



RFP-2026-108380



**Matthews**

Proposal for the  
Dallas College Downtown Development Project

*Creating Downtown Dallas's Knowledge District — Connecting the West End to the Convention Center along a new Austin Street corridor*

Matthews • Azteca Enterprises • Perkins & Will • Charter Holdings • Balfour Beatty Campus Solutions • Balfour Beatty Construction, LLC • Labora Real Estate • Sycamore Strategies • Kaizen Development • Russell Glen

APRIL 6, 2026

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# Cover Letter

Dr. Justin Lonon, Chancellor  
Dr. Brad Williams, Vice Chancellor  
Dallas College Downtown Development Selection Committee

RE: Proposal for Dallas College RFP-2026-1083860

We are honored to submit this proposal. Ten firms. Hundreds of people. Developers, architects, builders, housing specialists, retail strategists, landowners, and community partners who have spent their careers in Dallas making neighborhoods out of nothing. **Together, we bring something no other team can offer: the land, the experience, the relationships, and the shared conviction that Dallas College deserves more than a building downtown. It deserves to anchor the Knowledge District.**

The single most transformative idea in our original RFQ response and this proposal is the reimagination of South Austin Street as a Knowledge District: a pedestrian-friendly, tree-lined campus spine connecting the West End through the academic core to the Kay Bailey Hutchison Convention Center. **This six-block corridor becomes Dallas College's front door—a Knowledge District that stitches five downtown zones together through a single institution.**

Only a through-campus—one that opens to the city grid rather than walling off from it—delivers what the RFP actually asks for: an outward-facing, safe and accessible welcoming ground level that activates and integrates into downtown's streetscape.

## What Makes This Team Different

Right now, this team is working together across downtown, South and Southern Dallas. Matthews, Perkins & Will, Azteca, and Kaizen are delivering the \$3 billion Convention Center expansion. Sycamore Strategies is leading a \$103+ million mixed-use redevelopment at the doorstep of West End — the same blocks that will connect to the Dallas College campus. Russell Glen is transforming the former Redbird Mall into a mixed-use destination in Southern Dallas — proof that this team knows how to bring retail back to life in places others have written off. Labora Real Estate holds property inside the district. Charter Holdings owns adjacent buildings ready for activation with 300,000 SF of available swing space and connections to high quality retail. Balfour Beatty Construction has had its U.S. headquarters in Dallas since 1936, with over 300 local employees ready to mobilize.

As project managers and owner's representatives for governmental institutions across the region — the City of Dallas, Dallas County, the State of Texas — our team doesn't just build for public entities. We sit on their side of the table. And we know how to work alongside the agencies that shape every major project in this city: TxDOT, DART, the FAA, the Texas Historical Commission. That institutional fluency is not something you assemble at bid time. It's something you earn over three decades. And it is the difference between a predevelopment agreement that moves and one that stalls.

## Four Commitments

In our Statement of Qualifications, we made four commitments. This proposal advances every one of them:

- **The Campus Is Designed for Adaptability and Innovation.** Every lab features flexible infrastructure—oversized floor-to-floor heights, modular partitions, accessible utility distribution—so that a culinary arts kitchen today can become an AI prototyping lab in ten years. Ground-floor spaces are designed for conversion as the district’s retail and community needs evolve.
- **Safety, Mobility, and Accessibility Are Prioritized.** The Austin Street corridor is the primary safety move: activated ground floors put eyes on the street from 7 AM to 10 PM. District-wide courtesy patrols—modeled on the Cedars program—extend that safety net. DART light rail, the streetcar, protected bike lanes, and structured parking at district edges create a transit-first campus where 10,000+ daily users move safely through the Knowledge District.
- **The Built Environment Supports Student Success.** A one-stop Welcome Center where a student walks in not knowing what she needs and walks out enrolled, funded, fed, and scheduled. Attainable housing steps from the classroom. Childcare on the same block as the chemistry lab. Study spaces designed like co-working—not a library, but a place that makes a commuter student want to stay between classes. That is a retention strategy disguised as furniture.
- **Design Connects Students to Job Opportunities.** Convention Center employers walk three blocks to recruit interns. Culinary students train in kitchens visible from the sidewalk and serve the public in a student-run restaurant. The Innovation Hub faces Austin Street at ground level with full glass frontage, so every pedestrian sees entrepreneurship happening in real time. The teaching hotel gives hospitality students a living laboratory. **Proximity collapses the distance between education and employment in ways no shuttle bus—and no isolated tower—can replicate.**

## The Multipliers

An isolated campus is a cost center. A Knowledge District is a multiplier. When Dallas College anchors a fully realized district, every dollar the College invests attracts three to five dollars of private capital—from Sycamore’s LIHTC-supported housing, Balfour’s market rate housing, Russell Glen and Labora’s ground-floor retail, and future office and co-working space. The housing de-risks because students and faculty are a captive market. The retail pencils because foot traffic is guaranteed. Office becomes viable because employers want to be close to their future employees. The hotel succeeds because it is integrated into the Convention Center ecosystem next door and the workforce to staff it. Each piece makes every other piece stronger.

**The real multiplier is recruitment. A student choosing between Dallas College and anywhere else doesn't just see a classroom — they see a Knowledge District that was built for them. Attainable apartments they can afford. A DART station at the front door. Employers they can walk to. Childcare on the same block as the chemistry lab. That is a recruitment tool no brochure can match. That is completion rates going up because the built environment stopped being a barrier and started being an asset.**

*We cannot wait to show you what we see.*

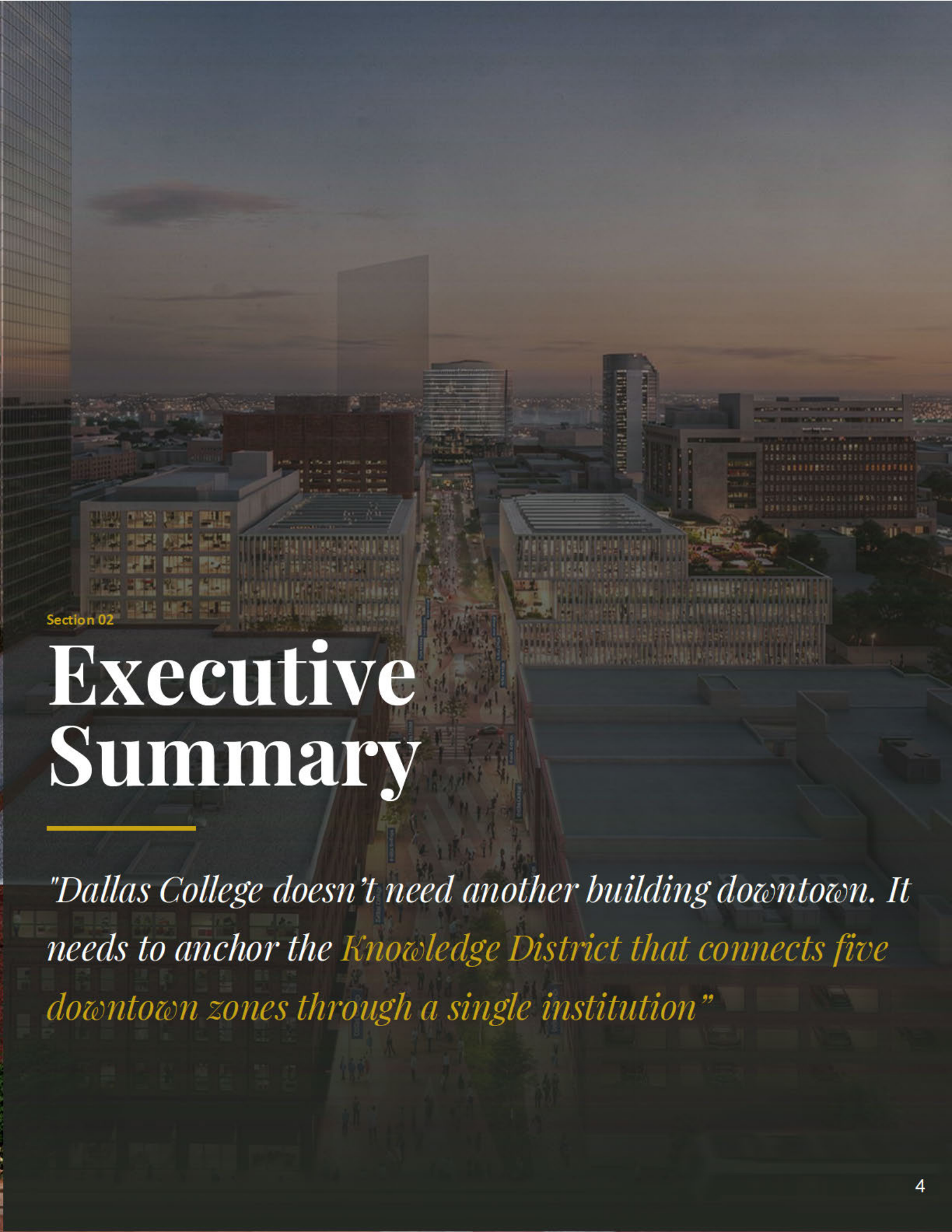
Sincerely,



Jack Matthews  
President, Matthews

Our team composition is unchanged from our Statement of Qualifications.

We hereby certify that each architect and engineer on this team was selected based on demonstrated competence and qualifications, per Texas Government Code Section 2254.004.

An aerial photograph of a city skyline at dusk. The sky is a mix of blue and orange. In the foreground, a wide, multi-lane pedestrian walkway runs through the center of the city, flanked by modern buildings. The walkway is filled with people, and there are trees and streetlights. The buildings are illuminated from within, and some have glowing windows. The overall scene is a vibrant urban landscape.

Section 02

# Executive Summary

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*"Dallas College doesn't need another building downtown. It needs to anchor the Knowledge District that connects five downtown zones through a single institution"*

# Executive Summary

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## The Austin Street Thesis

The single most transformative idea in this proposal is the reimagination of South Austin Street as a pedestrian-friendly, tree-lined campus spine connecting the West End through the academic core to the Kay Bailey Hutchison Convention Center. This six-block corridor becomes Dallas College's front door—a Knowledge District that stitches five downtown zones together through a single institution.

A campus trapped inside an office tower turns students into tenants. A renovation-in-place preserves the status quo. Only a through-campus—one that opens to the city grid rather than walling off from it—delivers what the RFP asks for: an outward-facing, welcoming ground level that activates and integrates into downtown's streetscape. Imagine a parent who drops off her child at the campus daycare, grabs coffee from a ground-floor café, and walks to class—all within five minutes and all within sight of Austin Street. Convention Center employers walk three blocks to recruit interns. Culinary students train in kitchens visible from the sidewalk. An Innovation Hub with floor-to-ceiling glass puts entrepreneurship on display for every pedestrian. This is what happens when a college opens to the city instead of walling itself off.

**Critically, our team's land position along Austin Street gives Dallas College optionality no other proposal can offer. We recommend the full six-block Knowledge District—maximum multiplier, maximum transformation. But if the College prefers a tighter footprint, the same team and the same holdings can concentrate on a two-to-four block core campus while complementary uses materialize at a measured pace. Even a renovation-in-place strategy benefits from our adjacent parcels, which make phasing and swing space workable while the surrounding district still gains from the institutional anchor. Dallas College is not locked into a single configuration. It controls the place and pace.**

## The Development Program

Matthews proposes to deliver a consolidated downtown campus of approximately 749,600 gross square feet across the six-block Knowledge District along the Austin Street corridor—connecting West End Station to the Convention Center. The **Core Program** delivers 468,500 net square feet of academic, assembly, and support space organized into two anchor structures.

**The Gateway Building** (452,891 GSF) anchors the northern end at West End Station, combining a full historic renovation of Building A with new construction on Site 01—housing a one-stop Welcome Center where a student walks in not knowing what she needs and walks out enrolled, funded, fed, and scheduled. Modern classrooms and labs, a Learning Commons, childcare, early college high school, and student life spaces complete the program. **The Innovation Building** (201,010 GSF) anchors the southern end on the former Greyhound site, positioning industry-facing programs—culinary arts, fashion technology, the Innovation Hub, and large auditoria—with full glass frontage on Austin Street. Proximity to the \$3.1 billion Convention Center expansion means hospitality and culinary students are steps from the employers who will hire them.

**Complementary Uses** surround the Core Program without requiring Dallas College capital. Sycamore Strategies is currently in permitting for West End Lofts—154 residential units (41% income-restricted at 30–80% AMI) with a 25,000 SF pedestrian plaza at West End Station. An additional 200 units are identified through historic renovation candidates across the district. Ground-floor retail is curated around five activation nodes from the DART station to the Convention Center, anchored by a potential urban grocery and a student-run teaching restaurant visible from Austin Street. None of these complementary elements require bond dollars. Each one makes the campus stronger.

## Delivery Approach and Scalability

Matthews will serve as master developer under an at-risk, progressive design-build delivery model aligned with Approach 1. During a 16-month Predevelopment Agreement, our team finalizes scope, schedule, and a guaranteed maximum price with Dallas College before proceeding to a comprehensive design-build development agreement. Perkins & Will leads campus design. Balfour Beatty Construction and Azteca delivers preconstruction and construction.

Phasing respects Dallas College’s operational reality. Building A serves as swing space during construction of the Gateway and Innovation Buildings. Building P (Health Sciences) remains operational until at least 2030, consistent with the relocation timeline to the Southwestern Medical District. Over 300,000 SF of available swing space—controlled by Charter Holdings—ensures uninterrupted campus operations throughout construction.

The team presents two design options. **Option 1** renovates the Paramount Building as administrative offices. **Option 2** relocates administration to Founders Square and converts the Paramount to residential and co-working, extending the district’s live-work footprint. Both share the same core thesis: the Austin Street spine, the through-campus model, and the connection to five downtown districts.

## Indicative Costs and Financing Structure

Total project cost is estimated at [REDACTED] (Option 1) or [REDACTED] (Option 2), inclusive of direct design and construction, soft costs, and property acquisition. The primary funding source is Dallas College’s 2019 voter-authorized general obligation bonding capacity of up to \$500 million—immediately available with no additional legislative action required. [REDACTED]

Complementary uses—housing, retail, hospitality—are financed entirely through [REDACTED]. Dallas College is not asked to subsidize private development. Its bond investment builds the campus. The surrounding district invests in itself. [REDACTED]

## Why the District Changes Everything

An isolated campus is a cost center. A Knowledge District is a multiplier. ACC Highland’s \$153 million community college bond catalyzed over \$500 million in adjacent private investment. When Dallas College’s bond investment is embedded in a fully realized district—rather than sealed inside a single structure—every public dollar attracts private capital that makes the next investment possible. Housing pencils because 10,000 daily campus users guarantee foot traffic. Retail succeeds because the district never goes dark. Employers locate nearby because their future workforce is three blocks away.

But the real return is not financial. It is institutional. A student choosing Dallas College does not just see a classroom—she sees attainable apartments she can afford, a DART station at the front door, childcare on the same block as the chemistry lab, and employers she can walk to. That is a recruitment and retention strategy no brochure can replicate. That is what Dallas College wins by owning its corner of downtown.

Section 03

# Project Characteristics

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*"A campus that feels like a neighborhood.*

*What would it look like if Dallas College didn't just occupy space in the West End—but defined it?"*

**~749,600**

GSF Core Program

**6 Blocks**

Knowledge Corridor

**4 Rail Lines**

at West End Station

**1,000+**

Parking Spaces

**154 Units**

Attainable Housing

# This Is More Than A Campus. This Is a Knowledge District

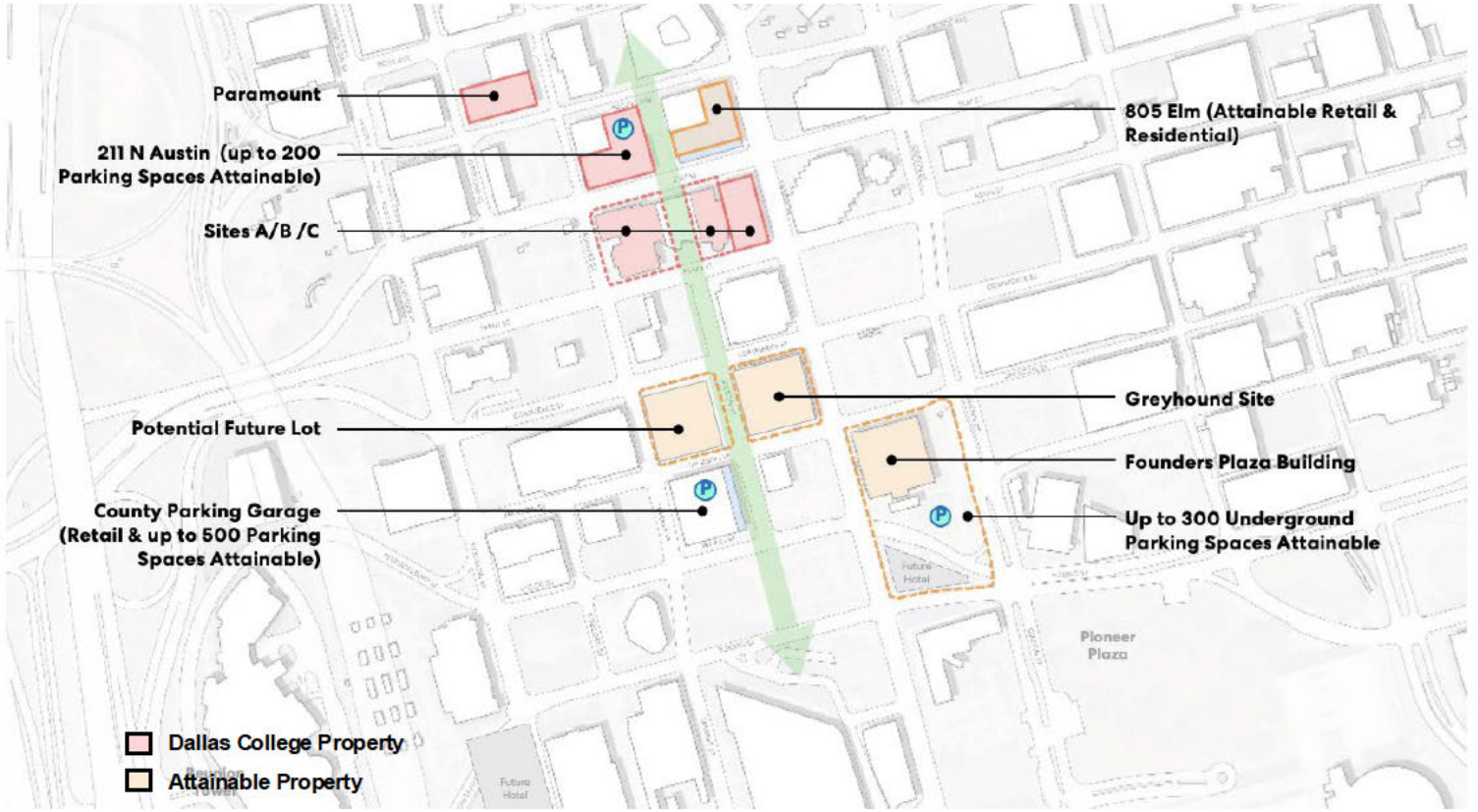
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Imagine a place where students, professionals, residents, and visitors converge along a tree-lined corridor that runs from West End to the Convention Center. Where the boundaries between campus and city dissolve—not because they were erased, but because they were never built.

Where a parent drops off her child at the campus daycare, grabs coffee from a ground-floor café, and walks to class—all within five minutes and all within sight of Austin Street. Where Convention Center employers walk three blocks to recruit interns. Where culinary students train in kitchens visible from the sidewalk. Where an Innovation Hub with floor-to-ceiling glass puts entrepreneurship on display for every pedestrian.

This is what happens when a college opens to the city instead of walling itself off. Valencia College proved it in Orlando, where Creative Village attracted \$2 billion in investment around a transit-connected campus. ACC Highland proved it in Austin, where a dead mall became a 30,000-user district. Georgia State proved it in Atlanta, where a commuter school wove itself into the street grid and now generates \$3.2 billion in annual economic impact.

# Leveraging Our Footprint



## A Game-Changing Advantage

Our team's unique land position along Austin Street creates **unprecedented flexibility** for Dallas College. Unlike conventional projects constrained by single-site limitations, we control multiple parcels that can be configured, phased, and programmed to match the College's exact vision—today and into the future.

### But We're Flexible

We understand that things change. Our land position allows us to pivot:

#### What We Recommend

### Six-Block Knowledge District

The full vision presented in this proposal. Dallas College anchors a true mixed-use district from West End Station to the Convention Center. The Gateway Building and Innovation Building define the corridor. Housing, retail, hotel, and innovation space surround the campus. Maximum multiplier. Maximum transformation.

#### Scalable

### Two – Four Block Core Campus

Concentrate on the Gateway and Innovation anchors with a tighter Austin Street corridor. Our holdings still deliver complementary housing, retail, and parking. The district materializes at a measured pace — and can grow when the College is ready.

#### Scalable

### Renovation In Place + District Benefits

If the College prefers to renovate existing buildings as the primary strategy, our team controls the adjacent parcels that make phasing and swing space workable. The surrounding district still benefits from the institutional anchor — and Dallas College still owns its corner of downtown.



### 3A. Program Vision

# Blurring the Lines

The best urban campuses in America do not separate campus from city. They use the city grid as their organizing structure. Their streets are campus streets. Their restaurants serve both students and neighbors. Their innovation spaces face the sidewalk.



**ACC Highland – Austin, TX**  
\$153M community college bond catalyzed \$500M+ in adjacent private development. The campus paseo through the repurposed Highland Mall is the district’s spine.



**Georgia State University – Atlanta, GA**  
Designed by Perkins & Will. The Convocation Center is a community catalyst — turning an inward-focused campus outward on civil rights grounds. The Summerhill Master Plan revitalized a long-neglected intown neighborhood. \$3.2B annual economic impact.



**Valencia College – Orlando, FL**  
Community college partnership anchored \$1.5B in development across a 68-acre Creative Village district. 8,000+ students at opening.



**Borough of Manhattan CC – NYC**  
Rooftop terraces and ground-floor commons open to Tribeca. The city’s grid is the campus plan. No boundary between learning and living.



**Malcolm X College – Chicago**  
Healthcare simulation labs face the street with full-height glass. Passersby watch nursing students practicing. The campus is the Near West Side’s workforce pipeline.

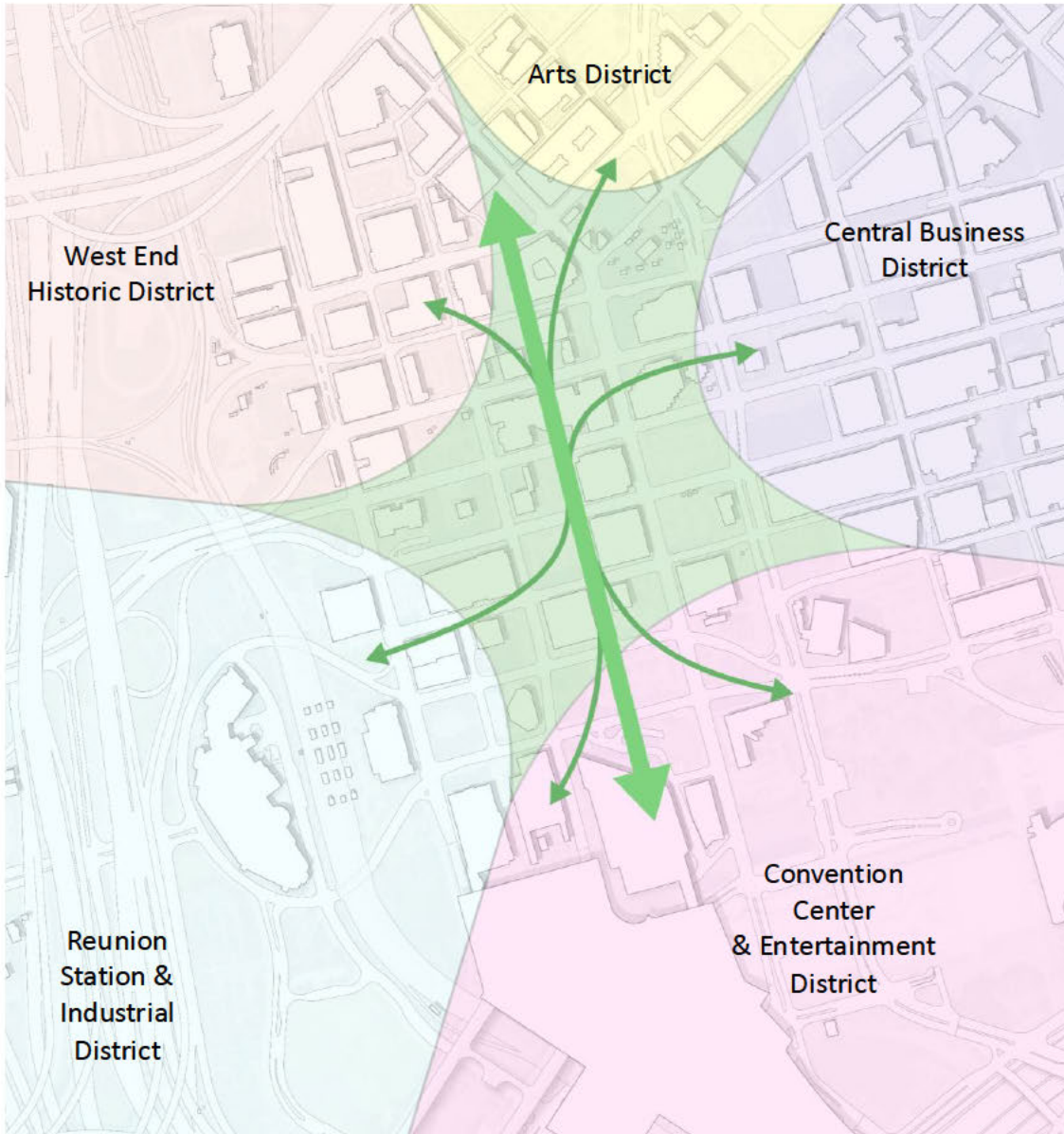


**Kennedy-King College – Chicago**  
Student-run Sikia Restaurant faces the street. Culinary students cook for the neighborhood. 48% enrollment jump after opening.

3A. Program Vision

# Connected City Core

Dallas College sits at the only point in downtown where five districts converge. No other site in the city touches the Arts District, the historic West End, the Central Business District, Reunion Station, and the emerging Convention Center and Entertainment District simultaneously. This campus doesn't just occupy that intersection — it activates it. Austin Street becomes the spine that pulls all five zones into a single Knowledge District, with Dallas College at the center.



6  
Block Corridor

5  
Districts Connected

1  
Knowledge District

*The campus IS the connector.*

# Gateway Building

452,891 GSF



Reimagining the historic Building A alongside new construction on Site 01 gives the college a Gateway building for students arriving from West End Station. A Welcome Center that becomes the front door. Modern classrooms and labs. Student commons and collaboration areas. A place students and faculty can thrive.

## Site 01 (New Build)

256,575 SF

Welcome Center • Learning Commons  
Classrooms/Labs • Student Life • Daycare  
Physical Plant (Basement)

## Building A (Repurposed)

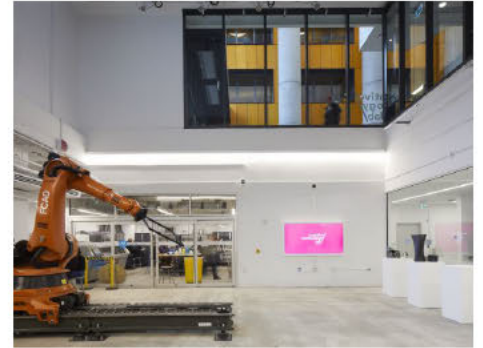
196,316 SF

Early College High School  
Classrooms/Labs/Offices  
Storage & Mechanical



# Innovation Building

201,010 GSF



With the emerging Convention Center and Entertainment District to the south, we propose building industry-facing programs on the former Greyhound site. The Innovation Center, large meeting spaces, culinary arts, fashion technology, and other career and technical programs face Austin Street at ground level with full glass frontage — so every pedestrian sees entrepreneurship happening in real time.

**Auditoria**  
48,400 SF

**Innovation Hub**  
48,400 SF

**Classrooms / Labs**  
104,210 SF

# Design Options: Side-by-Side Comparison

## Option 01

### Administration in the Paramount Building

#### Paramount Building

DC Admin	72,900 SF
El Centro Admin	52,300 SF
Shell Space	26,550 SF
<b>Total</b>	<b>151,750 SF</b>

#### Site 01 - New Construction

Welcome Center	24,025 SF
Learning Commons	34,350 SF
Classrooms/Labs	110,725 SF
Daycare	12,100 SF
<b>Total</b>	<b>203,700 SF</b>

#### Building A - Historic Renovation

46,600  
SF

122,600  
SF

27,116  
SF

**196,316 SF Total**

#### Greyhound Site - Innovation Hub

48,400  
SF

48,400  
SF

48,400  
SF

106,675  
SF

**251,875 SF Total**

## Option 02

### Paramount as Residential + Co-working

In this scenario, the Paramount Building is converted to residential and co-working use while administration relocates to the Founders Building. This option creates additional housing capacity and activates the Paramount with mixed-use programming.

#### Paramount Building

##### Level 1

Co-working / F&B / Amenities

##### Levels 2-7

48 Residential Units

**151,750 SF Total**

#### Founders Building

DC Admin	72,900 SF
El Centro Admin	52,300 SF
Underground Parking	Up to 300 Spaces
<b>Total</b>	<b>125,200 SF</b>

#### Key Difference

+48 residential units created by converting Paramount to mixed-use

#### Same Components as Option 01

- Site 01 - New Construction: 203,700 SF
- Building A - Historic Renovation: 196,316 SF
- Greyhound Site - Innovation Hub: 251,875 SF

# Reimagining Austin Street

The single most transformative idea in this proposal is the reimagination of South Austin Street as a pedestrian-friendly, tree-lined corridor connecting West End Station through the campus core to the Convention Center.

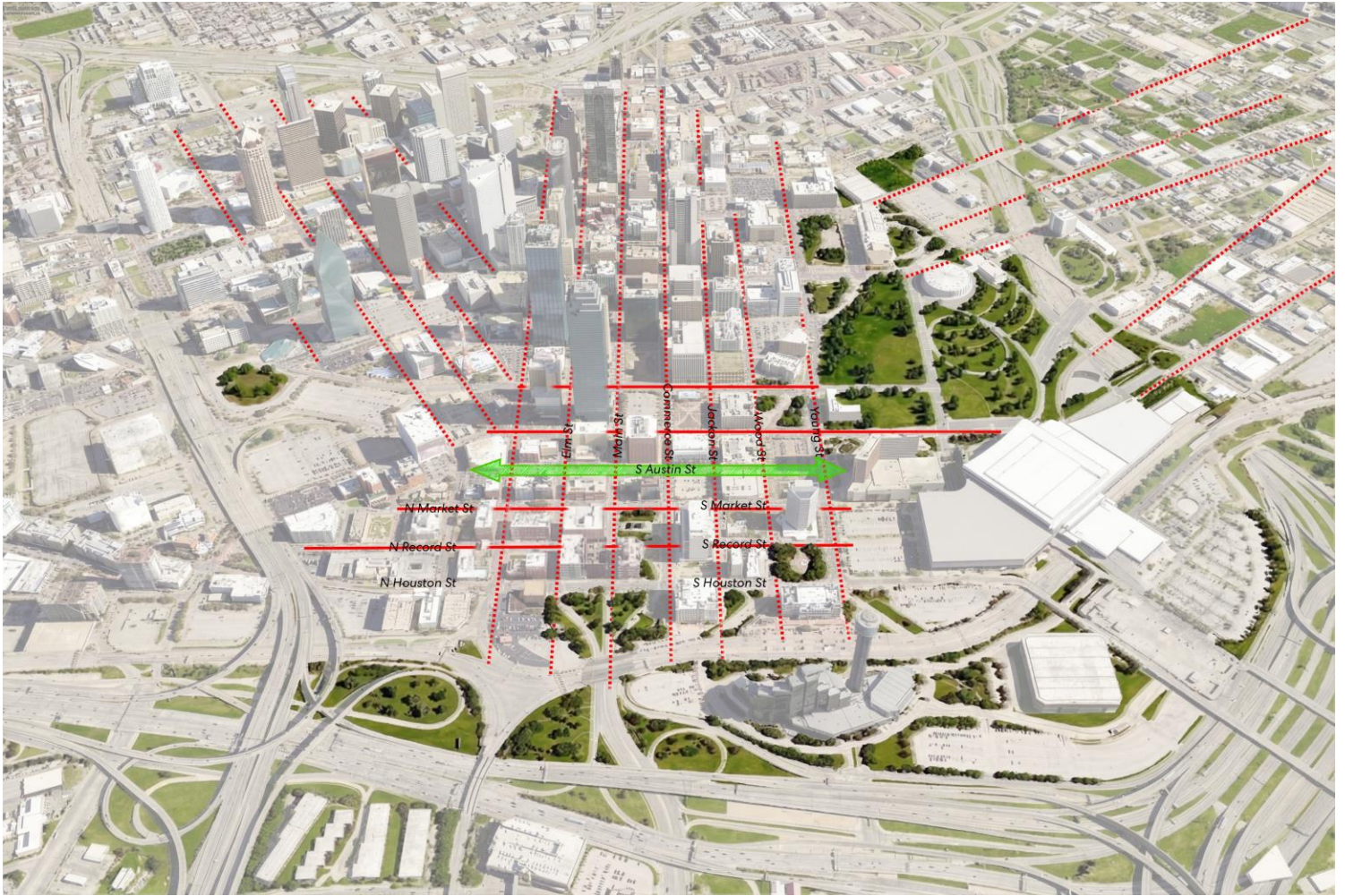
Working with the City, our team proposes to soften vehicular traffic through widened sidewalks, street trees, protected bike lanes, and enhanced crosswalks—transforming a utilitarian downtown street into the campus’s primary spine. A college quad woven into the city grid.

This is not unprecedented. The best urban campuses in America use city streets as their organizing structure. Portland State University has MAX light rail stations built into its campus sidewalks. Georgia State is closing downtown streets to create pedestrian quads. ACC Highland cut its building in half to create a paseo. The principle is proven: when the campus opens to the street, the street comes alive.

Our team has over 30 years of infrastructure coordination with TxDOT, DART, and City of Dallas Public Works. We have navigated the approvals process for street-level improvements on the Convention Center expansion, on Pearl Street DART Station, and on multiple Cedars infrastructure projects.

*We know exactly how to make the Austin Street transformation happen—because we have done it before with the same agencies.*

# Networks and Green Connectors



Pedestrian friendly great streets are connectors on which great cities and campuses are built. We propose converting the currently underutilized Austin Street into a pedestrian street that can extend from West End Station to the Omni Hotel. This Austin Street Green Connector will improve student safety and set up this new knowledge district and will also be the new "Campus Mall" of the Downtown Campus.



# Our Five Placemaking Moves

## 1. The Campus Green

Programmed public living room with shaded seating, performance area, movable furniture, and Thursday farmers markets.

## 2. Austin Street as Canvas

Food truck staging, artist-designed bike racks, illuminated wayfinding totems, and seasonal street banners.

## 3. Public Art as Curriculum

Student-professional collaborations, rotating exhibitions in Innovation Hub glass walls, mural program on parking facades.

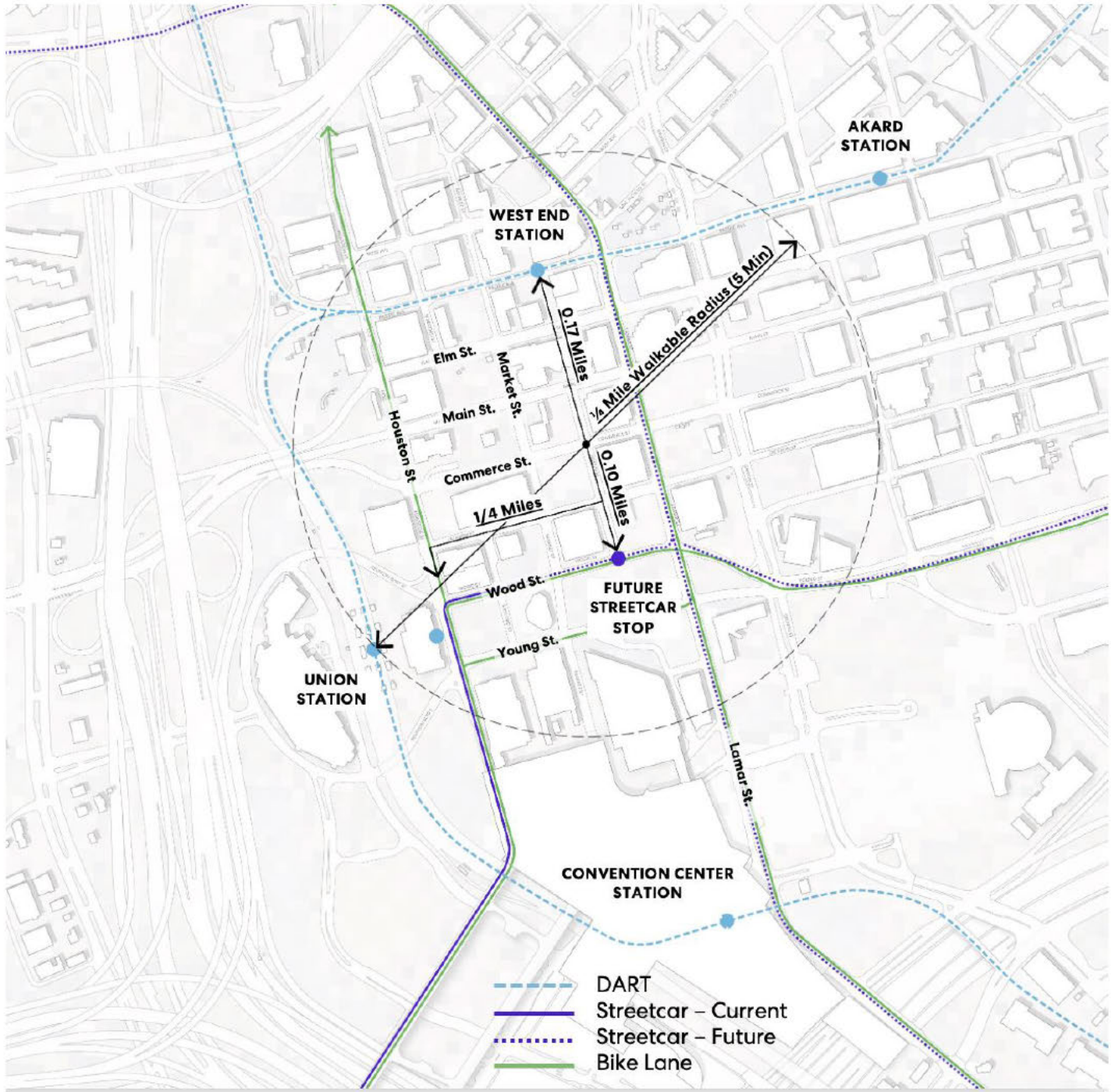
## 4. Ground-Floor Activation

Floor-to-ceiling glass frontage facing sidewalks. Learning visible from Main Street. Culinary kitchens visible from Commerce Street.

## 5. Evening & Weekend Programming

Evening culinary events, weekend maker workshops, First Friday art walks, seasonal festivals. The Cedars taught us: the most effective public safety strategy is a populated street.

# Transit Accessibility & Mobility



**1,000+**

Structured Parking Spaces Attainable

**4 Lines**

DART Light Rail at West End Station

**1/4 Mile**

Walkable Radius All Campus Sites

**3 Modes**

Light Rail, Streetcar & Bus Access

The Austin Street corridor is the primary safety move: activated ground floors put eyes on the street from 7 AM to 10 PM. District-wide courtesy patrols extend that safety net. DART light rail, the streetcar, protected bike lanes, and structured parking at district edges create a transit-first campus where 10,000+ daily users move safely through the Knowledge District.



# Safety & Security

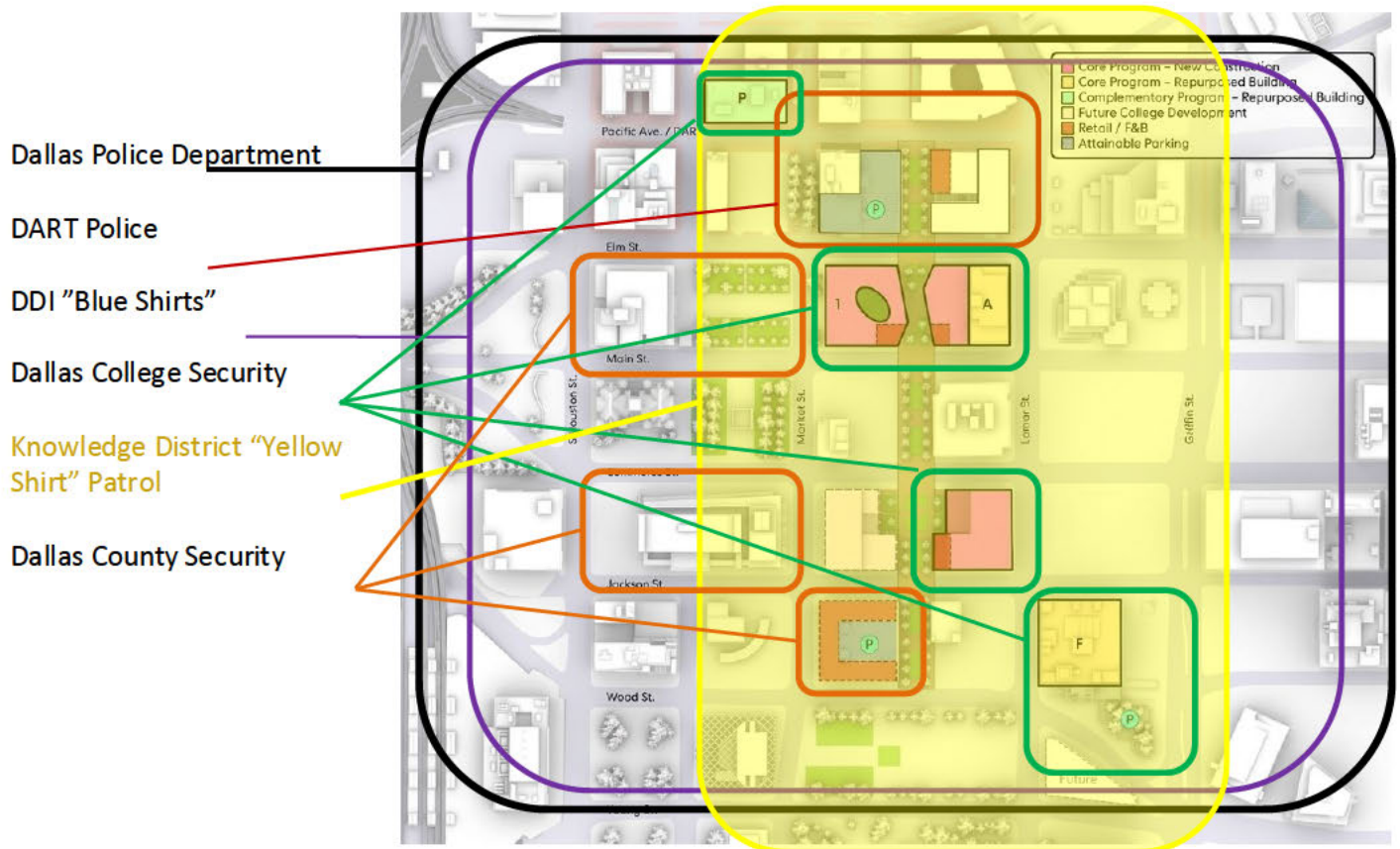
**Safety begins with design.** Eliminating blind corners, incorporating strategic lighting, and activating street-level spaces are not amenities — they are essential tools for creating an environment where students, faculty, and visitors feel secure.

Downtown Dallas generally, and the West End Station in particular, have faced both the perception and reality of safety challenges. And when it comes to safety, perception is reality — people go where they feel safe and avoid where they don't.

Meaningful progress has been made through the *Safe in the City* initiative. But each participating agency is understandably focused on its own assets: DART around their stations, DPD around city facilities, Dallas County around their courthouse complex, the Convention Center around their customers and buildings, and DDI across the broader downtown core. The result, through no fault of any individual partner, is that Dallas College has been left something of an island — in need of a more expansive and comprehensive security presence of its own.

For over two decades, Matthews has operated the RHI Courtesy Patrol in the Cedars neighborhood — a dedicated, on-the-ground program that monitors the area and coordinates seamlessly with public safety partners. The results are difficult to argue with: *while violent crime in downtown Dallas rose more than 42% between 2019 and 2023, the Cedars saw a 20% reduction over the same period.* This proven model — known locally as the "Yellow Shirts" — can be replicated at Dallas College.

*By densifying the campus along the Austin Street corridor, Dallas College can concentrate its security efforts on a tighter, more manageable footprint while simultaneously taking advantage of the existing patrol coverage provided by its public safety partners and a new patrol dedicated to the Knowledge District.*



# Design Options

## Side-by-Side Comparison

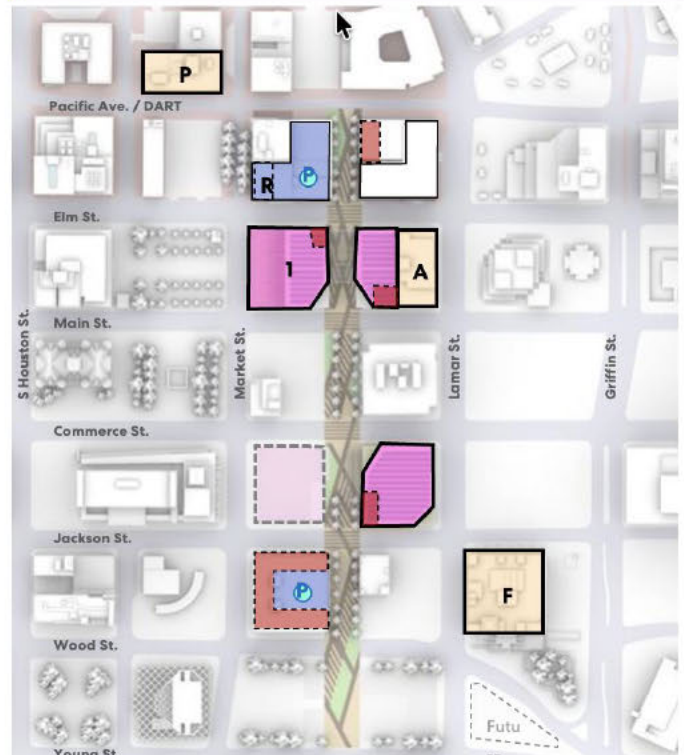
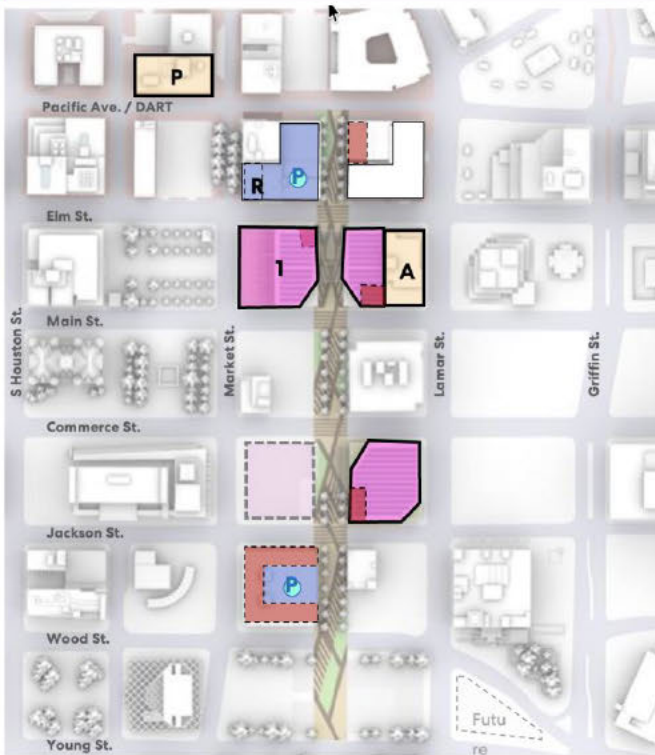
Both options share the core design thesis: the Austin Street spine, the through-campus philosophy, and the connection to five downtown districts. Both activate the ground plane with public-facing programs. Both position industry-facing uses toward the Convention Center and student-facing uses toward West End Station. The difference is how far south the campus presence extends — and how the Paramount Building is best utilized.

### Option 01: Paramount as Admin

Paramount houses DC Admin, El Centro Admin, and shell space. ~200 parking spaces attainable nearby. Stretches the experience along Austin Street while keeping everything consolidated urbanistically.

### Option 02: Founders as Admin

Takes the Knowledge District to its fullest expression — extending across Lamar into the Founders Building. Paramount converts to residential + co-working. The longest possible frontage along Austin Street.



## What Remains Consistent Across Both Options

### Gateway Building

Welcome Center + Learning Commons  
452,891 GSF anchoring West End Station

### Austin Street Connector

Pedestrian-first corridor from West End Station to Convention Center

### Innovation Building

Industry-facing programs with full glass frontage on Austin Street

3D. Site Plans and Design Approach

Option 01

**Paramount Building:**

- DC Admin 72,900 sf
  - El Centro Admin 52,300 sf
  - Shell Space 26,550 sf
- 151,750 sf**

**Attainable Retail**

**Parking:** Up to 200 Spaces Attainable

**Building R:** Dispose of Property

**Attainable Residences** 154 Units

**Site 01**

- Welcome Center 24,025 sf
  - Learning Commons 34,350 sf
  - Classrooms/Labs/Offices 115,200 sf
  - Student Life 48,400 sf
  - Daycare 12,100 sf
  - Physical Plant (Basement) 22,500 sf
- 256,575 sf**

**Building A:**

- Early College 46,600 sf
  - Classrooms/Labs/Offices 122,600 sf
  - Storage & Mechanical 27,116 sf
- 196,316 sf**

**Future Potential :**

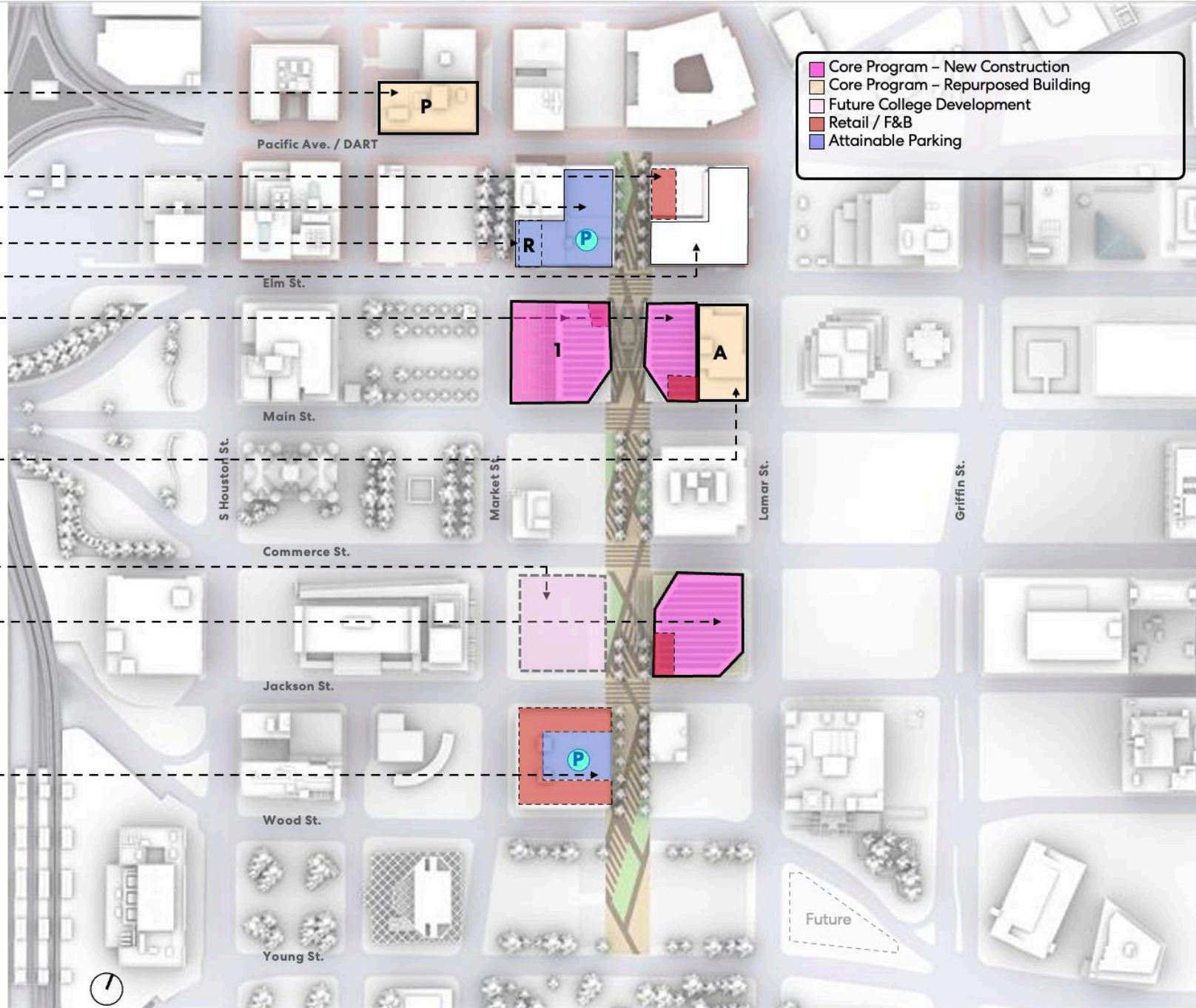
Bill J. Priest Center 164,000 sf

**Greyhound Site:**

- Auditoria 48,400 sf
  - Innovation Hub 48,400 sf
  - Classrooms/Labs/Offices (Including Culinary Arts / Specialty Labs) 104,210 sf
- 201,010 sf**

**County Parking Garage**

Level 1 Retail + Up to 500 Spaces Attainable



- Core Program – New Construction
- Core Program – Repurposed Building
- Future College Development
- Retail / F&B
- Attainable Parking

3D. Site Plans and Design Approach

# Option 02

**Paramount Building:** 151,750 sf

- Level 1: Co-working / F&B / Amenities
- Levels 2-7: 48 Residential Units

**Attainable Retail**

**Parking:** Up to 200 Spaces Attainable

**Building R:** Dispose of Property

**Attainable Residences** 154 Units

**Site 01**

- Welcome Center 24,025 sf
- Learning Commons 34,350 sf
- Classrooms/Labs/Offices 115,200 sf
- Student Life 48,400 sf
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- Physical Plant (Basement) 22,500 sf
- 256,575 sf**

**Building A:**

- Early College 46,600 sf
- Classrooms/Labs/Offices 122,600 sf
- Storage & Mechanical 27,116 sf
- 196,316 sf**

**Future:** Bill J. Priest Center 164,000 sf

**Greyhound Site:**

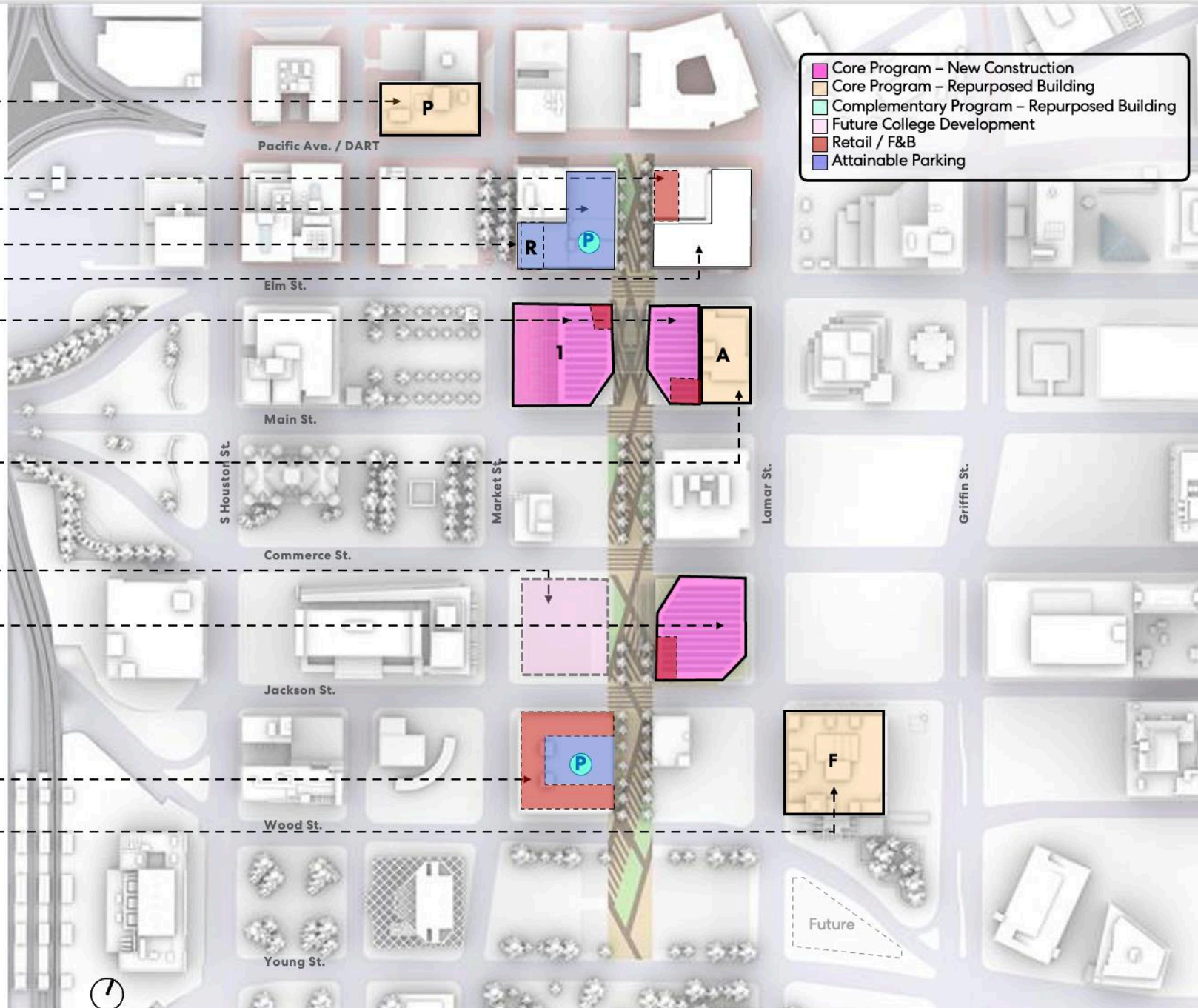
- Auditoria 48,400 sf
- Innovation Hub 48,400 sf
- Classrooms/Labs/Offices (Including Culinary Arts / Specialty Labs) 104,210 sf
- 201,010 sf**

**County Parking Garage**

Level 1 Retail + Up to 500 Spaces Attainable

**Founders Building:**

- DC Admin 72,900 sf
- El Centro Admin 52,300 sf
- 125,200 sf**
- Up to 300 Underground Spaces Attainable



# Design Approach



## Preparing for What Comes Next

Dallas is poised to take over Chicago by 2030 as the third largest metroplex. The anticipated economic growth is in areas of AI, bio-technology, advanced manufacturing, finance, technology, logistics, entertainment, and health sectors.

What is urgently needed for this next generation of success is a place that encourages life-long learning so people can upskill and partake in the growing economy. Industry partnerships that keeps the college at the fore front of change. Crafting deliberate community engagement to spur innovation to solve the complex problems of tomorrow.

### ✓ Design Principles

- 1 Eliminate Dead-End Streets**  
Create connected city prioritizing pedestrian safety
- 2 Activate the Ground Plane**  
Multiple "eyes on the street" for safety and vitality
- 3 Stitch the City Together**  
Connect West End Station to Downtown Campus

💡 Eliminating dead end streets and creating connected city that prioritizes pedestrian safety builds a stronger community.

3D. Site Plans and Design Approach

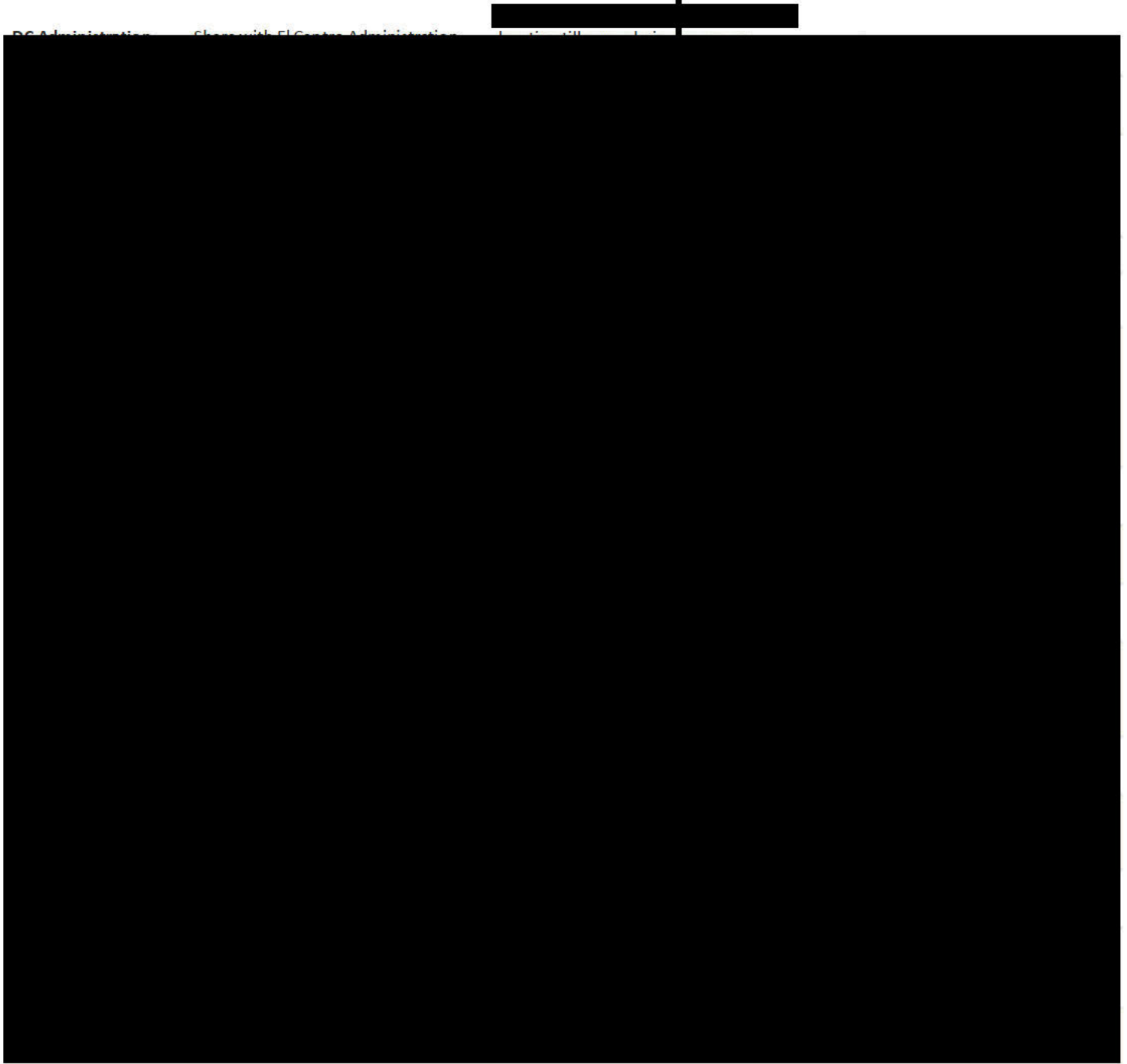



3D. Program Vision



# Swing Space Strategy

Swing Space	What they said in the RFQ	Our proposed plan	Relocated with Dallas College	Improved Swing Space
-------------	---------------------------	-------------------	-------------------------------	----------------------



 **Total Swing Space: 106,645 SF**  
( Only 32,635 SF will need to be renovated)

**Buildings Staying Operational**  
Our proposed swing space plan allows for the following buildings to stay as is till the new development is in place:  
**1. Paramount Building 2. The properties owned by Dallas College at Cedars 3. Bill J Priest 4. Building R**



Section 04

# Project Cost & Plan of Finance

---

*"We don't just build things. We figure out how to pay for them—and then we figure out how to make the next thing possible."*



#### 4A. Financial Capability

# Northside, The University of Texas at Dallas

Richardson, TX | Completed (2021)

Northside is a multi-phase, mixed-use development designed to serve as UTD's "downtown," creating a vibrant campus hub with residential, retail, and community spaces. The project integrates apartments and townhomes for upper-division students, graduates, faculty, and staff, along with 22,000 SF of retail, outdoor gathering spaces, and student-focused amenities.

2,540

Beds

22K

SF Retail

4

Phases

61

Year Ground Lease



### Key Features & Impact

- Four-phase development, delivering 2,540 beds across 1,280 units
- 22,000 SF of retail space, featuring national brands (Starbucks, Jimmy John's) and local businesses
- Public-private partnership (P3) model, structured through a DBFOM financing model with a 61-year ground lease
- Outdoor "living rooms," swimming pools, fitness facilities, study lounges, and community spaces
- Direct access to public transit (DART), supporting sustainability and student mobility

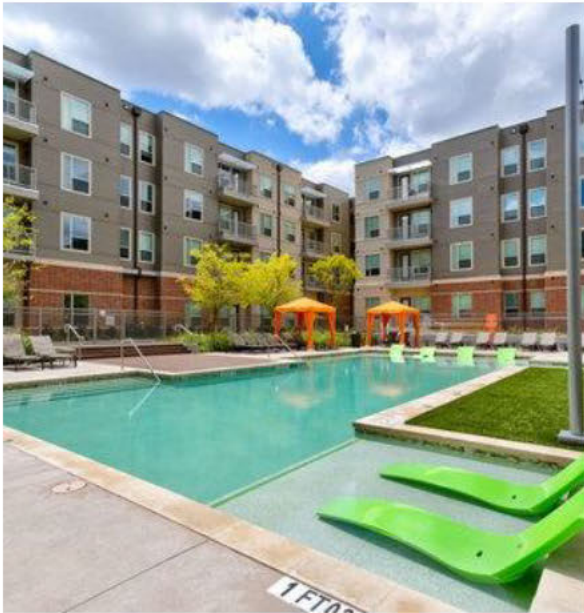
### P3 Partnership Structure

#### University Benefits

- No upfront capital required
- Preserved debt capacity
- Long-term revenue stream
- Risk transfer to private partner

#### Partnership Model

- 61-year ground lease term
- Design-Build-Finance-Operate-Maintain
- Performance-based payments
- \$180M+ private investment



### Lessons Learned

**Phasing Strategy:** Four-phase delivery allowed incremental response to demand while maintaining financial flexibility. Each phase built on previous success.

**Transit Integration:** DART access reduced parking demand by 30% and increased satisfaction. Transit-oriented design must be planned from day one.

### Relevance to Dallas College

Northside serves as a model for how education-focused, transit-oriented mixed-use development can transform a commuter campus into a vibrant, connected community. By integrating housing, retail, and student amenities in a walkable district, this project aligns with Dallas College's mission to create barrier-free, accessible education environments that drive economic and social mobility. The P3 structure demonstrates how to deliver large-scale student housing without capital burden on the institution.





#### 4A. Financial Capability

# Austin Community College Highland Campus Phase II

📍 Austin, TX | Completed (2022)

Austin Community College (ACC) transformed the former Highland Mall into a cutting-edge academic hub, consolidating several specialized programs from 11 campuses across the Austin metro into one centralized location. This 411,000 SF adaptive reuse project integrates STEM labs, creative media studios, culinary and workforce training centers, and business incubators into a collaborative, hands-on learning environment.

**411K**

SF Adaptive Reuse

**700K**

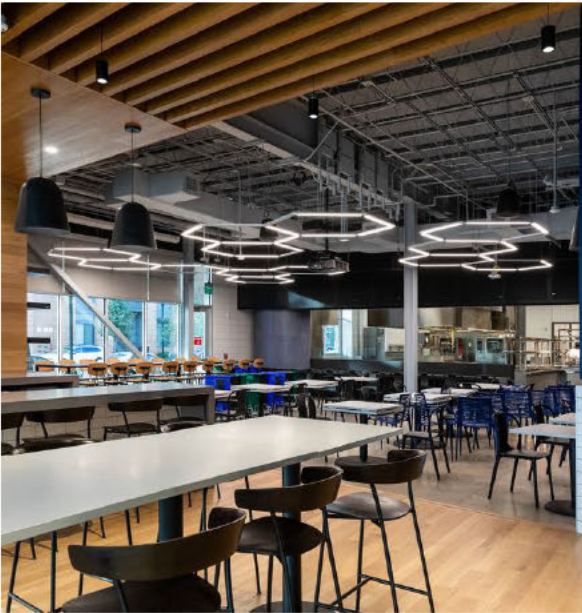
SF Original Mall

**\$106M**

Bond Financing

**11**

Campuses Consolidated



### Key Features & Impact

- Comprehensive Workforce Training Hub housing programs in culinary arts, nursing, health sciences, animation, filmmaking, architecture, engineering, music production, sound design, and business incubation
- Adaptive reuse of a 700,000 SF mall, turning once-vacant space into a thriving academic center
- Public-Private Collaboration, with \$106 million in bond financing, leveraging public investment to create a future-ready campus
- Innovative learning environments including simulation labs, multimedia art gallery, and black-box theater
- Dual Credit STEAM Program, supporting robotics, technology design, and interdisciplinary collaboration
- Sustainable design, earning multiple AIA and USGBC awards for adaptive reuse and innovation in education

### P3 Financing & Partnership

**\$62M**

Construction

**\$24M**

Systems/FF&E

**\$20M**

Soft Costs/Contingency

### Lessons Learned

**Structural Flexibility:** The mall's wide column spacing and high ceilings proved ideal for academic conversion. Celebrating existing structural elements created authentic industrial aesthetic.

**Community Engagement:** Highland Mall held emotional significance for Austin residents. Preserving the history wall and incorporating community feedback built public support and sense of place.

### Relevance to Dallas College

The ACC Highland Campus redevelopment serves as a model for Dallas College's Downtown Campus vision—demonstrating how adaptive reuse can transform underutilized spaces into high-impact educational environments. The project prioritizes hands-on learning, workforce readiness, and interdisciplinary collaboration, aligning with Dallas College's mission to break down barriers in education and create real-world training opportunities. The bond financing structure shows how to fund large-scale transformation through public investment.

4A. Financial Capability

# Cedars Neighborhood Master Plan

 Dallas, TX | Ongoing

The Cedars Neighborhood Master Plan is a multi-phase, transit-oriented, mixed-use redevelopment spanning 15 acres in The Cedars neighborhood of Dallas. Originally a former Sears warehouse, the area was transformed into a vibrant live-work-play community featuring residential, retail, office, hospitality, and entertainment spaces.

**1.4M**  
Total SF

**15**  
Acres

**457**  
Loft Units

**Historic**  
Tax Credits





### Key Features & Impact

- 1.4 million SF of adaptive reuse and new development, integrating residential, entertainment, office, and hospitality components
- Transit-oriented development (TOD), adjacent to DART Cedars Station, promoting walkability and connectivity
- 457 adaptive reuse loft apartments (South Side on Lamar), catalyzing investment in the area
- Entertainment anchors including Gilley's Dallas (92,000 SF), South Side Ballroom (28,000 SF), and Alamo Drafthouse (30,000 SF)
- Public-private partnership (P3) financing model, incorporating historic tax credits, new market tax credits, EB-5 funds, and TIF incentives
- First new for-sale housing development in The Cedars in decades, proving market viability of mid-rise residential

### P3 Financing & Historic Tax Credits

#### Historic Tax Credit Stack

- Federal Historic Tax Credits: 20%
- State Historic Tax Credits: 25%
- Total Tax Credit Equity: \$18M+
- Original facade preserved

#### Full Financing Stack

- Private Investment: \$85M
- TIF District: \$12M
- EB-5 Capital: \$15M
- Construction Loan: \$70M

### Lessons Learned

**Mixed Use Creates Vibrancy:** If everything is residential, the area is not self-sustaining. You need live, work, and play. A hotel, entertainment venues, and retail create 24/7 activation.

**Mixed Housing Types Create Stability:** From entry price to premium—create stability, diversity, and growth paths. The Cedars serves a diverse population: workforce, market-rate, and luxury

**Leveraging Public Funding Accelerates:** Leveraging public funding alongside private capital doesn't slow things down. It accelerates execution and reduces risk

### Anchor Strategy

Matthews donated approximately 3.5 acres of land to the Dallas Police Department in a neglected area. But this wasn't charity—it was strategy. The land was deed-restricted: no overnight holding facilities, no sirens. The result was 1000 to 1500 white-collar DPD staff patronizing the neighborhood's restaurants and shops every weekday. That single move—bringing a public anchor with a massive daytime population—de-risked every subsequent private investment in The Cedars.

### Relevance to Dallas College

This project serves as a model for large-scale, mixed-use urban revitalization, integrating historic preservation, workforce housing, market rate housing, entertainment, and transit connectivity. The multi-phase approach and public-private partnerships align with Dallas College's goal of developing barrier-free, transit-oriented, and community-centered projects in downtown Dallas. The Cedars demonstrates how to leverage complex financing tools to transform underutilized historic properties into vibrant, economically sustainable districts.

# Maximizing Bond Capacity. Leveraging Public & Private.

---

Bringing the Knowledge District to life requires **experience** blending multiple layers of a capital stack, **deep relationships** with partners who can fund the gap, and series of **adaptable solutions**.

What makes this project unique is **Dallas College's \$500 million bonding commitment** – an investment that can be leveraged to bring other sources and complementary uses to the area.

We have outlined flexible strategies to achieve Dallas College's objective in leveraging development timing, program curation, and partnerships to advance Dallas College's educational programs and growth in downtown Dallas.

# Anticipated Cost of Design and Construction

Design, Construction, Soft Costs, and Acquisition Costs

**Matthews**  
 Dallas College Downtown Redevelopment

Sources & Uses Budget

DIRECT DESIGN AND CONSTRUCTION COSTS (PROGRESSIVE DESIGN BUILD)				GSF	805,651	GSF	779,101
				OPTION 1		OPTION 2	
	PROJECT COMPONENT	QUANTITY	UNIT	UNIT COST	AMOUNT	UNIT COST	AMOUNT
<b>CORE PROGRAM COST OF WORK</b>							
1	SITWORK						
2	BUILDING 1						
3	BUILDING A						
4	FOUNDERS SQUARE						
5	BUILDING P (PARAMOUNT)						
6	GREYHOUND BUILDING						
<b>SUBTOTAL - CORE PROGRAM COST OF WORK</b>							
<b>CORE PROGRAM PASS-THROUGHS &amp; FEES</b>							
7	ESCALATION						
8	GENERAL CONDITIONS						
9	INSURANCE & BONDING						
10	A&E DESIGN FEES (CD & CA)						
11	PERMITTING						
12	DESIGN-BUILDER FEE						
<b>SUBTOTAL - PASS-THROUGHS &amp; FEES</b>							
13	DESIGN-BUILDER CONTINGENCY						
<b>CORE PROGRAM DIRECT DESIGN AND CONSTRUCTION COST</b>							
<b>ADDITIONAL HARD COSTS</b>							
14	AUSTIN STREETSCAPE						
15	SWING SPACE COST (BUILDING A)						
<b>SUBTOTAL - ADDITIONAL HARD COSTS</b>							
<b>TOTAL DIRECT DESIGN AND CONSTRUCTION COST</b>							
<b>SOFT COSTS</b>				<b>OPTION 1</b>		<b>OPTION 2</b>	
	<b>COST CATEGORY</b>				<b>AMOUNT</b>		<b>AMOUNT</b>
16	Predevelopment Costs from PDA Period						
17	Deferred Predevelopment fees						
18	Furniture						
19	Equipment/Supplies						
20	Technology						
21	Environmental / Sustainability Consulting						
22	Developer Legal & Advisory Services						
23	Community Engagement & Marketing (Post PDA)						
24	Third Party Testing						
25	Cost Validation (Post PDA)						
26	Project Management (Post PDA)						
27	Development Fee						
<b>SUBTOTAL — SOFT COSTS</b>							
28	Developer Contingency (5%)						
29	Owner Contingency (5%)						
<b>TOTAL SOFT COST</b>							
<b>TOTAL DIRECT DESIGN CONSTRUCTION COST AND SOFT COST</b>							

# Anticipated Cost of Design and Construction

## Sources of Funds

PROPERTY ACQUISITION COSTS				OPTION 1	OPTION 2
	COST CATEGORY			AMOUNT	AMOUNT
30					
31	Title Insurance	Regulated			
<b>TOTAL ACQUISITION COSTS</b>					
<b>TOTAL USES OF FUNDS</b>					

SOURCES OF FUNDS				OPTION 1	OPTION 2
	FUNDING SOURCE			AMOUNT	AMOUNT
32	Dallas College GO Bonds				
33					
34					
35					
36					
37					
38					
39					
40					
41					
42	State Funding				
<b>TOTAL SOURCES OF FUNDS</b>					






### Sources & Uses Notes

- Option 2 is approximately \$ [REDACTED] less due to (a) no acquisition or leasehold costs in the budget for Founder's Square (see "Founder's Square – Lease Options"), and (b) increase in "Escalation Costs" due to repurposing of Building A and extended construction period. Developer and Dallas College will need to validate these assumptions based on direction Dallas College chooses. For purposes of comparing them, we would suggest the Dallas College **assume Option 1 and Option 2 are within \$ [REDACTED] on costs.**
- [REDACTED]
- The RFP did not indicate a preferred date of substantial completion for the project. Project costs and schedule are based on assumed durations indicated in the proposed project schedule (see "Proposed Project Schedule").
- Please review **Appendix I** for clarifications, assumptions, and exclusions.

# Fee Proposal



Matthews will be engaged under an "at-risk" developer-led progressive design-build approach. During the PDA term, Developer will manage all design and pre-construction activities to finalize scope, schedule, and budget. Afterward, Dallas College and Developer will execute a design-build development agreement, delivering a turnkey project with one or more open-book guaranteed maximum prices for each component.


## Predevelopment Agreement

Pre-Development Budget and Schedule	 for a 16-month period, inclusive of a 5% contingency. See attached PDA Budget and Schedule.
Pre-Development Fee	
Project Management Costs	
Builder Pre-Construction Services Fee	
Design & Engineering Fees	
Other Pre-Development Fees & Ownership of Work Product	All other costs identified in the Pre-Development Budget will be paid by Dallas College on a current basis. Dallas College will retain ownership of all work product subject to receipt of payment and other terms as set forth in the PDA.
Early Procurement and Construction Work	Developer and Dallas College may jointly agree to commence early procurement or construction work to achieve critical path items, provided that Dallas College will be financially responsible for all early works costs and breakage costs if Dallas College were to elect not to proceed with the project.



## Development Agreement

Development Fee	
Project Management Costs	
Shared Savings / Early Completion Bonus	To be determined
Liquidated Damages	To be negotiated prior to execution of the Development Agreement

 See attached PDA Budget and Schedule for detailed breakdown of costs

# Pre-Development Budget

Cost Category / Line Item	Total Budget	2026												2027				
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	
<b>DESIGN &amp; ARCHITECTURE</b>																		
1 Concept / Program Validation																		
2 Schematic Design																		
3 Design Development																		
<b>DESIGN &amp; ARCHITECTURE — SUBTOTAL</b>																		
<i>See fee proposal for additional details</i>																		
<b>FEASIBILITY &amp; DUE DILIGENCE</b>																		
4 Phase I Environmental Site Assessment																		
5 Phase II Environmental (if required)																		
6 Geotechnical Investigation																		
7 ALTA Survey / Boundary Survey (Greyhound)																		
8 Traffic / Transportation Study																		
9 Utility Assessment 1 & Capacity Study																		
10 Title Search Fee (Greyhound)																		
<b>FEASIBILITY &amp; DUE DILIGENCE — SUBTOTAL</b>																		
<b>PRE-CONSTRUCTION SERVICES</b>																		
11 Pre-Construction Fee/Sec																		
<i>fee proposal for additional details.</i>																		
12 Cost Validation Consulting																		
<b>PRE-CONSTRUCTION SERVICES — SUBTOTAL</b>																		
<b>LEGAL &amp; ADVISORY</b>																		
13 Developer Legal Counsel																		
14 Financial Advisory Services																		
<b>LEGAL &amp; ADVISORY — SUBTOTAL</b>																		
<b>LEGAL &amp; REGULATORY</b>																		
15 Permitting & Entitlement Fees																		
16 Dallas Landmark Commission Filing																		
17 Zoning & Permitting Consultant																		
<b>GOVERNMENT &amp; REGULATORY — SUBTOTAL</b>																		
<b>COMMUNITY ENGAGEMENT &amp; MARKETING</b>																		
18 Community Engagement / Public Outreach																		
19 Marketing & Branding Materials																		
<b>COMMUNITY ENGAGEMENT &amp; MARKETING — SUBTOTAL</b>																		
<b>PROJECT MANAGEMENT &amp; ADMINISTRATION</b>																		
20 Project Management Costs																		
<i>See fee proposal for additional details.</i>																		
21 Pre-Development Fee																		
<i>See fee proposal for additional details.</i>																		
<b>PROJECT MANAGEMENT &amp; ADMINISTRATION — SUBTOTAL</b>																		
<b>SUBTOTAL PREDEVELOPMENT BUDGET</b>																		
<b>CONTINGENCY (5%)</b>																		
<b>TOTAL PREDEVELOPMENT BUDGET</b>																		
<b>CUMULATIVE SPEND</b>																		

4B. Financial Plan

# Pre-Development Schedule

## Dallas College Downtown Development Project

Predevelopment Agreement — Milestone & Schedule Tracker | July 2026 – October 2027

#	TASK / MILESTONE	START	END	DUR.	% DONE	STATUS	2026						2027						
							Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
<b>PDA EXECUTION &amp; MOBILIZATION</b>																			
1	PDA Selection Negotiation & Execution		07/31/26	--	0%	Not Started	█												
2	◆ PDA Award / Board Approval	07/01/26	07/01/26	--	0%	Not Started	◆												
3	Development Team Mobilization	07/01/26	08/31/26	2 mo	0%	Not Started	█	█											
<b>DESIGN &amp; ARCHITECTURE</b>																			
4	Concept/Programming & Space Needs Validation	07/01/26	09/30/26	3 mo	0%	Not Started	█	█	█										
5	Schematic Design	10/01/26	02/28/27	5 mo	0%	Not Started				█	█	█	█						
6	◆ SD Milestone / Dallas College Review	02/01/27	02/01/27	--	0%	Not Started							◆						
7	Design Development	03/01/27	10/31/27	8 mo	0%	Not Started								█	█	█	█	█	█
8	◆ DD Milestone / Dallas College Review	10/01/27	10/01/27	--	0%	Not Started													◆
<b>FEASIBILITY &amp; DUE DILIGENCE</b>																			
9	Phase I Environmental Site Assessment	07/01/26	08/31/26	2 mo	0%	Not Started	█	█											
10	Phase II Environmental (if triggered)	09/01/26	11/30/26	3 mo	0%	Not Started			█	█	█								
11	Geotechnical Investigation	07/01/26	09/30/26	3 mo	0%	Not Started	█	█	█										
12	ALTA / Boundary Survey	07/01/26	08/31/26	2 mo	0%	Not Started	█	█											
13	Traffic / Transportation Study	11/01/26	02/28/27	4 mo	0%	Not Started				█	█	█	█						
14	Utility Assessment & Capacity Study	08/01/26	09/30/26	2 mo	0%	Not Started	█	█											
15	Title Search & Insurance	08/01/26	09/30/26	2 mo	0%	Not Started	█	█											
<b>PRE-CONSTRUCTION SERVICES</b>																			
16	Cost Estimate — Round 1 (Concept)	07/01/26	07/31/26	1 mo	0%	Not Started	█												
17	Cost Estimate — Round 2 (SD)	01/01/27	02/28/27	2 mo	0%	Not Started					█	█							
18	Cost Estimate — Round 3 (DD)	09/01/27	10/31/27	2 mo	0%	Not Started													█
19	Constructability Review	07/01/27	10/31/27	4 mo	0%	Not Started												█	█
20	Value Engineering	07/01/27	09/30/27	3 mo	0%	Not Started												█	█
21	Logistics & Phasing Plan	02/01/27	06/30/27	5 mo	0%	Not Started							█	█	█	█			
22	Swing Space Strategy & Coordination	08/01/26	03/31/27	8 mo	0%	Not Started	█	█	█	█	█	█	█	█					
<b>GOVERNMENT &amp; REGULATORY</b>																			
23	Permitting Strategy & Early Filings	11/01/26	03/31/27	5 mo	0%	Not Started				█	█	█	█	█					
		01/01/27	06/30/27	6 mo	0%	Not Started					█	█	█	█	█				
		11/01/26	10/31/27	12 mo	0%	Not Started					█	█	█	█	█	█	█	█	█
		09/01/26	08/31/27	12 mo	0%	Not Started			█	█	█	█	█	█	█	█	█	█	█
		08/01/26	10/31/27	15 mo	0%	Not Started	█	█	█	█	█	█	█	█	█	█	█	█	█
		01/01/27	06/30/27	6 mo	0%	Not Started					█	█	█	█	█				
<b>FINANCING &amp; DEAL STRUCTURE</b>																			
29	GO Bond Allocation Strategy	05/01/27	09/30/27	5 mo	0%	Not Started													█
30	Financial Model Development & Refinement	09/01/26	10/31/27	14 mo	0%	Not Started			█	█	█	█	█	█	█	█	█	█	█
31	Comprehensive Agreement Drafting	05/01/27	08/31/27	4 mo	0%	Not Started													█
32	Final Sources & Uses / Pro Forma	09/01/27	10/31/27	2 mo	0%	Not Started													█
33	◆ Dallas College Board Approval	10/01/27	10/01/27	--	0%	Not Started													◆
<b>COMMUNITY ENGAGEMENT</b>																			
34	Stakeholder Engagement Plan	08/01/26	10/31/26	3 mo	0%	Not Started	█	█	█										
35	Community Meetings (3-4 sessions)	10/01/26	07/31/27	10 mo	0%	Not Started				█	█	█	█	█	█	█	█	█	█
36	West End Association Coordination	09/01/26	05/31/27	9 mo	0%	Not Started			█	█	█	█	█	█	█	█			
37	Renderings & Public Materials	09/01/26	10/31/26	2 mo	0%	Not Started	█	█											
<b>PDA CLOSE-OUT &amp; TRANSITION</b>																			
38	Guaranteed Maximum Price (GMP) Negotiation.	07/01/27	10/31/27	4 mo	0%	Not Started													█
39	Comprehensive Agreement Execution	09/01/27	10/31/27	2 mo	0%	Not Started													█
40	◆ PDA Completion / Transition to Construction	10/01/27	10/01/27	--	0%	Not Started													◆
<b>OVERALL PROGRESS</b>					<b>0%</b>														

**LEGEND:**

Task Duration

◆ Milestone / Key Decision Point

# Sources of Funds

## Guiding Principles

- ① Leverage Dallas College's 2019 bonding capacity
- ② Core Program funded from sources immediately available or secured during predevelopment.
- ③ No financial participation in Complementary Uses **unless required**



Dallas College GO Bonds

**\$500,000,000**

2019 voter-authorized bonding authority. Immediately available — no additional legislative action required.

Immediately Available



[Redacted]

[Redacted]

Predevelopment



[Redacted]

[Redacted]

Predevelopment



[Redacted]

[Redacted]

Predevelopment



[Redacted]

[Redacted]

Immediately Available



[Redacted]

[Redacted]

Predevelopment



[Redacted]

Predevelopment



P3, Grant, and Other Gap Financing

**TBD**

[Redacted]

Predevelopment

# Dallas College Assets –Disposition Strategy

Proposed Repurpose, Redevelopment, and Disposition Strategy

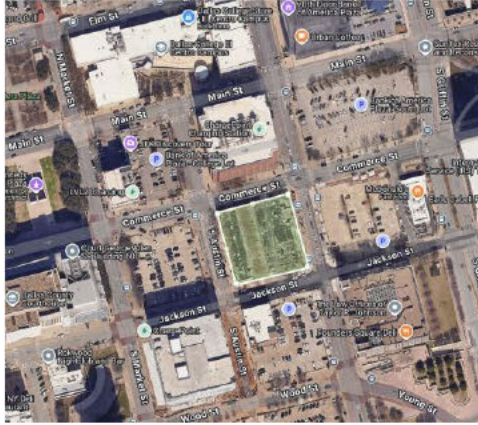
The following table identifies each Dallas College-owned asset identified in the RFP and presents the Matthews’ proposed disposition strategy — including renovation, redevelopment, retention, or sale as applicable.

Asset	Action	Disposition Strategy
<p><b>Building A</b> Academic Building</p>		
<p><b>Buildings B + C</b> Academic Buildings</p>		
<p><b>Building P</b> Administrative / Academic</p>		
<p><b>Building R</b> Parking / Ancillary Structure</p> <p><i>Note: Building R is functionally obsolete and not reusable. Assumed no material environmental remediation costs and demolition cost of \$1MM.</i></p>		
<p><b>Bill J. Priest Center</b> Regional Training Center</p>		
<p><b>Admin Building + Admin Parking</b> Administrative Campus</p>		

# Former Greyhound — Acquisition

Terms for acquisition or ground lease

The former Greyhound Bus Terminal site occupies approximately 40,000 SF. The parcel offers a strategic land acquisition opportunity for the expansion of the Dallas College campus and is owned by a partnership among Matthews, Labora, and Charter.



Site Context	
Address	205 S. Lamar Street, Dallas TX 75201
Parcel	~40,000 SF (~1 Acre)
Price/SF	[REDACTED]
Current Use	Former Greyhound Bus Terminal
Proximity	1 block from El Centro campus
Transit	0.3 mi to West End DART Station
Zoning	Downtown Urban (MU-3 equivalent)

**Option A**  
Fee Simple Purchase

✓ GO BOND ELIGIBLE — FEE SIMPLE OWNERSHIP

**ACQUISITION TERMS**

Purchase Price	[REDACTED]
Parcel Size	~40,000 SF (~1 Acre)
Price / SF	[REDACTED]
GO Bond Use	Purchase + all improvements
Carrying Cost	Property tax exempt (College)
Annual Cost	Debt service on GO bonds only
Bond Compliance	Tex. § 1253.002 ✓ (owned fee)

---

**STRATEGIC ADVANTAGES**

Creates a permanent College-owned parcel in the downtown core close to the Convention Center District, eliminating all future rent obligations and ground lease escalation risk. GO bond proceeds are fully available for both purchase price and site improvements. Property is tax-exempt as College-owned real estate.

**Option B**  
40-Year Ground Lease + Extensions

△ REQUIRES BOND COUNSEL REVIEW

**GROUND LEASE TERMS**

Base Term	[REDACTED]
Extensions	[REDACTED]
Max Term	[REDACTED]
Yield on Cost	[REDACTED]
Year 1 Rent	[REDACTED]
Escalation	[REDACTED]
Renewal Rates	[REDACTED]
Year 10 Rent	[REDACTED]
Year 20 Rent	[REDACTED]
Year 40 Rent	[REDACTED]
NPV (40-yr base)*	[REDACTED]
Undiscounted (40-yr)	[REDACTED]

---

**BOND ELIGIBILITY NOTE**

Ground lease improvements require bond counsel analysis of lease term vs. improvement life.

Ground leases offers strategic advantage of not paying for full land cost upfront.

\*NPV calculated at 4.25% discount rate (GO bond TIC). Escalation at 2.5%/yr compounded annually. All figures estimates only — subject to negotiation.

# Founder's Square — Acquisition or Lease

Terms for acquisition, long-term lease, and potential swing-space lease

Founders Square is a multi-tenant office building proximate to the Convention Center and within walking distance of El Centro. The complex presents an opportunity for Dallas College to secure 125,000 SF of contiguous space to serve as a long-term academic annex and administration building with underground parking.



Site Context	
Address	900 Jackson Street, Dallas TX 75201
Building	340,000 sf; 300 parking spaces
Current Use	Office
Proximity	3 blocks from El Centro campus
Transit	0.4 mi to West End DART Station 0.2 mi to Convention Center DART Station
Zoning	Central Business District

## Option A Building or Condo Unit Purchase

✓ GOBOND ELIGIBLE

Dallas College either acquires the building or a fee-simple condominium interest covering at least 125,000 SF.

### FINANCIAL TERMS

Purchase Price	TBD — to be negotiated
Size	At least 125,000 SF
Est. CAM	TBD — based on condo unit and Declaration

### BOND ELIGIBILITY NOTE

Eligible for Bond proceeds under Tex. Gov't Code § 1253.002. *Purchase price, terms of Declaration and CAM costs, to be negotiated with Charter if Dallas College selects relocation to Founder's Square.*

## Option B Long-Term Lease

△ GOBONDS — REQUIRES BOND COUNSEL

Long-term commitment that functions as a quasi-permanent occupancy.

### FINANCIAL TERMS

Base Term	[REDACTED]
Options	
Base Rent	
CPI Adj.	
Est. CAM	
Year 1 Cost	
Year 25 Cost	
Tenant Impr.	
NPV* (25-yr base)	
NPV* (full 55-yr)	

### BOND ELIGIBILITY NOTE

With all options exercised, the term exceeds the 39-year IRS economic life of the building — creating a path for bond counsel to characterize the TI investment as functionally equivalent to ownership under Tex. Gov't Code § 1253.002.

## Swing Space Lease (if necessary)

✗ GOBONDS NOT AVAILABLE

Short-term transitional occupancy during construction of the Core Program.

**Note:** Core Program presented *does not* require Founder's Square as swing space; presented solely for flexibility.

### FINANCIAL TERMS

Term	[REDACTED]
Base Rent	
Est. CAM	
Total Occ. Cost	
Tenant Impr.	
Renewal	

### BOND ELIGIBILITY NOTE

GO bond proceeds *cannot* fund TIs in a 5-year lease under Tex. Gov't Code § 1253.002 and would need to be funded from operating income.

# Parking Strategies

Acquire, Build, and/or Licensing Options



# 700

**Space Target**  
Multiple pathways to achieve the College's parking goal

### Availability and Cost Considerations

- License options are subject to availability and may not be guaranteed long-term.
- Acquisition and construction provide certainty and control but require capital outlay.

*A blended strategy balances cost, risk, and timing to meet the 700-space goal.*

### Acquire / Build

1	[Redacted Content]
2	
3	
4	

### Space License

5	[Redacted Content]
6	
7	
8	

### Future Proofing for Autonomous Vehicles

Parking demand is projected to decline significantly as autonomous and shared vehicles become mainstream. The College's parking strategy must remain flexible — **avoiding permanent over-commitment to structured parking that could become a stranded asset.**

*Space license agreements provide near-term solutions with built-in flexibility, while acquisition and construction decisions should be staged and right-sized to actual demand.*

# District Energy – Convention Center

Strategic Energy Partnership Opportunity

The Kay Bailey Hutchison Convention Center Master Plan includes a **centralized district energy system** serving the new 2.5M SF convention center, with capacity to extend thermal energy service to adjacent properties — including Dallas College's new downtown campus.

## What is the City Planning?

A **central utility plant** designed to scale — initially serving the 2.3M SF convention center, with capacity to offer district energy connections to adjacent properties

The district energy plant would **eliminate** the need for individual building-level chillers, boilers, and cooling towers throughout the Convention Center District. The City is targeting LEED certification with energy and water demand reduction as primary goals.

## Dallas College Opportunity

The new downtown campus buildings proposed by our plan are adjacent to the Convention Center District. Designing for district energy connection at the outset is **significantly more cost-effective** than retrofitting later and aligns the Dallas College's sustainability goals.

## Key Advantages

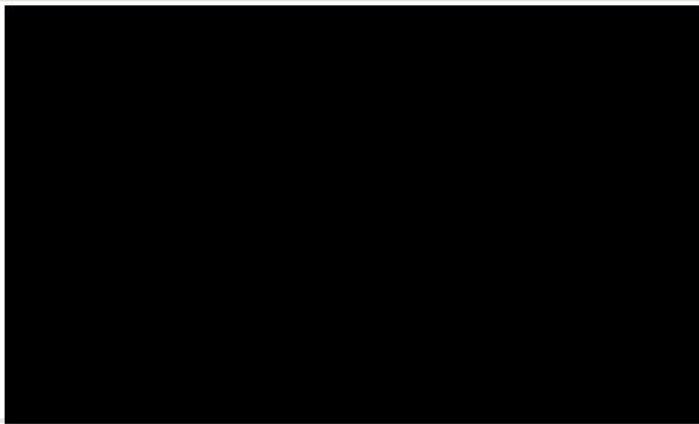
- ✓ **Cost Savings**
  - Eliminates capital cost of building chillers, boilers & towers — est. \$3–5M+ per building
  - Economies of scale cut per-unit energy cost; predictable rate structure aids budget planning
  - 20-40% lower operating costs
- ✓ **Reliability & Resilience**
  - Redundancy eliminates single-point equipment failure risk
  - Continuous operation through grid outages
- ✓ **Climate and Sustainability**
  - 30-50% better efficiency v. distributed building-by-building HVAC systems
  - Qualifies for LEED and achieves City of Dallas climate goals
- ✓ **Operation & Strategic**
  - Improves building program efficiency
  - Expands potential data center and technology partnership opportunities

# Gap Financing

Addressing Financing Gaps with P3, Grants, Loans, and Bond Conduit Financing

After value engineering, operating strategies, vendor payments, and other program choices are made, our team gets to work to address "gap". Planning urban campus requires experience coordinating with multiple agencies to find common goals and funding paths – area where our team thrives.

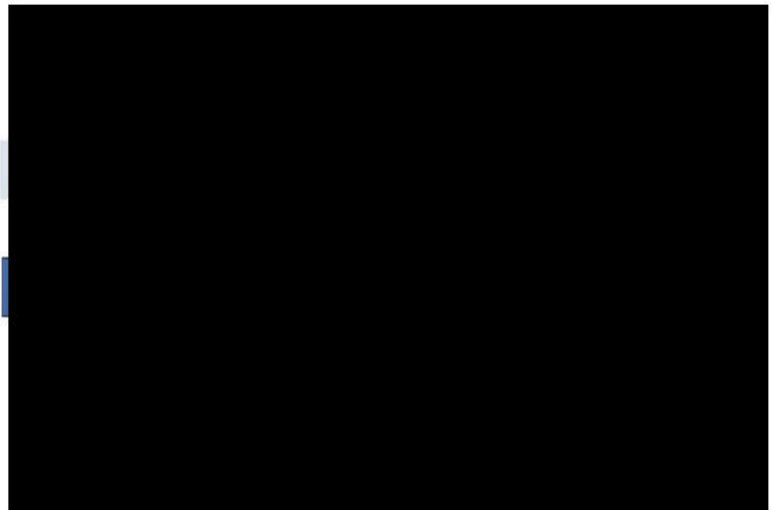
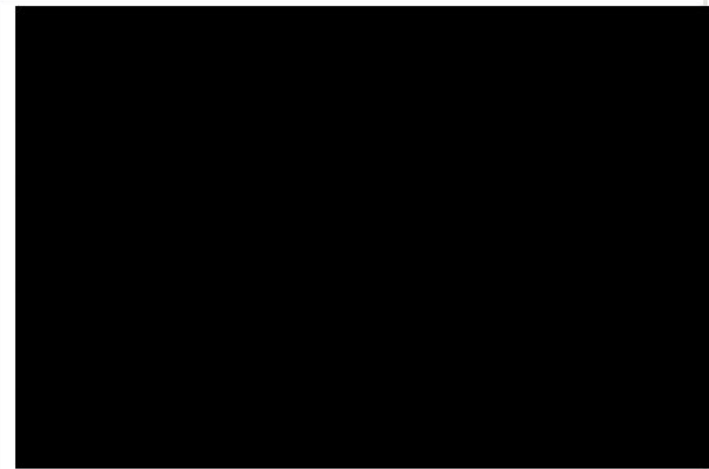
## City of Dallas / Dallas County / DART



## Leveraging Cash Flowing Assets



## Federal Programs



## Private Partnerships

- 
- 
- 

## Our Commitment

Our team is committed to stretching the College's funds as far as possible. With deep experience across each of these financial tools, we will work alongside the College to identify and secure every available source of capital necessary to deliver the full design program—ensuring every dollar goes as far as it can.

4C, 4D, & 4E. Complementary Uses

# Core Program creates the District. Complementary Uses energize it.



Dallas College's choice to breakdown its walls and open its campus creates a generational development and investment opportunity. The mission of Dallas College, however, is not to build housing, retail, office, or hotels – it's to empower those who live, work, and play in the district with skills and tools to thrive in dynamic economy.

Our vision for Complementary Uses **does not require investment from Dallas College**. Rather, it plans and prepares for a future of a Knowledge District that interconnects with the Convention Center District, Central Business District, Reunion District, West End, and the Arts District.

[REDACTED] our team understands how to create the conditions for it and plans to take advantage **with Dallas College's cooperation but not its capital**.

The following provides an overview of our vision for Complementary Uses but since we are not proposing that Dallas College financially participate, **we are declining to provide responses requested in RFP Sections 4D and 4E**.

# Complementary Uses

Self-sustaining development at the center of downtown's revitalization with no direct college capital contribution required

## The Arts District - \$500MM

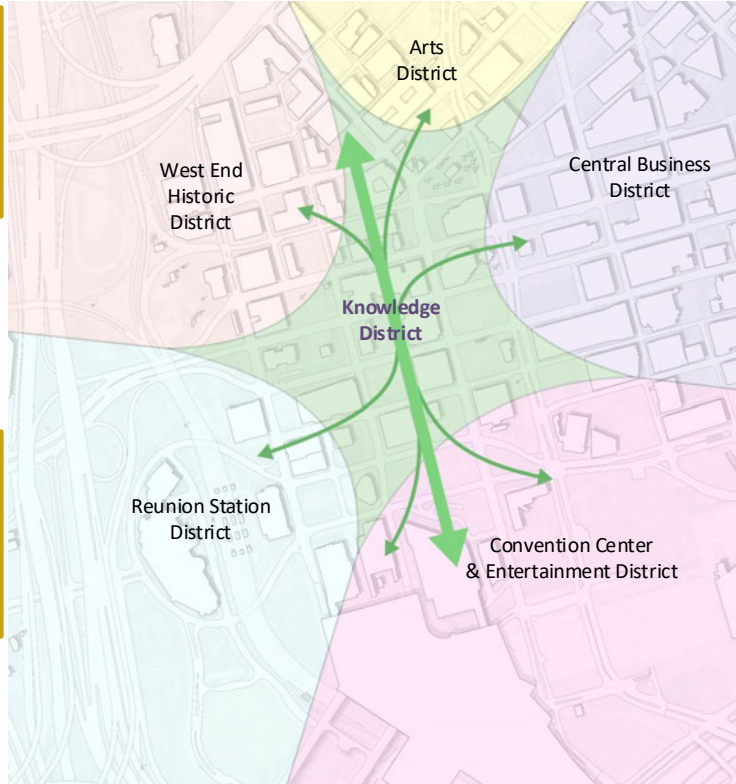
- Dallas Museum of Art Renovation
- Hall Arts Residences Phase 2
- The Spire District
- Klyde Warren Park Expansion

## West End Historic District - \$300MM

- Dallas County Government Centers
- Residential Conversations

## Reunion Station District - \$5BN

- Hunt Realty Master Plan
- Eddie Bernice Johnson Union Station



## Central Business District – \$2-2.5 BN

- High Rise Conversions: Comerica Bank Tower, Bank of America Tower, Santander Tower, Energy Plaza
- Field Street District
- Texas Capital Center Repositioning

## Convention Center District \$3.5-5BN

- Convention Center Expansion
- Entertainment District
- I-30 Deck Park

*The campus IS the connector.*

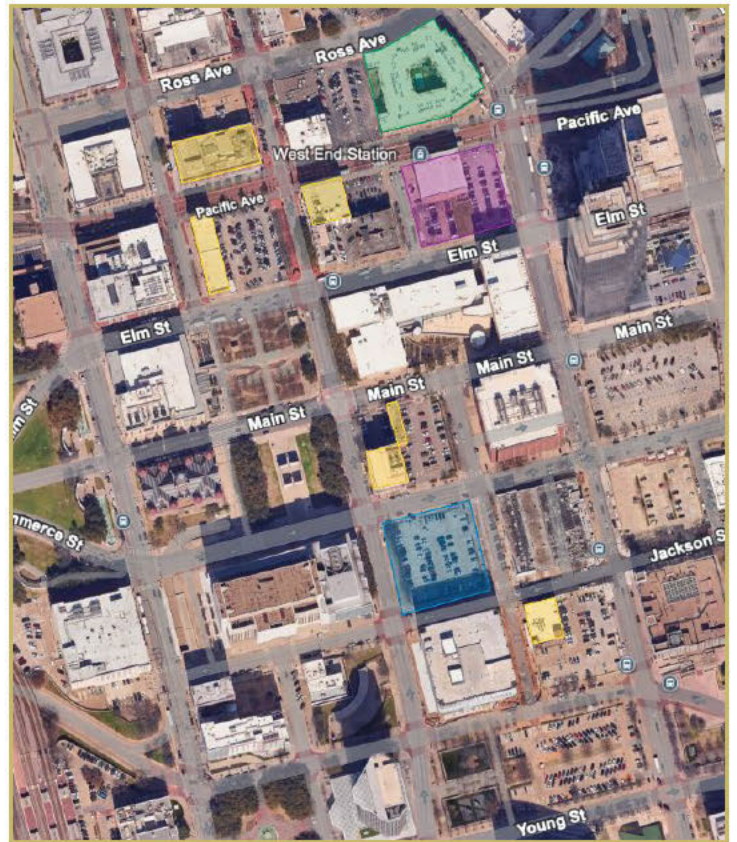
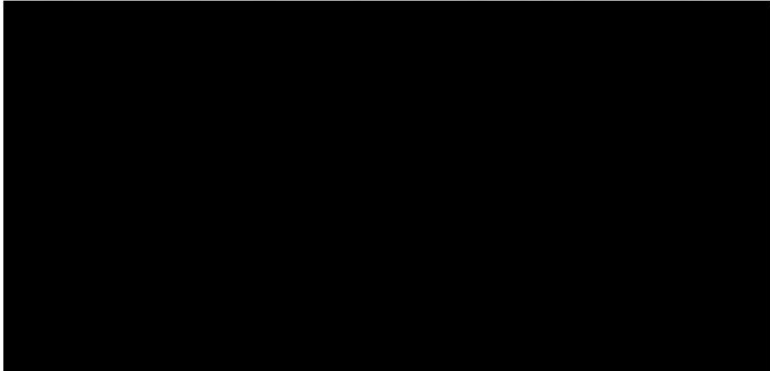
## Planning for 2030

Dallas College's campus within the Knowledge District sits at the epicenter of approximately **\$14 billion of planned real estate development**. With the Convention Center predominantly offline until 2030, the I-30 Canyon Project snarling traffic downtown, and the City of Dallas' potential decision to move City Hall from its current location, **all eyes are on 2030 as being a pivotal year for project delivery**.

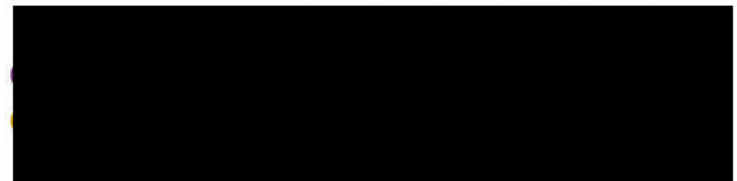
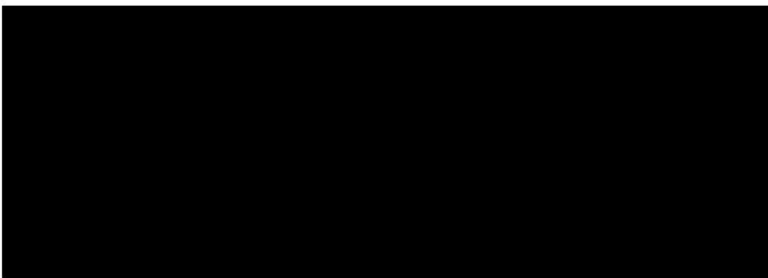
Dallas College benefits from this timing in terms of having time to execute its Core Program to support the workforce needs for the future of Dallas but also **time to permit the market for Complementary Uses to mature without direct capital investment**. Our team of diverse development professionals can assist Dallas College in navigating the market to ensure its material investment in downtown creates employment opportunities for students— **with no requirement for direct capital investment unless desired by Dallas College**.

# Attainable Housing in the Knowledge District

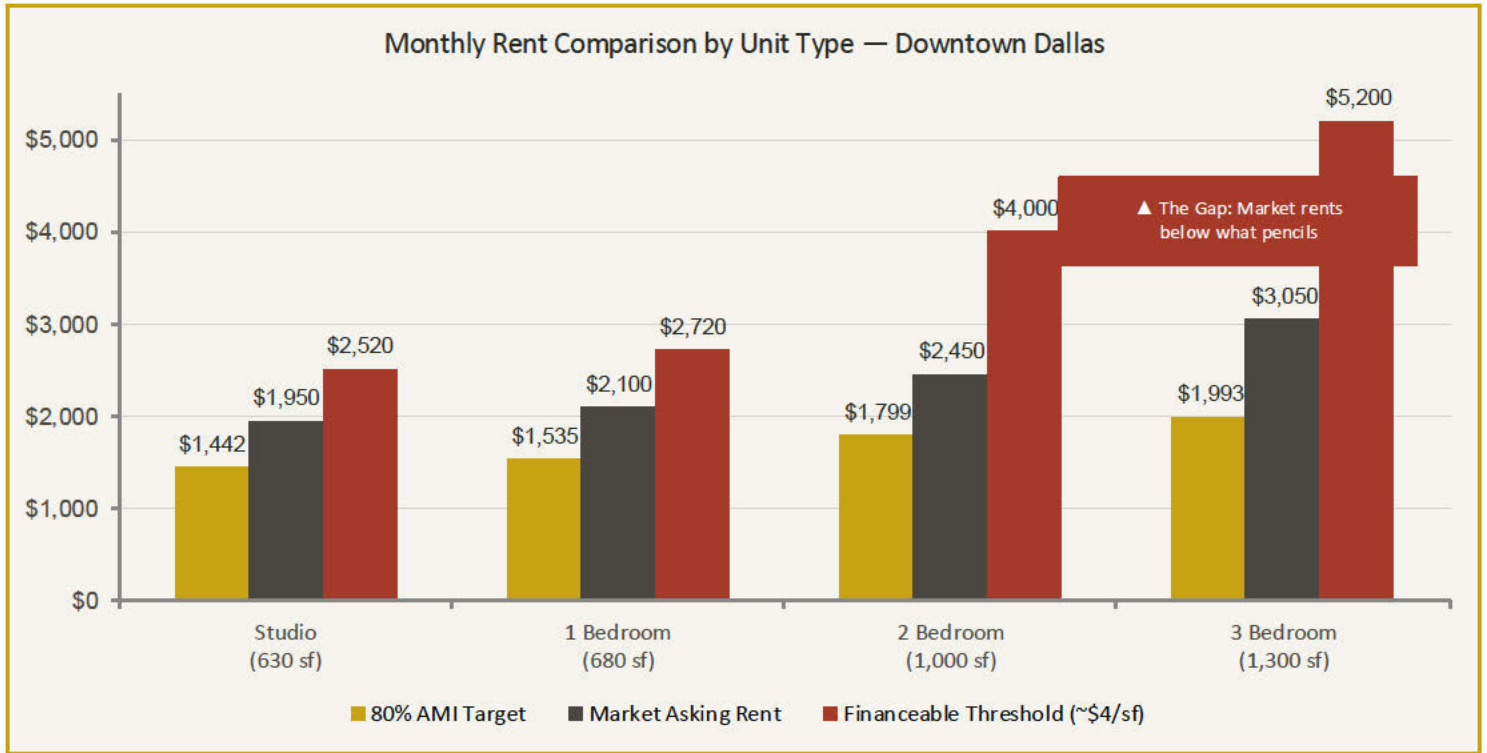
Downtown Dallas is home to over 15,000 residents and growing.



## Historic Renovation Candidates



# Attainable Housing in the Knowledge District



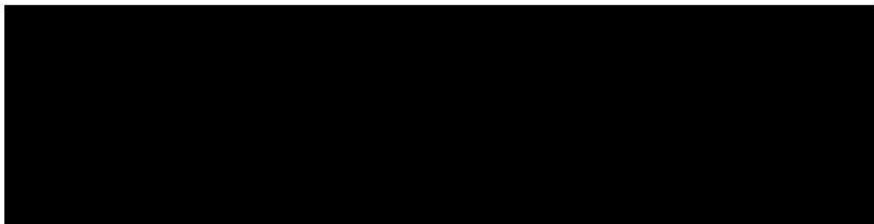
## Market Context & Path Forward

The gap between market rents and what development requires to financially close is the central challenge for new attainable housing in downtown Dallas. With the pending activation of the Knowledge District and other nearby investments, rent trajectories are moving in the right direction. We will continue to evaluate acquiring and repositioning assets — including acquisition of Arrive West End and targeted new construction — as market conditions evolve.

## Financing Tools



## Potential Partnerships



## Relevance to Dallas College

Encouraging attainable housing as a Complementary Use through our partners is both achievable today — West End Lofts is in permitting — and sustainable as the Project evolves and Dallas College's housing goals are refined.

154

Units deliverable now — no College capital required

~200

Additional units via historic renovation

0

Dallas College capital needed for housing

# Affordable Retail in the Knowledge District

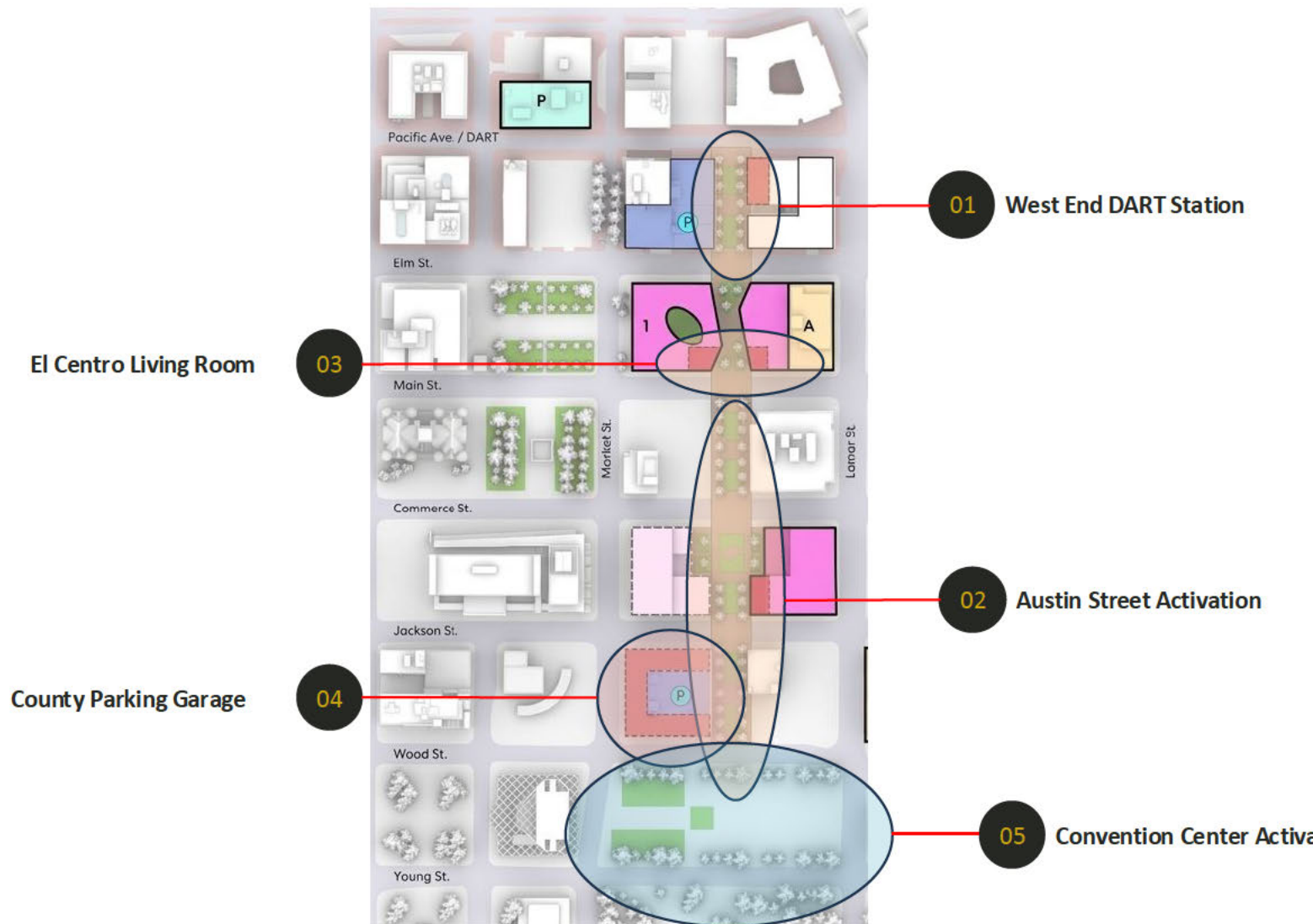
*More Than Storefronts.  
A District Always in Motion.*

Downtown Dallas is in transition—not decline. The Knowledge District will not simply fill space with retail; it will redefine how people use, perceive, and move through the neighborhood. Anchored by Dallas College's built-in daily population of students, faculty, and staff, and positioned between West End Station, Dallas County courthouse and records center, and the new Convention Center District, our retail strategy creates a district that is active, welcoming, and commercially viable throughout the entire day—not just select hours.

**15K+**  
Downtown Dallas  
Residents & Growing

**10K+**  
Projected Daily  
Campus Users

**3**  
Blocks to Convention  
Center Expansion



# Affordable Retail in the Knowledge District

Interconnected nodes linking transit, the campus core, the Convention Center district, and daily campus life

## 01 West End DART Station

### THE TRANSIT GATEWAY

Ground-floor retail in the county parking structure at West End Station — the primary arrival point for 50,000+ daily DART riders. Sycamore Strategies curates neighborhood-serving coffee, convenience, and quick-service dining to capture commuters, students, and residents at the moment of arrival.



## 02 Austin Street Activation

### THE CAMPUS SPINE

A reimagined Austin Street runs the full length of the campus from West End Station to the Convention Center. Food and beverage, outdoor dining, food truck staging, and retail pop-ups line this pedestrian corridor — the spine of the Knowledge District. Designed to emphasize safety, security, and awareness with an elevated experience.



## 03 El Centro Living Room

### THE CAMPUS HEART

The daily gathering place at the core of campus. A campus bookstore, a coffee shop, and an affordable dining facility — operated by a concessionaire with Dallas College students working as part of a teaching restaurant model — create the rhythms of campus life. Attainably priced for students, welcoming to the community.



## 04 County Parking Garage

### THE ATTAINABLE RETAIL PLATFORM

Attainably priced ground-floor retail positions in the shared county structure are prioritized for MWBE retailers, Dallas College student entrepreneurs, and neighborhood-serving vendors. Inclusive by design — not just by aspiration.



## 05 Convention Center Activation

### WHERE CAMPUS MEETS THE CITY

At the intersection of Dallas College and the \$3.1B Convention Center expansion, this zone brings restaurants, bars, and nightlife concepts that capture the energy of the largest convention district in Texas. Culinary arts, hospitality management, and event technology students gain direct employment — a living classroom steps from campus.



# Affordable Retail in the Knowledge District

The right tenants in the right places – designed to serve students, residents, and the city

Potential Anchor: 



## Culinary Corridor: Teaching Restaurant

A student-run culinary arts restaurant visible from Austin Street operates as both a workforce training environment and a public dining destination — drawing Convention Center visitors, downtown workers, and residents. Adjacent ground-floor retail created by Dallas College students in fashion technology and studio arts programs turns the campus into a live creative marketplace, not just a classroom. Charter has deep connections with restaurant groups that can be leveraged.



## Affordability Commitment

**Tiered rent structure:** In College owned assets, below-market rents reserved for small and locally-owned businesses

**Student entrepreneur incubator:** First priority for Dallas College student-owned retail concepts

**Small Business leasing commitment:** Russell Glen's proven track record — 38–50% small and local business participation on prior projects

**Attainable pricing:** Every student should be able to afford coffee and a meal on campus



## Controlling the Tenant Mix

Achieving a retail strategy for a district requires **coordination** and **control**. Matthews has assembled the key owners of retail corridors within the Knowledge District (Sycamore, Labora, and Charter) that will enable coordination across private and public assets. Further, Matthews will explore further common ownership and control through master leases and condominium regimes to ensure control over the quality of tenants. Curating the retail experience that fits within the Knowledge District and adjacent City areas will be crucial. This will be the primary role of Russell Glen, who has successfully navigated the retail sector for Redbird Mall.

# Hospitality: Drafting Off the Convention Center

Market-rate hotels privately financed – workforce partnerships and a teaching hotel concept benefit Dallas College

## The Opportunity: No College Capital Required

Hotels proximate to the Knowledge District will be **privately financed and/or subsidized by the City of Dallas**, drawing directly on the energy of the \$3B+ Convention Center expansion. Dallas College's 10,000+ daily campus users, growing downtown residential base, and proximity to the Kay Bailey Hutchison Convention Center create a compelling demand story for hotel operators. Our team's involvement in the Convention Center expansion gives us direct relationships with the operators, brands, and lenders actively building the Knowledge District's connections to this world-class hospitality destination.

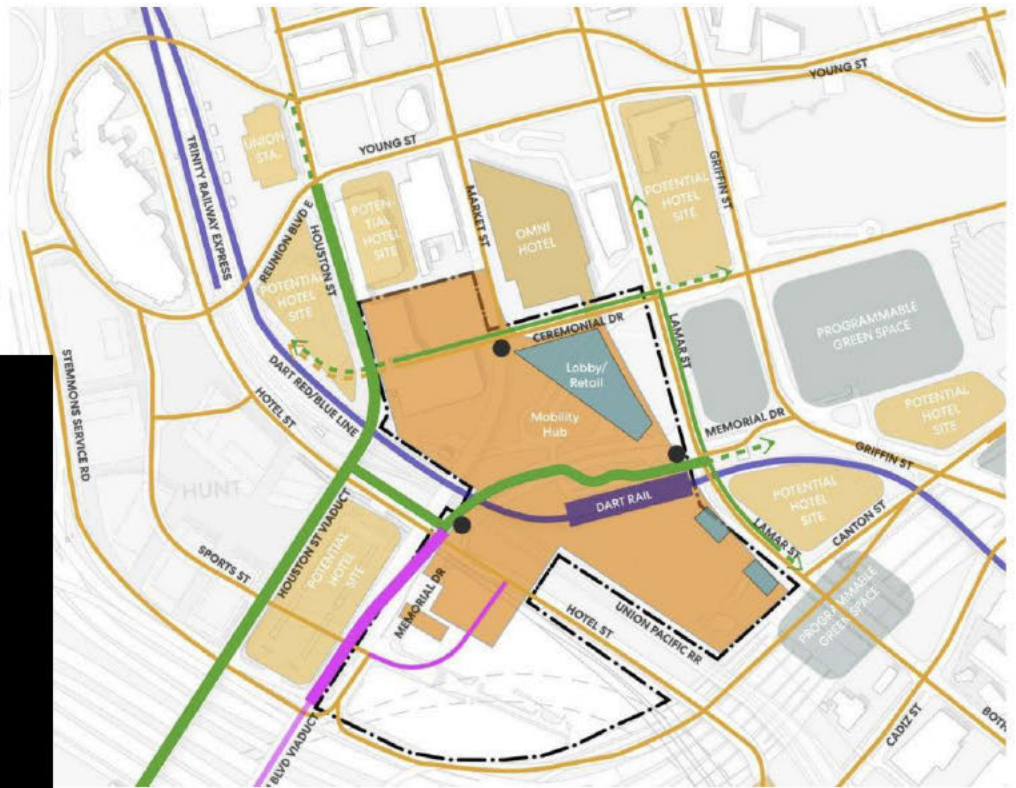
## Workforce Development Pipeline

The most important benefit Dallas College receives from hotels outside of the Knowledge District is not financial — it is employment. Our team will leverage its relationships with hotel operators, brands, and the Convention Center management team to reinforce a formal hospitality workforce development program that connects Dallas College students directly to hiring pipelines.

- ▶ **Priority hiring commitments:** hotel operators formalize Dallas College hospitality, culinary arts, and event technology graduates as preferred candidates
- ▶ **Internship and co-op placements:** structured rotational programs at adjacent hotels while students are still enrolled
- ▶ **Curriculum alignment:** our team coordinates directly between hotel management and Dallas College's academic leadership to ensure program training matches employer expectation

## Teaching Hotel Concept

While hotels proximate to the Knowledge District will be privately developed and require no capital contribution from the College, teaching hotels are a different category. Matthews and our partners have the relationships and experience to assist the College in creating partnerships with hotel operators to include a teaching and internship component.



Potential Future Convention Center Hotel Sites

Section 05

# Community Impact – The Knowledge District Thesis

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*“A college that leases a tower gets a landlord. A college that renovates in place gets the status quo. **A college that builds a Knowledge District gets a multiplier.**”*



Economic  
Leverage



Workforce  
Proximity



Enrollment  
Magnetism &  
Permanence



Affordability



Perception  
Shift

# The Five Multipliers

What Dallas College wins by anchoring the Knowledge District

1

## Economic Leverage

Every dollar of institutional investment attracts **three to five dollars of private capital**. Temple University turns \$1 of state funding into \$168 of economic impact. ACC Highland turned a \$153M bond into \$500M+ in private development. A building draws a lease. A district draws an economy.

2

## Workforce Proximity

An isolated campus makes students commute to opportunity. A district puts opportunity at the front door. Convention Center hotels need culinary talent — they walk three blocks to campus. Proximity doesn't just connect students to jobs. It collapses the distance between learning and earning.

3

## Enrollment Magnetism & Permanence

Students choose places they want to be — not just places they have to go. A district with housing, dining, childcare, and culture builds belonging. **Belonging is the #1 predictor of retention**. And when you anchor a district, you are downtown. Dallas College becomes inseparable from the West End. That's not a lease. That's an identity.

4

## The Perception shift

A building says "we're located downtown." A district says "**this is ours**." The Knowledge District connects five downtown districts — Arts, CBD, Convention Center, Reunion Station, and the West End — with Dallas College at the center. That's how a campus becomes a landmark.

5

## Affordability

Tuition is only **~20% of a student's real cost**. Housing, transit, childcare, and food are the rest. District-scale development attacks all four at once: LIHTC housing cuts rent, shared parking saves **40–60% in construction costs**, co-located childcare keeps student-parents enrolled, and campus foot traffic sustains affordable dining. No single building solves this. The district is the affordability strategy.

# Building the Knowledge District

Phased construction generating substantial economic activity across the DFW metropolitan area

**\$875M–  
\$950M**

## Total Project Investment

Campus hard costs + residential + retail,  
inclusive of 10% soft cost allowance

## Construction-Phase Indicators

Direct Construction Jobs	<b>3,600–4,000</b>
Labor Income	<b>\$235M–\$270M</b>
Average Wage	<b>\$62K–\$68K</b>
Construction Period	<b>5+ Years</b>

**6,400–7,100**

## Total Jobs Supported

Direct + Indirect + Induced employment (Type  
II multiplier of ~7.5 per \$1M)

**\$1.8B–\$2.0B**

## Total Economic Output

Direct spend × regional output multiplier of  
~2.1 (IMPLAN DFW)

# Sustained Employment Impact

Upon full buildout and stabilization, the project will support a broad base of permanent employment



## Direct Employment by Sector



### Wage Profile by Sector (2031–2033)



All wages projected in 2031–2033 dollars, applying BLS historical DFW average annual wage growth of ~3.5–4%.

# New Recurring Tax Revenue

Generating substantial annual fiscal contributions benefiting Dallas-area jurisdictions

**~\$9M–  
\$11M+**

**Total Annual Tax Benefit**

New recurring revenue to Dallas-area jurisdictions at full stabilization

## Revenue Sources & Basis

- 1 Property Tax (City + County + DISD)**  
~\$325M–\$375M taxable assessed value × combined ~2.5% rate
- 2 Sales Tax (Retail, F&B, Hotel)**
- 3 Hotel Occupancy Tax**



## Long-Term Fiscal Impact

These recurring revenue streams compound annually, creating a sustainable fiscal foundation that benefits Dallas College, the City of Dallas, Dallas County, and Dallas ISD for decades to come.

## Tax Revenue Breakdown

Property Tax	<b>\$8.0M–\$9.5M</b>
Sales Tax	<b>\$500K–\$800K</b>
Hotel Occupancy Tax	<b>\$340K–\$510K</b>

# Transforming Downtown

Measurable improvements benefiting residents, students, and the broader Dallas community

## Pedestrian-Friendly Streets

South Austin Street transformed into a tree-lined, activated corridor connecting the West End Historic District and Convention Center District.

## Public Open Space

New plazas and green spaces designed to host community events, farmers markets, and public programming.

## Transit Integration

Proximity to three DART rail stations and five bus lines, reducing vehicle trips and supporting Dallas's multimodal goals.

## Culinary & Hospitality Ecosystem

## Central Commons Retail District

## Extended Vitality & Safety

Ground-floor retail and dining with evening hours keeps the district activated after dark, improving safety through natural surveillance.

## Student-to-Career Pipeline

Direct connections to major corporate employers, the Arts District, and Deep Ellum expand career access for Dallas College's 80,000+ students.

## Mixed-Income Housing

154 units with ~46% designated affordable or workforce housing, strengthening downtown's residential base.

# Advancing Regional Goals

Explicitly designed to advance local, regional, and state economic development frameworks

## City & Regional Plans

### ForwardDallas 2.0

Supports downtown housing, mixed-income development, and transit-oriented density

### DART System Expansion Goals

Transit-oriented design serves 3+ rail stations and 5 bus lines; reduces auto dependency

### Downtown Dallas 360 Plan

Directly advances West End revitalization, street activation, and public realm enhancement

### Dallas Housing Policy

Delivers ~163 affordable/workforce units (46% of 354 total) in high-opportunity downtown location

### City Economic Development Plan

Catalyzes private investment and job creation in the urban core

## State & Institutional Priorities

### Texas HUB Program

Team exceeds HUB participation requirements, advancing state-level inclusive procurement goals

### Dallas College Strategic Plan

Consolidates campus, expands workforce pathways, and removes barriers to access for underserved students

# District-Scale Investment

A proven private capital multiplier: a single building attracts tenants. A district attracts an economy.

**“***The evidence from comparable urban education districts is unambiguous: a single building attracts tenants. A district attracts an economy. The difference in long-term economic return is not marginal. It is transformational.***”**

## National Precedents: Private Capital Multiplier

Precedent	Anchor Investment	Private Capital	Ratio
ACC Highland — Austin, TX Community college bond; mixed-use district on redeveloped mall site	~\$153M	\$400M+	~2.6:1
Cortex Innovation District — St. Louis, MO Institutional seed investment on 200 acres of blighted industrial land	\$29M	\$1.33B	46:1
University City — Philadelphia, PA Penn neighborhood investment strategy in mixed-use urban district	~\$500M	\$4.7B+	9:1+

### The Dallas College Implication

If Dallas College's bond investment follows even the most conservative ratio (ACC Highland's ~2.6:1), a **\$450M bond anchoring a true Knowledge District could catalyze \$1.0B to \$1.5B+ in total West End investment** over 15–20 years.

**\$450M**

Dallas College Bond

× 2.6

**\$1.0B–\$1.5B+**

Total West End Investment

# Why District Scale Matters

The mechanism is different at district scale: a connected, activated, multi-block district attracts private investors who see a market.

## The Matthews Advantage

The Matthews proposal assembles these conditions simultaneously across a **six-block downtown footprint**. Through direct land ownership, established adjacencies, and decade-long relationships with the City of Dallas, DART, and surrounding landholders, the team controls the scale required to create a true Knowledge District.

- ✓ Direct land ownership in the district
- ✓ Established adjacencies to key assets
- ✓ Decade-long relationships with City, DART
- ✓ Six-block downtown footprint control

### The District as Student Success Strategy

For a commuter campus, the surrounding environment is the student experience. When students lack reliable access to basic needs, completion rates fall. When those needs are embedded in an activated, walkable district, they become reasons to stay.

## Long Beach City College: The "BeLong" Campaign

Long Beach City College found that just 49% of students reported feeling they "mattered or belonged" on campus. **The primary driver cited by students was the physical environment: functional but unwelcoming and disconnected from daily life.**

LBCC's response was a major investment in student-centered, community-integrated physical space designed to transform the campus from a place students pass through into a place they choose to be.

49%

2022 Baseline



92%

2025 Achievement

The "BeLong Beach City College Campaign" successfully increased sense of belonging to 92% in three years, particularly benefiting Black and Asian students.

## The Dallas College Knowledge District Applies This Principle

By embedding daily needs retail, healthcare access, student-run dining and hospitality, public open space, and career-connected programming into a six-block activated environment, the district converts a barrier to community college completion—student disconnection—into the reason students stay.

Section 06

# SBE and Risk and Alignment

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*"Changing a campus. Changing a neighborhood.  
Changing a city."*

6A. Approach to Participation of Local SBEs

# Participation of Local SBEs

Matthews and its partners are committed to ensuring meaningful, measurable participation by locally based small business enterprises in all phases of the Dallas College Downtown Campus project. For three decades and across billions of dollars in Dallas development, we have structured our projects to create genuine opportunity for small, emerging, and historically underutilized firms—not as a compliance exercise, but because inclusive contracting produces better outcomes, builds local capacity, and strengthens the communities where we work.

We understand that Dallas College places strong emphasis on inclusive economic development, local job growth, and community investment. Our approach goes beyond setting participation targets: we embed locally based small businesses into the development team itself, we structure scopes of work to be accessible to emerging firms, and we track and report outcomes with the same rigor we apply to budgets and schedules.

## Proven Track Record: Exceeding Goals on Every Major Project

Matthews has consistently exceeded small and diverse business participation goals on every major public-facing project in Dallas. These are audited, verified outcomes—not aspirational targets:

Project	Value	SBE Goal	Achieved
Kay Bailey Hutchison Convention Center Expansion	\$3B+	38%	<b>50%</b>
Omni Dallas Hotel	\$346M	40%	<b>44%</b>
The Galbraith (Affordable Housing)	\$38M	25%	<b>38%</b>
South Side on Lamar (Historic Redevelopment)	\$80M	30%	<b>32%</b>

On the Kay Bailey Hutchison Convention Center Expansion—a \$3 billion program and the largest public works project in Dallas history—our team achieved 50% participation against a 38% goal, exceeding the target by twelve full percentage points. That result reflects a deliberate, sustained effort to identify, qualify, and support small and diverse firms across every trade and professional services category.

## Small and Local Business Partners Embedded in the Team

Unlike approaches that bring small business partners into a project late, four of our ten coalition firms are Dallas-based businesses that qualify as HUB or SBE firms. They are not subcontractors waiting for scope assignments—they are development partners and decision-makers at the table from day one:

Firm	Specialization	Dallas-Based	Project Role
Sycamore Strategies	Affordable & workforce housing; LIHTC, HOME, ARPA, TIF financing	Yes — HUB-certified	Housing & Mixed-Use
Azteca Enterprises	Heavy civil, infrastructure, major public works; \$400M bonding capacity	Yes — 33 years in DFW	Pre-Construction
Kaizen Development Group	Mixed-use & urban development; \$2B portfolio, debt-free operations	Yes — Dallas HQ	Development Partner
Russell Glen	Retail & mixed-use; NMTC, PACE, TIF expertise; \$1.5B under management	Yes — Dallas HQ	Retail & Mixed-Use

*Together, these four firms bring combined portfolios exceeding \$4 billion and direct experience on the exact blocks and asset types involved in this project. Russell Glen’s redevelopment of Redbird Mall—where Dallas College is an anchor tenant—is the most relevant local precedent for what a community college can catalyze when embedded in a mixed-use district. Sycamore Strategies is actively developing a mixed-use housing project in the West End Historic District right now, steps from the future campus.*

# Three-Tier SBE Engagement Strategy

To deliver meaningful economic impact across the Dallas region—as the RFP requests—we have structured a three-tier approach to SBE engagement that spans the full project lifecycle:

## Tier 1: Pre-Construction and Planning

- Host SBE outreach sessions prior to procurement, coordinated with the Dallas Regional Chamber’s small business network, the North Central Texas Regional Certification Agency (NCTRCA), and Dallas College’s own Office of Community Engagement.
- Break large trade packages into smaller, clearly defined scopes accessible to emerging small businesses without sacrificing schedule or quality. This is the single most effective action a developer can take to open doors for firms that have historically been excluded from projects of this scale.
- Pre-qualify local SBE firms early, providing them adequate lead time to assemble teams, secure bonding, and prepare competitive bids—rather than compressing the timeline in ways that favor only established large contractors.
- Leverage Matthews’ existing relationships with trade organizations and local chambers of commerce such as the Regional Black Contractors Association (RBCA), the Regional Hispanic Contractors Association (RHCA), the Asian American Contractors & Professionals Association (AACPA), the Dallas Black Chamber of Commerce, and the Greater Dallas Hispanic Chamber of Commerce (GDHCC) to identify qualified firms across all trades.

## Tier 2: Procurement, Construction, and Capacity Building

- **Mentor-Protégé Program:** Pair established trade partners (Balfour Beatty, Azteca) with emerging SBE firms to build capacity in bonding, insurance, project management, safety compliance, and estimating. This is not a symbolic program—Azteca has placed workers and subcontractors through RBCA and RHCA partnerships on projects including the Omni Dallas Hotel and the Convention Center expansion.
- **Prompt Payment:** Implement net-15 payment terms for SBE subcontractors to eliminate cash flow barriers that disproportionately affect small and emerging firms. Cash flow is the single largest reason small firms fail on large projects, and we address it structurally.
- **Dedicated SBE Compliance Manager:** Assign a full-time compliance lead to track SBE participation in real time, report monthly to Dallas College, and intervene proactively when utilization falls below targets on any trade package.
- **Local Workforce Hiring:** Prioritize hiring from Dallas College’s own workforce development and construction science programs, creating a visible feedback loop between education and employment. Matthews has committed to hiring Dallas College students as interns across architecture, construction management, and urban planning disciplines—ensuring students gain real-world experience building their own campus.

## Tier 3: Operations and Long-Term Economic Impact

- Extend SBE participation beyond construction into ongoing facilities management, property maintenance, food service, security, and retail leasing—ensuring that the economic benefits of the Knowledge District are durable, not temporary.
- Work with Russell Glen to give locally based small businesses priority consideration for ground-floor commercial spaces in the district, replicating the locally owned business recruitment model proven at Redbird Mall. The goal is a district where students see local entrepreneurs operating real businesses—and see themselves in those roles.
- Publish annual SBE impact reports documenting dollars committed, dollars paid, firms engaged, and local workforce demographics—providing Dallas College full transparency and a public record of inclusive economic development.

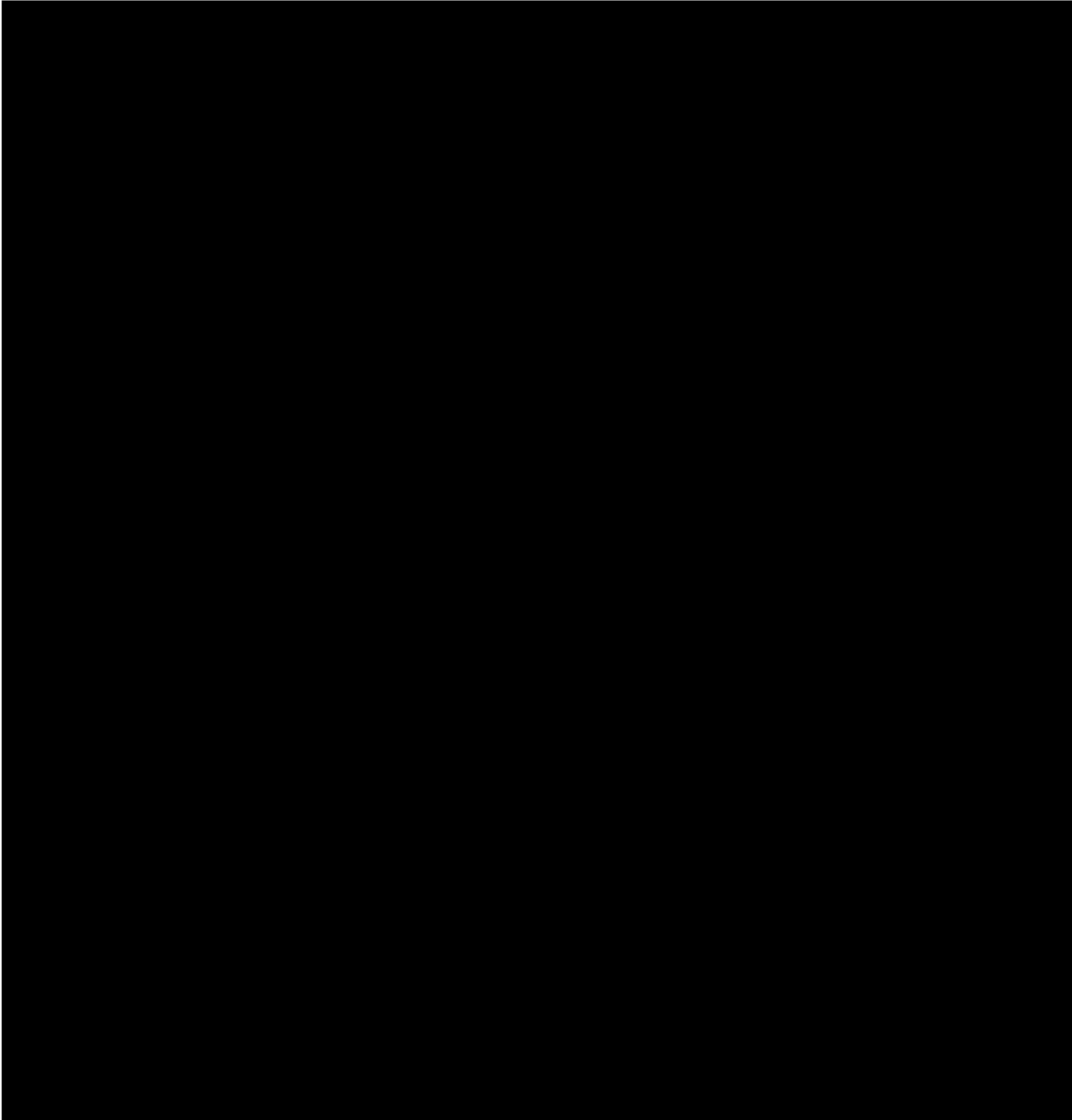
## Regulatory Compliance

Dallas College must comply with state and federal regulations as a recipient of public funding. Matthews and our team members will ensure full adherence to all applicable guidelines, including state SBE/HUB program requirements and federal grant conditions. We will work closely with Dallas College to implement these guidelines effectively, adapt to any regulatory changes during the project lifecycle, and maintain a transparent contracting process that meets all legal standards while maximizing community benefit.



**When the Knowledge District is complete, it should be a place where locally owned businesses thrive alongside the college that helped build them.**

# Overall Risk Perspective



In addition to development and construction risks, our team recognizes the importance of protecting Dallas College's operational continuity, financial stewardship, and institutional mission. Construction planning will be coordinated with College leadership to limit disruption to campus activities, secure swing space when needed, and maintain safe access for students, faculty, and staff.

# Why This Project Matters

Somewhere in Dallas County right now, there is a single mother trying to figure out how to go back to school. She works two jobs. She has two kids. She has been looking at the El Centro website for three months, trying to convince herself that she can do this.

What she doesn't know yet is that the campus she's been thinking about is about to become something extraordinary.

There is a high school junior in Pleasant Grove who has never set foot on a college campus. His counselor enrolled him in the Early College program, but he doesn't know what to expect. He's nervous. He's not sure places like this are for people like him.

There is a 45-year-old man in Oak Cliff who lost his manufacturing job two years ago. He's heard about the culinary arts program at El Centro. He loves to cook. But he's never thought of it as a career.

This campus is for them.  
**All of them.**

## The Reason Why

That is why this project matters. Not the square footage. Not the pro forma. Not the phasing schedule.

Those are important – and we've addressed every one of the them in this proposal. But the reason ten firms and hundreds of people have poured their hearts into this vision is because **we know what happens when you build the right place for the right people at the right moment.**

## We Have Seen It Before

- ▶ The Cedars — where a derelict Sears building became a neighborhood
- ▶ The Convention Center — where a construction site is becoming a world-class destination
- ▶ ACC Highland — where a dead mall became a community center

And we will see it in the West End, where Dallas College will become the anchor of the most dynamic mixed-use educational district in the state of Texas.

# **Appendix I**

## **Clarifications, Assumptions, & Exclusions**

# Pre-Development Agreement Budget




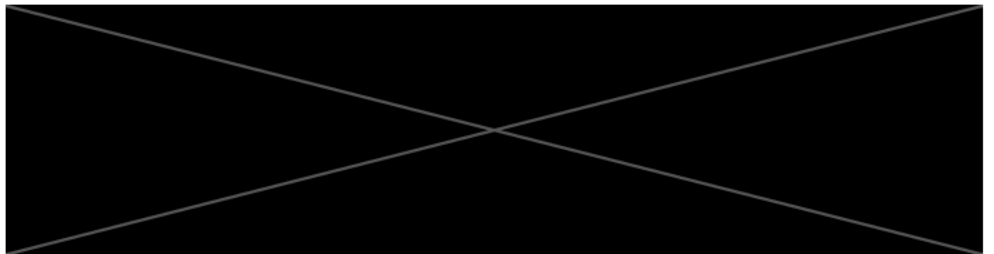

Item #(s)	Section	Additional Information
1-3	<i>Design &amp; Architecture</i>	See fee proposal for additional details.
10	<i>Feasibility &amp; Due Diligence</i>	This fee is for Title Search costs (if charged).
11	<i>Pre-Construction Services</i>	See fee proposal for additional details.
19	<i>Marketing &amp; Branding</i>	Developer believes that the College should engage a branding consultant in connection with development of the campus. If the College intends to directly engage a branding consulting, we can remove this line item from the PDA budget.
20	<i>Project Management &amp; Administration</i>	See fee proposal for additional details.
21	<i>Project Management &amp; Administration</i>	See fee proposal for additional details.

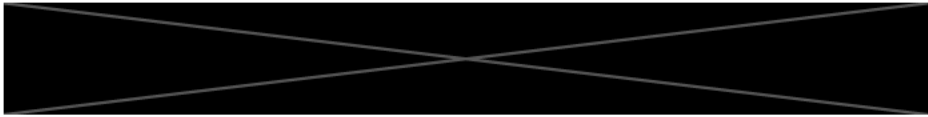




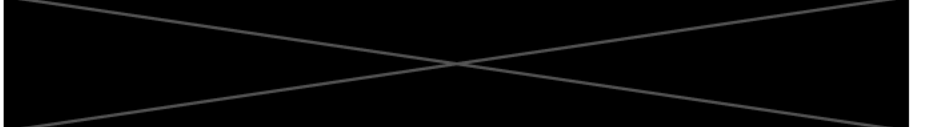
## Other Assumptions and Exclusions

The PDA budget makes the following assumptions and/or exclusions the following scopes of work:

- Fees paid to Dallas College consultants, financial advisors, owner's representatives, legal counsel, or other representatives or agents of the Dallas College providing services directly to the College
- Costs related to evaluation of Complementary Uses unless directly incorporated into the Core Program (e.g., on-site restaurants, daycare, bookstore, etc.)
- Costs have been established for a 16 month duration and do not include costs beyond the PDA duration
- Costs related to early procurement, sitework, or other early construction activities
- Costs related to property condition reports in the event Dallas College elects to retain and renovate a building that is scheduled for demolition in the description of the proposal's Core Program
- Feasibility studies and third party reports on property sites outside of the boundaries of the proposal
- Brokerage fees, title expenses, closing or other acquisition costs associated with any property not owned by a member of the Team for property Dallas College elects to purchase
- Marketing, broker, title, closing or other disposition costs associated with any property recommended for disposition. Any property a developer team member may acquire from the Dallas College will be subject to a separate written agreement.
- Assume the College is a tax exempt entity and will provide all necessary certificates to developer related to tax exemptions.
- Design and Architecture fee includes about 10 high quality renderings. Additional renderings will be billed at cost as a pass through expense.
- Design and Architecture fee is based on a 16 month duration. Any extension beyond 16 months will be considered additional service.
- Design and Architecture fee does not include equipment consulting which can be provided upon request.

# Sources & Uses Budget

Item #(s)	Section	Additional Information
N/A	Overall	Option 1: Administration relocated to Paramount (Bldg P). Option 2: Administration relocated to Founders Square (Bldg F) and Paramount building sold or repurposed. See "Section 3 – Project Characteristics"
N/A	Overall	Cost for Parking not included in the budget. There are several options for parking. See "Parking Strategies"
N/A	Overall	Option 2 budget does not include the acquisition or annual rental costs for Founders Square. See "Founders Square Lease Options"
7	Direct Design & Construction Costs	
10	Direct Design & Construction Costs	 of the Cost of the Work. The design fee percentage is shown for illustrative purposes only.
14	Direct Design & Construction Costs	Cost for additional Austin Street corridor improvements not on the College's campus. Costs for Austin Street improvements on Campus facilities included in the design and construction budgets.
15	Direct Design & Construction Costs	Cost for renovations of approximately 25% of Building A that will serve as swing space during construction. Includes cost of portable chillers and temporary electrical.
17	Soft Costs	Portion of the Architecture and Design, Pre-Construction, and Project Management fees from the PDA period deferred pending comprehensive development agreement (fees at risk).
18-20	Soft Costs	Percentage reflect industry standard metrics for furniture, equipment, supplies, and technology and are all subject to validation.
21	Soft Costs	The RFP did not specify if Dallas College would like to achieve certain LEED or other sustainability goals. The design does not include LEED certification, renewable energy systems, or other sustainability issues. The sum for line 24 reflects industry standard costs as a benchmark.
23	Soft Costs	Developer assumes that College will desire to continue with a community engagement and marketing outreach program through Developer. If College intends to undertake these initiatives directly, this scope can be removed.
27	Soft Costs	
28-29	Soft Costs	  Owner Contingency is being shown for budgetary purposes and is under full control by Dallas College.
30	Property Acquisition Costs	

Item #(s)	Section	Additional Information
32	<i>Sources of Funds</i>	Based on the RFP, Developer assumes that \$500,000,000 is available from the net bond proceeds to fund costs related to the Project. With respect to any leases, Developer has provided options that will qualify as a capital expense under most Texas bond programs.
33-34	<i>Sources of Funds</i>	
35	<i>Sources of Funds</i>	
36	<i>Sources of Funds</i>	
37	<i>Sources of Funds</i>	
38	<i>Sources of Funds</i>	Developer assumes that the City of Dallas has available TIF or bond funding to assist in paying for Austin Street and related infrastructure improvements. Developer will assist with the TIF application and coordinating with the City of Dallas.
39	<i>Soft Costs</i>	
40	<i>Soft Costs</i>	
41	<i>Soft Costs</i>	Third-party vendors to reimburse upfront equipment costs (e.g., kitchen, AV, technology). Dependent on College's programming plans and whether it desires to control the programming in these spaces.
42	<i>Soft Costs</i>	Gap financing through a Public-Private Partnership (P3) structure, secured by future retail or parking revenue. Gap financing to be explored after all other sources, value engineering, scope reduction, and other options are exhausted. See "Gap Financing Strategy".

## Other Assumptions and Exclusions

The Development Budget makes the following assumptions and/or exclusions the following scopes of work:

- Fees paid to Dallas College consultants, financial advisors, owner's representatives, legal counsel, or other representatives or agents of the Dallas College providing services directly to the College
- Costs related to evaluation of Complementary Uses unless directly incorporated into the Core Program [REDACTED]
- Cost related to Acquisition of property are being shown for the purpose of budgeting but Developer is not guaranteeing or responsible for overruns in such line items
- Dallas College is tax-exempt entity for federal and state tax purposes and will provide any and all certificates required for Developer or its subcontractors to utilize the Dallas College's tax exemption
- Developer believes that given the size of the project, that an OCIP, OPPI, and other owner procured insurance coverages will provide the maximum protection and control over insurance proceeds. Design Builder current carries a CCIP in its numbers. Parties to discuss insurance coverage and procurement requirements. Budget does not include owner's procured insurance.
- Developer intends to procure a project specific professional liability policy in connection with work performed. The cost of the PLL is not included in the estimate since the RFP did not outline insurance requirements.
- Design and Architecture fee based on duration of the work and the size of the new construction/renovation of existing buildings. If this changes then the fee will be adjusted to reflect the changes.
- Design and Architecture fee does not include furniture planning services. A separate proposal can be provided for these services. [REDACTED]
- Design and Architecture fee does not include equipment planning services. A separate proposal can be provided after the PDA period when specialty labs are further defined.
- Design and Architecture fee does not include theater planning, transition planning, or other specialized services. These will be billed as reimbursable expenses if required by the project or the owner.

# **Appendix II**

## **Team Members**

# Our Team

*"Ten firms, one mission.  
We are a partnership forged in the streets of Dallas."*



## Matthews

Headquartered in Dallas, Matthews has acquired, built, and managed approximately \$15 billion in real estate globally, delivering over 10 million SF across hotels, office buildings, medical facilities, exhibition centers, mixed-use developments, retail, residential, and industrial projects.



## Kaizen Development Group

Dallas-based development company that has built, owned, and/or controls nearly \$2 billion in commercial real estate. Raised over \$300 million in cash to support developments while operating completely debt-free, ensuring financial stability and flexibility.



## Sycamore Development

HUB-certified, woman-owned Dallas firm with 1,000+ units in Texas development pipeline. Specialized knowledge in LIHTC, HOME, ARPA, and TIF/TIRZ funding. Raised over \$180 million in tax credit equity supporting \$500 million in real estate assets.



## Russell Glen

Privately owned development firm in Dallas specializing in complex real estate projects that drive community impact. Managing nearly \$1.5 billion in commercial real estate with extensive experience in New Markets Tax Credits, PACE financing, and TIF.



## Balfour Beatty Campus Solutions

Part of global Balfour Beatty plc with 115+ years creating vital assets. Specializes in development, finance, and asset management of on-campus infrastructure with focus on P3 model. Led over 23 successful campus projects totaling \$2 billion in value.



## Balfour Beatty Construction, LLC

Leading international building group with legacy spanning nearly a century. Operations across UK, US, and Hong Kong generating over \$12 billion in revenue in 2023. US headquarters in Dallas since 1936 with 300+ local employees. Aggregate bonding capacity of \$5.5 billion.



## Azteca Enterprises

33 years in DFW with strong ties to Dallas County, City of Dallas, DFW Airport, and DART. Played critical role in delivering major infrastructure including Calatrava Bridge, American Airlines Center, AT&T Stadium, Omni Hotel, Parkland Hospital, and DART lines. Bonding capacity of \$400 million.



## Charter Holdings

Dallas-based real estate investment company founded by Ray Washburne in 1990. 35 years focused on retail and office acquisitions throughout the US with DFW market focus. National leader in re-posting assets. Owns and operates over 20 retail and office holdings including Highland Park Village and M Crowd Restaurants.



## Labora Real Estate

Dallas-based real estate pillar focusing on U.S. assets for the Hartland & Mackie families. Legacy of over 70 years in global real estate investment. Deep expertise across office, commercial, residential, and industrial real estate in the Dallas market through disciplined capital allocation and long-term investment approach.



## Perkins & Will

Global architecture and design firm founded in 1935. Extensive experience in higher education design, urban planning, and sustainable architecture. Award-winning campus projects prioritizing student success, community engagement, and environmental stewardship. Dallas studio brings local knowledge combined with global expertise.

## Master Developer



Dallas College

Master Developer & Program Management



Jack Matthews  
President



Matthews

Dallas Office



Kristian Tekei  
SVP / Senior Project Manager



Phill Geheb  
SVP / Assistant Project Manager

## Our Team

Matthews Southwest, as Master Developer, leads a 100% Dallas-based team that includes architects, contractors, landowners, and development specialists, each bringing deep expertise in their respective fields.

This collaborative structure ensures that academic spaces, student/workforce housing, retail, and transit are fully integrated, aligning with Dallas College's mission and delivering a campus that connects students, the community, and the city.

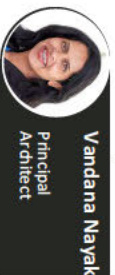
### Service Partners

Master Plan & Campus Design



Perkins & Will

Dallas Office



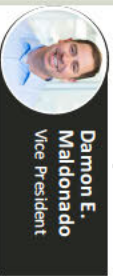
Vandana Nayak  
Principal Architect

Pre-Construction



Balfour Beatty

Dallas Office

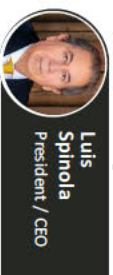


Damon E. Maldonado  
Vice President



Azteca Enterprises

MWBE/HUB Local



Luis Spinola  
President / CEO

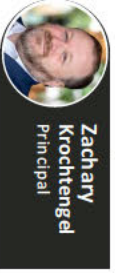
### Development Partners

Affordable & Workforce Housing



Sycamore Strategies

MWBE/HUB Local



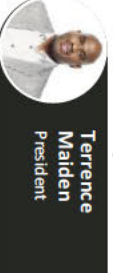
Zachary Krochtengel  
Principal

Retail & Mixed-Use Development



Russell Glen

MWBE/HUB Local



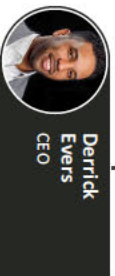
Terrence Malden  
President

Mixed-Use Development



Kazen Development Group

MWBE/HUB Local



Derrick Evers  
CEO

Higher Education & P3 Development



Balfour Beatty Capital Solutions

Dallas Office



Robert "Bob" Shepko  
President

### Land Partners



Charter Holdings

Dallas Office



Ray Washburne  
CEO



Labora Real Estate

Dallas Office



Thomas Harland-Mackie  
CEO



## Jack Matthews

President | Matthews

- Master of Business Administration, University of Western Ontario
- Bachelor of Economics, University of Western Ontario

Years of Experience: 40

### Lead Principal

- Provides strategic oversight for complex, large-scale mixed-use developments, ensuring alignment with Dallas College's mission and objectives.
- Leads public-private partnership (P3) strategy, integrating financing, design, and execution to ensure successful project delivery while aligning with institutional and community goals.
- Drives long-term visioning for the project, incorporating workforce housing, hospitality, commercial space, and transit-oriented development.



## Kristian Teleki

Senior Vice President, Development | Matthews

- Professional Engineer (P.Eng.), Ontario, Canada
- Master of Business Administration, Ivey Business School, University of Western Ontario
- Engineer's Degree, Civil Engineering, University of Western Ontario

Years of Experience: 31

### Senior Project Manager

- Manages project execution and coordination, ensuring seamless integration of transportation, logistics, and city partnerships to support campus development.
- Oversees project financing, government engagement, asset leasing, and site development, leveraging 31 years of experience across Canada, Mexico, and the U.S. to ensure project success.
- Specializes in public-private partnerships (P3s), adaptive reuse, and workforce housing, bringing expertise in complex project management and stakeholder alignment.

### Broward County Convention Center Hotel & Expansion

Fort Lauderdale, FL  
Ongoing



- Lead developer for a \$1.3 billion mixed-use expansion, integrating hospitality, event space, and waterfront activation.
- Oversaw design and construction of the 800-room Omni Hotel, renovation and expansion of the existing convention center exhibit hall, and development of a two-acre waterfront park, water taxi landing, and standalone restaurants.

### The Bow

Calgary, Alberta  
Completed (2013)



- Delivered a \$1.3 billion, 2 million SF corporate headquarters for EnCana/Cenovus, one of Canada's most significant high-rise projects.
- Ensured sustainability and urban integration, creating a new skyline-defining landmark in Calgary's business district.
- The concrete foundation was continuously poured over 36 hours being the largest of its kind in Canada, and third largest in the world.

### South Side on Lamar

Dallas, TX  
Completed (2017)



- Led development for a \$250+ million, mixed-use urban redevelopment, transforming historic warehouse buildings into 457 loft apartments and commercial space.
- Managed commercial lease negotiations, tenant improvement projects, and historic restoration efforts.
- Oversaw contractor and architect coordination for rehabilitation and adaptive reuse.

### The Galbraith

Dallas, TX  
Completed (2022)



- Delivered a \$75 million, 217-unit mixed-use workforce housing development, expanding housing affordability in downtown Dallas.
- Integrated retail, residential, and transit-oriented design, supporting economic mobility.

### Cedars Neighborhood Master Plan

Dallas, TX  
Phased (2001 - 2017)



- Revitalized a 15-acre district through a multi-phase, mixed-use redevelopment, transforming an underutilized industrial area into a vibrant residential, office, entertainment, and hospitality hub.
- Developed over 4 million SF of adaptive reuse, new residential, hotel, and commercial space, catalyzing investment in The Cedars.

### Omni Dallas Convention Center Hotel

Dallas, TX  
Completed (2011)



- Played a key role in the development of a \$346 million, 1,001-room headquarters hotel, directly connected to KBHCCD via sky bridge.
- Managed contractor oversight, logistics, and city coordination.

### Old Dallas High School Redevelopment

Dallas, TX  
Completed (2019)



- Led a \$50 million historic renovation of a 110-year-old high school into a 105,000 SF office and retail space.
- Coordinated financing, historic tax credit compliance, and tenant leasing strategies.

### The Tribute

The Colony, TX  
Ongoing



- Master-planned a 1,500-acre residential and mixed-use community, featuring two golf courses, trails, open space, a marina, and two schools.
- Oversees land development, infrastructure, and public-private partnerships with Denton county, city of The Colony and Little Elm ISD.

Local Project  
MWBE / HUB Inclusion

Adaptive Reuse / Redevelopment  
Coordination with Adjacent Projects

Higher Education  
Affordable / Workforce Housing

Mixed-Use



## Zachary Krochtengel

Principal | Sycamore Strategies

- Masters in Finance, University of Edinburgh, Scotland, 2012
- Juris Doctor, Villanova University, 2011
- Bachelor's of Architecture, Syracuse University, 2008

Years of Experience: 15

### Affordable & Workforce Housing Development

- Leads strategic site selection, financing, and execution of mixed-income, affordable and workforce housing developments that integrate historic preservation with modern urban living.
- Navigates complex capital structures, leveraging LIHTC, HTC, TIF, and other public-private financing mechanisms to ensure housing opportunities near the Dallas College Downtown Campus are affordable and accessible to students, faculty, and workforce residents.



## Vandana Nayak

Principal Architect | Perkins and Will

- Bachelor of Architecture, Bangalore University, 1998
- Registered Architect, Texas #19747
- LEED AP, U.S. Green Building Council

Years of Experience: 26

### Master Plan & Campus Design Architect

- Leads the architectural vision and design strategy, ensuring the new Dallas College Downtown Campus aligns with higher education best practices and future workforce needs.
- Works closely with Dallas College stakeholders to translate their vision into a built environment that fosters accessibility, collaboration, and long-term adaptability.
- Provides strategic oversight on project execution, ensuring that the design supports sustainability, transit-oriented development, and mixed-use integration.

### Cabana Design District

Dallas, TX  
Ongoing



- Leading the adaptive reuse of the historic Cabana Motor Hotel into 175 units of mixed-income housing, preserving an iconic structure while bringing affordable and market-rate housing to the Design District.
- Secured \$41 million in TIF funding and historic tax credits, ensuring financial viability while maintaining historic integrity.

### West End Lofts

Dallas, TX  
Ongoing



- Spearheading the reimagining of a historic furniture warehouse, anchoring a 154-unit housing development that also preserves Texas' oldest parking garage and integrates a pedestrian plaza with community space and retail.
- Partnered with the City of Dallas to secure a \$49 million incentive package, facilitating long-term affordability and revitalization.

### Tarrant County College Southeast Campus Transformation

Dallas, TX  
Ongoing



- Led the redevelopment and modernization of a disconnected campus into a cohesive, student-focused learning environment that integrates indoor and outdoor spaces.
- Designed flexible, multi-purpose classrooms and student spaces to adapt to evolving workforce and academic needs.
- Enhanced campus connectivity through landscape integration, outdoor learning areas, and pedestrian-friendly circulation.

### The University of Texas Mulva Hall for McCombs School of Business

Austin, TX  
Ongoing



- Designed a Tier One business education hub, creating a dynamic environment that connects students, faculty, and industry leaders.
- Integrated active learning environments, entrepreneurship spaces, and industry collaboration areas into the design.
- Positioned the project as a landmark academic facility that strengthens UT Austin's presence in the business and innovation ecosystem.

### Mariposa Western Heights

Dallas, TX  
Completed (2024)



- Led the development of a 168-unit senior housing complex in West Dallas, addressing the critical need for affordable housing options for aging residents.
- Utilized LIHTC and HOME funds to finance and deliver high-quality, service-enriched senior housing.

### Cypress Creek Apartment Homes

Dallas, TX  
Ongoing



- Developing a 168-unit mixed-income housing community with 116 affordable units, including dedicated housing for individuals with disabilities and those experiencing homelessness.
- Secured \$20M in LIHTC funding, \$32.5M in construction financing, and an \$11.7M City of Dallas soft loan, ensuring long-term affordability and community impact.

### Collin College Technical Campus

Allen, TX  
Completed (2020)



- Designed a state-of-the-art technical training center supporting workforce education, including dual-credit high school programs.
- Created hands-on learning spaces for construction trades, robotics, automotive, and healthcare programs to support workforce demands.
- Integrated student collaboration zones and career support services to enhance engagement and job placement outcomes.

### Dallas College Eastfield Campus Student Success Center & Academic Building

Mesquite, TX  
Completed (2023)



- Created a student-first, interdisciplinary academic hub, consolidating student services and instructional spaces to enhance engagement and success.
- Developed modernized student service areas, advising hubs, and flexible learning environments to improve retention and graduation rates.
- Designed a welcoming, front-door experience for students, making the campus more accessible, engaging, and connected to the community.

Local Project  
MWBE / HUB Inclusion

Adaptive Reuse / Redevelopment  
Coordination with Adjacent Projects

Higher Education  
Affordable / Workforce Housing

Mixed-Use



## Terrence Glen Maiden

Chief Executive Officer | Russell Glen Company

- Bachelor of Science & Engineering, Texas Christian University

Years of Experience: 25

### Retail & Mixed-Use Development

- Leads the strategic integration of retail and restaurant spaces to enhance campus-community connections and support Dallas College's mission.
- Develops accessible, mixed-use environments that prioritize student needs while fostering broader community engagement.



## Robert "Bob" Shepko

President | Balfour Beatty Campus Solutions

- Master of Business Administration (Public Administration), Hood College
- Bachelor of Arts (Finance, Minor in Management), University of Pittsburgh

Years of Experience: 37

### Higher Education & P3 Development

- Provides executive oversight for student housing and mixed-use development projects for colleges and universities across the United States, including University of Texas at Dallas, Texas Women's University, Tarleton State University, Texas A&M University, and University of Texas at Austin.
- Leads long-term strategic planning and execution of public-private partnership (P3) initiatives that support institutional growth.

### Shops at Redbird

Dallas, TX  
Ongoing



- Lead developer for a \$300M mixed-use redevelopment spanning 100 acres, integrating higher education, healthcare, residential, retail, and entertainment.
- Successfully positioned Dallas College as a key anchor institution, with a 53,000 SF workforce training and education facility.
- Curated tenants, making the site a vibrant for students and the community.

### Rivulet

Dallas, TX  
Ongoing



- Overseeing a 90-acre master-planned community adjacent to the University of North Texas Dallas.
- Designed a education-integrated mixed-use development to support student success and community engagement.
- Prioritizes barrier-free environments that enhance accessibility, walkability, and campus-life integration.

### The University of Texas at Dallas, Northside

Richardson, TX  
In Operations (2016)



- Oversaw the planning and execution of a four-phase, 2,500-bed, 1.2 million SF public-private partnership (P3).
- Ensured that the development enhanced campus life, student access, and mixed-use integration with retail and residential spaces.

### The Broadview at Vanderbilt, University of North Carolina

Nashville, TN  
In Operations (2021)



- Led the strategic vision for a 616-bed, 338,000 SF mixed-use graduate housing development.
- Integrated student collaboration spaces and retail amenities to support academic success and community engagement.

### Pasadena Square

Pasadena, TX  
Ongoing



- Spearheading the redevelopment of the former Macro Plaza Mall, incorporating a 141,000 SF Harris Health Medical Center and Fiesta Grocery Store.
- Focused on multi-purpose space solutions that merge healthcare, retail, and community services, addressing social and economic barriers—a model that aligns with Dallas College's mission.

### The Hamptons

Lewisville, TX  
Ongoing



- Master planning a 25-acre mixed-use entertainment development at I-35 and FM 407 in Lewisville, featuring retail, dining, hospitality, and residential spaces.
- Anchored by High Five Entertainment, creating a vibrant business, dining, and entertainment hub in the Lake District.

### Student Housing Village University of North Carolina

Wilmington, NC  
Completed (2021)



- Directed the planning, financing, and development of a two-phase, 1,814-bed, 458,158 SF residential P3 project.
- Designed to enhance student access to affordable housing while maintaining strong institutional partnerships.

### Entrepreneurship Living-Learning Community Bowie State University

Bowie, MD  
Completed (2021)



- Led the development and financial structuring of a DBF (Design-Build-Finance) P3 model, delivering a 557-bed, mixed-use student housing and entrepreneurship center.
- Oversaw the integration of a 6,000 SF entrepreneurship learning center, designed to foster innovation, support student-led business ventures, and provide maker spaces, offices, and classrooms for both students and industry partners.

Local Project  
MWBE / HUB Inclusion

Adaptive Reuse / Redevelopment  
Coordination with Adjacent Projects

Higher Education  
Affordable / Workforce Housing

Mixed-Use



## Derrick N. Evers

CEO & Managing Partner | Kaizen Development Group, LLC

- Bachelor of Science (Construction Science), Texas A&M University
- OPM, Harvard Business School

Years of Experience: 25

### Mixed-Use Development

- Co-leads land development strategy for Dallas College, ensuring highest and best use of current and future properties.
- Oversees feasibility studies, financial structuring, and stakeholder coordination to drive long-term, sustainable development.



## Ray W. Washburne

President & CEO | Charter Holdings

- Bachelor of Business Administration, Southern Methodist University

Years of Experience: 43

### Land Partner, Office & Retail Development

- Brings decades of experience in commercial real estate development, with a focus on large-scale, mixed-use, and community-integrated projects.
- Holds significant downtown Dallas real estate assets, including Founders Square and the Greyhound Station site, positioning him to support Dallas College's campus integration into the city's evolving urban landscape.
- Leverages deep expertise in public-private partnerships (P3s) to align developments with institutional and municipal goals, ensuring long-term economic impact.

### Kay Bailey Hutchison Convention Center Master Plan

Dallas, TX  
Ongoing



- Executive team member of Inspire Dallas, serving as project manager and owner's representative for the City of Dallas.
- Directing master plan efforts, including the convention center expansion, proposed I-30 deck park, and demolition of existing structures.

### The Link at Uptown

Dallas, TX  
Completed (2021)



- Developed and executed a 25-story, 300,000 SF Class AA office tower, including an 850-stall podium parking garage.
- Secured property, led entitlements, and delivered the project \$3M under budget.

### Founders Square

Dallas, TX  
Acquired (2023)



- Acquired and currently redeveloping the 275,000 SF historic Founders Square building, located near the Kay Bailey Hutchison Convention Center.
- Leading renovations to modernize the property, preserving its architectural heritage while creating more accessible, tenant-friendly office spaces.

### Highland Park Village

Dallas, TX  
Ongoing



- Led the transformation of the historic Highland Park Village into a premier retail and lifestyle destination.
- Implemented tenant strategies that increased foot traffic and community engagement, reflecting a keen understanding of mixed-use development dynamics.

### District 121

McKinney, TX  
Completed (2022)



- Partnered with McKinney Economic Development Corporation to develop an 8-story, 200,000 SF Class A office building.
- Led the public-private partnership structure, securing entitlements and ensuring on-time, under-budget completion.

### Dallas County Emergency Operations Center

Dallas, TX  
Ongoing



- Led the development of a 36,910 SF emergency response facility, ensuring mission-critical functionality.
- Managed a \$39 million development budget while aligning with governmental security standards.

### Watters Creek

Allen, TX  
Ongoing



- Acquired the 52-acre, mixed-use retail and office center with plans to revitalize it as the "Knox Street of the North."
- Overseeing landscaping enhancements, tenant repositioning, and the addition of local dining options to increase foot traffic and community engagement.

### Country Club Plaza

Kansas City, MO  
Ongoing



- Leading a \$100 million + revitalization of the historic 970,000 SF retail and office district spanning 15 blocks.
- Plans include creating distinct retail districts—luxury, fashion, and food & beverage.
- Focused on long-term investment, enhancing security, and introducing a mix of local and national retailers.

Local Project  
MWBE / HUB Inclusion

Adaptive Reuse / Redevelopment  
Coordination with Adjacent Projects

Higher Education  
Affordable / Workforce Housing

Mixed-Use



## Phill Geheb

Senior Vice President | Matthews

Phill Geheb has over 15 years of experience leading complex redevelopment and infrastructure projects, with a focus on public-private partnerships (P3s), mixed-use developments, and community-driven urban design. His expertise spans joint ventures, debt financing, affordable housing strategies, and economic incentives, helping institutions and municipalities realize transformative, long-term investments. Phill is a Teach for America alumnus and Gates Cambridge Scholar who understands the role critical institutions like Dallas College play in workforce and opportunity development and how the built environment drives personal and community revitalization.

Project Role: Assistant Project Manager



## Ron Stelmarski FAIA, LEED AP

Principal, Design Director | Perkins&Will

Ron Stelmarski has spent 23 years with Perkins&Will, ten in Chicago and the past 13 in Dallas, shaping award-winning designs that elevate communities. Under his leadership, the Dallas studio has grown to be the firm's largest, earning over four dozen design awards. His work navigates complex programs, unique sites, and tight budgets while delivering architecture of lasting social, environmental, and aesthetic value. Ron believes architecture is the connective tissue uniting people, place, and culture—an approach that mirrors Dallas College's vision for the downtown campus. Just as architecture connects, the new campus will bring together students, educators, and industry partners in a dynamic environment designed to expand access, foster collaboration, and drive opportunity across the region.

Project Role: Principal, Design Director



## Amy Aponte, M.Ed.

Vice President | Balfour Beatty Campus Solutions

Amy Aponte brings extensive experience leading public-private partnerships for student housing and education facilities, with a focus on aligning developments with institutional missions. She has successfully managed financing, design, and delivery for large-scale mixed-use projects, including the 1,208-bed Student Housing and Dining Masterplan at William & Mary and the 1,814-bed Student Housing Village at UNC Wilmington. Her expertise in campus housing strategy, stakeholder engagement, and student-centered development positions her to support Dallas College's vision for accessible, flexible, and community-integrated learning environments.

Project Role: Higher Education Development Consultant



## Nick Summerville

COO & Development/Project Manager | Kaizen Development Group

Nick Summerville leads development planning, design team selection, and project execution for complex institutional projects. His role as project manager for the Kay Bailey Hutchison Convention Center Master Plan underscores his expertise in construction oversight, permitting, and financial coordination. With a track record of delivering mixed-use and government facilities on time and within budget, Nick's skills will help Dallas College achieve its goals for a flexible, accessible, and community-oriented downtown campus.

Project Role: Mixed-Use Commercial Development – Assistant Project Manager



## Damon E. Maldonado

Vice President | Balfour Beatty

Damon Maldonado has 27 years of experience in Dallas's education and municipal construction sectors, specializing in project leadership, stakeholder collaboration, and sustainable design. His work on the \$140 million Highland Park ISD Bond Program and UT Dallas Center for Brain Health, as well as currently on the Salvation Army's Dallas Campus, demonstrates his ability to deliver complex projects in high-demand environments. Damon will provide construction leadership for Dallas College, ensuring that the new downtown campus is built to support evolving academic and workforce needs.

Project Role: Pre-Construction



## Luis S. Spinola

President & CEO | Azteca-Omega Group

Luis Spinola brings 48 years of expertise in urban construction, historical renovation, and workforce development to the Dallas College project. His work on the Kay Bailey Hutchison Convention Center Master Plan and Parkland Hospital reflects a commitment to community-focused development. In addition to providing construction leadership for Dallas College, Luis will provide executive oversight for workforce inclusion, ensuring that the project supports local economic growth, includes diverse subcontractor participation, and aligns with Dallas College's mission to transform lives through education.

Project Role: Pre-Construction



## Thomas Hartland-Mackie

President & CEO | Labora Real Estate

Thomas Hartland-Mackie is president and CEO of Labora Global Ltd., a multinational, family-owned conglomerate, with verticals in electrical products manufacturing and distribution, renewable energy and solar products distribution, real estate development, public and private company investments, and other business and philanthropic ventures. In addition to overseeing Labora Global's diverse portfolio, Hartland-Mackie serves as Executive Chairman of City Electrical Factors Ltd. (CEF) and City Electric Supply Co (CES), electrical wholesale distributors founded, respectively, in 1951 in the U.K. and 1983 in the U.S. by Hartland-Mackie's grandfather, the late Tom Mackie.

Project Role: Land Partner



## Dustin Bullard, PLA

Director – Urban Strategies | Charter Holdings

Dustin Bullard has over 15 years of experience in urban redevelopment, property transformation, and public-private partnerships (P3s). As Director of Urban Strategies at Charter Holdings, he focuses on building conversions, adaptive reuse, and placemaking strategies that enhance the urban environment. Prior to joining Charter, Dustin spent 12 years with the Downtown Dallas Inc. (DDI), where he played a key role in public space management, urban park planning, and mixed-use redevelopment initiatives. A licensed landscape architect, he brings a deep understanding of how infrastructure, design, and strategic partnerships shape vibrant, sustainable communities.

Project Role: Urban Planning & Public Space Strategy