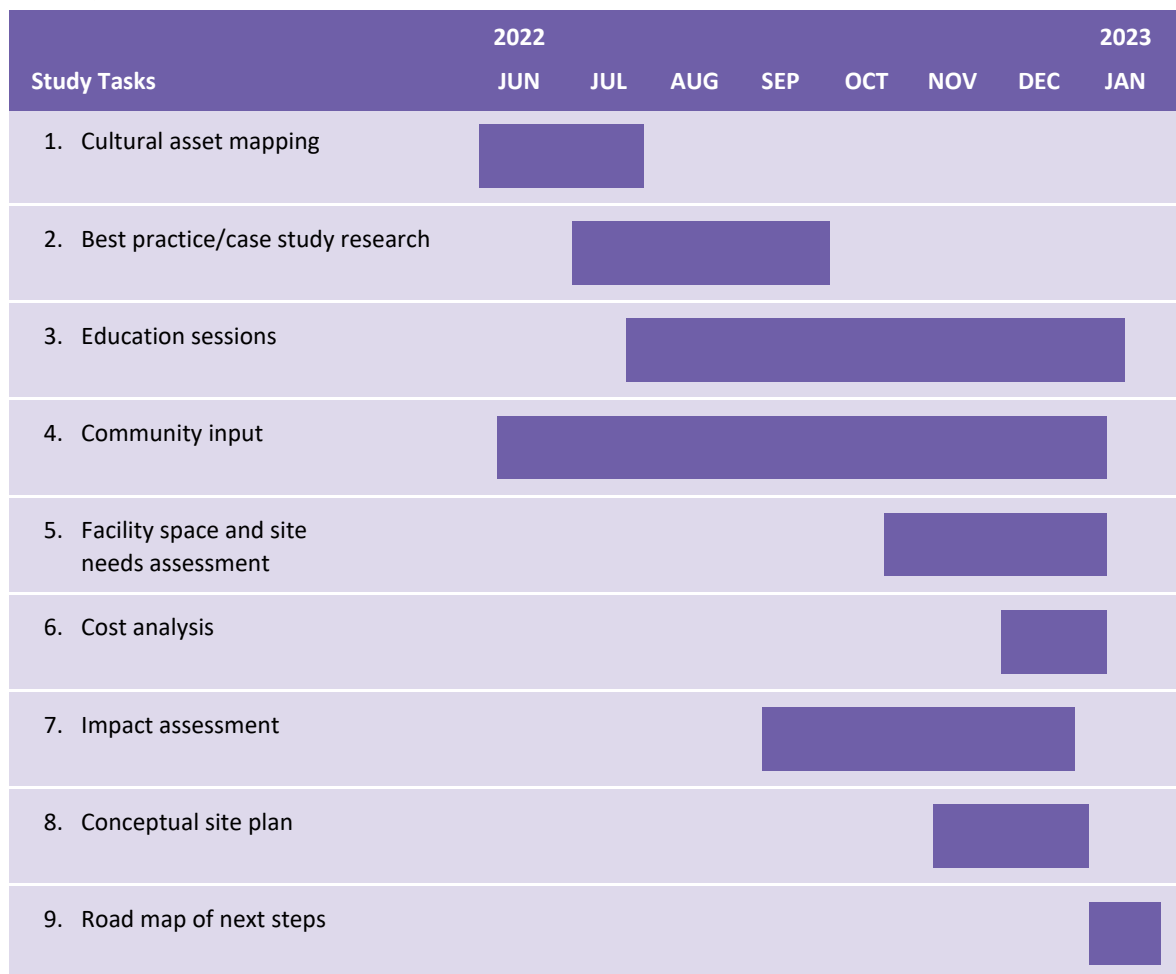
For each critical path item, we will:

- Define the City’s role;
- Identify potential partnership opportunities with external organizations; and
- Assign a timeframe for deployment of each critical path item.

Timeline

Keen Independent proposes an eight-month timeline to complete all study tasks. Figure F-4 illustrates this timeline by task assuming a June 1, 2022 start date.

F-4. Proposed timeline by task



SECTION G. PROPOSED BUDGET

The pricing proposal is attached separately to the DemandStar portal as per the RFP instructions.

SECTION H. SAMPLES OF RELEVANT WORK

On the following pages, we provide descriptions and reference contact information for past projects that are similar in size and scope to the proposed assignment.

Project descriptions for Keen Independent studies include:

- Penumbra Center for Racial Healing Market Analysis;
- Plainfield Arts Market Study and Technical Advising;
- City of San Marcos Arts Master Plan;
- Mizel Arts and Culture Center Feasibility Study, Management and Operational Assessment; and
- Denver Performing Arts Complex Venue Market Analysis and Feasibility Study.

Penumbra Center for Racial Healing Market Analysis

Reference contact information:

Amy Thomas
Penumbra Theater
270 N. Kent Street, St. Paul MN 55102
(651) 2241-3180
amy.thomas@penumbratheatre.org



To help Penumbra Theater expand their programmatic reach and community impact, Theatre Projects and Keen Independent Research are working together to determine whether new construction or a renovation and expansion of their existing facility is the best option to help them achieve an ambitious vision for a ground-breaking center for the arts, community and wellness. This new or expanded facility will be called the Penumbra Center for Racial Healing.

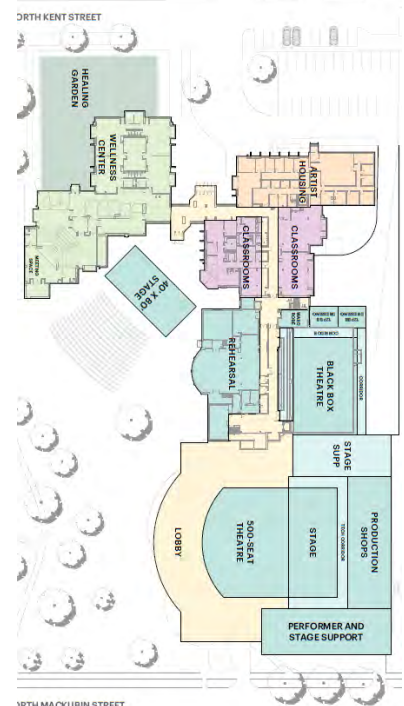
Market analysis. Keen Independent developed several maps and inventories of entities within St. Paul, Minnesota and the surrounding area that provide similar services as the proposed Penumbra Center for Racial Healing.

These services included:

- Performing arts;
- Wellness services (such as yoga, acupuncture and massage);
- Equity and leadership training;
- Community spaces; and
- Food pantries.

The study team determined relevant geographic market areas to evaluate local competition for each type of service that the proposed Center for Racial Healing would offer. Keen Independent also examined the Standard Industry Codes (SIC) that most accurately reflect the services that Penumbra seeks to offer.

Facility planning. By reviewing organizational and spatial needs, and structure, Theatre Projects is providing Penumbra with a well-informed long-term plan for the future. With a clear view of the organization, goals and audience, Theatre Projects developed planning and venue concepts and examined alternate sites, with an eye toward achievable and sustainable growth for the Penumbra Center for Racial Healing.\



Plainfield Arts Market Study and Technical Advising

Reference contact information:

David Lahey, P.E.
Butler, Fairman & Seufert Executive Vice President
8450 Westfield Blvd., Indianapolis IN 46240
(317) 713-4615
dlahey@bfsengr.com



The Town of Plainfield, Indiana retained Keen Independent Research to conduct a feasibility and arts market study update for the proposed 600-seat Plainfield Performing and Fine Arts Center. The Town of Plainfield wanted to update the original feasibility study to consider changes in the arts market and reassess the feasibility of the Center given the impact of COVID-19.

Market analysis. Keen Independent gathered and analyzed demographic information, population projections and national arts participation data to develop demand projections for different types of arts activities in Hendricks County. Keen Independent also inventoried and mapped cultural assets in the area to illustrate Plainfield's position within the marketplace.

Benchmark research. Keen Independent selected five art centers throughout the country that are similar to the proposed Plainfield Performing and Fine Arts Center based on their seat counts, suburban location, availability of interviewees, ownership model and operational structure. Upon speaking with the Executive Directors of each benchmark art center, the study team developed profiles that outlined each organization's financial and operational structures as well as economic and social impact on their communities. Keen Independent used findings from these benchmarks when updating the pro-forma for the proposed Plainfield Performing and Fine Arts Center.

Stakeholder engagement. Keen Independent interviewed 26 key Plainfield arts stakeholders and conducted a virtual workshop to gather feedback from the Plainfield community about the local arts market. The analysis included input from 700+ virtual workshop participants.

Business plan. Keen Independent updated the business plan and pro forma that was developed for the 2019 Plainfield Performing and Fine Arts Center feasibility study based on 2021 study findings and the impact of COVID-19.

Outcomes. Keen Independent determined that the proposed Plainfield Performing and Fine Arts Center was feasible if the Town would subsidize a portion of the operating budget. Upon Council approval of this subsidization, Keen Independent provided a road map for next steps to prepare for the opening of the Center in 2024.

To view the final report, visit: https://keenindependent.com/wp-content/uploads/2021/04/KeenIndependentPlainfieldArtsMarketStudy03262021_2.pdf



City of San Marcos Arts Master Plan

Reference contact information:

George "Trey" Hatt, Arts Coordinator
Convention and Visitor Bureau
617 IH 35 North; San Marcos TX 78666
(512) 393-8416
ghatt@sanmarcostx.gov



The City of San Marcos engaged Keen Independent to update the 2012 Arts Master Plan and define the role of the City in supporting arts and culture.

Description of services provided. Keen Independent created the 2022 Arts Master Plan for the City of San Marcos. Study team members developed a five-year strategic plan that defines the role of the City of San Marcos in supporting arts and culture, and the role it has in accomplishing the City's broader goals of enhanced quality of life and economic development. This involved visiting nearly all of the city's cultural assets, conducting a needs assessment of arts and cultural facilities and programming, revising an inventory of existing arts and cultural resources, creating a cultural map and recommending revisions for the Art in Public Places Policy.

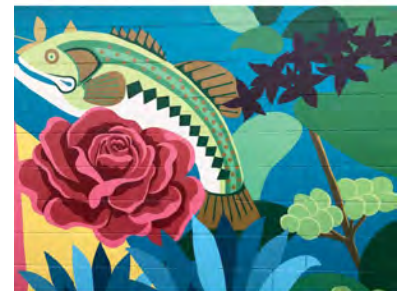
Stakeholder and community engagement. The arts master planning process included in-depth interviews with 37 key stakeholders who were asked a series of questions about the state of arts and culture in the city, what makes the city unique and where San Marcos arts and culture should be heading. Key stakeholders included city council members, other city leaders and staff, arts commissioners, local arts and culture organizations, university staff and community leaders.

San Marcos residents were also invited to participate in a virtual workshop where they were asked about their perception of the quality of arts and culture in San Marcos, barriers to participation and what they would like to see more of in San Marcos. This workshop was offered in both English and Spanish and collected qualitative input from 140 participants. Residents were also invited to an in-person Open House where Keen Independent presented key findings and recommendations for feedback and collected additional input about arts and culture priorities in San Marcos.

Strategies and recommendations. Following an extensive community engagement process, Keen Independent provided recommendations geared towards providing support for underserved communities (particularly the African American, Hispanic American and Native American communities) and enhancing the city's existing resources. We also developed an implementation plan.

To view the Arts Master Plan, visit

<https://www.sanmarcostx.gov/DocumentCenter/View/27969/FINAL-DRAFT-Arts-Master-Plan-2022-PDF>.



Mizel Arts and Culture Center Feasibility Study, Management and Operational Assessment

Reference contact information:

Kent Rice, Interim Chief Operating Officer
350 South Dahlia Street, Denver CO 80246
(303) 316-6409; (805) 402-1409
krice@jccdenver.org



For the Staenberg-Loup Jewish Community Center (JCC) Mizel Arts and Culture Center (Mizel Center) in Denver, Keen Independent conducted a feasibility study and management and operational assessment which included the development of operating revenue and cost structure recommendations, creation of new staffing models and analysis of service delivery methods.

Market analysis. Keen Independent developed a map and comprehensive list of other similar performing arts centers throughout the Denver metro area. This venue inventory and analysis was used as a starting point for our competitor analysis which compared benchmark programming, ticket prices and rental prices with Mizel Arts and Culture Center programming and pricing to identify potential market gaps and overlap.

Business and organizational modeling. Keen Independent assisted the Mizel Center with developing a sustainable business model, increasing educational and community arts collaborations and creating a roadmap for organizational restructuring. Keen Independent assessed the organizational structure of the Mizel Arts and Culture Center and developed a list of options for next steps to increase operational efficiencies. Alex Keen worked closely with JCC leadership, staff and board members to facilitate brainstorming sessions and solution development for a more efficient and impactful community cultural center.

Operating plan and budget. This project involved a comprehensive market, operational and financial analysis and an assessment of the organizational structure. The study team created a three-year operating plan and budget as part of the new recommendations and addressed the organizational impact from COVID-19.

Program evaluation. At the conclusion of this assignment, Keen Independent was re-engaged by JCC to provide program evaluation and strategic planning services for JCC entity wide as well as other ongoing consulting services. Following the completion of this project, Keen Independent was further retained to provide support to the JCC and Mizel Arts and Culture Center.



Denver Performing Arts Complex Venue Market Analysis and Feasibility Study

Reference contact information:

Mark D. Najarian, Denver Arts & Venues Director of Strategic Projects
144 W Colfax, Denver CO 80202
(720) 865-4236
mark.najarian@denvergov.org



Keen Independent directed a long-term planning assignment for Denver Arts & Venues (division of City and County of Denver), Denver Center for the Performing Arts, Opera Colorado and Colorado Ballet.

Description of services provided. The Keen Independent study team collaborated with a diverse array of community members, elected officials, and staff of the City and County of Denver. More than 100 arts organizations and 250 stakeholders including venue managers, leaders of arts organizations and other community members were engaged in workshops and in-depth interviews to determine future demand for and the needs of performing arts organizations in the Denver area.

Facility and site assessment. The project involved identifying practical and technical needs of arts organizations seeking to perform and rehearse in downtown venues. We also evaluated potential artistic and operating synergies among different performing arts organizations, educational institutions and community groups to identify potential solutions to make the Denver Performing Arts Complex more accessible to diverse community organizations.

Cost analysis. The study team developed capital and operating budgets and recommended business models consistent with our comprehensive plan for moving the Arts Complex facilities to the next phase of development. Keen Independent brought new, diverse voices into the planning process.

Key findings. Keen Independent provided short-, mid- and long-term recommendations to help achieve the goals of the Arts Complex, resident companies and community stakeholders. One major study recommendation involved replacing Boettcher Concert Hall with a smaller venue that best fits the size needs of the Colorado Symphony, Boettcher Concert Hall's primary user. Through demand projects and a complex analysis of the Symphony's ticket sales, the study team determined an ideal seat count for the recommended new concert hall. This new concert hall is now in the design build stage.

To view key findings presented to the Denver arts and cultural community, visit <https://www.youtube.com/watch?v=5uK-XL627tQ>.



SECTION I. REQUIRED DOCUMENTS

The following pages present the required forms and documents as per the RFQ instructions.

- Pricing Proposal
- Drug-Free Workplace Form
- Bidder Verification Form
- Bidder's W-9
- Copy of any applicable, current licenses and/or certifications required by City/County/State
- Exceptions to the RFQ (refer to Part 4, 4.5 Exception to the RFQ)
- Investigation of Alleged Wrongdoings, Litigation/Settlements/Fines/Penalties

PRICING PROPOSAL

The pricing proposal is attached separately to the DemandStar portal as per the RFP instructions.

DRUG-FREE WORKPLACE FORM

The undersigned bidder in accordance with Florida Statute 287.087 hereby certifies that

Keen Independent Research LLC

does:

(Name of Proposer)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for the drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this bidder complies fully with the above requirements.



Bidder's Signature

04/25/2022

Date

In the event of a tie bid, bidders with a Drug Free Workplace Program will be given preference. To be considered for the preference, this document must be completed and uploaded to DemandStar.com with your Submittal.

BIDDER VERIFICATION FORM

LOCAL PREFERENCE (Check one)

Local Preference requested: YES NO

A copy of your **Business Tax Receipt** must be included in your submission if you are requesting Local Preference:

QUALIFIED SMALL BUSINESS AND/OR SERVICE DISABLED VETERAN BUSINESS STATUS (Check one)

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Small Business? YES NO

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Service-Disabled Veteran Business? YES NO

REGISTERED TO DO BUSINESS IN THE STATE OF FLORIDA

Is Bidder registered with Florida Department of State's, Division of Corporations, to do business in the State of Florida?

YES NO (refer to Part 1, 1.6, last paragraph)

If the answer is "YES", provide a copy of SunBiz registration or SunBiz Document Number (# M20000005380)

If the answer is "NO", please state reason why: _____

DIVERSITY AND INCLUSION (Applies to solicitations above \$50,000)

Does your company have a policy on diversity and inclusion? YES NO

If yes, please attach a copy of the policy to your submittal.

Note: Possessing a diversity and inclusion policy will have no effect on the City's consideration of your submittal, but is simply being requested for information gathering purposes.

Keen Independent Research LLC

Bidder's Name

Alex Keen

Printed Name/Title of Authorized Representative



Signature of Authorized Representative

04/25/2022

Date

Request for Taxpayer Identification Number and Certification

**Give Form to the
requester. Do not
send to the IRS.**

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type. See Specific Instructions on page 3.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.		
	2 Business name/disregarded entity name, if different from above		
	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.		4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):
	<input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate		Exempt payee code (if any) _____
	<input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.		Exemption from FATCA reporting code (if any) _____
	<input type="checkbox"/> Other (see instructions) ▶ _____		<i>(Applies to accounts maintained outside the U.S.)</i>
	5 Address (number, street, and apt. or suite no.) See instructions.		Requester's name and address (optional)
6 City, state, and ZIP code			
7 List account number(s) here (optional)			

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number									
-				-					
or									
Employer identification number									
-									

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ▶	Date ▶ 04/26/2022
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

CURRENT LICENSES AND CERTIFICATIONS

The Keen Independent study team does not have any applicable certifications or licenses required by the City, County and/or State.

EXCEPTIONS TO THE RFQ (REFER TO PART 4, 4.5 EXCEPTION TO THE RFQ)

In response to Part 4, 4.5 Exception to the RFQ, Keen Independent does not propose any exceptions to the RFQ.

INVESTIGATION OF ALLEGED WRONGDOINGS, LITIGATION/SETTLEMENTS/FINES/PENALTIES

Keen Independent has not been involved in any investigation of alleged wrongdoings/litigation/settlements/fines/penalties of any kind.

BID COVER (Non CCNA)

City of
Gainesville

Procurement Division
(352) 334-5021(main)

Issue Date: April 8, 2022

REQUEST FOR QUALIFICATIONS: #CMGR-220052-DH
Planning, Design Development and Operation of a Cultural Arts Center

PRE-PROPOSAL MEETING: Non-Mandatory Mandatory N/A Includes Site Visit
DATE: April 22, 2022 TIME: 10:30 am
LOCATION: Zoom meeting

QUESTION SUBMITTAL DUE DATE: April 28, 2022 @ 3:00 pm

All meetings and submittal deadlines are Eastern Time (ET).

DUE DATE FOR UPLOADING PROPOSAL May 6, 2022 @3:00pm

SUMMARY OF SCOPE OF WORK:

The City is seeking an experienced consulting firm that specializes in planning, design development and operation of a Cultural Arts Center. The consulting firm will work with the City, external stakeholders and community members to create a vision for a Cultural Arts Center in East Gainesville, including an assessment of site and facility requirements commensurate with the vision.

For questions relating to this solicitation, contact: Diane Holder, holderds@cityofgainesville.org

Bidder is not in arrears to City upon any debt, fee, tax or contract: Bidder is NOT in arrears Bidder IS in arrears
Bidder is not a defaulter, as surety or otherwise, upon any obligation to City: Bidder is NOT in default Bidder IS in default


Bidders who receive this bid from sources other than City of Gainesville Procurement Division or DemandStar.com MUST contact the Procurement Division prior to the due date to ensure any addenda are received in order to submit a responsible and responsive offer. Uploading an incomplete document may deem the offer non-responsive, causing rejection.

ADDENDA ACKNOWLEDGMENT: Prior to submitting my offer, I have verified that all addenda issued to date are considered as part of my offer: Addenda received (list all) # 1,2

Legal Name of Bidder: Keen Independent Research LLC
DBA: _____
Authorized Representative Name/Title: Alex Keen
E-mail Address: Akeen@keenindependent.com FEIN: 45-1082580
Street Address: 701 N. 1st Street Phoenix AZ 85004
Mailing Address (if different): _____
Telephone: (303) 385-8515 Fax: (_____) N/A

By signing this form, I acknowledge I have read and understand, and my business complies with all General Conditions and requirements set forth herein; and,

- Proposal is in full compliance with the Specifications.
- Proposal is in full compliance with the Specifications except as specifically stated and attached hereto.

SIGNATURE OF AUTHORIZED REPRESENTATIVE: 

SIGNER'S PRINTED NAME: Alex Keen DATE: 04/25/2022

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement, or caused to be executed by their duly authorized officials, on the day and year first written above.

NAME OF COMPANY:

CITY OF GAINESVILLE:

Signature: 

Signature: _____

Print Name: Alex Keen

Print Name: _____

Title: Associate Principal

Title: _____

Date: 04/25/2022

Date: _____

APPROVED AS TO FORM AND LEGALITY

City Attorney

KEEN INDPENDENT DIVERSITY, EQUITY AND INCLUSION PHILOSOPHY

The Keen Independent diversity, equity and inclusion statement is “Diversity, Equity, Inclusion and Belonging are imbedded in everything we do.” Our full philosophy is provided below.

Keen Independent is focused on promoting diversity, equity and inclusion and a level playing field for our clients and within our own organization.

We practice what we preach at Keen Independent, and our team looks like the people we serve. We emphasize the recruitment and advancement of women and people of color. From Keen Independent research assistants to firm owners, women hold two-thirds of the positions and people of color hold almost one-half of the positions at the firm. As one of many examples of equity in the workplace, Keen Independent offers its employees a paid floating holiday in addition to all other major holidays. This allows us to recognize the diverse cultural and religious backgrounds of our staff.

Our clients benefit from team diversity that goes beyond race and gender. The team at Keen Independent come from different socioeconomic, cultural, geographic and educational backgrounds and have different learning and communications styles. We provide unique insights into client issues and offer creative solutions that might not emerge from teams that are less well-rounded.

Further, Keen Independent does not discriminate against any employee or applicant for employment on the basis of race or ethnicity, color, sex, sexual orientation, gender identity or expression, religion, disability, pregnancy, age, protected genetic information, veteran status, marital status, national origin or political affiliation. We comply with all applicable national and local laws pertaining to non-discrimination and equal opportunity. Keen Independent also offers a Diversity Scholar Internship program to students with diverse backgrounds.

More information can be found on our website: <https://keenindependent.com>

REFERENCE FORM

Name of Bidder: Keen Independent Research LLC

Provide information for three references of similar scope performed within the past three years. You may include photos or other pertinent information.

#1 Year(s) services provided (i.e. 1/2015 to 12/2018): 12/2021-2/2022

Company Name: Penumbra Theatre
Address: 270 N. Kent Street
City, State Zip: St. Paul MN 55102
Contact Name: Amy Thomas
Phone Number: 651-288-6780 Fax Number: N/A
Email Address (if available): amy.thomas@penumbratheatre.org

#2 Year(s) services provided (i.e. 1/2015 to 12/2018): _____

Company Name: City of San Marcos
Address: 617 IH 35 North
City, State Zip: San Marcos TX 78666
Contact Name: George "Trey" Hatt
Phone Number: 512-393-8416 Fax Number: N/A
Email Address (if available): ghatt@sanmarcostx.gov

#3 Year(s) services provided (i.e. 1/2015 to 12/2018): _____

Company Name: Staenberg Loup Jewish Community Center
Address: 350 South Dahlia Street
City, State Zip: Denver CO 80246
Contact Name: Kent Rice
Phone Number: 303-316-6409 Fax Number: N/A
Email Address (if available): krice@jccdenver.org

SECTION G. PROPOSED BUDGET

Keen Independent proposes a total budget of \$67,464 to complete all study tasks and achieve key milestones as outlined in Section F. Work Plan. Figure G-1 illustrates this budget by task.

This budget includes two trips for Keen Independent staff for community engagement and site visits, and two trips for Theatre Projects staff for community engagement, site visits and facility assessments. If additional trips are requested, we will charge for reimbursable travel expenses estimated at \$1,310 per person per trip.

G-1. Proposed budget by task

Task	Project hours	Budget total
1. Cultural asset mapping	31	\$ 4,172
2. Best practice/case study research	25	3,468
3. Education sessions	17	3,415
4. Community input	113	24,822
5. Facility space and site needs assessment	10	3,110
6. Cost analysis	104	16,390
7. Impact assessment	22	3,624
8. Conceptual site plan	6	3,460
9. Road map of next steps	31	5,003
Total	359	\$ 67,464
