



Request for Proposal

Concession Bars & Restaurants

**AT&T
PERFORMING
ARTS
CENTER**
Yours to Discover

November 29, 2021

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Introduction, Goals, and Timeline

The AT&T Performing Arts Center requests your proposal to operate concessions and restaurant/café service at our facilities. As Dallas continues to define itself as a global city for 21st Century, the AT&T Performing Arts Center continues to define itself as the performing arts center and community heart for Dallas. In selecting a new concession and restaurant operator, the Center seeks to partner with a creative collaborator that shares the Center's goal of elevating the City's current benchmark of "world-class, guest experience". The Community and our Guests are the driving force behind the Center's passion for creating world-class experiences through stellar performances, inspired guest services, and a holistic food and beverage program that surprises and delights. Among other things, the ideal operator will:

- Enhance our café and pre-performance dining restaurant to deliver a superior dining experience with seasonal menus and "first in class" customer service.
- Collaborate with Center staff to maximize concession and restaurant sales.
- Develop a coordinated marketing plan to promote the restaurant and Concessions.
- Implement a concessions operation that enhances the guest experience while optimizing sales.
- Assemble an integrated team that will support sales and operational initiatives, and ensure great service standards.

Since its opening in 2009, the AT&T Performing Arts Center has solidified its reputation as one of the finest cultural centers in the world, featuring iconic performance spaces, diverse programming, and renowned resident companies. By staging the amazing, the AT&T Performing Arts Center brings the best of world culture to the North Texas community. Simultaneously, a variety of far-reaching education and community outreach programs make the arts accessible to as wide an audience as possible. This all works to support the Center's mission to provide a public gathering space that strengthens community and fosters creativity through the presentation of performing arts and arts education programs.

The AT&T Performing Arts Center (hereinafter AT&T PAC or Center) seeks an experienced food and beverage service provider (hereinafter Provider) with outstanding credentials in concessions, restaurant operations, catering, experience operating within a cultural environment, and a demonstrated ability to grow sales. While this Provider will handle all concessions and restaurant operations, AT&T PAC is also seeking an internal meeting and hospitality caterer to provide excellent service to the Center, its presented artists, and its Resident Companies. Currently, Wolfgang Puck Catering is the AT&T PAC exclusive external catering partner, however, all alcohol for external catered events will be managed by the new Provider. While this will be a vendor relationship, AT&T PAC seeks a Provider who acts as a partner and is interested, energized, and entrepreneurial in their approach to the AT&T PAC operations. This is an exclusive concession and restaurant opportunity in a facility that has grossed \$10 million in food and beverage sales in those categories in recent years.

This proposal provides background on the AT&T Performing Arts Center and outlines the structure for a relationship for a Provider. AT&T PAC's primary interest in developing a relationship with a party that can develop food and beverage offerings that complement and enhance the overall guest experience at the Center, match the Center's reputation for excellence and customer service, operate a café and buffet restaurant, and partner with AT&T PAC to create one of a kind experiences in Dallas.

AT&T PAC has scheduled a pre-proposal conference on December 15th at 9:30 a.m. Attendance at the pre-proposal conference is mandatory for all intending to bid. Attendance at the pre-proposal conference should be confirmed to Graeme Bice of the AT&T Performing Arts Center at graeme.bice@attpac.org no later than December 12th

Proposals must be valid for at least one hundred twenty (120) days from the date of submission. Provider will be required to furnish evidence of its ability to fund any proposed investment.

The following critical dates have been identified:

Pre-Proposal Conference	December 15, 2021
Question Due Date	December 22, 2021
Bid Due Date	January 12, 2022
Short List Notification	Week of January 24, 2022
Oral Interviews	February 10 and 11, 2022
Contract Award	March 2022
First Day of Service	June 2022

AT&T Performing Arts Center Background

Situated at the cultural and economic center of the South-Central United States, and in the heart of one of the fastest-growing urban centers, the AT&T Performing Arts Center is one of the largest performing arts centers worldwide. Located in the downtown Dallas Arts District, the largest contiguous arts district in the nation, on a 10-acre campus featuring three distinct performance venues and an urban public park, AT&T PAC has been staging the amazing for over a decade.

Mission

The AT&T Performing Arts Center mission is to provide a public gathering place that strengthens community and fosters creativity through the presentation of performing arts and arts education programs.

The AT&T PAC is supported in its mission by generous support from individuals, corporations, foundations, and the City of Dallas.

Core Values

AT&T PAC's core values are to passionately pursue our mission by being achievement focused, community minded, customer service driven, and flexible.

History

The AT&T Performing Arts Center is the result of a unique public/private-sector partnership beginning in 2000 with the formation of the Dallas Center for the Performing Arts Foundation, Inc. (DCPAF) to raise funds for the construction of a new opera house and theatre center. The initial project cost of \$345 million was funded 95% by private donations, including 134 gifts of \$1 million or more from North Texas families, foundations, and corporations. Total campaign funding from private sources is among the most ever raised by any cultural institution in the history of the world. Upon completion of the Center's venues, DCPAF gifted them, to the City of Dallas and its citizens, and the Center was contracted by the city to be the steward of these unique cultural assets.

The boards of The Dallas Opera and the Dallas Theater Center saw a need for the two organizations to have new state-of-the-art facilities in which to perform. John Dayton representing The Dallas Opera, and Bess Enloe representing the Dallas Theater Center spearheaded the formation of the Dallas Center for the Performing Arts in 1997 to bring both organizations to the Dallas Arts District. From the initial meeting of these individuals, the eventual AT&T Performing Arts Center was born.

The Center's groundbreaking was November 10, 2005, was dedicated on October 12, 2009 followed by a Grand Opening on October 18, 2009. The two main venues of the Center were named after Margot and Bill Winspear, who generously donated \$42 million in 2002, and from Dee and Charles Wyly, who donated \$20 million in 2004. The urban public park surrounding these venues was named in honor of Elaine D and Charles A. Sammons in recognition of a \$15 million gift in 2008 from Sammons Enterprises, Inc.

The Winspear Opera House, Annette Strauss Square, and Center Café were designed by Foster + Partners, the Wyly Theatre was designed by Rem Koolhaas (OMA) in conjunction with Joshua Prince-Ramus (REX). Sammons Park was designed by French landscape architect Michel Desvigne, in conjunction with JJR/Deb Mitchell.

Today, the AT&T Performing Arts Center offers more than 900 events a year throughout its venues, which include Winspear Opera House, recognized by *Opera Magazine* as “America’s finest opera house”, the Wyly Theatre, a first-of-its-kind experiment in creating a theatre with multiple automated configurations, and Annette Strauss Square, an outdoor amphitheater.

In its twelve years serving the citizens of Dallas, AT&T Performing Arts Center’s programming and community initiatives have set it apart as one of the top performing arts centers in the nation. Serving as a hallmark institution and integral part of the North Texas arts community.

Principal Components:

- **Margot & Bill Winspear Opera House**
 - **Margaret McDermott Performance Hall:** 2,200 seats
 - **Nancy B. Hamon Hall:** flexible space suitable for performances, rehearsals, receptions, dinners, and other events
 - **V. Vincent Prothro Lobby:** glass enclosed lobby frequently used for private functions, receptions, and dinners
 - **Skyline Terrace:** terrace located on the 4th level of the Prothro lobby used as a pre-performance restaurant and suitable for private events
- **Dee & Charles Wyly Theatre**
 - **Potter Rose Performance Hall:** 550-580 seats

- **Studio Theatre & Patron Lounge:** small black-box theatre and lobby space that can be combined to create a large room suitable for performances, receptions, dinners, and other events, seats 98-200
- **Mark & Barbara Thomas Lemmon Rooftop Terrace and Diane & Hal Brierley Sky Lounge:** lounge and rooftop terrace located on the 10th floor of the Wylly Theatre with a capacity of 100 for dinners and 200 for receptions
- **Annette Strauss Square:** outdoor amphitheater with lawn seating for 1,800
- **Elaine D. & Charles A. Sammons Park**
 - **East Patio:** an outdoor space between the Winspear Opera House and Crowley Lawn, it can become an extension of the Prothro Lobby by opening the operable wall
 - **Crowley Lawn:** a raised lawn overlooking the Donor Reflecting Pool
 - **Center Café:** a small coffee shop and package store with grab-and-go food, available for casual pre-performance dining
 - **Reliant Putting Green:** a small miniature golf course with a practice putting green

Programming, Events, and Education:

- **Center Presents:** A diverse group of performances are selected and presented by AT&T PAC each season. Performances focus on music, comedy and speakers, including Lyle Lovett & His Large Band, Sheryl Crow, David Byrne, Harry Connick, Jr., Hasan Minaj, Bill Burr, Jo Koy, Ali Wong, Michelle Obama, Spike Lee, Captain Scott Kelly, Martha Stewart, and Jane Fonda.
- **Broadway at the Center:** An annual series featuring a stellar selection of Tony Award winning Broadway tours. Including, *The Book of Mormon*, *The Phantom of the Opera*, *An American in Paris*, *Oklahoma!*, and *Newsies*.

- **Family Entertainment:** Together with Children's Health, AT&T PAC presents family-friendly programming featuring music, animation, science and puppetry designed to delight, inspire and mesmerize kids and adults alike.
- **Elevator Project:** The Elevator Project features the work of small and emerging arts groups performing in various locations on the Center's campus. These productions encompass all performing art forms, including dance, theatre, music, multi-genre, and spoken word.
- **TITAS/Dance Unbound:** AT&T PAC's partner presents extraordinary dance companies from around the world, including Alvin Ailey American Dance Theater, The Joffrey Ballet, Alonzo King Lines Ballet, BeijingDance/LDTX, Momix, Pilobolus, and more.
- **Resident Companies:** AT&T PAC provides performance space and supports these esteemed Dallas performing arts companies; The Dallas Opera, Dallas Theater Center, Texas Ballet Theater, Dallas Black Dance Theatre, and Anita N. Martinez Ballet Folklorico. These organizations present over 250 performances per year.
- **Rentals:** Much of our facility is utilized for various rentals throughout the year. These include ticketed performance rentals from producers and presenter including Live Nation and AEG. These ticketed performance rentals offer our standard concessions and pre-performance dining for patrons. We also host a number of private events throughout the year, and the Provider would be the exclusive alcoholic beverage supplier for these events.
- **Reliant Lights Your Holidays:** An annual free holiday festival to celebrate the start of the holiday season and officially light-up the Center campus. The festival features a holiday concert, crafts and games, Santa, and food and beverage.
- **Education Programs:** AT&T PAC's education programs provide a diverse opportunity for students to engage with world-class performers and artists through workshops, classes, fairs, and other programs designed to foster a better understanding of art and community.

AT&T PAC Staff

The AT&T Performing Arts Center has a staff of approximately 80 full-time employees. An additional 35 people are employed part time, supporting operations and ticketing at the Center. A robust and well-trained volunteer pool of 400 are integral to executing our events. Many of our operational services are provided by our partner vendors supporting public safety, janitorial/conversion, parking, and production.

In addition to ticket sales and other earned revenue from rentals and concession commission, the Center depends heavily on donations from individuals, corporations, and foundations to fund programming, educational activities, community services and events, and capital improvements.

Performance & Attendance History

Below is a synopsis of the number of public ticketed performances and the drop counts for recent fiscal years. This includes all Center Presents, Broadway, Resident Companies, and ticketed rentals. For this information, the AT&T PAC fiscal year (August 1-July 31) is used. Complete information for fiscal years 2017-2019 is included. Partial information through March 12, 2020 (FY 2020) is included to demonstrate the events prior to the shut down due to the COVID-19 pandemic.

	Events	Drop Count
FY 2017	495	297,439
FY 2018	365	208,772
FY 2019	435	210,791
FY 2020 thru 3.12.20	219	144,063
TOTAL	1,514	861,065

Upcoming Schedule Through December 2022

Below is a synopsis of performances at the AT&T PAC for the period of December 2021 through December 2022. The first table lists number of performances by presenter. The second table lists number of performances by venue.

By Presenter	Upcoming Performances
Center Presents	68
Broadway	80
Resident Company	224
TITAS	2
Ticketed Rental	9
TOTAL	383

By Venue	Upcoming Performances
McDermott Performance Hall	166
Potter Rose Performance Hall	133
Annette Strauss Square	19
Hamon Hall	9
Studio Theatre	56
TOTAL	383

Pre-Performance and Intermission Service

Each of the performance venues has retail food and/or beverage service. Our current offerings are summarized below.

- Winspear Opera House
 - Main Bar, East Lobby Bar, PNC Members Lounge, Miller Founders Room, Skyline Terrace (dining pre-performance & intermission beverage service), Sunrise Balcony, Sunset Balcony
- Wyly Theatre
 - Main Lobby Bar, Patrons Lounge (supporting Studio Theatre performances)
- Annette Strauss Square
 - Main Concession Stand
 - Prothro Garden Turf Lawn for additional points-of-sale
- Center Café
 - Open Monday-Friday as a coffee shop and grab-and-go retail food location for the general public
 - Open for pre-performance dining at the Winspear Opera House and Annette Strauss Square

Descriptions of retail food and beverage locations are as follows:

Winspear Opera House: The main level of the Prothro Lobby contains the Main Bar and East Lobby Bar. The Main Bar has space for four points-of-sale, while the East Lobby Bar has space for two. The main lobby level typically adds a number of portable concession bars to ease service and provide additional sales opportunities when appropriate. The PNC Members Lounge located on the Cree Box Circle provides exclusive service to Center and Opera donors and members with complimentary wine or beer and small bites, and up to two-points-of-sale. The Miller Founders Room is also located on the Cree Box Circle, and is frequently used as an additional concession bar for the general public, and one of our mobile ordering fulfillment stations. The Miller Founders Room

also facilitates box service for the private boxes. The Skyline Terrace is the location of our pre-performance dining buffet, while it converts to a standard concession bar for intermission service. The Sunrise and Sunset Balconies are standard concession bars with one point-of-sale each. AT&T PAC is open to new and creative ideas that the potential Provider may have. Food and beverage are generally allowed into the performance chamber; however, some show types and performances may have some limits.

Skyline Terrace Dining: A recent addition to our pre-performance dining option available to patrons before most performances at the Winspear Opera House. With seating for about 100 patrons, and located on the 4th level Skyline Terrace in the Prothro Lobby, this space has fantastic views of the Arts District, Uptown, and Victory Park skylines. Skyline Terrace Dining provides guests with a three-course upscale buffet dinner, complimentary non-alcoholic beverages, discounted pricing on alcoholic beverages, and access to intermission drink pre-orders at the same discounted rate. It opens one and half hours prior to the start of show, and converts to a standard concession bar for intermission.

Wyly Theatre: The lobby of the Wyly Theatre contains a built-in concession bar with space for two points-of-sale. These are supplemented with an additional portable point-of-sale in the lobby, and when weather permits an additional bar can be placed outside in the Brierley Esplanade. On Level 6 of the Wyly Theatre, the Studio Theatre & Patrons Lounge provides space for a portable concession bar for most performances. AT&T PAC is open to new and creative ideas the potential Provider may have, especially in developing value concessions options for families. Food and beverage are generally allowed in the performance chamber; however, some show types and performances may have some limits.

Annette Strauss Square: There is a concession stand located in the rear of the venue that opens for all performances. Depending on attendance or audience type, the

Prothro Garden turf is available to set-up additional concession tents for bars, hot food, and mobile ordering fulfillment. Food and beverage are always allowed onto the lawn for performances, and due to the unique layout of the venue, concession sales may continue throughout the performance without limitation.

Center Café: The café is located in Sammons Park on Flora Street in front of the Winspear Opera House and Annette Strauss Square. This stand-alone building is open during the work week from 7:30 a.m. until 4:00 p.m., and offers coffee, sandwiches, pastries, salads, and other packaged food. Additionally, beer and wine are permitted to be sold, and with the package license, six-packs and bottles of wine may be purchased and consumed on-site or taken home. On evenings and weekends with performances at the Winspear Opera House and/or Annette Strauss Square, the Center Café opens two and half hours before the performance as a pre-performance dining option for guests. The space is also used for special events like Patio Sessions, our monthly free music happy-hour held every third-Thursday from March to October. This space has great potential and the AT&T PAC is open to new and creative ideas that the potential Provider may provide.

Sales History

The concession bar sales history is summarized below, and is presented by current provider's fiscal year which runs from October 1-September 30. Data from Fiscal Years 2020 & 2021 are not represented due to the effects of the COVID-19 pandemic:

Concession Bars	Alcoholic Beverage	Non-Alcoholic Beverage & Food	Total
FY 2017	\$1,863,408	\$778,785	\$2,642,193
FY 2018	\$1,422,590	\$681,462	\$2,104,052
FY 2019	\$1,570,760	\$805,478	\$2,376,238
FY 2020 thru 3.12.20	\$1,216,511	\$630,894	\$1,847,405
	\$6,073,269	\$2,896,619	\$8,969,888

Skyline Terrace dining sales history is summarized below. Skyline Terrace was started in February of 2019, and quickly became a popular feature with our patrons. Prior to the pandemic, Skyline Terrace regularly sold out. Skyline Terrace was reopened in November of 2021:

Skyline Terrace	Reservations	Sales
February 2019-March 2020	5,176	\$129,100

Center Café sales history is summarized below. Center Café opened in August of 2016 and closed in march of 2020. The current plan is to reopen in January of 2022:

Center Cafe	Beverage	Food	Total
FY 2017	\$73,013	\$57,283	\$130,296
FY 2018	\$148,942	\$114,799	\$263,741
FY 2019	\$162,620	\$111,347	\$273,967
FY 2020 thru 3.12.20	\$125,405	\$79,152	\$204,557
	\$509,980	\$362,581	\$872,561

Internal and Hospitality Catering

AT&T Performing Arts Center would like the Provider to facilitate internal and hospitality catering. Internal catering includes meetings and company events for AT&T PAC, the Resident Companies (The Dallas Opera, Dallas Theater Center, Dallas Black Dance Theatre, Anita N. Martinez Ballet Folklorico, and Texas Ballet Theater), and TITAS. It is important to AT&T PAC that catering for these organizations is cost-effective and all these organizations are treated as partners. Additionally, AT&T PAC would like for the Provider to work with the Center and its Resident Companies and partners to develop low cost offerings for educational programming and events that supports the commitment of all of these organizations to foster arts education.

As a presenter of diverse and exciting programming, the AT&T PAC is required to fulfill the hospitality needs of artists, performers, and tours at the Center. The potential Provider is expected to assist with and provide high-quality meals at a fair price when necessary based on a performer's rider. The Provider should understand that hospitality catering must come in under budget, yet provide outstanding food that meets the unique needs of each tour. It is understood that great hospitality catering is tied to bringing in-demand shows and tours to the Center, increasing the potential revenue from concessions and pre-performance dining.

Alcohol Licensing and Service

The potential Provider will be responsible for securing and maintaining the Center's alcoholic beverage licenses with the Texas Alcoholic Beverage Commission, and will assume all liability related to alcoholic beverage service. There are three unique licenses on campus, one for the Winspear, the Wyly, and the Center Café. The potential Provider will also be required to work with the Center's beverage sponsors, and assist in maintaining those relationships. Additionally, the Provider will be required to assist AT&T PAC, its Resident Companies, and its important partners and clients in managing and serving donated product for special events, as long as such arrangements follow Texas state laws regarding such service.

Kitchens and Pantries

There is a +/-2,000 square foot kitchen on the second floor of the Winspear Opera House near the PNC Members Lounge. There is a need to make upgrades in this area to facilitate full-service, as the current provider operates from a commissary model in regards to food production. AT&T PAC is open to suggestions in kitchen upgrades and operations following a tour of the facility. With the Provider's bid should include capital investment funds dedicated for upgrading the kitchen.

The AT&T PAC would like the Provider to use the kitchen to produce food for Skyline Terrace Dining, Center Café, and internal/hospitality catering. The kitchen and all other food and beverage locations will be exclusively for the use of the Provider, as Wolfgang Puck Catering will use their commissary kitchen or build out a temporary kitchen to facilitate the external events. Notwithstanding, the Provider will make these spaces available to Wolfgang Puck Catering when needed to facilitate excellent customer service and mutual support for the success of all parties.

At the Wyly Theatre, there is a storage pantry in the lobby adjacent to the Main Bar. There is also a small kitchen located on Level 6 of the Wyly Theatre, adjacent to the Studio Theatre & Patron Lounge. And there is a small service pantry on Level 10 of the Wyly Theatre to support the Lemmon Rooftop Terrace & Brierley Skylounge.

Annette Strauss Square has a concession stand with refrigeration and four beer taps. All other service in this space requires a build out. AT&T PAC welcomes fresh ideas, and a commitment to expanding the permanent concession options in Annette Strauss Square. Floorplans and a site layout is included in this RFP.

Loading Dock & Storage Areas

There are various storage areas throughout the venues, and loading docks for the Winspear Opera House/Annette Strauss Square, and the Wyly Theatre. These loading docks, depending on the size of the delivery may be used for food and equipment

deliveries. Additionally, there is a side entrance with a cold storage room and an elevator to the kitchen for use by the Provider.

Beverage Sponsorships

AT&T PAC has existing sponsorship relationships with William Grant & Sons and Chateau Ste. Michelle Wines that involves promotional use of their products at the bars along with the development of specialty themed drinks. AT&T PAC also has a relationship with Coca-Cola, providing their products for our non-alcoholic beverages, including Topo Chico, which is served in their iconic glass bottles. AT&T PAC expects the Provider to work with the Center's beverage sponsors and help us maintain excellent relationships with them. AT&T PAC reserves the right to enter into exclusive sponsor relationships with parties of its choosing; however, AT&T PAC shall not enter into a relationship that forces Provider to pay higher than market prices for any sponsor products.

Corporate Circle Membership

AT&T PAC prefers that Provider joins the Center's Corporate Circle at the Producer's Circle level or higher. Corporate Circle Members gifts are tax-deductible and come with exclusive benefits that offer you, your clients, and employees unique experiences through live performing arts.

Performance & Event Spaces

AT&T PAC has five main performance venues, although we have had performances across campus in various non-traditional locations. In addition to the main performance venues, there are eight rentable spaces for a wide range of private events, from cocktail receptions and large seated dinners to corporate events and presentations. The performance and event spaces and their capacities are detailed below. These spaces will be toured during the pre-proposal conference.

Location:	Margaret McDermott Performance Hall
Square Footage:	Skokos Stage – 6,600
Performance Capacity:	2,200
Reception Capacity:	Skokos Stage – 800
Seated Dinner Capacity:	Skokos Stage – 500
Points of Sale:	Located in Prothro Lobby



Margaret McDermott Performance Hall is the signature performance venue of the **Margot and Bill Winspear Opera House**. The hall seats 2,200 distributed among an orchestra level and four tiers. The **Shannon and Ted Skokos Stage** can be utilized for private events in addition to standard theatrical performances.

Location:	Nancy B. Hamon Hall
Square Footage:	2,700
Performance Capacity:	200
Reception Capacity:	250
Seated Dinner Capacity:	150
Points of Sale:	Located in Prothro Lobby



Nancy B. Hamon Hall is a 2,700 square foot room suitable for a wide-range of events, including performances, receptions, dinners, classes, and rehearsals. Hamon Hall is located inside the Winspear Opera House.

Location:	C. Vincent Prothro Lobby
Square Footage:	5,800
Performance Capacity:	N/A
Reception Capacity:	600
Seated Dinner Capacity:	400
Points of Sale:	6 on main level, 7 on upper levels, supplemented with additional portables; serves McDermott & Hamon



The **C. Vincent Prothro Lobby** is located in the Winspear Opera House, and services McDermott Performance Hall and Hamon Hall. A horseshoe shaped glass enclosed space with five levels including the main level, Cree Box Circle, Skyline Terrace, Sunrise Balcony, and Sunset Balcony.

Location:	PNC Members Lounge
Square Footage:	1,500
Performance Capacity:	N/A
Reception Capacity:	120
Seated Dinner Capacity:	100
Points of Sale:	2



PNC Members Lounge, located on the Cree Box Circle level of the Prothro Lobby, is activated for Center-presented and The Dallas Opera performances for the members of both organizations.

Location:	Skyline Terrace
Square Footage:	1,500
Performance Capacity:	N/A
Reception Capacity:	150
Seated Dinner Capacity:	104
Points of Sale:	2



Skyline Terrace, located on the fourth level of the Prothro Lobby, is the Center's pre-performance restaurant with seating for 104 patrons. At intermission this space becomes a concession bar for all patrons.

Location:	Potter Rose Performance Hall
Square Footage:	8,100
Performance Capacity:	575
Reception Capacity:	800 – Ballroom Configuration
Seated Dinner Capacity:	400 – Ballroom Configuration
Points of Sale:	2 located in lobby



Potter Rose Performance Hall, located in the **Dee and Charles Wyly Theatre**, is a 575-seat configurable performance space for theatrical and dance performances. Its ability to change configurations allows the hall to also be used for receptions and dinners.

Location:	Studio Theatre & Patron Lounge
Square Footage:	1,500 each, 3,000 combined
Performance Capacity:	98-200
Reception Capacity:	100 each, 200 combined
Seated Dinner Capacity:	80 each, 160 combined
Points of Sale:	Portable bars



The **Studio Theatre and Patron Lounge**, located in the Wyly Theatre on the 6th floor, is a room with a black-box theatre on one end, and the Patron Lounge that can be used as a lobby for the Studio Theatre or combined with it to create a larger performance space. The room can also be used for private events.

Location:	Annette Strauss Square
Square Footage:	24,000
Performance Capacity:	1,800
Reception Capacity:	1,200 on lawn, 400 on upper concourse
Seated Dinner Capacity:	Various
Points of Sale:	2 at concession stand, supplemented with portable bars



Annette Strauss Square is an outdoor amphitheater with capacity for 1,800 combined with patrons in both the seating section and lawn section. Nestled between the Winspear Opera House and Meyerson Symphony Center, this venue offers a great atmosphere for concerts and events.

Location:	Elaine D. and Charles A. Sammons Park
Square Footage:	10-acre urban public park
Performance Capacity:	N/A
Reception Capacity:	N/A
Seated Dinner Capacity:	N/A
Points of Sale:	Portable bars for various events



Sammons Park is a public park frequently used for performances, events, our annual Reliant Lights Your Holidays festival, and by the public as a local gathering place. Sammons Park sits directly in front of the Winspear Opera House, and connects to Annette Strauss Square, the Wily Theatre, and the Center Café.

Location:	Center Café
Square Footage:	700
Performance Capacity:	N/A
Reception Capacity:	50
Seated Dinner Capacity:	30
Points of Sale:	1

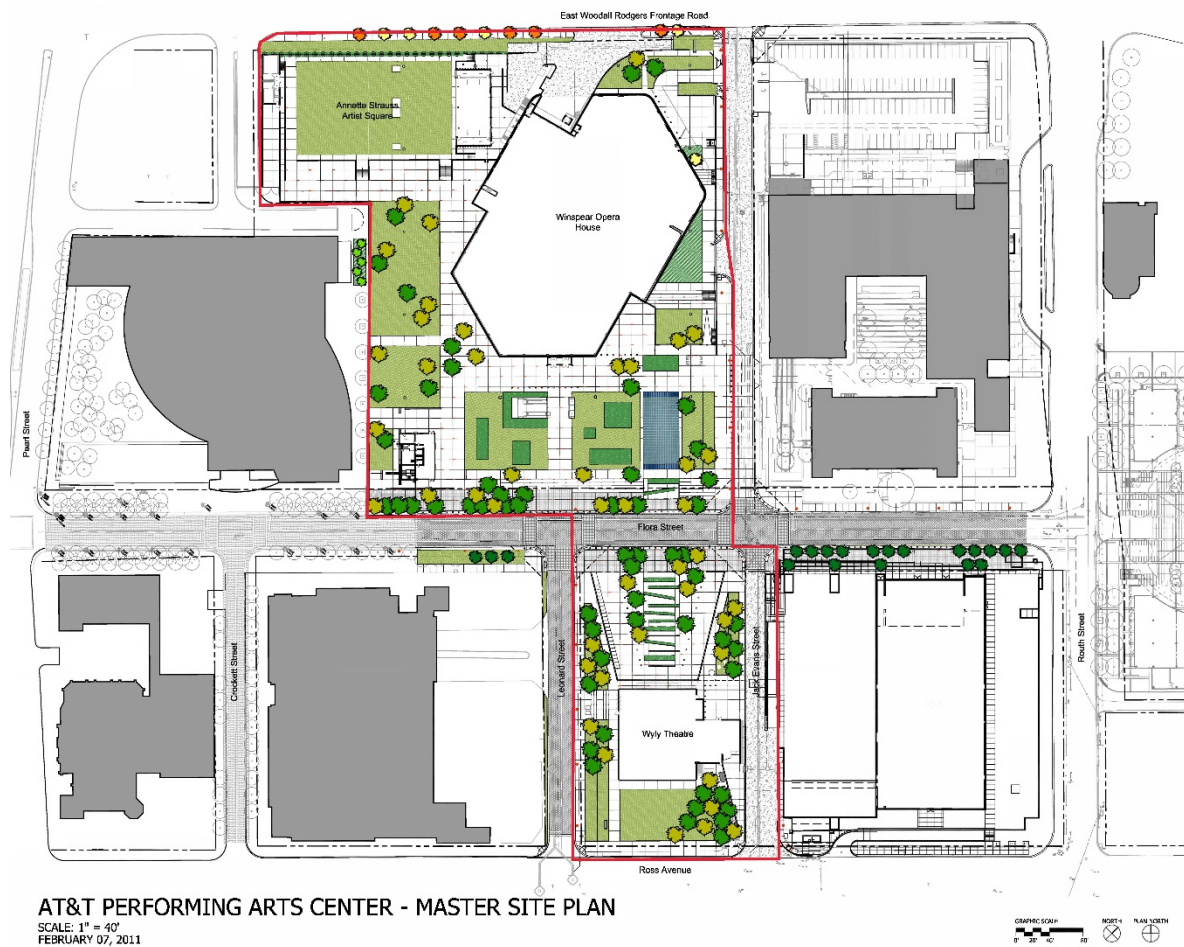


Center Café is a small coffee shop serving made to order coffee, grab & go food selections, wine, and beer. It is open during the day Monday through Friday serving the Center and the surrounding Arts District. The café also opens for pre-performance dining prior to any performance in the Winspear Opera House or Annette Strauss Square, and is the focal point to the Center's happy hour program, Patio Sessions, which features local singers and songwriters.

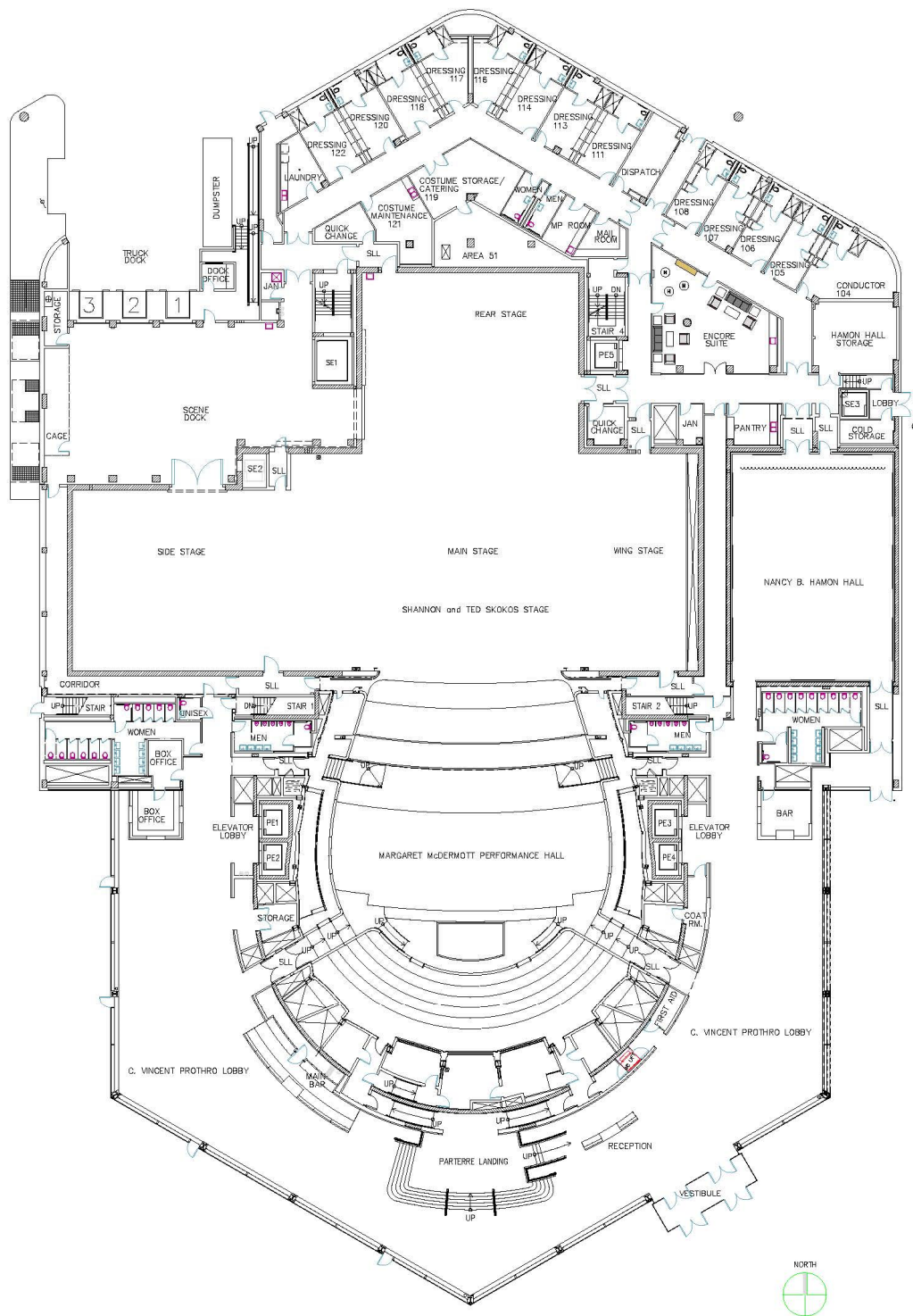
Campus & Venue Layouts

The AT&T PAC campus layout and venue layouts are below for reference.

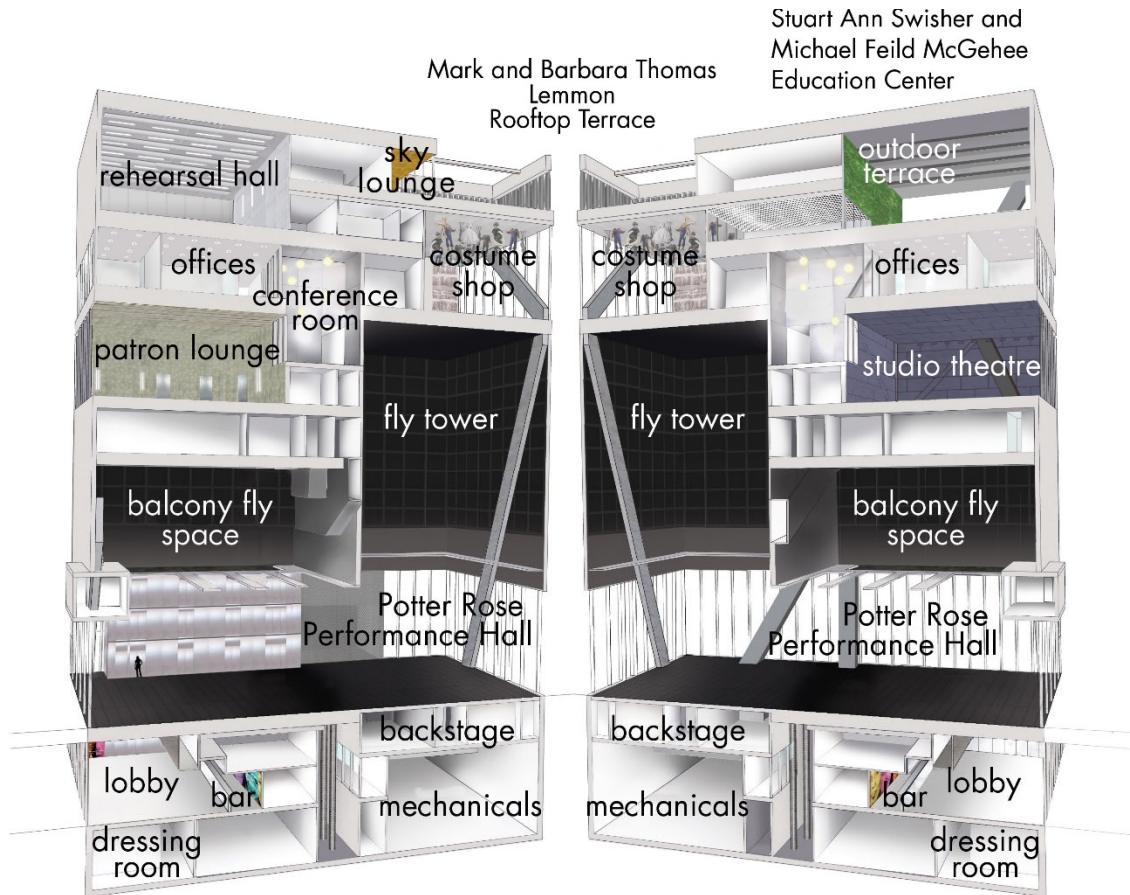
AT&T Performing Arts Center Campus



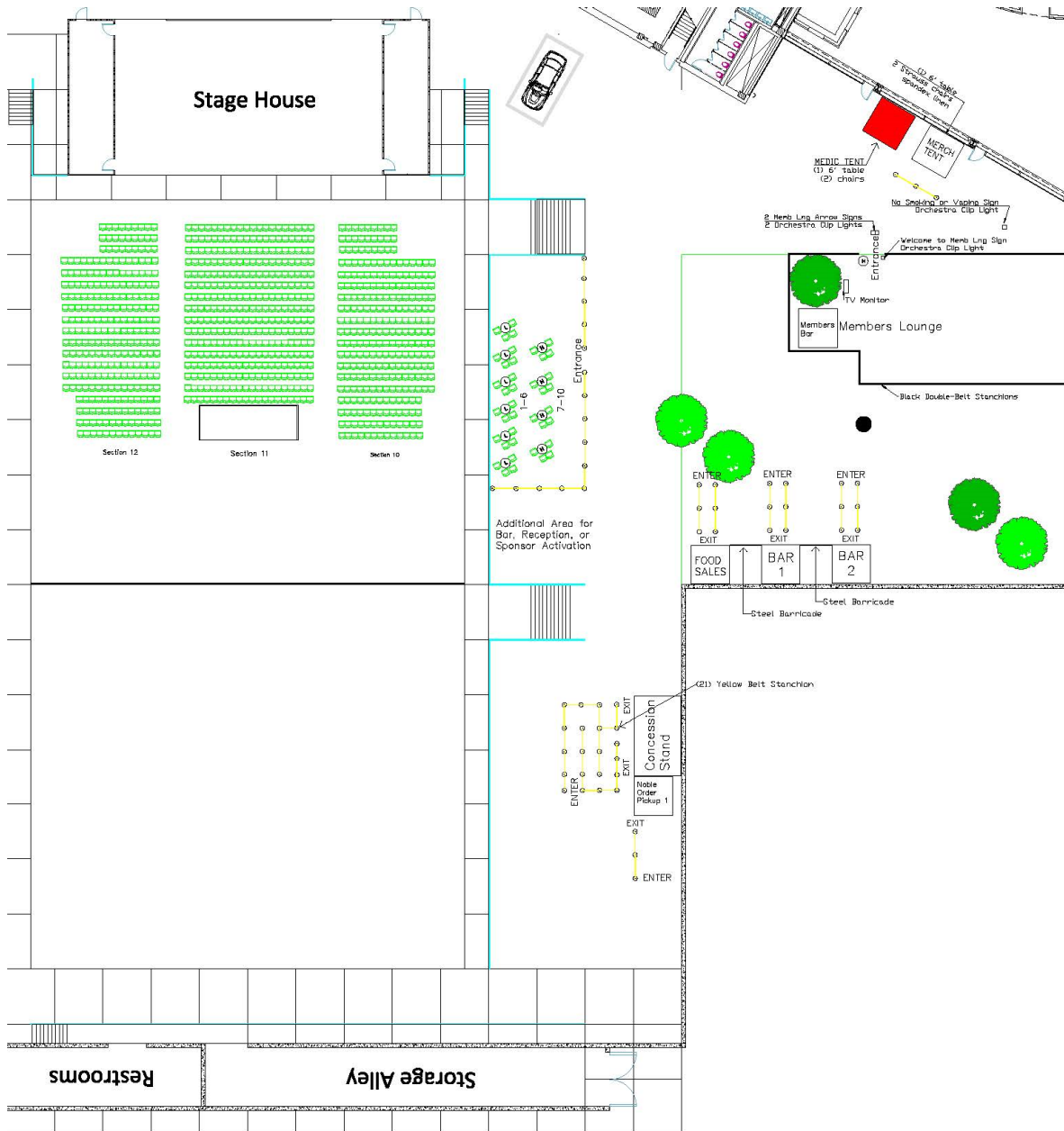
Winspear Opera House Main Level



Wyly Theatre Cutaway



Annette Strauss Square



Responsibilities

Each party's responsibilities are as follows:

	AT&T PAC	Provider
Space for pre-performance dining, concession bars, and other needs as described in the RFP	X	
Structural repairs and maintenance to building unless caused by Provider negligence, excluding routine maintenance on kitchen equipment	X	
Public common area maintenance, including window washing, lamp replacement, etc.	X	
Kitchen equipment as currently exists	X	
Utilities	X	
Trash dumpsters and removal	X	
Pest control	X	
POS hardware	X	
POS software		X
Existing china, glass and silver inventory	X	
Existing catering wares and loose kitchen equipment	X	
Security	X	
Maintenance of reservation book for Skyline Terrace	X	
Office/Desk space for Provider management (for up to four)	X	
Provision of all food and beverage services as outlined in the RFP		X
Provision of staff to facilitate food and beverage services as outlined in the RFP		X
Start-up and pre-opening costs		X
Operating costs including but not limited to food, beverage, labor, supplies, disposables, condiments, insurance, routine equipment maintenance, transportation, uniforms, restaurant décor, marketing, signage, special event permits, propane permits, and other standard operating costs		X
Sanitation and janitorial services as described below		X
Scheduling of and payment for all regular maintenance on kitchen equipment including but not limited to cleaning of grease traps	X	
Kitchen equipment repair occasioned by negligence		X

Provision of furniture and décor elements for Skyline Terrace and Center Café (in coordination and with approval of AT&T PAC)		X
China, glass, silver, smallwares, or catering wares required above current inventory		X
Insurance as outlined below		X
Provision of all required office equipment including computer, fax, and copier		X
Cost of all long-distance charges		X

Terms

Grant: Provider will be required to open Skyline Terrace and Center Café pre-performance for all performances at the Winspear Opera House and Annette Strauss Square, open all concession bars on a mutually agreed upon schedule as determined by ticket sales, and provide internal meeting and hospitality catering when mutually agreed upon. Provider will work closely with AT&T PAC's event services staff and clients on all operational and catering logistics.

Investment: AT&T PAC is seeking investment from the selected operator to provide the software for the POS system, purchase smallwares, and reactivate the restaurant and café including a revitalization of all decor elements. Providers are encouraged to evaluate other investments that will support proposed concepts and or increase sales.

Financial Relationship: Provider will be an independent contractor with respect to AT&T PAC. AT&T PAC seeks a profit-and-loss relationship with commissions paid to AT&T PAC. AT&T PAC shall retain the right to audit Provider's sales records.

Partnerships/Joint Ventures: AT&T PAC is open to any partnership and or joint venture approach to the Center that enables each party to focus on their area of passion and expertise. Such a partnership might include a caterer and a local

restaurateur, a regional food service provider with a celebrity chef, or any other type of combination. Any partnership, joint ventures, or collaborations must provide one primary point of contact from an administrative perspective for the Center.

Restrictions on exclusivity: AT&T PAC recognizes that catering exclusivity is a material inducement to the Provider to make financial commitments under this agreement, but at the same time, AT&T PAC must maintain some flexibility to respond to the demands of those who are important to the organization. Therefore, the following restrictions from exclusivity are carved out:

Based on the unique needs of the Center's operations, we reserve the right to negotiate a number of carve-outs that AT&T PAC may exercise annually without penalty. Notwithstanding the above, the Provider shall retain the rights to serve alcoholic beverages at its list prices for catered events for such parties catered by others. Provider shall be entitled to a corkage fee of \$5.00 per bottle for service of any wine for all exercised carve-out events paid for by a third party. Corkage fee shall not apply for service of any donated wines for internal events paid for by AT&T PAC.

Provider may choose to allow a kosher caterer to use the space subject to a catering fee to be negotiated between the parties. Provider shall remain fully responsible for the performance of such kosher caterer including the payment of all fees, without limitation. Usage of a kosher caterer is not considered one of the negotiated carve outs.

In addition to the carve-outs discussed above AT&T PAC shall have the following exclusions, including but necessarily limited to:

- Backstage Catering
- Administrative Office catering
- Executive and Community Board meetings

- Low-priced deli delivery catering with a check average of less than \$10 that Provider chooses not to offer at locally competitive prices

Commissions: Commission rates may be based upon product categories and may be staggered. Net receipts are defined as gross receipts less any applicable state or local sales tax. Tiered structures with increasing percentages are acceptable.

Marketing and Public Relations: All marketing and public relations materials must be reviewed and approved by AT&T PAC.

Term and Termination: The initial contract period is five to seven years from inception of service. Service will commence on or around June 15, 2022 at a date to be mutually agreed upon by the Parties. Provider will relinquish occupancy of the facility to AT&T PAC upon the effective date of termination, and will return all facilities, equipment, and other items furnished by AT&T PAC in the condition in which received, reasonable wear and tear excepted. Provider will be responsible for all losses and damages to the food service facility resulting from its default, failure, or negligence during the term of the contract.

Early Termination: Either party may cancel this agreement by giving at least a ninety day notice of its intention to do so. AT&T PAC may cancel this agreement, with cause, at any time, by giving Provider thirty days' notice of default and sixty days' notice of termination should such default not be cured. In the event of early termination with cause by AT&T PAC, Provider shall not be reimbursed for any unamortized investment. In the event of early termination without cause by AT&T PAC, Provider shall be reimbursed for the unamortized balance of the investment within ninety days of termination of service. If Provider terminates early without cause AT&T PAC shall reimburse fifty per cent of the unamortized balance provided that service has met all

standards during the period of notice. If Provider terminates early with cause, AT&T PAC shall reimburse the unamortized balance within ninety days of termination of service.

Internal Catering Pricing: AT&T PAC internal catering (catering for AT&T PAC meetings or backstage hospitality or Resident Company meetings or hospitality) shall be provided at discounted prices. AT&T PAC looks to Provider to suggest a discount level. In the case of a cost-plus arrangement, cost shall be defined as direct costs including food and beverage, direct on-site labor, and other direct costs such as linen rental or flowers. Costs specifically excluded are any allocations for administrative and general overhead or for corporate level supervision. Internal events that are discounted or subject to the cost-plus-percentage formula are not commissionable. Delivery catering such as sandwich platters and cookie trays should be provided according to a submitted catering price list. Discounted staffing rates for internal catering shall be provided as part of the proposal.

Insurance: Provider will be required to provide at its own expense commercial comprehensive general liability insurance (including public liability). Such liability insurance shall include coverage for Operations-Premises Liability, Liquor Law Liability, Products Liability, Bodily Injury, Personal Injury, Property Damage of at least \$5,000,000 per occurrence and \$5,000,000 in the aggregate of all such occurrences in any policy year. Provider will also maintain fire and extended coverage property insurance for the full insurable value of its equipment at AT&T PAC and insurance coverage for all employees as required by Texas State or other applicable law (worker's compensation, employer's liability, and disability coverage). Provider shall maintain employer's liability insurance in a minimum amount of \$100,000 and an Auto liability policy in the minimum amount of \$2,000,000 combined single limit. Insurance provided may be met by a combination of primary, excess, or umbrella policies. Insurance carriers must have a rating of "A" or better by AM Best. AT&T PAC, the Dallas Center for the Performing Arts

Foundation, Inc., City of Dallas, and additional entities as designated by AT&T PAC shall be named as an additional insured.

Alcoholic Beverages: The Provider is required to obtain and maintain in its own name any necessary alcoholic beverage licenses and any other permits, certifications, orders, authorizations and approvals in order to provide alcoholic beverage services.

Menu: The specific menus for the Skyline Terrace, Center Cafe, concession bars and internal catering will be left to the discretion of the Provider subject to the reasonable approval of AT&T PAC.

Marketing: AT&T PAC is looking for a partner that will drive the marketing and sales effort for the retail restaurant and café business. The Center's marketing activity is invested both institutionally and for performance/ event marketing on the web-site, printed collateral, TV, newsprint, radio and billboards across North Texas. This includes a focus on the F&B program as part of the Center's amenities for their guests.

Proposal should reflect a thoughtful alignment with an investment to support this robust environment. Provider's ability and experience with respect to marketing will be important in the evaluation of proposals. Provider must specify a percentage of sales to site-specific marketing activities.

Trash and Garbage: Provider is responsible for the removal of all wet and dry trash to areas designated by AT&T PAC. Provider shall comply with recycling protocols which include recycling. AT&T PAC shall arrange and pay for all regular trash pick-ups from the facility.

Repair and Replacement: AT&T PAC owns all fixed equipment including kitchen and pantry equipment. Provider shall be responsible for any repairs and replacement occasioned by its negligence. AT&T PAC is responsible for scheduling and payment of all

routine scheduled maintenance on kitchen equipment. AT&T PAC seeks a Provider whose staff treats kitchen equipment as if it were a Provider owned asset.

Janitorial and Cleaning: Provider has full responsibility for sanitation in the kitchens and all food preparation areas. Provider is responsible for cleaning kitchen floors, walls up to 6 feet above floor level, and kitchen equipment. Provider has full responsibility for regular daily cleaning in all food service and concessions areas. Provider is responsible for cleaning of all spaces used following a catered event. Daily cleaning of such spaces includes cleaning of tables, chairs, and spills, removal of all garbage to designated location, cleaning of all bars, counter, cabinets, and other surfaces. Regular cleaning including vacuuming, periodic carpet cleaning, window washing, and exhaust hoods and filters is the responsibility of AT&T PAC.

Utilities: Utilities will be provided by AT&T PAC at their expense. Provider staff must be trained to reduce utility use when possible.

China, Glass, Silver, Smallwares, Loose Pots and Pans, Table, and Chair Inventory:

AT&T PAC maintains an inventory of china, glass, silver, catering wares, service wares, and smallwares. Provider is responsible for maintenance of par levels and provision of items needed above par levels. Current inventory lists will be distributed at the bid meeting. AT&T PAC owns a modest number of tables and chairs along with 6- and 8-foot banquet tables. All other tables and chairs for events are rented.

Personnel: All personnel must be neatly attired in uniforms approved by AT&T PAC. All culinary personnel must wear hair restraints and gloves while serving food. All personnel must meet standards of conduct required for AT&T PAC personnel. AT&T PAC has the right to request replacement or assignment of staff who do not meet its standards of conduct or customer service requirements.

Provider Reporting: The Provider will submit to AT&T PAC within 7 days after the end of each month a commission statement certified as current, accurate, and complete by Provider CFO. Provider must agree to supply information in a format and on a timeline as specified by AT&T PAC. Additionally, Provider is required to provide quarterly business reviews within 30 days of the end of the previous quarter.

Records: Provider shall keep accurate and complete records of all revenues and expenses in connection with the operation. Cash register tapes, invoices, sales slips, bills, vouchers, payroll records, purchase orders, and other pertinent records that are recognized under typical accounting and industry practices shall support such revenues and expenses. This information shall be available for seven (7) years subsequent to the Provider's fiscal year for inspection by AT&T PAC during regular working hours and shall be subject to audit by AT&T PAC or its agents at any reasonable time. Provider shall also be subject to periodic, unannounced audits of the food service facilities by representatives of AT&T PAC.

Cleanliness and Hygiene: Provider shall be responsible for continually insuring that its employees are following established hygienic practices in the preparation, storage, handling, and serving of food. Provider is required to develop, implement, and communicate policies and procedures that satisfy all local and State health, food, and regulatory agencies.

Good Standing and Permits: Provider is required to represent and warrant that it is in good standing in the state of its incorporation, and is in good standing and qualified to do business in the state of Texas. Provider shall provide copies or other evidence thereof to AT&T PAC upon request. Provider shall acquire, post, and maintain for the life of the contract, in an approved location, all licenses, permits, and other legal documents required by local, county, state, or federal governmental units, including

those pertaining to labor. Provider is expected to adhere to all local, state, and federal labor laws.

Emergencies: Provider shall immediately notify AT&T PAC in the event of fire or other emergency by notifying the Public Safety Dispatch office. Provider shall train all employees to respond to fire, civil defense, bomb threats, evacuations, and other emergencies based on procedures established by AT&T PAC.

Provider will give prompt written notice of any fire or other damage occurring to the premises and a copy of all notices received by the Provider of any claim for bodily injury occurring within the building to a designated AT&T PAC representative. In addition, the Provider is required to give prompt notice of any injury sustained by any of its employees or agents.

Additional Staff Safety: Provider is required to ensure all staff have up to date certifications and training including but not limited to TEAM (Techniques for Effective Alcohol Management) and/or TIPS (Training for Intervention ProcedureS), TABC Seller/Server Certification, and Texas Food Handler Certification. Additionally, Provider management is required to hold an active CPR/First Aid certification and be a certified Trained Crowd Manager (TCM) for the AT&T PAC.

Restrictive Covenant: Neither party may hire employees of the other for a period of one year following termination unless prior written consent is obtained.

Proposal Requirements

Your proposal should indicate the individual(s) having authority to contractually bind your company and the name and contact information for the name of the person to be contacted during the evaluation of proposals.

Please organize and tab your proposals in the following sections:

1. Corporate Organization and History: Please provide a brief description of the history and background of your organization. Provide ownership structure and corporate organization. Include two years of financial statements or annual reports. If investment and/or operating capital are to be funded from a source other than existing capitalization, a financing plan must be attached.
2. Relevant Experience and Resources: AT&T PAC is particularly interested in cultural accounts and performing arts centers. Provide a brief history of those accounts and detail accomplishments.
3. Marketing: Share with us your experience in marketing other venues. Share with us the details of venues where your efforts have helped to increase sales. Provide a top-level marketing plan outlining method to drive catering sales along with a timeline. Detail anticipated marketing efforts and expenditures on behalf of AT&T PAC on an ongoing basis. Detail the sales and marketing structure you would assign to the AT&T PAC account. Discuss both general and site-specific marketing. Discuss how your marketing plans would align with the AT&T PAC's plans.
4. Themes, Menus, and Standards: Present your menu and concept for Skyline Terrace, Concession Bars, Center Café, and PNC Members Lounge service. Restaurant concept should include proposed hours of operation, sample priced menu, and renderings or some visual guide as to proposed upgrades. Provide a priced concession

bar menu. Provide a proposed family concession package menu. Provide three levels of PNC Members Lounge service menus and specify minimums, if any. Provide sample priced internal and hospitality catering menus for a variety of situations. Provide the proposed discount formula for internal catering.

Provider is expected to maintain the highest standards of food quality, preparation, and service. Please provide, within your response, a copy of your quality plan, statement, or policy.

5. Financial: Provide (A) Sales Projections and Profit and Loss: Please provide detailed sales projections for all revenue streams and explain how revenues are estimated. Provide estimates of revenue and detail assumptions supporting your estimates. Provide profit and loss estimates and detail commission projections for all segments of business. (B) Investment: Please outline investment, detail categories, and indicate maximum.
6. Sanitation and Safety Practices: Briefly describe sanitation and safety practices and the anticipated program to reinforce standards in the food service facility. Outline sanitation and safety inspection procedures. Provide a sample copy of any checklist used during inspections. Indicate frequency of inspections and the individual(s) responsible for completing the inspections.
7. Management Structure: Please provide an organization chart and resumes for candidates proposed for key operating roles. If a General Manager candidate has been identified provide his or her resumé. Please note that AT&T PAC will ask to interview and approve the proposed General Manager candidate prior to assignment and has final right of refusal regarding the General Manager.
8. Staffing: Please provide detailed staffing charts for Skyline Terrace pre-performance. Provide assumptions utilized regarding number of staff assigned to each

function (concession bars and PNC Members Lounge) for a performance night for each venue. Provide an organization chart detailing onsite management staff.

Discuss the size of your Dallas catering pool and the efforts that will be taken to provide consistently high-level service. Detail how you charge for staffing for catered events. Include labor rates chargeable to clients.

9. Training: Please detail your recruitment plans for this account. Be as specific as possible and provide description of training programs by job function. Provide examples of your training program for both management and line employees. Address your ability to train employees regarding theatre specific needs and AT&T PAC needs.

10. References: Please provide references for three to five similar accounts. If your firm has been terminated from any cultural account in the US in the preceding three years, please provide the name and contact number for the client liaison.

The AT&T PAC is committed to serving as a place of inclusion, diversity, and equity for our staff, artists, community, and beyond. Therefore, we welcome and encourage potential Providers of qualified minority- and woman-owned businesses to submit a bid for this contract.

Proposals must be submitted in five complete sets and one electronic version.

Electronic files can be submitted using a document delivery service such as One Drive or Dropbox. Proposals will be assumed to incorporate the terms, provisions, and specifications of the Request for Proposal unless the Provider clearly describes any deviation in the proposal.

Proposals should be sent to:

5 Copies to: Graeme Bice

Director of Operations
AT&T Performing Arts Center
2403 Flora Street
Dallas, TX 75201

All proposals must arrive no later than 5 p.m. on January 12, 2022.

Right of Refusal: AT&T PAC reserves the right to award the contract to a bidder other than the highest return proposal, to reject any or all proposals, and to waive any of the requirements of the bid selection procedures set forth herein.

Questions

Questions will be answered during the mandatory pre-proposal conference on December 15, 2021. Following the bidders meeting additional questions to be submitted electronically no later than December 22 to:

Graeme Bice
graeme.bice@attpac.org

All questions submitted by bidders will be reproduced, answered and distributed to all bidders. All contact during the bidding process is to go through Graeme Bice, Director of Operations.

End of RFP Document