

**PURCHASING DIVISION
REQUEST FOR PROPOSALS (RFP) 23-0071**

RFP COVER SHEET

REDEVELOPMENT OF COMMUNITY ARTS CENTER AT 1300 GENDY STREET

Issued: June 21, 2023

PROPOSAL SUBMISSION DEADLINE: September 14, 2023, by 1:30 PM (CDT - Local Time)

NO LATE PROPOSALS WILL BE ACCEPTED

<p><u>Proposal shall be delivered/mailed to:</u></p> <p>The Senior Purchasing Manager City of Fort Worth, Purchasing Division, Lower Level, City Hall, 200 Texas Street, Fort Worth, Texas 76102</p>	<p>Legal Name, d/b/a, and address of Proposer submitting the Proposal:</p> <p align="center">Garfield Public / Private LLC</p> <hr/> <p>14911 Quorum Dr, Ste 380, Dallas, TX 75254</p> <hr/>
<p>Note: Return this Cover Sheet with the Proposal.</p> <p>Pre-Proposal Conference will be held at 3:00 PM (Local Time) on July 19, 2023, at 1300 Gendy Street, Fort Worth, TX 76107, and via WebEx. Followed by a Building Tour. Link: https://fortworthtexas.webex.com/fortworthtexas/j.php?MTID=m64487511a479441b8945f86574747231</p> <p>Meeting Number (access code): 2559 521 7765 Meeting password: nTx4FSPmJ73 Join by phone: +1-469-210-7159 Join by video system or application: Dial 25595217765@fortworthtexas.webex.com</p>	<p>Authorized Person: <u> Matt Edwards </u></p> <p>Title: <u> Senior Vice President </u></p> <p>Signature: <u> <i>Matt Edwards</i> </u></p> <p>Contact Person Name: <u> Matt Edwards </u></p> <p>Phone: (817) <u>919-5686</u> Fax: () <u> </u></p> <p>Email: <u> matt.e@garfieldpublicprivate.com </u></p>
<p>For additional information/clarifications regarding this RFP, please see Section 5.0. Assigned Buyer: John Padinj FMS Purchasing Responses@fortworthtexas.gov</p>	<p>Bidder/Supplied ID with City of Fort Worth/ Federal ID Number (TIN): <u> 0000007243 </u></p>
<p>Acknowledgment of Addenda: #1 <u> X </u> #2 <u> X </u> #3 <u> X </u> #4 <u> X </u> #5 <u> </u></p>	
<ul style="list-style-type: none"> • PDF or Adobe or electronic signature is acceptable on this RFP cover page. The Authorized Person, by his/her signature, represents that he/she is submitting a binding proposal and is authorized to bind. By signing and submitting, acknowledges that he/she has received and read the entire document packet, including all documents incorporated by reference, and agrees to be bound by the terms therein. • Proposals must be received in the Purchasing Office by 1:30 PM, "Proposal Submission Deadline" AND TIME STAMPED PRIOR TO THE 1:30 PM DEADLINE IN ORDER TO BE CONSIDERED. Late bids will be returned or destroyed. • Proposals must be submitted in a sealed envelope WITH THE RFP NUMBER, RFP TITLE, AND PROPOSER'S LEGAL NAME WRITTEN ON THE OUTSIDE OF THE ENVELOPE. In the case of a courier, it should be on the outside of the courier's shipping envelope. • Bids will be opened and read aloud publicly at 2:00 PM in the City Council Chambers located at 200 Texas Street, Fort Worth, Texas. 	



**ADDENDUM TO THE REQUEST FOR PROPOSAL
REDEVELOPMENT OF COMMUNITY ARTS CENTER AT 1300 GENDY STREET
CITY OF FORT WORTH
PURCHASING DIVISION**

ADDENDUM NO. 1

DATE ISSUED: JUNE 28, 2023

**REQUEST FOR PROPOSAL (RFP) NUMBER: 23-0071
OPENING DATE September 14, 2023 at 1:30PM (unchanged)**

Addendum No. 1, hereby amends and replaces in full the following provisions:

1. Section 6 UNAUTHORIZED COMMUNICATIONS:

Any oral communications are considered unofficial and non-binding with regard to this RFP. After the release of this solicitation, Proposer(s) are prohibited from contacting or communicating with any City officer, employee, or representative regarding this RFP other than (i) the point of contact designated on the cover page of this RFP or (ii) the Minority Women and Business Enterprise (MWBE) Office. No officer, employee, agent, or representative of the Proposer(s) shall, directly or indirectly through others, have any contact or discussion, oral or written, with any members of the City Council; members of the RFP evaluation, interview, or selection panels; members of the 1300 Gendy Task Force **except as explicitly allowed below**; City staff or City's consultants, or seek to influence any City Council Member, RFP evaluator, Gendy Task Force member, City staff, or City's consultants regarding any matters pertaining to this solicitation, except as expressly provided herein.

In the event that a Proposer seeks to submit a Proposal in partnership with organizations that are either represented by or include members of the 1300 Gendy Task Force, such Proposer may contact and discuss its proposal with those organizations, including any members of the 1300 Gendy Task Force who are a part of those organizations, but may not contact or discuss any matters pertaining to this solicitation with other members of the 1300 Gendy Task Force. In no event may a Proposer contact Mr. Leonard Firestone or Ms. Lillie Biggins, both of whom were members of the 1300 Gendy Task Force and are also serving on the evaluation panel for this solicitation.

IF A REPRESENTATIVE OF ANY PROPOSER VIOLATES THE FOREGOING PROHIBITION BY CONTACTING ANY OF THE ABOVE-LISTED PARTIES WITH WHOM CONTACT IS NOT AUTHORIZED, SUCH CONTACT MAY RESULT IN THE PROPOSER BEING DISQUALIFIED FROM THE RFP PROCESS.

All other terms and conditions remain the same.

Bidders are required to acknowledge this addendum by signature and submit with original proposals.

All other terms and conditions remain the same.

Charles Benson

Charles Benson, Buyer

.....
By the signature affixed below, this is hereby incorporated into and made part of the above referenced RFP.

COMPANY NAME: Garfield Public Print LLC

SIGNATURE: MA

NOTE: Company name and signature must be the same as on the proposal documents.



**ADDENDUM TO REQUEST FOR PROPSALS 23-0071
REDEVELOPMENT OF COMMUNITY ARTS CENTER AT 1300 GENDY STREET
PURCHASING DIVISION**

ADDENDUM NO. 2

DATE ISSUED: July 20, 2023

**REQUEST FOR PROPOSALS (RFP): 23-0071
BID OPENING DATE: September 14, 2023 (UNCHANGED)**

RFP No. 23-0071, issued June 21, 2023, is hereby amended as follows:

1. Repeat WebEx Pre-Proposal Meeting July 27, 2023 at 3:00 PM (CDT)

Join from the meeting link

<https://fortworthtexas.webex.com/fortworthtexas/j.php?MTID=m21f9c2dd587b9e5c4442e9b80b2b4784>

Join by meeting number

Meeting number (access code): 2555 257 7855

Meeting password: e3aHiVgxQ75

Tap to join from a mobile device (attendees only)

[+1-469-210-7159](tel:+1-469-210-7159), [25552577855###](tel:+1-469-210-7159) United States Toll (Dallas)

Join by phone

+1-469-210-7159 United States Toll (Dallas)

2. Pre-Proposal Meeting PowerPoint attached as separate document, Attachment I

All other terms and conditions remain unchanged.

Charles Benson

BUYER

.....
By the signature affixed below, Addendum No. 2 is hereby incorporated into and made part of the above referenced RFP.

COMPANY NAME: Garfield Public Prod LLC

SIGNATURE: 

NOTE: Company name and signature must be the same as on the original bid documents.
Failure to return this form with your sealed bid may constitute grounds for rejection of your offer.



**ADDENDUM TO REQUEST FOR PROPSAL 23-0071
Redevelopment of Community Arts Center at 1300 Gendy Street
PURCHASING DIVISION**

ADDENDUM NO. 3

DATE ISSUED: August 15, 2023

**REQUEST FOR PROPOSALS (RFP): 23-0071
BID OPENING DATE: September 14, 2023 (UNCHANGED)**

RFP No. 23-0071, issued June 21, 2023, is hereby amended as follows:

1. Questions and Answers document is hereby incorporated, in full text, pages 2-4.
2. Calendar of Events attached as separate document, Attachment J
3. Fort Worth Community Arts Center Profit and Loss attached as separate document, Attachment K
4. Theatre Rental Rates 2023 attached as a separate document, Attachment L

All other terms and conditions remain unchanged.

**Charles Benson
BUYER**

By the signature affixed below, Addendum No. 3 is hereby incorporated into and made part of the above referenced RFP.

COMPANY NAME: Garfield Public Home LLC

SIGNATURE: [Handwritten Signature]

NOTE: Company name and signature must be the same as on the original bid documents. Failure to return this form with your sealed bid may constitute grounds for rejection of your offer.

Questions and Answers

- Q1. Is there a current operating pro-forma for Arts Fort Worth that is available for review?
- A1. Arts Fort Worth has not had a need nor requirement to produce a pro-forma for the Arts Center. Arts Center budget projections for FY24 are pending Arts Fort Worth board approval.
- Q2. For the current tenants, is there a calendar of events for all spaces in the building to help determine current building use?
- A2. The Fort Worth Community Arts Center uses Momentus (formerly VenueOps) software to schedule client activities throughout the building, including programs produced by subtenants and Arts Fort Worth/the Arts Center. A color-coded calendar of events booked March-August 2023 (this date range is determined by a limitation in the software's export function) Please see Attachment I Calendar of Events attached as a separate document.
- Q3. Do any or all tenants pay rent and how much to utilize the various spaces in the facility?
- A3. All tenants pay rent for their offices/studios with the exception of the African American Museum and Cultural Center, for which we've provided rent in-kind in their first year, and our emerging artist in residence, who receives their studio as part of a grant-funded program. Subtenant leases are collectively valued just over \$70,000 for FY23. Other facility rental revenues from subtenants and other clients are projected at \$250,000 for this year.
- Q4. Would our submission be deemed non-responsive if we offered a thorough, step-by-step process describing the scope and intent for the due diligence phase in lieu of what is being requested in the RFP?
- A4. Yes, the proposal would be deemed non-responsive if the proposal does not follow what is requested in the RFP. However, it would be acceptable for a thorough, step by step process describing the scope and intent for the due diligence phase to be provided in addition to what is requested in the RFP.
- Q5. Are you seeking design services separate from a developer; or are you seeking a turnkey developer that will be teamed with a design team?
- A5. The City is seeking a turnkey developer that will include appropriate design expertise.
- Q6. Our firm does not provide architectural drawings, rather, we review and coordinate construction document sets. Is this something The City of Fort Worth would be interested in getting a proposal on?
- A6. No, the City is not seeking such services in connection with this RFP.
- Q7. Are existing operational expenses and incomes available for review?
- A7. Please see Attachment J Fort Worth Community Arts Center Profit and Loss (October 2018-September 2019) attached as a separate document.

Q8. Can you provide us with each tenants/non-profits deal structure/info on lease spaced, term, rates?

A8. Nonprofit subtenants currently pay \$19.67 per square foot for office space and approximately \$17 for storage space, with exceptions accounting for varying elements of the available storage spaces. Each subtenant has a one-year sublease term, with the exception of KWC Production (Kids Who Care) whose sublease is coterminous with the Fort Worth Community Arts Center's master lease with the City.

Studio artists pay \$1 per square foot for studio space, and they also have a one-year term for subleases.

Subtenants rent theater, rehearsal, classroom, or event space through separate, ad hoc contracts. Historically, subtenants paid a subsidized rate for these rentals. Arts Fort Worth plans to phase out that subtenant rental tier, but we have not yet implemented this change. Nonprofits can rent the facilities at a rate slightly higher than current subtenants, and for-profit clients pay the highest rental fees, which helps to offset the reduced fees extended to nonprofits and subtenants. Please see Attachment L Theatre Rental Rates 2023 attached as a separate document.

Q9. Is the City planning on contributing the cost of deferred maintenance (\$26M) towards a renovated/redeveloped project?

A9. The City has not allocated any funds to repair the building, but the City would consider the possibility of participating in repairs associated with a desirable and economically feasible development proposal that meets the City's selection criteria.

Q10. Will the City consider a full tear-down of the existing building?

A10. Yes, as long as the plan submitted falls within the scope of services' details.

Q11. Please confirm that the proposal submission should include a Concept Design, a Pro-forma for the development, and an Operations / Management Plan.

A11. Yes, the proposal should include a Concept Design, a Pro-forma for the development, and an Operations / Management plan.

Q12. Please confirm if the City has a community outreach consultant in mind or if the Development & Design team should include in the proposed team.

A12. Public engagement is a significant criterion by which we will evaluate development proposals. The development team should therefore include appropriate community outreach expertise.

Q13. Will the City issue an attendees list from the two (2) pre-bid meetings?

A13. The companies in attendance for the in-person meeting are:

Triba Architects	JBJ Management
Arts Fort Worth	Thank you Darlin Foundation
CVAL Innovations	HKS
GFF	RIOS
Turner & Townsend Heery	TNT
City of Fort Worth	Dunaway
R.D. Howard Construction	GSBS Architects
Bennett Partners	Boka Powell
Beck	97w
Moody Nolan	HDR
TPG	Perkins & Will
Garfield Public/Private	Fender-Andrade Architects

The companies in attendance for the WebEx meeting are:

Sanska USA Building	Charcoalblue
Trademark Properties	Pflugger
Jaffe Holden	RIOS
Schuler Shook	M2G Ventures

*The City of Fort Worth is researching the questions below. Answers will be posted by August 22, 2023

Question: Has there been a market needs analysis or feasibility study for the project/facility?

Question: Is there an exhibit showing the extents of the land available for redevelopment?

Question: Are there any CAD files available for the site? A site survey?

Question: Can the existing garage adjacent to the building serve any of the uses within the redevelopment? If so, how many spaces are available within the garage for redevelopment uses?

Question: Can the adjacent Will Rogers parking lots (across Gendy St) serve any of the uses within the redevelopment? If so, how many spaces are available within the parking lot for redevelopment uses?

Question: Is there an appraisal of the property?

Question: Would the City consider an expanded development area, such as potentially utilizing the parking lot sites across the street?

Question: Will the City allow for revised zoning of the site to allow for increased height and FAR?

Attachment J - Calendar of Events

March 2023						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	1	2	3	4
Stolen Shakespeare All Day 2 - 4:30 PM - Performance - The ...	Art Installation All Day	Art Installation All Day	Art Installation All Day	Art Installation All Day	Dallas Black Dance Th... All Day 9 AM - 2 PM - Load In and tech 3 - 5:30 PM - Tech 5 - 8 PM - Rehearse	Dallas Black Dance Th... All Day 9 AM - 1 PM - Tech 1:30 - 6:30 PM - Rehearse 7:30 - 9 PM - Performance 9 - 11 PM - Load Out
Trinity Christian Acade... All Day	Scott Theatre Lightin... All Day	Scott Theatre Lightin... All Day	Scott Theatre Lightin... All Day	Scott Theatre Lightin... All Day	Stolen Shakespeare All Day 8 - 10:30 PM - Performance - The Wint...	Stolen Shakespeare All Day 2 - 4:30 PM - Performance - The ... 8 - 10:30 PM - Performance - A M...
Art DeInstallation 10 AM - 3 PM 10 AM - 3 PM - Art De Installation	Stolen Shakespeare All Day All Day - Dark Day	Stolen Shakespeare All Day All Day - Dark Day	Stolen Shakespeare All Day All Day - Dark Day	Stolen Shakespeare All Day 7:30 - 10 PM - Performance - A M...	Trinity Christian Acade... 4:30 - 9:30 PM	Carol Ivey Oil Painting ... 10 AM - 1 PM
OWS Rehearsals - Texa... 1 - 5 PM	Trinity Christian Acade... All Day	Trinity Christian Acade... All Day	Trinity Christian Acade... All Day	Trinity Christian Acade... All Day	KWC - Touring Co. Reh... 5 - 6:30 PM	Trinity Christian Acade... 3 - 9 PM
	KWC Storybook Theatre 4 - 4:45 PM	Meeting - Commission... 1:30 - 3:30 PM 1:30 - 3:30 PM - Meeting - Commissio...	KWC - Mini Musical The... 4:30 - 5:25 PM	Task Force Meeting 10 AM - 12 PM 10 AM - 12 PM - Task Force Meeting	Artist Reception 6 - 9 PM	OWS: Texas Book of B... 1 - 5 PM 1 - 5 PM - OWS: Texas Book of Bea...
	KWC Acting with Charli... 4 - 4:55 PM	KWC Touring Co. Danc... 4:30 - 5 PM	KWC Acting for Stage ... 5 - 5:55 PM	Carol Ivey Painting Class 10 AM - 1 PM		
	KWC Musical Theatre V... 5 - 5:55 PM	KWC - Acting Scenes fr... 5 - 6:30 PM	Kappa Psi Meeting 6 - 9 PM			
	Figure Drawing Sessions 5 - 7:30 PM	KWC - Advanced MT Da... 5 - 6:30 PM				
	OWS Rehearsals - Texa... 7 - 10 PM	KWC MT Dance Styles &... 5 - 6:30 PM				
		OWS Rehearsals - Texa... 7 - 10 PM				

March 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
5	6 Purim (Begins at Sundown)	7 Purim (Ends at Nightfall), Shushan Purim (Begins at Sundown)	8 Shushan Purim (Ends at Nightfall)	9	10	11
Stolen Shakespeare All Day 2 - 4 PM - Performance - A Mids... 4 - 11 PM - Load Out	Trinity Christian Acade... All Day	Trinity Christian Acade... All Day	Trinity Christian Acade... All Day	OWS: Texas Book of B... All Day 7 - 9 PM - OWS: Performance Te...	OWS: Texas Book of B... All Day 7:30 - 9:30 PM - OWS: Performan...	Mexico Lindo Ballet Fo... All Day 8 - 9 AM - Load In 9 - 11 AM - Rehearsal 3 - 5 PM - Performance 7 - 9 PM - Performance 9 - 10 PM - Load Out
Trinity Christian Acade... All Day	OWS: Texas Book of B... 10 AM - 10 PM	OWS: Texas Book of B... 10 AM - 10 PM 10 AM - 10 PM - Rehearsal	OWS: Texas Book of B... 10 AM - 10 PM 10 AM - 10 PM - OWS: Texas Book o...	Trinity Christian Acade... All Day	Trinity Christian Acade... All Day	OWS: Texas Book of B... All Day 7:30 - 9:30 PM - OWS: Prforma nc...
Studio 12 Dance Center 9 AM - 9 PM 9 AM - 12:30 PM - Load In and Rehearsal 12:30 - 1 PM - Lunch Break 1 - 4 PM - Rehearsal 4 - 5 PM - Dinner Break 5 - 9 PM - Competition	KWC Storybook Theatre 4 - 4:45 PM	KWC Touring Co. Danc... 4:30 - 5 PM	KWC - Mini Musical The... 4:30 - 5:25 PM	Meeting 3:30 - 4:30 PM	Anne Allen Studio visit 11:30 AM - 1:30 PM	Trinity Christian Acade... 9 AM - 5 PM 9 AM - 5 PM - Trinity Christian Acade...
OWS: Texas Book of B... 1 - 5 PM 1 - 5 PM - OWS: Texas Book of Bea...	KWC Acting with Charli... 4 - 4:55 PM	KWC - Acting Scenes fr... 5 - 6:30 PM	KWC Acting for Stage ... 5 - 5:55 PM	KWC - Touring Co. Acti... 4:30 - 5 PM	KWC - Touring Co. Reh... 5 - 9 PM	Carol Ivey Oil Painting ... 10 AM - 1 PM
	KWC Musical Theatre V... 5 - 5:55 PM	KWC MT Dance Styles &... 5 - 6:30 PM	Kappa Psi Meeting 6 - 9 PM	KWC - Beginning Jazz ... 5 - 6:30 PM		
	Figure Drawing Sessions 5 - 7:30 PM	KWC - Advanced MT Da... 5 - 7:45 PM		KWC - Musical Theatre ... 5 - 6:30 PM		
				KWC - Principles of Act... 5 - 6:30 PM		
12	13	14	15	16	17	18
OWS: Texas Book of B... All Day 2 - 4 PM - OWS: Performance -Te...	Trinity Christian Acade... 12 - 6 PM	Trinity Christian Acade... 12 - 6 PM	Trinity Christian Acade... 12 - 6 PM	Carol Ivey Painting Class 10 AM - 1 PM	McCammon Voice Com... All Day 9 AM - 5 PM - Load in, Rehearsal an...	McCammon Voice Com... All Day 9 AM - 1 PM - Rehearsal 2 - 3:45 PM - Competition in Scott 4:15 - 7 PM - Reception in BN SF an... 7:30 - 8:30 PM - Clean Up and load ou...
Trinity Christian Acade... 2 - 7:30 PM	Figure Drawing Sessions 5 - 7:30 PM 5 - 7:30 PM - Figure Drawing Session...	Crit Night 6 - 7:30 PM	Tarrant County Educat... 3 - 4 PM	Trinity Christian Acade... 12 - 6 PM	OWS: Texas Book of B... All Day 7:30 - 9:30 PM - OWS: Performan...	OWS: Texas Book of B... All Day 7:30 - 9:30 PM - OWS: Texas Boo...
	OWS Readings 7:30 - 9:30 PM	OWS Readings 7:30 - 9:30 PM	OWS Readings 7:30 - 9:30 PM	OWS Readings 7:30 - 9:30 PM	Trinity Christian Acade... 12 - 6 PM	Trinity Christian Acade... 9 AM - 6 PM
						Carol Ivey Oil Painting ... 10 AM - 1 PM
						FW Opera Rehearsal - ... 12 - 1 PM

March 2023						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
19	20	21	22	23	24	25
OWS: Texas Book of B... All Day 2 - 4 PM - OWS: Texas Book of ...	Trinity Christian Acade... All Day All Day - Trinity Christian Acade my	Trinity Christian Acade... All Day All Day - Trinity Christian Acade my	Trinity Christian Acade... All Day All Day - Trinity Christian Acade my	Trinity Christian Acade... All Day All Day - Trinity Christian Acade my	OWS: Texas Book of B... All Day 7:30 - 9:30 PM - OWS: Texas Boo...	OWS: Texas Book of B... All Day 7:30 - 9:30 PM - OWS: Texas Boo...
Trinity Christian Acade... 2 - 7:30 PM	KWC Storybook Theatre 4 - 4:45 PM	KWC Touring Co. Danc... 4:30 - 5 PM	All Staff Meeting 9 - 10 AM	Carol Ivey Painting Class 10 AM - 1 PM	KWC - Touring Co. Reh... 4:30 - 6 PM	Trinity Christian Acade... All Day 9 AM - 5 PM - Set build
	KWC Acting with Charli... 4 - 4:55 PM	KWC - Acting Scenes fr... 5 - 6:30 PM	AFW Board Meeting 4 - 6 PM	DEIA Grant Application... 1 - 3 PM	Trinity Christian Acade... 4:30 - 9:30 PM 4:30 - 9:30 PM - Trinity Chris tian Acad...	Trinity Christian Acade... 9 AM - 4 PM 9 AM - 4 PM - Trinity Christian Acade ...
	KWC Musical Theatre V... 5 - 5:55 PM	KWC - Advanced MT Da... 5 - 6:30 PM	KWC - Mini Musical The... 4:30 - 5:25 PM	KWC - Touring Co. Acti... 4:30 - 5 PM		Spring Gallery Night 9 AM - 9 PM
	Figure Drawing Sessions 5 - 7:30 PM	KWC MT Dance Styles &... 5 - 6:30 PM	KWC Acting for Stage ... 5 - 5:55 PM	KWC - Beginning Jazz ... 5 - 6:30 PM		Carol Ivey Oil Painting ... 10 AM - 1 PM
	Public Art Commission... 5 - 7:30 PM	TAC Talk Back 6 - 7 PM	Kappa Psi Meeting 6 - 9 PM	KWC - Musical Theatre ... 5 - 6:30 PM		Twined Basket Works... 10 AM - 2 PM
	OWS Readings 7:30 - 9:30 PM	OWS Readings 7:30 - 9:30 PM	OWS Readings 7:30 - 9:30 PM	KWC - Principles of Act... 5 - 6:30 PM		
				OWS Readings 7:30 - 9:30 PM		

March 2023						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	30	31	1
OWS: Texas Book of B... All Day 2 - 4 PM- OWS: Texas Book of ...	Trinity Christian Acade... All Day 9 AM - 11 PM- Rehearsal	Trinity Christian Acade... All Day 9 AM - 11 PM- Rehearsal	Trinity Christian Acade... All Day 8 AM - 11 PM- Rehearsal	Trinity Christian Acade... All Day 10:30 AM - 11 PM- Rehearsal 7 - 9 PM- Performance	Trinity Christian Acade... All Day 3 - 11 PM- Arrival and rehearsal 7 - 9 PM- Performance	Trinity Christian Acade... All Day 11:30 AM - 11 PM- Arrival and rehearsal 2 - 4 PM- Performance 7 - 9 PM- Performance
Trinity Christian Acade... All Day 2 - 6 PM- Load In	FWPA Meeting - Anne A... 1 - 2:30 PM	KWC Touring Co. Danc... 4:30 - 5 PM	KWC - Mini Musical The... 4:30 - 5:25 PM	Carol Ivey Painting Class 10 AM - 1 PM	KWC - Touring Co. Reh... 4:30 - 6 PM	Carol Ivey Oil Painting ... 10 AM - 1 PM
	KWC Storybook Theatre 4 - 4:45 PM	KWC - Acting Scenes fr... 5 - 6:30 PM	KWC Acting for Stage ... 5 - 5:55 PM	Meeting with Auditors 11 AM - 1 PM		Sarita Westrup Artist T... 1 - 2 PM
	KWC Acting with Charli... 4 - 4:55 PM	KWC - Advanced MT Da... 5 - 6:30 PM	Kappa Psi Meeting 6 - 9 PM	KWC - Touring Co. Acti... 4:30 - 5 PM		
	KWC Musical Theatre V... 5 - 5:55 PM	KWC MT Dance Styles &... 5 - 6:30 PM		KWC - Beginning Jazz ... 5 - 6:30 PM		
	Figure Drawing Sessions 5 - 7:30 PM			KWC - Musical Theatre ... 5 - 6:30 PM		
				KWC - Principles of Act... 5 - 6:30 PM		
				Public Meeting 6 - 8 PM		

April 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	30	31	1
<p>OWS: Texas Book of B... All Day 2 - 4 PM- OWS: Texas Book of ...</p> <p>Trinity Christian Acade... All Day 2 - 6 PM- Load In</p>	<p>Trinity Christian Acade... All Day 9 AM - 11 PM- Rehearsal</p> <p>FWPA Meeting - Anne A... 1 - 2:30 PM</p> <p>KWC Storybook Theatre 4 - 4:45 PM</p> <p>KWC Acting with Charli... 4 - 4:55 PM</p> <p>KWC Musical Theatre V... 5 - 5:55 PM</p> <p>Figure Drawing Sessions 5 - 7:30 PM</p>	<p>Trinity Christian Acade... All Day 9 AM - 11 PM- Rehearsal</p> <p>KWC Touring Co. Danc... 4:30 - 5 PM</p> <p>KWC - Acting Scenes fr... 5 - 6:30 PM</p> <p>KWC - Advanced MT Da... 5 - 6:30 PM</p> <p>KWC MT Dance Styles &... 5 - 6:30 PM</p>	<p>Trinity Christian Acade... All Day 8 AM - 11 PM- Rehearsal</p> <p>KWC - Mini Musical The... 4:30 - 5:25 PM</p> <p>KWC Acting for Stage ... 5 - 5:55 PM</p> <p>Kappa Psi Meeting 6 - 9 PM</p>	<p>Trinity Christian Acade... All Day 10:30 AM - 11 PM- Rehearsal 7 - 9 PM- Performance</p> <p>Carol Ivey Painting Class 10 AM - 1 PM</p> <p>Meeting with Auditors 11 AM - 1 PM</p> <p>KWC - Touring Co. Acti... 4:30 - 5 PM</p> <p>KWC - Beginning Jazz ... 5 - 6:30 PM</p> <p>KWC - Musical Theatre ... 5 - 6:30 PM</p> <p>KWC - Principles of Act... 5 - 6:30 PM</p> <p>Public Meeting 6 - 8 PM</p>	<p>Trinity Christian Acade... All Day 3 - 11 PM- Arrival and rehearsal 7 - 9 PM- Performance</p> <p>KWC - Touring Co. Reh... 4:30 - 6 PM</p>	<p>Trinity Christian Acade... All Day 11:30 AM - 11 PM- Arrival and rehearsal 2 - 4 PM- Performance 7 - 9 PM- Performance</p> <p>Carol Ivey Oil Painting ... 10 AM - 1 PM</p> <p>Sarita Westrup Artist T... 1 - 2 PM</p>
2	3	4	5 Pesach (Begins at Sundown)	6	7	8
<p>Trinity Christian Acade... All Day 2 - 4:30 PM- Load Out</p> <p>DeInstall 10 AM - 3 PM</p>	<p>Art Installation All Day</p> <p>KWC Storybook Theatre 4 - 4:45 PM</p> <p>KWC Acting with Charli... 4 - 4:55 PM</p> <p>KWC Musical Theatre V... 5 - 5:55 PM</p> <p>Figure Drawing Sessions 5 - 7:30 PM</p>	<p>Art Installation All Day</p> <p>KWC Touring Co. Danc... 4:30 - 5 PM</p> <p>KWC - Acting Scenes fr... 5 - 6:30 PM</p> <p>KWC - Advanced MT Da... 5 - 6:30 PM</p> <p>KWC MT Dance Styles &... 5 - 6:30 PM</p>	<p>Art Installation All Day</p> <p>KWC - Mini Musical The... 4:30 - 5:25 PM</p> <p>KWC Acting for Stage ... 5 - 5:55 PM</p>	<p>Art Installation All Day</p> <p>Meeting - Martha 2 - 5 PM</p> <p>KWC - Touring Co. Acti... 4:30 - 9 PM 4:30 - 9 PM- KWC - Touring Co. Actin...</p> <p>KWC - Beginning Jazz ... 5 - 6:30 PM</p> <p>KWC - Musical Theatre ... 5 - 6:30 PM</p> <p>KWC - Principles of Act... 5 - 6:30 PM</p>	<p>Stolen Shakespeare All Day All Day- SSG - Load In 9 AM - 7 PM- SSG - Harvey Load In 9 AM - 7 PM- Stolen Shakespeare - ...</p> <p>Artist Reception 6 - 9 PM</p>	<p>Encore School of Dance All Day 8 AM - 12 PM- Load in and Rehearsal 12 - 1 PM- Rehearsal and break at 1... 2:30 - 3:30 PM- First Performance 5 - 6 PM- Second Performance 6 - 7 PM- Load Out</p> <p>Stolen Shakespeare All Day 9 AM - 11 PM- Tech and Rehearsal</p>

April 2023						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9	10	11	12	13 Pesach (Ends at Nightfall)	14	15
Stolen Shakespeare All Day All Day - Dark Day	Stolen Shakespeare All Day 9 AM - 11 PM - Tech and Rehearsal	Stolen Shakespeare All Day 6 - 11 PM - Tech and Rehearsal	Stolen Shakespeare All Day 6 - 11 PM - Rehearsal	Stolen Shakespeare All Day 6 - 11 PM - Dress Rehearsal	Uproar Dance All Day 9 AM - 5 PM - Load in and Rehearsal	Uproar Dance All Day 7 - 8 AM - Arrival 9 AM - 3:30 PM - Competition (Meal ...)
	KWC Storybook Theatre 4 - 4:45 PM	KWC Touring Co. Danc... 4:30 - 5 PM	KWC - Mini Musical The... 4:30 - 5:25 PM	Task Force Meeting 10 AM - 12 PM	Stolen Shakespeare All Day 8 - 10 PM - Performance - Harvey	Stolen Shakespeare All Day 2 - 4 PM - Performance 8 - 10 PM - Performance
	KWC Acting with Charli... 4 - 4:55 PM	KWC - Acting Scenes fr... 5 - 6:30 PM	KWC Acting for Stage ... 5 - 5:55 PM	Junior League of Fort ... 3 - 8 PM 3 - 4 PM - Set Up - Caterer Blue M... 4:30 - 6:30 PM - Event in Hays Galler... 6:30 - 7:30 PM - Meeting in Scott Th... 7:30 - 8 PM - Clean up and load out		KWC KidPower Leaders... 9 AM - 12:30 PM
	KWC Musical Theatre V... 5 - 5:55 PM	KWC - Advanced MT Da... 5 - 6:30 PM		KWC - Touring Co. Acti... 4:30 - 5 PM		Guided Meditation wit... 10 - 11 AM
	Figure Drawing Sessions 5 - 7:30 PM	KWC MT Dance Styles &... 5 - 6:30 PM		KWC - Beginning Jazz ... 5 - 6:30 PM		
				KWC - Musical Theatre ... 5 - 6:30 PM		
				KWC - Principles of Act... 5 - 6:30 PM		

April 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
16	17	18	19	20	21	22
<p>Uproar Dance All Day 7 AM - 8 PM - Arrival 9 AM - 3:30 PM - Competition 3:30 - 6 PM - Load Out</p>	<p>Stolen Shakespeare All Day All Day - Dark Day</p>	<p>Stolen Shakespeare All Day All Day - Dark Day</p>	<p>Stolen Shakespeare All Day All Day - Dark Day</p>	<p>Stolen Shakespeare All Day All Day - Dark Day</p>	<p>Arlington Heights Hig ... All Day 9 AM - 5 PM - Load in, rehearse and ... 7 - 8:30 PM - Performance</p>	<p>Arlington Heights Hig ... All Day 3 - 5 PM - Rehearse 7 - 8:30 PM - Performance 8:30 - 10:30 PM - Load Out</p>
<p>Stolen Shakespeare All Day All Day - Dark Day</p>	<p>KWC Storybook Theatre 4 - 4:45 PM</p>	<p>Public Art Meeting wit... 1 - 2 PM</p>	<p>AFW Board Meeting 4 - 6 PM</p>	<p>KWC - Touring Co. Acti... 4:30 - 5 PM</p>	<p>Stolen Shakespeare All Day 8 - 10 PM - Performance</p>	<p>Stolen Shakespeare All Day 2 - 4 PM - Performance 8 - 10 PM - Performance</p>
	<p>KWC Acting with Charli... 4 - 4:55 PM</p>	<p>KWC Touring Co. Danc... 4:30 - 5 PM</p>	<p>KWC - Mini Musical The... 4:30 - 5:25 PM</p>	<p>KWC - Beginning Jazz ... 5 - 6:30 PM</p>	<p>KWC - Touring Co. Reh... 4:30 - 6 PM</p>	<p>Water Bottle Drop off ... 10 AM - 2 PM</p>
	<p>KWC Musical Theatre V... 5 - 5:55 PM</p>	<p>KWC - Acting Scenes fr... 5 - 6:30 PM</p>	<p>KWC Acting for Stage ... 5 - 5:55 PM</p>	<p>KWC - Musical Theatre ... 5 - 6:30 PM</p>		
	<p>Figure Drawing Sessions 5 - 7:30 PM</p>	<p>KWC - Advanced MT Da... 5 - 6:30 PM</p>		<p>KWC - Principles of Act... 5 - 6:30 PM</p>		
	<p>Off-Site: Art Commissi... 5 - 7:30 PM</p>	<p>KWC MT Dance Styles &... 5 - 6:30 PM</p>				
		<p>Crit Night 6 - 8 PM</p>				
23	24	25	26	27	28	29
<p>Stolen Shakespeare All Day 2 - 4 PM - Performance</p>	<p>Stolen Shakespeare All Day All Day - Dark Day</p>	<p>Stolen Shakespeare All Day All Day - Dark Day</p>	<p>Stolen Shakespeare All Day All Day - Dark Day</p>	<p>Stolen Shakespeare All Day 7:30 - 9:30 PM - Performance</p>	<p>Stolen Shakespeare All Day 8 - 10 PM - Performance</p>	<p>All Saints Episcopal Sc... All Day 10 AM - 3 PM - Load In and Tech 3:30 - 5:30 PM - Rehearsal 7 - 8:30 PM - Performance 8:30 - 9:30 PM - Load Out</p>
<p>Texas Ballet Theatre All Day 10:30 AM - 1:30 PM - Load In/tech/r... 1:30 - 4:30 PM - Dress Rehearsal 4:30 - 5:30 PM - Break 6 - 8:15 PM - Performance 8 - 10 PM - Load Out</p>	<p>Student group Tour o... 11 AM - 12 PM</p>	<p>KWC - Advanced MT Da... 4 - 5 PM</p>	<p>Meeting 11 AM - 12 PM</p>	<p>Task Force Meeting 10 AM - 12 PM</p>		<p>Stolen Shakespeare All Day 2 - 4 PM - Performance 8 - 10 PM - Performance</p>
	<p>KWC Storybook Theatre 4 - 4:45 PM</p>	<p>KWC MT Dance Styles &... 4 - 5 PM</p>	<p>KWC - Mini Musical The... 4:30 - 6:15 PM</p>	<p>KWC - Beginning Jazz ... 4 - 5 PM</p>		<p>KWC KidPower Leaders... 9 AM - 12:30 PM</p>
	<p>KWC Acting with Charli... 4 - 5:30 PM</p>	<p>KWC Class Showcases 4 - 7 PM</p>	<p>KWC Acting for Stage ... 5 - 5:55 PM</p>	<p>KWC - Principles of Act... 4 - 5 PM</p>		<p>Artist Talk with Meredi... 1 - 2 PM</p>
	<p>KWC Musical Theatre V... 5 - 5:55 PM</p>	<p>Fort Worth Public Art L... 6 - 7 PM</p>		<p>KWC Class Showcases 4 - 7 PM</p>		
	<p>Figure Drawing Sessions 5 - 7:30 PM</p>					

April 2023						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	1	2	3	4 Pesach She ni (Begins at Sundown)	5 Pesach She ni (Ends at Nightfall)	6
Art DeInstallation All Day	Art Installation All Day	Art Installation All Day	Art Installation All Day	Art Installation All Day	Margo Dean School of... All Day 8 AM - 4 PM - Load In/Tech 4:30 - 9 PM - Dress Rehearsal Garbe...	Margo Dean School of... All Day 12:30 - 1:30 PM - Warm Up Scott & G... 2 - 4 PM - Performance 6:30 - 8:30 PM - Performance 9 - 11 PM - Load Out
Stolen Shakespeare All Day 2 - 4 PM - Performance 5 - 10 PM - Load Out	Figure Drawing Sessions 5 - 7:30 PM	Kids Who Care Master ... 4 - 7 PM		Margo Dean School of... 4 - 9 PM 4 - 9 PM - Rehearsal - garbe r 4 - 9 PM - Rehearsal - Scott	KWC - Touring Co. Acti... 4:30 - 6:30 PM	Sofar Sounds 4 - 10 PM
Studio of MoveMINT All Day 8 AM - 1 PM - Load In, Tech, Rehearsal... 2 - 4 PM - Performance #1 3 - 6 PM - Champagne "Bubble Bus" i... 6 - 8 PM - Performance #2 9 - 10:30 PM - Load Out	Kids Who Care - Auditi... 5 - 8:30 PM	Kids Who Care - Auditi... 7 - 9 PM		KWC - Touring Co. Acti... 4:30 - 6:30 PM	Artist Reception 6 - 9 PM	

May 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	1	2	3	4 Pesach She ni (Begins at Sundown)	5 Pesach She ni (Ends at Nightfall)	6
Art DeInstallation All Day	Art Installation All Day	Art Installation All Day	Art Installation All Day	Art Installation All Day	Margo Dean School of... All Day 8 AM - 4 PM- Load In/Tech 4:30 - 9 PM- Dress Rehearsal Garbe...	Margo Dean School of... All Day 12:30 - 1:30 PM- Warm Up Scott & G... 2 - 4 PM- Performance 6:30 - 8:30 PM - Performance 9 - 11 PM- Load Out
Stolen Shakespeare All Day 2 - 4 PM - Performance 5 - 10 PM - Load Out	Figure Drawing Sessions 5 - 7:30 PM	Kids Who Care Master ... 4 - 7 PM		Margo Dean School of... 4 - 9 PM 4 - 9 PM - Rehearsal - garber 4 - 9 PM - Rehearsal - Scott	KWC - Touring Co. Acti... 4:30 - 6:30 PM	Sofar Sounds 4 - 10 PM
Studio of MoveMINT All Day 8 AM - 1 PM - Load In, Tech, Rehearsal... 2 - 4 PM - Performance #1 3 - 6 PM - Champagne "Bubble Bus" i... 6 - 8 PM - Performance #2 9 - 10:30 PM - Load Out	Kids Who Care - Auditi... 5 - 8:30 PM	Kids Who Care - Auditi... 7 - 9 PM		KWC - Touring Co. Acti... 4:30 - 6:30 PM	Artist Reception 6 - 9 PM	
7	8 Lag BaOmer (Begins at Sundown)	9 Lag BaOmer (Ends at Nightfall)	10	11	12	13
Kids Who Care - Sopies 11 AM - 6 PM 11 AM - 2 PM - Set Up 2 - 5 PM - Event 5 - 6 PM - Clean Up	Figure Drawing Sessions 5 - 7:30 PM	KWC - Touring Co. Acti... 4 - 6:30 PM	KWC - Touring Co. Acti... 7 - 9 PM	KWC - Touring Co. Acti... 4 - 6:30 PM	Anti Avant Garde Artis... 5 - 8 PM	Sparks Academy Dance... All Day 10 AM - 12 PM - Load In 12 - 4 PM - Rehearsal/Tech 7 - 9 PM - Performance 9 - 11 PM - Load Out
		Crit Night 6 - 8 PM				Kids Who Care - Clostin... 9 AM - 4 PM 9 AM - 4 PM - Kids Who Care - Clostin...
						Sophia del Rio Artist T... 1 - 2 PM
14	15	16	17	18	19	20
	Kids Who Care - Clostin... All Day 8:30 AM - 9 PM - Arrival 9 AM - 12 PM - Load In and tech 12 - 1 PM - Lunch 1 - 4 PM - Tech - Lights & Projection 4:30 - 6:30 PM - Cast Arrives workligh... 5:30 - 10 PM - TBD Evening	Kids Who Care - Clostin... All Day All Day - Load in and Spacing 8:30 AM - 12 PM - Arrival and tech 12 - 1 PM - Lunch 1 - 4:30 PM - Lighting and Projection 4:30 - 6:30 PM - Cast Arrives - Workli... 5:30 - 10 PM - TBD	Kids Who Care - Clostin... All Day All Day - Kids Who Care - Closing Co... 8:30 AM - 12 PM - Arrive and Audio lo... 1 - 5 PM - TBD - Tech notes 5 - 10 PM - Crew arrive - worldlight s...	Kids Who Care - Clostin... All Day 7:30 AM - 8:30 PM - Arrive and warmup 10 AM - 12 PM - Performance - Scho... 12 - 5:30 PM - Break 5:30 - 8:30 PM - Reception in Visiting ... 6 - 7 PM - Arrive and warm up 7:30 - 9 PM - Performance 9 - 11 PM - Post Show and Pick up o...	Amanda Reyes 10 AM - 2 PM	Ballet Center Spring R... 8 AM - 11 PM 8 - 10 AM - Load In 9 AM - 12:30 PM - Students arrive - r... 1 - 2:30 PM - Performance 6 - 7:30 PM - Performance
	Figure Drawing Sessions 5 - 7:30 PM		Auditor Meeting 3 - 4 PM	Meeting - Elena 1:30 - 2:30 PM		Lone Star Film Society... 9 AM - 4:30 PM
	Public Art Commission... 5 - 7:30 PM					

May 2023						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
21 Ballet Center Spring R... 8 AM - 11 PM 8 AM - 12:30 PM - Dance rs Arrive - R... 1 - 2:30 PM - Pe rformance 6 - 7:30 PM - Pe rformance 7:30 - 10 PM - Load Out	22 Figure Drawing Sessions 5 - 7:30 PM	23	24 Artistry Elite Dance All Day 5 - 9 PM - 4 hour Re hears al Task Force Meeting 2 - 4 PM	25 Shavuot (Begins at Sundown)	26 Design Symposium Me... 8 AM - 12 PM	27 Shavuot (Ends at Nightfall) Artistry Elite Dance All Day 4 - 6 PM - Dance rs arrive and re he ar... 6:30 - 8:30 PM - Pe rformance 9 - 10 PM - Load Out
28 DeInstall All Day	29 Memorial Day Installation All Day	30 Installation All Day	31 Installation All Day Kids Who Care Mini Camp 9 AM - 4 PM 9 AM - 4 PM - KWC Le ade rs hip Traini...	1 Installation All Day Kids Who Care Mini Camp 9 AM - 7 PM 9 AM - 4 PM - KWC Le ade rs hip Traini... 5 - 7 PM - KWC Alliance Training	2 American Classical Ball... All Day 10 AM - 5 PM - Load in and Re hears e 6:30 - 7:30 PM - Pe rformance 7:30 - 8:30 PM - Load Out Kids Who Care Mini Camp 9 AM - 4 PM 9 AM - 4 PM - KWC Le ade rs hip Traini... Artist Reception 6 - 9 PM	3 Artist Talk 1 - 2 PM

June 2023						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29 Memorial Day	30	31	1	2	3
DeInstall All Day	Installation All Day	Installation All Day	Installation All Day	Installation All Day	American Classical Ball... All Day 10 AM - 5 PM- Load in and Rehearsal 6:30 - 7:30 PM- Performance 7:30 - 8:30 PM- Load Out	Artist Talk 1 - 2 PM
			Kids Who Care Mini Camp 9 AM - 4 PM 9 AM - 4 PM- KWC Leadership Training	Kids Who Care Mini Camp 9 AM - 7 PM 9 AM - 4 PM- KWC Leadership Training 5 - 7 PM- KWC Alliance Training	Kids Who Care Mini Camp 9 AM - 4 PM 9 AM - 4 PM- KWC Leadership Training	
					Artist Reception 6 - 9 PM	
4	5	6	7	8	9	10
To The Pointe Dance A... All Day 9 - 10 AM- Load In 10 AM - 11:15 PM- Rehearsal 11:35 AM - 1 PM- Performance 3:45 - 5:30 PM- Performance 5:45 - 6:30 PM- Load Out	Kids Who Care Mini Camp 7:30 AM - 8 PM 7:30 AM - 12:30 PM- Kids Who Care ... 7:30 AM - 12:30 PM- KWC Pre-PAC 2 - 8 PM- KWC Pre-PAC	Kids Who Care Mini Camp 7:30 AM - 8 PM 7:30 AM - 12:30 PM- KWC Pre-PAC 8 AM - 12:30 PM- Kids Who Care Mini... 2 - 8 PM- KWC - Pre-PAC	Kids Who Care Mini Camp 7:30 AM - 8 PM 7:30 AM - 12:30 PM- KWC - Pre-PAC 8 AM - 12:30 PM- Kids Who Care Mini... 2 - 8 PM- KWC- Pre-PAC	Kids Who Care Mini Camp 7:30 AM - 8 PM 7:30 AM - 12:30 PM- KWC- Pre-PAC 8 AM - 12:30 PM- Kids Who Care Mini... 2 - 8 PM- KWC- Pre-PAC	Kids Who Care Mini Camp 7:30 AM - 8 PM 7:30 AM - 12:30 PM- KWC- Pre-PAC 8 AM - 12:30 PM- Kids Who Care Mini... 10:30 AM - 12:30 PM- Performance - ... 2 - 8 PM- KWC June PAC Training	Painting Classes with ... 10 AM - 1 PM
		Painting Classes with ... 10 AM - 1 PM	Directors Meeting 1 - 5 PM	Mandatory Grant train... 10 AM - 12 PM	Sallie's School of Dance 5 - 9 PM 5 - 5:30 PM- Load In 5:30 - 8 PM- Rehearsal	Sallie's School of Dance 2 - 9 PM 2 - 3 PM- Warm Up 3 - 4:30 PM- Performance 4:30 - 5 PM- Load Out
11	12	13	14	15	16	17
Kids Who Care - Perform... 8 AM - 8:30 PM 8 AM - 8 PM- Garber and Scott	Kids Who Care - Perform... 8 AM - 8 PM 8 AM - 8 PM- Garber and Scott	Kids Who Care - Perform... 8 AM - 8 PM 8 AM - 8 PM- Garber and Scott	Kids Who Care - Perform... 8 AM - 8 PM 8 AM - 8 PM- Garber and Scott	Kids Who Care - Perform... 8 AM - 11 PM 8 AM - 8 PM- Garber and Scott	Kids Who Care - Perform... 8 AM - 8 PM 8 AM - 8 PM- Garber and Scott	Kids Who Care - Perform... 8 AM - 8 PM 8 AM - 8 PM- Garber and Scott
	Figure Drawing Sessions 5 - 7:30 PM	Painting Classes with ... 10 AM - 1 PM PA Staff Retreat 12 - 2 PM Meeting - Elena 2:30 - 3:30 PM	Meeting - Elena 10 - 11:30 AM Director of Gifts Inter... 4 - 5 PM	Director of Gifts Inter... 1 - 2 PM		Painting Classes with ... 10 AM - 1 PM Artist Talk Frost Gallery 1 - 2 PM

June 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
18	19 June tenth	20	21	22	23	24
<p>Kids Who Care - Perform... All Day All Day- Dark - Garber and Scott</p>		<p>Kids Who Care - Perform... 8 AM - 8 PM 8 AM - 8 PM- Garber and Scott</p> <p>Painting Classes with ... 10 AM - 1 PM</p> <p>Kids Who Care Board M... 5:30 - 7 PM</p> <p>Crit Night 6 - 8 PM</p>	<p>Kids Who Care - Perform... 8 AM - 8 PM 8 AM - 8 PM- Garber and Scott</p> <p>Water Bottle Drop Off 10 AM - 3 PM</p> <p>AFW Board Meeting 4 - 6 PM</p>	<p>Kids Who Care - Perform... 8 AM - 10 PM 8 AM - 10 PM- Tech - Garber and Sc...</p> <p>TPID Grant Introducti... 10:30 AM - 12 PM</p> <p>Winding Way / Winds of ... 1 - 5 PM</p> <p>Teaching Artist Meet a... 4 - 8 PM</p>	<p>Kids Who Care - Perform... 8 AM - 10 PM 8 AM - 10 PM- Tech - Garber and Sc...</p> <p>Winding Way / Winds of ... 1 - 5 PM</p>	<p>SSG - The Sound of Mu... All Day 9 AM - 11 PM- Load in and set</p> <p>Kids Who Care - Perform... 8 AM - 11:30 PM 8 AM - 2 PM- Tech 2 - 4 PM- Performance 7:30 - 9:30 PM- Performance 9:30 - 11:30 PM- Party on Veranda</p> <p>Painting Classes with ... 10 AM - 1 PM</p>
25	26	27	28	29	30	1
<p>SSG - The Sound of Mu... All Day 10 AM - 11 PM- Set and Rehearsal</p> <p>DeInstallation 10 AM - 3 PM</p> <p>Kids Who Care - Perform... 12 - 9 PM 12 - 2 PM- Tech 2 - 4 PM- Performance 4 - 9 PM- Load Out</p>	<p>Art Installation All Day</p> <p>SSG - The Sound of Mu... All Day 9 AM - 11 PM- Rehearsal</p> <p>Water Bottle Drop Off 10 AM - 3 PM</p>	<p>Art Installation All Day</p> <p>SSG - The Sound of Mu... All Day 9 AM - 11 PM- Tech/Rehearsal - 1s...</p> <p>Public Art Meeting - Ali... 9 - 3 AM</p> <p>Painting Classes with ... 10 AM - 1 PM</p> <p>Community Listening ... 5 - 7 PM</p> <p>Texans Can Academy G... 5 - 9 PM 5 - 7 PM- Rehearsal and Student Arr... 7 - 9 PM- Graduation Ceremony 9 - 10 PM- Load out</p>	<p>Art Installation All Day</p> <p>SSG - The Sound of Mu... All Day 9 AM - 11 PM- Tech/Rehearsal - 2n...</p> <p>Public Art Meeting - Ali... 9 AM - 3 PM</p> <p>Water Bottle Drop Off 10 AM - 3 PM</p> <p>Chris Botvidson 10:30 AM - 1 PM</p> <p>Elena Listening Sessio... 3:30 - 4:30 PM</p>	<p>Art Installation All Day</p> <p>SSG - The Sound of Mu... All Day 9 AM - 6 PM- Set and final clean up 6 - 11 PM- Final Dress Rehearsal - ...</p> <p>Trey Qualls Orientation 9 AM - 12 PM</p> <p>So far Sounds 6 - 10 PM</p>	<p>Art Installation All Day</p> <p>SSG - The Sound of Mu... All Day 8 - 10:30 PM- Performance (arrival at...</p> <p>Painting Classes with ... 10 AM - 1 PM</p>	<p>SSG - The Sound of Mu... All Day 4:30 PM- Performance (arrival 1 1... 8 - 10:30 PM- Performance (Arrival at...</p> <p>TEDx West over Hills All Day 8 AM - 10 PM- Rehearsal Set Up 5 - 5:30 PM- Team Pics at 5pm, Doo... 6 - 7 PM- Set Up in Hays Gallery, C... 6 - 9 PM- TEDx Talks in Scott The at... 7 - 8 PM- Event in Hays Gallery 8 - 9 PM- TEDx Second Half of Sho... 9 - 10 PM- Load out in Scott</p> <p>Painting Classes with ... 10 AM - 1 PM</p>

July 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
25	26	27	28	29	30	1
<p>SSG - The Sound of Mu... All Day 10 AM - 11 PM- Set and Rehearsal</p>	<p>Art Installation All Day</p>	<p>Art Installation All Day</p>	<p>Art Installation All Day</p>	<p>Art Installation All Day</p>	<p>Art Installation All Day</p>	<p>SSG - The Sound of Mu... All Day 2 - 4:30 PM- Performance (arrival 11... 8 - 10:30 PM- Performance (Arrival at...</p>
<p>DeInstallation 10 AM - 3 PM</p>	<p>SSG - The Sound of Mu... All Day 9 AM - 11 PM- Rehearsal</p>	<p>SSG - The Sound of Mu... All Day 9 AM - 11 PM- Tech/Rehearsal - 1s...</p>	<p>SSG - The Sound of Mu... All Day 9 AM - 11 PM- Tech/Rehearsal - 2n...</p>	<p>SSG - The Sound of Mu... All Day 9 AM - 6 PM- Set and final clean up 6 - 11 PM- Final Dress Rehearsal - ...</p>	<p>SSG - The Sound of Mu... All Day 8 - 10:30 PM- Performance (arrival at...</p>	<p>TEDx Westover Hills All Day 8 AM - 10 PM- Rehearsal Set Up 5 - 5:30 PM- Team Pics at 5pm, Doo... 6 - 7 PM- Set Up in Hays Gallery, C... 6 - 9 PM- TEDx Talks in Scott Theat... 7 - 8 PM- Event in Hays Gallery 8 - 9 PM- TEDx Second Half of Sho... 9 - 10 PM- Load out in Scott</p>
<p>Kids Who Care - Perform... 12 - 9 PM 12 - 2 PM- Tech 2 - 4 PM- Performance 4 - 9 PM- Load Out</p>	<p>Water Bottle Drop Off 10 AM - 3 PM</p>	<p>Public Art Meeting - Ali... 9 - 3 AM</p>	<p>Public Art Meeting - Ali... 9 AM - 3 PM</p>		<p>Trey Qualls Orientation 9 AM - 12 PM</p>	<p>Painting Classes with ... 10 AM - 1 PM</p>
		<p>Painting Classes with ... 10 AM - 1 PM</p>	<p>Water Bottle Drop Off 10 AM - 3 PM</p>		<p>So far Sounds 6 - 10 PM</p>	
		<p>Community Listening ... 5 - 7 PM</p>	<p>Chris Botvidson 10:30 AM - 1 PM</p>			
		<p>Texans Can Academy G... 5 - 9 PM 5 - 7 PM- Rehearsal and Student Arr... 7 - 9 PM- Graduation Ceremony 9 - 10 PM- Load out</p>	<p>Elena Listening Sessio... 3:30 - 4:30 PM</p>			
2	3	4 Independence Day	5	6	7	8
<p>SSG - The Sound of Mu... All Day All Day- Dark Day</p>	<p>SSG - The Sound of Mu... All Day All Day- Dark Day</p>	<p>SSG - The Sound of Mu... All Day All Day- Dark Day</p>	<p>SSG - The Sound of Mu... All Day All Day- Dark Day</p>	<p>SSG - The Sound of Mu... All Day All Day- Dark Day</p>	<p>SSG - The Sound of Mu... All Day 8 - 10:30 PM- Performance (arival at ...</p>	<p>Columbia College Gra... All Day 9 - 11 AM- Arrival and Load In 11 AM - 1 PM- Graduation Ceremony...</p>
	<p>Kids Who Care - Summ... 9 AM - 4 PM 9 AM - 4 PM- Kids Who Care - Summ...</p>		<p>Kids Who Care - Summ... 9 AM - 4 PM</p>	<p>Kids Who Care - Summ... 9 AM - 4 PM</p>	<p>Kids Who Care - Summ... 9 AM - 4 PM</p>	<p>SSG - The Sound of Mu... All Day 1 - 1:45 PM- Special Event 2 - 4:30 PM- Performance 8 - 10:30 PM- Performance</p>
			<p>Wesley Meeting with A... 1:30 - 2:30 PM</p>		<p>Artist Reception 6 - 9 PM</p>	<p>Painting Classes with ... 10 AM - 1 PM</p>
					<p>Caminos del Inkas Per... 7 - 7:30 PM</p>	<p>Artist Talk 1 - 2 PM</p>

July 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9	10	11	12	13	14	15
Kids Who Care - Summ... All Day 9 AM - 6 PM- Kids Who Care - Summ... 12 - 7 PM- Kids Who Care - Summe r...	Kids Who Care - Summ... All Day 7:30 AM - 5:30 PM- Kids Who Care - ... 8 AM - 6 PM- Kids Who Care - Summ...	Kids Who Care - Summ... All Day 7:30 AM - 5:30 PM- Kids Who Care - ... 8 AM - 9:30 PM- Kids Who Care - Su...	Kids Who Care - Summ... All Day 7:30 AM - 5:30 PM- Kids Who Care - ... 8 AM - 9:30 PM- Kids Who Care - Su...	Kids Who Care - Summ... All Day 7:30 AM - 5:30 PM- Kids Who Care - ... 8 AM - 9:30 PM- Kids Who Care - Su...	Kids Who Care - Summ... All Day 7:30 AM - 5:30 PM- Kids Who Care - ... 8 AM - 6 PM- Kids Who Care - Summ...	Kids Who Care - Summ... All Day 9 AM - 8 PM- Kids Who Care - Summ... 4 - 9 PM- Dance-a thon in Base me nt
SSG - The Sound of Mu... All Day 2 - 4:30 PM- Pe rformance	SSG - The Sound of Mu... All Day 9:30 AM - 12:30 PM- Shake spe are W...	SSG - The Sound of Mu... All Day 9:30 AM - 12:30 PM- Shake spe are W...	SSG - The Sound of Mu... All Day 9:30 AM - 12:30 PM- Shake spe are W...	SSG - The Sound of Mu... All Day 9:30 AM - 12:30 PM- Shake spe are W... 7:30 - 10 PM- Pe rformance	SSG - The Sound of Mu... All Day 9:30 AM - 12:30 PM- Shake spe are W... 8 - 10:30 PM- Pe rformance	SSG - The Sound of Mu... All Day 2 - 4:30 PM- Pe rformance 8 - 10:30 PM- Pe rformance
	Meeting with CW Jean... 1 - 2 PM	Director's Meeting 9 - 10:30 AM		Soyde Tejas 11:30 AM - 12:30 PM	20th Anniversary 4 - 8 PM	Painting Classes with ... 10 AM - 1 PM
	FWAC Agenda Review ... 2 - 3:30 PM	Painting Classes with ... 10 AM - 1 PM				Armond Vance Concert 5 - 8 PM
16	17	18	19	20	21	22
Kids Who Care - Summ... All Day All Day- Dark Day	Kids Who Care - Summ... All Day 7:30 AM - 5:30 PM- Kids Who Care - ... 8 AM - 6 PM- Kids Who Care - Summ...	Kids Who Care - Summ... All Day 7:30 AM - 5:30 PM- Kids Who Care - ... 8 AM - 6 PM- Kids Who Care - Summ... 6 - 11 PM- Painting	Kids Who Care - Summ... All Day 7:30 AM - 5:30 PM- Kids Who Care - ... 8 AM - 6 PM- Kids Who Care - Summ... 6 - 11 PM- Painting	Kids Who Care - Summ... All Day 7:30 AM - 5:30 PM- Kids Who Care - ... 8 AM - 6 PM- Kids Who Care - Summ... 6 - 11 PM- Painting	Kids Who Care - Summ... All Day 7:30 AM - 5:30 PM- Kids Who Care - ... 8 AM - 6 PM- Kids Who Care - Summ...	Kids Who Care - Summ... All Day 9 AM - 6 PM- Kids Who Care - Summ...
SSG - The Sound of Mu... All Day 2 - 4:30 PM- Pe rformance	SSG - The Sound of Mu... All Day All Day- Dark Day	SSG - The Sound of Mu... All Day All Day- dark Day	SSG - The Sound of Mu... All Day All Day- Dark Day	SSG - The Sound of Mu... All Day All Day- Dark Day All Day- Stolen Shake spe are	SSG - The Sound of Mu... All Day 8 - 10:30 PM- Pe rformance - (Ke lse ...	SSG - The Sound of Mu... All Day 2 - 4:30 PM- Pe rformance - Gabe to ... 8 - 10:30 PM- Pe rformance - Ke lse y...
	Public Art Commission... 5 - 7:30 PM	Painting Classes with ... 10 AM - 1 PM	RFP Proposal Meeting 3 - 5 PM			Painting Classes with ... 10 AM - 1 PM
		Kids Who Care Board M... 5:30 - 7 PM				Ben Munoz Printmaki... 10 AM - 3 PM 10 AM - 3 PM- Be n Munoz Printmakin...
23	24	25	26	27	28	29
Kids Who Care - Summ... All Day 1 - 8 PM- Kids Who Care - Summe r...	Kids Who Care - Summ... All Day 8 AM - 8 PM- Kids Who Care - Summ... 8 AM - 9 PM- Kids Who Care - Summ...	Kids Who Care - Summ... All Day 8 AM - 8 PM- Kids Who Care - Summ... 8 AM - 9 PM- Kids Who Care - Summ...	Kids Who Care - Summ... All Day 8 AM - 8 PM- Kids Who Care - Summ... 8 AM - 9 PM- Kids Who Care - Summ...	Kids Who Care - Summ... All Day 8 AM - 8 PM- Kids Who Care - Summ... 8 AM - 10 PM- Kids Who Care - Sum...	Kids Who Care - Summ... All Day 8 AM - 10 PM- Kids Who Care - Sum... 8 AM - 10 PM- Kids Who Care - Sum... 10 - 11 AM- Pe rformance 11:15 AM - 12 PM- Pe rformance 7:30 - 9 PM- Pe rformance	Kids Who Care - Summ... All Day 11 AM - 4 PM- Kids Who Care - Sum... 11 AM - 10 PM- Kids Who Care - Su... 2 - 3:30 PM- Pe rformance 7 - 10 PM- Kids Who Care - Summe r... 7:30 - 9 PM- Pe rformance 9 - 11:30 PM- Party on Ve randa
SSG - The Sound of Mu... All Day 2 - 4:30 PM- Pe rformance - Liz to E...	Figure Drawing Sessions 5 - 7:30 PM	Public Art Orientatio n ... 10 - 11:30 AM	Mart ha Elena and Phili... 6 - 7 PM			Painting Classes with ... 10 AM - 1 PM 10 AM - 1 PM- Painting Classes with...
		Painting Classes with ... 10 AM - 1 PM				

July 2023						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	31	1 Tu B'Av (Begins at Sundown)	2 Tu B'Av (Ends at Nightfall)	3	4	5
DeInstallation All Day All Day- De Install	Art Installation All Day All Day- Art Installation	Art Installation All Day All Day- Art Installation	Tortfeasors of Tarran... All Day 12 - 5:30 PM - Load in and Tech 5:45 - 9 PM - Dress Rehearsal	Tortfeasors of Tarran... All Day 6 - 7 PM - Arrival 7 - 9:30 PM - Performance	Tortfeasors of Tarran... All Day 6 - 7 PM - Arrival 7 - 9:30 PM - Performance 9 - 11:59 PM - Bar in lobby and Load ...	Painting Classes with ... 10 AM - 1 PM
Kids Who Care - Summ... All Day 12 - 9 PM - Kids Who Care - Summe r ... 1 - 5 PM - Kids Who Care - Summe r ... 2 - 3:30 PM - Performance 3:30 - 9 PM - Load Out		Painting Classes with ... 10 AM - 1 PM	Art Installation All Day All Day- Art Installation	Art Installation All Day All Day- Art Installation	Artist Reception 6 - 9 PM	

August 2023						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	31	1 Tu B'Av (Begins at Sundown)	2 Tu B'Av (Ends at Nightfall)	3	4	5
DeInstallation All Day All Day- De Install	Art Installation All Day All Day- Art Installation	Art Installation All Day All Day- Art Installation	Tortfeasors of Tarran... All Day 12 - 5:30 PM - Load in and Tech 5:45 - 9 PM - Dress Rehearsal	Tortfeasors of Tarran... All Day 6 - 7 PM - Arrival 7 - 9:30 PM - Performance	Tortfeasors of Tarran... All Day 6 - 7 PM - Arrival 7 - 9:30 PM - Performance 9 - 11:59 PM - Bar in lobby and Load...	Painting Classes with ... 10 AM - 1 PM
Kids Who Care - Summ... All Day 12 - 9 PM - Kids Who Care - Summe r ... 1 - 5 PM - Kids Who Care - Summe r ... 2 - 3:30 PM - Performance 3:30 - 9 PM - Load Out		Painting Classes with ... 10 AM - 1 PM	Art Installation All Day All Day- Art Installation	Art Installation All Day All Day- Art Installation	Artist Reception 6 - 9 PM	
6	7	8	9	10	11	12
	The Color Purple All Day 10 AM - 5 PM - Load In Set	The Color Purple All Day 8 AM - 11 PM - The Color Purple 10 AM - 5 PM - Tech - Hang & Focus ... 6:30 - 11 PM - Rehearsal	The Color Purple All Day 8 AM - 11 PM - The Color Purple 10 AM - 5 PM - Tech Rehearsal 6:30 - 11 PM - Rehearsal	The Color Purple All Day 8:09 AM - 11 PM - The Color Purple 10 AM - 5 PM - Tech 6:30 - 11 PM - Preview Night/Final D...	The Color Purple All Day 6:30 - 7:30 PM - VIP/Donor Reception 8 - 10 PM - Performance	The Color Purple All Day 8 AM - 11 PM - The Color Purple 3 - 5 PM - Performance 8 - 10 PM - Performance
	White Elephant All Day All Day - Load In	White Elephant All Day 11 AM - 5 PM - Rehearse	White Elephant All Day 11 AM - 10 PM - Rehearse	White Elephant All Day 11 AM - 8 PM - Rehearse	White Elephant All Day 9 AM - 11 PM - Arrive and rehearse 9 - 11 PM - Performance	Steer Fort Worth Annu... 9 AM - 3 PM
						White Elephant 3:30 - 11 PM 6 - 11 PM - Arrival 9 - 11 PM - Performance
13	14	15	16	17	18	19
The Color Purple All Day 3 - 5 PM - Performance	The Color Purple All Day All Day - Dark Day	The Color Purple All Day All Day - Dark Day	The Color Purple All Day All Day - Dark Day	The Color Purple All Day 7:30 - 9:30 PM - Performance	The Color Purple All Day 8 - 10 PM - Performance	The Color Purple All Day 3 - 5 PM - Performance 8 - 10 PM - Performance
White Elephant All Day 6 - 11 PM - Arrival 9 - 11 PM - Performance	White Elephant All Day All Day - Dark Day	White Elephant All Day All Day - Dark Day	White Elephant All Day All Day - Dark Day	White Elephant All Day All Day - Dark Day	White Elephant All Day 6 - 11 PM - Arrival 9 - 11 PM - Performance	White Elephant All Day 6 - 11 PM - Arrival 9 - 11 PM - Performance
			AFW Board Meeting 4 - 6 PM			KWC Auditions 9 AM - 5 PM
						Yoga and Strings Event 10:30 - 11:30 AM
						Boryana Artist Talk 1 - 2 PM

August 2023						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
20 The Color Purple All Day 3 - 5 PM - Performance 5 - 11:59 PM - Load Out White Elephant All Day 6 - 11 PM - Arrival 9 - 11 PM - Performance	21 Heart of Gold Video All Day White Elephant All Day 10 AM - 5 PM - Load Out Public Art Commission... 5 - 7:30 PM	22 Heart of Gold Video All Day	23	24 Community Listening ... 5 - 7 PM	25	26 Coletta Strickland & B... All Day
27	28	29 Michelle Gonzales Mee... 2 - 4 PM	30	31 FWTIPD Panel Meeting 8 - 8:30 AM	1 Artist Reception 6 - 9 PM	2 Claire Kennedy Artist T... 1 - 2 PM

Fort Worth Community Arts Center Profit and Loss

October 2018 - September 2019

	Total
Income	
INCOME	
2.4100 CONTRIBUTIONS, SUPPORT	
Total 2.4100 CONTRIBUTIONS, SUPPORT	\$ 295,524.09
2.4300 REVENUE FROM GOVERNMENT GRANTS	
Total 2.4300 REVENUE FROM GOVERNMENT GRANTS	\$ 7,500.00
2.4400 OTHER SUPPORT	
Total 2.4400 Memberships	\$ 9,610.00
2.4500 EARNED REVENUES	
Total 2.4502 Sales	\$ 12,976.50
2.4504 Tuitions, class/workshop fees	11,024.86
Total 2.4505 Rentals	\$ 478,260.08
Total 2.4500 EARNED REVENUES	\$ 505,066.16
Total INCOME	\$ 817,700.25
Total Income	\$ 817,700.25
Gross Profit	\$ 817,700.25
Expenses	
EXPENSES	
2.7000 COMPENSATION	
Total 2.7000 COMPENSATION	\$ 505,347.54
2.7100 PROFESSIONAL SERVICES	
Total 2.7100 PROFESSIONAL SERVICES	\$ 87,234.73
2.7300 OPERATING EXPENSES	
Total 2.7300 OPERATING EXPENSES	\$ 260,192.24
Total EXPENSES	\$ 852,774.51
Total Expenses	\$ 852,774.51
Net Operating Income	-\$ 35,074.26
Net Income	-\$ 35,074.26

Attachment L - Theatre Rental Rates 2023



THEATRE RENTAL RATES 2023

There are three main categories of fees involved with renting the Fort Worth Community Arts Center. Base Rental Fees, Personnel and Service Fees, and Damage and Technical Advance Deposits. To receive an estimate of the cost for your particular event, please contact:

Marla Fleischmann Owen marla@artsfortworth.org 817.298.3026

BASE RENTAL FEES:

WILLIAM EDRINGTON SCOTT THEATRE	For Profit	Non-Profit	Resident	For Profit	Non-Profit	Resident
First Day	\$ 1,827.00	\$ 1,304.00	\$ 880.00	\$ 1,827.00	\$ 1,304.00	\$ 880.00
Additional Days	\$ 1,378.00	\$ 984.00	\$ 665.00	\$ 1,378.00	\$ 984.00	\$ 665.00
Dark Days	\$ 664.00	\$ 471.00	\$ 318.00	\$ 664.00	\$ 471.00	\$ 318.00
Building Maintenance Fee (per day, excluding dark days)	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00
Rehearsal (per hour without load in)	\$ 138.00	\$ 98.00	\$ 66.00	\$ 138.00	\$ 98.00	\$ 66.00
Garber Hall (per hour)	\$ 95.00	\$ 49.00	\$ 24.00	\$ 95.00	\$ 49.00	\$ 24.00
Technical Advance Deposit	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00
Damage Deposit	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00

HARDY AND BETTY SANDERS THEATRE	For Profit	Non-Profit	Resident	For Profit	Non-Profit	Resident
First Day	\$ 764.00	\$ 545.00	\$ 368.00	\$ 764.00	\$ 545.00	\$ 368.00
Additional Days	\$ 532.00	\$ 380.00	\$ 257.00	\$ 532.00	\$ 380.00	\$ 257.00
Dark Days	\$ 296.00	\$ 189.00	\$ 126.00	\$ 296.00	\$ 189.00	\$ 126.00
Rehearsal (per hour without load in)	\$ 56.00	\$ 41.00	\$ 26.00	\$ 56.00	\$ 41.00	\$ 26.00
Technical Advance Deposit	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00
Event per hour*	\$ 184.00	\$ 132.00	\$ 90.00	\$ 184.00	\$ 132.00	\$ 90.00
*requires additional expense to take down and re-set seating						
Damage Deposit	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00

Federal Tax-exempt certificate required to qualify for Non-profit rate

PERSONNEL AND SERVICE FEES

Personnel and service fees vary and are based on specific needs for each contracted event.

Production Manager	\$40 per hour over a 40 hour week
Technicians	\$30 per hour with a 4 hour minimum per person
Front of House Event Manager	\$25 per hour with a 4 hour minimum
Event Staff	\$20 per hour
Insurance (client may provide)	\$200 - \$350 per day based on attendance
Building Maintenance Fee	\$100 per day

DEPOSIT REFUNDS:

Damage Deposit (\$250) is due 7 days prior to load in with contract balance. Refund will be given after the event if everything is paid up and no damage was incurred.

Technical Advance deposit (\$250) is due with the signed contract and is refundable if Jotform link with technical details is completed no later than 14 days prior to load in



**ADDENDUM TO REQUEST FOR PROPSAL 23-0071
Redevelopment of Community Arts Center at 1300 Gendy Street
PURCHASING DIVISION**

ADDENDUM NO. 4

DATE ISSUED: August 22, 2023

**REQUEST FOR PROPOSALS (RFP): 23-0071
BID OPENING DATE: September 14, 2023 (UNCHANGED)**

RFP No. 23-0071, issued June 21, 2023, is hereby amended as follows:

1. Questions and Answers document is hereby incorporated, in full text, page 2
2. Facility Assessment attached as separate document, Attachment M

All other terms and conditions remain unchanged.

**Charles Benson
BUYER**

By the signature affixed below, Addendum No. 4 is hereby incorporated into and made part of the above referenced RFP.

COMPANY NAME: Garfield Public Prisd LLC

SIGNATURE: 

NOTE: Company name and signature must be the same as on the original bid documents. Failure to return this form with your sealed bid may constitute grounds for rejection of your offer.

Questions and Answers

- Q1. Has there been a market needs analysis or feasibility study for the project/facility?
- A1. The City does not have a feasibility study for the project/facility. However, the City does have a facility assessment available. See Attachment M, attached as a separate document.
- Q2. Is there an exhibit showing the extent of the land available for redevelopment?
- A2. The City does not have any other documents related to the land available for redevelopment other than what has been provided in the RFP.
- Q3. Can the existing garage adjacent to the building serve any of the uses within the redevelopment? If so, how many spaces are available within the garage for redevelopment uses?
- A3. The adjacent parking garage is a public garage that is pay to park. The garage is not included in the redevelopment of 1300 Gendy Street.
- Q4. Can the adjacent Will Rogers parking lots (across Gendy St) serve any of the uses within the redevelopment? If so, how many spaces are available within the parking lot for redevelopment uses?
- A4. The Will Rogers parking lot across the street from 1300 Gendy Street is a public surface lot that is pay to park. The Will Rogers parking lot is not included in the redevelopment of 1300 Gendy Street.
- Q5. Would the City consider an expanded development area, such as potentially utilizing the parking lot sites across the street?
- A5. The development area is limited to 1300 Gendy Street. The Will Rogers parking lot across the street is not included in the development area.
- Q6. Is there an appraisal of the property?
- A6. The City does not have an appraisal for 1300 Gendy Street.

Executive Summary

On Thursday, May 26th 2022, the Bennett Partners team performed a facilities assessment at the Fort Worth Community Arts Center (FWCAC) and W.E. Scott Theater located at 1300 Gendy Street, Fort Worth, Texas. The purpose of the assessment was to observe the conditions of the site, facility, and systems to provide a prioritized list of items to be addressed by the Owner for continued use of the property. Also included is a preliminary cost estimate of the work identified herein.

The assessment is organized by discipline and separated into two categories for the Owner's consideration. The two categories identify issues that, in the opinion of the Architect or Engineer, are required OR recommended to be addressed by the Owner. All assessment issues identified are based on how the facility is currently being used. A comprehensive evaluation of the property was not performed as the assessment was not intrusive in nature. The assessment team relied on what was easily visible for observation as well as the completeness and accuracy of the information provided by the Owner and user group representatives.

Building Summary

The FWCAC and W.E. Scott Theater are one contiguous building that is a commercial facility open to the public for the general use of the art galleries and performing arts theaters. During the site visit walkthrough, it was apparent that the majority of the building was being used for various art and performing arts functions for which it is well suited. Situated in the heart of the Cultural District, the building functions well as an art gallery and performing arts facility with multiple access points for large scale art or set design pieces as well as ample interior and exterior space for a variety of art displays and performances.

Made up of two main floors with a basement and small sub-basement, the building is approximately 79,617 gross square feet in size. The primary building structural materials are cast-in-place reinforced concrete, and structural steel framing. Exterior materials include limestone square paneling, stucco, painted brick, and aluminum glazing. The roofing material appears to be a modified bitumen roofing system. All of which appear to be in good condition commensurate with the age of the building.

There are three freight elevators and seven stair wells with access to the basement, first and/or second floors. The two of the seven stairwells access to the sub-basement. The building is also equipped with a fire alarm and fire sprinkler systems however, the systems are not throughout. Additional support spaces include but are not limited to artist studios, performing arts practice spaces, green rooms, dressing rooms, catering pantry, administrative offices, set design and construction, and associated storage spaces.

Historic Significance

The FWCAC and W.E. Scott Theater that can be visited today was built in three phases. The first phase of the building was the main art gallery that opened in 1954, by Architect Herbert Bayer. In 1966 the W.E. Scott Theater was added to the northside of the building, by Architect Joseph R. Pelich. The last addition was added to the east of the museum and front porte cochere in 1974, by Architect O'Neil Ford Associates, giving the building a new front façade and landscaping facing Gendy Street. Many portions

of the building in all three building phases remain intact. The building is not historically registered however, many of the building components and its iconic design are well preserved. The major building structure, exterior cladding, and interior walls appear to be structurally sound with only a few minor repairs identified herein. Where possible, the original historical fabric of the building should be preserved and/or restored.

Major Considerations

Below are major building issues that must be addressed by the Owner for continued use. They include but are not limited to the following:

1. According to the asbestos survey performed in January 2002, there is asbestos present throughout the building. Asbestos was found in the flooring, ceiling, and pipe insulation. While not included in the report, due to the age of the building, it is likely that asbestos is in the roofing assembly as well. According to the 2002 survey, the majority of the hazardous material is non-friable at the time of the survey. However, it is strongly recommended that the Owner obtain an updated asbestos survey to determine if any hazardous materials have become friable since 2002 and thus require remediation and/or abatement. Should any improvements to the property take place, asbestos remediation and/or abatement will be required. The preliminary cost estimate herein assumes a complete asbestos abatement for the entire building due to the widespread nature of the required assessment issues identified herein.
2. During the site visit walk-through, the facilities representative mentioned the presences of groundwater below the building as well as repeated flooding that occurs in the sub-basement of the building below the W.E. Scott Theater. The sub-basement appears to have water damage and staining on the bottom of the walls and stairs due to flooding. The orchestra pit concrete walls appeared to be saturated however, no ponding was observed. Additionally, the repeated water damage has rendered the orchestra pit lifts inoperable.

Evidence of heaving at the exterior concrete flatwork and sidewalks were observed. The facilities representative described the heaving being so significant that it prevented select exterior doors from opening, impeding egress in some areas. It is suspected the groundwater and sub-soil swelling is the cause of the movement. At minimum, the Owner must provide concrete flatwork at exterior doors that does not prevent exterior doors from opening for adequate emergency egress.

It is strongly recommended that the Owner further investigate the groundwater below the building and how it may be addressed to prevent further damage and deterioration. This is a larger problem outside the scope and schedule of this assessment and would require additional consultants, intrusive investigation, excavation, and/or sampling to determine the cause and potential solutions to prevent further flooding and deterioration to the building. Due to the unknown nature of this scope, it is not included in the preliminary cost estimate herein. Expanding this facilities assessment to include a civil engineer, forensic architect, geotechnical engineer, etc. may be added at the Owner's request.

3. The facilities representative mentioned during the site visit walk-through that the building's fire alarm system was dated and damaged, preventing the ability to update or add fire alarm components to the building. It is strongly recommended the Owner replace the fire alarm.
4. Typical of most buildings built in the '50s, '60s, and '70s, the building does not meet current ADA accessibility requirements. It is strongly recommended the Owner bring major building and site elements up to current ADA and Texas Accessibility Standards and requirements. The building and site components needing improvement include but are not limited to the following:
 - a. ADA parking spaces with accessible access to the building and bus stop
 - b. Public elevator access to the basement, first, and second floors
 - c. ADA accessible restrooms
 - d. ADA accessible door approach clearances as well as lever door hardware in lieu of knob hardware.
 - e. ADA accessible seating at W.E. Scott and Sanders Black Box Theaters
5. The North Loading Dock lacks stormwater drainage and waterproofing. Significant water leakage is evident at interior spaces directly below the Loading Dock. During the site walk-through, water was actively leaking on to the building main electrical service wiring creating a significant safety risk and risk to the building electrical systems. Water damage is apparent at First Floor and Basement Floor levels. Adequate drainage and waterproofing must be provided to prevent further damage. Repair to the building structure, walls, and expansion joints are required as well. Improvements include but are not limited to the following:
 - a. Remove and replace existing asphalt paving down to CIP concrete lid below loading dock
 - b. Provide waterproofing assembly to seal and protect enclosed spaces below loading dock
 - c. Repair and replace flashing, sealants, and expansion joints at loading dock connection
 - d. Add stormwater drainage and rework paving to slope to drain(s)
 - e. Repair and replace waterproofing at loading dock walls to seal and protect enclosed spaces below
 - f. Provide drip pan and/or protective cover over electrical service wiring and equipment below loading dock
6. As noted in the mechanical, electrical, and plumbing (MEP) engineer's executive summary herein, the building mechanical and plumbing systems are outdated and need to be replaced. Please refer to the MEP engineer's assessment for more information.
7. Additional assessment items are on the following pages to describe and identify issues in further detail.



The Senior Purchasing Manager
City of Fort Worth, Purchasing Division
Lower Level, City Hall
200 Texas Street
Fort Worth, Texas 76102

September 14, 2023

To Whom it May Concern:

Garfield Public/Private LLC (GPP) is grateful for the opportunity to submit the enclosed proposal for the Redevelopment of the Community Arts Center located at 1300 Gendy Street in Fort Worth, Texas. The Development Team includes Bennett Partners, Keen Independent, Byrne Construction Services, proposed anchor tenants Fort Worth African American Museum and Cultural Center, The Jubilee Theatre and The Cliburn. Our team represents a best-in-class combination of local talent with national cultural development and financing experience. We are excited about the opportunity for a collaborative, open, and transparent partnership with the City of Fort Worth. Our qualifications and, more importantly, our enthusiasm are a great match to help achieve this vision.

GPP, a Texas company headquartered in Dallas, will be the lead developer for the work. The performing arts, cultural, and entertainment facilities experience of GPP and its executives includes the development, project management, financing and fundraising for, planning consulting for, and/or asset management of more than 22 such facilities over the past 25+ years, most recently including The Buddy Holly Hall of Performing Arts and Sciences in Lubbock, Texas. GPP has developed more than \$2 billion in public/private facilities of all property types over its 25+ year history, with an additional \$4 billion of strategic planning and consulting work.

If awarded this assignment, our first step will be to build upon the assessments completed by Bennett Partners to confirm the building program, concept design, development budget, and schedule. The strategic business plan will also include a refinement of the public/private financing model. Our plan will be a realistic and achievable "blueprint" for successful financing and delivery of the Community Arts Center Redevelopment.

Our team has prepared preliminary program information and design concepts included in this proposal, as well as a preliminary development budget, schedule, and proposed capital plan. Note that this information has been developed based on certain site assumptions and limited information so far received. We anticipate developing the plans further in close collaboration with the City of Fort Worth. We will tailor the program, concept, and financing plan to the goals and constraints of the City.

We believe that you will find our submittal complete. However, should you have any questions, please contact us at your convenience. By execution of this letter, Garfield Public/Private LLC commits its availability and resources to the success of the Redevelopment of the Community Arts Center. We look forward to your favorable consideration.

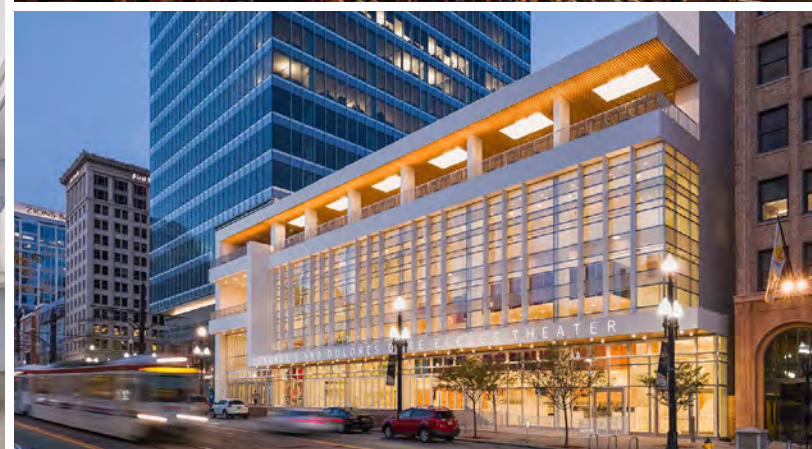
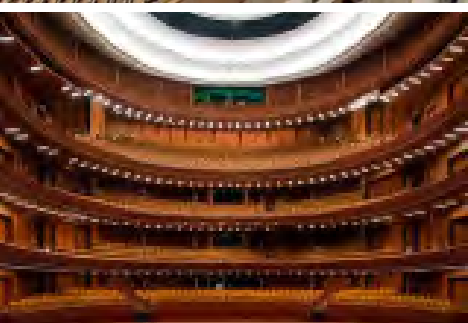
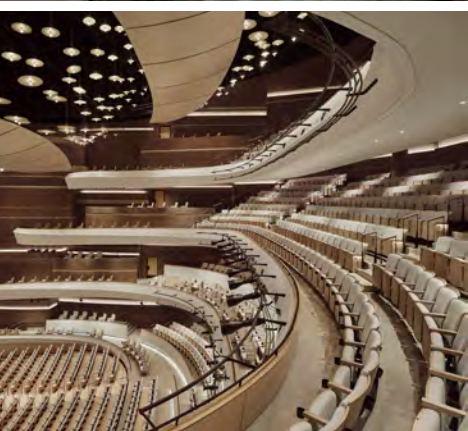
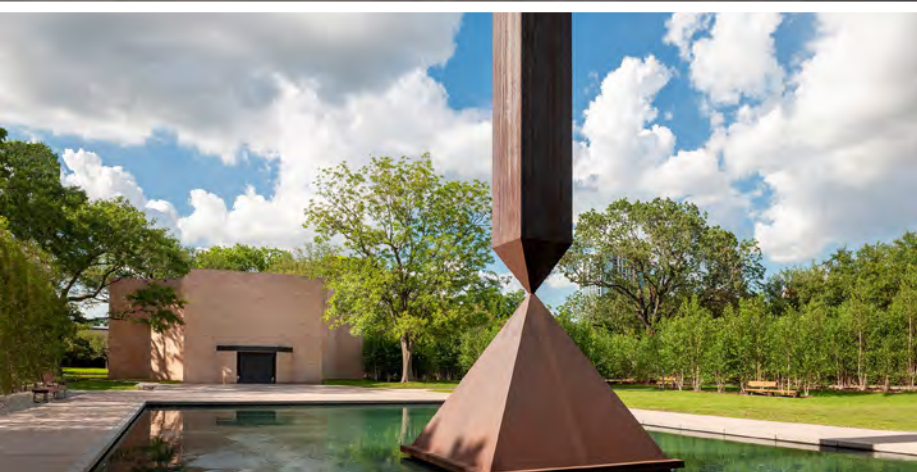
This RFP response is submitted on behalf of Garfield Public/Private LLC by Matt Edwards, Senior Vice President of the company. Note that Garfield Public/Private LLC is chartered in the State of Texas, and the company is responsible and authorized to do business in and in good standing with the State.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'Matt Edwards'.

Matt Edwards, Senior Vice President
Garfield Public/Private LLC

(c): 817-919-5686
matt.e@garfieldpublicprivate.com
www.garfieldpublicprivate.com



RFP 23-0071
 Redevelopment of Community Arts Center at 1300 Gendy Street
 Ft. Worth, Texas
 September 14, 2023





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SECTION 1 | EXECUTIVE SUMMARY



Executive Summary

The primary objective of the “Redevelopment of Community Arts Center At 1300 Gendy Street” project is to reimagine 1300 Gendy, Fort Worth, Texas as a world-class cultural hub. The existing commercial building currently houses art galleries and a performing arts theater that are open to the public. We recognize that the arts center is a multifaceted facility comprising theaters, galleries, studios, and office suites, all of which play a significant role in the community through their valuable educational programs and support for the arts. The project aims to transform this space into a vibrant cultural center while accommodating existing tenants and subtenants as far as financially feasible.

We are privileged to collaborate with a meticulously selected team of seasoned experts who possess substantial experience in undertaking projects of a similar nature. Our shared objective is to foster close cooperation with the City, engage with stakeholders, and involve the public and arts community in crafting a project that will stand as a cherished arts destination in Fort Worth for many years to come.

In addition to the below core leadership team, we also integrated specialty subconsultants, Schuler Shook (theatre planner) and Threshold (acoustician).

- Garfield Public/Private (Developer)
- Bennett Partners (Local architect)
- Keen Independent (Market consultant)
- Fort Worth African American Museum and Cultural Center (Proposed anchor tenant)
- The Cliburn (Proposed anchor tenant)
- Jubilee Theatre (Proposed anchor tenant)

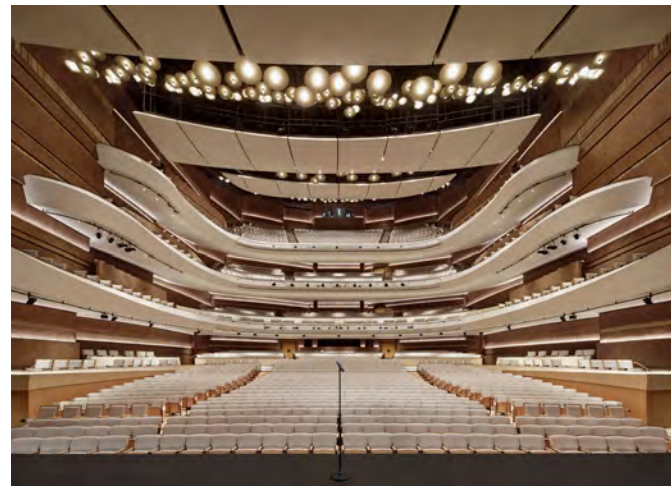
The development team has conducted a comprehensive assessment of the RFP and considered various options to ensure an economically viable and attainable approach to project development, closely aligned with the City’s objectives. Within the Appendix of this proposal, you will find a concept presentation design by the well respected and local architect, Michael Bennett of Bennett Partners.

This presentation illustrates the thorough consideration given to incorporating the historical and architectural elements of the existing building. It carefully preserves the distinctive architectural language of the current structure while introducing new architectural elements that will complement the well-known notable architecture in the Cultural District of Fort Worth.

While our team has developed concept plans that we feel meet the City’s objectives, we remain committed to initiating a due diligence phase as a critical first step in redeveloping a project of this size and complexity. This phase will provide essential data to guide the project and will include:

- A proposed building program
- Design concepts
- Development budget and schedule
- Operational and ownership structure
- Finance and fundraising plans

GPP has a reputation for managing expectations and formulating realistic/achievable business plans for its public partners and clients. This pivotal phase, with its expected outcomes, serves as the foundational cornerstone for future discussions with the City and its stakeholders, guiding the decision-making process concerning the redevelopment of the Community Arts Center.



SECTION 2 | COMPANY HISTORY AND OWNERSHIP



Garfield Public/Private LLC, a Texas Limited Liability Company, has a 25-year history of national leadership in public/private development. Ray Garfield and Greg Garfield founded the company in 1997 to finance and develop publicly-owned and public/private facilities.

Garfield solves impediments to the delivery of needed facilities, enabling them to be built and delivered much faster and more reliably than traditional public bid methods. The company devises innovative solutions for essential developments, using financing structures not commonly known to or employed by conventional developers.

Garfield's proven turnkey delivery method minimizes the public sector's contractual risk and administrative burden, streamlines the procurement process, and enables "fast track" delivery, within budget and schedule, of high-quality facilities months or even years ahead of when otherwise thought possible.

All developments, regardless of magnitude, require leadership and vision that only experience provides. Over the course of four decades, the principals and officers of Garfield have financed more than \$11 billion in debt and equity and developed more than 30 million square feet of all property types, nationally and abroad.

Garfield has more than \$2 billion of development experience and has performed strategic planning/consulting services for an additional \$3.5 billion of public/private facilities, including \$1.5 billion in hotel debt and equity and development of over 20 hotels comprising 6,600+ guestrooms and 430,000+ SF of meeting and convention space.

The firm's experience includes convention centers, conference centers and headquarters hotels, performing arts centers, event centers, arenas, expo centers, justice and public safety facilities, K-12 and higher education,

government office buildings, parking garages, and other vital public infrastructure.

Through numerous real estate cycles, the company has proven its stability and resilience. Through steady and prudent leadership, Garfield Public/Private is now more successful than ever, with a talented team and book of business that is diverse and portends continued growth and success for the foreseeable future.



SECTION 2 | COMPANY HISTORY AND OWNERSHIP



Performing arts and entertainment facility development is a highly specialized field. The needs, talents, and interests of the participants, design specifications and inherent complexities of a given project must be competently and effectively supervised. Team leadership by a company that has not only consulted, but also has successfully delivered similar properties is vital to ensuring the greatest likelihood of success.

Garfield Public/Private understands the complexities of performing arts and entertainment facilities, from planning, design, budgeting, constructing, equipping and commissioning; to ownership structuring, funding and financing, including fundraising/naming rights and other contractually obligated income; to governance/ operations; and stakeholder management and consensus-building.

Garfield's services include operator selection and negotiation of operating agreements where 3rd party operations is desired. We understand industry standard terms and compensation and best operating practices and maintain relationships with the leading facility operators, which encourages participation and competitive proposals from prospective operators.

Garfield also has raised or supported its clients in raising philanthropic funds and securing naming rights, sponsorships, and other contractually obligated income (COI) in excess of \$200 million to date. We understand fundraising valuation, marketing and sales to donors and corporate sponsors, structuring of fulfillment packages, and policy development to guide the process of securing COI for projects.

Given the combined experience of Garfield and its senior executives over the past four decades, we can say with confidence that no other active developer/project manager has more combined experience with performing arts centers, theaters, concert venues, arenas, event centers, museums, and other

entertainment and cultural facilities. Garfield's experience, relationship and resources, as well as baseline project documentation, are invaluable assets to our clients in ensuring timely and successful financing and project completion.



SECTION 2 | COMPANY HISTORY AND OWNERSHIP

BENNETT PARTNERS OVERVIEW



More than being just architects, interior designers and planners, Bennett Partners is a trusted partner to our clients, making their success a measure of our success. As a result, we have many valued and longstanding client relationships.

We also strive to be a partner in the communities where we work. We are committed to the power of design to make a difference, and to solutions that extend beyond the individual project to create positive change throughout the surrounding community. No matter the scale, every project deserves a thoughtful and meaningful design solution.



We are dedicated to providing our clients with a full set of services from initial planning and programming exercises, to project design through project completion. Differentiating ourselves in an industry that focuses on specialization, our staff is comprised of individuals with a diverse set of backgrounds and talents who focus on listening to clients' needs and developing tailored design solutions in the areas of architecture, planning, and interior design.



We believe that all of our work—large and small projects, are an opportunity to make a big impact. We give each client the same level of attention, making us the right partner for any size project. We do big things with small projects and budgets and are well known for our work on large scale projects.



Having earned a reputation for completing projects successfully on time and within budget, we are prepared to address the diverse issues that arise throughout project execution. For these reasons we are selected as a trusted teaming partner.



The problem-solving experience of our principals and staff provides our firm with the knowledge and understanding to direct financially and politically complex initiatives. Our commitment to providing our clients with high quality services and effective design solutions has led to over 70 awards for design excellence within the last ten years.

SECTION 2 | COMPANY HISTORY AND OWNERSHIP

BENNETT PARTNERS FIRM HISTORY



Established in Fort Worth as a Texas Corporation, Bennett Partners has been recognized as one of the Metroplex's finest architecture and planning firms for 66 years. Offering architecture and structural engineering services to a broad range of clients, Don W. Kirk, Consulting Engineer was founded in 1956, and was responsible for many landmark projects in the region. After 1965, the firm went through the first of many name changes. Previously known as Bennett Benner Partners the firm was renamed Bennett Partners in 2021. In early 2023, Bennett Partners established an office in Dallas, strengthening our ability to provide excellent service to our clients throughout the Metroplex. Our firm is focused on Architecture, Planning and Urban Design, and Interior Design. We specialize in both small scale projects and the planning, design and management of large, complex projects. As one of the most respected architecture firms in Fort Worth, Bennett Partners has extensive experience with education and other project types.

Our team offers innovative design solutions as well as rigorous project execution for a variety of challenging assignments. We continue to create notable and innovative projects in and around Fort Worth. As a dedicated community partner, Bennett Partners has directed the collaborative efforts required to realize numerous financially and politically complex initiatives.

Our top-down approach, featuring the personal attention of our experienced leadership team, brings the full weight of our firm's collective insight, problem-solving skills to complex situations.

Our strengths lie in the diversity of our staff who provide industry leading expertise. Motivated by our role in the community and the way the community shapes us, we believe that shaping the built environment through high quality design provides our clients with structures that embody their distinct principles while having a positive lasting effect on the communities in which they reside.

Collaboration is not only a hallmark of our approach - it is a foundational value to our firm. We are inspired by the opportunity to partner with other firms, clients, and users.

SECTION 2 | COMPANY HISTORY AND OWNERSHIP



Architecture

Our architecture practice is built on the belief that design can make a difference. That may sound idealistic, but we combine that ideal with a collaborative approach, eye for innovation, emphasis on sustainability and unmatched personal service to help us accomplish our clients' goals within project constraints. The firm's award-winning work includes new construction, historic restoration, sustainable design, and adaptive reuse in projects ranging from commercial, education and residential to cultural, mixed use, zoos, and parks and trails.



We respond to our clients' needs and project constraints with innovative yet pragmatic solutions. Bennett Partners is also frequently sought after as a partner by other design firms in order to provide careful execution of complex projects. Collaboration, personal service, highest quality design, and emphasis on sustainability are hallmarks of our work.



Interior Design

We work hard to create spaces that reflect who our clients truly are, and our interior design services are a crucial part of that. From programming and finish selection to furniture and art installation, everything we do, whether in conjunction with our architectural team or as a separate service, is designed to encourage efficient functionality that can accommodate growth – and look good doing it.



Planning/Urban Design

Recognizing that what we develop today will affect future generations, we bring vision and expertise to planning projects that thoughtfully address programmatic, environmental and architectural issues while creating a positive, lasting effect on the communities in which they exist. We have significant experience with comprehensive master plans for new town developments, business and industrial parks, research and development centers, urban design solutions for mixed-use commercial developments, and downtown revitalization plans.



SECTION 2 | COMPANY HISTORY AND OWNERSHIP



Keen Independent is pleased to provide the following summaries of the firm's history, mission statement and experience conducting work similar to the redevelopment project proposed by the City of Fort Worth.

Company History

Founded in 2011, Keen Independent Research is a Limited Liability Company that specializes in arts, equity and economic research for public, private, nonprofit, city and state agencies. Our team of 24 professionals are located throughout the country, including in Texas, and have advanced degrees and experience in arts and culture research, equity studies, research methods, economics and venue operations. Keen Independent has an extensive portfolio of feasibility and cultural studies for clients such as the cities of Frisco, Lewisville, Irving, Celina, Waco and San Marcos in Texas, as well as cultural arts feasibility studies for communities across the country, including Oklahoma, Colorado, Arizona, Indiana, and California.

Keen Independent has considerable experience preparing feasibility studies, market surveys, venue market analysis, public policy research and other assignments for cities, counties, states and other public entities. Such studies include the City of Lewisville Grand Theatre Market Analysis, City of Frisco Arts and Entertainment Venue Business Plan, Wheeler Opera House Facility Expansion Feasibility Study and Management Assessment, the City of Waco Arts Center Feasibility Study, and City of Bloomington Arts Center Feasibility Study.

Keen Independent has earned a reputation for straight answers to our clients' complicated questions.

- Sometimes we affirm the likelihood of success;
- Sometimes we recommend against a particular action; and
- We often find other solutions when a proposed action is infeasible or not the best solution.

Company Mission Statement

At Keen Independent, our mission is to provide a data-driven assessment of a communities current and future needs, while also telling the "story behind the numbers." We combine rigorous research methods with innovative public outreach and engagement strategies to produce solutions reflective of a community's vision, values and history . Our team provides strategies that build consensus, celebrate local perspective and serve as a roadmap for embracing the future.

Commitment to arts and culture. In addition to our research experience, our team is made up of people that are committed to supporting arts and culture. We are arts and cultural patrons, performers, visual artists, venue managers, museum and gallery curators, and educators. We know firsthand the power of using cultural arts to drive economic development, tourism, community building and placemaking when given the opportunities and resources needed to thrive. Our team is passionate about the work we do because we have all experienced the transformative impact of the cultural arts in our own lives as well as the communities we have served across the country.

SECTION 2 | COMPANY HISTORY AND OWNERSHIP

Company Experience

The study team is ideally suited to complete this project due to our national arts and culture feasibility and market research experience, proven community engagement methods, inclusive and holistic approaches to understanding community needs, strong project management and communication skills, and a reputation for completing studies on-time and on-budget. What truly sets us apart from our competitors for this project is our deep connection to and experience with communities in the Dallas-Fort Worth Metroplex (DFW).

Market research experience. Keen Independent includes market research in all our arts and culture projects. This includes creating a venue inventory of the target market area sorted by capacity and proximity, using mapping software (such as ArcGIS) to visualize the market areas and how various venues fit within these areas, analysis of market area resident demographics (including spending and market potential), programming inventories and demand projections. For example, Keen Independent has national experience conducting feasibility analysis for multipurpose spaces including a multipurpose arts space in Thornton, Colorado; and the Plainfield Performing and Fine Arts Center in Plainfield, Indiana.

Keen Independent's experience in market research includes:

- Examining availability and utilization of facilities;
- Business planning and organizational development;
- Engaging stakeholders in meaningful and actionable dialogue;
- Researching visitor perceptions, pricing and programming;
- Examining how to expand numbers of visitors and members; and
- Analyzing economic impact for events and programming.

Recent DFW experience. Keen Independent has conducted many recent arts and culture studies in Texas and the DFW Metroplex region.

In the past year, Keen Independent has conducted arts and culture studies for:

- City of Celina (Arts and Culture Master Plan);
- City of Frisco (Performing Arts Market Analysis);
- City of Irving (Arts and Cultural Department Strategic Plan); and
- City of Lewisville (Performing and Visual Arts Market Analysis Feasibility Study).

We are also currently conducting an equity study for Dallas College. The Keen Independent study team understands the unique dynamics and cultural landscape of the Dallas-Fort Worth Metroplex. Our recent analyses for these neighboring communities have provided us with a wealth of data on the local market and allowed us to forge connections with nearby municipalities and cultural arts stakeholders.

Additionally, Keen Independent has conducted arts and culture related assignments for the Cities of Waco and San Marcos in Texas. Keen Independent has also conducted equity studies for several agencies in the City of San Antonio including Opportunity Home (formerly San Antonio Housing Authority), the City of San Antonio Water System and VIA Metropolitan Transit.

SECTION 2 | COMPANY HISTORY AND OWNERSHIP



The Cliburn—widely recognized as one of the top cultural institutions in the world—is a proud and active member of the arts community of Fort Worth. The mission of the 60-year-old institution is to advance classical piano music throughout the world. Its international competitions, education programs, and concert series embody an enduring commitment to artistic excellence and the discovery of young artists. The quadrennial Van Cliburn International Piano Competition, its flagship program, launches the careers of the extraordinary pianists and brings global recognition to North Texas; the 2022 edition was one of the most-watched classical music events of all time, amassing more than 40 million views in 177 countries. The Cliburn serves its local community through innovative concert series, free outreach events, and Cliburn in the Classroom—its signature education initiative that serves 60,000 elementary students each year.

The Cliburn’s interest in the Fort Worth Community Arts Center project is twofold. First, the relocation of the organization’s offices, with its 18-person team, to the city’s Cultural District would be synergistic, bringing together world-class performing and visual arts institutions.

Second, the location is prime for a new, state-of-the-art resource: the Cliburn Studio. The multipurpose facility is envisioned to be outfitted for live webcasting, as well as video and audio recording, and to serve as a space for concerts, education and outreach, special events, rehearsals, meetings, and more. In addition to providing for the Cliburn’s robust and growing programming needs (both online and in person), the Cliburn Studio will be a resource of the entire non-profit community.

SECTION 2 | COMPANY HISTORY AND OWNERSHIP

HISTORY

Fort Worth African American Museum and Cultural Center

The Fort Worth African American Museum and Cultural Center started as an initiative in mid-2018 to preserve Fort Worth African American history resulting from the potential sale and repurposing of the Butler Housing Complex.

This twenty-one-member advisory sub-committee was formed to study and propose options. The sub-committee was named the Museum Subcommittee of the Butler Advisory Committee.

The Museum Sub-committee meet regularly until early 2021, it was decided that a more formalized structure was appropriate to move the vision of a museum forward.

On September 9, 2022, the Museum Sub-committee applied and received its designation as a 501(c)(3) under the name Fort Worth African American Museum and Cultural Center.

The Board consist of:

Chair-John L. Barnett, Jr., DDS

Vice-chair -Andy Taft

Secretary - Jennifer G. Brooks, Ed.D

Treasurer - Scott Wilcox

FWAACC has formed a Fund raising Committee, Co-chaired by Glen O. Lewis, Esq. and Marnese Elder, for the purpose of a Feasibility Study focusing on sustainability and museum location.

The Board has contracted for two curated exhibits during calendar years 2024 and 2025.

The work toward the manifestation of this institution is ongoing.

VISION

To bring people together by telling our stories

MISSION

To rigorously explore and proudly express local and national African American history and culture to enlighten inspire, engage and challenge everyone toward better understanding and a more just society.

SECTION 2 | COMPANY HISTORY AND OWNERSHIP



Our Mission is to create and produce theatrical works that give voice to the African-American experience.

Core Principles:

Create and present works that reflect the African-American experience. Promote and present new works, with a focus on both musicals and plays. Find and present the universal message in each of the works to attract and involve a diverse and multicultural audience.

The History of Jubilee Theatre

Founded by Rudy and Marian Eastman in Fort Worth, Texas on June 19, 1981, Jubilee Theatre is the original home of African-American theater in North Texas. Jubilee Theatre was incorporated in 1982 and received its 501(c)(3) status in May 1983.

After one season at 1801 East Vickery, the Board of Trustees, under the leadership of Darwin and Muriel Mendoza, decided to become what the local press affectionately called a “gypsy theatre”- performing on off days in local theaters or nightclubs, while only occasionally getting a chance at weekend runs. For the next five years, Jubilee Players would perform in lobbies, saloons, the former Caravan of Dreams, Stage West, and Pocket Sandwich Theater, just to name a few.

In November 1986, Jubilee staged its first production of the original musical *Negroes in Space* to sellout crowds at the Caravan of Dreams. Thanks to an Amon G. Carter Foundation Challenge Grant, Jubilee raised matching funds during that production for a permanent home for the troupe. In 1987, Jubilee Theatre opened its doors at 3114 East Rosedale, across from Texas Wesleyan University. This would be the first theatre Jubilee would call home.

In November of 1993, an active Board of Trustees successfully concluded a capital campaign resulting in a newly renovated theater in downtown Fort Worth’s Sundance Square at 506 Main Street. This goal was met with 300-plus individuals and several organizations from all sectors of the city participating.

In 1995, Jubilee Theatre came under the Actors Equity umbrella in an effort to bring professional talent to Jubilee’s stage. In 1998, arts patrons, Hardy and Betty Sanders gave a pledge to upgrade the quality of work done at Jubilee. This pledge gave Jubilee a chance to produce wonderful musicals such as *Travelin’ Shoes*, *The Tempes*, and *Attitude Girlfriend, Attitude*; and established Jubilee’s reputation of producing original musical works. From 1997 to 2000, a concentrated capital campaign helped to establish an administrative staff and add production capabilities.

SECTION 2 | COMPANY HISTORY AND OWNERSHIP



During the early part of the 21st century, Jubilee saw unprecedented growth: winning awards and accolades for its artistic integrity, nearly doubling its budget, increasing its audience base to reach some 15,000 each season, launching an educational outreach program that has reached over 38,000 students in the FWISD, and solidifying itself as an artistic and community leader.

In 2004, Jubilee looked to undertake another expansion project and with overwhelming community support, the theatre was able to complete a \$460,000 renovation project completely free of debt. This renovation project was concluded in January 2005 and included increasing the theatre's capacity from 99 seats to 147; enlarging the usable stage space, as well as restroom and dressing room spaces; expanding the lighting system; and upgrading the lobby with ADA-compliant flooring and doors.

However, just as the renovation was being completed, the Jubilee family suffered a tremendous loss. On May 31, 2005, co-founder and artistic director Rudy Eastman passed away unexpectedly in his sleep. For 24 years, Rudy worked to bring forth the Jubilee Theatre that thrives today. His vehicles were many and varied, and always instructive and entertaining, and his vision never wavered as he was determined to help people understand the African-American experience through theatre.

While the Jubilee family grieved for Rudy, it has continued to keep his vision and theatre alive. Even though statistics on organizations surviving the loss of a founder are not encouraging, due to the strong community support and goodwill that Jubilee has developed over nearly three decades, the theatre not only carried on but continued to grow. The 2005-2006 Season saw a record average attendance of Jubilee performances, record contributed income, and continued critical acclaim including Best Production awards from the Fort Worth Weekly and the Dallas/Fort Worth Theatre Critics Forum.

Artistic director Ed Smith led the organization through a period of transition and announced his retirement at the end of the 2009-2010 Season. The Board of Trustees selected Tre Garrett in November 2010 as the third artistic director of Jubilee Theatre. Garrett (Nov.2010 - Feb.2015) brought energy, enthusiasm and a fresh vision for the artistic future and by the 2013-2014 Season, Jubilee Theatre saw an average attendance increase as well as a continued critical acclaim.

Jubilee Theatre appointed William (Bill) Earl Ray as the new Artistic Director in the spring of 2016 and the Theatre continued to develop under his leadership of a skilled staff of professionals.

Financially, over the past four years, Jubilee's contributed income has grown 105 percent, alongside doubling the number season subscribers and greatly increasing single ticket revenue. Increased technical capabilities, including online tickets sales, new lighting technologies, and sound equipment, have all been added to enhance the overall theatre-going experience. With a strong financial base, growing audiences, a dedicated Board of Trustees and Staff, and a tradition of artistic integrity, Jubilee has maintained its status as a gem in the Fort Worth cultural and arts scene.

SECTION 2 | COMPANY HISTORY AND OWNERSHIP



Jubilee appointed Benard Cummings as Interim Artistic director in September 2017. The record breaking “A Motown Christmas” which by far sold the most tickets in Jubilee’s history, “Detroit 67” and “It Ain’t Nothing But the Blues” were all under the leadership of Cummings. In addition, Cummings also selected the 2018 – 19 season to follow up the record breaking 17-18 season. The 2018-19 season was selected which includes 5 regional premieres and 1 musical revue. With a strong financial base, growing audiences, a dedicated Board of Trustees and Staff, and a tradition of artistic integrity, Jubilee has maintained its status as a gem in the Fort Worth cultural and arts scene.

On September 4, 2018, Jubilee’s Board of Directors announced the new incoming Artistic Director, D. Wambui Richardson. Richardson is a native of New Orleans, Louisiana and a proud member of the Drama League. Formerly residing in Baltimore, Mr. Richardson was a Freelance Director, Resident Teaching Artist for Baltimore Center Stage and the Executive Director of Academies for the National Academy Foundation School of Baltimore. With over 20 years’ experience as a Director, Playwright, Art’s Educator and Executive Leader, Mr. Richardson has worked with the following companies, Baltimore Center Stage, St. Louis Black Repertory Theatre, WordBridge Playwright’s Laboratory, Syracuse Stage, Abington Theatre (Off -Off Broadway), and Rattlestick Playwrights Theatre (Off Broadway). His awards include being a NAACP Michael Jackson Performing Arts Scholar, The Pearl Cleage Writer Award and numerous awards from the National Association of Speech and Dramatic Arts. Some of his directorial credits include, Sugar Mouth Sam Don’t Dance Here No More [Off Broadway], Les Liaisons Dangereuse [Syracuse Stage], F.E.M.A 1603, Zooman & the Sign, In the Blood, Every Tongue Confess, The Seagull, & Measure for Measu.

We hope you will learn more about Jubilee first-hand by visiting the theatre and joining in our celebration of A PROUD HISTORY AND A PROMISING FUTURE.

SECTION 3 | COMPANY EXPERIENCE

The development, financing/ fundraising, and/or consulting experience of GPP and its executives includes the following sports/entertainment + cultural facilities:

Lubbock County Expo Center/Arena
(Development in Process)
Lubbock, TX

The Buddy Holly Hall of Performing Arts and Sciences
Lubbock, TX

Huntington Center Arena
(Planning) Toledo, OH

Durham Performing Arts Center (DPAC)
Durham, NC

George S. and Dolores Doré Eccles Theater
Salt Lake City, UT

TCU Music Center and Van Cliburn Concert Hall¹
Fort Worth, TX

Tobin Center for the Performing Arts¹
San Antonio, TX

The Smith Center¹
Las Vegas, NV

Smart Financial Centre¹
Sugar Land, TX

Santa Clara County House of Blues Concert Hall
(Planning thru GMP)
San Jose, CA

Steinmetz Hall, Dr. Phillips Center for the Performing Arts
Orlando, FL

*The Buddy Holly Hall of Performing Arts and Sciences
Lubbock, TX*



Rothko Chapel – Opening Spaces Master Plan Phase II
Houston, TX

San Antonio Museum of Art¹
San Antonio, Texas

The DoSeum¹
San Antonio, TX

Symphony Park¹
Las Vegas, NV

Frisco Performing Arts Center (Planning)
Frisco, TX

Conroe Performing Arts Center (Planning)
Conroe, TX

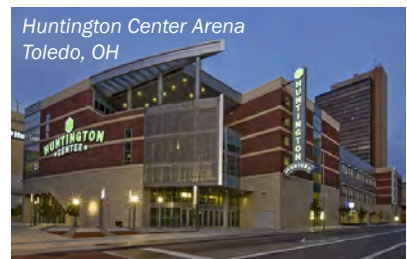
Tulsa Performing Arts Center Renovation/Expansion (Planning)
Tulsa, OK

Amarillo Civic Center/Arena Expansion (Planning)
Amarillo, TX

Century II PAC/Convention Center (Operator Selection/ Negotiation) Wichita, KS

Abilene Convention Center (Operator Selection/ Negotiation) Abilene, TX

Sarasota Orchestra Music Center
Sarasota, FL



¹Represents experience of Garfield's key personnel prior to joining Garfield Public/Private LLC.

SECTION 3 | COMPANY EXPERIENCE

The development, financing, and/or asset management experience of Garfield and its senior management includes the following hotels and hospitality properties, among many others:

Westin Irving Convention Center Las Colinas
Irving, TX



Overton Hotel & Conference Center at Texas Tech University
Lubbock, TX

Hyatt Regency Baytown-Houston and Convention Center
Baytown, TX

Sheraton at the Overland Park Convention Center
Overland Park, KS

Hyatt Regency Conroe and Convention Center
Conroe, TX

Sheraton at the Puerto Rico Convention Center
San Juan, Puerto Rico

DoubleTree by Hilton Abilene Convention Center
Abilene, TX

Doubletree Hotel + Conference Center
Bay City, MI

Sheraton at the Albuquerque Convention Center (Planning)
Albuquerque, NM

Sheraton at the Arlington Convention Center (Planning)
Arlington, TX

Hyatt Regency Houston
Houston, TX

Columbus Convention Center HQ Hotel (Consulting)
Columbus, OH

Conference Center and HQ Hotel (Planning)
Jefferson City, MO

Sheraton at the Tucson Convention Center (Planning)
Tucson, AZ

Pan Pacific Hotel
San Francisco, CA

Le Meridien San Diego at Coronado
Coronado, CA

Ritz Carlton Hotel
San Francisco, CA

The Melrose
Dallas, TX

Sands Hotel and Casino
Atlantic City, NJ

Divi Divi and Divi Tamarijn Beach Resorts
Aruba, Dutch Caribbean

Westin La Paloma
Tucson, AZ



SECTION 4 | SUMMARY LETTER



The Senior Purchasing Manager
City of Fort Worth, Purchasing Division
Lower Level, City Hall
200 Texas Street
Fort Worth, Texas 76102

September 14, 2023

To Whom it May Concern:

Garfield Public/Private LLC, a company with a rich 25-year history of national leadership in public/private development. Founded in 1997 by Ray Garfield and Greg Garfield, our company has been exclusively dedicated to financing and developing public/private facilities. At the core of our mission is the removal of obstacles that often delay the delivery of facilities, allowing them to be constructed and delivered more rapidly and reliably than through traditional public bidding methods. We are recognized for our ability to devise innovative solutions for key developments, often employing financing structures not commonly known to or used by conventional developers.

Our team is excited about the opportunity to contribute to the transformation of a well-known landmark in the Fort Worth community. With a nationwide focus on arts and cultural projects, we take great pride in the prospect of making a meaningful impact on our own community.

Garfield Public/Private and our senior executives collectively possess over four decades of experience in public/private development and project financing. We are confident that no other active development company can match our level of experience and expertise in this field. Our wealth of experience, extensive industry relationships, ample resources, and access to essential project documentation are invaluable assets that ensure timely and successful financing and project completion for our clients.

In approaching this project, our strategy emphasizes a collaborative approach within the develop-

ment team. We begin by defining a precise scope of work, establishing a fixed schedule that identifies key interface and coordination points, and outlining a well-defined set of deliverables. This comprehensive work plan serves as the foundation for effective coordination throughout the process, providing all team members with a clear understanding of project direction, tasks, sequences, and the effort required to achieve the City's goals efficiently. Furthermore, we are committed to fostering open and transparent partnerships with both existing building tenants and proposed anchor tenants, ensuring that all program needs are met.

We understand the significance that this development holds for the City of Fort Worth and the arts community. Garfield Public/Private is committed to delivering our services with integrity, skill, and a proven track record of completing similar developments on time, within budget, and to the highest standards of quality. This commitment forms the bedrock of our reputation.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'Matt Edwards'.

Matt Edwards, Senior Vice President
Garfield Public/Private LLC

(c): 817-919-5686
matt.e@garfieldpublicprivate.com
www.garfieldpublicprivate.com

SECTION 4 | SUMMARY LETTER

ARCHITECTURE
INTERIORS
PLANNING

bennett
partners

Michael J. Bennett AIA
Principal and Chief Executive Officer

September 14, 2023

Sandra Ortega
Vice President
Garfield Public Private
14911 Quorum Drive
Suite 380
Dallas, Texas 75254

RFP 23-0071 to Redevelop 1300 Gendy Street (Fort Worth Community Arts Center)

Dear Sandra,

Thank you for the opportunity to submit our qualifications and experience in support of Garfield Public Private's pursuit of the 1300 Gendy Street redevelopment proposal. Please accept this as our Letter of Interest

Our company has been dedicated to serving the Fort Worth community for over 67 years through thoughtful design and planning services. Throughout our history we have been known for our collaborative approach and devotion to personal attention for each project regardless of size or budget. We are committed to the power of design to make a difference, and to solutions that extend beyond the individual project to create positive change throughout the surrounding community.

In addition to our long history of service to the City of Fort Worth on municipal projects, we also have considerable experience working in the Cultural District and with a variety of performance and exhibit spaces, as well as mixed use developments. We bring to the project a creative and collaborative approach, the knowledge and respect of the community, its cultural district institutions and a passion to make this new Cultural Center a world-class institution.

If you require additional information, please contact me directly at 817.335.4991 or via email at mbennett@bbptx.com. Thank you for your consideration and I look forward to hearing from you soon.

Best regards,



Michael J. Bennett
Principal and Chief Executive Officer

SECTION 4 | SUMMARY LETTER



- Research
- Analysis
- Strategy
- Implementation

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

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

September 5, 2023

Sandra Ortega
Vice President
Garfield Public Private
14911 Quorum Drive, Suite 380
Dallas TX 75254

Re: RFP 23-0071 to Redevelop 1300 Gendy Street (Fort Worth Community Arts Center)

Dear Sandra:

Keen Independent Research LLC (Keen Independent) is pleased to submit our organizational history, experience, staff qualifications and project examples for the due diligence phase of Garfield Public Private's 1300 Gendy Street redevelopment proposal.

Keen Independent is a national arts, culture, economic consulting and market research firm with offices in Phoenix, Arizona and Denver, Colorado, as well as staff throughout the country. Our 24 professionals combine economic and market research experience with specialized expertise in arts and cultural planning for public sector and cultural entities.

Keen Independent has conducted several feasibility studies and other arts and cultural studies for the Texas cities of Irving, Frisco, Lewisville, Celina, Waco and San Marcos. We also have experience with conducting market research for facility expansions and renovations for the Wheeler Opera House in Aspen, Colorado and the Palace Theatre in Canton, Ohio, as well as feasibility studies for the cities of Denver, Colorado; Thornton, Colorado; Corona, California; Plainfield, Indiana; and Altus, Oklahoma.

Alex Keen, Keen Independent Associate Principal will serve as the primary point of contact for Keen Independent.

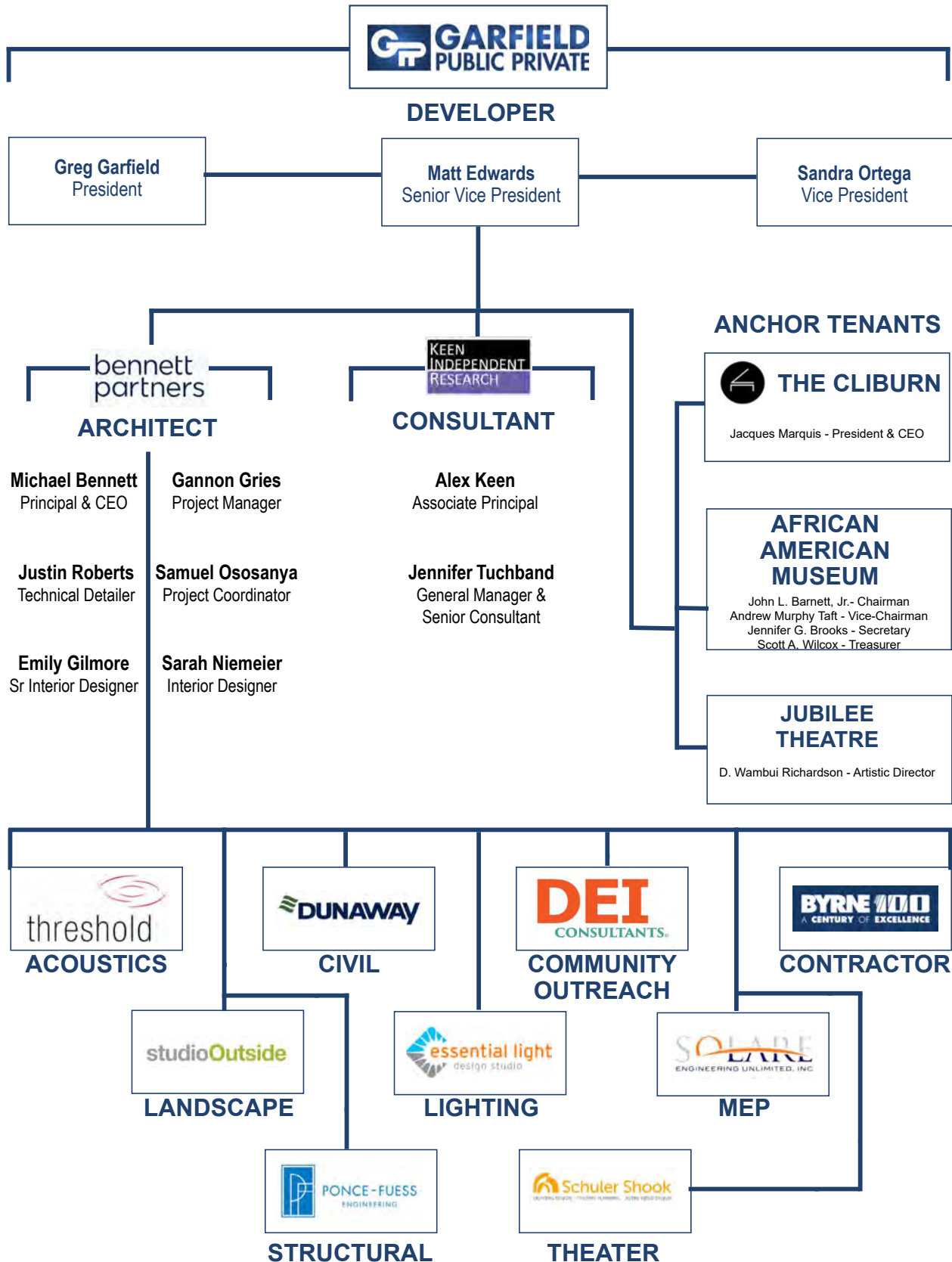
We look forward to the opportunity to discuss this project further.

Sincerely,

A handwritten signature in black ink, appearing to read "Alex Keen".

Alex Keen
Associate Principal

SECTION 5 | TEAM ORGANIZATIONAL STRUCTURE



SECTION 5 | TEAM ORGANIZATIONAL STRUCTURE

KEY LEADERSHIP

In addition to our key leadership team, we will introduce the full development team with resumes in the appendix.

DEVELOPER



Greg Garfield

President

Garfield Public / Private LLC

(c) 972-672-3308

greg.g@garfieldpublicprivate.com

www.garfieldpublicprivate.com



Matt Edwards

Senior Vice President

Garfield Public / Private LLC

(c) 817-919-5686

matt.e@garfieldpublicprivate.com

www.garfieldpublicprivate.com



Sandra Ortega

Vice President

Garfield Public / Private LLC

(c) 817-715-5779

sandra.o@garfieldpublicprivate.com

www.garfieldpublicprivate.com

ARCHITECT



Michael Bennett

Principal & CEO

Bennett Partners

(west studio) 817-335-4991

MBennett@bennett.partners

www.bennettpartners.com

CONSULTANT



Alex Keen

Associate Principal

Keen Independent

303-385-8515

alexkeen@keenindependent.com

www.keenindependent.com

SECTION 6 | DEVELOPMENT CONCEPT PROPOSAL



Please see Appendix for Development Concept Presentation.

SECTION 7 | PROJECT INFORMATION



The Buddy Holly Hall of Performing Arts and Sciences Lubbock, Texas



PROJECT COMPONENTS

2,297-seat Main Hall
415-seat Community Theatre
6,000 SF Multi-Purpose Space
22,000 SF Pre-Professional Ballet Dance School

DEVELOPMENT TEAM

Garfield Public/Private

KEY PERSONNEL

Ray Garfield, Greg Garfield, Dan Hennessy, Rick Wilczak

DELIVERY METHOD

Design-Build w/GMAX

COMPLETED

January 2020

PROJECT COST

\$158,000,000

This 2,297-seat performing arts center with 415-seat community “Crickets” theater and multi-purpose room presents a variety of entertainment including symphony, ballet, touring Broadway and commercial entertainment, school district events, and other local programming.

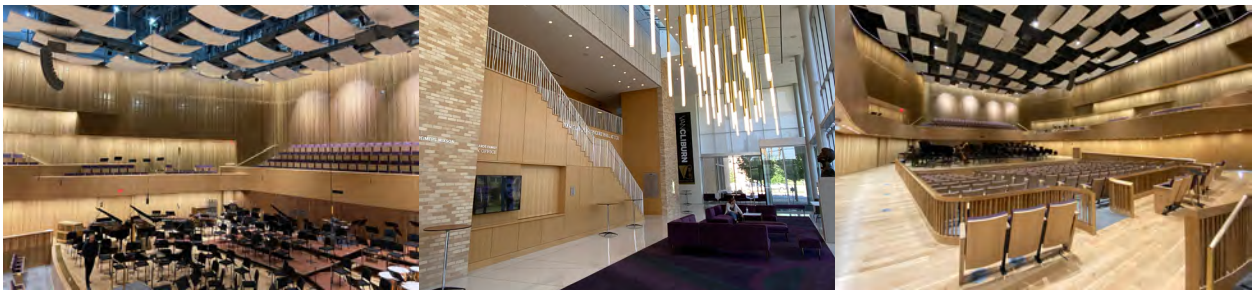
Located at 1300 Mac Davis Lane at Avenue L and Marsha Sharp Freeway in downtown Lubbock, the Buddy Holly Hall is owned by the Lubbock Entertainment and Performing Arts Association and operated by ASM Global (formerly SMG).

The project is 100% privately funded through donations, naming rights, box seats and personal seat license sales, and partnerships with a private concessionaire, Lubbock ISD, and Ballet Lubbock. Garfield developed the facility and continues to provide asset management advisory services.

Buddy Holly Hall has acoustic characteristics among the finest theaters in the world and flexibility to accommodate commercial and local artistic productions as well as private events. The partnerships with

the ISD, Ballet, and private concessionaire are precedent setting for comparable venues.

SECTION 7 | PROJECT INFORMATION



TCU Music Center and Van Cliburn Concert Hall Fort Worth, Texas

PROJECT COMPONENTS

700-seat Concert Hall
200+ marching band rehearsal hall
Rehearsal Spaces
Practice Rooms
Instructional Facilities

DEVELOPMENT TEAM

Matt Edwards
Sandra Ortega

DELIVERY METHOD

CMAR

COMPLETED

2022

PROJECT COST

\$53,000,000

Located at 2800 South University Drive in Fort Worth, this new state-of-the-art facility was designed for the School of Music at Texas Christian University. The TCU School of Music is a nationally recognized, award-winning institution that features distinguished faculty and a talented student body of 325+ majors and hundreds of non-majors.

The 60,000-square foot Music Center features cutting-edge training facilities including a band rehearsal hall designed

to hold a 200-plus-member marching band, an acoustically isolated percussion hall and orchestra hall, as well as several practice rooms. Additionally, the structure houses multiple offices and the intimate 700-seat Van Cliburn Concert Hall.

Garfield Public/Private's Senior VP Matt Edwards and VP Sandra Ortega led qualification and selection of the project design and construction team, collaborated with TCU's facilities department in negotiating agreements, and ensured the team

adhered to campus standards throughout design. They developed and managed the project budget, and served in an advisory role during construction administration and project close-out.

**Project experience represents work completed by Matt Edwards and Sandra Ortega prior to joining Garfield Public/Private*

SECTION 7 | PROJECT INFORMATION



Exhibition Facility and Headquarters Fort Worth, Texas

PROJECT COMPONENTS

85,000 SF
Lobby
Exhibition Space
Library
Theatre
Event Space
Offices
Meeting Rooms
Roof Terrace

Design for a new 85,000 sf museum and administrative space for a world-wide association located in the cultural district of Fort Worth, Texas.

The design of the building was created by architect Gluckman Tang and included a 5-story facility for a museum and administrative offices. The museum included a lobby, exhibition space, event space, library, and theatre. The third floor included a planted roof terrace to be shared by the museum staff and patrons and will

accommodate events overlooking the Will Rogers complex and downtown Fort Worth. The upper floors were designed to accommodate open offices, collaboration areas, and meeting areas with room for growth.

The façade design is a perforated, copper-toned anodized aluminum rain screen over glazing and opaque aluminum panels. This will allow the façade to act as sun screen and animate with dynamic play of light and shadow. The concrete structure was designed to minimize the

overall depth and volume of concrete, allowing for more efficient floor-to-floor heights in the exhibition galleries.

**Project experience represents work completed by Matt Edwards and Sandra Ortega prior to joining Garfield Public/Private*

SECTION 7 | PROJECT INFORMATION



Rothko Chapel, Opening Spaces Master Plan, Phase II Houston, Texas



PROJECT COMPONENTS

Program Center
Administration & Archives Building
Guest House
Meditation Garden

DEVELOPMENT TEAM

Garfield Public/Private

KEY PERSONNEL

Greg Garfield
Matt Edwards
Sandra Ortega

DELIVERY METHOD

CMAR

COMPLETED

TBD

PROJECT COST

Confidential

Rothko Chapel, commissioned by Dominique and John De Menil, is a non-denominational holy place on the National Register of Historic Places that welcomes people of all religions worldwide. The original commission was for Mark Rothko to create a meditative space filled with his paintings.

Phase II of the Opening Spaces masterplan re-envisioned the campus facilities with the development of a new north campus

and expanded green spaces. Additions include a new Administration and Archives Building, Program Center, expanded landscaping and grounds, and a new Guest House.

The feasibility and design phases involved extensive historical research, analysis of existing building conditions, and the preparation of numerous rehabilitation and planning options. Sustainability was also central to the project and efforts made to ensure

the landmark's future for generations to come.

Rothko Chapel and its outdoor space remains a sanctuary that inspires contemplation. A visit there will be an unpredictable and personal experience for each individual. Each of the new facilities has been designed with the utmost attention to detail in order to enhance that experience.

SECTION 7 | PROJECT INFORMATION



Tobin Center for the Performing Arts San Antonio, Texas

PROJECT COMPONENTS

179,000 SF
1738-seat performance space
259-seat black box theater
600-seat outdoor performance

DEVELOPMENT TEAM

Bexar County PAC
Foundation

KEY PERSONNEL

Matt Edwards
Sandra Ortega

LEED CERTIFICATION

Silver

COMPLETED

Fall 2014

PROJECT COST

\$183,000,000

The Tobin Center development was a public private partnership with Bexar County to renovate the historic Municipal Auditorium. The project included preservation of the historic entry structure and arcades surrounding the building while transforming the interior into a world-class performance venue.

The facility includes:

H-E-B Performance Hall which is a flexible 1738-seat multipurpose performance space with

adjustable acoustics for acoustic and amplified music presentations. The main orchestra floor is convertible from traditional theatrical seating to a flat floor, capable of seating 600 or more for a banquet or cabaret-style concern seating.

The Carlos Alvarez Studio Theater – a 259-seat black box studio theater with numerous flexible seating arrangements

The Will Naylor Smith River Walk Plaza – a 600-seat outdoor performance

plaza along San Antonio's famous River Walk, the space is utilized for concerts, cinema, fitness, film and receptions.

Scope of services for the project included procurement, design, historic preservation approvals, construction, budget and schedule management, project close-out and commissioning.

**Project experience represents work completed by Matt Edwards and Sandra Ortega prior to joining Garfield Public/Private*

SECTION 7 | PROJECT INFORMATION



TANGLEWOOD ELEMENTARY SCHOOL RENOVATIONS

Fort Worth, Texas

Tanglewood Elementary School constructed an addition within the existing courtyard and library. The library addition includes a media center with flex space, reading room, work room, meeting room and office. It will expand the current library and provide additional restrooms to serve the existing cafeteria area. Also, the addition will have a mechanical space for existing utilities, and an IDF room.

Other spaces that were renovated include the Auditorium, Music Room, Counselor/Special Ed spaces, Workroom and Art Room. The Auditorium is now accessible and has new finishes around the proscenium and acoustic wall panels. Other small renovations were done throughout the school as well including updating lighting, carpet, and paint. Additionally, a new entry with a canopy was designed.

project details

type

Education, Historic & Adaptive Reuse

client

Fort Worth Independent School District / Procedeo

services

Architecture
Interior Design

project status

complete

ARCHITECTURE
INTERIORS
PLANNING

**bennett
partners**

SECTION 7 | PROJECT INFORMATION



ERMA LOWE HALL | TEXAS CHRISTIAN UNIVERSITY

Fort Worth, Texas

The design of this building's adaptive re-use takes inspiration from the surrounding campus style, with neo-Georgian brick detailing, TCU blonde masonry, simple masses and the proportions of human scale architecture. The building was designed to re-orient and expand the northwest entrance to the building, creating a welcoming space that promotes interaction with the larger campus.

Additional learning spaces were added to the building

to improve its overall functionality and ability to continue to support and advance TCU's modern dance program. A computer dance lab, also included in the redesign allows students and teachers to choreograph and monitor performance through the use of state-of-the-art technology. Disruption of the existing building wall was kept to a minimum allowing the wall to become part of the new lobby, emphasizing the relationship between old and new.

project details

type

Higher Education, Historic & Adaptive Reuse, Performing Arts

client

Texas Christian University

size

35,000 sf

services

Architecture
Interior Design

project status

complete

awards

Merit Award, 2014– Fort Worth Chapter, AIA
Preservation Award, 2012 – Historic Fort Worth

ARCHITECTURE
INTERIORS
PLANNING

**bennett
partners**



FORT WORTH MUSEUM OF SCIENCE AND HISTORY

Fort Worth, Texas

In conjunction with the late world-renowned Design Architect, Ricardo Legorreta of Legorreta + Legorreta of Mexico City, Bennett Partners provided architectural services for the new Fort Worth Museum of Science and History. The new Fort Worth Museum of Science and History serves as a capstone to Fort Worth's Cultural District, which over the past five decades, has developed into an international destination for the architecture of its

museum facilities. Built adjacent to a natural plaza, the pedestrian-friendly museum is anchored by the building's iconic signature attraction: a 76-foot-tall glass and stone tower – the Urban Lantern – which functions as the museum's main entrance. This elegant entry, marked by clean lines, invites natural light into the building during the day and softly illuminates the surrounding area in the evening.

project details

type
Museum

client
Fort Worth Museum of Science and History

size
120,000 sf

services
Architecture

project status
complete

ARCHITECTURE
INTERIORS
PLANNING
**bennett
partners**

SECTION 7 | PROJECT INFORMATION



DINOLABS

Fort Worth, Texas

The Fort Worth Museum of Science and History revised the DinoLabs Exhibit as part of their continuing mission of providing creative, vibrant exhibits for the interpretation of science and the stories of Texas.

The DinoLabs redesign started with the premise that nothing captures the imagination of a child as much as the world of dinosaurs. The Museum's creative director envisioned dramatic spaces with dinosaur bones and fossil artifacts presented as sculptural pieces. Significantly, the artifacts are interspersed

with engaging technology meant to enhance a child's understanding and knowledge of the prehistoric world.

Articulated dinosaurs are exhibited as standalone objects and up-lit with shifting hues to accentuate dramatic positions. Individual fossils and specimens are presented highlighting the diverse fossil record of Texas. Hands-on educational exhibits enhance the opportunity for children to interact, touch, explore, color and imagine the exciting prehistoric world within a bold and dramatic setting.

project details

type

Community, Museum

client

Fort Worth Museum of Science and History

size

2,500 sf

services

Architecture, Interior Exhibition Remodel

project status

complete

ARCHITECTURE
INTERIORS
PLANNING

**bennett
partners**

SECTION 7 | PROJECT INFORMATION



NATIONAL COWGIRL MUSEUM AND HALL OF FAME

Fort Worth, Texas

The National Cowgirl Museum and Hall of Fame is located in Fort Worth's Cultural District adjacent to the Museum of Science and History. As the Architect of Record, Bennett Partners partnered with the Design Architect, David M. Schwarz Architectural Services to ensure the successful completion of the project's design and construction.

The firm also worked with a French design firm, Projectiles, on an interior renovation. Bennett Partners designed the Gendy streetscape which forms a natural plaza and entry way to the museum

project details

type

Community, Museum

client

The Projects Group

size

34,000 sf

services

Architecture

project status

complete

ARCHITECTURE
INTERIORS
PLANNING

**bennett
partners**

SECTION 7 | PROJECT INFORMATION



CATTLE RAISERS MUSEUM

Fort Worth, Texas

Embedded within the Fort Worth Museum of Science and History, the project is the first major update to the exhibitions since its relocation in 2009.

Working with Parisian design architects, Projectiles, the design features built in wall cases that expand the Museum's ability to display its vast collection of artifacts. The Cattle Raisers Museum's mission is to preserve the rich heritage of the cattle industry. New interactive technologies enable

audiences to experience the history of the industry and illustrate the unique identity of the people who have shaped ranching culture.

project details

type
Community, Museum

client
Cattle Raisers Museum

size
5,600 sf

services
Architecture, Interior
Exhibition Remodel

project status
complete

ARCHITECTURE
INTERIORS
PLANNING

**bennett
partners**

SECTION 7 | PROJECT INFORMATION



FORT WORTH COMMUNITY ARTS CENTER BUILDING ASSESSMENT

Fort Worth, Texas

The Bennett Partners team performed a facilities assessment at the Fort Worth Community Arts Center (FWCAC) and W.E. Scott Theater located at 1300 Gendy Street, Fort Worth, Texas. The purpose of the assessment was to observe the existing conditions and provide a prioritized list of maintenance and repair items to be addressed for continued use of the property as well as an associated cost estimate.

The FWCAC and W.E.

Scott Theater building is 2 stories with a basement and small sub-basement and is about 80,000 sf. All the spaces are currently in use and operation for art and performing arts functions. Situated in the heart of the Cultural District, the building functions as an art gallery and performing arts facility with multiple access points for large scale art or set design pieces as well as ample interior and exterior space for a variety of art displays and performances.

project details

type
Community

client
City of Fort Worth

services
Building Assessment

project status
assessment completed 2022

ARCHITECTURE
INTERIORS
PLANNING
**bennett
partners**

SECTION 7 | PROJECT INFORMATION



KEITH HOUSE

Fort Worth, Texas

Keith House is a modern-day version of a traditional meeting house being built near The Heart of the Ranch at Clearfork. It also includes a newly commissioned installation by the internationally known artist James Turrell, titled "The Keith Skyspace, 2023," that will use light as a medium to evoke wonder and a sense of peace.

project details

type

Community

client

MAKB Foundation

services

Architecture

project status

completed 2023

ARCHITECTURE
INTERIORS
PLANNING

**bennett
partners**

SECTION 7 | PROJECT INFORMATION



City of Frisco Arts & Entertainment Venue Business Plan



Keen Independent conducted a market analysis of the Frisco area to help inform the City of Frisco Arts & Entertainment Venues Business Plan.

Location. Frisco, Texas

Scope of work. This plan focused on developing a utilization strategy, management approach and business plan that accounts for the following venues:

- 350-seat community-use-focused venue;
- 1,500-seat flexible entertainment venue (includes flexible rehearsal and event room on site); and
- 2,000-seat proscenium venue (targeted for touring and commercial arts and entertainment products).

Competitive market analysis. A comprehensive analysis of competitors included closely reviewing other touring Broadway houses in the Dallas-Fort Worth metro area such as Bass Performance Hall, AT&T Performing Arts Center and Music Hall at Fair Park and understanding out their markets may overlap with the future venue in Frisco. We then studied demographics, spending potential and market potential of these market areas and forecasted future demand for various forms of arts offerings in the Frisco area.

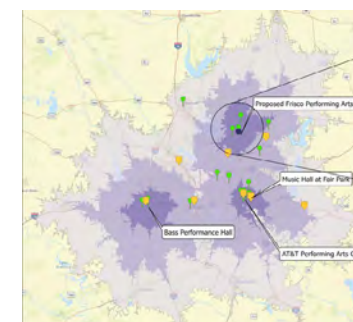
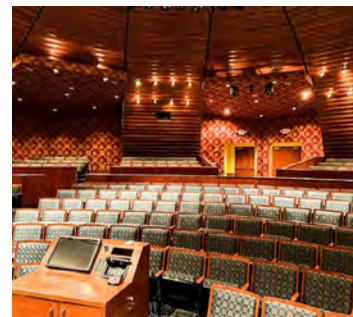
We also reviewed other venues in the area with more than 1,000 seats and studied rental rates for many of these comparable venues.

Benchmarking. With the Dallas-Fort Worth metro area already having multiple touring Broadway venues in the area, we studied venues that are similar to the potential future venue in Frisco (and with similar levels of competition) to understand how another Broadway house could potentially fit in the marketplace.

Business plan. Keen Independent contributed to the development of the final business plan that is being used for this new venue. This plan includes presenting touring Broadway musicals and other national acts as well as supporting community arts organizations and events.

Outcomes. Findings and recommendations from this project were presented to Frisco City Council to provide guidance on next steps towards building this facility. Keen Independent was also requested for additional follow-on work involving the feasibility of adding a social club to this venue.

Key personnel. Keen Independent Associate Principal, Alex Keen, directed the firm's involvement on this project. Jennifer Tuchband supervised project management, data analysis, and report writing.





Lewisville Grand Theater Market Analysis

Keen Independent assisted with a market analysis and feasibility study for the Lewisville Grand Theater as they explored the possibility of expanding their facility to potentially include one or two new performance spaces.

Location. Lewisville, Texas

Venue inventory and market analysis.

Keen Independent developed three market areas based on drive time to the Lewisville Grand Theatre to determine the local saturation of theater venues. Although the Lewisville Grand Theater has a few venues towards the south, there are little to no venues to the north. There is also no comparable venue to the Lewisville Grand Theater within 10 miles.

Demographic analysis and demand projections. Keen Independent also conducted a demographic analysis, including household income, education, age and entertainment spending for the market area. Using these data, as well as population projections that forecast significant population growth in the area over the next 30 years, Keen Independent projected that unconstrained demand for Denton County arts activities will increase by about 155 to 200 percent between 2020 and 2050.

Ticketing analysis. To assess programming feasibility, Keen Independent conducted a ticketing analysis which included an analysis of the geographic distribution of Lewisville Grand Theater patrons and an analysis of ticket sale trends among various event types, including sales for grant-supported events, for the previous four fiscal years.

Touring product potential. Keen Independent conducted interviews with national touring professionals who have brought shows to the Dallas-Fort Worth metro area to determine venue requirements for touring productions, the touring market in the area and artist payment structures.

Economic impact analysis. Keen Independent estimated the current and potential future economic impact of the Lewisville Grand Theater using national data sources and a pro forma budget. Findings showed that the estimated economic impact of an expanded Lewisville Grand Theater could nearly double in the five years following an expansion of the venue.

Outcome. Due to budget constraints, the City decided to not move forward with the expansion at this time.

Key personnel. Alex Keen led the market analysis of this project. Jennifer Tuchband assisted with data collection, analysis and reporting.



SECTION 8 | ATTACHMENT A

CONFLICT OF INTEREST QUESTIONNAIRE For vendor doing business with local governmental entity		FORM CIQ
<p>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.</p> <p>This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).</p> <p>By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.</p> <p>A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.</p>	OFFICE USE ONLY	
<p>1 Name of vendor who has a business relationship with local governmental entity.</p> <p style="text-align: center;">Garfield Public/Private LLC</p>	<p>Date Received</p>	
<p>2 <input type="checkbox"/> Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)</p>		
<p>3 Name of local government officer about whom the information is being disclosed.</p> <p style="text-align: center;">N/A</p> <p style="text-align: center;">_____</p> <p style="text-align: center;">Name of Officer</p>		
<p>4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.</p> <p style="margin-left: 40px;">A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?</p> <p style="margin-left: 80px;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p> <p style="margin-left: 40px;">B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?</p> <p style="margin-left: 80px;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p>		
<p>5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.</p> <p style="text-align: center;">N/A</p>		
<p>6 <input type="checkbox"/> Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).</p>		
<p>7</p> <p style="text-align: center;"> </p> <p style="text-align: center;">Signature of vendor doing business with the governmental entity</p>		<p>9/14/2023</p> <p>_____</p> <p>Date</p>

SECTION 8 | ATTACHMENT B

PRELIMINARY DEVELOPMENT BUDGET

Below is a preliminary development budget for the Project based on our experience and discussion of market conditions with Byrne Construction Services.

Construction Costs	\$	58,719,753
Construction Contingency	\$	2,935,988
TOTAL HARD COSTS	\$	61,655,741
Soft Costs and Fees	\$	14,679,938
TOTAL DEVELOPMENT COSTS	\$	76,335,724

Construction Costs include all construction direct and indirect costs including materials and labor, fees, general conditions and general requirements, bonding, and insurance.

Soft costs and fees include professional fees, furniture, fixtures & equipment (FF&E), operating supplies and equipment (OS&E), due diligence, legal, inspection, commissioning, and contingencies.

The budget includes appropriate design and pricing contingencies based on the preliminary nature of the design concept, as well as construction and owner's contingencies to be included at Notice to Proceed to construction. GPP and its team have an excellent reputation for realistic budgeting and managing clients' expectations.

PROPOSED DEVELOPMENT PLAN

Our team will work with the City and Keen Independent to build a market study to refine the facility program and design concept, including input from existing and future tenants.

A market study is the foundational document of a complete Strategic Business Plan, which is the first phase of any development undertaken by GPP. Keen's work will provide a solid basis underpinning a full Strategic Business Plan. The full list of Plan components is as follows:

- Needs assessment/market study (completed by Keen)
- Economic/fiscal impact analysis
- Spatial program/design concept
- Development budget and schedule
- Negotiate initial agreement/LOI with operator
- Produce operating/business plan
- Structure financing alternatives
- Develop funding/fundraising strategies
- Present results for Client decision.

More than just a market study or development/design concept, the Strategic Business Plan is a complete blueprint for the development upon which the City may make a fully informed decision as to how to proceed.

GPP and its Team will present the Business Plan results in the appropriate forum(s) as directed by the City. Upon Plan approval and notice to proceed to development/design, the sequence of development activities would be as follows:

1. Negotiation of operating agreement
2. Design and development
3. Scheduling and periodic cost estimating
4. Financial structuring
5. Investor presentations
6. Funding and closing of financing
7. Construction, commissioning and tuning
8. Close out
9. Open to public

PRELIMINARY TIMELINE

The preliminary estimated timeline for delivery of the project is as follows, but is subject to further revision after discussions with the City and during the Pre-Development Strategic Planning Phase:

- Pre-Development Period 6 months
- Pre-Construction (Design) 18 months
- Construction Period 24 months

OUR TEAM'S COMMITMENT

Please note that all estimates included in this proposal are preliminary and subject to change, and based on limited information and no client input. GPP and its Team are flexible and collaborative and look forward to meeting with the City to hear and incorporate its input into our concept.

In all aspects of planning and execution of the project, including financing, development, programming, design, construction and operations, Garfield Public/Private commits to open communication, transparency, and collaboration with the University and any other stakeholders to ensure a solution that meets the needs of all parties.

SECTION 8 | ATTACHMENT B

Below are the proposed sources and uses for the project that will form a public private partnership with the City of Fort Worth and the proposed anchor tenants included in the proposal. As we have outlined throughout the request for proposal, we recommend our first phase of work to develop a strategic plan with City and Community input that will allow the team to refine the proposed program, development budget and public/private financing model.

SOURCES	BUDGET	PROGRAM / SCOPE
Tenants	\$ 20,000,000	
Fort Worth African American Museum and Cultural Center		Exhibit space, back of house, and public space
The Cliburn		Cliburn Studio, office space, back of house, and public space
Jubilee Theater		Jubilee Theater, back of house, and public space
Additional Arts Organizations and Artists		To be determined
City of Fort Worth	\$ 26,200,000	Deferred maintenance
Restaurant Developer	\$ 10,000,000	Two restaurants and support spaces
Additional Public and/or Private Funds	\$ 20,135,679	To be determined
TOTAL SOURCES	\$ 76,335,679	
USES		
Design & Management Fees / Misc. Soft Costs	\$ 14,679,938	
Construction	\$ 58,719,753	
Contingency	\$ 2,935,988	
TOTAL USES	\$ 76,335,679	

NECESSARY PUBLIC PARTICIPATION

Funding can take many forms. Our team will work with the City to structure the right combination of sources. Following is a partial list of potential sources, many of which have been used for public participation in public/private developments by Garfield around the country:

- Philanthropy/naming rights/sponsorships
- Long-term ground lease with payments that are nominal or subordinate to debt service.
- Long-term conference center lease with payments that are nominal or subordinate to debt service.
- Public partner contribution of bond proceeds from the issuance of certificates of participation, lease revenue bonds, TIF bonds, etc. repaid by Project-specific taxes (HOT, sales tax, property tax).
- Public partner contribution of bond proceeds from broader (e.g. district-wide or citywide) sources such as sales tax, HOT, car rental tax, etc.
- Public partner contribution of site preparation costs, utilities, infrastructure
- Waiver of or exemption from property taxes during construction and/or operations
- Waiver of permits, inspections, and impact fees of the City rather than geared toward short-term returns at the expense of facility quality and maintenance.
- Rebates of the State's share of the Hotel's HOT and Sales Tax for the first 10 years of operation. Subject to enabling State legislation.

- State "shelter money" grants (for use of facility as shelter in times of emergency)
- HUD special purpose grants
- Community Development Block Grants (CDBG)
- Site reclamation grants
- Grants or loans from public/private utility partnerships

The above examples are not intended to exclude other potential sources of public participation, but to demonstrate our knowledge of various sources and forms of public participation in similar transactions. Each public sector partner is different in its available sources and philosophy regarding public participation in public/private partnerships.

CONCLUSION

Our team looks forward to working with the City to tailor the development to ensure the "right" product for the market, to structure the form of public participation that works for the City, and to mitigate the amount of public contribution needed to complete the capital plan. The amount and form of funding, along with the project program, budget, operating pro forma and capital plan, will be verified and finalized during due diligence and negotiations (the "Pre-Development Period").



CAPITAL SOURCES

The financing structure proposed herein is a public/private partnership in which the maximum amount of private capital is secured based on fundraising efforts and philanthropic support to be secured by the proposed tenants, with the balance of the needed capital being provided by the City of Fort Worth.

Proposed public financing would take the form of long-term tax-exempt bonds issued for the benefit of the City and publicly sold to Qualified Institutional Buyers. This approach ensures the lowest cost of capital and the greatest certainty of successfully financing and delivering the Project.

As with all other cultural institutions the Project will not be feasible without substantial public participation. The reason for this is that the Project's projected net cash flow will not provide the necessary returns on private capital without public participation, due to the costs of re-developing the cultural institution desired by the City.

ADVANTAGES OF PROPOSED PLAN

The financing structure proposed for the Project herein is the same structure GPP have successfully executed for a number of other cultural institution developments across the country.

As demonstrated by our past experience, this public/private financing structure is proven, and we have baseline documentation that can expedite the successful execution of a similar financing for the Fort Worth Community Arts Center project.

Further, under conventional financing, the goal of the developer is often to build and "flip" the property soon after stabilization. That approach may incentivize underfunding replacement reserves or lower first-cost building systems and equipment that are not the best choice for building quality, efficiency, and durability.

By contrast, a major advantage of our financing approach is that the interests of the City and our team will be aligned with the long-term interests of the City rather than geared toward short-term returns at the expense of facility quality and maintenance.

MOTIVATION FOR TAX-EXEMPT APPROACH

- Splits between private and public contributions are similar to a conventional P3, BUT...
- 100% of profits and residual value flow to City rather than the developer (investment vs. subsidy)
- Greater speed and certainty of execution compared to conventional P3
- Lower cost of capital improves project feasibility and enables greater FF&E/capex reserves
- City can use surplus funds for any permitted public purpose
- Limited financial risk to City. General Obligation not required.

DETAILED PRO FORMA

As we have outlined in our Pre-Development period, once engaged we will go through a collaborative and robust process with the City and community to develop a detailed operating pro-forma and cash flow based on the feedback we receive and make recommendations on operating models that ensure the successful development for the proposed tenants/users and City.



SECTION 8 | ATTACHMENT C

ATTACHMENT - C: PROPOSER'S CONTACT INFORMATION

Proposer's Company Legal and dba Name: Garfield Public / Private LLC

Proposer's Address: 14911 Quorum Drive, Suite 380, Dallas, TX 75254

Phone: (469) 607- 1701 Fax:

Email: info @garfieldpublicprivate.com

Name of persons to contact:

1) Name/Title: Matt Edwards

Phone: (817) 919 - 5686 Fax:

Email: matt.e@garfieldpublicprivate.com

2) Name/Title: Sandra Ortega

Phone: (817) 715-5779 Fax:

Email: sandra.o@garfieldpublicprivate.com

3) Name/Title: Greg Garfield

Phone: (972) 672 - 3308 Fax:

Email: greg.g@garfieldpublicprivate.com



Matt Edwards

9/14/2023

Signature

Printed Name

Date

SECTION 8 | ATTACHMENT D

ATTACHMENT - D: REFERENCE SHEET

Proposer shall furnish the following information with their bid, for at least three (3) current customers to whom subject services were provided that are similar to the requirements stipulated in this Request for Proposal.

1. Company's Name: LEPAA
Name of Contact: Rob Allison
Title of Contact: Executive Director during planning and development
Present Address: 1500 Broadway St., Suite 902
City, State, Zip Code: Lubbock TX 79401
Telephone No.: (806) 773-5650 Email: robball49@aol.com
Type of Services Provided: Buddy Holly Hall of Performing Arts and Sciences
2. Company's Name: Rothko Chapel
Name of Contact: David A. Leslie
Title of Contact: Executive Director
Present Address: 1409 Sul Ross Street
City, State, Zip Code: Houston , TX 77006
Telephone No.: (713) 660-1402 Email: david.leslie@rothkochapel.org
Type of Services Provided: Developer
3. Company's Name: The Tobin Center
Name of Contact: Michael J. Fresher
Title of Contact: President & Chief Executive Officer
Present Address: 115 Auditorium Circle
City, State, Zip Code: San Antonio, Texas 78205
Telephone No.: (210)223-3333 Email: mike.fresher@tobincenter.org
Type of Services Provided: Developer

SECTION 8 | ATTACHMENT E

ATTACHMENT - E: DOCUMENTATION CHECKLIST

Proposer shall complete the below to aid in responsiveness

Refer to Section 34.0 for more information on the below required documents.

<u>Required Document</u>	<u>Document Attached?</u> <u>Yes/No</u> *Answering No may result in failure to be awarded*
A completed and signed original Request for Proposals (RFP) Cover Sheet	YES
Executive Summary	YES
Company History and Ownership	YES
Company Experience with similar developments that the proposer has worked on	YES
Statement of Organization	YES
Minimum Qualification and Experience	YES
Organization chart for key personnel and job descriptions indicating the qualifications and experience of key personnel the Proposer would assign to the transition team and to the ongoing management	YES
Proposer's financial and litigation history	YES
Project Plan and Contingency Plan	YES
All items stated in Section 34.0 PROPOSAL REQUIREMENTS	YES
Attachment – A: Conflict of Interest Disclosure Requirement	YES
Attachment – B: Financial Proposal	YES
Attachment – C: Proposer's Contract Information	YES
Attachment – D: Reference Sheet	YES
Attachment – G: Applicable Business Equity Forms	YES
Two (2) copies and one (1) USB	YES

SECTION 8 | ATTACHMENT G

Preliminary Business Equity Utilization Plan

Promoting diversity, equity, and inclusion is an integral part of our organizational ethos. The development of the new Fort Worth Cultural Center presents an extraordinary opportunity to bolster the capabilities of Business Equity Firms.

We will fully comply with the Business Equity Goal(s) by ensuring the full and equitable participation of Business Equity Firms (M/WBE) in this pivotal public project.

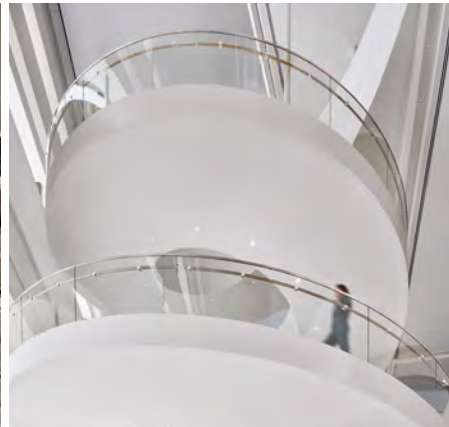
We are committed to the Business Equity Firm Utilization Requirements and have assembled our team to exceed the 15% goal, including local or Fort Worth based certified firms for cost estimating, graphics and as partners to subject matter experts for structural engineering and mechanical engineering.

We have previously promoted the use of Business Equity Firms by identifying subcontracting opportunities and actively informing and pro-actively seeking out professional services, trade specialties and other subject matter experts with traditionally limited participation.

Furthermore we certify that we will comply with all Business Equity Firm Utilization requirements and present additional evidence of our past business diversity procurement practices as needed.

Our community outreach and engagement with the local workforce is our standard business practice as we aim to effect change in the local community.

Section 9 Appendix



TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS



Greg Garfield
President

As President and Co-Founder of Garfield Public/Private LLC, Mr. Garfield's broad scope of responsibilities includes strategic planning, deal structuring, financial, legal, and political problem-solving, financial and investment analysis, document negotiation, development management, design participation, and construction, operations, and maintenance planning. His 26+ years of real estate experience includes leadership of or participation in the development of 44 properties; the negotiation and structuring of over \$2 billion in real estate debt and equity; naming rights and fundraising for sports, entertainment and hospitality developments; and the planning of more than \$4.5 billion of facilities.

EDUCATION

Bachelor of Arts
University of North Texas
Denton, Texas

AFFILIATIONS

Mr. Garfield has been a member of numerous organizations and a featured speaker for:

National Council for Public-Private Partnerships (NCP3P)

Arizona State University
Municipal Finance Challenge

International Association of Venue Managers (IAVM) –
Performing Arts Managers
Conference (PAMC)

United States Institute of Theatre
Technology (USITT)

REPRESENTATIVE PROJECT EXPERIENCE

Lubbock County Expo Center and Arena (in bidding) - Irving, TX

The Buddy Holly Hall of Performing Arts and Sciences - Lubbock, TX

Huntington Center Arena - Toledo, OH (strategic planning)

University of Akron Zips InfoCision-Summa Field Stadium - Akron, OH
(strategic planning)

Monroe Events Center (Arena) and HQ Hotel - Monroe, LA (strategic
planning)

Durham Performing Arts Center (DPAC) - Durham, NC

George S. and Dolores Dore Eccles Theater (PAC) - Salt Lake City, UT

Overton Hotel & Conference Center - Lubbock, TX

DoubleTree by Hilton® Abilene Downtown Convention Center - Abilene,
TX

Westin® Irving Convention Center – Las Colinas - Irving, TX

Sheraton® at the Puerto Rico Convention Center - San Juan, PR

Sheraton® Overland Park – Overland Park, KS

Conroe Hyatt Regency® and Convention Center – Conroe, TX

Baytown Hyatt Regency® and Convention Center – Baytown, TX

DoubleTree by Hilton® Hotel and Conference Center – Bay City, MI

Lenwood A. Jackson, Sr. Justice Center – Atlanta, GA

New York DOT Region 1 HQ – Schenectady, NY

Numerous strategic plans and consulting work for other headquarters hotels, performing arts centers, sports and entertainment facilities, and other public/private facilities across the nation.

TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS



Matt Edwards
Senior Vice President

Mr. Edwards's scope of responsibilities includes strategic planning, feasibility and programming, budget and schedule management, project team problem solving, contract review and negotiation, oversee design phases, and monitor construction progress. With more than 16 years of real estate and development experience, Mr. Edwards is Garfield's most experienced project executive in sports, entertainment, performing arts centers, theaters, and other cultural venues. His expertise is working with non-profit organizations and public/private developments focused on multi-purpose venues and culturally significant projects representing over \$2 billion in development costs.

EDUCATION

University of Texas at Austin, BA

REGISTRATIONS

LEED Accredited Professional

International Association of
Venue Managers (IAVM) –
Performing Arts Managers
Conference (PAMC)

REPRESENTATIVE PROJECT EXPERIENCE

Lubbock County Expo Center and Arena (in bidding) – Irving, TX

Dickies Arena - Fort Worth, TX

Texas Christian University (TCU) School of Music Phase I - Fort Worth, TX

Dr. Phillips Center for the Performing Arts, Steinmetz Hall - Orlando, FL

Smart Financial Centre – Sugar Land, TX

Tobin Center for the Performing Arts - San Antonio, TX

The Smith Center for the Performing Arts – Las Vegas, NV

Kings Theatre Redevelopment – Brooklyn, NY

San Antonio Museum of Art (SAMA) – San Antonio, TX

Sarasota Orchestra Music Center (in Pre-Development Planning) –
Sarasota, FL

Carpenter Theatre - Richmond, VA

The DoSeum – San Antonio, TX

The Discovery Children's Museum – Las Vegas, NV

Symphony Park – Las Vegas, NV

Rothko Chapel (Phase I) – Houston, TX

TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS



Sandra Ortega
Vice President

Sandra Ortega has more than 16 years of experience in managing design and construction projects. She provides management services, coordination, and support to projects ranging in complexity from performing arts centers to museums. Mrs. Ortega understands client priorities and is skilled at forming collaborative relationships with owners, consultants, and construction partners. Services managed include, project reporting, procurement of professional services, maintaining project budgets and scheduling both design and construction tasks.

EDUCATION

University of North Texas, BFA,
Interior Design

REPRESENTATIVE PROJECT EXPERIENCE

Lubbock County Expo Center and Arena (in bidding) – Irving, TX

Texas Christian University (TCU) School of Music Phase I - Fort Worth, TX

Dr. Phillips Center for the Performing Arts, Steinmetz Hall - Orlando, FL

Smart Financial Centre – Sugar Land, TX

Tobin Center for the Performing Arts - San Antonio, TX

Rothko Chapel Phases I and II – Houston, TX

San Antonio Museum of Art (SAMA) – San Antonio, TX

The DoSeum – San Antonio, TX

Sarasota Orchestra Music Center (in Pre-Development Planning) –
Sarasota, FL

TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS



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: 12

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 (IAVM) Academy for Venue Safety and Security Co-Chair and Faculty, Venue Safety and Security Committee Member
Former advisory board member for Prism Theatre, ASU

Relevant Project Experience

Market Analysis and Feasibility Study | Frisco Arts, TX

Market Analysis | Lewisville Grand Theater, TX

Market Analysis and Feasibility Study | City of Waco, TX

Arts and Culture Business Plan | Irving, TX

Arts Master Plan | City of San Marcos, TX

Arts and Culture Master Plan | City of Celina, TX

Market Analysis | Kalamazoo State Theatre, MI

Feasibility Study | Civic Center Conservancy, CO

Feasibility Study and Management Assessment | Wheeler Opera House, CO

Market Analysis and Feasibility Study | Town of Plainfield, IN

Market Analysis and Feasibility Study | City of Bloomington, IN

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

Performing Arts Center Feasibility Study | Thornton, CO

Feasibility Study | May Bonfils Theater, CO

Market Analysis and Feasibility Study | Titusville Playhouse, FL

Market Analysis | Tabor Opera House, CO

Market Analysis | City of Corona, CA

Professional Skills

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



TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS



JENNIFER TUCHBAND

KEEN INDEPENDENT GENERAL MANAGER AND SENIOR CONSULTANT

Through her expertise of in-depth research, stakeholder engagement, building consensus and guiding strategic plans, Jennifer finds solutions that guide clients' important decisions. She works towards strengthening organizations while maintaining focus on social impact and equity. Jennifer recognizes that every community is unique and makes every project custom tailored to each client.

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

Board Treasurer and Central Arizona Region Lead of Arizona Women's Climbing Coalition

Board treasurer for ITCH Theatre, AZ

Relevant Project Experience

Market Analysis and Feasibility Study | Frisco Arts, TX

Market Analysis | Lewisville Grand Theater, TX

Market Analysis and Feasibility Study | City of Waco, TX

Arts and Culture Department Strategic Plan | Irving, TX

Arts Master Plan | City of San Marcos, TX

Arts and Culture Master Plan | City of Celina, TX

Market Analysis and Feasibility Study | Town of Plainfield, IN

Market Analysis and Feasibility Study | City of Bloomington, IN

Feasibility Study | Civic Center Conservancy, CO

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

Market Analysis | City of Corona, CA

Performing Arts Center Feasibility Study | Thornton, CO

Feasibility Study | May Bonfils Theater, CO

Market Analysis | Tabor Opera House, CO

Feasibility Study and Management Assessment | Wheeler Opera House, CO

Market Analysis and Feasibility Study | Titusville Playhouse, FL

Professional Skills

- Visioning Process
- Industry standards for arts facilities
- Theater production
- Survey Analysis
- Membership services
- Strategic planning
- Cost analysis
- Venue Operations
- Market research
- Arts master planning
- Feasibility studies





MICHAEL BENNETT AIA

PRINCIPAL & CEO

Education

Master of Architecture, University of Texas at Arlington, 1983

Bachelor of Arts, Texas Christian University, 1978

Registration

Architecture, Texas, #12795

National Council of Architectural Registration Boards

Professional Experience

Bennett Partners, Inc., Fort Worth, Texas;
Principal and Chief Executive Officer,
2004-present

Years with Firm

18

Affiliations

American Institute of Architects, Urban Land Institute North Texas, Community Design Studio Fort Worth, Real Estate Council of Greater Fort Worth, DFWI, Cultural District Alliance Fort Worth

Project Experience

Fort Worth Community Arts Center Feasibility Study, Fort Worth, Texas

Keith House, Fort Worth, Texas

Fort Worth Botanic Garden | BRIT Master Plan, Fort Worth, Texas

Family Garden | Fort Worth Botanic Garden, Fort Worth, Texas

Heritage Plaza Renovation, Fort Worth, Texas

United Community Center - Wesley, Fort Worth, Texas

National Cowgirl Museum and Hall of Fame Renovation, Fort Worth, Texas

Fort Worth Zoo, Fort Worth, Texas

Museum of Living Art (MOLA)

Herpetarium

MOLA Cafe

Fort Worth Museum of Science and History Omni Theater Renovation, Fort Worth, Texas

Overton Park Elementary School, Fort Worth, Texas

Tanglewood Elementary School Auditorium Renovations, Fort Worth, Texas

Center for Transforming Lives Campus, Fort Worth, Texas



GANNON GRIES AIA

PROJECT MANAGER

Education

Master of Architecture, Illinois Institute of Technology, 2006

Bachelor of Science in Architecture, University of Texas at Arlington, 1997

Registration

Architecture, Texas, #20918

Professional Experience

Bennett Partners, Fort Worth, Texas; 2006-present

Omniplan Architects, Inc., Dallas, Texas; 2004-2006

The Architect's Enterprise, Ltd., Chicago, Illinois; 2003-2004

Crosstree, Inc., Chicago, Illinois; 2003

Grund & Riesterer, Inc. Chicago, Illinois; 2001-2003

Bennett Partners, Fort Worth, Texas; 1998-2000

Relevant Project Experience

National Cowgirl Museum and Hall of Fame Renovation, Fort Worth, Texas

Cattle Raisers Museum, Fort Worth, Texas

Family Garden, Fort Worth Botanic Garden, Fort Worth, Texas

Chandor Gardens Master Plan, Fort Worth, Texas

Oval Rose Garden Improvements, Fort Worth Botanic Gardens, Fort Worth, Texas

Salvation Army Christmas & Disaster Center Renovation, Fort Worth, Texas

Fort Worth Museum of Science and History Omni Theater Renovations, Fort Worth, Texas

FWISD 2014 Capital Improvement Program, Fort Worth, Texas

Mason Middle School, Fort Worth Country Day, Fort Worth, Texas

Tavolo Community Center, Fort Worth, Texas

Fort Worth Botanic Garden | BRIT Master Plan, Fort Worth, Texas



JUSTIN ROBERTS

TECHNICAL DETAILER

Education

Bachelor of Science in Architecture -
University of Texas at Arlington 2004

Professional Experience

Bennett Partners, Fort Worth, Texas;
2020-Present

BECK Architecture, Dallas, Texas; 2012-
2020

PIA, Dallas, Texas; 2011-2012

Jacobs & Associates, Dallas, Texas 2011-
2012

McIntire & Associates, Granbury, Texas;
2009-2011

Architexas, Dallas, Texas; 2004-2006

Relevant Project Experience

Cinemark XD Theater, Spring, Texas*

Cinemark XD Theater, El Paso, Texas*

Cinemark XD Theater, Wichita Falls, Texas*

Cinemark XD Theater, Houston, Texas*

Cut Theater and Bistro, Cypress, Texas*

Cut Theater and Bistro, Frisco, Texas*

Cinemark XD Theater, Carson, California*

Cinemark XD Theater, Downey, California*

Cinemark XD Theater, Victorville,
California*

Cinemark Theater and Bistro, Rialto,
California*

Century Theater, Oxnard, California*

Cinemark Theater and Bistro, Fort Collins,
Colorado*

Cinemark XD Theater, North Haven,
Connecticut*

Cinemark XD Theater, Newark, Delaware*

Cinemark XD Theater, Joliet, Illinois*

Cinemark XD Theater, West Dundee,
Illinois*

Cinemark XD Theater, Watchung, New
Jersey*

Movie Tavern, Fort Worth, Texas*

Showbiz Cinemas, Waxahachie, Texas*



SAMUEL OSOSANYA

PROJECT COORDINATOR

Education

Cornell University, Bachelor of Architecture, 2017

Professional Experience

Bennett Partners, Inc., Fort Worth, Texas; 2022 - present

LAN Associates, Voorhees, NJ, May 2021 – November 2021

BOKA Powell, Dallas, TX, July 2017 – September 2020

Relevant Project Experience

Energy Company Fort Worth North Service Center, Fort Worth, Texas

Energy Company TGM, Dallas, Texas

Bryan Flats, Fort Worth, Texas

Public Safety Building, Edgewater Park Township, New Jersey*

Lakeside Center, Flower Mound, Texas*

Uber Elevate Competition, Dallas, Texas*

The Walcott, Jeffersonville, Indiana*

Cawley Fourteen545, Dallas, Texas*



EMILY GILMORE RID IIDA

SENIOR INTERIOR DESIGNER

Education

Bachelor of Science Interior Design, cum Laude, 2007, Texas Christian University

Registration

Interior Design, Texas 11362

Professional Experience

Bennett Partners, Inc., Fort Worth, Texas, 2011-present

Relevant Project Experience

Tarrant County College District, Fort Worth, Texas

- District Office Relocation
- TCC Westfork Renovations
- Math Emporiums (multiple campuses)
- ILLE Classroom Renovations (multiple campuses)

Trinity River East Campus

Texas Christian University, Fort Worth, Texas

Jarvis Hall Renovation

Erma Lowe Hall Renovation (LEED Gold)

Westlake Academy Expansion, Westlake, Texas

Lena Pope New Campus, Fort Worth, Texas

Museum of Living Art (MOLA), Fort Worth Zoo, Fort Worth, Texas

Frost Tower Fort Worth, Fort Worth, Texas

Jetta Operating, Fort Worth, Texas

Anthracite Realty Partners, LLC, Fort Worth, Texas

Historymaker Homes, Grapevine, Texas

Acme Brick Corporate Headquarters, Fort Worth, Texas



SARAH NIEMEIER

Assoc. IIDA, WELL AP, LEED AP ID+C

INTERIOR DESIGNER

Education

Bachelor of Fine Arts in Interior Design,
University of North Texas, 2018

Master of Arts in Design with a
Concentration in Interior Design for
Sustainability, University of North Texas,
2019

Professional Experience

Bennett Partners, Fort Worth, Texas;
2018-present

Relevant Project Experience

King Ranch Saddle Shop Mule Alley, Fort
Worth, Texas

King Ranch Saddle Shop ,College Station,
Texas

King Ranch Saddle Shop, Frisco, Texas

King Ranch Saddle Shop, Oklahoma City,
OK

Double D Ranch Mule Alley, Fort Worth,
Texas

Kimes Ranch Mule Alley, Fort Worth, Texas

Insight Equity Office Interior Renovation,
Fort Worth, Texas

Old Gringo Boots – Stockyard Station, Fort
Worth, Texas

Old Gringo Boots, N. Main, Fort Worth,
Texas

Thompson’s Bookstore Interior Remodel,
Fort Worth, Texas

Briggs Freeman Sotheby’s International
Realty Fort Worth Interior finish-out, Fort
Worth, Texas

Captex Bank Fort Worth Interior finish-out,
Fort Worth, Texas

1301 W. 7th Public space renovation, Fort
Worth, Texas

Point Energy Partners at Frost Tower, Fort
Worth, Texas

TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS

Carl Giegold, FAIA Founding Partner

Carl could be found haunting construction sites at the age of seven and earned a Bachelor of Architecture with honors from Virginia Tech in 1982. His broad background in design and technical architecture adds great depth to his consulting in acoustics. He has carried design responsibility for many music and theatre performance and educational spaces in the United States and internationally. He has presented his work at conferences held by the Acoustical Society of America, the Institute of Acoustics in the United Kingdom, and Ryerson University in Toronto. He has lectured architectural and acoustics classes at Rensselaer Polytechnic Institute, Virginia Tech, Illinois Institute of Technology, The University of Illinois, and Cambridge University.



LSO ST. LUKE'S, LONDON, ENGLAND

Education

Virginia Tech University, Bachelor of Architecture

License and Affiliations

Fellow, American Institute of Architects
National Council of Acoustical Consultants
Acoustical Society of America
International Society for the Performing Arts
League of American Orchestras
National Association of Schools of Music
Theatre Communications Group
Design Futures Council
Academy of Neuroscience for Architecture

LSO St. Luke's, London, England

Adaptive reuse of St. Luke's Church to create the London Symphony Orchestra's primary rehearsal, education, and new media venue.

Barbican Concert Hall, London, England

Improvements to the 2,000-seat facility for the London Symphony Orchestra, the City of London Sinfonia, the Mostly Mozart Festival, and many jazz and world music events.

The Ronald O. Perelman Center for Performing Arts at the World Trade Center, New York, New York

Acoustics consulting for this design includes optimizing the spaces for drama, dance, opera, cinema, and popular music presentations.

Walton Arts Center, Fayetteville, Arkansas

Renovation to the 1,200 seat Baum Walker Hall and expansion of the Starr Theater black box to seat up to 250.

Crested Butte Center for the Arts, Crested Butte, Colorado

AV design for multipurpose performance theater, distributed support systems, multiple performance studios, galleries, conference rooms, and outdoor performance area

Royal Festival Hall, London, England

Renovation and restoration of a landmark 2,700-seat multi-purpose hall, adjacent lobby areas, and auxiliary performance spaces for the home of the Philharmonia Orchestra, the London Philharmonic Orchestra, and many jazz, world music, and rock events.



TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS

Robert Miller Principal

Rob Miller is a Principal Consultant at Threshold with over 15 years experience. His work has explored the sound isolation of three theatre spaces that can adapt and change into 11 different configurations in the state-of-the-art new construction like the Ronald O. Perelman Center in New York to renovation work across the country. His background in music and interest in the mechanics behind musical instruments led to undergraduate studies in Music Education and a Masters in Acoustics. Prior to Threshold, he worked with Sparling, later acquired by Stantec.



ROTHKO CHAPEL, HOUSTON, TEXAS

Education

Peabody Institute, Master of Arts in Acoustical Studies

Indiana University, Bachelor in Music Education

Licenses and Affiliations

Institute of Noise Control Engineering, Member

ASHRAE (American Society of Heating, Refrigerating and Air-Conditioning Engineers), Member

National Council of Acoustical Consultants, Board Member

Acoustical Society of America

Rothko Chapel, Houston, Texas

Acoustics and chapel audio system renovation and new multi-use meeting space with outdoor AV infrastructure support. Includes two conference rooms.

The Ronald O. Perelman Center for Performing Arts at the World Trade Center, New York, New York

Acoustics consulting for this design includes optimizing the spaces for drama, dance, opera, cinema, and popular music presentations.

Crystal Bridges, The Momentary, Bentonville, Arkansas

Adaptive reuse of an abandoned food processing plant to serve as a multi-venue facility for visual, performing, and culinary arts.

Steelhouse, Omaha, Nebraska

A live music venue for up to 3,000 standing / 1,200 seated patrons

Cygnets Theatre, San Diego, California

Adaptive reuse of an historical 1948 naval base building at Liberty Station into a 299-seat theatre, 150-seat studio theatre, and rehearsal space.

University of Michigan Rackham Auditorium, Ann Arbor, Michigan

AV design for the 1000-seat semicircular venue.





Jeff TAYLOR PE

Regional Manager | Principal
Discipline: Civil Engineering



EXPERIENCE

18 years

EDUCATION

B.S. Civil Engineering //
Texas A&M University

REGISTRATIONS AND CERTIFICATIONS

Professional Engineer //
TX #107786

JEFF TAYLOR'S experience includes initial program development, commercial site development, public infrastructure design, professional office buildings, and industrial development / programming. He is skilled in site civil design, project management, code compliance for authorities having jurisdiction, and coordinating with multiple disciplines for final plan acceptance. Jeff has contributed to several projects that require an understanding of the client's daily operations and the ability to design a development to successfully meet the client's needs.

PROJECT EXPERIENCE

- **WILL ROGERS MEMORIAL CENTER // FORT WORTH, TEXAS**
 - Equestrian Multi-Purpose Building
 - Dickies Arena
 - Richardson Bass
 - Cattle Barnes 1 and 2
 - Sheep and Swine Barns
- **FORT WORTH MODERN ART MUSEUM**
Fort Worth, Texas
- **AQHA MUSEUM**
Fort Worth, Texas
- **NATIONAL COWGIRL MUSEUM AND HALL OF FAME**
Fort Worth, Texas
- **FORT WORTH ZOO, NORTH EXPANSION**
Fort Worth, Texas
- **COMO COMMUNITY CENTER**
Fort Worth, Texas
- **FORT WORTH ZOO, PREDATORS OF ASIA + AFRICA**
Fort Worth, Texas
- **GENDY STREET BEAUTIFICATION**
Fort Worth, Texas



Steve GLOSUP RPLS



Senior Discipline Lead | Associate
Discipline: Surveying

EXPERIENCE

46 years

EDUCATION

T.S.A. Surveying Short Course // Texas A&M University

REGISTRATIONS AND CERTIFICATIONS

Registered Professional Land Surveyor // TX #5570

STEVE GLOSUP more than 40 years of experience in boundary and topographic surveys for residential and commercial developments, construction layout for commercial developments, apartments and residential subdivisions and creating various easements. Steve has extensive experience with route surveys preparation of easement documents and utility construction for sanitary sewer, water lines, and storm drain lines.

PROJECT EXPERIENCE

- **WILL ROGERS MEMORIAL CENTER // FORT WORTH, TEXAS**
 - Multi-Purpose Arena + Garage
 - Richardson Bass
 - Cattle Barnes 1 and 2
 - Sheep and Swine Barns
- **AMON CARTER MUSEUM**
Fort Worth, Texas
- **KIMBELL ART MUSEUM**
Fort Worth, Texas
- **NATIONAL COWGIRL MUSEUM AND HALL OF FAME**
Fort Worth, Texas
- **FORT WORTH ZOO, NORTH EXPANSION**
Fort Worth, Texas
- **FORT WORTH ZOO, WORLD OF PRIMATES**
Fort Worth, Texas
- **FORT WORTH YOUTH ORCHESTRA VACATION + RE-PLAT**
Fort Worth, Texas
- **AQHA MUSEUM**
Fort Worth, Texas
- **GENDY STREET BEAUTIFICATION**
Fort Worth, Texas

TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS



Estrus Tucker

Co-Founder, President & CEO

Experience: 35 years in Leadership Engagement, Organizational Development, Program Design, Non-Profit Governance, + Strategic Driven Operations Consultant Executive coach, Master Facilitator and Trainer, designing and leading engagements, training and retreats in support of personal, professional and organizational renewal, workforce development, transformational leadership and sustainable engagement for national and international clients. City of Fort Worth's 18-month Race and Culture Initiative | Principal Consultant National Leadership Team for the Institute for Health Improvement | Lead Facilitator, Faculty, Equity HUB CO-Chair | 100 Million Healthier Lives Initiative Vietnam-era Veteran

Ordained Minister active in interfaith and ecumenical initiatives

Leadership Fort Worth John Ben Shepard Texas Leadership Forum.

2012 International Association of Human Rights Agencies Individual Award Recipient

Qualifications: Bachelor of Psychology

Identity: African American Male

Cathy Holt

Co-Founder, Chief Learning Officer

Experience: Cathy is an International speaker promoting women as change agents, experienced facilitator of multicultural and international forums and think tanks, has extensive experience in governance structures and organizational development, is a specialist in strategic planning and organization transitions to diverse and representative structures and policies, community engagement, certified trainer for the bystander to upstander program, intentional dialogue trainer and devotes time to leadership development mentoring. She is active on the global stage through work with the United Nations and several grassroots women's NGOs. Cathy is a former adjunct professor at Texas Christian University, Department of Women and Gender Studies where she promoted understanding of difference in service of inclusion. Cathy has over 30 years of political, policy and advocacy work for gender equality and inclusion and applied her career skills to her dedication for empowering women and center-staging them in leadership and decision-making roles.

Leadership development coaching

Society for Certified Senior Advisors

Certified Online Course Creator

Qualifications: Undergraduate degree from Stanford University and a Master's in Public Policy and Administration from Northwestern University.

Identity: Caucasian Female

Shivaun Palmer

Co-Founder, Chief Business Development Officer

Experience: 30 years – Mental Wellness Advocate, Communication Strategies, Marketing, Public Relations, Project Management, Community Engagement, Advocacy, Operations, Marketing, Media Relations, Video Production, Meeting and Trade Show Production.

Nationally Certified Suicide Prevention Trainer, Neurodiversity and Mental Health Curriculum Specialist, Strategic Partnership Specialist, Extensive Volunteer work with women and Communications and Community Relations Professional

TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS

Winner of Corporate Diversity Award by the National Diversity Council

Qualifications: Bachelor's Degree Communications/Journalism

Identity: Caucasian Female

Marjeanna Burge

Member

Experience: Marjeanna's professional skills and educational research both focus on creative ways to enhance the lives of others, both individuals and local communities, particularly those underserved and historically marginalized. A primary passion of hers is toward Native Americans in general and Comanche Nation specifically. With a focus on young people, who will become our future leaders, is highly significant for her. Her specialties: program administration & development, presentation skills, student development, leadership, academic advising, Veteran student support, event planning, proposal writing, data reporting & tracking, spreadsheets, supervisory skills, budgeting, writing, DEI initiatives, Microsoft office.

Qualifications: In PhD program, Sociology, Texas Woman's University; Masters, Global Indigenous Nations Studies, Bachelor's American Indian Studies

Identity: Native American Female

Dr. Da'Non Carter

Member

Experience: Owner and Founder of Da'Non Enterprises, Da'Non is a Leadership & Diversity Consultant who provides clients with professional leadership guidance and training. She evaluates current leadership diversity strategy develops and delivers diversity strategies and serves as a resource to internal employees and external partners. She also performs research on diversity and inclusion to aid organizations in implementing, improving, or revamping diversity programs and training that results in engaged and committed employees.

Qualifications: Doctoral, Management in Organizational Leadership; Masters, Management, Bachelor's Computer Science, Black Studies

Identity: African American Female

Sharon Herrera

Member

Experience: Sharon Herrera is a Veteran of the United States Air Force, consultant and owner of SHARE Link LLC, Founder and Executive Director of LGBTQ S.A.V.E.S. and serves as a leader in the LGBTQ community of Tarrant County. Sharon works closely with many organizations, universities and school districts to help further education on LGBTQ issues. She is one of twelve 'Mujeres Poderosas' (Legacy of Strong Latinas in Fort Worth), sits on KERA/KXT Community Advisory Board, Millwood Hospital LGBTQ Advisory

Council, the Parenting Center Board and the 1012 Leadership Coalition (Community collective to acquire the former KKK Auditorium in Fort Worth, Texas and transform it into a center and museum for arts and community healing.) She is certified in mediation, advanced family mediation, critical incident stress management, conflict resolution and well as other areas.

Qualifications: Masters, Human Resources: Employee Training and Development; BA, Business Administration

Identity: Hispanic Female



TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS



Description of your firm or team's corporate/organization structure and the credentials of its leadership and key staff likely to be assigned to responsible roles in the project. The contact person for further communication regarding the project shall also be specifically identified, including name, phone, and email information. Also, this section should include an outline of the general business approach to the project along with a brief summary of the Respondent's vision regarding how the partnership will work.

Byrne offers Preconstruction services, Construction Manager-at-Risk, Design/Build, and can serve as General Contractor. About 71% of Byrne's annual volume is contracted as Construction Manager-at-Risk.



J. R. Evans, LEED AP
Principal-in-Charge

22 Years | 21 with Byrne

Texas A&M University, B. S.,
Construction Science, 2001

University of Texas at Dallas M.A.
in Interdisciplinary Studies, 2004
OSHA 30



Highlight Project

Booker T. Washington HSPVA

Selected Projects

Booker T. Washington H. S. for the Performing & Visual Arts, Dallas, Texas - \$51.9 million

FWISD Amon Carter Riverside High School Addition & Renovations, Fort Worth, Texas - \$39.7 million

FWISD Trimble Tech High School Renovations, Fort Worth, Texas - \$33.8 million

Frisco Public Library, Frisco, Texas - \$43 million

USAA SATHO Auditorium Renovation, San Antonio, Texas - Confidential

First Presbyterian Sanctuary Rehabilitation, Dallas, Texas - \$5 million

First United Methodist Church Renovation & Expansion, Fort Worth, Texas - \$13.7 million

Parkland Logistics Center, Dallas, Texas - \$34.5 million

TCC Southeast Campus Learning Commons, Fort Worth, Texas - \$2.9 million

Wylie Municipal Complex, Wylie, Texas - \$34.5 million



TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS

PROJECT TEAM



Lee Howell, LEED AP
Vice President, Chief Estimator

30 Years | 25 with Byrne
Texas A&M University, Bachelor of Science, Construction Science, 1997

Highlight Projects



Booker T. Washington HSPVA



Paul Voertman Concert Hall

Selected Projects

- Booker T. Washington H. S. for the Performing & Visual Arts, Dallas, Texas - \$51.9 million
- UNT - Paul Voertman Concert Hall Renovation, Denton, Texas - \$4.3 million
- Briscoe Carpenter Multi-use Center, Dallas, Texas - \$11.8 million
- MISD Center for the Performing Arts, Mansfield, Texas - \$41.8 million
- Lila Cockrell Theatre Renovations, San Antonio, Texas - \$20 million
- Texas A&M University - Commerce Music & Performing Arts, Commerce, Texas - \$25.1 million
- New Mexico State History Museum & Theater, Santa Fe, New Mexico - \$25.7 million
- Latino Cultural Center, Dallas, Texas - \$8.1 million
- Historic Collin County Courthouse Restoration (McKinney Performing Arts Center), McKinney, Texas - \$7.4 million



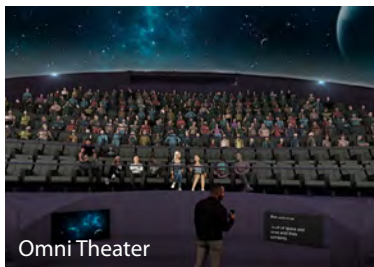
Tamara Crooks
Senior Project Manager

25 Years | 5 with Byrne
University of California- Santa Cruz, B. A. in Sociology
Santa Clara University - School of Law, J. D.
OSHA 30

Highlight Projects



Amon Carter Riverside H.S.



Omni Theater

Selected Projects

- FWISD Amon Carter Riverside High School Addition & Renovations, Fort Worth, Texas - \$39.7 million
- Omni Theater Renovation, Fort Worth, Texas - \$7 million
- Fort Worth Christian School New Chapel and Fine Arts Center, Fort Worth, Texas - \$6 million
- FWISD Trimble Tech High School Renovations, Fort Worth, Texas - \$33.8 million
- Dallas Zoo - Multiple Projects, Dallas, Texas - \$42 million
- Texas Horse Park, Dallas, Texas - \$11 million
- Cleveland ISD New Prototype Elementary School, Cleveland, Texas - \$28 million
- Corinth Public Safety Facility and Fire House, Corinth, Texas - \$8.8 million
- Denton County Southwest Courthouse, Denton, Texas - \$12 million



TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS

PROJECT TEAM



David Tatum

Project Manager

12 Years | 3 with Byrne

Prairie View A&M University,
B. S., Construction Science &
Architecture, 2009

University of Houston, M. S.,
Construction Management,
2013

Highlight Projects



Amon Carter Riverside H.S.

Selected Projects

FWISD Amon Carter Riverside High School Addition
& Renovations, Fort Worth, Texas - \$39.7 million

FWISD Trimble Tech High School Renovations,
Fort Worth, Texas - \$33.8 million

TCU Berry Street Renovation Project,
Fort Worth, Texas - \$6 million

TCU Secrest Wible Renovation,
Fort Worth, Texas - \$1.1 million

TCU Moudy Building Reshoring Project,
Fort Worth, Texas - \$3.2 million

American Airlines Headquarters Trinity Complex,
Fort Worth, Texas - \$105 million

Santander Thanksgiving Tower,
Dallas, Texas - \$12 million

Stryker Communication,
Flower Mound, Texas - \$16 million

Santander North Richland Hills,
Dallas, Texas - \$9 million



Micah Adams

Senior Project Coordinator

8 Years | 1 with Byrne

University of Houston, Bachelor
of Science, Construction
Management, 2014

OSHA 30

Highlight Projects



FWISD Trimble Tech

Selected Projects

FWISD Trimble Tech High School Renovations,
Fort Worth, Texas - \$33.8 million

Molson Coors Brewery J-Cellar Expansion,
Fort Worth, Texas - \$8 million*

Lockheed Martin Building 4 & 5 Roof Replacement,
Fort Worth, Texas - \$4 million*

General Motors New Paint Booth Expansion,
Arlington, Texas - \$5 million*

DFW Airport Terminal E,
DFW Airport, Texas - \$5 million*

Texas Instruments RFAB 2 Expansion,
Dallas, Texas - \$3 million*

Houston Neighborhood Street Reconstruction,
Houston, Texas - \$40 million*



TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS

PROJECT TEAM



Scott Williams
Superintendent

29 Years | 7 with Byrne
Apollo Career Center,
Associates, Auto Mechanics,
1991
Ada High School, 1991



Selected Projects

- Dallas County Records Complex, Dallas, Texas - \$130 million
- Dallas Museum of Art's Eagle Family Plaza, Dallas, Texas - \$3.8 million
- The Grand Theater, Hattiesburg, Mississippi - \$5.6 million
- The Link - Event & Recreation Center - \$13 million
- TCC Southeast Campus Learning Commons, Fort Worth, Texas - \$2.9 million
- Schertz Aquatic Facility, Schertz, Texas - \$9.1 million
- Baton Rouge Magnet High School, Baton Rouge, Louisiana - \$56 million
- Wal-Mart Renovations, Various Locations - \$14 million
- MAPP Corporate Office, Baton Rouge, Louisiana - \$3 million
- Entercom Radio, New Orleans, Louisiana - \$3.8 million
- UMC Medical Hospital, New Orleans, Louisiana - \$1.2 billion



Marshall Motley
Assistant Superintendent

12 Years | 3 with Byrne
Oklahoma State University,
B. E. S., Construction
Engineering Technologies, 2019
Oklahoma State University,
A. A. S., Construction
Management, 2015



Selected Projects

- Frisco Public Library, Frisco, Texas - \$43 million
- Caddo Office Reimagined - Maple Shade, Plano, Texas - \$8.8 million
- FWISD Amon Carter Riverside High School Addition & Renovations, Fort Worth, Texas - \$39.7 million
- Little Elm Aquatics Center, Little Elm, Texas - \$21.4 million
- Martin Student Center, Texas Wesleyan University, Fort Worth, Texas - \$15.2 million
- Texas Masonic Retirement Center - Keystone Apartments, Arlington, Texas - \$17.9 million



TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS



TARY ARTERBURN

studio**Outside**

FASLA | Principal

Tary Arterburn is one of the founding principals of Studio Outside. His design leadership merges his natural energetic spirit and often guides experimental and innovative design. This is evident throughout his work from the big picture to the smallest, most precise detail. Tary's dynamic presence, charm and passion for building the best projects for his clients are infused throughout the office and projects of Studio Outside. Tary is internationally recognized for his design practices and ability to personalize new and existing client relationships. Generosity, level headedness and sound judgment add to his design rigor, heavily rooted in regional nuance, crisp innovative details and systems. Notable residences, expansive ranches, museums, botanical gardens and environmental education facility commissions also populate his work.

As a visionary, Tary inspired and energized his projects and teams for several decades, creating projects infused with nature, art, and technology. These characteristics ultimately result in a sense of welcoming human interaction and comfort. Continually involved with landscape architecture education, he currently serves on the advisory boards of Louisiana State University and the University of Texas at Austin. Tary has received 6 National ASLA awards and 27 Texas ASLA and regional design awards.

EDUCATION

Master of Business Administration,
Southern Methodist University, 1983
Bachelor of Landscape Architecture,
Louisiana State University, 1979

PROFESSIONAL GROUPS

Fellow American Society of Landscape
Architects (FASLA)
American Public Garden Association
(APGA)
The Cultural Landscape Foundation
Stewardship Council
Louisiana State University Advisory Board
University of Austin School of Architecture
Advisory Board
Dallas Architecture Forum
Board Member, 2018-present and 2003-
2005
Dallas Urban Design Task Force
1995-1998
Dallas Public Art Committee
1992-1995

YEARS OF EXPERIENCE

43 years

PROJECT EXPERIENCE

Eagle Family Plaza at the Dallas Museum of Art | Dallas, Texas
Fort Worth Museum of Science and History | Fort Worth, Texas
One Arts Plaza | Dallas, Texas
Sculpture Garden at the Dallas Museum of Art | Dallas, Texas
Trinity River Campus East Tarrant County College | Fort Worth, Texas
Shangri La Nature Center | Orange, Texas
Highland Park Presbyterian Church | Dallas, Texas
The New Parkland Hospital | Dallas, Texas
Dallas Cowboys World Headquarters & The Star Mixed-Use District | Frisco, Texas
Tulsa Botanic Garden Floral Terraces | Tulsa, Oklahoma
The University of Southern Mississippi
Gulf Coast Research Laboratory Marine Education Center | Ocean Springs, Mississippi
Desert Portal & Terrace at the Desert Botanical Garden | Phoenix, Arizona
NorthPark Center Garden | Dallas, Texas



EAGLE FAMILY PLAZA AT THE DMA



THE NEW PARKLAND HOSPITAL



DALLAS, TEXAS ONE ARTS PLAZA

TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS



CAROLYN PERNA

studioOutside

FASLA | Principal

Carolyn Perna brings 26 years of practice experience to Studio Outside. She is committed to designing quality and functional outdoor spaces demonstrated by a career of working on many different project types. She has worked on project types all over the world including urban living, corporate-campus, environmental education, and resorts. This broad spectrum of experience combines with her pragmatic responsive approach, resulting in a successful commission and a satisfied, happy client. By developing designs with great attention to detail and working with the project from early conceptual design to final construction documents and construction observation, Carolyn sets the office pace for successful detailed implementation.

EDUCATION

Master of Arts in Landscape Architecture with Honors,
Heriot-Watt University, Scotland, 1996

YEARS OF EXPERIENCE

26 years

JOINED STUDIO OUTSIDE

2011

Carolyn has a drive and focus which is highly motivational to her team. Enjoying all phases of the project, she looks forward to a completion where every criteria is well met, as well as attaining exceptional design and detailing. Responsible to schedules and budgets, she listens intently to the needs of both client and team.

After being raised and educated in the UK, outside of London, with some study abroad at LSU in the US, Carolyn settled in Dallas after graduation. Currently she focuses on local projects to be closely involved with her family, enjoying outdoor activities, athletics and sailing on White Rock Lake. Recently, she and her children were involved in designing and building a neighborhood trailhead for Twelve Hills Nature Center.

PROJECT EXPERIENCE

Eagle Family Plaza at the Dallas Museum of Art | Dallas, Texas

AT&T Discovery District | Dallas, Texas

Tunica River Park | Tunica, Mississippi*

SMU Centennial Master Plan | Dallas, Texas*

Gables McKinney Avenue | Dallas, Texas

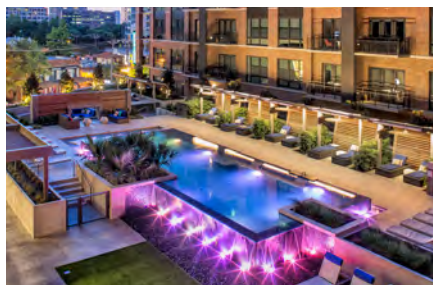
Caruth Homeplace | Dallas, Texas*

Grand Solmar Land's End Resort, Spa & Ranch | Cabo San Lucas, Mexico*

*Experience while at TBG Partners and SWA



EAGLE FAMILY PLAZA AT THE DMA



GABLES MCKINNEY AVENUE



GRAND SOLMAR LAND'S END RESORT

TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS

Jacob Gerber, CLD, IALD



PROFESSIONAL EXPERIENCE, 20 years

Essential Light Design Studio, LLC; Senior Lighting Designer/Junior Partner 8/15 to present
Responsible for client presentations, concept through design development, production of CAD and Revit documents, specifications, and photometric calculations, construction management, and final aiming and tuning of lighting equipment. Experience in exterior lighting, building façade, hospitality, and mixed-use retail/multi-family residential.

Lang Lighting Design, Inc. Dallas, Texas; Senior Lighting Designer 10/07 to 7/15
Responsible for client presentations, concept through design development, production of CAD and Revit documents, specifications, and photometric calculations, construction management, and final aiming and tuning of lighting equipment. Experience in single family residential, mixed-use retail/multi-family residential, restaurants and hospitality, exterior lighting and building façade.

2clighting Inc., Dallas, Texas; Designer 5/03 to 10/07
Responsible for client presentations, concept through design development, production of CAD documents, specifications, and photometric calculations, construction management, and final aiming and tuning of lighting equipment. Experience in single family residential, retail, restaurants, and high-end residential design.

AWARDS

Lighting Magazine's Top 40-Under-40 Lighting Designer Worldwide 2020
Illuminating Engineering Society of North America:
National Interior Illumination Award of Merit – MiCocina at Klyde Warren Park 2022
International Energy and Environment Lighting Award of Excellence – Bank of America Tower Façade Lighting Renovation – Dallas, Texas 2014
National Exterior Illumination Award of Merit – Bank of America Tower Façade Lighting Renovation – Dallas, Texas 2014
Chapter Exterior Illumination Award – Omni Hotel Façade – Dallas, Texas 2013
National Interior Illumination Award – Omni Hotel – Dallas, Texas 2013
National Exterior Illumination Award of Merit – First Baptist Church – Amarillo, Texas 2012
National Interior Illumination Award of Merit – Hotel Sorella – Houston, Texas 2011

EDUCATION

University of Oklahoma, Norman, OK – Bachelors of Science in Interior Design 8/1999 to 5/2003

PROFESSIONAL AFFILIATIONS

CLD – Certified Lighting Designer
IALD – International Association of Lighting Designers – Associate Member
IESNA – Illumination Engineering Society of North America- Member

GUEST LECTURE EXPERIENCE

Revit for Lighting, from 2D to BIM – Ft Worth IES Chapter, Nov 2021; Fayetteville IES Chapter, Feb 2022; Archlight Summit Sep 2022
Lighting Design Lecture and Lab – University of Texas in Arlington, Spring 2021
Lighting Designers: Mad Scientists or Vampires – OU Interior Design Students 2018-2020

RELEVANT WORK

Fair Park Community Park, Dallas, TX
City of Corinth Commons at Agora Park, Corinth, TX
City of Ennis UPRR, Safety Zone Project, Ennis TX
City of Fort Worth Avenue of Light Lancaster Avenue Sculpture and Landscape Relighting, Fort Worth, TX
Princeton Municipal Center, Princeton, TX
City of Garland Arts District Sculpture Lighting, Garland, TX
City of New York, Hunt's Point Anaerobic Digester Tanks, Bronx, NY
Deloitte University, Grounds and Trails, Southlake, TX
Dallas Omni Hotel, Façade and Grounds, Dallas, TX
Bank of America Tower, Façade, Dallas, TX

TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS

Jill D. Klores, CLD, FIES, IALD, LC

Partner, Senior Lighting Designer



PROFESSIONAL EXPERIENCE, 32 years

Essential Light Design Studio, LLC

Founder, Partner, Senior Lighting Designer

8/05 to present

Jill's experience encompasses a wide range of project types from early-childhood learning and art facilities to large health-care facilities, university campus spaces and performing arts venues. Design styles range from the classical, to the traditional, to alternative modern, and minimalist. Jill is involved in the design process from the conceptual design right through to on-site aim and tune of lighting fixtures and scene/feature programming. Jill's background in architecture and experience/research in lighting for circadian benefit assists in creating comfortable, productive, and healthy environments for where people spend long periods of time.

2clighting, Dallas, Texas- Senior Designer

2/01 to 8/05

Responsible for conceptual lighting design and project management including client presentations, layout, photometric calculations, CAD documentation, specifications, construction management, & final aiming/ tuning of lighting equipment. Extensive experience in healthcare, commercial, hospitality and civic.

Roeder Design, Dallas, Texas (subsidiary of Pacific Lightworks)- Senior Designer

2/99 to 1/01

Pacific Lightworks Canada, Vancouver, BC- Canadian Office Manager

1/98 to 1/99

British Columbia Hydro, Vancouver, BC- Architectural Lighting Energy Consultant

3/93 to 12/97

Ledalite Architectural Products, Inc., Vancouver, BC – Applications Manager

12/90 to 3/93

EDUCATION

University of British Columbia, Vancouver, BC – Theatrical Lighting

9/96 to 9/97

University of Colorado at Boulder, Boulder, CO – Environmental Design

9/86 to 5/90

Bachelor of Environmental Design (BENV D), Minor in Illumination Engineering

Brandeis University, Waltham, MA – Physics Major

9/85 to 12/85

PROFESSIONAL AFFILIATIONS

CLD – Certified Lighting Designer; IALD – International Association of Lighting Designers – Professional Member; NCQLP – National Council of Qualifications for the Lighting Professions – LC Certified; FIES – Fellow of the Illumination Engineering Society, and on the local Dallas Section Board of Managers

RELEVANT WORK

Jill Klores has designed the lighting and overseen the electrical installation of the lighting for civic projects, parks, and renovation projects including; Fort Worth City Hall renovations to Pier 1 Tower to accommodate city services, and new Council Chambers Building (in CD phase); Richardson City Hall and Library renovation to Library and new City Hall building (originally a renovation project to existing City Hall, but shifted to new construction due to fire); City of Cedar Hill Library and Community Park (in construction); Princeton Municipal Center (completed); Wylie City Hall, Library and recreation Center selected areas (completed); Tarrant County Civil Courts Building (LEED) (completed); Melissa City Hall (completed); Tarrant Regional Water District – Annex (completed); Fair Park Community Park, Dallas, TX (in design); Fort Worth Avenue of Light (in construction); Fort Worth Stockyards, Horse and Mule Barns, Adaptive Historic Reuse to Retail, Restaurant and Hospitality venues (completed); Commons at Agora, Corinth, TX (in construction); Garland Downtown Square Park (nearing completion); Ennis Gateway/UPRR Safety Zone Project (in design); Colleyville City Hall, Library, Park & Grounds (completed).

TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS

Maggie Spiegel, IALD Assoc, IESNA

Senior Lighting Designer



PROFESSIONAL EXPERIENCE, 12 years

Essential Light Design Studio, LLC
Senior Lighting Designer

6/13 to present

Maggie's experience spans from renovations of historical industrial facilities to performance art. Maggie is responsible for new project concepting, project presentations, design development, production of CAD/Revit models and documentation, specifications, and photometric calculations, construction management, and final aiming and tuning of lighting equipment. Maggie has experience in multi-use and campus style developments, exterior lighting, clubhouse, restaurant, hospitality, retail and high-end residential projects.

Designer's Market, Oklahoma City, Oklahoma
Designer

5/12 to 8/12

Responsible for fabric department, assisting designers select, and order fabrics. Responsible for custom upholstered furniture.

Architectural Lighting Associates, Dallas, Texas
Lighting Assist

5/11 to 8/11

Responsible for assisting clients with fixture selections, creating reflected ceiling plans based on client selections, and assisting sales reps on visits to clients and architectural firms, Experience in quotes department learning the relationships between contractors, manufacturers and designers.

EDUCATION

University of Oklahoma, Bachelor of Interior Design, College of Architecture

8/09 to 5/13

PROFESSIONAL AFFILIATIONS

IALD – International Association of Lighting Designers – Design Member

IESNA – Illumination Engineering Society of North America

DLFNY – Designer Lighting Forum New York

WILD – Women in Lighting Design

AWARDS

Illuminating Engineering Society Merit Awards – SDSU Theater & Chandelier 2020

Illuminating Engineering Society Merit Award – UoW Hamel Music Center 2020

Lighting Magazine's Top 40-Under-40 Lighting Designer Worldwide 2019

AIA Brooklyn Queens Design Awards 2017 for Interior Design – Lobby at Liberty View Plaza 2017

Illuminating Engineering Society Merit Award – Hog Heaven 2015

Illuminating Engineering Society Merit Award – Residences at Stoneleigh 2015

RELEVANT WORK

Maggie Spiegel has designed the lighting and overseen the electrical installation of the lighting for civic projects, retail, and renovation projects including; Richardson City Hall and Library renovation to Library and new City Hall building (originally a renovation project to existing City Hall, but shifted to new construction due to fire); 'The Foundry' – a historical adaptive reuse project including a concourse, restaurants, retail areas and an exhibition kitchen in Brooklyn, NY; Queensborough Community College Administration Building renovation (Lobby & Public Corridors), Queens, NY; Queensborough Community College Performing Arts Center renovation, Queens, NY; 24 Central Park South, Level 1 and Exterior Renovations, New York, NY.

TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS

ROBERT MAPES, IALD, IES



PROFESSIONAL EXPERIENCE, 36 years

Essential Light Design Studio – Sr. Lighting Designer 3/17 to present

Responsible for client presentations, concept through design development, production of CAD documents, specifications, and photometric calculations, construction management, and final aiming and tuning of lighting equipment. Experience in exterior lighting, building façade, hospitality, institutional, retail and residential.

Craig Roberts Associates, Dallas, Texas – Principal 2001 to 3/17

Responsible for client presentations, concept through design development, production of CAD documents, specifications, and photometric calculations, construction management, and final aiming and tuning of lighting equipment. Experience in hospitality, restaurants, institutional, exterior and façade lighting and residential.

Craig Roeder Associates, Dallas, Texas – Senior Lighting Designer 1995 to 2001

Responsible for client presentations, concept through design development, production of CAD documents, specifications, and photometric calculations, construction management, and final aiming and tuning of lighting equipment. Experience in health-care, hospitality, exterior and façade lighting and residential.

Craig Roberts Associates, Dallas, Texas – Lighting Designer 1990 to 1995

Responsible for client presentations, concept through design development, production of lighting documents, specifications, construction management, and final aiming and tuning of lighting equipment. Experience in hospitality, restaurants, institutional, exterior and façade lighting and residential.

Craig Roeder Associates, Dallas, Texas – Lighting Designer 1985 to 1990

Responsible for client presentations, concept through design development, production of lighting documents, specifications, construction management, and final aiming and tuning of lighting equipment. Experience in healthcare, hospitality, exterior and façade lighting and residential.

EDUCATION

University of Virginia – Bachelors of Arts

University of Texas at Arlington-Masters in Architecture Program

PROFESSIONAL AFFILIATIONS

IALD – International Association of Lighting Designers – Professional Member

IESNA – Illumination Engineering Society of North America- Member

RELEVANT WORK – Civic & Hospitality

Robert Mapes has designed the lighting and overseen the electrical installation of the lighting for hospitality facilities including: Fort Worth City Hall (in progress); Fair Park Community Park (in progress); City of Cedar Hill, Library & Park (in progress); City of Garland Downtown Sq Park (in progress); Seafire Resort, Grand Cayman Island; Hyatt Regency North Dallas; Crescent Court Renovation, Dallas; +25 Private Residences (inquire for details.)

TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS



MS. TORI L. THOMPSON PRESIDENT | PRINCIPAL

Ms. Thompson is a founding Principal of Solare Engineering with over 25 years of experience in finance, project management, mechanical, electrical, plumbing, and technology design. Ms. Thompson has diverse experience serving as Principal-In-Charge for projects including municipal, commercial, multi-family, hospitality, educational, healthcare, retail, renovations, detention, government, and historic facilities. Her project resume includes LEED Gold Tarrant County Civil Courts Building, LEED Silver Dionne Philips Bagsby Southwest Sub-Courthouse, Hope Lodge Houston, and she is currently working on the Fort Worth Convention Center Phase I Renovation in partnership with ME Engineers.



EXPERIENCE

26 Years

EDUCATION

BBA Finance
West Texas A&M University

ORGANIZATIONS

ASHRAE
ASPE
BICSI
NFPA

RELATED PROJECT EXPERIENCE

- FWISD BP043 Visual Performing Arts and STEM Academy | Fort Worth, Texas
- New Evans-Rosedale Community Facility | Fort Worth, Texas
- Marriott Gaylord Texan Riverwalk Cantina | Grapevine, Texas
- Center for Transforming Lives | Fort Worth, Texas
- Will Rogers Memorial Center Sheep and Swine Barns Renovation | Fort Worth, Texas
- Tarrant County College District Trinity River Campus | Fort Worth, Texas
- Tarrant County 350 West Belknap Building Levels 1-4 Renovation | Fort Worth, Texas
- Fort Worth Housing Solutions - 1407 Texas Avenue | Fort Worth, Texas
- Dionne Phillips Bagsby Southwest Sub Courthouse | Fort Worth, Texas
- City of Fort Worth Far North Library | Fort Worth, Texas
- Polk County Courthouse | Livingston, Texas
- Hughes Place | Fort Worth, Texas
- Cowan Place | Fort Worth, Texas
- Rosedale Multi-Family Housing | Fort Worth, Texas
- Tarrant County Civil Courts | Fort Worth, Texas
- Hope Lodge Houston, American Cancer Society | Houston, Texas
- Rolling Hills Elementary School | Fort Worth, Texas
- Southern Methodist University Washburne Soccer & Track Stadium | Dallas, Texas



1300 Summit Avenue, Suite 514 Fort Worth, Texas 76102
Tel 817.529.6800 Fax 817.529.0649 www.solare-eng.com

TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS



MR. BRIAN D. RICHARDS, P.E. MECHANICAL ENGINEER

Mr. Richards has extensive project experience in mechanical, electrical, plumbing and fire protection engineering design for many market sectors that includes municipal, commercial, hospitality, education, performing arts, multi-family, high-rise, and industrial facilities. Mr. Richards is also very experienced in designing requirements for historic renovations and complex installation requirements. Mr. Richards routinely provides 3rd party review services for other design team members.



EXPERIENCE

37 Years

EDUCATION

BS Mechanical Engineering
The University of Utah

P.E. REGISTRATION

TX License No. 74703

ORGANIZATIONS

ASHRAE
ASPE
NFPA

RELATED PROJECT EXPERIENCE

- Kimbell Art Museum Expansion | Fort Worth, Texas
- National Cowgirl Museum Renovation | Fort Worth, Texas
- University of North Texas Music and Fine Arts Building | Denton, Texas
- Center for Transforming Lives | Fort Worth, Texas
- Casa Mañana Theatre | Fort Worth, Texas
- Texas Wesleyan University Fine Arts Auditorium | Fort Worth, Texas
- Frost Bank Tower | Fort Worth, Texas
- Jubilee Theatre | Fort Worth, Texas
- Sundance Square Mixed-Use Complex | Fort Worth, Texas
- Tarrant Family Law Center | Fort Worth, Texas
- City of Euless 201 Ector Rd. Building Renovation | Euless, Texas
- Tarrant County College District Downtown Campus | Fort Worth, Texas
- University of North Texas Murchison Performing Arts Center | Denton, Texas
- Museum of Living Art (MOLA) at the Fort Worth Zoo | Fort Worth, Texas
- Arts Center | Irving, Texas
- Sid Richardson Museum Renovation | Fort Worth, Texas
- Ridglea Theater Renovation | Fort Worth, Texas
- City of Fort Worth Cowtown Coliseum | Fort Worth, Texas



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TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS



MR. J. STEVE O'KELLEY ELECTRICAL & MECHANICAL ENGINEER

Mr. O'Kelley has a wealth of experience in the design of mechanical and electrical systems for a wide range of both US and international projects. His engineering experience focuses on complex renovations, historical buildings, municipal, commercial, conference centers, performing arts, education, warehouse, and industrial facilities. Mr. O'Kelley is licensed as both a mechanical and an electrical engineer in five states and is recognized as a highly qualified expert witness in the engineering community.



EXPERIENCE

48 Years

EDUCATION

BS, Mechanical
Engineering/Aeronautical
Option
The University of Arkansas

P.E. REGISTRATION

TX License No. 31583

ORGANIZATIONS

ASHRAE
ASPE
IES
NFPA

RELATED PROJECT EXPERIENCE

- Texas Wesleyan University Fine Arts Auditorium | Fort Worth, Texas
- Sundance Square Mixed-Use Complex | Fort Worth, Texas
- National Cowgirl Museum Renovation | Fort Worth, Texas
- University of North Texas Music and Fine Arts Building | Denton, Texas
- City of Fort Worth Far North Library | Fort Worth, Texas
- New Evans-Rosedale Community Facility | Fort Worth, Texas
- Casa Mañana Theatre | Fort Worth, Texas
- Frost Bank Tower | Fort Worth, Texas
- Tarrant Family Law Center | Fort Worth, Texas
- Tarrant County 350 West Belknap Building Levels 1-4 Renovation | Fort Worth, Texas
- City Center Towers I and II | Fort Worth, Texas
- Dionne Phillips Bagsby Southwest Sub Courthouse | Fort Worth, Texas
- Harris Methodist Health Services Towers | Arlington, Texas
- TWU Fine Arts Auditorium and Ann Waggoner Annex Renovation | Ft. Worth, TX
- Tarrant County College District Downtown Campus | Ft. Worth, TX
- Polk County Courthouse | Livingston, Texas
- Hope Lodge Houston, American Cancer Society | Houston, Texas



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TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS



PONCE-FUESS
ENGINEERING



LUCAS PONCE, P.E. President | Principal

Lucas Ponce is the founder and president of Ponce-Fuess Engineering, whose 25-year career includes the structural design of various building types.

He has completed numerous projects on the west side of the metroplex that have included K12, higher education, and municipal facilities, as well as various other commercial and industrial buildings. His experience working in the City of Fort Worth includes several projects located on the Will Rogers Memorial Center campus as well as dozens of projects for Fort Worth ISD, including the award winning I.M. Terrel STEM and VPA Academy.

EDUCATION

B.S. Civil Engineering, 1995
Instituto Tecnológico y de
Estudios Superiores de
Monterrey

M.S. Civil Engineering
(Structures), 1997
The University of Texas at
Austin

REGISTRATIONS

State of Texas # 91119

WORK EXPERIENCE

Ponce-Fuess Engineering
2010 – Present

L.A. Fuess Partners Inc.
1998 – 2000, 2004 – 2010

PROJECT ROLES

Principal-in-Charge of Projects
Project Management
Project Consultation

CORPORATE ROLES

Chief Executive Officer
Board of Managers

PROFESSIONAL ACTIVITIES

American Institute of Steel
Construction

American Concrete Institute

Structural Engineers
Association of Texas

PROJECT EXPERIENCE

- **Fort Worth ISD I. M. Terrell STEM and Fine Arts Academy**
Fort Worth, Texas
- **Texas Christian University Erma Lowe Hall School of Dance Additions and Renovations**
Fort Worth, Texas
- **Texas Wesleyan Morton Fitness Center**
Fort Worth, Texas
- **Tarrant County College South Campus Recital Building Renovation**
Fort Worth, Texas
- **FWISD Wedgwood MS Visual & Fine Arts Classroom Renovation**
Fort Worth, Texas
- **Panola College New Music Building**
Carthage, Texas
- **Forest Park Pool (in design)**
Fort Worth, Texas
- **Will Rogers Memorial Center Multipurpose Pavilion**
Fort Worth, Texas
- **Tarrant County Elections Center Renovation**
Fort Worth, Texas
- **American Airlines Federal Credit Union Office Building**
Fort Worth, Texas
- **East Arlington Rec Center, Library, & Park Improvements**
Arlington, Texas
- **Garland City Hall Renovations**
Garland, Texas
- **Town of Westlake Civic Campus Expansion**
Westlake, Texas
- **Westlake Municipal Complex**
Westlake, Texas
- **Willie B. Johnson Rec Center Expansion**
Dallas, Texas
- **LISD Elsie Robertson Replacement Middle School and Performing Arts Building Renovation**
Lancaster, Texas

TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS



PONCE-FUESS
ENGINEERING



RAUL "RENE" AVILA, P.E., LEED AP Associate Principal

Rene has over 20 years of experience in a variety of building and construction types. As a LEED Accredited Professional, he is also experienced with the best use of sustainability in structural components for building designs. Rene has served as Structural Engineer of Record on over 200 building projects with construction budgets ranging from less than \$1M to over \$100M.

His municipal experience includes a number of past City of Fort Worth and Tarrant County projects as well as many other projects for other large North Texas cities including Dallas, Frisco, Denton, Benbrook, and Stephenville.

EDUCATION

B.S. Civil Engineering
Texas A&M University, 1997

M.Eng Structural Engineering
Texas A&M University, 1999

REGISTRATIONS

State of Texas# 92630

WORK EXPERIENCE

Ponce-Fuess Engineering
2021 – Present

Group Structural Engineers
2014 – 2021

JQ
2005 – 2014

L.A. Fuess Partners
1999 – 2005

PROJECT ROLES

Project Management
Project Engineering
Project Coordination
Construction Administration

PROJECT EXPERIENCE

- **City of Fort Worth Public Safety Facility***
Fort Worth, Texas
- **City of Fort Worth Chisholm Trail Community Center***
Fort Worth, Texas
- **City of Fort Worth Bethlehem United Community Center***
Fort Worth, Texas
- **Benbrook Fire Station Addition and Renovation***
Benbrook, Texas
- **Tarrant County Jail***
Fort Worth, Texas
- **Tarrant County Civil Courts***
Fort Worth, Texas
- **Tarrant County Northeast Sub-Courthouse***
Hurst, Texas
- **Tarrant County Elections Center Renovation**
Fort Worth, Texas
- **Tarrant College Masterplan**
Fort Worth, Texas
- **Tarrant County College Northwest Campus Firing Range***
Fort Worth, Texas
- **Tarrant County College New Downtown Campus***
Fort Worth, Texas
- **Tarrant County College Energy and Technology Center***
Fort Worth, Texas
- **Southwest Baptist Theological Seminary Chapel and Central Plant***
Fort Worth, Texas
- **Schreiner FSC**
Fort Worth, TX
- **Simuflite Expansion (3)**
Fort Worth, Texas
- **TWU Brackenridge Hall Additions & Renovations (in design)**
Denton, Texas
- **Dallas Fair Park Parking Garage (in design)**
Dallas, Texas

TEAM ORGANIZATIONAL STRUCTURE | LEADERSHIP CREDENTIALS

JACK HAGLER FASTC

PARTNER

Jack Hagler has over 40 years experience as a designer, technician, contractor and consultant for a variety of assembly facilities. Project types include professional, educational, and civic theatres, hotel and convention facilities, houses of worship, theme parks, and sports/entertainment arenas. Jack's projects benefit greatly from his planning, design and project management services founded on broad experience and deep knowledge gained from working and designing a variety of assembly venues.



EDUCATION

BA - Texas Tech University

SIGNIFICANT PROJECTS

Fort Worth Community Arts Center, Fort Worth, TX
Scott Theatre – Study, Fort Worth, TX
Will Rogers Memorial Center Auditorium, Fort Worth, TX
Buddy Holly Hall of Performing Arts and Sciences, Lubbock, Texas
Hattiloo Theatre, Memphis, TN
TeCo Theatrical Productions – Bishop Arts Theatre Center, Dallas, TX
AD Players Theatre and Visual Arts Complex, Houston, TX.
Ballet Memphis, Memphis, TN
Dallas Black Dance Theatre – Rehearsal Room Dance Floor, Dallas, TX
Moody Performance Hall, Dallas, TX
The Kessler, Dallas, TX
Crested Butte Center for the Arts, Crested Butte, CO
Walton Arts Center, Fayetteville, AR
Robinson Center Music Hall, Little Rock, AR
Texan Theater, Greenville, TX
McAllen Performing Arts Center, McAllen, TX
Diamond Head Theatre, Honolulu, HI
KRLU Studio 6A Relocation, Austin, TX
Lyric Theatre at the Plaza, Oklahoma City, OK
MATCH, Houston, TX
Rialto Theatre, El Dorado, AR
Ritz Theater Renovation, Big Spring, TX
McKinney Avenue Contemporary Blackbox Theatre, Dallas, TX
Kalita Humphrey Theatre – Dallas Theater Center – Lighting Renovation, Dallas, TX

PRESENTATIONS & PANELS

“Trends in performing arts center design”, Acoustic Society of America Meeting, 2018

“Whose Scope is it Anyway? (The designer/contractor dating game)”, North American Theatre Engineering

AWARDS

IAVM Joseph J. Anzivino Distinguished Allied Award, 2018
IAVM Chairman Citation, 2017
Texas Tech University, Department of Theatre and Dance - Distinguished Alumni Award, 2012
IES Illumination Design Award of Merit – Moody Performance Hall
USITT Merit Award – Ascend Amphitheater
AIA Gulf States Award of Merit – Ascend Amphitheater
Pollstar Best New Major Concert Venue – Ascend Amphitheater
IES Illumination Design Award of Merit - University of Texas Rio Grande Valley Academic Performing Arts Complex
AIA Austin Design Award - University of Texas Rio Grande Valley Academic Performing Arts Complex

ORGANIZATIONS

American Society of Theatre Consultants
International Association of Venue Managers
United States Institute for Theatre Technology
AIA Dallas Allied Member
Illuminating Engineering Society of North America
Texas Nonprofit Theatres





THE CLIBURN

JACQUES MARQUIS

Cliburn president and CEO

A native of Montreal, Jacques Marquis was named president and CEO of the Cliburn in March 2013. A bilingual administrator with Bachelor's degrees in business administration and music, Mr. Marquis is recognized as a dynamic and energetic leader. Prior to joining the Cliburn, he had served as the executive and artistic director of Jeunesses Musicales of Canada, the Montréal International Musical Competition, and JMC Foundation since 2002. He was the chief of operations at the Orchestre Métropolitain from 1998–2002, and the music and accounting administrator there from 1994–1998. Mr. Marquis serves on the board of the World Federation of International Music Competitions and was previously a member of the jury for the Canada Council for the Arts, McGill University, and Université de Montréal.

John L. Barnett, Jr., DDS

Fort Worth African American Museum and Cultural Center

Chairman

Dr. John L. Barnett Jr. is a native of Fort Worth, Texas graduating from Paul Laurence Dunbar High School in 1966.

He earned a BS from Howard University in 1970; a DDS from Howard University Dental School in 1975; and a Specialty Certificate in Pediatric Dentistry from Howard University Dental School in 1978. While at Howard Dental School, Dr. Barnett met and married the love of his life, Dr. Arlene S. Barnett in 1976.

After completing his dental training, Dr. Barnett started his practice in New Orleans, Louisiana in 1978 becoming the first African American to establish a Pediatric Dental Practice in the state of Louisiana. Ors. Barnett established Barnett Dental Group in 1984 as a multi-specialty group .

Following the devastation of New Orleans by hurricane Katrina in 2005, Dr. Barnett moved back to his native Fort Worth and established Kids Stop Dental Care with his wife Dr. Arlene Barnett in 2007.

Dr. Barnett has served as the President of the Pelican State Dental Association, President of the Louisiana Academy of Pediatric Dentistry and Chairman of the Medicaid Task Force for the Louisiana Dental Association . He also has held the position of Associate Professor at LSU School of Dentistry and Adjunct Professor at Xavier University College of Pharmacy.

Dr. Barnett is a member of Omega Psi Phi Fraternity and an ordained Baptist Minister. He presently serves as Chairman, Fort Worth African American Museum and Cultural Center and is a Board member-elect of the Rotary Club of Fort Worth.

Dr. Barnett is committed to his health through jogging, weight training, nutrition and yoga. He has completed six marathons in his running career. Dr. Barnett and his wife, Dr Arlene Barnett have three children; Airin, John III (Harmony) and Nathaniel as well as three grandchildren; Cadence, John IV and Aria.

Andrew Murphy Taft

Fort Worth African American Museum and Cultural Center

Vice-Chairman

Andy is a native of Tampa, Florida and graduated from the University of South Florida with a degree in Business. He began his career in real estate with the Florida Commercial Development Association and then joined Grubb & Ellis of Florida as a licensed commercial real estate salesman. In 1992, he joined the Tampa Downtown Partnership as its Director of Marketing and Business Development.

Andy was the Executive Director of the Downtown Development Authority in Shreveport, LA for six years and championed the relocation of City Hall back to downtown after a 40-year absence. He created a new public parking management and development program and authored the downtown strategic plan. Andy was Chairman of the United Way of NW Louisiana in 2001.

Andy joined Downtown Fort Worth, Inc. as President in 2003. DFWI is Fort Worth's downtown advocacy and public space management organization. DFWI manages the downtown planning and implementation process, two Public Improvement Districts, the downtown Tax Increment Finance District, two city parks, the MAIN ST. Fort Worth Arts Festival and Parade of Lights. DFWI renovated Burnett Park, developed the JFK Tribute in Fort Worth and is a partner in the Jennings Place neighborhood. DFWI is now leading the Heritage Park project and the T & P Terminal pedestrian access project.

Andy is a member of the Fort Worth Chamber Board, Visit Fort Worth Board and a number of other civic organizations. He is a founding member of the Fort Worth Homelessness Commission board and the Fort Worth African American Museum and Cultural Center Board. He is a past member of the National Civic League Board of Directors and is a past Chairman of the International Downtown Association.

Dr. Jennifer G. Brooks

Fort Worth African American Museum and Cultural Center

Secretary

When friends and colleagues are asked to describe Dr. Jennifer Giddings Brooks words like community focused, mentor and servant leader are used. Dr. Brooks has a distinguished record in both Educational Administration and Community Service. She has worked at every level of education (elementary-college) including her work as a research evaluator, TEA Professional Service Provider, educational consultant and leadership coach. Dr. Brooks has published numerous research abstracts and articles. Her passion for research was celebrated recently with the dedication of two historical markers in downtown Fort Worth and the completion of her first book.

Deeply committed to her community, Dr. Brooks serves or has served on the Boards of numerous nonprofit agencies. Some of these agencies include Fort Worth Art Commission, President YWCA, Chair Congressional Education Task Force, Chair Chesapeake Scholarship Committee, Co-Chair United Negro College Fund, Vice-Chair Texas Health Resources Methodist Hospital, Vice-President Fort Worth Opera, Education Chair Performing Arts Fort Worth (Bass Hall), Secretary Terrell Academy Foundation Board, Secretary Fort Worth African American Museum and Cultural Arts Center, Foundation Board Young Women's Leadership Academy, Advisory Council Amon Carter Museum, Fort Worth Museum of Science and History, Visit Fort Worth, Diversity Committee TCU Medical School and Child Advocates of Tarrant County. She is also a member of The Links, Incorporated, The Moles and The Society: Supporting the Arts. Dr. Brooks is co-founder of the Renaissance House in Terrell Heights. A house that will be used to provide services for the 76104 zip code. Dr. Brooks has received numerous awards including Honorary Doctorate of Letters Degree (TCU), Legacy in Education, Living Legend, Power of One, Local Hero, Outstanding Texan , Outstanding Woman of Fort Worth, Great Woman of Texas , Hats Off to Mothers, special commendation from the 106th Congress and a portrait unveiling at TCU where she was the first black tapped for Mortar Board National Honor Society and also had the distinction of being the first Black Homecoming Queen in the Southwest Conference. Prior to matriculating at TCU, Dr. Brooks attended Chapman University (California) and its Semester-at-Sea program sponsored by the Institute of International Education. After graduation, Dr. Brooks began graduate courses at The University of London followed by the completion of her doctoral studies at Texas Woman's University in Denton, Texas.

Dr. Brooks is married to Tarrant County Commissioner Roy Charles Brooks. They have two children, both attorneys, Royce Gigi Brooks and Marion Giddings Brooks. They are also first time grandparents with the birth of their grandson: August Charles Brooks.

Scott A. Wilcox

Fort Worth African American Museum and Cultural Center

Treasurer

PROFILE

Financial and operations executive experienced in financial leadership, business administration and operations management. Take pleasure in being the chief cheerleader for the institution.

EXPERIENCE

Chief Operating Officer, Chief Financial Officer

Amon Carter Museum of American Art 2015-Present

Responsible for all operational, financial and administrative functions of the museum. Responsible for the design, preparation and presentation of operating and capital budgets to the Audit & Finance Committee and Board of Trustees. Responsible to the Board of Trustees as the chair of the Leadership Team.

Chief Operating Officer, Chief Financial Officer and Deputy Director

Fort Worth Zoo 2008-2015

Responsible for all operational, financial and administrative functions including revenue operations, finance, development, capital projects, engineering, information technology, education and administration. Responsible for the design, preparation and presentation of operating and capital budgets to the Finance Committee and Board of Directors. In the Director's absence, responsible for all day to day operations (including animal programs, on-site security, public relations and advertising).

Member: Association of Zoos and Aquaria (AZA) 2001 to present and AZA Trends Committee 2006 to 2015.

Senior Director of Administration and Chief Financial Officer

Fort Worth Zoo 2001-2008

Responsible for all financial and administrative functions including finance, risk management, staff development, operational and capital budget preparation and implementation, information technology, human resources and engineering and capital projects. Involved in creating a development department, designed its function and implemented staffing. Primary oversight of contractual relationship with the City of Fort Worth.

Chief Operating Officer and Chief Financial Officer

Pro Line Western 1998-2001

Responsible for all day to day operations and financial functions. Managed client/licensor relationships. Implemented sales and marketing strategies and assisted in determining strategic direction of the business. Instrumental in all credit and investor negotiations.

Chief Financial Officer and Secretary

TeleQuestion, Inc. 1991-1998

Responsible for all financial, planning and administrative functions for a rapidly growing telemarketing company. Actively involved in revenue growth from \$3.5 mm (1991) to \$45.0 mm (1998). Key contributor to cost containment and control programs. Conducted financial evaluation of all proposed client contracts and programs. Coordinated all financial reporting, audit preparation and tax compliance.



D. Wambui Richardson

Jubilee Theatre

Artistic Director

D. Wambui Richardson is a proud member of the Drama League, playwright, and Artistic Director of Jubilee Theatre. With over 20 years experience as a Director, Playwright, Art's Educator and Executive Leader, Richardson has worked with Baltimore Center Stage, St. Louis Black Repertory Theatre, WordBridge Playwright's Laboratory, Syracuse Stage, Abington Theatre (Off -Off-Broadway), and Rattlestick Playwrights Theatre (Off-Broadway). He is a recipient of the NAACP Michael Jackson Performing Arts Award, The Pearl Cleage Writer's Award, and numerous awards from the National Association of Speech and Dramatic Arts. His training includes Dillard University for Speech Communications and Theatre Arts, Brooklyn College for Directing, and supplemental training at Chicago's Second City, and the New York Film Academy. Some of his directorial credits include, Sugar Mouth Sam Don't Dance Here No More [Off Broadway], Les Liaisons Dangereuse [Syracuse Stage], A Stronger Soul Within a Finer Frame [Touring Production for St. Louis Black Rep.] F.E.M.A 1603, Zooman & the Sign, In the Blood, Every Tongue Confess, The Seagull, Measure for Measure, Truth Stands [East Coast Premiere], The Face of Emmett Till, original productions Reflections, and Test to Testimony, and devised theatre productions; Living the Dream: From King to Obama, and From Selma to Ferguson. His Jubilee Credits include Sistas, the Musical, To Be Young Gifted and Black, and If Scrooge Was a Brother.

14 September 2023

Architectural Concept Design

FORT WORTH
CULTURAL CENTER

RFP 23-0071

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regulatory approval, permit or construction.

Project Approach

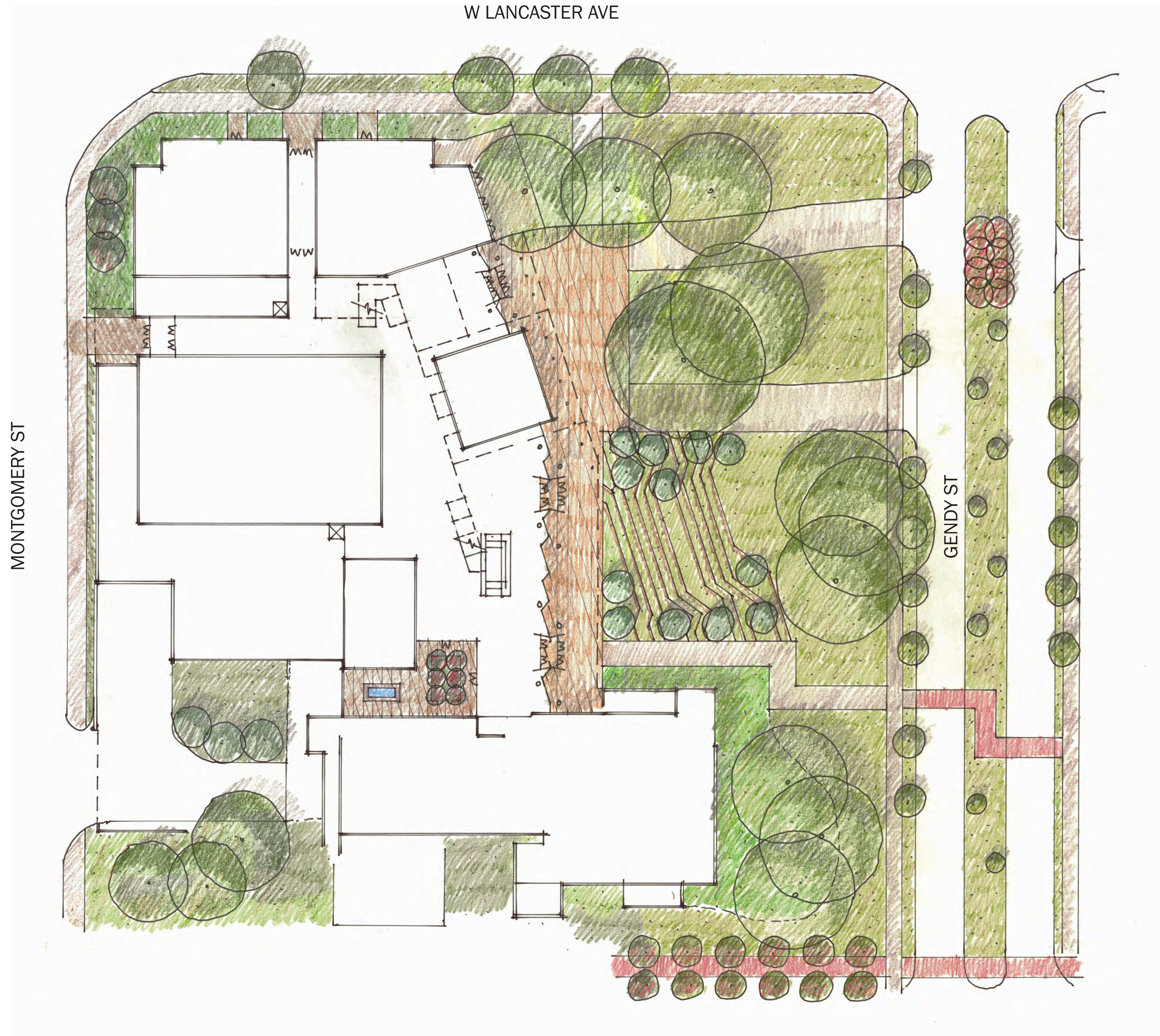
We are pleased to present these conceptual thoughts for what a new Cultural Center for Fort Worth might be like. Having said that, we also freely acknowledge that any final design will be driven by the cultural tenants in the building and the corresponding economics, all of which will be determined during a feasibility process following the team selection. While a design is necessarily shown here, our team is flexible and ready to work with any and all future tenants of the Cultural Center and alter the design accordingly.



MAIN ART GALLERY - 1954

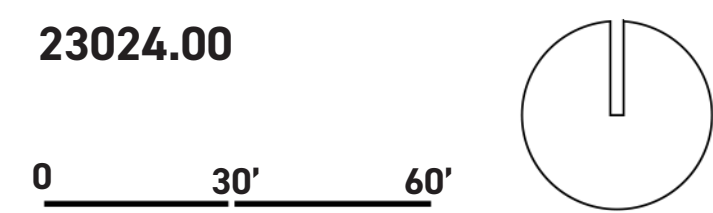
Our design is based on a few basic principles:

- This should be a warm and welcoming place where all our fellow citizens feel comfortable. Welcoming porches are a long Texas tradition. A highly transparent lobby reveals the activity inside and invites others in. Warm, natural materials throughout feel natural and comfortable. Materials familiar to Fort Worth are an important aspect to connect the building to its place and its users.
- The existing building holds strong sentimental memories for many of us, which we believe should be respected in the new design. Both the pedestrian and vehicular approaches are the same and all the major existing trees are proposed to be preserved. Existing materials such as the shellstone on the existing Scott Theater are being reclaimed and reused.
- Flexibility in design allows the new building to accommodate a wide variety of future uses and tenants. Separation of the major venues and a spacious lobby allows separate functions to occur in each space simultaneously.
- Sustainability, in both the environmental and financial sense, are critically important. We're proposing that the new building be both LEED and WELL Building certified. We are proposing investigating a mass timber framed building for both its sustainability and aesthetic qualities. Financial support to build and operate the new building long-term must be proven up during an initial feasibility stage or work.
- Outdoor spaces focused on views of downtown and the surrounding Cultural District create a unique venue within the district and the city. Preserved trees provide cooling shade.
- Historic Preservation is important. We are preservationists at our core. Our proposal tries to balance the competing forces of preservation and state of the art excellence as required in the RFP. Our approach retains and preserves the remaining portion of Herbert Bayer's 1954 Main Art Gallery along with the front portion of the gallery added by Ford, Powell Carson in 1976. With its gallery spaces on the main floor, we believe this original building lends itself well to be adaptively reused as the African American Museum and Cultural Center. The second floor office and studio spaces could also be used by the them or other tenants. The basement would be available for gallery storage.
- Dream big. A city the size of Fort Worth needs a facility like the one we are proposing to support our cultural institutions.



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Site Plan

FORT WORTH CULTURAL CENTER



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23024.00

Exterior Perspective

FORT WORTH CULTURAL CENTER

ARCHITECTURE
INTERIORS
PLANNING

**bennett
partners**



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14 September 2023 15

23024.00

Exterior Perspective

FORT WORTH CULTURAL CENTER

ARCHITECTURE
INTERIORS
PLANNING

bennett
partners



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14 September 2023 16

23024.00

Interior Perspective - Van Cliburn

FORT WORTH CULTURAL CENTER

ARCHITECTURE
INTERIORS
PLANNING
bennett
partners



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23024.00

Interior Perspective - Lobby

FORT WORTH CULTURAL CENTER

ARCHITECTURE
INTERIORS
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bennett
partners



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14 September 2023 18

23024.00

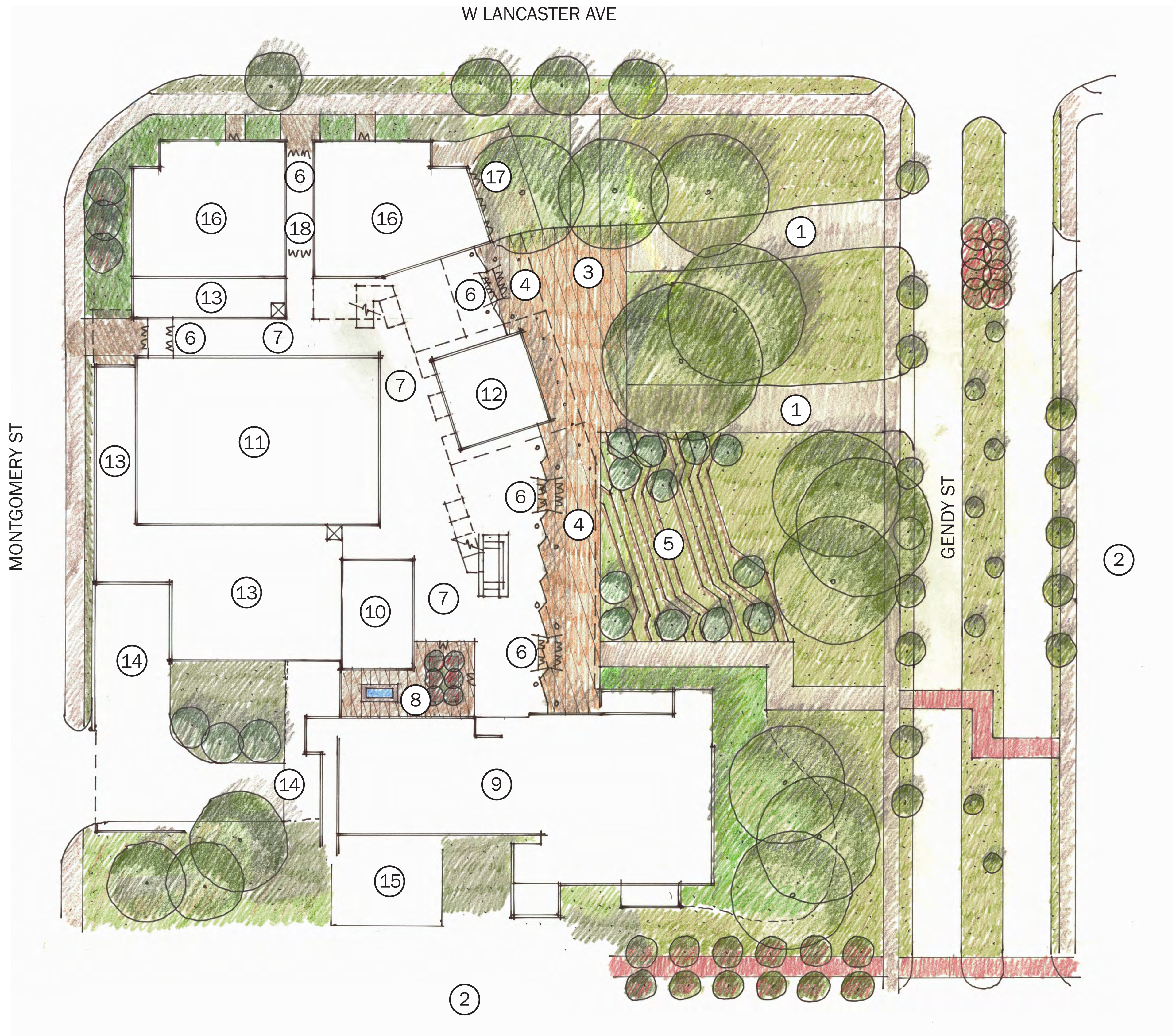
East Elevation

FORT WORTH CULTURAL CENTER

ARCHITECTURE
INTERIORS
PLANNING

bennett
partners

- ① ENTRY DRIVE
- ② EXISTING PARKING FACILITIES
- ③ MOTOR COURT/VALET
- ④ ENTRY PLAZA AND PORCH
- ⑤ AMPHITHEATER
- ⑥ BUILDING ENTRY
- ⑦ BUILDING LOBBY/GALLERY/EXHIBIT SPACE
- ⑧ COURTYARD/EVENT SPACE
- ⑨ EXISTING GALLERY/AFRICAN MUSEUM AND CULTURAL CENTER
- ⑩ SANDERS STUDIO THEATER/JUBILEE THEATER
- ⑪ SCOTT/FLEXIBLE THEATER
- ⑫ CLIBURN PERFORMANCE STUDIO
- ⑬ SUPPORT SPACE/OFFICES/BACK OF HOUSE
- ⑭ SERVICE DOCK
- ⑮ MECHANICAL COURT
- ⑯ RESTAURANT SPACE
- ⑰ OUTDOOR DINING TERRACE
- ⑱ MIXED USE BUILDING LOBBY



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14 September 2023 4



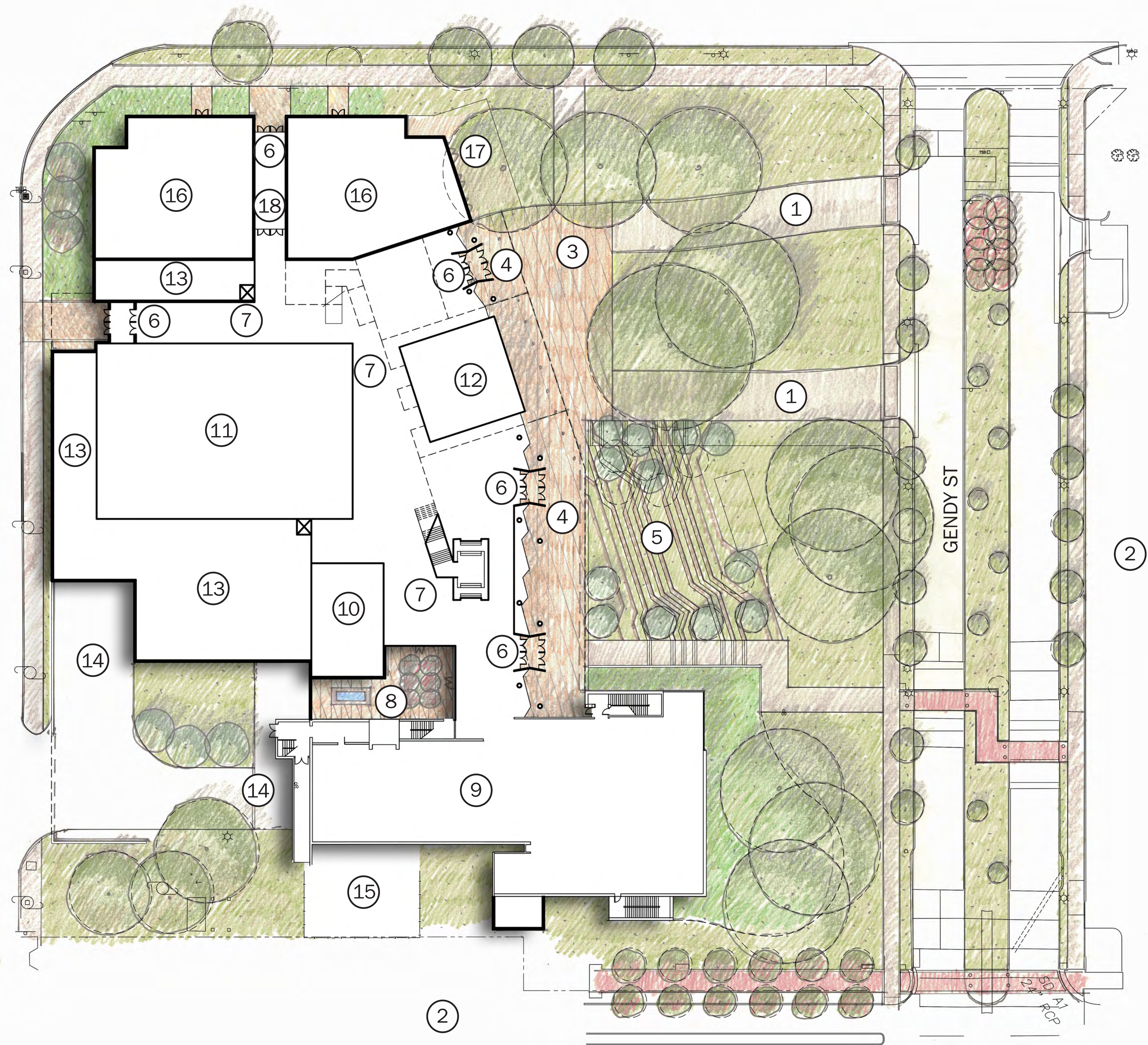
Site Plan

FORT WORTH CULTURAL CENTER

W LANCASTER AVE

- ① ENTRY DRIVE
- ② EXISTING PARKING FACILITIES
- ③ MOTOR COURT/VALET
- ④ ENTRY PLAZA AND PORCH
- ⑤ AMPHITHEATER
- ⑥ BUILDING ENTRY
- ⑦ BUILDING LOBBY/GALLERY/EXHIBIT SPACE
- ⑧ COURTYARD/EVENT SPACE
- ⑨ EXISTING GALLERY/AFRICAN MUSEUM AND CULTURAL CENTER
- ⑩ SANDERS STUDIO THEATER/JUBILEE THEATER
- ⑪ SCOTT/FLEXIBLE THEATER
- ⑫ CLIBURN PERFORMANCE STUDIO
- ⑬ SUPPORT SPACE/OFFICES/BACK OF HOUSE
- ⑭ SERVICE DOCK
- ⑮ MECHANICAL COURT
- ⑯ RESTAURANT SPACE
- ⑰ OUTDOOR DINING TERRACE
- ⑱ MIXED USE BUILDING LOBBY

MONTGOMERY ST



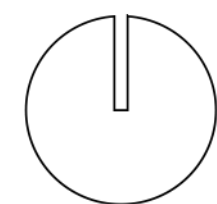
②

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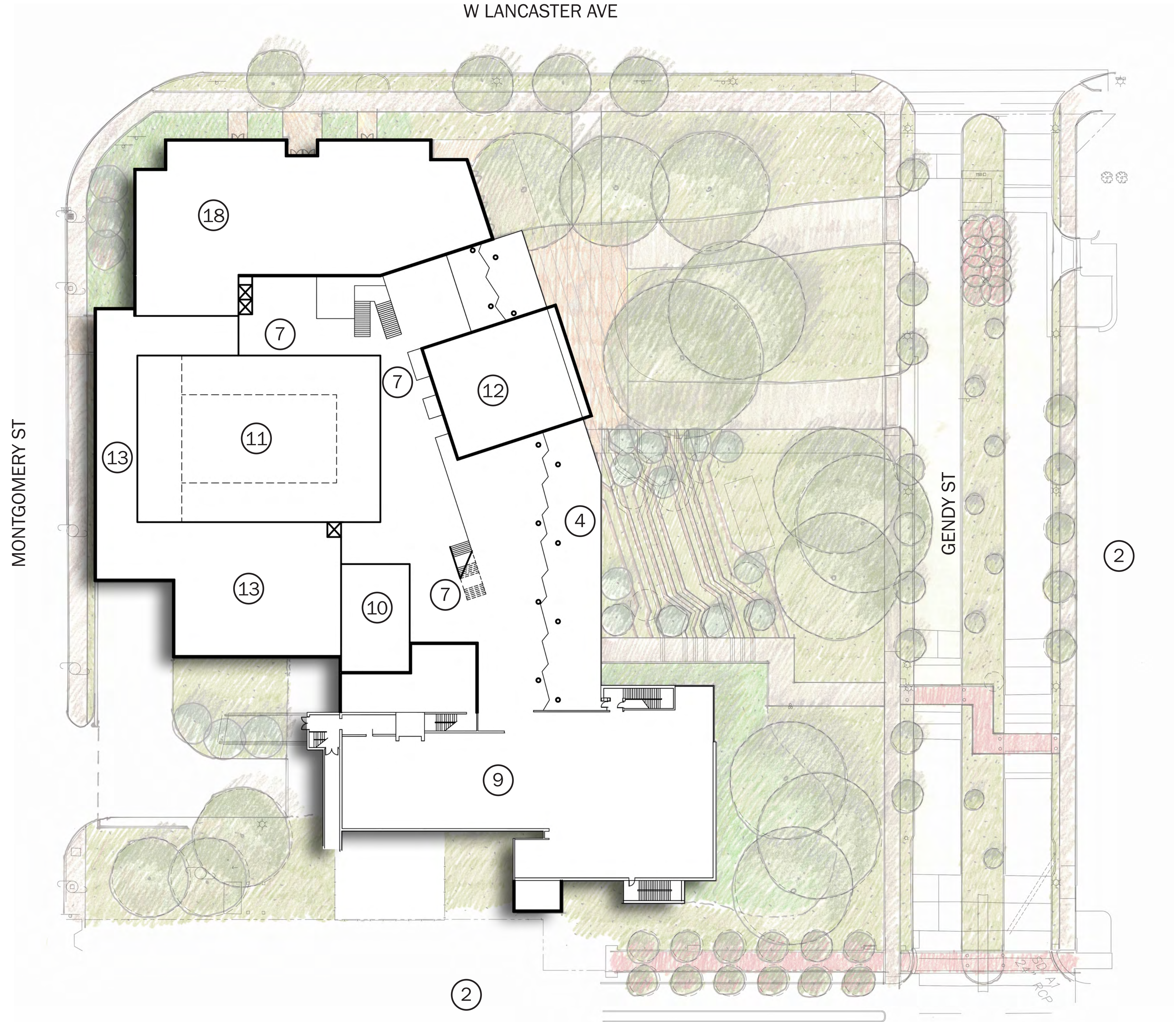
First Floor Plan

FORT WORTH CULTURAL CENTER

W LANCASTER AVE

- ① ENTRY DRIVE
- ② EXISTING PARKING FACILITIES
- ③ MOTOR COURT/VALET
- ④ ENTRY PLAZA AND PORCH
- ⑤ AMPHITHEATER
- ⑥ BUILDING ENTRY
- ⑦ BUILDING LOBBY/GALLERY/EXHIBIT SPACE
- ⑧ COURTYARD/EVENT SPACE
- ⑨ EXISTING GALLERY/AFRICAN MUSEUM AND CULTURAL CENTER
- ⑩ SANDERS STUDIO THEATER/JUBILEE THEATER
- ⑪ SCOTT/FLEXIBLE THEATER
- ⑫ CLIBURN PERFORMANCE STUDIO
- ⑬ SUPPORT SPACE/OFFICES/BACK OF HOUSE
- ⑭ SERVICE DOCK
- ⑮ MECHANICAL COURT
- ⑯ RESTAURANT SPACE
- ⑰ OUTDOOR DINING TERRACE
- ⑱ MIXED USE BUILDING

MONTGOMERY ST

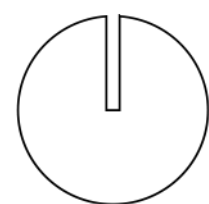


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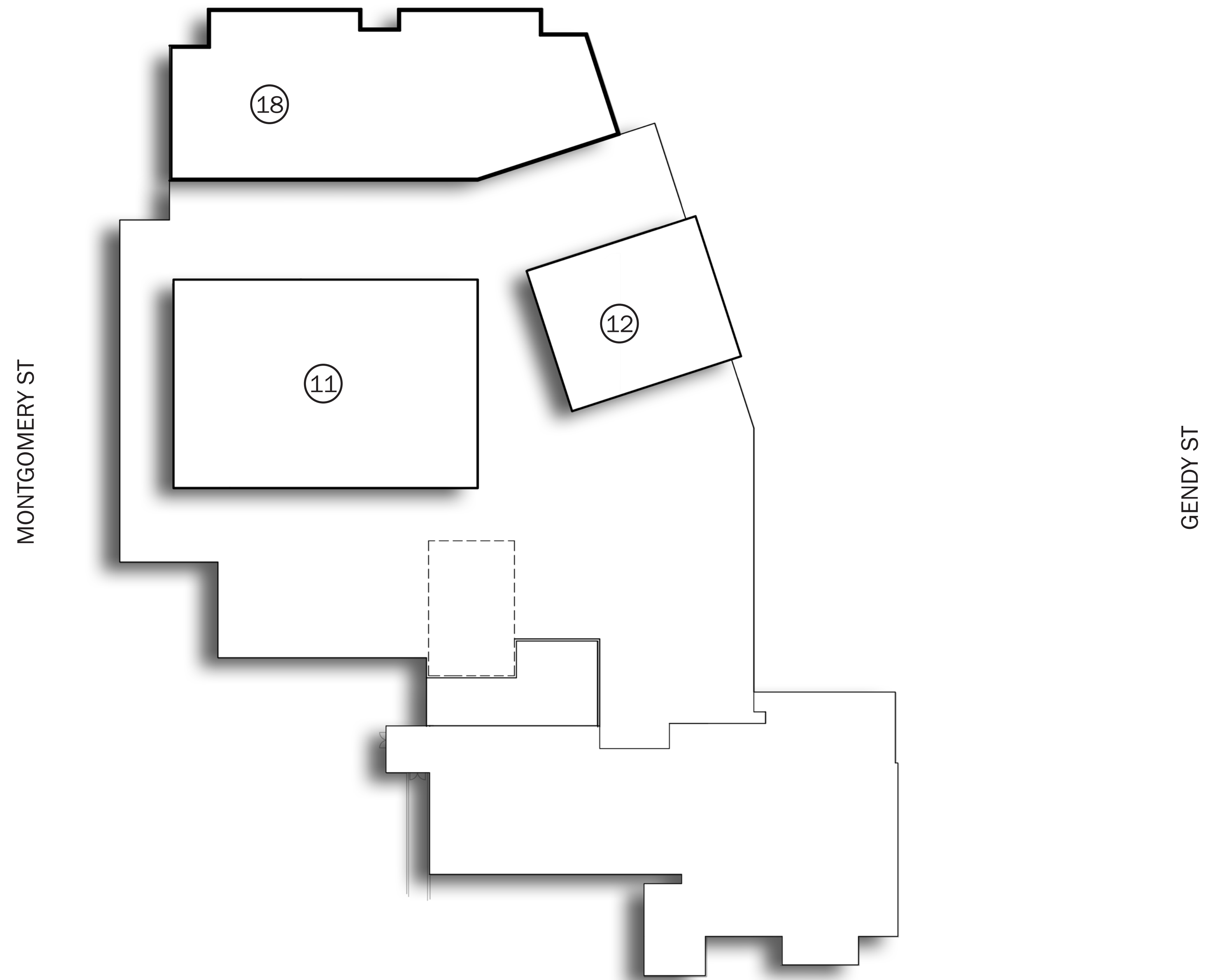
Second Floor Plan

FORT WORTH CULTURAL CENTER

ARCHITECTURE
INTERIORS
PLANNING

bennett
partners

- ① ENTRY DRIVE
- ② EXISTING PARKING FACILITIES
- ③ MOTOR COURT/VALET
- ④ ENTRY PLAZA AND PORCH
- ⑤ AMPHITHEATER
- ⑥ BUILDING ENTRY
- ⑦ BUILDING LOBBY/GALLERY/EXHIBIT SPACE
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- ⑮ MECHANICAL COURT
- ⑯ RESTAURANT SPACE
- ⑰ OUTDOOR DINING TERRACE
- ⑱ MIXED USE BUILDING

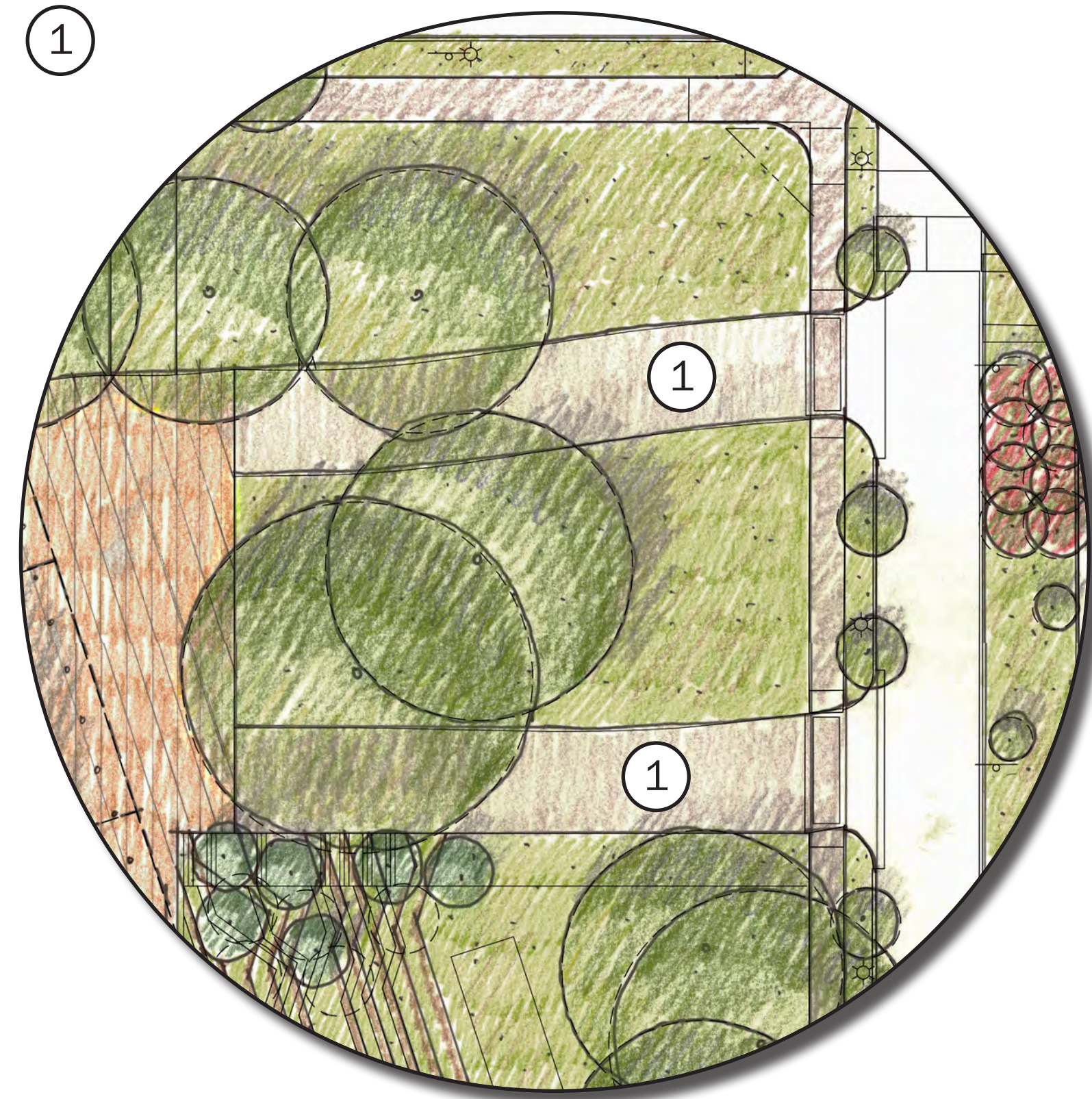


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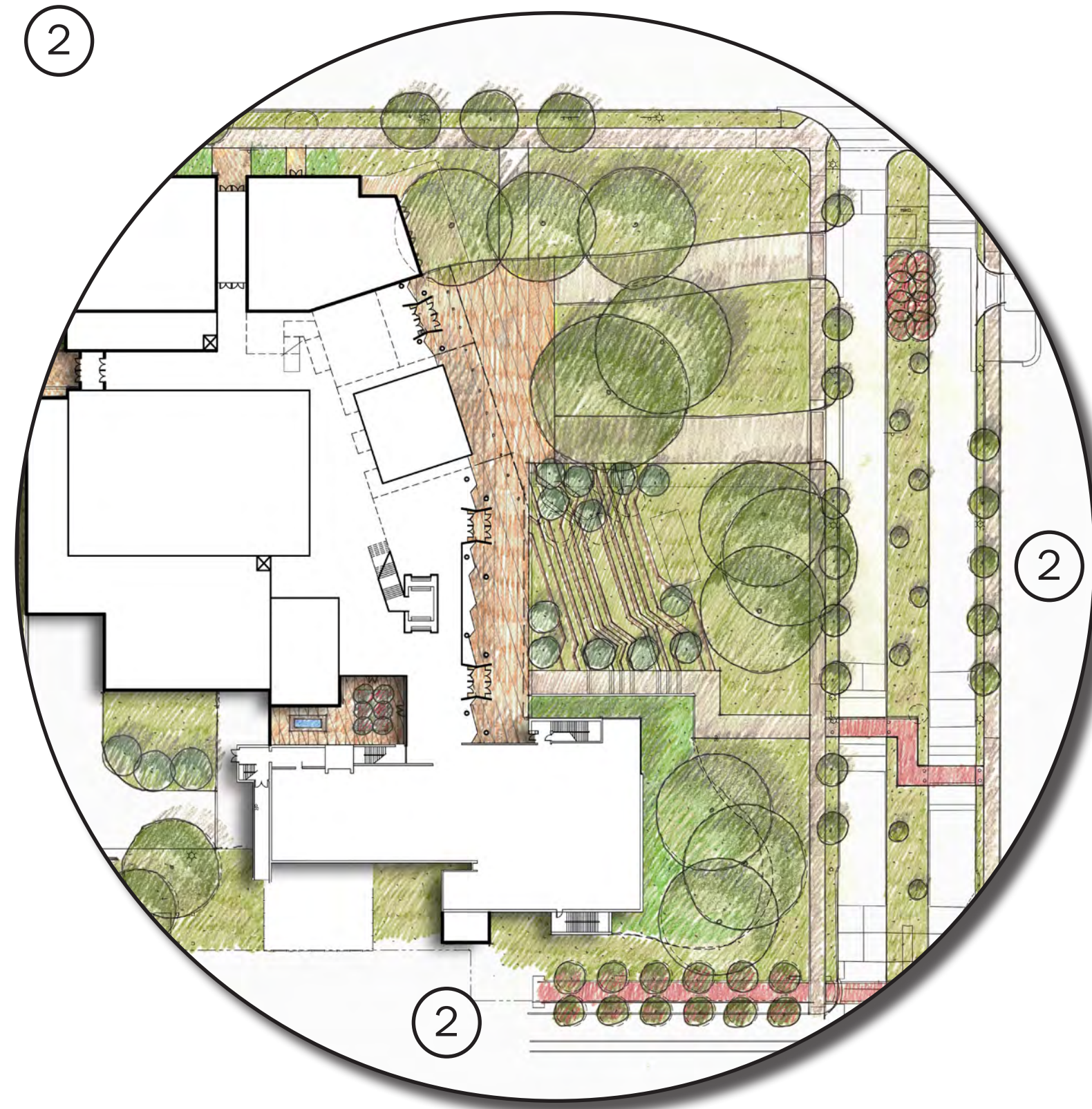
Third & Fourth Floor Plan

FORT WORTH CULTURAL CENTER



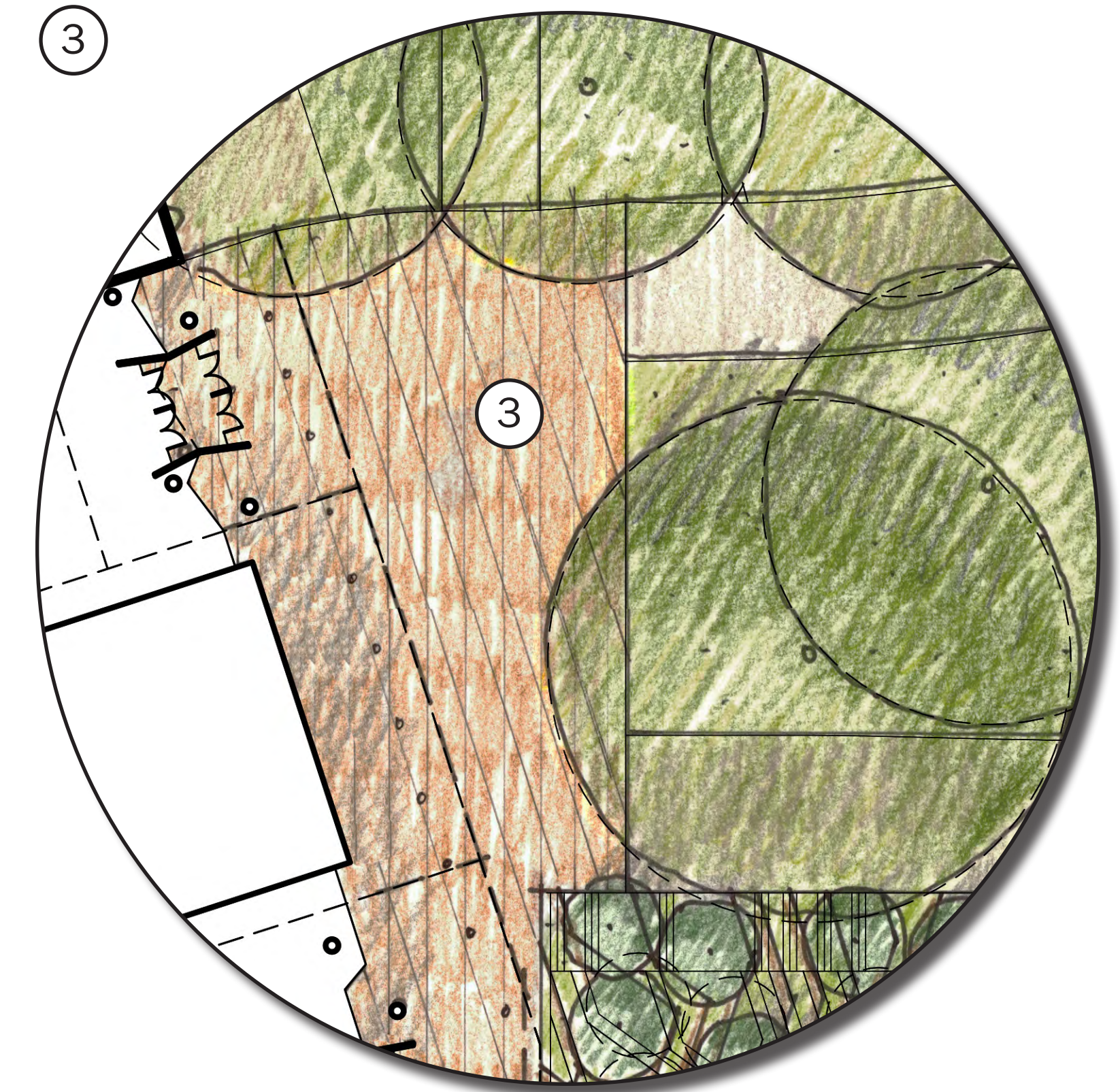
1 - Entry Drive

The one-way entry drive remains in the same location and configuration as it exists today both to minimize disturbance to existing trees and to provide a familiar drop off/pick up experience for visitors.



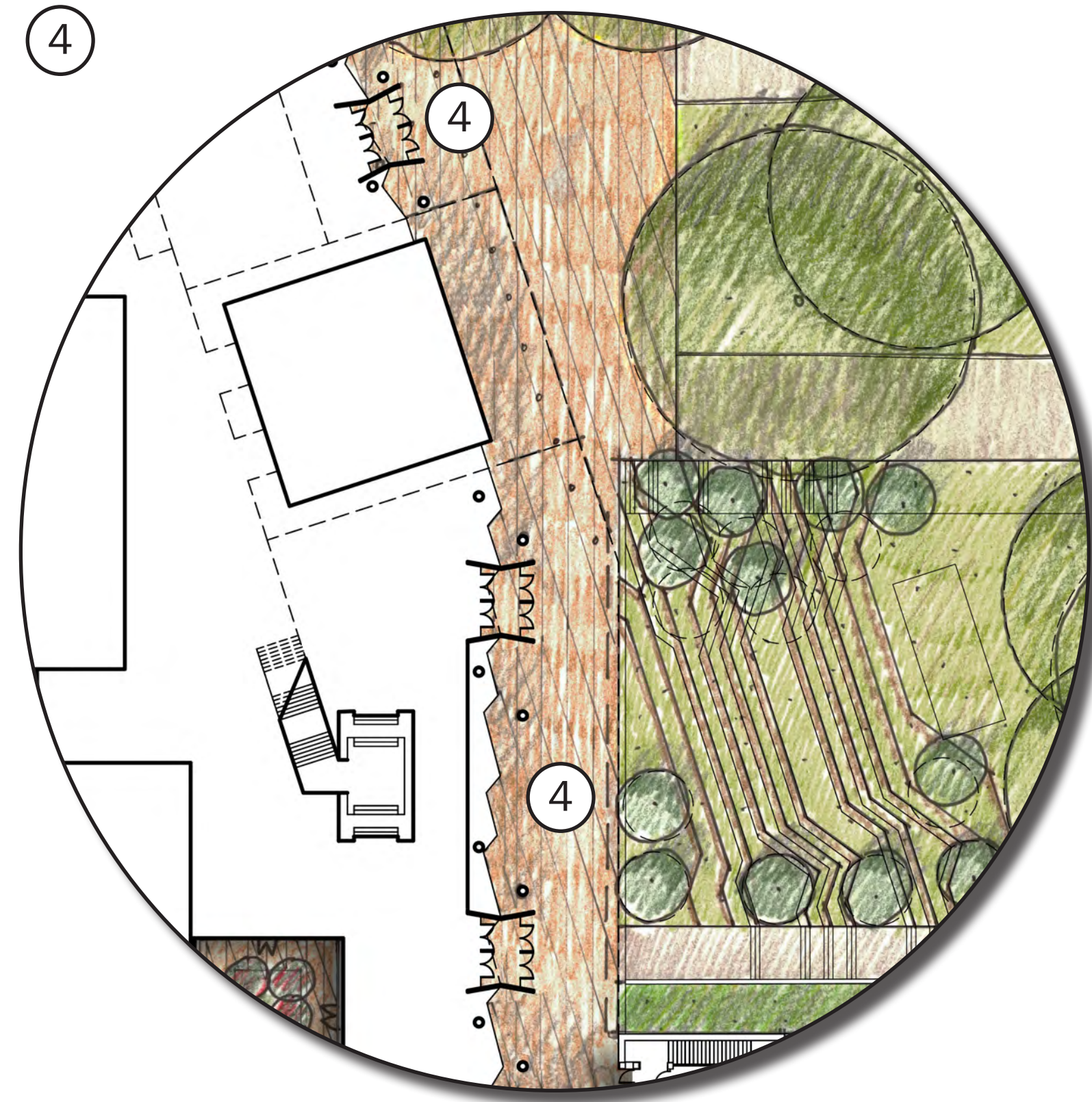
2 - Existing Parking Facilities

Our plan anticipates taking advantage of the existing surface parking lot to the north and the Western Heritage parking garage to the south. Utilizing this existing parking saves construction costs for the new building. We do have the option of adding some below grade parking, taking advantage of the current basement excavation and topography, which will be further considered in the programming phase of the project.



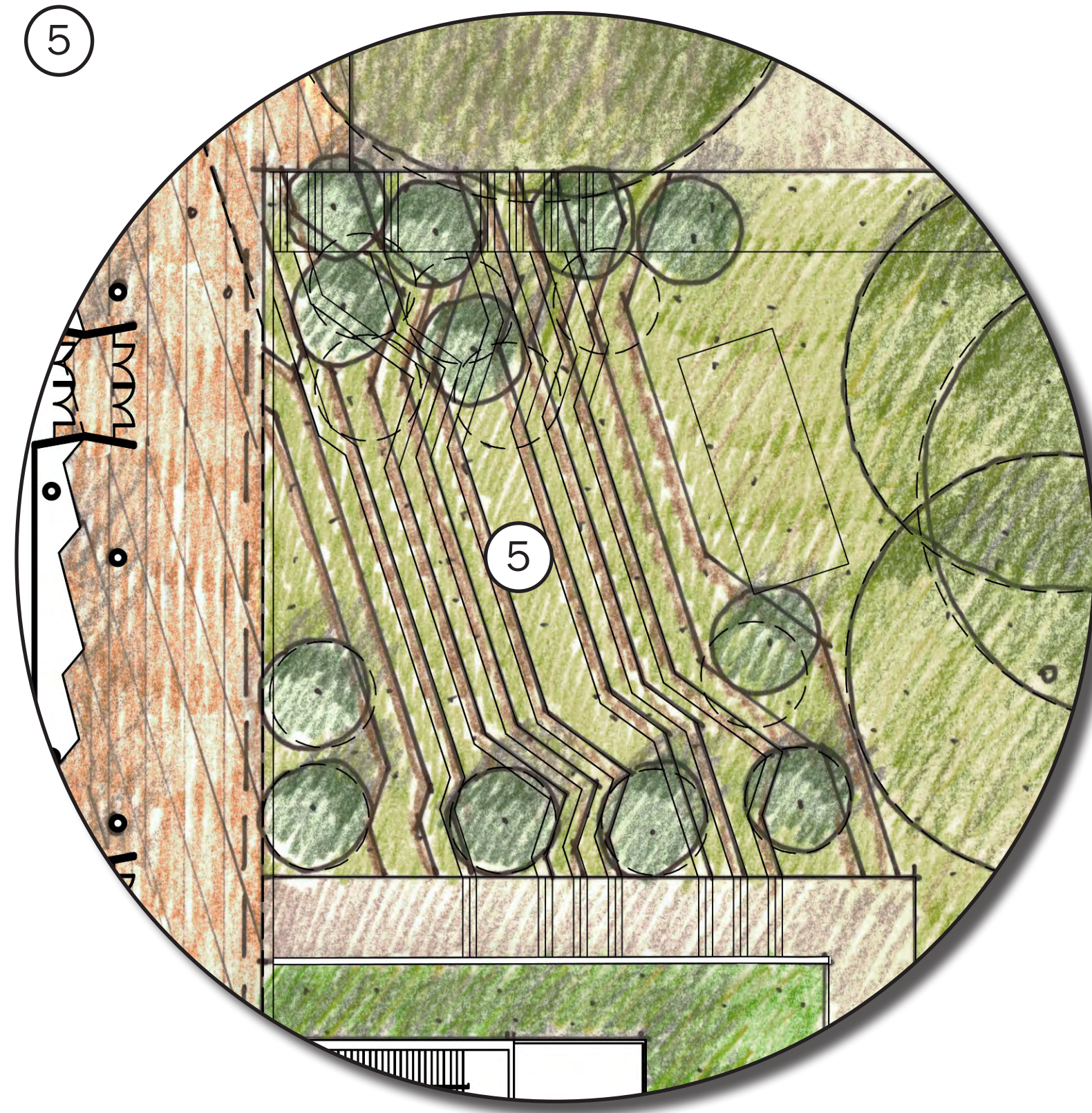
3 - Motor Court / Valet

Queuing for cars picking up and dropping off visitors will function as it does in the current building but with a large porch which recalls the existing porte cochere.



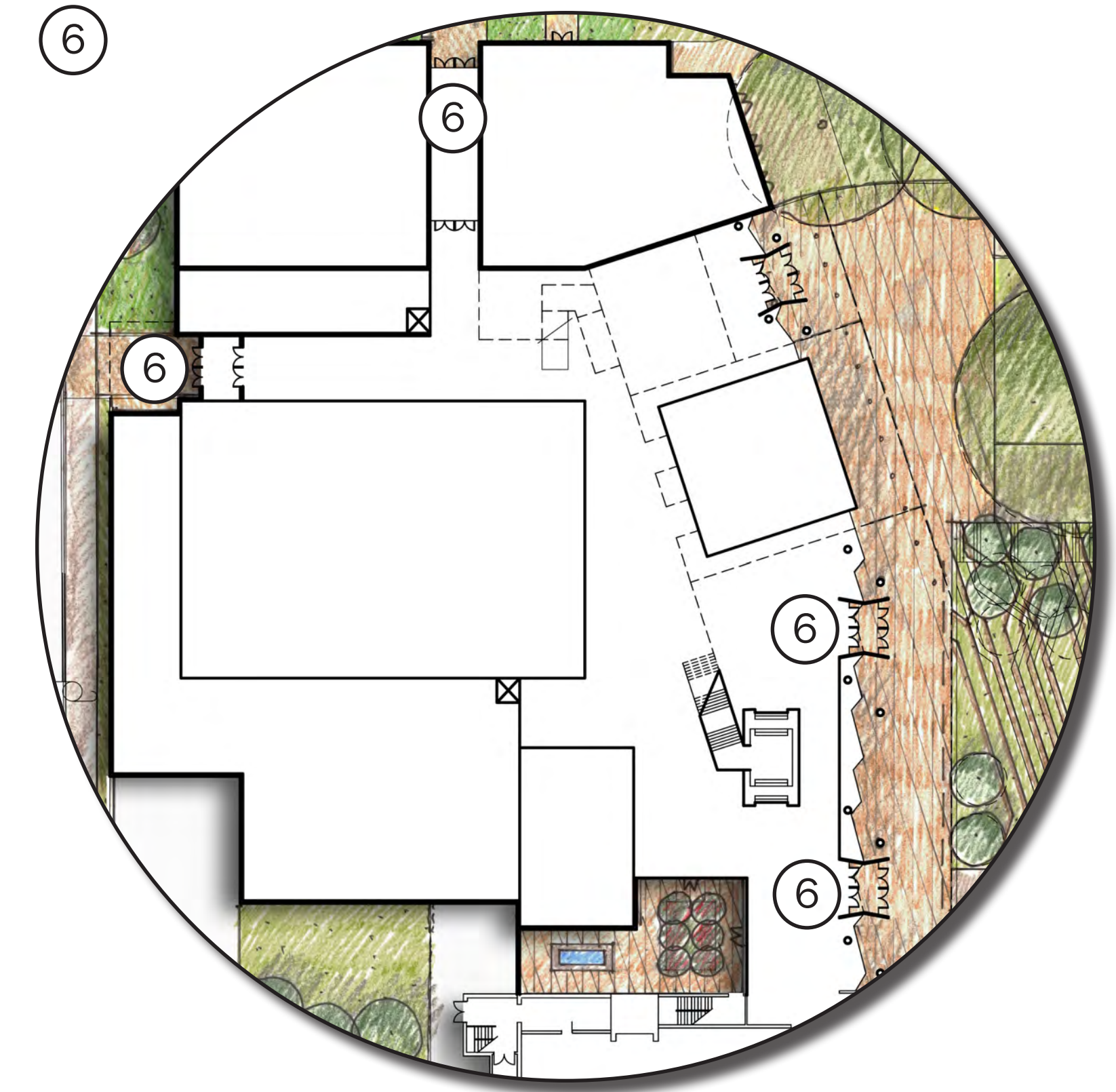
4 - Entry Plaza and Porch

This conceptual design anticipates creating a similar ‘front porch’ experience as exists at today’s building. This is meant to be a welcoming and comfortable space for gathering both before and after events and is a place for casual conversations to occur while enjoying the view of the cultural district.



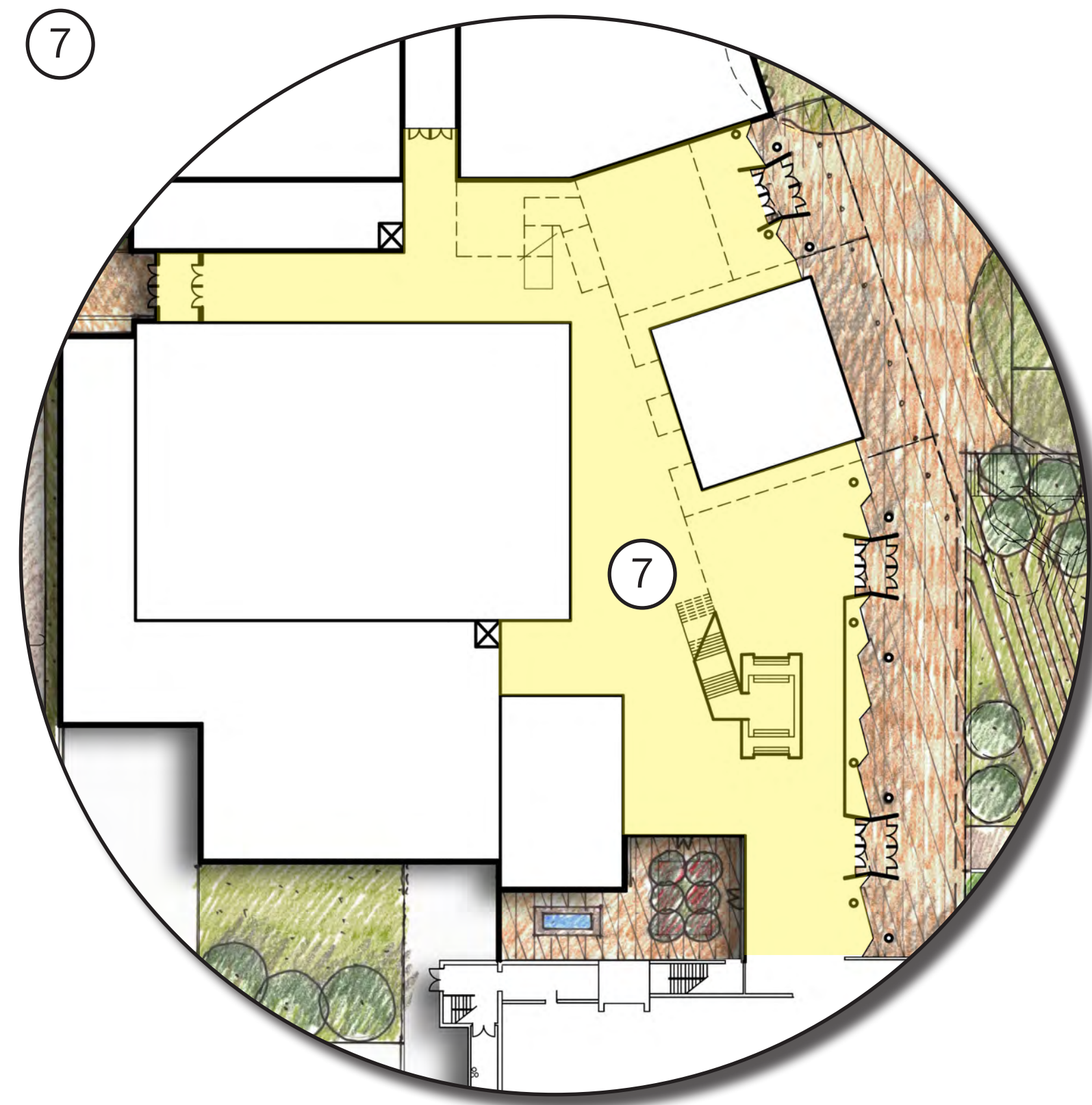
5 - Amphitheater

Working with the ten-foot change in grade, we are proposing a casual outdoor performance venue with stone slabs and turf infill. In between performance times, the space can be a place to hang out and enjoy the views.



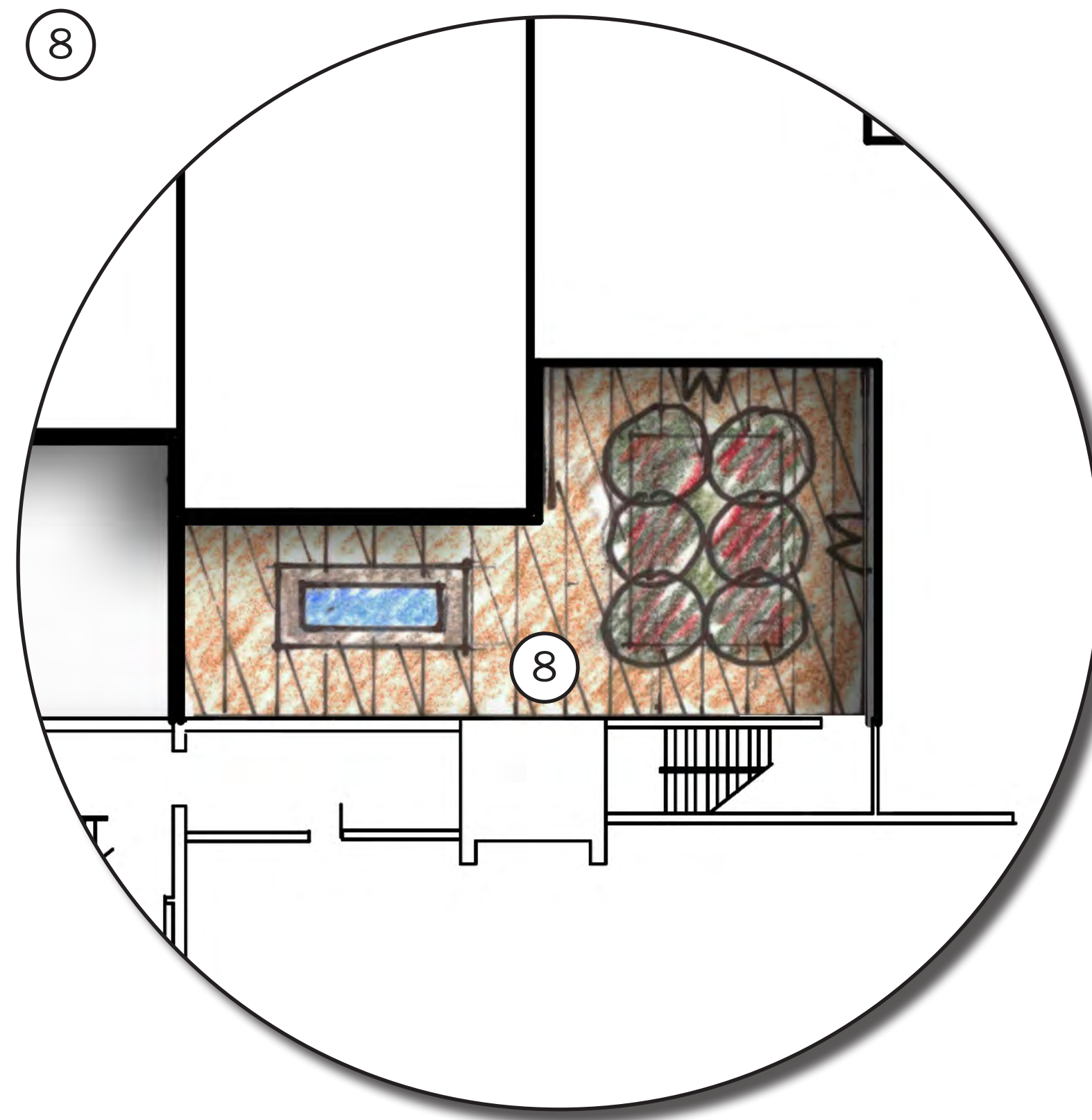
6 - Building Entry

The building entries are arranged to provide convenient and direct access into the lobby/gallery for all the various venues.



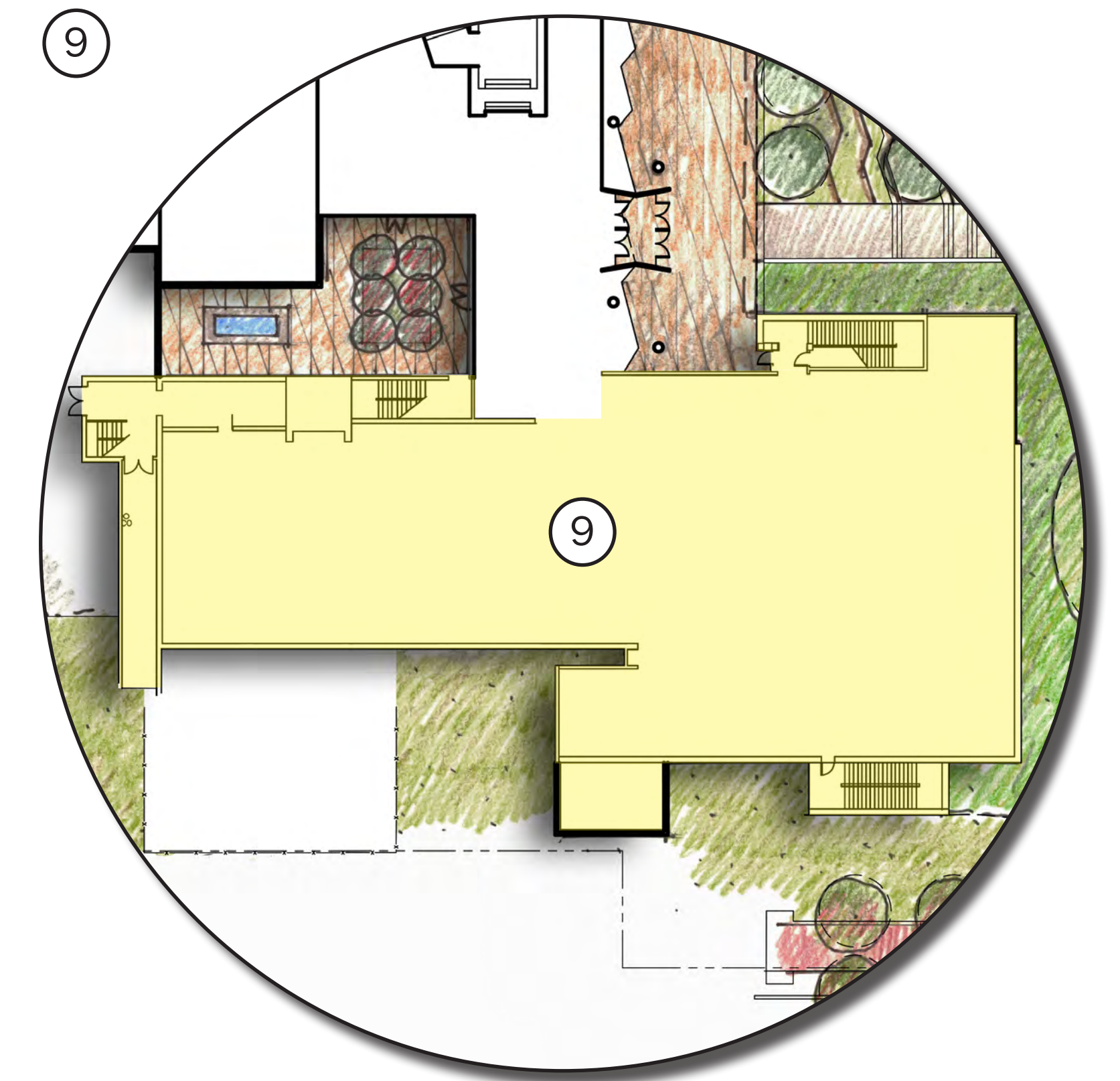
7 - Building Lobby / Gallery / Exhibit Space

Besides providing access to each of the venues, the lobby space can also serve as gallery and display space for temporary exhibits. The lobby is large enough to serve all the venues simultaneously if necessary. A glass wall on the east wall of the lobby looks out over the Cultural District and towards downtown. The undulating geometry of the wall is intended to evoke the folds of a stage curtain while colored glass panels further activate the space and change the perception of the views. The lobby features two monumental stairs leading up to the second level, one of which features a seating stair. Walls within the lobby can be used as hanging space for exhibits. The lobby also provides a direct connection to the mixed use building to the north. The second level of the lobby features café seating which further takes advantage of the fantastic downtown views. The lobby roof will be supported by mass-timber columns and beams with wood decking.



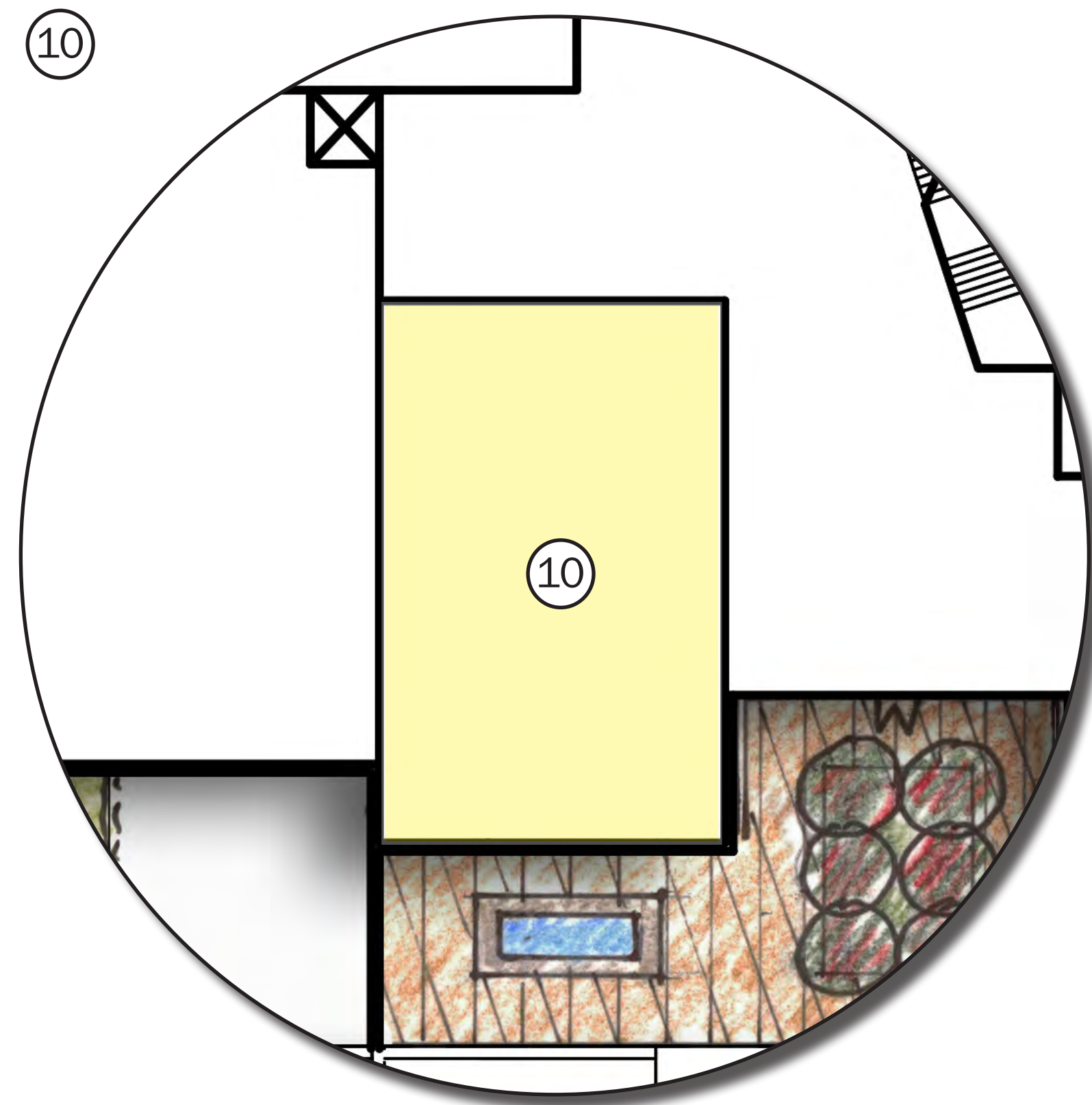
8 - Courtyard / Event Space

This small exterior space recalls the small courtyard that once existed at the entrance to the original Bayer designed museum. Besides being a potential event space, it provides a quiet respite from the energy of the lobby, while also bringing daylight into the lobby. It also pulls the new building away from the original museum, improving the quality of the views from the museum's second floor studio spaces.



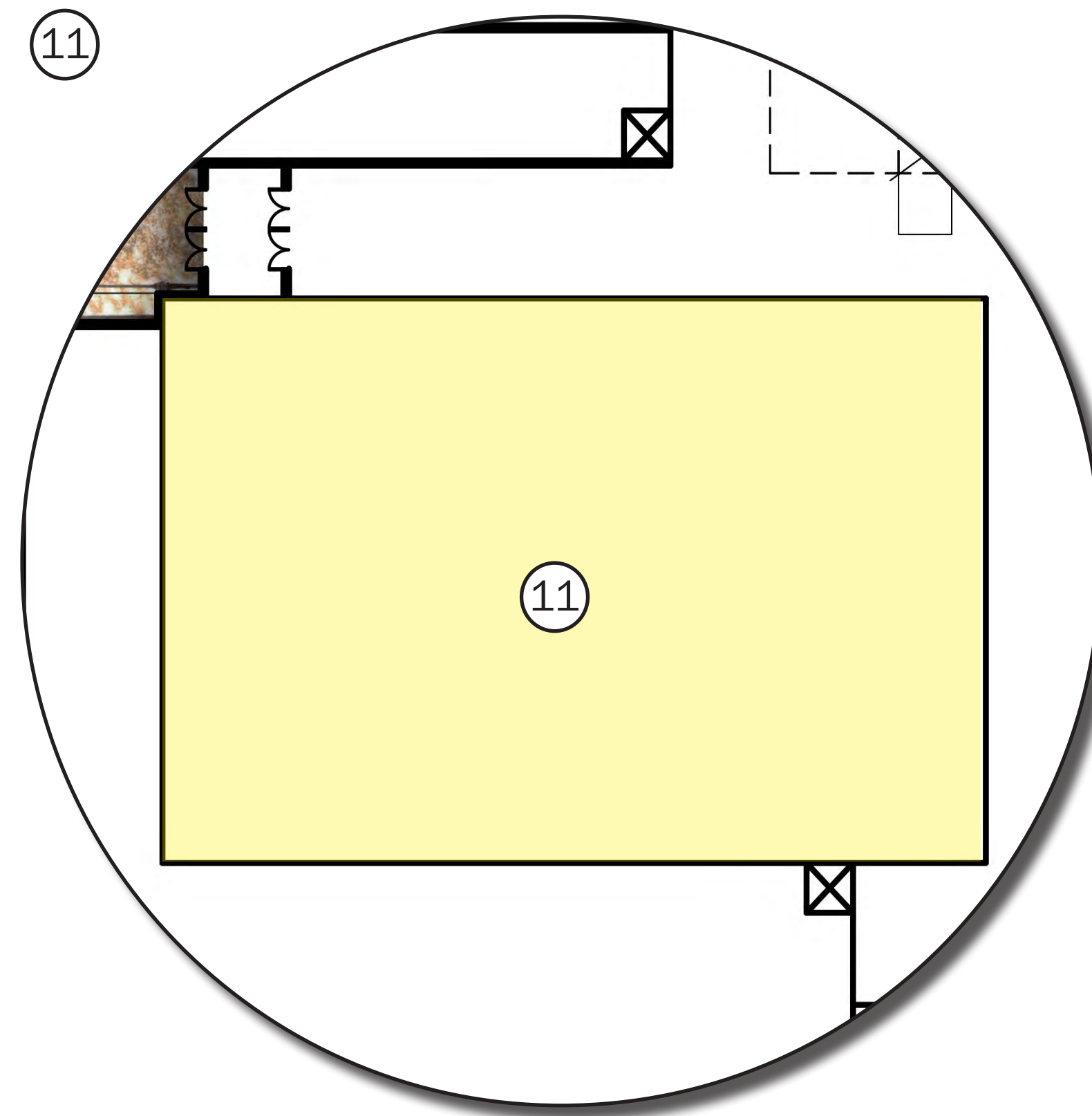
9 - Existing Gallery / African Museum and Cultural Center

The original museum space is the proposed location for the African American Museum and Cultural Center. Its current gallery configuration is highly flexible and lends itself well to the new museum. The building's location along Gendy Street provides excellent visibility both from and into the museum, announcing its presence in the Cultural District. As a part of the project, we are proposing additional restroom facilities, ADA upgrades, new energy efficient windows, new roofing and waterproofing and upgraded finishes.



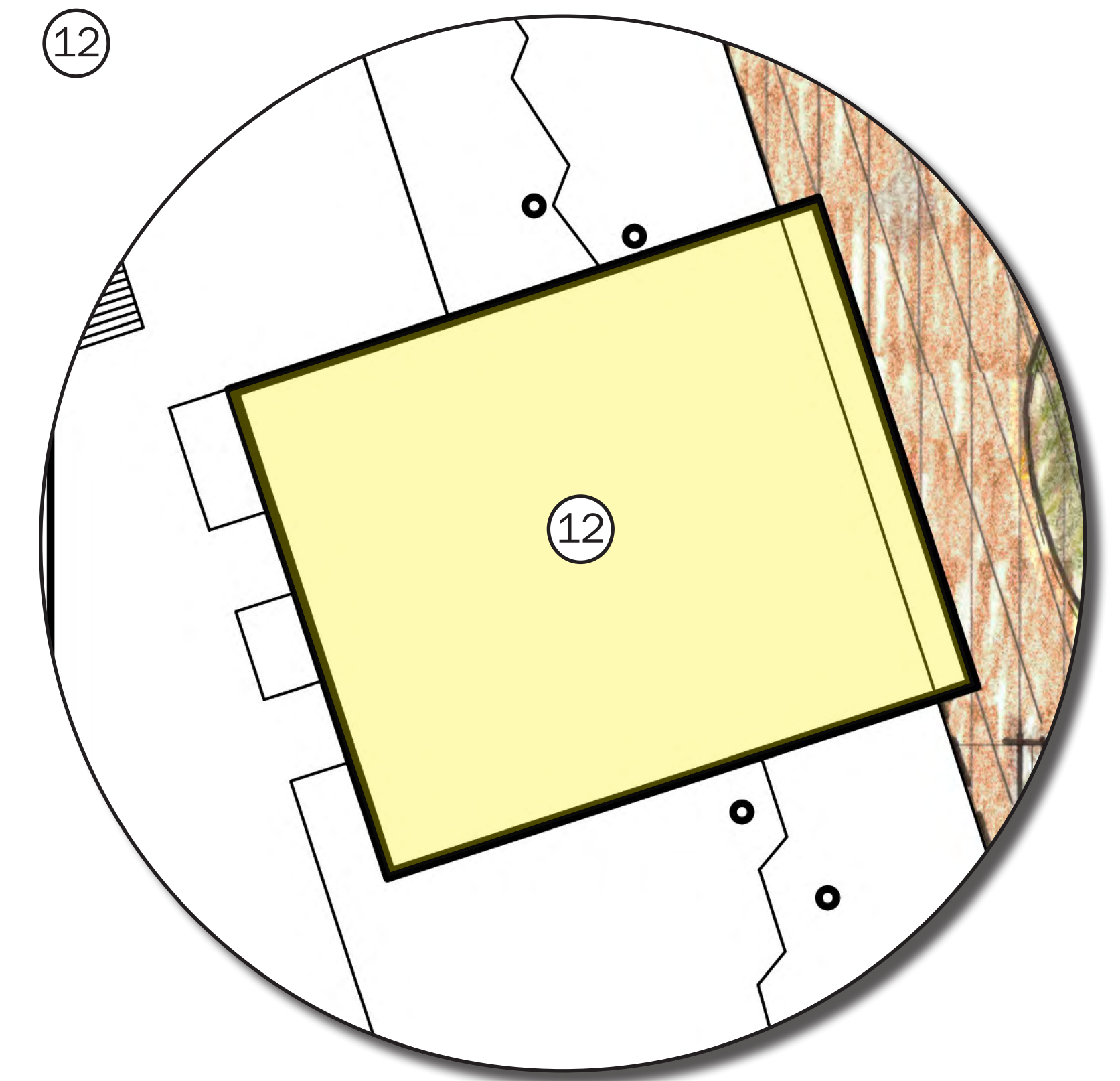
10 - Sanders Studio Theater / Jubilee Theater

The new Sanders Theater will be an all-new purpose-built studio theater with improved acoustics, updated technology. Employing a flat floor and flexible seating, it will be an intimate venue which can be configured for multiple types of performances. This space is accessed from the ground floor of the main lobby. While the Jubilee Theater is proposed as an anchor tenant of the space, it will be available for lease for other performances as well.



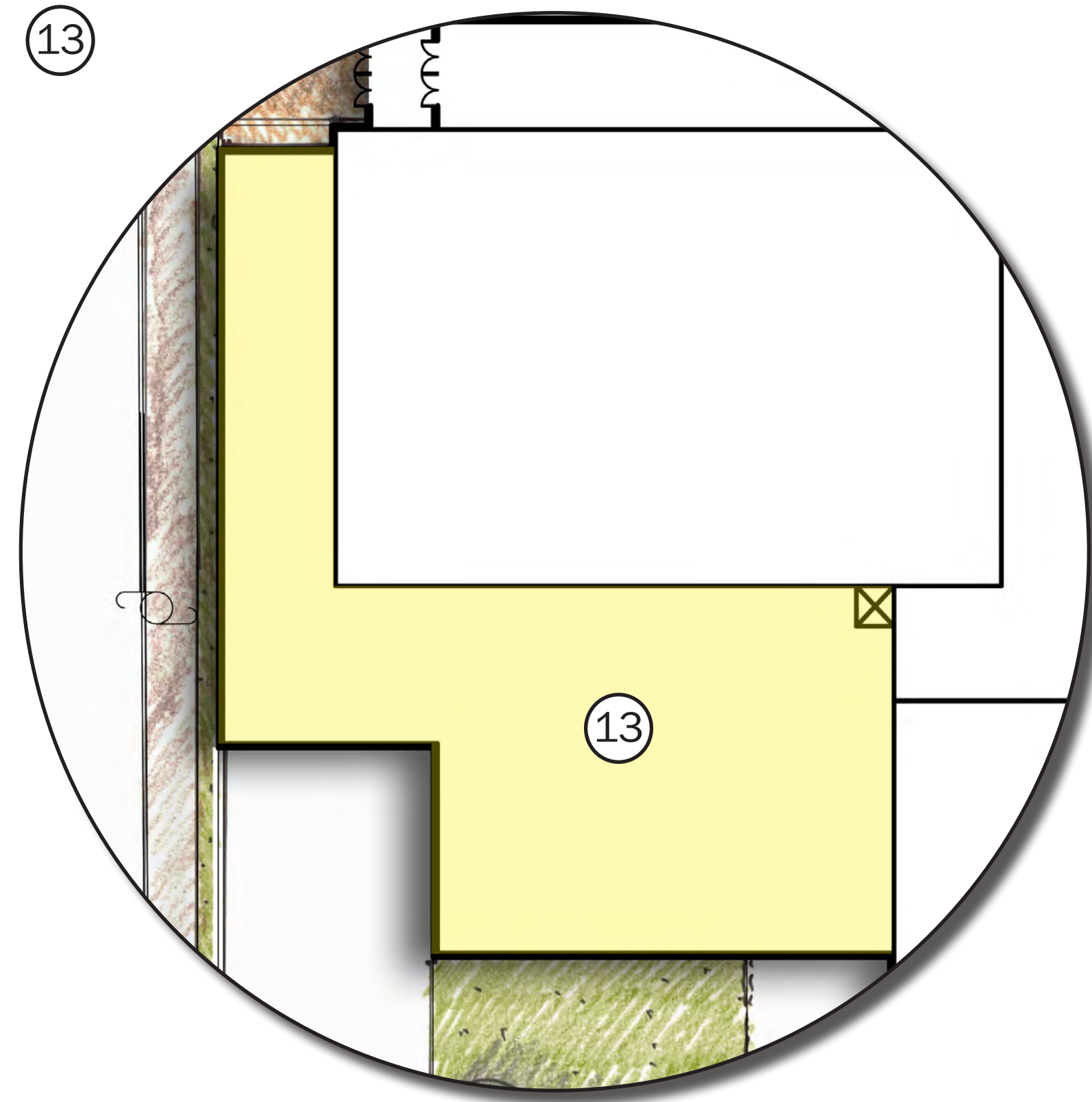
11 - Scott / Flexible Theater

Representing the current trend for flexible performance spaces with robust technology and refined acoustics, the new 10,000 square foot Scott Theater will be a performance space unlike any other in Fort Worth. The space will feature flexibility in stage and seating configurations, augmented by fixed seating on a second floor balcony. A fly space on the western end of the Scott will accommodate a variety of theater performances as the existing theater does today. Excellent acoustics and technology will increase the potential for music performances in the space, while the flat floor will better provide for dance performances and banquets.



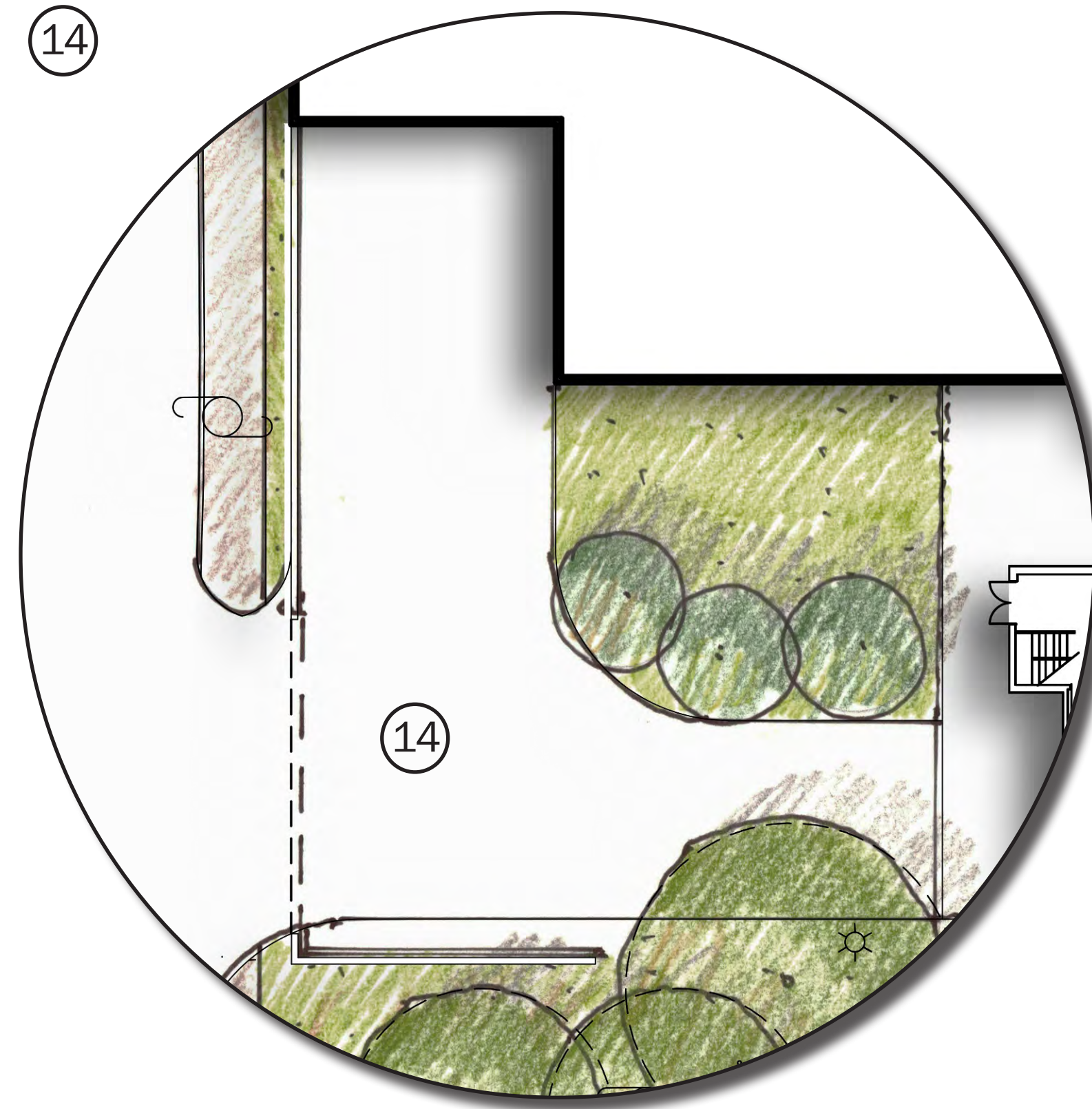
12 - Cliburn Performance Studio

The location is prime for a new, state-of-the art resource: the Cliburn Studio. A dynamic tribute to Van Cliburn's vision for sharing music with all, the multipurpose facility is envisioned to be outfitted for live webcasting, as well as video and audio recording, and to serve as a space for concerts, education and outreach, special events, rehearsals, meetings, and more. In addition to providing for the Cliburn's robust and growing programming needs (both online and in person), the Cliburn Studio, with a view on downtown Fort Worth, will be a resource of the entire non-profit community.



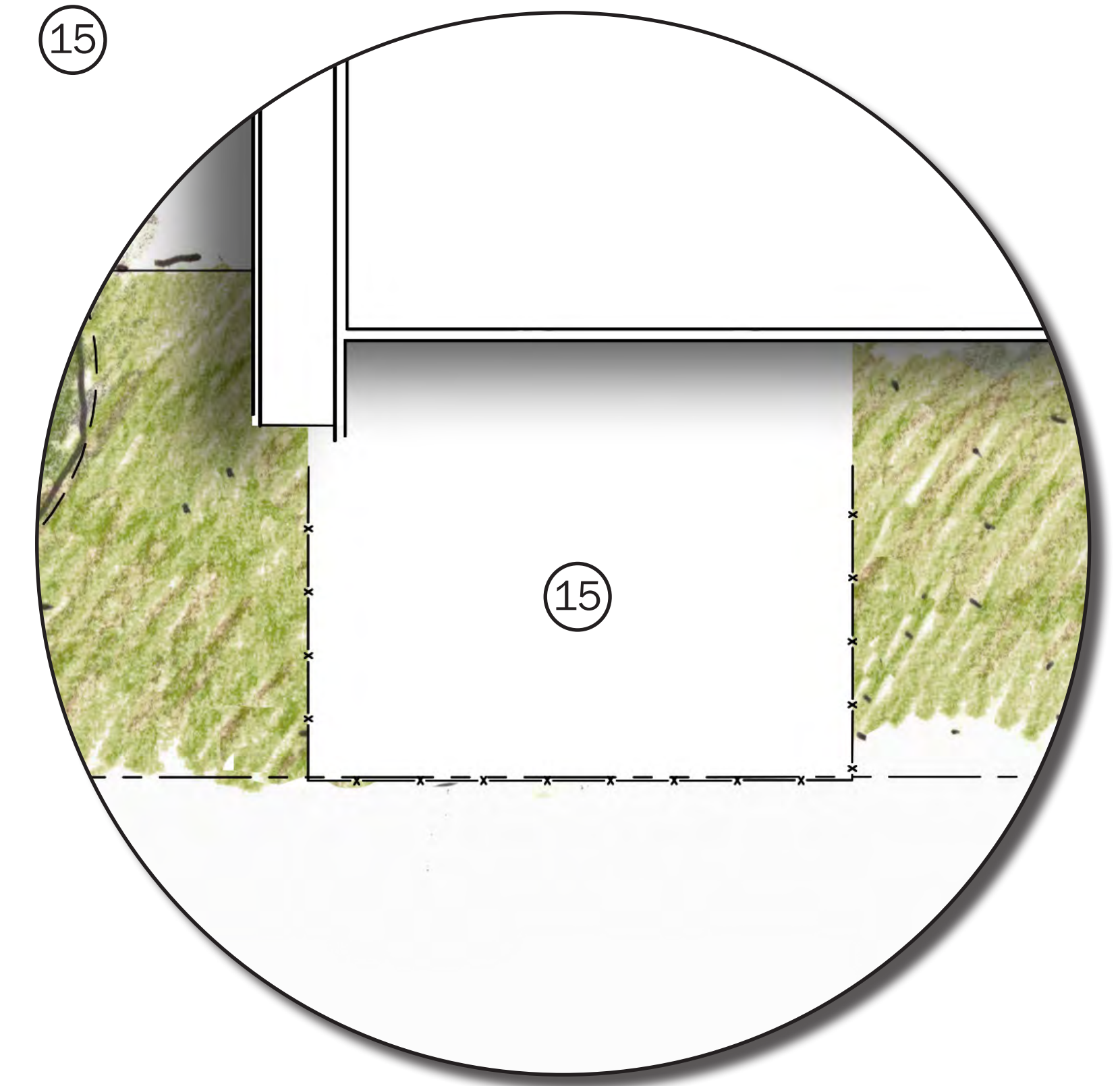
13 - Support Space / Offices / Back of House

The program for these spaces will be finalized once the tenants and uses of the building have been firmed up. These spaces typically include storage for furniture and moveable equipment, loading areas, backstage areas, support offices, mechanical rooms, electrical and IT spaces, green rooms for the performers as well as public restrooms.



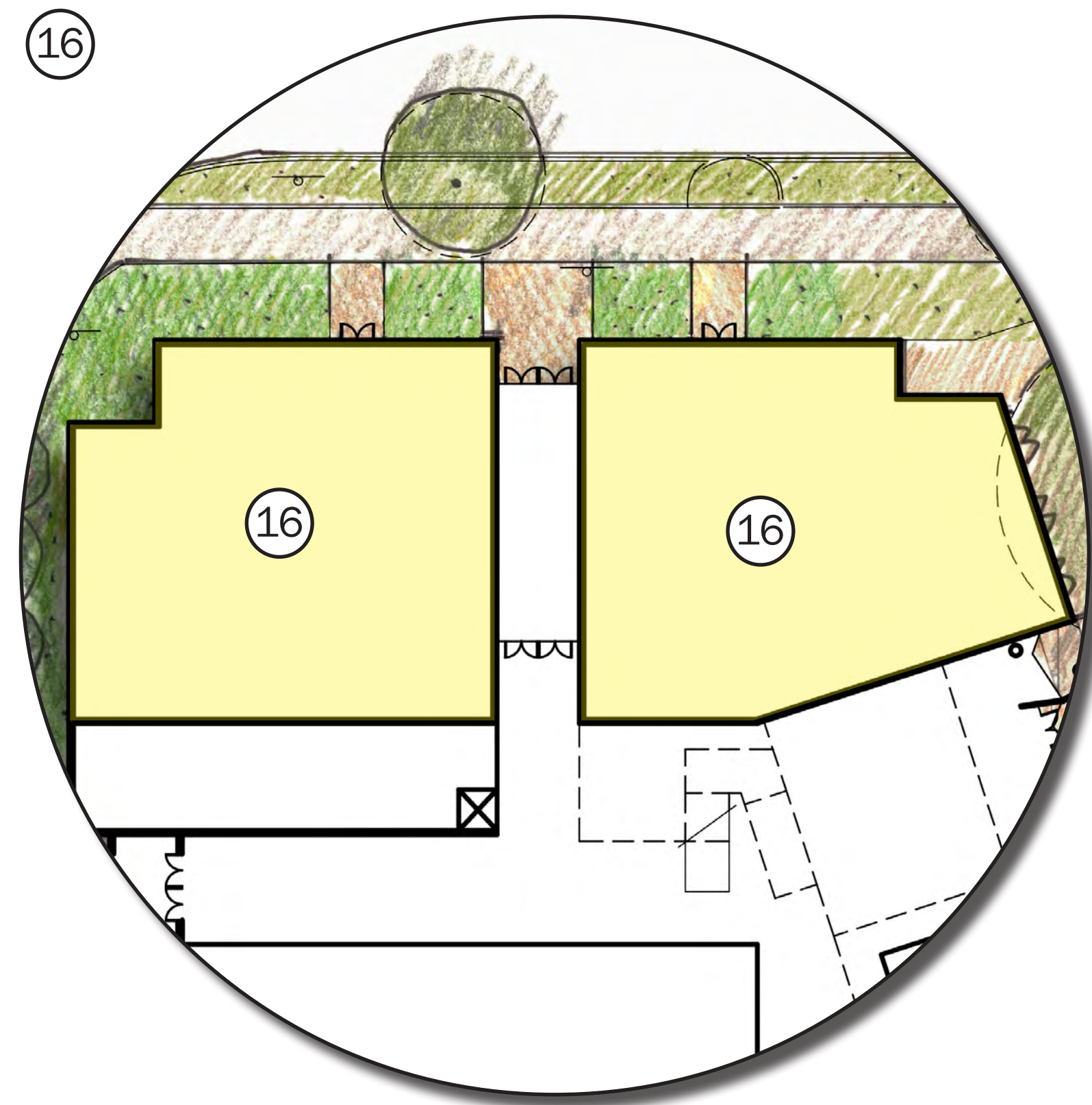
14 - Service Dock

The dock is located off Montgomery Street adjacent to the adjacent parking garage and is located to provide direct access from the dock to the Scott, the Sanders and the African American Museum. A sliding gate will shield the dock when not in use. The restaurants and mixed-use building will be served with an underground tunnel, utilizing the excavation from the existing basement.



15 - Mechanical Court

Mechanical equipment will be located in this area, as it is today. It is easily accessible from the loading dock and is the most remote from the acoustically sensitive performance spaces.



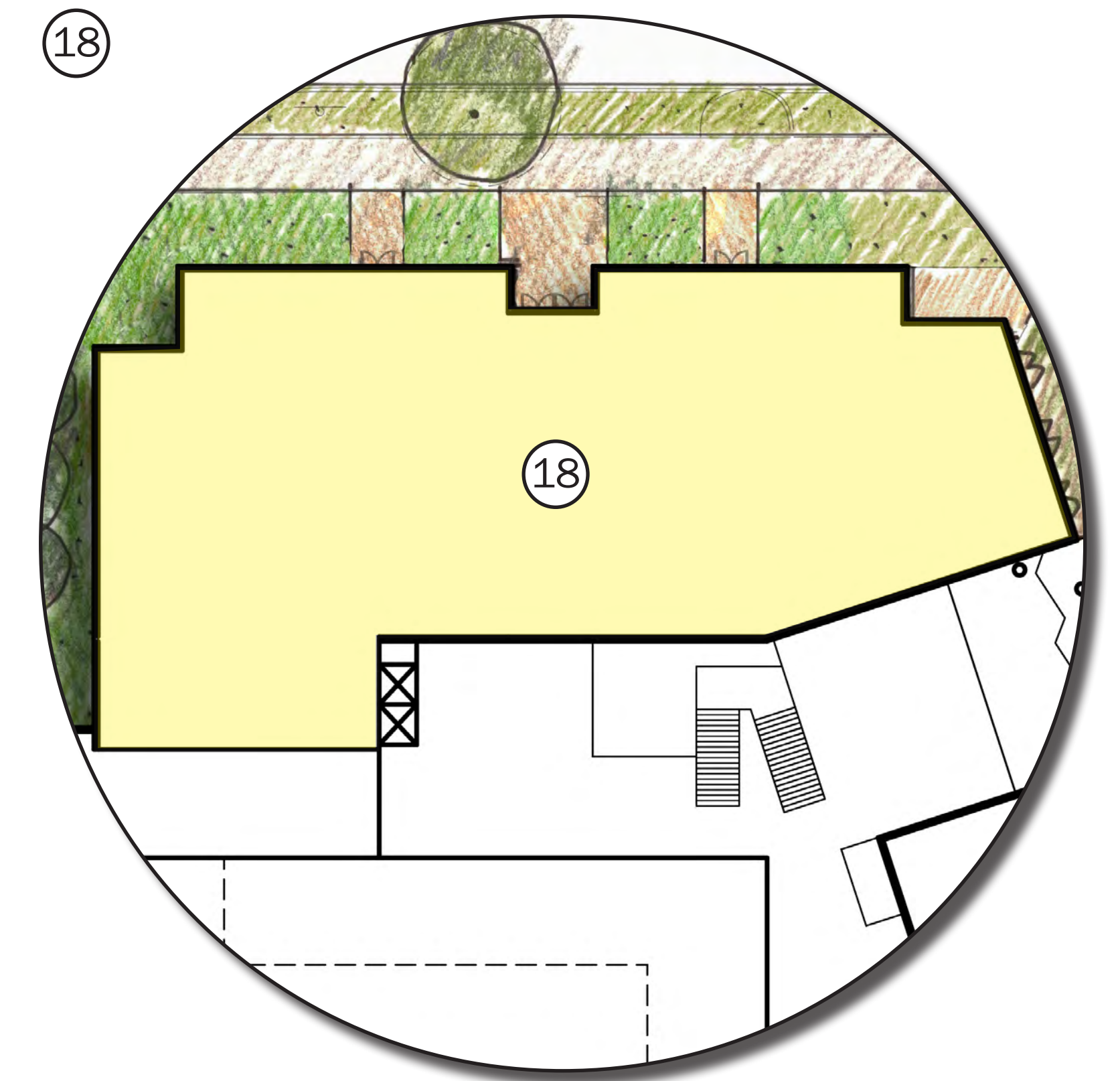
16 - Restaurant Space

We are proposing two restaurant spaces in the north end of the building facing Lancaster Avenue. In this location, they each have good street visibility and are located in a way to allow them to function completely independently of the remainder of the building. At the same time, the restaurants each will have direct access to the building lobby allowing patrons to conveniently dine before or after a show.



17 - Outdoor Dining Terrace

Located off the easternmost restaurant space, the terrace will extend under the existing trees. Primary views will be towards the Amon Carter, the Kimbell and Will Rogers with a distant view of downtown.



18 - Mixed Use Building

This building is intended to have the flexibility to accommodate a variety of potential uses such as office space for arts organizations and non-profits, additional studio and practice spaces, maker spaces and a small number of affordable residential units for artists. The building can be further expanded vertically if demand is shown to be greater than currently anticipated. Off the second floor lobby near the building's entry, we are proposing a coffee/wine bar space which we hope will function as a shared workspace for artists. This will include collaboration spaces and a common seating area which will extend onto the second floor of the lobby. Like the Salons of the late 19th and early 20th century in Europe, this space will foster interaction between artists from different fields, spurring creativity.