

Feasibility Study for a Cultural Arts Center
The Woodlands, Texas

ID# C-2016-0065

April 28, 2016

Franks
& associates

HOLZMAN MOSS BOTTINO
ARCHITECTURE

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 - UNDER SEPARATE COVER

SECTION 1 COVER LETTER

April 18, 2016

Mr. Nick Wolda
Director of Community Relations
The Woodlands Township
Attn: The Woodlands Economic Development Committee
2801 Technology Forest Boulevard
The Woodlands, TX 77381



Dear Mr. Wolda:

We are pleased to submit our proposal to conduct a Feasibility Study for a new Cultural Arts Center in The Woodlands. As our Team has helped so many other communities successfully develop performing arts and cultural facilities, we feel we could be key to The Woodlands' ability to successfully move this project forward. We have a long-time local South Texas presence, a unique perspective on the socio-economic environment of the region, and a long history of involvement in the development of cultural facilities nation-wide.

Per the RFP, we agree that our Study be conducted in two phases, which will reveal new as well as synthesize existing vital information regarding the real need for a new facility in your community. Our Study will include market, operational, financial, economic, and social impact analysis for a multi-use facility. Additionally, we will assess local support for the project, identify potential users and utilization, vet potential building sites, recommend a building program for the contemplated facility, estimate both hard and soft project costs, suggest funding options, and ultimately analyze the sustainability of new facilities by developing thorough business and financial planning reports.

Franks & Associates is a Houston-based consulting firm specializing in the development of cultural facilities with an emphasis on performing arts venues, including the Hobby Center for the Performing Arts in downtown Houston, Tobin Center for the Performing Arts on the Riverwalk in San Antonio and the Wagner-Noel Performing Arts Center in Midland/Odessa. Franks & Associates has teamed with Holzman Moss Bottino Architecture (HMBA) for this proposal and Study. Nationally recognized for its expertise, HMBA provides an unmatched understanding of the complex program components required to plan and create environments that evoke the magic and discovery of the theatrical process. More than half of the firm's current and completed work is arts related; they bring a great deal of experience participating in needs assessments and feasibility studies and have previously had successful collaborations with Franks & Associates. At this early stage of the development of your project and based on the scope identified in the RFP, we do not presently see the need for engineering or theater consultant input.

What sets the Franks & Associates Team apart from other consulting firms is our hands-on, front-line, professional experience with all aspects of cultural and performing arts facility development and operation. Our consulting practice is based on having "been there and done that." As you will note from our enclosed profiles, we have successfully developed, constructed, managed and operated multiple cultural facilities of varying sizes across the country. Our team members not only conduct outstanding Needs Assessments and Feasibility Studies but we also know operations of these facilities

inside and out, from backstage to the front office. This experience gives us an edge and a unique perspective as we delve into projects such as yours. There are other companies that conduct studies without the benefit of having principals who have actually successfully developed such a facility from inception to reality.

We are strong believers that collaboration is the key to success. We will not only work hand in hand with the Township Board and Staff, but we will also engage community stakeholders, end user groups, other elected officials, meeting and event planners, and others important to the process and the vision. We are also brutally honest. If our Study work reveals that a new Cultural Arts Center cannot either be successfully funded or operated sustainably, we will be forthright. We have always been so.

Franks & Associates will lead both phases of the Study. The Phase I Needs Assessment will be a team effort involving HMBA and Franks & Associates. All of Phase II management, business and financial planning will be accomplished by Franks & Associates. As can be seen in our current and previous projects, we believe strongly that cultural arts centers should have multiple, flexible spaces to better serve their communities, generate ancillary revenues and achieve productive occupancy. To that end, we will consider numerous uses and users beyond traditional ones all in the context of the unique environment and character of The Woodlands. The relevance and accessibility of a new facility to the entire community, including its youth, will be a key driver in recommendations relative to the siting, configuration, components and seating capacity of the Center.

Developing a cultural arts center is a long and difficult process but is also one of the most rewarding and financially beneficial ones a community will ever undertake. You are embarking on the next major steps toward the ultimate goal of a new facility for The Woodlands. We hope you will entertain the possibility of the Franks & Associates team assisting you through the next steps of this complicated and multi-dimensional process.

Most sincerely,

A handwritten signature in dark ink, appearing to read 'Bud Franks', written over a light blue horizontal line.

Bud Franks
President

SECTION 2

COMPANY PROFILES

OUR INDIVIDUAL ROLES

The Franks & Associates team for the Woodlands Cultural Arts Center Feasibility and Business Planning Study will be comprised of company Principals, Bud and Fran Franks. **Bud Franks** will manage the Study and will provide oversight to all areas of research, evaluation, report preparation and delivery. **Fran Franks** will function as the Study's Project Manager and will manage the Study schedule, timeline and benchmarks. She will additionally be involved in all research and interview/meeting activities.

Franks & Associates has teamed with the highly respected firm of Holzman Moss Bottino Architecture. They will collaborate with Franks & Associates for the Needs Assessment and Market Analysis, evaluation of existing facilities, facility programming, preliminary capital cost analysis, evaluation of proposed sites and a facilities impact analysis. Texan native, **Doug Moss**, a Partner of the firm, will be responsible for the evaluation of the current facilities in The Woodlands, the development of site criteria, and the definition of technical requirements for the facility. **Debbi Waters**, the firm's Director of Planning, will organize and conduct the programming efforts for the facility, participating in meetings to define the project's vision and goals and establish needs and priorities. Among her responsibilities will be to develop a program of space requirements for the performance and patron functions.

OUR FIRMS

Franks & Associates is a consulting firm specializing in a broad spectrum of services and counsel to the not-for-profit sector, municipalities and cultural community. A Texas based corporation, Franks & Associates was formed in 2005 as an extension of Bud Franks' successful and distinguished 40-year career as a corporate leader and consultant in the not-for-profit and commercial sectors. The firm is comprised of a nation-wide team of seasoned professionals with deep and broad experience and expertise in successful pre-architectural studies, business and financial planning, cultural planning, seamless development of cultural facilities, institutional development and effective fundraising and marketing activities.

Recently, Franks & Associates' contributions have been invaluable in making highly complex projects such as:

- + Houston's Hobby Center for the Performing Arts
- + Midland-Odessa's Wagner Noël Performing Arts Center
- + San Antonio's Tobin Center for the Performing Arts
- + Biery-Witt Center at Mt. Crested Butte, CO

Holzman Moss Bottino Architecture, LLP is a national architectural and interior design firm specializing in the planning and design of evocative cultural, civic, and academic buildings that welcome public use. The heart of our practice is a commitment to design excellence. Our firm is distinguished by our deep sense of responsibility to clients, communities, and the creation of memorable architecture that provides great value to its users.

Our firm has established itself as a leader in cultural master planning, assisting numerous cities, communities, arts organizations and artists in exploring opportunities for new or renovated facilities to meet their programmatic needs. We have witnessed the tremendous positive benefits that arts planning can have on community development as well as on economic revitalization. In addition to our project-specific credentials, we are well regarded for our understanding of theater operations and facility design, and authored two publications on these topics including "Theaters 2: Partnerships in Facility Use, Management and Operations," and "Theaters," published by Images Publishing Inc.

Recently, Holzman Moss Bottino Architecture has provided architectural programming and planning services for cultural projects such as:

- + The Globe-News Center for the Performing Arts, Amarillo, TX
- + Louise Hopkins Underwood Center for the Arts, Lubbock, TX
- + McAllen Performing Arts Center, McAllen, TX
- + Southern Kentucky Performing Arts Center, Bowling Green, KY
- + Crested Butte Center for the Arts, Crested Butte, CO
- + Lee's Summit Cultural Facilities Master Plan, Lee's Summit, MO
- + Confluence Arts Center, Eau Claire, WI
- + Ovens Auditorium Improvements Study, Charlotte, NC
- + Strand Theatre, Hudson Falls, NY
- + Southampton Center of the Arts + Media, Southampton, NY
- + Orpheum Theater, Feasibility Study, Wichita, KS

OUR PERSONNEL QUALIFICATIONS



Bud Franks

President, Franks & Associates

Bud Franks has had a distinguished and varied career spanning four decades of leadership level involvement in both commercial and not-for-profit sectors. The depth and breadth of his experience reflect broad-based expertise in management, producing, strategic planning, fundraising, institution building and cultural project development.

As the leader of numerous commercial and not-for-profit performing arts organizations, Mr. Franks has been recognized for his business acumen, professionalism, dynamic and principled leadership abilities, vision, creativity, incisive thinking and comprehension of big picture issues. A committed leader in the national theatrical producing industry, he was a founding member and President of the National Alliance for Musical Theatre. Throughout his career as a producer in the performing arts industry, he left his imprint on more than 200 professional productions.

As a strategic planning, management and fundraising consultant, Mr. Franks has been an integral part of the development of numerous not-for-profit facility projects. Among those highly complex projects include Houston's Hobby Center for the Performing Arts, Midland-Odessa's Wagner-Noel Performing Arts Center, the Briscoe Western Art Museum and the Tobin Center for the Performing Arts, both in San Antonio. Some other past projects include Los Angeles' Disney Hall, New Jersey Performing Arts Center, The Luther F. Carson Four Rivers Center in Kentucky, the Prescott (Arizona) Fine Arts Association and the News Journal Center in Florida. His work not only involved early strategic conceptualization, early studies and assessments, political positioning, leadership development strategic business planning, financial planning and capital campaign planning, but also the overall strategic positioning and strengthening of institutions to better their opportunities for success. His work with other not-for-profit agencies helped them achieve significant levels of success in annual and endowment campaigns.

Mr. Franks served for over eleven years as the President and CEO of the Houston Music Hall Foundation, the umbrella organization that conceived and built the Hobby Center for the Performing Arts. He initially became involved with the project as a strategic planning, management and fundraising consultant and after agreeing to serve as the project's full-time leader, he was responsible for all aspects of its development from inception through its 2002 opening and subsequent operations set up.

Beginning in September, 2005, Mr. Franks began reestablishing his consulting practice and is currently President of Franks & Associates. The firm provides strategic planning, financial planning and management counsel to non-profit organizations

as the underpinnings of successful project development, capital, annual and endowment campaign activities. The firm operates under the philosophy that organizations seeking to develop cultural projects must first generate confidence among all potential stakeholders by demonstrating a profound level of credibility and professionalism as relates to governance, management, financial planning and strong, realistic and credible fund development planning. The company has seasoned professionals as associates who, through years of experience, know the difference between theoretical and practical applications and solutions.



Francelle Franks
Principal, Franks & Associates

If you mention a job in the theatre production world, Francelle has probably done it. Starting as a professional dancer while still in high school, she quickly moved into supporting actor roles. Commercial and feature film work did not sidetrack her from becoming a prolific choreographer, production coordinator, casting director, artistic director and finally director of musical theatre productions across the country. That led to a body of work as a Director/Choreographer for over 200 professional productions.

Based on her in-depth knowledge of performing arts facilities' front and back of house operational functionalities, she was subsequently recruited to serve as Project Manager for Milano, Ruff and Associates on numerous performing arts center studies and planning initiatives. In 1996, Francelle joined the new Hobby Center for the Performing Arts project as Coordinator and Owner's Representative. That position gave her the responsibility of managing and coordinating the efforts of the project manager and the design and construction teams. After the Center's exciting opening in 2002, she assumed the position of Director of Building Operations and Special Events, further adding to her knowledge of how buildings should efficiently and successfully operate.

She helped establish Franks & Associates in 2005 as a Principal with the company and serves as a field consultant and Project Manager. She coordinates and manages the firm's implementation of project plans, provides contract administration and manages critical path compliance for all Associates' activities.

Fran's goal is to help aid other cultural facility projects with the knowledge and experience gained from many years of front-line involvement in public arts facilities. She has recently served as Project Manager for Franks & Associates on studies for Station Casinos in Las Vegas, The Broadway Center for the Performing Arts in Tacoma, Washington, the new Wagner Noël Performing Arts Center in Midland/Odessa, Texas, the Tobin Center for the Performing Arts in San Antonio, Texas, the Opera Theatre San Antonio, Prescott Fine Arts Association, Briscoe Western Art Museum (San Antonio) and the Mt. Crested Butte Performing Arts Center in Colorado.



Douglas Moss, AIA, LEED AP
Partner, Holzman Moss Bottino Architecture

Douglas is that rare breed of architect firmly committed to creative problem solving through planning. In bridging planning and design disciplines, his focus is on enhancing the quality of human experience while respecting and protecting the natural environment. He is an expert in the development of sustainable principals and strategies, marrying economic, societal, and health considerations with goals for long-term growth.

A founding partner of Holzman Moss Bottino Architecture, Doug is both actively involved in the administration of the office as well as in the planning and design of building projects that include performing arts centers, museums, libraries, civic facilities, and student centers. His dedication to the arts begins with designing places which foster artistic exploration, innovation and imagination.

Active in numerous professional associations, Doug is a board member of the Emerging Artists Theater in New York and member of the American Institute of Architects, the U.S. Green Building Council, the National Trust for Historic Preservation, the Municipal Art Society, and the Design Futures Council. He has served as a guest lecturer at several universities, and as a board member of the Texas Tech University Architecture Alumni Association, as well as participated in architectural accreditation visits for national schools of architecture. Douglas has also been a panelist and speaker at the Association of College Unions International, the Society for Campus and University Planning, and the United States Institute for Theatre Technology conferences.

Douglas received his Bachelor of Architecture degree from Texas Tech University, where he was awarded the prestigious Alpha Rho Chi Medal of Architecture. He is a LEED® Accredited Professional and is certified by the National Council of Architectural Registration Board. He is a founding partner of Holzman Moss Architecture, now Holzman Moss Bottino Architecture, and a former partner of Hardy Holzman Pfeiffer Associates.

Doug's recent relevant experience includes: Plano Courtyard Theatre, TX; McAllen Performing Arts Center, TX; Louise Hopkins Underwood Center for the Arts, Lubbock, TX; Hylton Performing Arts Center, Manassas, VA; Southern Kentucky Performing Arts Center, Bowling Green, KY; Center for Contemporary Arts, Shepherdstown, WV; Strand Theatre Study, Hudson Falls, NY; Southampton Center of the Arts + Media Study, Southampton, NY; and Bay Street Theater Study, Sag Harbor, NY.



Debbi Waters, LEED AP BD+C
Director of Planning, Holzman Moss Bottino Architecture

Debbi's approach to programming and planning facilities for public use stems from her training in Human Environmental Relations, which provides her with insight on the role environmental psychology plays in the design process. She guides cultural institutions throughout planning processes encompassing a wide range of services, from preparing detailed space programs for individual buildings, to developing comprehensive master plans that translate an institution's goals and objectives into a physical framework for implementation.

Debbi is a member of the Society for College and University Planning, where she serves as a National Conference Program Reviewer; the Association of College Unions International, where she has participated as a national conference speaker; the Municipal Art Society; and a member of the American Library Association. Her essays on programming and planning have appeared in "Campus Cultural Facilities," Building Type Basics for College and University Facilities, published by John Wiley & Sons, Inc., and Theaters 2: Partnerships in Facility Use, Management and Operations, published by Images Publishing Inc.

Her planning experience encompasses buildings for the visual and performing arts, student life, and libraries, in both academic and civic sectors. Prior to joining Holzman Moss Bottino Architecture, Debbi was an Associate at Hardy Holzman Pfeiffer Associates. She holds a Master of Arts in Architecture and Design Criticism from Parsons School of Design and a Bachelor of Science in Design and Environmental Analysis from Cornell University. Debbi is a LEED® Accredited Professional.

Debbi's recent relevant experience includes: Ovens Auditorium Improvements Study, Charlotte, NC; Confluence Performing Arts Center, Eau Claire, WI; Jenny Wiley Theatre, Master Plan, Pikeville, KY; University of Texas Pan-American, Academic Performance Arts Center Study, Edinburg, TX; Brooklyn Cultural District South Site, Cultural Arts Facilities, Brooklyn, NY; New Jersey Repertory Company, Long Branch, NJ; Orpheum Theatre Master Plan, Wichita, KS; Center for Contemporary Arts, Shepherdstown, WV; and University of Wisconsin-Madison, Hamel Music Center, Madison, WI.

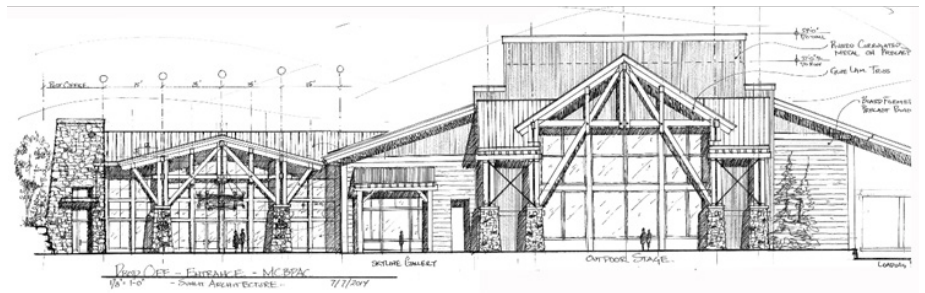
RELEVANT EXPERIENCE FRANKS & ASSOCIATES

Tobin Center for the Performing Arts San Antonio, Texas



Recently opened in 2014, this \$400 million project was a renovation and transformation of the San Antonio Municipal Auditorium, originally built in 1926, into a world-class performing arts center. It now houses a 1750-seat performance hall, a flexible Studio Theatre which can be arranged into different theatrical configurations or for numerous educational and special events, and an outdoor performance area adjacent to the River Walk that can host weddings, receptions, festivals and live or simulcast performances. Among its resident companies are the San Antonio Symphony, Ballet San Antonio, Opera San Antonio, Youth Orchestra of San Antonio and San Antonio Chamber Choir. Franks & Associates was originally engaged by Bexar County to conduct the needs assessment, feasibility studies, market and audience study, site selection and demographic analysis necessary to launch the project. The firm also prepared an in-depth business plan and project financing structure that framed and positioned the project to be presented as part of a \$100 million bond package. The firm then served as the County's representative in design and pre-construction. Upon the untimely death of its leader one month before groundbreaking, the Franks served as interim executive management until a permanent CEO could be put in place.

Biery-Witt Center at Mt. Crested Butte Mt. Crested Butte, Colorado



This project is still in the fundraising phase but the original conceptual design concept represents how one facility can have flexible performance and event spaces, maximizing sustainability. If that concept is constructed, the main floor of the 500-seat acoustic performance venue, the future home of the Crested Butte Music Festival, will be able to change into a flat floor configuration. When at the elevation of the stage level, it will be able to accommodate approximately

RELEVANT EXPERIENCE FRANKS & ASSOCIATES

450 guests at a sit down dinner. The original concept also included lobby and function spaces that overlook the spectacular views of Mt Crested Butte and the surrounding panorama. This will enable year-round use of the facility for weddings and other special events, currently popular and lucrative only during the summer months. Franks & Associates did the original needs assessment, feasibility study, continued as capital campaign design, financial and project development council and acted as Owner's Representative during conceptual design.

Wagner Noel Performing Arts Center Midland/Odessa, Texas



This new \$81 million performing arts center opened in 2011 on the campus of the University of Texas of the Permian Basin. Franks & Associates participated in an in-depth Arts, Convocation & Classroom Facility Assessment Study commissioned by the University. F&A contributions included:

- Needs assessment study
- Demographic study of the region
- Capital campaign model and design
- Governance
- Management model
- Operational model
- Occupancy and use models
- Building programming model
- Base-Year and Five-Year Pro Formas for four facility options

Subsequently, the University retained Franks & Associates to act as Owner's Representative throughout design and construction. The Center houses a presenting series and is utilized by the student body of the University and numerous arts organizations of the Midland/Odessa area. The Center has been so successful that endowment has already reached \$20 million since its opening.

RELEVANT EXPERIENCE

HOLZMAN MOSS BOTTINO ARCHITECTURE

Southern Kentucky Performing Arts Center: Feasibility Study Bowling Green, Kentucky

Client:
Southern Kentucky Performing Arts Center, Inc.

Size:
33,600 s.f. renovation;
128,000 s.f. new construction

Our firm assisted the non-profit organization responsible for its development and construction in determining the feasibility of a new regional arts center in Bowling Green. Over a period of five months, the team researched the community and surrounding regions, explored four sites as potential locations of the performing arts center, conducted traffic and acoustical tests, as well as interviewed dozens of potential users involved in the performing and visual arts. The study, which included a market analysis, showed that such a facility was desired, feasible, and warranted. The proposed Performing Arts Center was programmed to include a multi-purpose 1800-seat theatre and a Creative Learning Center intended to provide educational opportunities for residents of all ages.

Lee's Summit Cultural Facilities Master Plan Lee's Summit, Missouri

Client:
City of Lee's Summit

Size:
72,000 s.f.

The firm was hired to develop a master plan that would build on the City's cultural assets and provide a framework that would support the growth of additional arts facilities. To inform the master plan study, the team interviewed and/or surveyed local and regional arts organizations, artists, educators, political and business leadership, as well as City personnel and residents. Based on space and programming needs identified in the master plan analysis, the firm recommended several types of spaces. A new Community Arts and Media Center comprising of: a 300-350 seat performance space, flexible rehearsal/performance/event space, exhibition space, classrooms, digital media lab, and public area was proposed as a possible Phase 1.

Arts Alive! Keene, New Hampshire

Client:
Arts Alive!

Size:
69,500 s.f.

MoCo Arts, an arts and wellness education program, and the Colonial Theatre, a historic 930-seat venue, formed Arts Alive! to develop public support for a multi-arts center in downtown Keene. Developed from the input of over 60 community members and groups, the feasibility study concluded that interdisciplinary offerings would draw a range of residents to attend and participate in art programs. Out of this process emerged a clear demand for a Multi-Arts Center to provide professional, recreational, and educational programming. To prioritize space needs and organize the project into multiple phases, a cost estimate was gauged using input from the Arts Alive! leadership, MoCo Arts, the Colonial Theatre, and members of the client group. The resulting space plan emphasizes presentation spaces, rehearsal rooms, studios, a flexible lobby, and administration spaces.

RELEVANT EXPERIENCE

HOLZMAN MOSS BOTTINO ARCHITECTURE

University of Texas-Pan American, Academic Performing Arts Center: Feasibility Study Edinburg, Texas

Client:
University of Texas-Pan American
Size:
83,000 s.f. PH I; 155,000 s.f. PH II

The firm was hired to provide programming and planning services for a new Academic Performing Arts Complex that would serve both the University and the community. The building - the first to be located on a new campus half a mile west from the main campus - is intended to provide added space for academic studies, University events, and planned community activities. Since a large component of the proposed Complex was community use, a demographic analysis of the region was conducted to assess the potential success of bringing commercial touring performances to campus. Meetings with potential users of a new facility and with community leaders, professional public assembly managers and other interested constituents allowed us to also better understand regional needs. Three options were developed for PH I with 1500-seats considered optimal capacity. In PH II, an addition provides a 500-seat theater, a 300-seat recital hall, and a 200-seat dance studio in addition to classrooms, labs and offices.

Globe-News Center for the Performing Arts Amarillo, Texas

Client:
Gilliland Group
Size:
71,000 s.f.

While designing the Globe-News Center for the Performing Arts in Texas, we worked closely with our client from the beginning of the project. For the programming phase, we first performed initial feasibility studies for three different sites. Upon selecting the site, we conducted discussions with the community and determined the size of theater that would be most suitable to their needs. The process resulted in a highly successful facility that has attracted patrons from Amarillo and its surrounding four-state region to a variety of performances.

Dallas Community Cultural Plan Dallas, Texas

Client:
City of Dallas

Recognizing the value of the arts to quality of life, the City of Dallas commissioned the firm as part a team to develop a master plan for the future development of the arts and cultural life throughout the communities of Dallas. During the eight-month process, the team interviewed more than 50 artists and arts organizations, visited existing cultural facilities, and toured city-owned buildings with an eye toward adaptive reuse possibilities. The firm identified current and future facility needs and developed concept plans illustrating the renovation of existing facilities, the adaptive reuse of structures, and/or the construction of new facilities. Implementation plans were developed for all recommended initiatives, integrating physical plans, organizational development, funding plans and the further development of cultural policy.

RELEVANT EXPERIENCE

HOLZMAN MOSS BOTTINO ARCHITECTURE

The Hylton Performing Arts Center at George Mason University: Feasibility Study Manassas, Virginia

Client:

George Mason University

Size:

145,000 s.f.

The Hylton Performing Arts Center is a joint partnership utilized and funded by three public entities: George Mason University; City of Manassas, Virginia; and Prince William County. A comprehensive planning effort included a needs assessment; a review of existing community and campus arts organizations; an attendee PRISM market study for the entire county; a building program; site planning options; preliminary cost estimates for construction and long-term operations; a business plan, a memorandum of understanding with the three entities and a detailed management program for the operation of the facility. The results of the study indicated that a performing arts facility consisting of a 1,200-seat multi-purpose hall, a 300-seat black box theater, and necessary support and administrative spaces would be financially and artistically viable.

Bay Street Theatre: Feasibility Study Sag Harbor, New York

Client:

Bay Street Theatre

Size:

31,000 s.f. - 53,000 s.f.

The Bay Street Theatre is currently located in a 299-seat facility that is woefully inadequate. A feasibility study of the existing theatre explored expansion possibilities. Two building program options were developed and two theatre spaces included, one a black box theater and one a modified thrust/proscenium. Both options have the required elements to substantially improve operations and still maintain current staff and production sizes. Four possible sites were evaluated. A diagram of the site and a potential main floor was developed for each to determine whether a site should be further explored. The report also identified the theatre's audience base; determined if the audience would travel to the different sites; and evaluated the financial structure of the organization.

Center for the Arts on the Barter Green: Feasibility Study and Master Plan Abingdon, Virginia

Client:

The Barter Theater Foundation and the Town of Abingdon, VA

Size:

2.6 acre parcel with associated development on adjacent 6 city blocks

This feasibility study and master plan was commissioned to create a downtown cultural district in the Abingdon Historic District, next to the historic Martha Washington Inn and across from the beloved Barter Theatre and Town Hall. The purpose of the study was to: (1) determine the feasibility of future cultural, educational, retail, and residential uses on barter green; (2) analyze the physical properties of the site and understand its development potential; (3) examine the economic impact of new uses and activities and develop a plan for financing and implementation; (4) develop a conceptual master plan; and (5) define a strategy for the creation of an entity for ongoing operation, management, and maintenance of any facilities developed. As conceived, the Center on the Green will be a vibrant, pedestrian friendly environment where one can find regionally inspired crafts, retail and culinary shops, exciting restaurants, a small museum for the Historical Society of Washington County and a new 150-seat studio theater.

SECTION 3

PROJECT METHODOLOGY

APPROACH AND PHILOSOPHY

Our approach is filled with hearty interaction with stakeholders. We will work closely with The Township Board and Staff, key stakeholders and appropriate others to ensure that the Needs Assessment and Management/Business Plan and Financial Pro Forma phases of the Study provide a solid frame of reference for all participants. This frame of reference will be the foundation that will inform educated decision-making for future action as the project develops. Just as communities differ, no two feasibility studies are alike. It is important that a study and the resultant recommendations be geared to each community's unique characteristics and needs. In the instances where projects gain a critical mass of momentum and move forward, it is also important that each client's new facility be extremely well suited to its needs and uses. New Cultural Arts Centers should be capable of providing end users the opportunity to grow capacities and provide educational opportunities and training for the youth of the community. They should be designed in such a way as to provide comfortable amenities for attendees and maximize utilization, sustainability and economic impact.

STUDY METHODOLOGY AND WORK PLAN

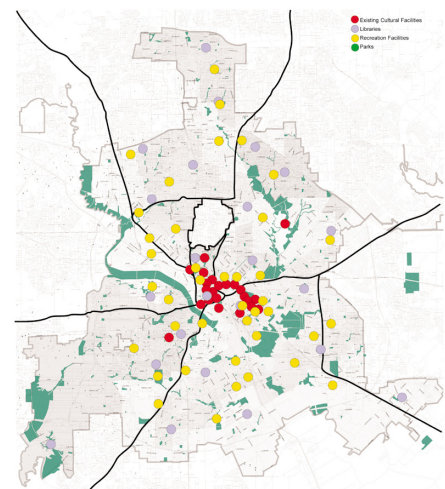
Per the RFP, the Study will be designed and organized to address two major Phases, the Needs Assessment and the Management/Business Plan and Financial Pro Forma.

Phase I: Needs Assessment

The Needs Assessment will be conducted over a two-and-a-half to three month period, depending upon the availability of Study participants. (Please see Timeline.) The Needs Assessment will utilize the entire Team, including Franks & Associates and Holzman, Moss Bottino Architects (HMBA). Bud and Fran Franks will be the principals from Franks & Associates. Doug Moss and Debbi Waters will represent HMBA. The Needs Assessment will be organized to address the following criteria:

Review Existing Community Studies, Reports and Strategic Plans

Prior to beginning formal Study activities, the Team of Franks & Associates and HMBA will engage in project orientation and initial field work that will involve the review of any existing community Studies, reports and strategic plans. We also typically recommend a Study kickoff meeting with project leadership and the Team to discuss the desired outcome of our Franks & Associates will conduct a demographic and market analysis that will include The Woodlands, Conroe, the greater Montgomery County area and any other pertinent areas of Houston. This will include an analysis of the economic and social profile of the market. The Team will tour and assess current facilities in and around The Woodlands and analyze their users and uses. This analysis will also include interviews with organizations that do not enjoy permanent facilities. The interview process is a key and critical component of a Cultural Arts Center Needs Assessment and Feasibility Study. Critical information is gathered during this process about all areas of thought surrounding the concept of a new facility. Further insight into the true needs of the community and its arts organizations will be gathered and synthesized with the knowledge gained from the study of existing facilities as described above. The stakeholders who should be interviewed during this process should include, but not be limited to, Township officials, community leaders, area business leaders and organizations, local arts and other nonprofit organizations and any potential users of the facility. It is key that certain potential public and private financial supporters of the project be





a part of this interview process. Should the project go forward, it is important that these potential supporters and key decision makers feel as if they have been a part of the process and that their input is valued as assumptions concerning a new center for the community are developed. All interviews are confidential, however, the results of each interview are scribed and as they emerge, themes are noted and tracked. While the Team will bring to the process a core list of suggested interviewees, development of the list is a collaborative process. The Team will look to the Township Board, Staff and others for suggestions of individuals who would be appropriate interviewees. Often the Team will need project leadership to facilitate interview

appointments. Typically we suggest that the appropriate number of interviews range between twenty-five and thirty-five. That number is tailored to each Study and experience informs that additional interviewees will be identified and scheduled as the process is underway. The Team will also analyze the impact that a new Cultural Arts Center would have on existing venues to include entertainment centers and convention and meeting spaces in and around The Woodlands.

Based upon all of the information learned in the interview process, the Team will develop a vision of what a new Cultural Center might encompass. Much of this vision will be based on the types and amounts of utilization and programming assumed through needs analysis of user groups. At this point, HMBA will prepare a preliminary space program for desired functions and activities.

Current Trends and Impact Analysis in Other Communities

As with any industry, the Cultural Arts Center business is dynamic and must adapt to the needs and desires of its tenants and audiences. The Team will address current trends and future projections of the industry as well as industry definitions and growth or declining trends. Likewise, we always recommend a benchmarking study as a part of a Feasibility Study. The Benchmarking Study will identify existing Performing and Cultural Arts Facilities in the area and will identify a great deal of information about their operations, including present and future bookings, potential market absorption, maximum practical capacity potential gaps in services and their impact on existing cultural facilities. The Study Final Report will include information on the studied facilities' support amenities and space availability.

Community Engagement

As discussed above, meetings with community stakeholders to gain insight into needs and desires is key to the interview process of a Needs Assessment. Additionally, should Needs Assessment findings warrant such, it is beneficial to conduct focus groups and town hall-type presentations to get and keep community stakeholders and others involved and supportive of the project. A key element in the successful development of cultural facilities is building a constituency for the project. Feasibility Study interviews, focus groups and town hall meetings are an opportunity to partially accomplish that.



Facility and Site Assessment

Based upon all of the information and knowledge gained in the Study to that point, HMBA will further finalize a conceptual facility program and preliminary facility massing to include estimated square footage. The program will identify performance theatre space and configuration, approximate number of seats, audience amenities, ancillary spaces, potential rehearsal and classroom spaces, studios, exhibition space, administrative offices, green space, public space and flexible areas for multiple uses. The Team will identify all technical requirements and industry standards and requirements for this type of facility. A single document will be created that outlines all the program activities and their respective spaces, including square footage by space type, estimated occupancies of various spaces, and proposed net to gross ratio. This will help guide the site selection process as it relates to program "fit."



Concurrently, the Team will use this time to begin to develop specific site selection criteria, collectively identifying the important factors that influence location and developing criteria for weighing each factor. Some architectural considerations might include visibility, available parking, access/egress, etc., with specific emphasis placed on phased-in facility growth. Additionally, the Team will consider potential site locations both within the Township and/or adjacent to the Township boundaries. As a part of the site selection process, the Team will identify and report on the pros and cons of each identified potential site. At this stage

of a feasibility study's site analysis, it is rare to need engineering input. Once a preferred site is selected, engineering due diligence can be engaged in.

Phase II: Management/Business Plan and Pro Forma

Preparing the elements of the Management/Business Planning and the Pro Forma and preparation of the final report will take two months. (Please see the Timeline).

Franks & Associates and HMBA will develop a possible range of capital costs based upon the vision of what the new Cultural Arts Center might be. This estimate would include construction costs developed in conjunction with square footage and quality requirements for new construction as well as "soft" costs associated with the actual construction work, from furniture, fixtures, and equipment to professional design fees, and owner administrative costs. The purpose of the estimate is to inform the development of an operating budget in the form of a five-year pro forma for the agreed upon size and configuration of a new Cultural Arts Center in The Woodlands. Of all the building blocks that must be assembled as the foundation for the development of the project, management, business and financial planning are the most important. Good business planning and thorough, detailed and thoughtful financial planning lend credibility to a project and instill confidence among decision-makers and funders. Franks & Associates will develop all of the elements of the business planning portion of this Study. Based on all of the research data gathered during the course of the study, Franks & Associates will:

- Recommend potential organizational, governance and staffing models for the Center to include possible public/private options;
 - Recommend an ownership and management structure;
 - Provide an impact analysis on other organizations;
 - Provide a Benchmark Study of at least three comparable facilities in like-sized communities;
 - Consider the projected economic benefit to the community;
 - Identify new and existing revenue streams;
 - Propose a marketing strategy;
 - Identify the makeup and costs of the Staffing Model;
 - Build a Utilization Model that identifies all potential uses of the facility from which rental and other revenues might be realized;
 - Develop a Programming Model that will include all rentals and, if appropriate, both presented and self-produced product;
 - Develop a Special Event Model that will include all potential revenues from conference, reception, banquet and special occasion uses;
 - Recommend facility configurations that enhance revenue earning options;
- (Note: The modern Cultural Arts Center can no longer rely on performances and theater space rentals to cover the expense of a Center's operations. Our firm belief is that for these facilities to be truly relevant to today's audiences, they must be places of commerce that can house multiple types of community events. Banquets, meetings, conventions, business meetings, weddings and numerous other community gathering place activities produce revenues that are key to reducing deficits and managing the ever important issue of sustainability. The modern Cultural Arts Center must have flexible spaces that can house different types of revenue producing and entertaining events simultaneously.)*

- Construct an Unearned Revenue Model to include corporate sponsorships, annual contributions and memberships;
- Based upon all identified sources and uses, develop the Revenue Model; and,
- Build a Facility Operational Expense Model, which will identify all operational expenses and, based upon net operational square footage, will then identify the expense of facility operations.

Once all revenues and expenses have been quantified and their Models built, the information will be used to develop a five-year pro forma operating budget. Additionally, a Capital Project Funding Summary will be developed that will identify the types, potential amounts and potential timing of sources of funds for the development, design, construction and opening of the new Cultural Arts Center. This Summary will also address public/private funding considerations, including naming rights. The typical Franks & Associates’ financial packet, which is part of the business and strategic planning section of a final report, will include the following worksheet models:

- An “All Inclusive” Cash Flow Summary
- A Capital Project Summary
- Fundraising Pledge Calculation and Other Funding Timing
- Five-Year Operational Pro Forma
- Sustainability and Endowment Analysis
- Space Program and Facility Cost
- Timing Worksheet
- Usage Rates and Activity
- Utilization Assumptions
- Staffing and Facility Operational Expense Projections

All of the above are valuable tools in understanding and managing the development of a Cultural Arts Center project. However, perhaps the most important for Township leadership and senior staff is the “All Inclusive” Cash Flow Summary. This document is essentially a “Sources and Uses” chart that identifies all project expenses and the timing of those outflows and all necessary project revenues and the timing of those inflows. This document allows project leadership to view all project financial dynamics on one spreadsheet.

Cultural Arts Centers are projects that are very hard to make happen. They are often characterized as “multi-dimensional chess matches.” Sound business and financial planning and thoughtful presentation of the facts to thought leaders and decision makers tend to reduce the dimensions of the “match” for cultural Arts Center project development.



The Globe News Center for the Performing Art
Amarillo, Texas



Plano Courtyard Theater
Plano, Texas



Southern Kentucky Performing Arts Center
Bowling Green, Kentucky

SECTION 4

TIMELINE AND SCHEDULE FOR COMPLETED TASKS

The project implementation schedule below outlines the major tasks and estimated durations of each. At the onset of the Feasibility Study we will establish a working project schedule that is developed together with The Township Board of Directors. This allows the entire team to fully understand anticipated work efforts, required meetings, and scheduled time for Board review between tasks.

Phase I: Needs Assessment

Team Review of Existing Community Studies, Reports and Strategic Plans: June 1 - 14

Meeting One: Project Kick Off..... Day 0 June 15

- Establish Project criteria and goals
- Establish parameters and criteria for the Interview Phase
- Finalize initial list of interviewees
- Establish parameters and goals of demographic study

Market Analysis:

- Begin interview process
- Conduct Demographic Study and begin analysis
- Conduct facilities tours and document and analyze their uses and users
- Begin to develop a concept and vision for what a new Cultural Arts Center might encompass

Meeting Two: Study Progress Update #1 Day 30 July 15

Needs Assessment Phase Market Analysis Continued:

- Study and synthesize current trends and impact analysis in other communities
- Conduct community engagement activities as appropriate
- Research capital financing options to include public/private and potential naming options
- Refine facility vision and program
- Develop site selection criteria
- Consider and document specific site locations
- Continue demographic analysis

Meeting Three: Study Progress Update #2..... Day 61 Aug. 15

Needs Assessment Phase Continued:

- Finalize facility programming and vision
- Finalize site options and pros and cons
- Develop a range of capital costs
- Finalize demographic analysis and report
- Draft final report
- Prepare presentation materials

Meeting Four: Delivery of final Needs Assessment Report Day 78 Sept. 1

Phase II: Management/Business Plan and Pro Forma

Phase II Commencement: Day 0 Sept. 5

- Finalize agreed upon facility program, configuration and range of costs
- Conduct additional meetings if necessary to further identify potential impacts on other organizations
- Prepare impact analysis report on other organizations
- Based on all prior work and knowledge gained develop an ownership and management structure
- Based on knowledge gained, develop recommendations for potential organizational, governance and staffing models to include possible public/private options
- Based upon prior research recommend capital financing strategies
- Develop a utilization and programming model
- Develop a special event programming model
- Identify existing and potential new revenue streams
- Develop a revenue model utilizing all reasonable options, including earned and unearned

Meeting One: Business planning Progress Update Day 30 Oct. 5

- Conduct benchmarking study of three comparable facilities in comparable communities
- Based on facility size and utilization assumptions, develop staffing model to include costs
- Based on assumed facility size, architecture, finishes and configuration, develop a facility operational budget
- Based upon facility type and assumed programming and utilization, develop marketing strategy recommendations
- Based upon annual activity and projected expenses and revenues, develop an economic impact estimate of the project for the community
- Based on all the models and information discussed above, develop a Management/Business Plan to include:
 - An "All Inclusive" Cash Flow Summary
 - A Capital Project Summary
 - Fundraising Pledge Calculation and Other Funding Timing
 - Five-Year Operational Pro Forma
 - Endowment and Sustainability Analysis
 - Space Program and Facility Cost Estimate
 - Timing Worksheet
 - Usage Rental Rates and Ticket Pricing
 - Utilization Model
 - Staffing and Facility Operational Expense Projections
- Prepare and complete Executive Summary and Final Report

Meeting Two: Delivery of Executive Summary and Final Report Day 61 Nov. 4



Francis Marion University, Performing Arts Center
Florence, South Carolina



Hylton Performing Arts Center at George Mason
University, Manassas, Virginia

SECTION 5 REQUIRED SERVICES BEYOND RFP PHASES

Our team foresees no required services with associated consultation trips beyond what has been outlined in the Work Plan.

We recognize that building broad support is an important step towards the realization of the potential Cultural Arts Center. If desired, our team can offer services beyond Phases 1 and 2 to include the creation of presentation materials such as illustrative color renderings based on the program direction to convey an aspect of the general character of the Cultural Arts Center. We can also extend our efforts, contributing statements for promotional pamphlets and actively participating in meetings and special events with potential donors and the community at large.

SECTION 6 REFERENCES

Franks & Associates

Tobin Center for the Performing Arts

Debbie Montford
Community Leader, Former Board VP
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(210) 854-3434
1 Buckingham Court
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Wagner Noel Performing Arts Center

Grant Billingsley
Chairman, Community Advisory Committee
gbillingsley@scharbauerfoundation.org
432.683.2222

Biery-Witt Center at Mt Crested Butte

Tom Biery
Co-Chair, Board of Directors; Lead Donor
713.956.2070
tbiery@quailcreekcompanies.com

Holzman Moss Bottino Architecture

Globe-News Center for the Performing Arts

Bill Gilliland
Gilliland Group
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The Hylton Performing Arts Center at George Mason University

Rick Davis
Executive Director
703.993.2192
rdavi4@gmu.edu

(For summary of projects, please refer to pages 7 - 12)

SECTION 8
SIMILAR STUDY BY FRANKS & ASSOCIATES



BEXAR COUNTY
PERFORMING ARTS CENTER

OPERATIONS BUSINESS PLAN

December 14, 2007

Prepared by:

Franks
& associates

Addendum # 1

Feasibility Study for a Cultural Arts Center

RFP No.: C-2016-0065

Date: 24MAR2016

Please note the following addendum to the above referenced solicitation:

- **Inquiries have been made as to whether or not performing the Feasibility Study would preclude the consultant from pursuing the project's design or construction if a project moves forward. At this time, The Woodlands Township and its partners in this Feasibility Study solely are looking for an independent study / analysis on the feasibility of developing a cultural arts facility. No commitment has been made by The Woodlands Township at this time to build such a facility.**

This Addendum must be Signed & Returned with your RFP/Q.



Signature

Bud Franks

Name (please print)

April 21, 2016

Date

Franks & Associates

Company