

AGENDA

HOUSTON FIRST CORPORATION

OPERATIONS COMMITTEE MEETING
September 10, 2020 –2:00 P.M.
Live Video and Audio Conference Meeting
Join the Meeting [Here](#)
Passcode: 401073

COMMITTEE MEMBERS:

Desrye Morgan (Chair), Reginald Martin (Co-Chair), Alex Brennan-Martin, Elizabeth Brock, Dean Gladden, Kathryn McNeil, Council Member David Robinson, Tom Segesta, Bobby Singh

In accordance with the modified Texas Open Meetings Act provisions announced by Texas Governor Greg Abbott on March 16, 2020, this Agenda is posted for public information, at all times, for at least 72 hours preceding the scheduled time of the meeting online at <https://www.houstonfirst.com>.

Any questions regarding the Agenda, should be directed to Lisa K. Hargrove, General Counsel at either 713-853-8965 or Lisa.Hargrove@houstonfirst.com

- I. Call to Order**
- II. Public Comments**
- III. Minutes – May 14, 2020**
- IV. Presentations, Reports and Updates**
 - A. Venue Update: Theater / GRB
 - B. Programming Update
 - C. Hurricane Update
 - D. Urban Development Update
- V. Committee Business**
 - A. Consideration and possible recommendation of the Competitive Sealed Proposal method for the redevelopment of Lynn Wyatt Square for the Performing Arts.
- VI. Adjournment**

III. Minutes – May 14, 2020

MINUTES

HOUSTON FIRST CORPORATION

Operations Committee Meeting
May 14, 2020 – 2:00 P.M.
Live Video and Audio Conference Meeting

The Operations Committee (“Committee”) of Houston First Corporation (the “Corporation” or “HFC”), a Texas local corporation created and organized by the City of Houston as a local government corporation pursuant to TEX. TRANSP. CODE ANN. §431.101 et seq. and TEX LOC. GOV’T. CODE ANN. §394.001 et seq., posted a meeting via live video and audio conference on Thursday, May 14, 2020, commencing at 2:00 p.m.

In accordance with the modified Texas Open Meetings Act provisions announced by Texas Governor Greg Abbott on March 16, 2020, this Agenda is posted for public information, at all times, for at least 72 hours preceding the scheduled time of the meeting online at <https://www.houstonfirst.com>.

The following Committee members were present for the meeting: Desrye Morgan (Chair), Reginald Martin (Co-Chair), Alex Brennan-Martin, Elizabeth Brock, Sofia Adrogué, Bobby Singh, Dean Gladden, Tom Segesta, and Council Member David Robinson.

The Chair of the Committee called the meeting to order at 02:05 p.m. and a quorum was established, with all Committee members virtually present.

1. **Public Comments.** None.
2. **Review and approval of minutes from prior meeting.** Following a motion duly seconded, the minutes of December 18, 2019 were approved as presented. Bobby Singh and Council Member David Robinson were not present for the vote.
3. **Presentations and Reports.**

The Chair of the Committee announced that items 3A and 3B will be discussed together with Todd Holloman and Christine West providing the programming update, followed by the operations update from Luther Villagomez.

- A. **Programming Update.** Todd Holloman, Director of Live Events and Experiences, discussed the Party on the Plaza Virtual Benefit Concert. He said the concert aired Saturday, May 2, 2020 on KHOU as well as Facebook and YouTube digital platforms. The goal of the concert, he added, was to put together original Houston-centric programming to carry the Avenida Houston brand while supporting the local community and the Houston Food Bank. Mr. Holloman asserted that thousands of dollars were raised in one hour with many residual funds still coming in, and that the concert included eight performing artists who participated at no cost to HFC. He said the total average TV viewership for the broadcast was 38,100 views with an additional

800+ views on the KHOU YouTube channel and 22,000 views on Facebook. Overall, he explained, 94% of the comments regarding the benefit concert were positive. Mr. Holloman stated he will continue to look for other opportunities for virtual performances in partnership with KHOU.

Tom Segesta and Bobby Singh congratulated staff on a job well done. Mr. Singh also encouraged staff to continue to leverage social media and virtual events.

Council Member David Robinson stated that the event was a great success from the City's point of view as Mayor Turner promoted the event at City Council.

Desrye Morgan echoed the sentiments of other Committee members and suggested that HFC host an event with the Houston Arts Alliance. She also discussed the importance of continuing to find ways to keep people engaged.

Sofia Adrogué encouraged Committee members to support our partners like Discovery Green and their virtual events as well.

Christine West, Cultural Programs Manager, stated what she is seeing coming out of the cultural community and how they have addressed bringing content online is inspiring. Ms. West also stated that there are a lot of good examples out there already as HFC considers how it moves forward until everyone can gather in-person.

- B. Operations Update. Luther Villagomez, Chief Operating Officer, provided the Committee with an operations update. Mr. Villagomez stated he and John Gonzalez are working with HFC's staging production partner to utilize technology to stage virtual meetings. Mr. Villagomez said, until it is permissible to hold large gatherings, HFC will continue to see more virtual meetings with its stakeholders and corporate events.

Mr. Villagomez informed the Committee that, after discussions with NACE about hosting a trade show at the George R. Brown Convention Center (GRB), their board decided to postpone the event because it had an international component. He added that NASE hopes to host an event at the GRB in 2021 or at a later date. He noted that the event that stands currently on the books is the Republican State Convention and will have approximately 7,000 attendees. He added that John Solis is working with event organizers on proper social distancing protocols. Additionally, he added, HFC is working to finalize COVID-19 guidelines for GRB and all HFC facilities and has a lot of support from the International Association of Venue Managers. Once the guidelines are finalized, Mr. Villagomez explained, they will be certified to ensure all facilities are in line with best practices. Mr. Villagomez also informed the Committee that he and John Gonzales are members of a local stakeholder group of all the stadiums, county facilities, and sports facilities. The group will combine their guidelines to create uniform working documents that can be shared with clients and attendees. He added that the documents are nearly complete, and HFC hopes to have them certified by a third-party as well as health professionals from Houston Methodist.

Dean Gladden stated it is a challenging time for all of us as we move forward. He further explained that different art forms have different abilities, and the theater has the most flexibility, unlike the ballet or opera. Mr. Gladden stated although no one is willing to officially declare that they will not be performing in the fall, it will be challenge for everyone to make it to the stage.

Continuing his report, Mr. Villagomez said HFC is still awaiting further guidance from state and local authorities regarding the upcoming Republican State Convention because large gatherings are still limited to no more than 50 people. He then introduced John Gonzalez to discuss some of the current convention services. However, due to technical issues, Mr. Villagomez proceeded with the report.

Mr. Villagomez stated HFC has been working with Mayor Turner and the City of Houston to set up a call center for contact tracing in Exhibit Hall A at the GRB. The call center, he said, will be run by the Health Department and will be in operation for the next five to six months. He added that the events and sales team are conducting virtual site visits to show facilities, hotels, and the destination through a virtual platform; they are also adding additional health standards at the theaters and will have time to institute those practices as we enter into the fall season or possibly the 2021 season.

John Gonzalez, Sr. Vice President of Operations, discussed the use of new infrared cameras to conduct employee temperature scanning that can process 100 individuals per hour. Mr. Gonzalez stated HFC has submitted figures for all additional expenses related to new safety protocols at HFC facilities to the City. He also informed the Committee of the accreditation program that HFC is working on with the International Association of Venue Managers.

Bobby Singh encouraged staff to reach out to the Houston Airport Systems on any technology utilized, including infrared cameras and other pilot programs. Mr. Gonzalez stated that HFC is working with Andy Frain Security Services who has deployed similar technology in other facilities across the country; Mr. Villagomez added that staff will also contact the airports. Tom Segesta asked if staff would share video footage of the use of the infrared cameras; Mr. Villagomez confirmed that he would.

Mr. Villagomez resumed the operations update and stated that Starbucks corporate has issued protocols for the re-opening of its stores. He noted that the Starbucks location in the Hilton Hotel has re-opened, but all locations have implemented new social distancing protocols so customers can expect even longer wait times. Levy is also creating a new operating plan to ensure the proper handling of food, according to Mr. Villagomez, and he may have a representative discuss those practices at the next meeting. Desrye Morgan asked about pre-ordering via the Starbucks app; Mr. Villagomez confirmed that use of the app is part of the new plan to reduce interactions with cashiers.

He informed the Committee that, prior to the pandemic, HFC completed the installation of new parking systems in the Theater District. The new systems, he explained, are integrated with the convention district and will reduce the amount of interactions with

cashiers. He is waiting on an additional upgrade that would also allow the equipment to be touchless, but overall HFC is set-up to eliminate valet operations and in-person interactions with parking attendants.

In conclusion, Mr. Villagomez provided an update on the I-69 Project with TxDot and noted that HFC submitted its specifications in late December 2019. He said this week Mayor Turner gave a description of the project and the intent of the City. Desrye Morgan asked if there were any concerns raised on behalf of HFC; Mr. Villagomez stated discussions have gone smoothly and he is confident that HFC is in a good position.

Bobby Singh talked about increased sanitation measures at the airports in order to eliminate pathogens and provide customers with additional reassurances and expressed the need to do the same at HFC facilities. He also emphasized the need for additional signage to communicate best practices.

Elizabeth Brock stated that staff should also send out surveys to better understand patrons comfort level with attending events. Mr. Villagomez stated he would be happy to share the current survey results he has received. Generally, he noted, has seen that older demographics are less comfortable, whereas younger groups may have less concern. He also mentioned the uses of public announcements to remind patrons to follow new safety guidelines. Elizabeth Brock advised staff to use positive messaging so as not to alarm patrons.

- C. Urban Development Update. Roksan Okan-Vick, Urban Development Officer, began her update with an overview of the the Hilton guestroom renovation project. She said a total of 598 rooms were renovated in 2019 and 602 rooms are currently under renovation, and noted that the project schedule is aggressive, but it is on-schedule and on-budget. HFC anticipates the renovation will be complete by August 2020. She also mentioned that the total project budget approved by the HFC Board is approximately \$47 million. Ms. Okan-Vick shared several photos of the job-site to show the new safety protocols.

Council Member Robinson asked additional questions regarding remediation and any changes in project budget related to COVID-19. Ms. Okan-Vick provided additional information and confirmed that the budget was still intact.

Desrye Morgan asked if there were any changes in the project design as a result of COVID-19. Ms. Okan-Vick stated there were no changes to the design, but suspects there will be a different approach with regard to the public spaces in the hotel.

Ms. Okan-Vick stated design work for Lynn Wyatt Square continues and thanked Council Member Robinson for his insight. The project schedule for construction, she said, will be extended through 2022 given the current bidding environment. She mentioned that staff decided to postpone the RFP for a restaurant broker and intends to re-issue a solicitation in September 2020, and that the restaurant will likely not be

open upon completion of Lynn Wyatt Square so staff will work with the in-house food service caterer.

Reginald Martin stated he has some concerns with moving forward with an RFP in September. He also stressed the need to look at two food concepts and perhaps provide a smaller offering with a possibility for expansion.

Bobby Singh asked if the restaurant concept was still an integral part of Lynn Wyatt Square per surveys with our partners and stakeholders. Ms. Okan-Vick stated staff has not conducted a recent survey, but HFC's food consultants have been involved in the process and support moving forward.

Council Member Robinson stated there may be a need for a disaster specific sub-study on how to move forward with the restaurant project in the midst of a health crisis.

Alex Brennan-Martin strongly urged staff to take its time in moving forward with the restaurant at this time because he has grave concerns. Reginald Martin echoed those sentiments and stated that brokers and restaurant operators have a different focus and HFC needs restaurant operators to help move the project forward. He also believes the venue HFC originally envisioned may be ambitious for the current marketplace.

Desrye Morgan also recommend that staff take a step back prior to the issuance of a RFP given the size of the restaurant space and new social distancing protocols that will have to be implemented.

Ms. Okan-Vick shared with the Committee that she has had similar thoughts and weighed the costs and benefits of re-designing the restaurant concept or moving forward without the restaurant. She stated she would appreciate it if a sub-committee would be willing to help her work through some of these challenges.

Bobby Singh stated that, from the prospective of a consumer looking at the restaurant opening in 2022, he supports moving forward with the restaurant and stated he thinks the design should be all or nothing. He also asked the cost for the restaurant build out and Ms. Okan-Vick stated the overall cost of the restaurant is between \$3 million and \$4 million.

Tom Segesta stated time is our friend and also recommended that staff postpone moving forward with the restaurant.

Desrye Morgan reiterated the need to postpone the RFP process and echoes the sentiments of Ms. Okan-Vick that a sub-committee be formed. She also asked about programming and Ms. Okan-Vick confirmed that the approach to programming has not changed.

Dean Gladden stated the global pandemic could last two years and regaining the confidence level of patrons, even with a vaccine, will likely take three years. Moreover,

he said, the core audiences for arts organizations are 65 and over, which is the most vulnerable population so he too agreed with postponement of the restaurant concept on Lynn Wyatt Square.

Ms. Okan-Vick thanked all Committee members for their comments and suggestions and stated that staff will evaluate its decision to move forward with the RFP. She then concluded her report with a quick overview of flood mitigation at Wortham Theater and the Theater District Garages. She noted that work has begun on Phase 1 Wortham flood doors and they will be installed before the Hurricane season. The project, she added, will be near completion by the end of August and she is also working with the operations team on the mobilization of interim-protection should the need arise.

John Gonzalez added that the operations team mobilized the flood doors surrounding the Theater facilities and everything went well and he and his team are prepared should they have to deploy the muscle wall.

- D. Chief Financial Officer Update. Frank Wilson stated his report will be brief as he intends to provide a more in-depth presentation at the Benefits, Compensation, and Finance Committee. So far, he said, with Hurricane Harvey reimbursements and HFC's project worksheets, of the \$153 million project, FEMA has obligated \$134 million, the City of Houston has received \$109 million and HFC has received \$94 million, which has been used to pay down debt and replenish reserves. Mr. Wilson recognized Stephany Bland, Dino Constantino, Roksan Okan-Vick, and HFC's FEMA consultant, Tom Wendorf of Wendorf Beward & Partners for their efforts.

Mr. Wilson informed the Committee that the State of Texas passed recent legislation that will allow rainy day funds to be utilized to reimburse the City of Houston local match for FEMA reimbursements. He added that HFC has not received any funds at this time, but could receive as much as \$8.4 million.

Lastly, he added that the City has received \$400 million related to COVID-19 relief funds and HFC has submitted a request for some of those funds for necessary repairs and equipment at GRB and the theaters in the amount of \$6 million.

Council Member Robinson stated they hope to have more flexibility on the parameters for use of the money and are looking for further clarification.

Desrye Morgan thanked Mr. Wilson for his report and the work he is doing during this difficult time. She also informed the Committee of a recent news report regarding the hotel industry that featured Jacques D'Rovencourt and the Hilton Hotel's impact on the City.

5. Adjournment. The meeting was adjourned at 3:27 p.m.

V.(A) Consideration and possible recommendation of the Competitive Sealed Proposal method for the redevelopment of Lynn Wyatt Square for the Performing Arts.

Consideration and possible approval of the Competitive Sealed Proposal method for the redevelopment of Lynn Wyatt Square for the Performing Arts

DESCRIPTION: In 2015, the Theater District Master Plan was completed and described Lynn Wyatt Square for the Performing Arts, formerly Jones Plaza, as the “Center Stage” of the Theater District with a tremendous opportunity for redevelopment. A visioning study was conducted that outlined the parameters for a Jones Plaza Re-Design Project (“Project”) to transform the plaza into a vibrant and energetic public square for visitors to the downtown area.

The architectural firm Rios Clementi Hale Studios was selected to complete the design for the Project and entered into a Design Services Agreement with Houston First Corporation (the “Corporation”), effective May 22, 2018. The Corporation conducted an active campaign to solicit donor support and fund the overall Project budget of \$25 million, that included contributions from the Downtown Redevelopment Authority and a very generous donation from Houston philanthropist, Lynn Wyatt.

Corporation senior staff are in the process of drafting a bid solicitation for the construction phase of the Project, and seek approval prior to issuance to use the Competitive Sealed Proposal Method of procurement under Chapter 2269.151, et. seq. of the Texas Government Code.

Senior staff, having considered procurement means available under the Corporation Procurement Manual and applicable law, including a basic solicitation requiring selection of the lowest bid received, have formed the opinion that the Competitive Sealed Proposal Method is more likely to result in a high-quality Project and provide the best value to the Corporation. Staff further note that the Competitive Sealed Proposal method has been used, routinely and successfully, by the Downtown Redevelopment Authority in furtherance of similar projects.

RESOLVED, that the Board of Directors of Houston First Corporation (the “Corporation”) approves the following resolutions with respect to use of the Competitive Sealed Proposal method for the redevelopment of Lynn Wyatt Square for the Performing Arts (the “Project”):

RESOLVED, that the Board of Directors of the Corporation hereby finds and declares that the Competitive Sealed Proposal method for completion of the Project represents the best value available to the Corporation, and is in furtherance of the best interests of the Corporation;

FURTHER RESOLVED, that the Board of Directors of the Corporation hereby authorizes and directs that a Request for Competitive Sealed Proposals for the Project be drafted, finalized and issued under the guidance of General Counsel for the Corporation, including such terms and conditions as General Counsel may approve, without undue delay, or as directed by the Chairperson or Acting President & CEO.



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Houston First Corporation Operations Committee Meeting

Live Video & Audio Conference Meeting
Thursday, September 10, 2020
2:00 p.m.

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Public Comments

*Operations Committee Meeting
September 10, 2020*

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Minutes – May 14, 2020

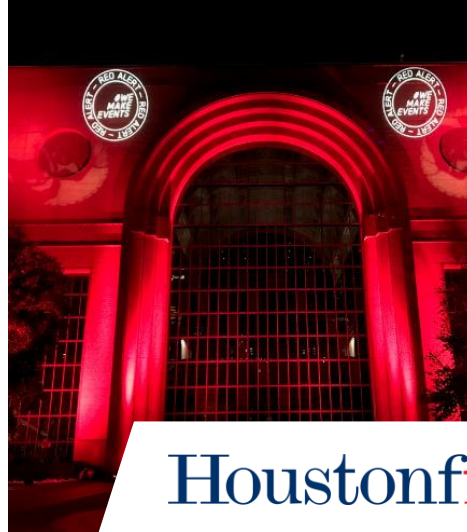
*Operations Committee Meeting
September 10, 2020*

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Venue Update

Luther Villagomez, Chief Operating Officer

*Operations Committee Meeting
September 10, 2020*



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HFC Facilities Go Red for
#RedAlertRESTART

VENUE UPDATES

- On September 1, HFC facilities were lit in red in support of the **#RedAlertRESTART** effort to raise awareness of the dire situation facing the live events industry and the need to extend unemployment protections for event workers
- Mayor Turner spoke about the cause during a rally that took place on Avenida Houston

GRB

- HFC has sent a revised proposal to HISD to utilize space October 7 – December 18
- The Houston Health Department's COVID-19 Contact Tracing Center continues to utilize Hall A3 for their operation
- Operations & Maintenance contract is out for re-bid as the current contract expires October 31
 - The new contract begins November 1
 - Pre-bid meeting being held September 10 at 10 am
 - Bids are due September 24 at 2 pm

ALL VENUES

- The agreement for HFC facilities to participate in the GBAC STAR Facility program is being executed this week
 - Accreditation in the program should take approximately 4 weeks
 - Venues to be accredited include the GRB, Wortham, Jones Hall, Miller Outdoor Theatre, and Partnership Tower



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Programming Update

Todd Holloman, Director of Live Events & Experiences

*Operations Committee Meeting
September 10, 2020*



Houstonfirst | Q3UPDATE

PROGRAMMING UPDATES

GRB

- The **Avenida Houston Virtual Studio** has been outfitted to host virtual or hybrid events
- The dynamic 5,250 sq. ft. state-of-the-art studio is located in the General Assembly

THEATERS

- Wortham's Cullen Live! Theater is fully equipped as a live stream studio and available for rent from August 1 – January 7, 2021
 - HGO Digital Presents Live from the Cullen Recital Series will stream monthly from the studio from September – January 2021 and also in March 2021
- At Jones Hall, the Houston Symphony will resume performances with in-person audiences beginning on September 13
 - This will be the first performance with in-person audiences approved by the City of Houston

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Hurricane Update

Luther Villagomez, Chief Operating Officer

*Operations Committee Meeting
September 10, 2020*

HFC FACILITY READINESS

INTER-AGENCY COORDINATION

- ✓ City of Houston
 - Office of Emergency Management (OEM)
 - Mayor's Office of Public Safety & Homeland Security
 - Mayor's Office of Special Events
- ✓ American Red Cross
- ✓ BARC Animal Shelter
- ✓ CenterPoint
- ✓ Houston Health Department
- ✓ Houston Fire Department
- ✓ Houston Police Department
- ✓ Houston Public Works
- ✓ METRO
- ✓ Texas Department of Transportation (TxDOT)
- ✓ Texas Division of Emergency Management



Arrive Healthy. Leave Healthy.

Temperature Scan Procedures

Please remove all headwear, glasses, and masks for the temperature scan. Thank you.

Llegue Sano. Salga Sano.

Procedimientos de Escaneo de Temperatura

Favor de quitarse los sombreros, lentes de sol, y las mascarillas para el escaneo de temperatura. Gracias.

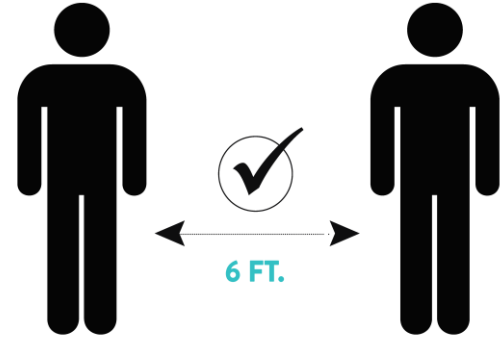
HFC FACILITY READINESS

HFC STAFF

- Convention Services
- Operations

HFC PARTNERS

- ✓ Andy Frain Services
- ✓ Cotton
- ✓ Levy
- ✓ Midwest Maintenance
- ✓ Smart City
- ✓ Staging Solutions
- ✓ TDIndustries
- ✓ Winpark



**Please practice
social distancing**

**Favor de practicar el
distanciamiento social**

HFC FACILITY READINESS

WORTHAM THEATER CENTER

Muscle wall set 48 hours prior to landfall

8/27/20 – Removed Prairie Lobby and Smith Street side

Loading Dock secure 24 hours prior to landfall

Flood doors remained closed

JONES HALL

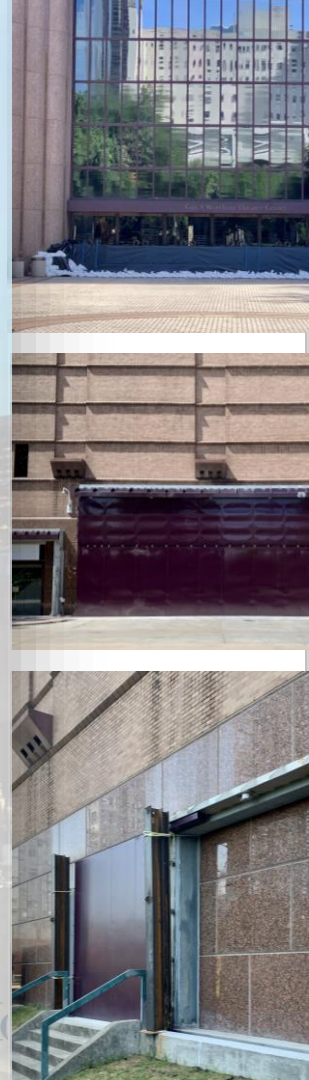
Houston Symphony on site until noon on Wednesday, August 26

Placed on standby for Thursday, August 27

THEATER DISTRICT PARKING

Hobby Tunnel closed

All other closures will be coordinated with City and based upon bayou water levels



HFC FACILITY READINESS

GRB CONVENTION CENTER

Sandbags deployed for Rusk Street and situated inside Hall E for Polk Street

Wind Protection Tarps installed on 3rd level

AVENIDA DISTRICT PARKING

Readied in case of closures – Avenida Central Garage

City of Houston vehicles arranged to use Tundra Garage

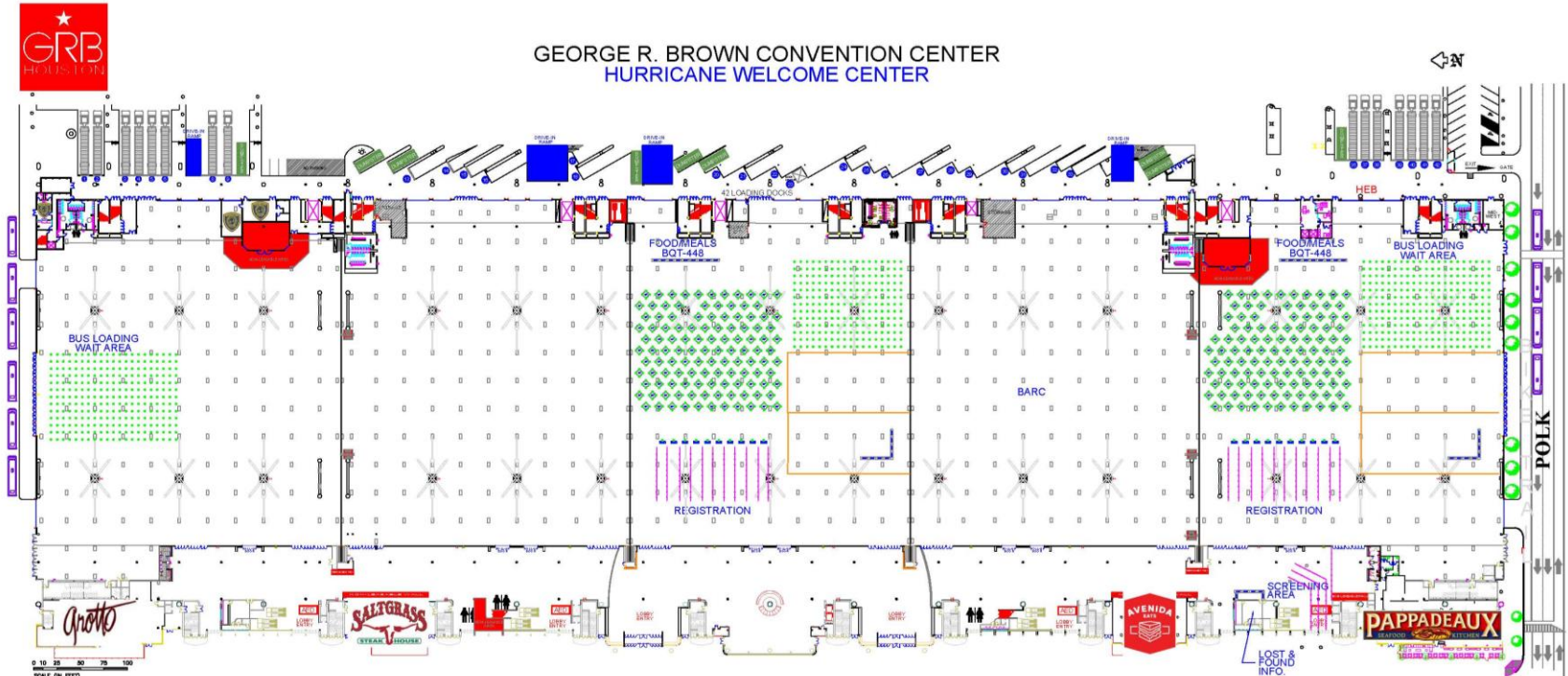
PARTNERSHIP TOWER

Sandbags deployed

TALENTO BILINGUE DE HOUSTON

Sandbags deployed

GRB WELCOME CENTER



GEORGE R. BROWN CONVENTION CENTER
HURRICANE WELCOME CENTER

LEVEL ONE

GRB WELCOME CENTER

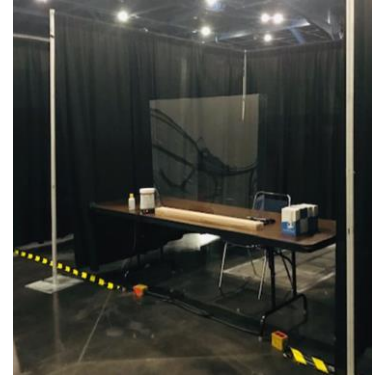
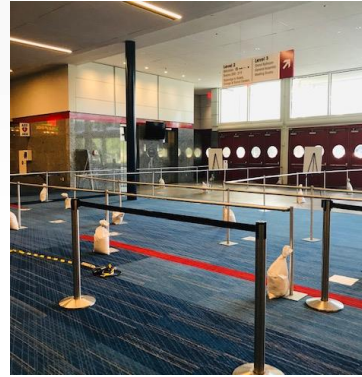


Exhibit Halls set for COVID-19 Positive & Negative ♦ BARC ♦ Bus Waiting Area ♦ Meals ♦ Registration
GEORGE R. BROWN CONVENTION CENTER

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Urban Development Update

Roksan Okan-Vick, Urban Development Officer

*Operations Committee Meeting
September 10, 2020*

**Houston First Operations Committee Meeting
Lynn Wyatt Square For The Performing Arts
Construction Planning**

**Kristi Gollwitzer
Roger Harris
Dey Rodriguez**

September 2020

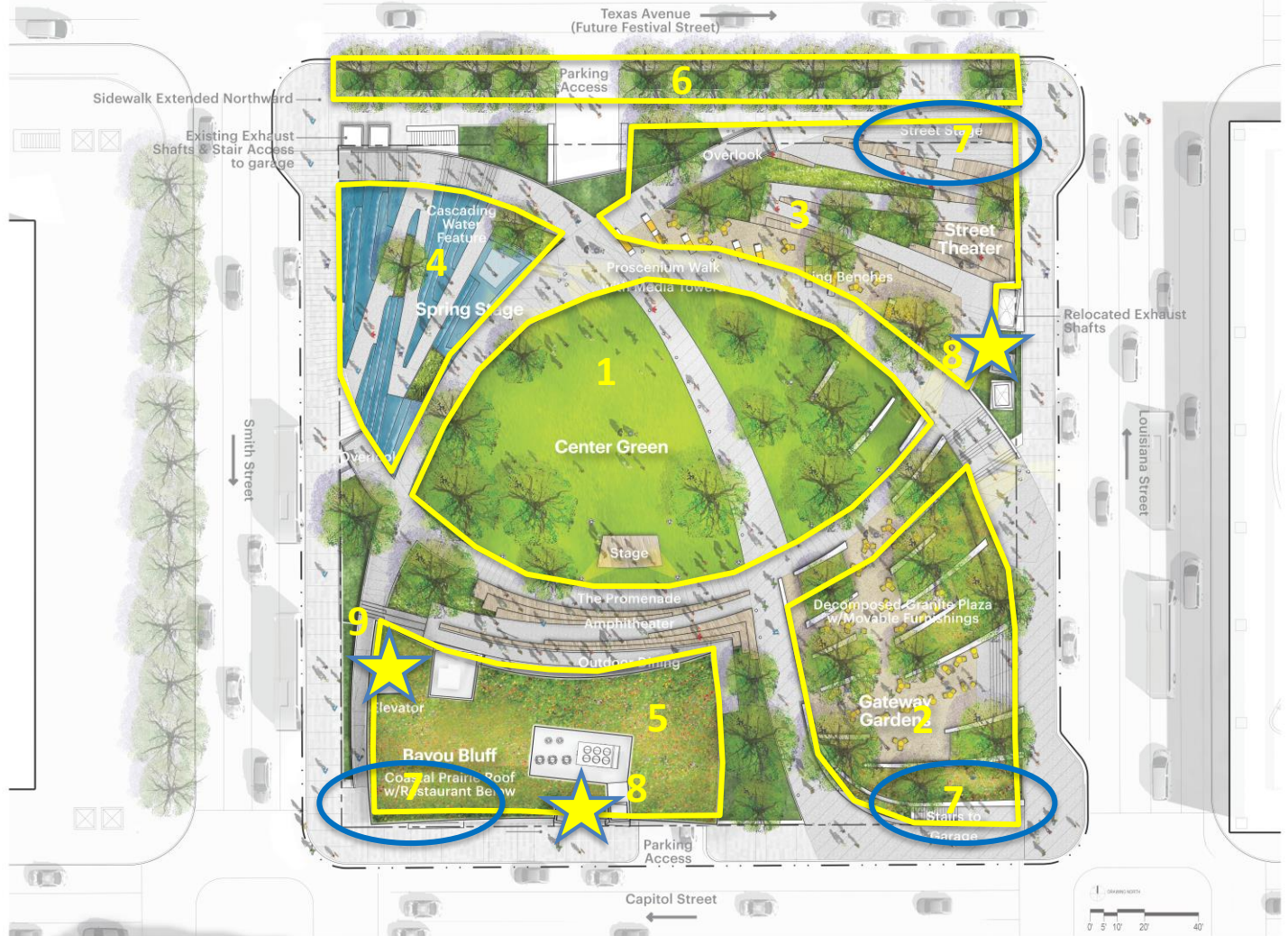
LYNN
WYATT
SQUARE
FOR THE
PERFORMING ARTS



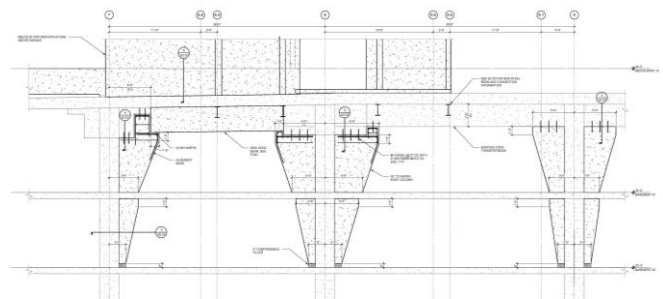
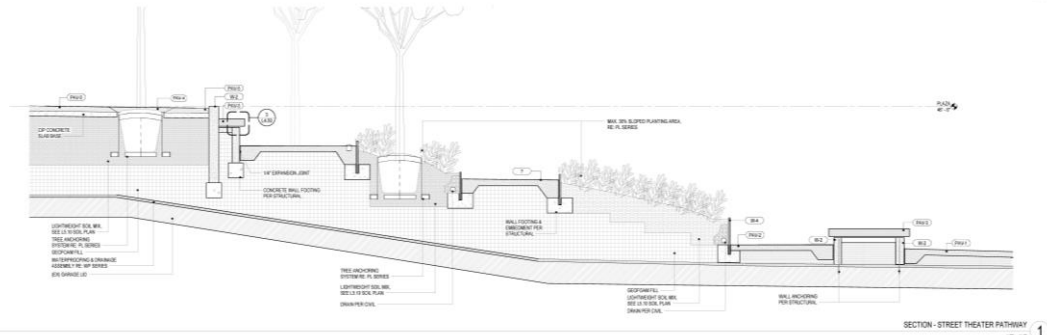
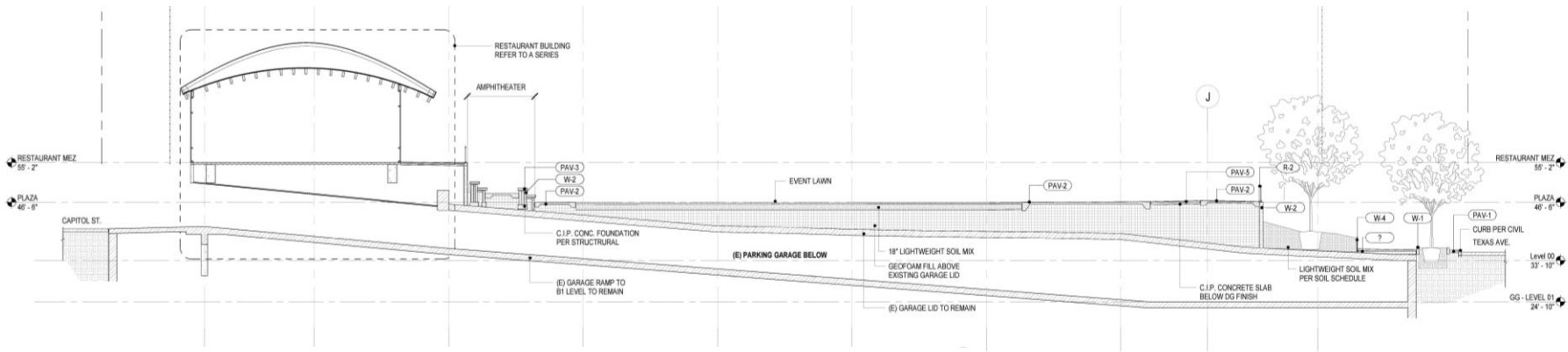
LYNN WYATT SQUARE FOR THE PERFORMING ARTS

Project Scope

1. Center Green
2. Entry Gardens
3. Street Theater
4. Water Feature
5. Restaurant
6. Park Expansion
7. Opening Corners
8. Relocating Vents
9. New Elevator



LYNN
WYATT
SQUARE
FOR THE
PERFORMING ARTS



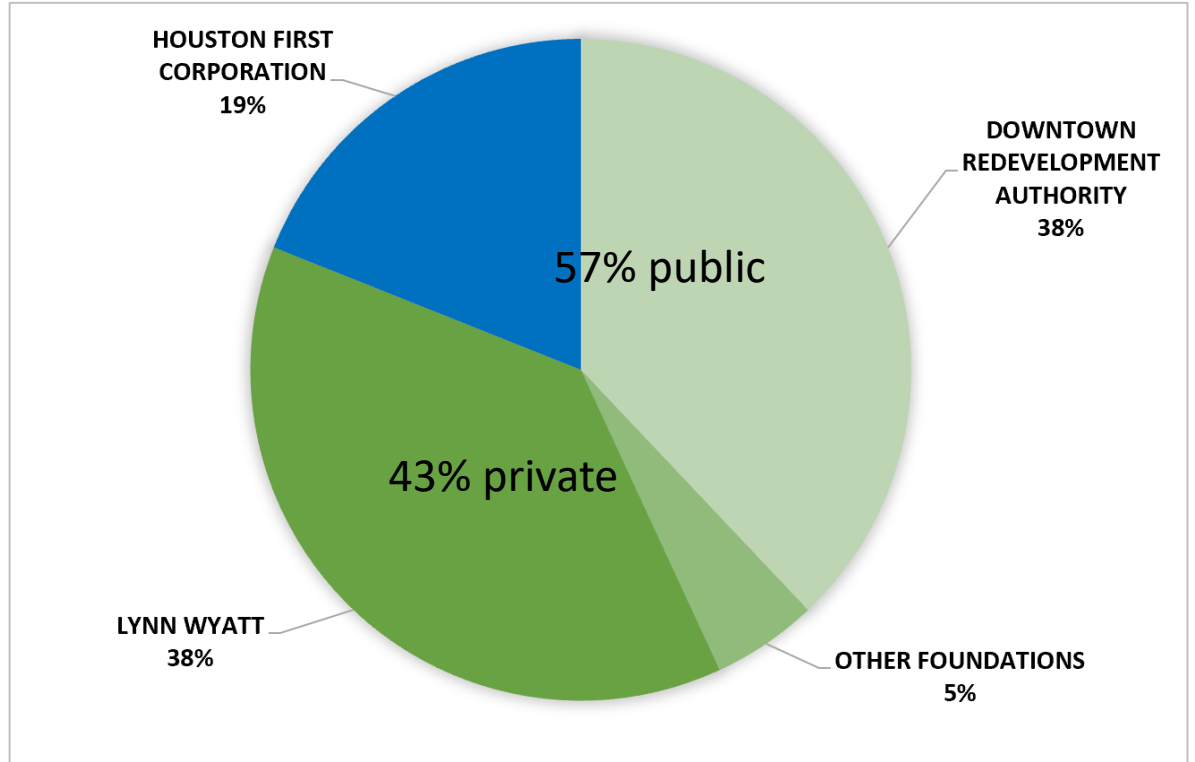
Project Scope

**LYNN
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PERFORMING ARTS

Project Funding



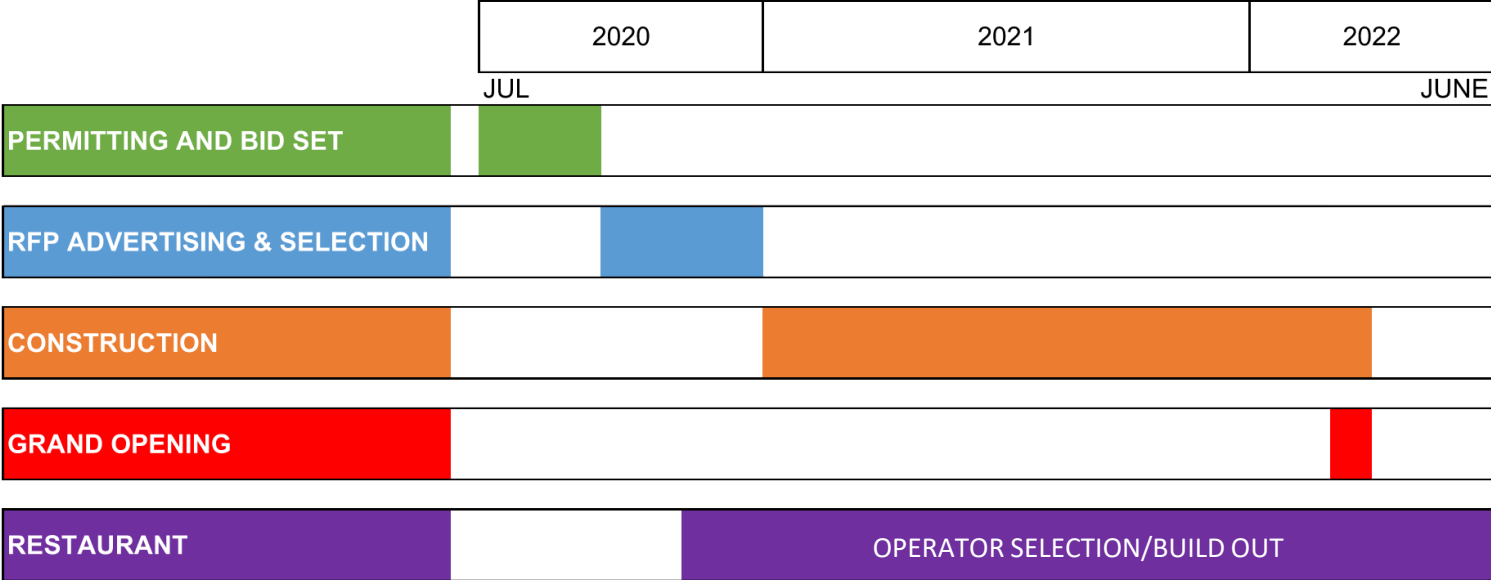
**LYNN
WYATT
SQUARE**
FOR THE
PERFORMING ARTS



Construction Budget

\$17-18 million

Project Schedule



Construction Procurement



- **Three primary methods of public work procurement:**
 - Low Bid Option
 - Construction Manager At Risk (CMAR) Option
 - Best Value Option --
aka Competitive Sealed Proposal (CSP)
- **Recommended:**
Best Value Option: Competitive Sealed Proposals

Why CSP?

- **All** HFC Construction projects have been let through a **CMAR** method; CSP method is more comprehensive and advantageous for the owner.
- **Project is a complex** one that will require **relevant experience** by a **responsible, qualified** contractor:
 - Experience working in **downtown setting** with tight construction site and almost no laydown area
 - Experience building **on top of existing structure**; keeping garage and tunnel occupants safe
 - Experience with small but **complex buildings**, including curved, tile roof and specific concrete finishes
 - The requirement to **keep garage operational**; a lot of work, including structural and mechanical will need to take place in the garage while it is operational garage
- Downtown Redevelopment Authority (always) and City of Houston (GSD 75% CSP, 15% CMAR, 10% low bid) use CSP/best value procurement methods.

**LYNN
WYATT
SQUARE**

FOR THE
PERFORMING ARTS



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Committee Business

A. Consideration and possible recommendation of the Competitive Sealed Proposal method for the redevelopment of Lynn Wyatt Square for the Performing Arts.

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