

REQUEST FOR PROPOSALS:

**Interpretive Exhibitory Design, Fabrication,
and Installation Services at Monterey Bay National
Marine Sanctuary Exploration Center**



35 Pacific Ave, Santa Cruz, California

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Overview

The National Marine Sanctuary Foundation, in partnership with the National Oceanic and Atmospheric Administration (NOAA) Office of National Marine Sanctuaries (ONMS) and Monterey Bay National Marine Sanctuary (MBNMS) requires support to design, construct, and install technologically-sophisticated, interactive exhibits for the Sanctuary Exploration Center in Santa Cruz, California. The exhibits will interpret the primary themes of the interpretive plan for the Sanctuary Exploration Center, using technologies such as digital media, virtual or augmented reality, and other elements to showcase sanctuary science and resource protection activities, ocean conservation, and local/regional historical stories and contexts.

Facility Background

In the early 2000s, NOAA's Office of National Marine Sanctuaries (ONMS) collaborated with the City of Santa Cruz and the National Marine Sanctuary Foundation (the Foundation) to build the \$15.9 million Sanctuary Exploration Center. ONMS provided design and construction funds, the City contributed the property and helped manage the construction activities, and the Foundation led a capital campaign to support exhibit construction.

The Center was completed in 2012 and consists of 12,000 square feet, 6,000 of which is dedicated to exhibitry. It is a model for sustainable, environmentally sensitive design, construction and operation, meeting the U.S. Green Building Council's GOLD standards for Leadership in Energy and Environmental Design (LEED). The purpose of the Exploration Center is to increase NOAA's ability to protect the sanctuary's resources in a coordinated approach through education at a central location in the Monterey Bay area. The interpretive exhibits serve as a marine education center and contact point to introduce travelers and local residents to Monterey Bay National Marine Sanctuary, specific marine resources of the California Coast, marine research and exploration, and general themes of marine conservation.

Interpretive Elements

The subjects for the Exploration Center's exhibits and interpretive elements relate directly to the audience the Center serves: tourists coming to the Santa Cruz Beach Boardwalk, students and student groups; local, national, and international visitors; local residents and their guests; civic and professional organizations; government entities; the business community; and youth groups.

Current exhibits include a mix of two- and three-dimensional objects, including kinesthetic activities, flat screens with interpretation, models, a walkthrough of a tide pool and kelp forest habitat diorama, high definition film in a theater, and electronic interactive video kiosks. The goal of the exhibits are to:

- Connect, educate, and inspire visitors about NOAA's National Marine Sanctuary System (NMSS) through Monterey Bay National Marine Sanctuary's natural and cultural resources and how NOAA manages their protection.
- Instill in visitors a sense of personal stewardship with regard to the NMSS and an understanding of how to help protect it.
- Involve and engage visitors through science and exploration in MBNMS.
- Demonstrate the advantages of sustainability and operating a green building.

Exhibit Requirements

The Sanctuary Exploration Center includes approximately 6,000 feet of exhibit space, a small theater area, a large classroom, and a gift store. There are two exhibit gallery renovation options for proposal considerations. Applicants must decide what option to pursue:

Track 1: The Contractor will design, fabricate, and install static and digital elements to create an immersive and interactive experience in an existing 255-square-foot gallery area, currently labeled as "Water." The existing building floor plan is attached as Exhibit A. Photographs of the existing Water gallery area are attached as Exhibit B.

and/or

Track 2: The Contractor will design, fabricate, and install static and digital elements to create an immersive and interactive experience in an existing 255-square-foot gallery area, currently labeled as "Tidepool." The existing building floor plan is attached as Exhibit A. Photographs of the existing Tidepool gallery area are attached as Exhibit C.

The exhibits for Track 1 and/or Track 2 will consist of virtual and tactile features and will not include any live aquariums. Exhibits planned, designed, and fabricated for the National Marine Sanctuary Foundation and NOAA's Office of National Marine Sanctuaries shall follow the latest standards for accessibility in accordance with Federal laws including the Americans with Disabilities Act, Architectural Barriers Act, Sections 504 and 508 of the Rehabilitation Act as amended, and the 21st Century Communications and Video Accessibility Act. Exhibits should also include elements of Universal Design.

The Contractor shall supply all labor, materials, tooling, engineering, submissions, drawings, and support actions required by this document and by the regulatory authorities referenced herein.

Scope of Work

Exhibit Planning and Design, Fabrication, and Installation Process

The process followed in this contract is organized into several phases of work for either Track 1 or Track 2: (1) exhibit planning and design, (2) fabrication, and (3) installation. These phases are based on commonly used architectural terminology and methods for structuring work, with adaptations

to fit the specialized requirements of exhibit development.

Exhibit planning and design, as used in this contract, includes, but is not limited to, development of the physical organization of the exhibit space, integration of all exhibit elements into a cohesive presentation, functional characteristics and visual appearance of exhibit elements, including interpretive panels, and development of technical details for fabrication.

Fabrication, as used in this contract, includes, but is not limited to, the production of technical drawings used to build exhibit structures and the production of all exhibit elements.

Installation, as used in this contract, includes, but is not limited to, delivering exhibit elements to the installation site in as complete a state as possible to minimize the amount of on-site work to be done. Work in this phase shall include installation of all exhibit elements on site.

Exhibit Planning and Design

In *exhibit planning and design*, the Contractor shall gain a clear understanding of the project's history, the sanctuary's resources, and the roles of other project team members and partners. Work in this phase focuses on preparing a solid foundation for all work that follows, ensuring that the project is logically structured, and its goals and theming are understood and realistically attainable within the budget, schedule, and other specified parameters.

The design of the exhibits needs to be aligned with the latest standards for accessibility in accordance with Federal laws, including the Americans with Disabilities Act, Architectural Barriers Act, Sections 504 and 508 of the Rehabilitation Act as amended, and the 21st Century Communications and Video Accessibility Act. Exhibits should also include elements of Universal Design: equitable use; flexibility in use; simple and intuitive use; perceptible information; tolerance for error; low physical effort; and size and space for approach and use.

Planning steps:

A. Travel to the site to meet with the Project Team

1. Orientation to the visitor center experience and review the gallery area slated for exhibit renovations.
2. Identify and document resources at the sanctuary and architectural space.

B. Conduct exhibit planning charrette (virtual) with the Project Team

1. Analyze space and propose recommendations.
2. Review and/or develop design criteria.
3. Review themes, goals, and objectives.

C. Develop project brief to the Project Team, including:

1. Current overview of the project, including updated information and understanding.
2. Interpretive themes, objectives, and messaging, including primary and secondary.



3. Identify sources for existing media resources.
4. Identification and analysis of all project goals in terms of their effect on the development and successful completion of the exhibit.
5. Analysis of the project budget, including review and/or development of a production estimate.
6. Analysis of the project schedule and all other known parameters on the development and successful completion of the project.

Schematic Design

Work in this phase is organized into two sub-phases: Schematic 1 (SD1) and Schematic 2 (SD2). Schematic 1 includes the development of several alternative schemes for organizing both the interpretive content and physical layout of the exhibits. Schematic 2 includes the development of a preferred alternative after consultation with the Project Team. Major stories, exhibit elements, and presentation techniques are illustrated and described.

A. SD1 tasks include:

1. Develop SD1 – develop three design alternatives, each including:
 - a. Bubble diagrams that identify themes and concepts, placed in relationship to each other and to the physical space.
 - b. At a minimum, one preliminary sketch for each alternative that communicates the overall design intent.
 - c. A title for each alternative, with written descriptions of how each scheme accomplishes the established project goals, including working titles and narrative of all exhibit scenes.
 - d. A narrative addressing preliminary universal design and accessibility approaches.
 - e. Production cost estimates for each alternative.
2. Present SD1 - participate in a virtual meeting with the Project Team to review SD1 alternatives and provide written documentation of all decisions made.

B. SD2 tasks include:

1. Develop and submit a preferred design alternative including:
 - a. Overall design approach with:
 - i. Media style and appearance.
 - ii. Universal design/accessibility approach.
 - iii. Floor plan with individual exhibit scenes, content groups, and major elements identified.
 - iv. Overview of electronic programs
 - b. Perspective view renderings that communicate design intent of each scene.
 - c. Cost Estimates for preferred alternative.
2. Present SD2 - participate in a virtual meeting with the Project Team to review SD2 and provide written documentation of all decisions made.

Design Development

Work in this phase is organized into three sub-phases: Design Development 1 (DD1), Design Development 2 (DD2), and Design Development 3 (DD3).

DD1: builds on the plan approved in the Schematic Design phase. Its emphasis is on confirming all major elements of the design, and also includes continued content planning.

DD 2: focuses on the two-dimensional exhibit content, including the first full drafts of graphic layouts and all exhibit text.

DD 3: focuses heavily on developing all interpretive content in detail, with continued design refinement to ensure effective presentation of the content within the exhibit.

A. DD1 tasks include:

1. Develop and submit the following:
 - a. Overview with narrative description, including interpretive purpose statements and objective, for each exhibit scene and content group.
 - b. Perspective view renderings that communicate design intent of each scene and content group.
 - c. Exhibit design drawings.
 - d. Sample graphic layouts/graphic approach/typography.
 - e. Text Level 1. The interpretive text and digital media shall be written and provided by the Project Team for the Contractor to incorporate into the design.
 - f. Preliminary material, finish, and color selections.
 - g. AV Concept Treatment, and proposed program type and display format for each proposed electronic program.
2. Present DD1 - participate in a virtual meeting with the Project Team to review DD1 and provide written documentation of all decisions made.

B. DD2 tasks include:

1. Develop and submit the following:
 - a. Full draft of all graphic layouts.
 - b. Text Level 2. The interpretive text and digital media will be provided by the Project Team. The Contractor will not be responsible for the substance of the text.
 - c. A first draft of the AV Program Production Treatment for each electronic program.
 - d. Selected Exhibit Design Drawing sheets, as required to show major design changes requested at DD1.
2. Present DD2 - participate in a virtual meeting with the Project Team to review DD2 and

provide written documentation of all decisions made.

C. DD3 tasks include:

1. Develop and submit the following:
 - a. Graphic Layouts Package, organized according to exhibit scenes, to include:
 - i. Overview with narrative description, including interpretive purpose statements and objective, for each exhibit scene and Content Group.
 - ii. Perspective view renderings that accurately show the placement of graphic layouts within the three-dimensional exhibits.
 - iii. Complete graphic layouts, showing full layouts as well as enlarged sections with text and image at legible size for review.
 - b. Exhibit Design Drawings.
 - c. Electronic Programs Report including:
 - i. Updated AV Program Concept Treatments and AV Program Production Treatments for AV Programs and Digital Interactives.
 - ii. Flow charts for Electromechanical Programs.
 - iii. Electronic Equipment locations, wiring paths, circuit, and switch locations.
 - iv. Audiovisual, digital interactive, and electromechanical technical specifications.
 - d. Content Specialties Reference Package.
 - e. Material, finish, and color samples.
 - f. Acquire production-quality copies of all third party images and other intellectual property.
 - g. Use-rights documents package, with signed original content licenses.
 - h. For Design-Build exhibit projects, the Contractor shall prepare and submit a completion schedule for all pre-fabrication tasks.
 - i. Updated Cost Estimate
2. Present DD3 - participate in a virtual meeting with the Project Team to review DD3 and provide written documentation of all decisions made.
4. Provide all corrections to DD3 submittal, as provided by the Project Team. The Contractor shall prepare and organize all exhibit material and submit to the Project Team.

Fabrication

Work in this phase shall include production of all exhibit elements in accordance with the design intent as described in the Design documents. Work in this phase is organized into two sub-phases: Pre-Fabrication Submittals and Fabrication. Pre-Fabrication includes the development of project documents that must be approved before production can occur. Fabrication includes all tasks required to complete the production of exhibit elements.

A. Pre-Fabrication Submittals

1. Attend a post-award meeting as follows:
 - a. Travel to the site with the Project Team for orientation to the site and exhibit space.
 - b. Conduct general project review, including the exhibit design drawings and work requirements.
 - c. Inspect, measure, and document accessioned and non-accessioned objects to be used in the exhibits, verifying final dimensions.
2. Prepare and submit an Exhibit Production Plan, as follows:
 - a. Establish key project milestones and timeframes for review for 30%, 60%, and 100% completion.
 - b. At each milestone, the Contractor shall provide a revised exhibit production plan that reflects the current status of production.
 - c. The Exhibit Production Plan shall include the AV Production Plan.
3. Fabrication Shop Drawings.
4. Electronic Equipment submittals including plan drawings, wiring diagrams, and catalog cuts.
5. Material Sample Boards.

B. Fabrication

Each fabrication task may require a sub-series of steps to complete, and the Contractor is not required to complete tasks in the order outlined below. Fabrication tasks include:

1. Produce any Content Specialties and test any mock-ups and prototypes.
2. Produce exhibit structures, cabinetry, and casework.
3. Produce exhibit graphics including:
 - a. Sample digital proofs
 - b. Full-sized, unlaminated graphic proofs at Preliminary Shop Inspection
 - c. Final graphic media at Final Shop Inspection
 - d. Installation-ready graphic media
5. Produce electronic programs and all associated electronic equipment including:
 - a. AV Production Plan, script, narrative, or storyboard
 - b. AV Production samples
 - c. Electronic Equipment testing
 - d. Installation-ready Electronic Programs and Equipment
6. Produce the Audio Description draft script.
7. Produce case layouts and artifact mounts.
8. Produce any additional exhibit elements.

Inspection

Work in this phase will include the facilitation of virtual reviews of the different aspects of the

fabrication process as needed. This can include seeing photos or virtual calls of the fabrication in the Contractor's workshop, as need be.

The Contractor shall perform the following work:

A. Preliminary Inspection - the Contractor shall facilitate a review of exhibit elements at the 60% completion milestone. Unless otherwise specified, the Contractor shall provide the following:

1. Primary exhibit structures without final finishes
2. Representative sample of exhibit casework
3. Full-sized, unlaminated graphic proofs
4. 60% completion milestone for Content Specialties
5. Mock-ups and prototypes, per individual Task Order

B. Final Shop Inspection

All exhibit structures, graphics, and content specialties shall be complete and fully operational for the final inspection. The Contractor shall provide the following:

1. Virtual review of all the fabricated aspects of the exhibits.
2. All operations of each Custom Element, Electronic Program, and Electronic Equipment shall be demonstrated to be fully functional in accordance with the design intent and applicable fabrication techniques.
3. All exhibit units with built-in lighting, electrical, mechanical, and electronic equipment shall be connected to power sources and demonstrated to be fully functional.
4. While at the Final Shop Inspection, conduct the Pre-Installation meeting.

Building Prep

Most changes to the building structure, finishes, and utilities fall outside the scope of the typical exhibit fabrication contract. However, detailed coordination between the Contractor and those responsible for building work is required for a successful installation.

Work in this phase shall include verification of existing conditions at the installation site, such as changes or additions to electrical circuits, outlets, conduit, room lighting, AV equipment rack or closet, HVAC systems, and security and life safety systems. Unless otherwise specified, the Contractor shall perform the following work:

- A. Travel to the installation site.
- B. Verify whether exhibits, as approved for production, require any adjustments ahead of Installation.
- C. Prepare and submit documentation of any changes or updates to the installation site that impact the as-designed exhibits.

Installation

Exhibit elements shall be delivered to the installation site in as complete a state as possible to

minimize the amount of on-site work to be done. Work in this phase shall include installation of all exhibit elements on site, and installation of all electronic equipment. Work is organized into two sub-phases: Primary Installation and Installation Punch list.

The Contractor shall perform the following work:

A. Primary Installation

1. Deliver all exhibit elements to the installation site, in consultation with the Project Team.
2. Travel to the installation site with the exhibit installers.
3. Install all exhibit elements at the installation site in accordance with the design intent, the approved shop drawings, and in consultation with the Project Team.
4. Clean worksite of debris and dust.
5. Aim and adjust lighting of the installed exhibits and objects, as specified in the lighting plan, in consultation with the Project Team.
6. Conduct a walk-through inspection of completed and installed exhibits and provide operational training, in consultation with the Project Team.
7. Supply a draft Maintenance Manual.
8. Provide Project Team with any specialized keys, tools, and maintenance supplies.
9. Photograph the completed exhibit.

B. Installation Punch List

1. Prepare and submit an installation punch list to the Project Team.
2. When required, travel to installation site and complete or correct punch list items.

Closeout

Work in this phase shall include the preparation and organization of all final exhibit materials and documentation. New exhibits should include a minimum of a one-year warranty for defects in materials and workmanship.

The Contractor shall perform the following work:

A. Prepare Maintenance Manuals, including the following:

1. As-built lighting plan.
2. As-built drawings.
3. Final Graphic Layout files, including all revisions and corrections made during production.
4. Production-quality photography of installed exhibits.
5. Instructions for maintenance of exhibits.
6. Instructions for operation of exhibits.

B. Prepare an Audiovisual Operations and Maintenance Manual.

C. Provide all samples produced under the contract.

Specific Requirements for Accessibility

The Contractor shall provide copies of any submittals in an accessible 508 compliant format.

Specific Requirements for Closeout Package

At the conclusion of work, the Contractor shall return all other outstanding materials as specified in individual task orders. All material generated by the Contractor in the process of completing a task order is the property of the National Marine Sanctuary Foundation and NOAA's Office of National Marine Sanctuaries.

Accessibility

Exhibits planned, designed, and fabricated for the National Marine Sanctuary Foundation and NOAA's Office of National Marine Sanctuaries shall follow the latest standards for accessibility in accordance with Federal laws including the Americans with Disabilities Act, Architectural Barriers Act, Sections 504 and 508 of the Rehabilitation Act as amended, and the 21st Century Communications and Video Accessibility Act. Exhibits should also include elements of Universal Design.

Accessibility requirements for visitors with specific disabilities shall be addressed. If the site or criteria of the project pose particular challenges to accessibility, additional attention shall be paid to a full description of the accessibility solutions.

Period of Performance

For this renovation project, we would like to have the exhibits open by the end of March 2027. However, earlier timelines are appreciated.

Funding Availability

The overall exhibit renovation project scope outlined in this proposal for Track 1 and/or Track 2 is determined not to exceed **\$250,000**.

Eligibility

Applicants must have a proven track record of doing similar projects in scope and scale, preferably within California or surrounding areas, and must have the technical ability to complete the project within the provided budget. By submitting an offer in response to this RFP, the offeror certifies that it and its principal officers are not debarred, suspended, or otherwise considered ineligible for an award by the U.S. Government. The Foundation will not award a contract to any firm that is debarred, suspended, or considered to be ineligible by the U.S. Government.

How to Apply

Application packages should be submitted by 10:00 AM Eastern Standard Time on Monday, August 25, 2025. Please submit your application package to the Foundation through C-STAAR – the Foundation’s Collaborative System for Tracking Activities, Awards, and Reporting – using the following link: <https://marinesanctuary.smartsimple.com/>.

Step 1: You will need to register your organization to begin your application. You can find registration steps and instructions [here](#).

Step 2: Once you have set up your Organization Profile, navigate to the Applicant Home page. Scroll down and click “View Active Contract RFPs” to find the Interpretive Exhibitory Design, Fabrication, and Installation Services at Monterey Bay National Marine Sanctuary Exploration Center RFP opportunity. Click “Apply to RFP” to see the application page. **Be sure to click the blue “Start Application” button at the bottom of the page before beginning your application.**

Step 3: Complete application and submit by clicking the green “Submit” button at the bottom of the page. Please direct all questions to support@marinesanctuary.org with the email subject line: “RFP QUESTION for MBNMS Exploration Center: [Your Organization Name].”

The Foundation will host a virtual Q&A session on **Monday, August 4 at 12 PM PDT/3 PM EDT**, and applicants must request meeting link to support@marinesanctuary.org with the email subject line: “Request to attend MBNMS Exploration Center Q&A: [Your Organization Name]” by **Monday, July 28, 2025**. A meeting link will be sent out in the days following the 28th.

The review process may include interviews with applicants. Determinations will be made in September 2025, and applicants will be notified shortly thereafter.

Required Elements

The Foundation requires the following elements to complete the proposal:

1. A description of the company with an explanation of why you are qualified to complete this project (proposal narrative);
2. Indication of the selected track preferred: Track 1, Track 2, or both
3. A detailed budget proposal with different options outlining the various line items for staff time, travel, supplies, and other significant budget elements;
4. Any informational brochures and/or pamphlets that are applicable to this work;
5. Two examples of past work; and
6. Three references with whom you worked on a similar project of scope and budget. Please include their names, email addresses, phone numbers, and in what capacity you worked with them.

Budget Requirements

When budgeting for this proposal, please ensure that you outline the following budget for all three phases (Planning and Design, Fabrication, and Installation Process) with details on the following cost categories:

- Labor costs
- Supplies/equipment costs
- Contract estimates
- Travel costs
- Other/Miscellaneous costs
- Contingency funds

Please be sure to list any aspects that need outside contracts for work and their estimated amount separately.

Review Process

Evaluation Criteria

All applications will be screened for relevance and completeness, and will then be evaluated based on the extent to which they meet the following criteria and how they are weighted:

Technical Criteria - *total 75 maximum points*:

- Eligibility – as noted above, if the company is not eligible, your proposal will be removed and not graded.
- Geographic Background – has worked within California or surrounding areas (*total maximum of 5 points*):
 - Please provide examples of the projects within near proximity.
- Technical Merit – Proven history of executing similar jobs with positive outcomes (*total maximum of 30 points*):
 - Please include images; such as what was the design and then what was the final product.
- Metrics and Outcomes (*total maximum of 30 points*):
 - Material used
 - Priority will be given to sustainable/recycled materials, but is not necessary.
 - Must meet “Made in the USA” Standards
 - According to the Federal Trade Commission, “Made in USA” means that “all or virtually all” the product has been made in America. That is, all significant parts, processing and labor that go into the product must be of U.S. origin.
 - For items that do not meet Made in the USA standard, please list what countries the acquisitions require and why they are not

available in the USA.

- Travel and installation costs
- Craftsmanship
- In-house vs. sub-contracting needs
- Product Sustainability – Exhibits should last at least 10 years prior to needing any maintenance, electronics excluded (*total maximum of 10 points*):
 - Please demonstrate this via craftsmanship and warranties usually used.

Financial Criteria - *total of 25 maximum points*:

- The budget line items, details, number of priority items, and overall pricing for each of the three phases:
 - Please also provide different options outlining the various line items for staff time, travel, supplies, and other significant budget elements.

Application Process

Review/Proposal Timeline

- Virtual Q&A: August 4, 2025
- RFP closes: August 25, 2025
- Review period: September 2025
- Estimated Contract Start Date: October 2025

Terms & Conditions

This is a Request for Proposals only. Issuance of this RFP does not in any way obligate the Foundation to make an award or pay for costs incurred by potential offerors in the preparation and submission of an offer. In addition:

- (a) The Foundation may cancel RFP and not award;
- (b) The Foundation may reject any or all responses received;
- (c) Issuance of RFP does not constitute award commitment by The Foundation;
- (d) The Foundation reserves the right to disqualify any offer based on offeror failure to follow RFP instructions;
- (e) The Foundation will not compensate offerors for a response to RFP;
- (f) The Foundation reserves the right to issue an award based on an initial evaluation of offers without further discussion;
- (g) The Foundation may negotiate with short-listed offerors for their best and final offer;
- (h) The Foundation reserves the right to order additional quantities or units with the selected offeror;
- (i) The Foundation may reissue the solicitation or issue formal amendments revising the original RFP specifications and evaluation criteria before or after receipt of proposals;
- (j) The Foundation may modify the specifications without issuing a formal notice to all offerors when the revisions are immaterial to the scope of the RFP;

- (k) The Foundation may choose to award only part of the activities in the RFP or issue multiple awards based on multiple RFP activities; and
- (l) The Foundation reserves the right to waive minor proposal deficiencies that can be corrected prior to award determination to promote competition.

Exhibit A

Existing floor plan for the Center, including “Water” (Track 1) and/or “Tidepool” (Track 2) gallery areas on the second floor for renovation.



Exhibit B

Existing exhibitry in the 255-square foot “Water” gallery area for renovation (Track 1).

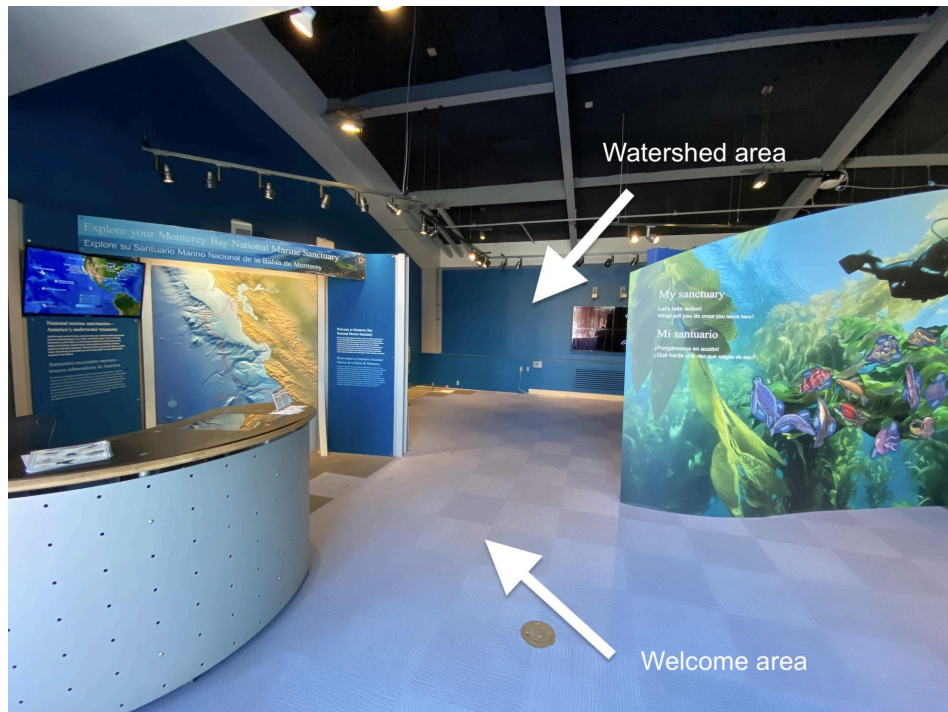


Exhibit C

Existing exhibitry in the 255-square foot “Tidepool” gallery area for renovation (Track 2).

