

Las Vegas Centennial Commission

PART I. Application Cover Page

Name of Applicant or Organization	The Neon Museum
Organization's Mission Statement	The Mission of The Neon Museum is to collect, preserve, study, and exhibit iconic Las Vegas signs for educational, historic, arts, and cultural enrichment.
Funding Amount Request	2125000.00
Authorizing Official	Aaron Berger
Authorizing Official Title	Executive Director
Authorizing Official Address	770 N Las Vegas Blvd Las Vegas, NV 89101
Authorizing Official Title Phone	(702) 387-1131
Authorizing Official Title Email	aberger@neonmuseum.org
Project Funding Category and Working Title	Historic Preservation and Relocation of La Concha

PART II. Project Description

**1. Provide a concise description of your project's objectives and timelines, specifically how it relates to the celebration and commemoration of the history of Las Vegas. If a preservation project, please include any prior work completed, the specific location on the building that will be affected and what materials will be used in the rehabilitation work. For example, "Wood siding will be glued to the walls in order to repair or replace deteriorated original wood siding on the front façade." Reference the site plans and elevations. Also, include what specific project elements Centennial funds will support.\***

As the Commission for the Las Vegas Centennial focuses funding on Historic Preservation, Education, and Arts (City of Las Vegas, n.d.). The Neon Museum is requesting a \$2.125 million matching grant to fund and relocation of the historic La Concha Motel lobby (as detailed in section II in the attached ARG report) that will incorporate a permanent educational installation featuring Paul R. Williams, FAIA, for this arts & culture organization.

#### HISTORIC PRESERVATION

The significance of Williams' La Concha cannot be overstated. Described as, "an eye-grabbing intersecting hyperbolic paraboloid lobby of glass and concrete", (Docomomo\_US.org, 2020) the property welcomed Elizabeth Taylor, Ronald Reagan, Wayne Newton, Elvis, Ann-Margret, Flip Wilson, the Carpenters and others to Las Vegas Blvd for more than 40 years. Architecturally, The La Concha Motel, recognized for its "conch shell motif," (Library of Congress, n.d.) is an example of Googie-style architecture: "a modern style that helps us understand the post-WWII American futurism - an era thought of as a 'golden age' of futurist design... It is a style built on exaggeration; on dramatic angles; on plastic and steel and neon and wide-eyed technological optimism. It draws from Space Age ideals and rocketship dreams." (Smithsonian Magazine, 2012).

Las Vegas has an international reputation for implosions, and consequently, there is a perception that there is no effort to preserve history or historic structures. As author Nathaniel Lewis remarked, "Las Vegas has always been about a surrender to the future and a letting go of the past." (Lewis and Tatum, 2017). The relocation of this exemplary building by a revered architect will gain international attention for historic preservation efforts in a city that is better known for building up and then blowing up. Further, many consider "the exuberant 'Googie' commercial architecture of the 1950s and 60s that's at great risk" (SFGATE.com, 2004) from destruction for redevelopment.

#### EDUCATION

This effort will also draw further attention to an architect who built a reputation and following but whose notoriety in Las Vegas is still lacking, Paul Revere Williams (1884 - 1980) (Los Angeles Times, 2024). Williams was the first licensed African American architect to work in the western region of the United States, designing buildings in Nevada from the 1930s through the 1970s. In 1959, M.K. Doumani, with his sons Edward and Fred, interviewed Williams to design "what would become one of the most recognizable and unusual structures on the Strip, the La Concha Motel" (Desert Companion Magazine, 2012) and what American Historian Claytee White describes as "Williams' most iconic structure in Nevada." (ALegacyRevered.org, n.d.).

Drawing on local resources, including Advisory Committee members Karen E. Hudson (Williams' chief biographer and granddaughter); Fred Doumani, Sr., (who commissioned Williams to design La Concha); local architect Melvin D. Green; and Councilman Cedric Crear. The Neon Museum in tends to create a comprehensive educational installation explaining the

architectural significance of La Concha (National Trust for Historic Preservation, 2020) and its architect Paul R. Williams, FAIA. A permanent tribute to this vanguard will be an essential component to the new location and educate hundreds of thousands of students, visitors, and locals annually.

The Neon Museum led a statewide effort to establish Paul Revere Williams Day (NV.gov, 2023) on Williams' birthday. By collaborating with the State Museum, Nevada Museum of Art, and Nevada Preservation Foundation, we were able to amplify Williams' contributions. The Centennial grant will contribute to his ongoing legacy in the City of Las Vegas.

## ARTS & CULTURE

The foresight to preserve historic signage by the City of Las Vegas has resulted in tremendous growth in visitation and collections at The Neon Museum since its official opening in 2012. While the previous year welcomed over 200,000 annual visitors, 30,000 visitors were turned away due to sell-out. Further, the Museum has worked diligently to collect and preserve historic objects. However, the result of which is that 65% of the collection is in storage and not accessible - nor educating - the public.

The desire for expansion dates to 2019, when the Museum acquired the Reed Whipple Cultural Arts Center. The Museum returned the site to the City of Las Vegas when it was determined the location could not safely house the collection of a nationally accredited museum.

The Neon Museum subsequently embarked on a comprehensive search for sites in both the City proper and the County. In July, the Museum selected two sites in the Arts District, hence remaining in the City of Las Vegas. The La Concha would relocate and anchor the offerings at 1054 S. Commerce. It is the intention to open this location by October 2027.

## FUNDING REQUEST

The anticipated total cost would be \$7.149 million to disassemble, relocate, reassemble, and outfit the La Concha in its new location. The City of Las Vegas is providing \$2 million toward this effort. The \$2.125 million matching request from the Centennial Commission (as detailed in section II in the attached ARG report) would only be provided if the Museum successfully raises an amount equal to or exceeding the grant within 3 years, the anticipated timeline. The purpose of this grant being positioned as 'matching' instead of an outright grant is to incentivize the Museum's fundraising efforts and encourage community engagement in the safe relocation and educational installation of this iconic structure, unique to Las Vegas.

By granting these funds, it sends a message to a concerned public about the future of La Concha. While the Museum is still in the early stages of planning, Las Vegasans and Las Vegas enthusiasts who are already questioning the future of this iconic structure can rest assured that the ongoing stewardship of this building and its legacy is secure.

## Bibliography

ALegacyRevered.org (no date) Accessed: 14 October 2024 Paul Revere

Williams in Southern Nevada. Available:  
<https://alegacyrevered.org/research/paul-revere-williams-in-southern-nevada-claytee-white/>

City of Las Vegas (no date) Accessed: 14 October 2024 Las Vegas Centennial Commission Grant Guidelines and Eligibility. Available:  
[https://cityoflasvegas.formstack.com/forms/lvcc\\_grant](https://cityoflasvegas.formstack.com/forms/lvcc_grant)

Desert Companion Magazine (1 December 2012) Accessed: 14 October 2024 When to curve, when to flow. Available:  
<https://knpr.org/magazine-desert-companion/2012-12-01/when-to-curve-when-to-flow>

Docomomo\_US.org (3 August 2020) Accessed: 14 October 2024 Paul R. Williams in Las Vegas. Available:  
<https://docomomo-us.org/news/paul-r-williams-in-las-vegas>

Lewis N. and Tatum S. (2017) Morta Las Vegas: CSI and the Problem of the West. University of Nebraska Press.

Library of Congress (no date) Accessed: 14 October 2024 Conch-shell motif of the La Concha Motel in Las Vegas, which seemed futuristic when the motel opened in 1961. It has long since closed as new more modern high-rise buildings take the place of historic old motels. Available:  
<https://www.loc.gov/item/2011631867/>

Los Angeles Times (11 March 2024) Opinion: Paul Revere Williams - A case study on the importance of preservation. Available:  
<https://highschool.latimes.com/harvard-westlake-high-school/opinion-paul-revere-williams-a-case-study-on-the-importance-of-preservation/>

National Trust for Historic Preservation (2020) Accessed: 14 October 2024. Nine Places that Illustrate the Life of Trailblazing Black Architect Paul R. Williams. Available:  
<https://savingplaces.org/stories/nine-places-that-illustrate-the-life-of-trailblazing-black-architect-paul-r-williams>

Nevada.gov (13 February 2023) Accessed: 14 October 2024. Proclamation by the Governor Available:  
[https://gov.nv.gov/Newsroom/Proclamations/2023/Feb/Paul\\_Revere\\_Williams\\_Day/](https://gov.nv.gov/Newsroom/Proclamations/2023/Feb/Paul_Revere_Williams_Day/)

Smithsonian Magazine (15 June 2012) Accessed: 14 October 2024 Googie: Architecture of the Space Age. Available:  
<https://www.smithsonianmag.com/history/googie-architecture-of-the-space-age-122837470/>

SFGATE.com (25 February 2004) Accessed: 14 October 2024 Tomorrow's long-lost treasures / Exuberant 'Googie' architecture at risk. Available:



<https://www.sfgate.com/homeandgarden/article/tomorrow-s-long-lost-treasures-exuberant-2819087.php>

**2. Detail the significance of the project or resource based on its cultural, historic, architectural and/or archaeological quality and significance to the community.\***

This relocation effort expands beyond moving a structure and instead incorporates historical research, the oral histories of key stakeholders at the time of the building's development as well as now, and a permanent installation that will provide for a greater understanding of the lasting impact Williams' had on Las Vegas.

**3. Include a listing of project partners (if applicable). List all other non-government and government grant awards, including grant amounts and names of agencies. Include funding from other city departments, as well as state and/or federal funding resources received in the past or present, or any future funding allocated for this project.\***

The Museum has established the La Concha Advisory Committee consisting of invested individuals who will oversee preparatory relocation plans, the actual move, the educational offerings, and the opening of the La Concha at its new site. These committed individuals include:

Karen E. Hudson, Williams' chief biographer, author of two books pertaining to his life and works, and Williams' granddaughter.

Fred Doumani Sr., original owner of the La Concha Motel, who commissioned the design of La Concha from Williams.

Cedric Crear, Las Vegas City Councilman and former member of Board of Regents for the Nevada System for Higher Education.

Melvin D. Green, NCARB, NOMA, APEC, Principal in charge of design and planning at KME Architects, and experienced in a wide range of design and planning projects in southern Nevada. Among many credits, Green holds his work with the Historic Westside School, first opened in 1923, the first school to integrate students from the nearby Paiute Tribe and the first school in Las Vegas to welcome African American students in the 1940's as a champion project.

**4. Describe how the funds will be used.**

Building on a \$2 million contribution from the City of Las Vegas, the Centennial grant of \$2.125m to fund the relocation of the La Concha Motel lobby. As detailed in section II in the attached ARG report, this includes:

Prepare La Concha Structure for relocation, including temporary supports, erecting temporary scaffolding, installing structural supports, saw cutting La Concha selectively into moveable components	\$475,000
Prepare haul route for structure relocation	\$450,000
Load, haul and unload structure	\$550,000
Reassemble La Concha structure	\$650,000
TOTAL	\$2,125,000

By providing a matching grant, the Commission will create the incentive to raise all remaining dollars needed to successfully execute the project.

**5. Provide a brief statement of you or your organization's history and activities with historic or cultural preservation. Include all your experience, whether or not the project was funded by a grant. Include information on any grants previously awarded from the Centennial Commission (project title, amount received and dates of grant award and completion).**

As affirmed in its very mission statement, historic and cultural preservation has been the focus of The Neon Museum since its establishment in 1996 as a partnership between the Allied Arts Council of Southern Nevada and the City of Las Vegas.

Sign artifacts researched, documented and restored by the Museum during the past decade and planned for the future, and which reside as part of its collection include:

- 2025 - El Cortez Hotel and Casino
- 2024 - Tropicana Hotel and Casino
- 2024 - Flamingo Hotel and Casino
- 2023 - Lido de Paris sign from the show at the Stardust
- 2022 - Palms Hotel and Casino
- 2020 - Moulin Rouge
- 2020 - Stardust Hotel and Casino
- 2019 - Hard Rock Café; Ugly Duckling Car Sales; The Flame Restaurant
- 2018 - Anderson Dairy; Dot's Flowers; Chief Hotel Court; Red Barn
- 2017 - Fitzgeralds Hotel and Casino; Margarita Baby Pizza Kitchen; Steiner Cleaners; Yucca Motel
- 2015 - Desert Rose Motel
- 2014 - Liberace Museum and Jerry's Nugget Hotel and Casino

Sign artifacts restored by the Museum during the past decade and located outside of the Neon Boneyard:

- 2024 - Union 76 Gas Station "Free Aspirin & Tender Sympathy" sign, to be installed in the Las Vegas Medical District on loan
- 2023 -- Riviera Hotel and Casino star, installed and on loan to Make-A-Wish of Southern Nevada
- 2022-23 -- Golden Inn Motel; Apache Motel; Lone Palm Motel; Motel Domino; Clark Inn motel located on the scenic by-way

Centennial Commission funding received to date by the Museum:

- 8/31/2024 -- La Concha refurbishment, \$72,224
  - 1/23/2023 - Duck Duck Shed, \$200,000
  - 7/21/2022 - Duck Duck Shed, \$165,168
  - 11/15/2021 - Brilliant! Jackpot education expansion, \$76,108.71
  - 12/7/2016 - Purchase and demolition of LA Street Market; expanding museum storage, \$425,000
  - 4/1/2014 - Curate storage boneyard into North Gallery, \$64,156
  - 2011 - La Concha rehabilitation, \$450,000
  - 2010 - La Concha rehabilitation, \$300,000
  - 2007 - La Concha rehabilitation, \$368,385
  - 2006 - La Concha rehabilitation, \$100,000
-

**6. List key project personnel, including consultants, and briefly describe their responsibilities and qualifications.\***

Key project personnel include members of The Neon Museum staff who will be actively engaged in the relocation project:

- Aaron Berger, Executive Director. Mr. Berger has a 25-year career in managing and consulting for museums and non-profits. He became chief executive of The Neon Museum in 2021.
- Sarah Hulme, Deputy Director, Ms. Hulme oversees daily operations of the Museum, and has served as a member of the senior management team since 2022.
- JoAnn Arguello, Director of Finance. An experienced chief financial executive, Ms. Arguello has extensive experience with grants management, accounting and auditing. She joined the Museum in 2023.
- Bruce Spotleson, Associate Director of Expansion. A longtime Nevada resident, Mr. Spotleson joined the Museum in 2019. He is a former chair of the Las Vegas Chamber of Commerce.
- Emily Fellmer, Senior Collections Manager. Ms. Fellmer began working in Museum collections in 2017 and was promoted to her current position in 2023.
- Jesus Rodriguez, Associate Director of Facilities. Mr. Rodriguez has extensive experience in infrastructural, safety and facilities management. He joined the Museum in 2023.

Project consultants will be identified and contracted at the appropriate time.

---

**7. Describe the key activities of your project, specifically how they relate to the celebration and commemoration of the history of the City of Las Vegas, as well as an associated timeline for your project\***

The La Concha Visitors Center has welcomed hundreds of thousands of visitors a year to The Neon Museum. Upon entry, visitors are transported to the 1961 motel lobby. However, they are given little information into the architectural significance, an introduction into Googie architecture, how the design of this building was a 'sign' on Las Vegas Blvd., and most importantly, about the lasting legacy of Paul R. Williams, FAIA. This endeavor will expand an appreciation of Las Vegas architecture, history, and an undervalued contributor to the Las Vegas landscape.

---

**8. If the project is to be phased, please describe each phase.**

The initial phase was to acquire an estimated cost to relocate the La Concha. Architectural Resources Group (ARG) responded to a Request for Information (RFI) to provide a preliminary estimate and project summary, which is included in this document. Founded in 1980 by Stephen J. Farneth, FAIA, and Bruce D. Judd, FAIA, ARG specializes in conservation and preservation of historic structures. Their report has a proposed list of phases for review.

---

9. If applicable, please provide any known project limitations that may affect the project timeline or success (i.e. asbestos; drainage; physical and structural concerns). Include plans for continued project funding and/or maintenance and provide a statement regarding the project's potential for long-term sustainability and success.\*

The timeline could be impacted by site analysis of the new location as well as any unforeseen preparation work will be required to receive the La Concha.

10. If applicable, please provide sustainability plans for financing the operation and/or maintenance of the project at the conclusion of the grant. Describe the final product resulting from your project. Please provide examples of any marketing or social media materials produced by your project.\*

Not applicable at this time.

### PART III. . Budget Worksheet

Budget Worksheet File

[https://clv-aws-webteam-formstack.s3.amazonaws.com/lvccgrant//55273897\\_241016finalfinalaalconchaprojectbudget.docx](https://clv-aws-webteam-formstack.s3.amazonaws.com/lvccgrant//55273897_241016finalfinalaalconchaprojectbudget.docx)

### PART IV. Additional Required Documents

Additional Documents 1

[https://clv-aws-webteam-formstack.s3.amazonaws.com/lvccgrant//55147068\\_pledgefromcityoflasvegas051823.pdf](https://clv-aws-webteam-formstack.s3.amazonaws.com/lvccgrant//55147068_pledgefromcityoflasvegas051823.pdf)

Additional Documents 2

[https://clv-aws-webteam-formstack.s3.amazonaws.com/lvccgrant//55196484\\_241013updatednewsiteandcurrentsitevendorestimates.xlsx](https://clv-aws-webteam-formstack.s3.amazonaws.com/lvccgrant//55196484_241013updatednewsiteandcurrentsitevendorestimates.xlsx)

Additional Documents 3

[https://clv-aws-webteam-formstack.s3.amazonaws.com/lvccgrant//55196516\\_irs determinationletter042419.pdf](https://clv-aws-webteam-formstack.s3.amazonaws.com/lvccgrant//55196516_irs determinationletter042419.pdf)

Additional Documents 4

[https://clv-aws-webteam-formstack.s3.amazonaws.com/lvccgrant//55196520\\_241016finalfinalrevisedlvccgrantrequest.pdf](https://clv-aws-webteam-formstack.s3.amazonaws.com/lvccgrant//55196520_241016finalfinalrevisedlvccgrantrequest.pdf)

Authorizing Official Name & Title

Aaron Berger, Executive Director

Authorizing Official Signature & Date



### **Exhibit A**

**Personnel** (List by type of labor and include hourly rates of all individuals working on the grant project). Include salaries & wages, payroll taxes and benefits and professional services.

<b>Expense Description</b>	<b>Total Hours</b>	<b>Total Amount</b>	<b>Grant Request</b>
Aaron Berger - Executive Director (\$115.38 @ 5%)	208	\$28,798.85	\$0
Sarah Hulme - Deputy Director (\$67.31 @ 10%)	416	\$33,601.15	\$0
JoAnn Arguello - Finance Director (\$62.50 @ 3%)	125	\$9,375.00	\$0
Bruce Spotleson - Associate Director of Expansion (\$48.00 @10%)	208	\$11,980.80	\$0
Emily Fellmer - Collections Manager (\$25.96 @ 10%)	416	\$12,959.23	\$0
Maggie Gaspar - Museum Registrar (\$24.00 @ 10%)	208	\$5,990.40	\$0
Jesus Rodriguez - Facilities Associate Director (\$38.46 @ 10%)	416	\$19,199.23	\$0
Keifer Barrantes - Maintenance Coordinator (\$18.00 @ 10%)	416	\$8,985.60	\$0
Marnie Rorholm - Grant Manager (\$28.85 @ 3%)	125	\$4,327.50	\$0
<b>Total Personal Costs</b>		<b>\$135,217.76</b>	<b>\$0</b>

**Project Supplies & Materials** (At least three (3) competitive bids must be obtained for any procurement of services that exceed \$50,000. Justifications must be provided for all sole source procurements).

<b>Expense Description</b>	<b>Total Amount</b>	<b>Grant Request</b>
<b>Total Supplies &amp; Materials</b>	<b>\$0</b>	<b>\$0</b>

**Contracted Services** (Describe and attach subcontractor estimates including design/engineering).



<b>Expense Description</b>	<b>Total Amount</b>	<b>Grant Request</b>
Prepare current site for relocation	\$645,000	\$0
Prepare La Concha Structure for Relocation, Including Temp Supports		
– Erect Temporary Scaffolding & Install Structural Supports	\$475,000	\$475,000
– Sawcut La Concha & Selectively Demolish Into Moveable Components		
Prepare Haul Route for Structure Relocation	\$450,000	\$450,000
Load, Haul & Unload Structure	\$550,000	\$550,000
Reassemble La Concha Structure	\$650,000	\$650,000
Prepare new site for relocation	\$1,300,000	\$0
Escalation and soft costs	\$1,740,000	\$0
Additional remedial and set-up work, including artwork	\$1,214,000	\$0
<b>Total Contracted Services</b>	<b>\$ 7,024,000</b>	<b>\$2,125,000</b>

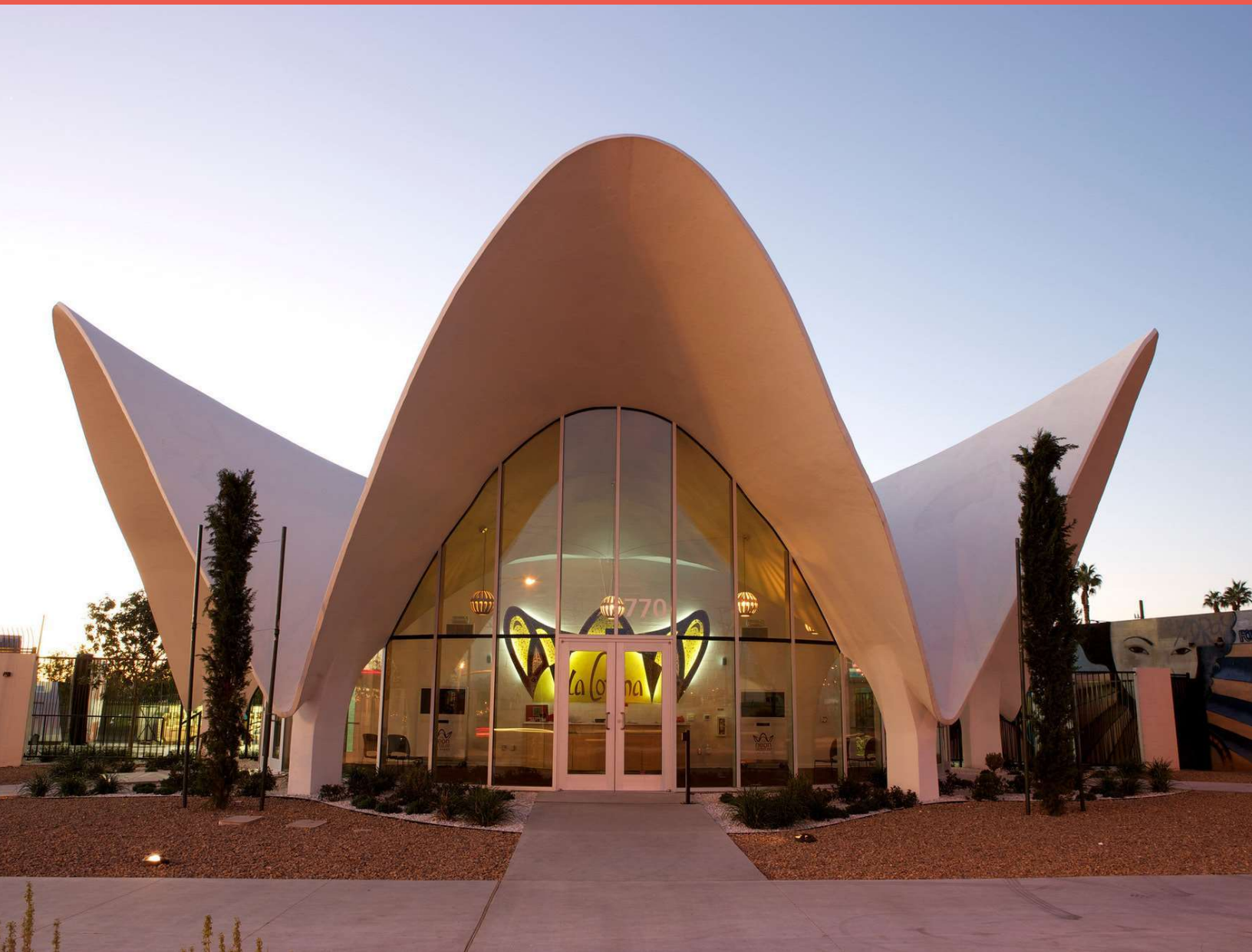
**Revenue** (Include all sources of project support including grant awards, private support, corporate support and LVCC grant request).

<b>Revenue Description</b>	<b>Total Amount</b>
Grantee Contribution	\$135,217.76
Fundraising (private and corporate support)	\$2,888,782.24
City of Las Vegas pledge	\$2,000,000
LVCC Grant Request	\$2,125,000
<b>Total</b>	<b>\$7,149,000</b>

REQUEST FOR INFORMATION (RFI)

# The Neon Museum Las Vegas - La Concha Motel Lobby Relocation

*Neon Museum Las Vegas | October 1, 2024*



Architectural  
Resources Group

*Architecture  
Planning  
Conservation*



Architectural  
Resources Group

October 1, 2024

Ms. Emily Fellmer, Collections Specialist  
The Neon Museum  
1001 West Bonanza Rd.  
Las Vegas, NV 89106

Via email: [efellmer@neonmuseum.org](mailto:efellmer@neonmuseum.org)

RE: RFI for The Neon Museum Las Vegas – La Concha Motel Lobby Move

Ms. Fellmer:

Architectural Resources Group (ARG) is pleased to provide the following Request for Information (RFI), to assist The Neon Museum, Las Vegas (“Museum”) in cost estimating as they plan to secure funding for its relocation. The Museum is comprised of the La Concha Motel lobby, which serves as the Museum’s Visitor Center, and an outdoor exhibition space known as “the Neon Boneyard” which houses their collection of over 250 architectural signs and ephemera.

The La Concha Motel, built in 1961 by renowned architect Paul Revere Williams, includes a curvilinear parabolic concrete shell supported by columns and is listed on the Nevada State Register of Historic Places and The City of Las Vegas Historic Building Register. The La Concha Motel was originally located on Las Vegas Boulevard South but was relocated to its current location in 2006 to spare the structure from demolition. We understand the building will once again require relocation and ARG has assembled a team of experts to support this effort.

ARG’s team has extensive experience evaluating historic buildings and leading design teams in the careful disassembly, treatment, relocation, restoration and adaptive reuse of significant buildings. Liz MacLean recently led the disassembly of Wayfarers Chapel, a National Historic Landmark, and serves as Principal in Charge for the office’s cultural projects such as the Norton Simon Museum and Eames House & Studio. Sarah Devan, ARG LA’s lead conservator, has intimate knowledge of the Neon Museum’s collection having prepared a conservation treatment plan, performed an outdoor collections survey, and is currently working on a materials testing program.



Architectural  
Resources Group

We were pleased to have worked closely with TYLin and OCMI on our response to this RFI. TYLin provided structural engineering consultation and has collaborated successfully with both OCMI and ARG on numerous projects. Nathan Hicks is supported by Mel Green, who served as the structural engineer for the 2006 La Concha Motel Lobby move and has collaborated with ARG on the disassembly and storage of Wayfarers Chapel and the relocation of the historic Santa Barbara Airport Terminal. Mel's priceless institutional knowledge of the past evaluation, disassembly and relocation of the structure helped to inform the team's current approach, assumptions and costs for OCMI's estimate.

OCMI is a leader in providing project management consultation and cost estimating, and they know how to assist clients in planning for and executing complex historic projects. Justin Peterson is familiar with the specific design and construction landscape of Las Vegas, local city processes, and understands what to anticipate for a project of this caliber and scale.

A significant project like this requires a tremendous team effort - to understand the nuances of an existing building and a new site, to plan for the sensitive disassembly and reassembly of a beloved building, and to creatively and collaboratively work together towards a common goal. This team is uniquely positioned to do just that, and we hope the estimated costs, proposed timeline, and considerations outlined herein will support the Museum's strategic fundraising and provide a roadmap for the next phase. This response relies on our team's current understanding of the project at this early stage, and if desired, we would welcome the opportunity to further refine this estimate with Museum leadership during future phases.

Sincerely,

Liz MacLean, AIA  
Principal  
Architectural Resources Group



Architectural  
Resources Group

## FIRM INTRODUCTION

Architectural Resources Group is committed to enhancing the vitality of historic buildings and places, spanning preservation, adaptive reuse, and new context-sensitive additions. Our work is robustly informed by our expertise in preservation policy and standards, our technical conservation capacities, and our passion for realizing creative design solutions in historic environments.

### *Rooted in History*

ARG was founded in 1980 as one of the first architectural firms focused on preserving the West Coast's rich built heritage. Our practice is guided by a dialogue between historic places, contemporary design, and conservation approaches to create spaces that are both engaging and memorable.

### *A Balanced Approach*

ARG brings a deep understanding of balancing existing conditions and desired outcomes. Drawing on the wide-ranging potential of preservation, we design to respect cultural resources and respond to current needs in ways that align stewardship and client aspirations.

### *Sustainability Through Preservation*

Reuse of existing structures is a powerful strategy to retain embodied carbon. ARG builds on this by identifying project-specific sustainability opportunities, with an emphasis on restoring inherently climate-responsive building features and enhancing them with highly efficient mechanical, electrical, and plumbing systems. ARG has realized LEED-certified projects at all levels, up to and including Platinum.

*“The legacy of the firm’s built work serves as a testament to ARG’s ability to create projects that have life and meaning well beyond the current generation.”*

— from the AIA California Council Jury,  
ARG’s Firm of the Year 2006 award

### *A Multidisciplinary Team*

ARG’s multidisciplinary staff includes architects, planners, historians, and conservators who work closely together.

#### **Architecture**

ARG’s registered architects are a diverse group brought together by strengths in preserving and enhancing existing places, from modest vernacular structures to iconic showpieces. We work at all scales and in any situation that calls for giving new life to heritage buildings and environments.

#### **Planning and Research**

ARG provides strategic guidance on historic resource management for property owners, preservation organizations, and government entities. Our planners deploy their expertise in research and regulatory environments to offer effective direction on stewardship and development of historically significant places.

#### **Materials Conservation**

ARG’s architectural conservators develop and implement customized treatments for historic buildings on a project-by-project basis. Our trained staff gather specific data on material properties and conditions from on-site investigations and research optimal repair strategies in ARG’s in-house laboratory.

### *Awards and Recognition*

ARG’s work is widely recognized as exemplary and has been honored with over 150 awards from organizations including the American Institute of Architects, the California Preservation Foundation, and the National Trust for Historic Preservation. In 2006, ARG was named Firm of the Year by the AIA’s California Council, which cited our consistently distinguished design and multidisciplinary expertise.



### *Memberships*

ARG is active in many professional organizations within the fields of architecture and historic preservation. Our company is an active participant with the US Green Building Council (USGBC). We also value the individual contributions of each of our employees. Our team members serve as members and leaders in numerous professional societies recognized both locally and internationally, such as the following:

- American Institute of Architects (AIA)
- American Institute of Conservation (AIC)
- American Planning Association (APA)
- Association for Preservation Technology, International and Chapters (APT)
- California Preservation Foundation (CPF)
- Design Build Institute of America (DBIA)
- Docomomo US
- Los Angeles Conservancy
- National Organization of Minority Architects (NOMA)
- National Trust of Historic Preservation
- Oakland Heritage Alliance
- Preservation Sacramento
- Restore Oregon
- San Francisco Heritage
- Society of Architectural Historians

### *Relocation Experience*

ARG has led the disassembly and relocation of many significantly historic structures, artwork, and programs. We have also provided historic consulting services for relocation of buildings as part of larger development projects. Our relocation projects have included:

- Wayfarers Chapel, Building Disassembly and Relocation, Palos Verde, CA
- Renwick House Relocation, Pomona College, Claremont, CA
- Ocean Avenue Project, Relocation of two historic residential buildings, Santa Monica, CA
- 1830 Cahuenga Relocation, Los Angeles, CA
- Cuyamaca Rancho State Park Campground Relocation, San Diego, CA
- S. Euclid and N. Fair Oaks Relocations, Pasadena, CA
- Red's Java House Relocation, San Francisco, CA
- "Two Whales" Sculpture, Relocation Design, City College of San Francisco, CA
- Dewey Crumpler Murals Relocation, Washington High School, San Francisco, CA
- Bernard Zakheim Murals Removal, University of California, San Francisco, CA
- 807 Franklin Street, Protective Measures and Relocation Plan, San Francisco, CA
- 1980 Yountville Cross Road, Relocation Plan, Yountville, CA
- Minori Yasui Jail Cell Relocation, Portland, OR
- Sandy River Conduit Relocation, Sandy, OR
- Washington State Capitol, Marcus Whitman Statue Relocation, Olympia, WA





## LIZ GRACE MACLEAN, AIA

### Principal | Architect

Liz is a talented architect known for her meticulous attention to detail and unwavering commitment to design excellence. Before joining ARG in 2016, she gained key experience at SPG Architects in NYC, along with Predock Frane and Gehry Partners in LA. Her wide range of skill sets includes all stages of design, from overall master planning to the nuances of interior design. Clients rely on Liz to help them navigate complex projects that combine research, new construction, and historic preservation. Her nuanced approach results in timeless architectural designs, seamlessly blending old and new elements. Her dedication to creative collaborations is evident in the success of her projects, including Wayfarers Chapel Disassembly, the Norton Simon Museum exterior improvement project, the Eames House Master Plan, and multi-phased projects at Pasadena Conservatory of Music and Ontario Museum of History & Art.

### Relevant Project Experience

- Wayfarers Chapel, Building Disassembly, Rancho Palos Verdes, CA
- Ocean Avenue Project, Santa Monica, CA
- Norton Simon Museum, Exterior Improvement Project, Pasadena, CA
- Eames House and Studio, Master Plan and Conservation Consulting, Los Angeles, CA
- Ontario Museum of History & Art, Master Plan & Phased Improvements, Ontario, CA
- Rose Garden Tea House, Rehabilitation, Huntington Library and Botanical Gardens, San Marino, CA
- Pasadena Conservatory of Music, Learning Center Addition, Pasadena, CA
- How House, Los Angeles, CA
- A.K. Smiley Library Lower Level Revive, Redlands, CA
- Altadena Main Library & Bob Lucas Memorial Branch Library, Master Plan, Altadena, CA
- Los Angeles County Arboretum, Path of Travel Design, Arcadia, CA
- Virginia Robinson Gardens, Historic Preservation Consulting, Beverly Hills, CA
- Ladera Park, Community Building Improvements, Los Angeles, CA
- Green Hotel Envelope Assessment and Stucco Repair, Pasadena, CA
- 86 S. Fair Oaks, Central Park Apartments, Pasadena, CA
- The Broadway Building, Baldwin Hills Crenshaw, Rehabilitation Concept Design, Los Angeles, CA
- Acqua Alta, Venice Biennale/Yale Exhibit, Predock Frane Architects\*
- Museum of Tolerance, Model Building, Los Angeles, CA, Gehry Partners\*
- Art Gallery of Ontario Model Building, Toronto, Canada, Gehry Partners\*

*\*work performed prior to joining ARG*



---

### Education

Master of Architecture, SCI\_Arc,  
Los Angeles, CA

Bachelor of Science, Interior  
Design, James Madison University,  
Harrisonburg, VA

Meets the *Secretary of  
the Interior's Professional  
Qualifications Standards* in  
Architecture

---

### Registrations

Registered Architect, State of  
California, No. C-39534

---

### Memberships

AIA LA Chapter, Historic Resources  
Committee

Association for Preservation  
Technology, Western Chapter  
(WC/APT)

National Trust for Historic  
Preservation

---

### Awards

James Madison University, School  
of Art, Design, and Art History  
(SADAH) Alumni Achievement  
Award, 2023-2024



## SARAH A. DEVAN, AIA, AIC

Senior Associate | Architect and Conservator

Sarah is an architect and conservator with over twenty years of combined experience in the repair and restoration of architecture, sculpture, art objects, and paper documents. She has a broad level of experience with architectural materials, including assessment and testing of masonry, wood, metals, and architectural finishes. She also has particular experience with terra cotta, stone, adobe, and brick masonry buildings. She has conducted numerous conditions assessments, and has provided technical reports, historic structure reports, and rehabilitation plans for anything from individual repair treatments to long-term planning initiatives for entire collections. As a licensed architect, she has developed repair details and specifications for restoration and rehabilitation projects, and monitored those projects through construction. And as a conservator, she has developed and performed hands-on conservation treatments on a variety of historic and contemporary art and architecture.

### Relevant Project Experience

- The Neon Museum Las Vegas, Conservation plan for outdoor collections and materials testing, Las Vegas, NV
- Wayfarers Chapel, Historic Structures Report and Building Disassembly, Rancho Palos Verdes, CA
- Renwick House Relocation, Pomona College, Pasadena, CA
- Eames House and Studio, Conservation Consulting, Los Angeles, CA
- Ontario Museum of History & Art, Master Plan & Phased Improvements, Ontario, CA
- Rose Garden Tea House Rehabilitation, Huntington Library, Art Museum and Botanical Gardens, San Marino, CA
- Los Angeles Union Station, Los Angeles, CA: Bronze Windows and Doors Restoration; Interior Ceilings Restoration; Fire Damage Restoration; Historic Tile Survey; Finishes Analysis and Conservation Consulting
- Harada House, Building Rehabilitation Plan and Conservation Consulting, Riverside, CA
- CSU Long Beach Student Union Rehabilitation Study, Long Beach, CA
- Griffith Park Pony Ride Historic Structure Report, Los Angeles, CA
- Trujillo Adobe Historic Structure Report and Preservation Plan, Riverside, CA
- Plaza Theater Rehabilitation, Palm Springs, CA
- Redlands Train Depot Rehabilitation, Redlands, CA
- University of California San Diego, Humanities and Social Sciences Building, Facade Replacement and Exterior Repairs, San Diego, CA
- Plaza del Mar Band Shell Rehabilitation, Santa Barbara, CA
- Glendale Train Station Rehabilitation, City of Glendale, CA
- Joel McCrea Ranch House & Site, Building Rehabilitation Report, Agoura Hills, CAA
- Robertson Lane, aka “the Factory”, Building Relocation and Rehabilitation, West Hollywood, CA



---

### Education

Master of Science in Historic Preservation, Columbia University, New York

Bachelor of Architecture, University of Arkansas, Fayetteville

Meets the *Secretary of the Interior's Professional Qualifications Standards* in Architecture, Historic Architecture, and Architectural History

---

### Registrations

Registered Architect, State of New York

Professional Associate, American Institute for Conservation of Historic and Artistic Works (AIC)

---

### Memberships

Member, American Institute for Conservation of Historic and Artistic Works (AIC)

Member, Association for Preservation Technology International (APTI)

Member and Past Board Member, Association for Preservation Technology, Western Chapter (WC/APT)



*View of the Neon Boneyard and Visitors Center*

## THE NEON MUSEUM LAS VEGAS

Las Vegas, Nevada

Client: The Neon Museum Las Vegas

In 2020, ARG prepared a conservation treatment plan for the Neon Museum's outdoor collections, which consist of over 250 historically and artistically significant signs and artifacts from the development of Las Vegas. The signs vary greatly in size and type, from small wall signs to immense highway mega-pylons. The materials also range widely, including painted metal, glass, plastic, and fiberglass to name a few. The signs are mostly non-functional and displayed in an open setting, as if one were walking through a sign company's storage yard. Extreme sun exposure, large fluctuations in temperature, seasonal flooding, wind-driven sand, and impacts from tourism have all contributed to the deterioration of their collection.

ARG performed a survey of the outdoor collections to record the current conditions. Working with the museum staff, we provided reasonable recommendations and solutions that could be implemented within the Museum's current facilities and capabilities for continued care of the collection in the short term.

ARG is currently working with the Museum on a materials testing program to research protective coating options for painted sheet metal signs. This multi-year effort will prolong the life of the significant outdoor collections at the Museum.





*Wayfarers Chapel in 2015.*

## WAYFARERS CHAPEL, DISASSEMBLY AND RELOCATION

Palos Verde, California

Client: Wayfarers Chapel

Working with Wayfarers Chapel leadership, ARG is currently leading the disassembly and relocation of the chapel to safe land in the midst of an unprecedented landslide event.

For almost a decade, ARG has assisted Chapel leadership in its careful and ongoing stewardship of the Wayfarers Chapel complex. This began with the preparation of a Historic Structures Report in 2015, which was intended to help guide the preservation and appropriate maintenance of the complex. In 2018, ARG began the process of nominating Wayfarers Chapel for designation as a National Historic Landmark (NHL), a multi-year effort that culminated in 2023 with the official NHL listing of the site, just months before it was forced to close its doors to the public.

ARG's institutional knowledge from these past projects has allowed us to work efficiently and effectively on this ever-changing, incredibly complex project site.

Completed in 1951, Wayfarers Chapel was dedicated as a memorial to Emanuel Swedenborg, 18th century scientist and theologian whose writings form the foundation of the Swedenborgian denomination. The modern organic ecclesiastical complex was designed by noted architect Frank Lloyd Wright, Jr. (Lloyd Wright) as a place for wayfarers from across the world to come and reflect, meditate, and pray amongst its natural beauty.

Lack of funding mandated that construction of the chapel complex be completed in stages. Thus, the project was planned so that it could grow through the years without disruption of Wright's intended vision. While the chapel itself was completed in 1951, the bell tower, sidewalks, reflection pool, and berm planter walls were not finished until 1954; the colonnade,





## WAYFARERS CHAPEL (Cont.)



*Wayfarers Chapel during disassembly.*



*Disassembly of the structural redwood bents.*

amphitheater, and original visitor center were not constructed until 1957-1958; and most landscaping was not completed until 1965.

The chapel's organic design intent is enhanced by Wright's siting of the complex, on an outcrop overlooking Abalone Cove, and extensive landscaping, which reinforce the chapel's intimate connection with its natural locale and distinguish Wayfarers Chapel from other recognized examples of postwar organic religious architecture, and of modern religious buildings in general. Following its completion, the chapel was widely published in national and international newspapers and journals. It was the only religious building included in the Museum of Modern Art's 1953 exhibit, *Built in USA: Post War Architecture*, and was featured in the National Council of Churches' 1956 list of eighteen Protestant churches cited for architectural excellence.

In late 2023, the historic Portuguese Bend Landslide accelerated at an unprecedented rate, causing land movement on the Wayfarers Chapel site of roughly seven inches per week. This land movement has necessitated the disassembly and relocation of Wayfarers Chapel to safer ground in order to ensure its long-term preservation. Disassembly commenced in mid-May, 2024, and the final redwood bent was laid safely on its custom cradles a month later. Salvaged elements will be stored and monitored consistent with ARG's recommendations until a future site is secured for reassembly.



*Structural wood members are stored in custom-designed cradles.*



*Historic roof tiles were*





*Renwick House during relocation.*

## RENWICK HOUSE RELOCATION

Claremont, California

Client: Pomona College

In 2016, ARG was approached by Pomona College to assist in the relocation of the Helen Goodwin Renwick House. The residence was built in 1900 for Helen Renwick, an early 20th century Claremont community leader who occupied the building for thirty years. The house was listed on the National Register of Historic Places in 2016 and retained a high degree of historic integrity. Pomona College's 2015 Master Plan proposed a new museum building at the existing location of the historic house, prompting exploration of building relocation to accommodate the new museum.

The relocation of the historic house was fairly controversial within the local community, and ARG successfully presented

the relocation study and rehabilitation scope of work to the Claremont Architectural Review Board, resulting in a permitted and entitled project.

In June 2017, the house was moved across the street overnight, to an adjacent parcel owned by the College. The new corner lot is an ideal location as it allowed for the historic house and garage to be sited in a similar configuration to its original site. A new CMU stem wall foundation was constructed to match the original footprint and height, and some bricks from the original foundation were salvaged for veneer over the CMU.

ARG's scope of work included coordination of the building relocation and new foundation system, preparation of construction documents and specifications, access improvements, and select interior renovations.





## RENWICK HOUSE (CONT.)



*Renwick House at its new location, prior to construction of a permanent foundation.*



*Completed rehabilitation.*



AREA SITE PLAN



*Site plan illustrating the existing and proposed house locations.*



*Rendering of the two Landmark buildings and rear museum addition*

## OCEAN AVENUE PROJECT

Santa Monica, California

Client: Gehry Partners, LLP

ARG is serving as Preservation Architect for the Ocean Avenue Project, an 82,500 square-foot mixed-used development located in the heart of Santa Monica. The development includes the integration of two City-designated historic landmarks into a state-of-the-art museum. Together, these historically residential buildings - one Queen Anne style and one Spanish Colonial Revival style - are two of the only examples of early development along Ocean Avenue. ARG is working closely with the Architect Gehry Partners to incorporate the Landmark buildings into the development creatively and sensitively.

To accommodate necessary site and parking improvements, both buildings are planned to be moved off-site for temporary

storage while underground parking and museum space is constructed. Once both buildings are relocated back to the project site, the building exteriors will be fully restored to their original appearance. The interiors will be completely rehabilitated, including the removal of all floors and partitions, and an extensive new seismic and fire protection system.

ARG has coordinated approvals with the City of Santa Monica Landmarks Commission, Architectural Review Board, and local preservation groups as dictated in a Development Agreement. Our team has prepared a robust Preservation-Protection Plan, including Historic Structure Reports (HSRs), Relocation Methodologies, Interpretive Display criteria, and historic finishes analysis. In addition to preservation consulting, ARG is providing design services for the two landmark buildings, detailing their restoration and coordinating with the relocation contractor.

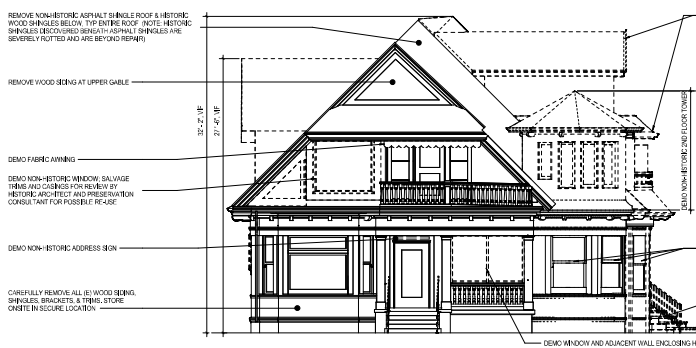




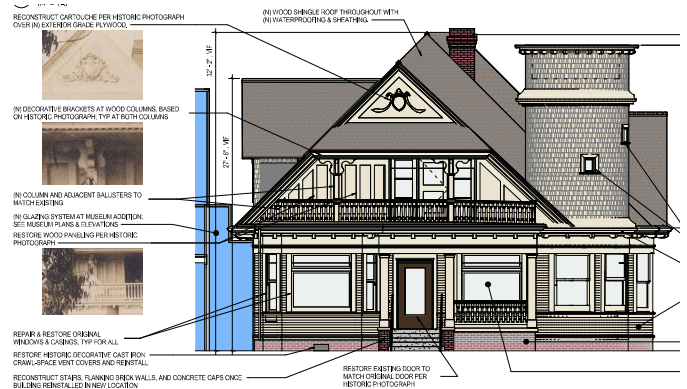
## OCEAN AVENUE PROJECT (CONT.)



*Historic Photograph of the Queen Anne Landmark*



*Existing / Demolition Elevation, prior to relocation*



*Proposed Restoration Elevation, after relocation*



NEW CONSTRUCTION  
RENOVATION  
ADAPTIVE REUSE  
HISTORIC PRESERVATION  
STRUCTURAL INVESTIGATION  
BUILDING ENVELOPE  
SUSTAINABLE DESIGN

## Connecting people, places, & ideas

In the United States, TYLin's Buildings Sector currently comprises 200+ professionals including 70+ professional engineers and 20+ LEED accredited personnel. Our personnel bring creativity, a collaborative ethos, and technical excellence to buildings of all types and scales. We are located across the country with offices in Los Angeles, Austin, San Antonio, New York City, Rochester, Buffalo, Washington, D.C., Boston, Ann Arbor, and Chicago.

The Buildings Sector brings client designs to life through a combination of sophisticated technologies and fundamental engineering methodologies. Our team of creative collaborators is deeply passionate about architectural design and its ability to bring people, places, and ideas together.

New structures ranging from cultural and educational facilities to commercial and residential buildings account for about half of ongoing work. TYLin has also consulted on over 400 registered landmark structures, developing invaluable expertise in the restoration and preservation of historic buildings. Renovations and adaptive reuse projects are another major segment of active projects, drawing from TYLin's knowledge of structures both old and new.

TYLin is experienced in executing complex structural upgrades and additions to historic structures, many of which were buildings designed by celebrated architects. Historic projects require knowledge of a broad range of building systems, and may involve structural building frame modifications; integration of mechanical systems; upgrades to the existing building with minimal cost impact or impact on visual elements; design of security measures; and approvals by various agencies.

The firm's engineers and drafters are experts in Building Information Modeling (BIM), primarily utilizing Autodesk® Revit® for modeling, documentation, and coordination. TYLin has created CD level documents in Revit for new and existing buildings, and in some cases has continued the use of BIM through construction administration. A Digital Design Manager oversees our integrated approach to modeling, design, and documentation across multiple software platforms.

As part of a commitment to creating more efficient structural systems, TYLin has incorporated sustainability into its standard specifications and introduced high performance metrics into all its designs. The firm is also a signatory of the SE2050 Commitment, which has the goal of achieving net zero embodied carbon structural systems by 2050.





#### YEARS OF EXPERIENCE

64 Years

#### YEARS WITH FIRM

2 Years

#### EDUCATION

University of California Los Angeles, Loyola University, and the University of Southern California (post-graduate studies)

BS, University of Arizona, Tucson, Civil Engineering, 1960

#### LICENSE

Professional Engineer, CA, AZ, NV, NM, OR

Structural Engineer, CA, AZ, NV, NM, OR

#### CERTIFICATIONS

NCEE Certificate Holder

#### AFFILIATIONS

Structural Engineers Association of California, Former President

International Code Council, Inc., Code Drafting Committee member, 2000- 2006

Earthquake Engineering Research Institute Board Member, 2000

American Society of Civil Engineers, Committee Chair

Building Seismic Safety Council, Council Secretary

American Society for Testing & Materials, International Code Council

Association for Preservation Technology, Member

## Melvyn Green, PE, SE

### SENIOR STRUCTURAL PRESERVATION CONSULTANT

Melvyn (Mel) Green has over 60 years of experience in the structural engineering industry, with an expertise in historic structures. Mel is experienced in seismic rehabilitation, structural engineering design, and materials conservation. His focus is on seismic rehabilitation for timber and masonry structures, including adobe structures. Mel joined TYLin in 2021 as a Senior Preservation Consultant.

Mel has been a member or chair of a number of standards committees for the American Society of Civil Engineers (ASCE). He is also a past president of the Structural Engineers Association of California (SEAOC). As the previous Director of Building and Safety for El Segundo, California, he is active in building code development and education and has served on the drafting committee of the International Existing Building Code (IEBC). He is the author of Building Codes for Existing and Historic Buildings.

#### PROJECT EXPERIENCE

##### Neon Museum (La Concha Motel) | Las Vegas, NV

Originally built in 1961 and designed by architect, Paul Revere Williams, as part of La Concha Motel. The thin shell concrete structure was moved to the Neon Boneyard to save it from demolition and serve as the new lobby for the Neon Museum. The thin shell concrete structure was cut into eight separate pieces, individually transported via cargo truck to the museum site, and reassembled. Care was taken in the separation and reassembling to maintain the iconic curvilinear profile originally intended by the architect.

##### Bowers Mansion and Park | Reno, NV

Rehabilitation and evaluation of a stone building constructed in 1888.

##### U.S. Mint Building (1869-70) | Carson City, NV

Now the Nevada State Museum, the project included recommendations for temporary seismic hazard reduction measures and seismic retrofit, design, plans and specifications.

##### Ennis House | Los Angeles, CA

Repairs and rehabilitation of Frank Lloyd Wright structure damaged in the 1994 Northridge Earthquake.

##### Greystone Mansion | Beverly Hills, CA (1927)

Consultant to the City of Beverly Hills for the rehabilitation of this city park structure including seismic retrofit and accessibility improvements, complete site design and adaptive use elements.

##### San Gabriel Mission (1791-1805) | San Gabriel, CA

Work on stone and adobe building structures included a historic structures report for the Mission Church and original rectory and the design, construction documents and construction management for seismic strengthening of seven buildings on site.

##### Mission San Diego | San Diego, CA

Repairs to main church roof and seismic retrofit of the Religious Education Center.

##### Mission San Jose | San Jose, CA

Seismic retrofit of the Convento (Museum) building.

##### Hamilton Dwelling | Los Angeles, CA

Fire damage repair and upgrades to historic single-family dwelling.

##### Hollyhock House | Los Angeles, CA

Restoration of a 1921 Frank Lloyd Wright house that was damaged in the 1994 Northridge earthquake. Additional work entailed the evaluation of structural and historic elements of the six other park buildings.



**YEARS OF EXPERIENCE**  
16 Years

**YEARS WITH TYLIN**  
16 Years

**EDUCATION**  
MS, Architecture, emph.  
Structural Engineering,  
California Polytechnic State  
University, 2009  
  
BS, Architectural Engineering,  
California Polytechnic State  
University, 2008

**LICENSE**  
Professional and Structural  
Engineer: DC, HI, ID, NV

**AFFILIATIONS**  
American Society of Civil  
Engineers (ASCE), Member  
  
Association for Preservation  
Technology (APT) Western  
Chapter, Member  
  
DC Preservation League,  
Member  
  
National Trust for Historic  
Preservation (NTHP), Member  
  
Preservation Roundtable,  
Member  
  
Structural Engineers  
Association of San Diego  
(SEAOSD), Existing Building  
Committee Member

**PUBLICATIONS**  
Kirk Mettam, Christopher Ruiz,  
& Nathan Hicks. "Balancing  
Emotions" Structural Engineer  
Magazine, 13:5, 2012: 40-43

## Nathan Hicks, PE, SE

### STRUCTURAL ENGINEER

Nathan joined TYLin in 2009 as the recipient of the Silman Fellowship for Preservation Engineering. As a part of the fellowship, he spent six months at the National Trust for Historic Preservation, working at the headquarters in Washington, DC with the Historic Sites Department. Since returning to TYLin, Nathan's projects range from large to small, including renovations and modernizations of historic buildings, new construction, schools and residential projects. In 2021, Nathan relocated to TYLin's new Los Angeles office.

### PROJECT EXPERIENCE

#### Wayfarers Chapel | Rancho Palos Verdes, CA

TYLin provided recommendations to the leadership of the Wayfarers Chapel for dismantling and relocating the chapel to temporary storage in response to an unprecedented landslide event. Wayfarers Chapel is a designated National Historic Landmark (NHL). The project had a unique challenge requiring an urgent pace while maintaining respect for the historic and spiritual significance of the Chapel.

#### Mission San Juan Capistrano | San Juan Capistrano, CA

TYLin conducted a seismic analysis of the remaining unreinforced stone masonry walls of the Great Stone Church to provide guidance on the seismic vulnerability of the historic structure.

#### Carter G. Woodson Home (Museum) | Washington, DC

This 1870s Victorian-style home is listed on the National Register of Historic places. TYLin provided the structural portion of a Historic Structure Report in preparation for the rehabilitation of the historic home for reuse as a museum, and combining two adjacent existing townhouses. TYLin provided the structural design for stabilization and restoration of the historic masonry walls and the required interior modifications for reuse.

#### Rubell Museum | Washington, DC

Conversion of a historic public school in Southwest DC to create a contemporary art museum. The Georgian Revival structure was originally built in 1906 and is now listed in the National Register of Historic Places. Work involved restoring heavy timber trusses and repointing the brick façade. The museum features a new steel and glass pavilion entrance.

#### Decatur House | Washington, DC

Federal style house built 1818, currently owned by the National Trust for Historic Preservation and occupied by the White House Historical Association. A partial collapse of a ceiling prompted a structural assessment to survey the building for structural deficiencies, evaluate load capacities, identify unsafe occupancies, and provide recommendations for repairs. The investigation work was tailored to prevent damage to the historic fabric of the building.

#### Richmond Old City Hall | Richmond, VA

Renovation and restoration of Richmond's historic Old City Hall, a Gothic Revival treasure originally designed by architect Elijah E. Myers. Located on a full city block overlooking Virginia's Capitol Square, building opened in the 1890s. Currently used as an office building, the space will continue in its current use after renovation and maintain its historic character.

#### Corcoran Gallery of Art, Corcoran School of the Arts & Design | Washington, DC

The 135,000 sf Beaux-Arts building designed by Ernest Flagg has served as both art gallery and art school since its inception in 1897. Project includes full upgrade of building's mechanical systems to satisfy National Gallery of Art requirements, along with improvements to classrooms, amenities, accessibility and life safety. Structural investigation used both conventional and non-destructive evaluation methods, and designed modifications and additions to the building's structure in a sensitive manner to preserve its historically-designated interior and exterior spaces.





YEARS IN  
BUSINESS

**42**



TOTAL  
STAFF

**160**



COST ESTIMATING  
PROJECTS

**8,500+**



TOTAL PROJECTS  
COMPLETED

**12,800+**

OCMI, Inc. is a respected project management consultancy that excels in quality solutions for the built environment. We take ownership of our clients' needs and challenges, valuing their resources as our own. Established in 1982 as a cost consultancy serving owners and design professionals, OCMI has evolved over the past 42 years to offer comprehensive services covering every aspect of program, project, and construction management. We are a certified Service Disabled Veteran Owned Small Business with twelve offices nationwide.

OCMI leads the way in estimating, scheduling, project controls, and construction management solutions with a reputation for collaboration and innovation. As a valued teaming partner for owners, architects, engineers, and general contractors, our primary focus is to independently protect the best interests of our clients by managing risk and bringing value to the design and construction process. We pride ourselves on our responsiveness to client needs, diligence, and accuracy.

OCMI works to proactively avoid any issues that could obstruct project progress for our clients. The strength of our firm is demonstrated by a healthy backlog of future work and through repeat business and referrals.

### MARKETS WE SERVE

OCMI customizes its solutions to meet the needs of a diverse group of clients and projects of any size, both domestically and internationally. Since our inception, OCMI has provided cost estimating, scheduling, and project management services for more than 12,800 projects. Through this experience, the firm has gained a complete understanding of the project lifecycle, beginning with preconstruction planning, design, construction, and close-out. OCMI's firm experience includes every type of building, facility, and civil infrastructure project, including:

- Athletic Facilities
- Aviation
- Bridges & Roadways
- City Halls & Community Facilities
- Community College
- Dams and Reservoirs
- Data Centers
- Embassies & Chanceries
- Energy Reduction
- Higher Education
- Historic Preservation
- Hospitals & Clinics
- Industrial & Manufacturing
- Infrastructure
- K-12 Education
- Life Science & Research Buildings
- Libraries
- Multi-Family & Residential
- Parks and Recreation
- Parking Structures
- Performing Arts
- Pipelines & Waterways
- Ports & Land Ports of Entry
- Public Safety Facilities
- Stadiums
- Themed Entertainment
- Transportation
- Utility Improvements
- Water/Wastewater



## HISTORIC PROJECT EXPERIENCE

Our firm's extensive portfolio of successful support of federal, state, and municipal clients has given us expertise in historic preservation, renovation, and modernization projects. Through our work with clients such as the US General Services Administration, the National Park Service, and the Smithsonian Institution, we have developed a keen understanding of the unique cost and schedule factors that affect projects focused on historic facilities and landscapes. From specialized labor pricing and material sourcing to careful phasing considerations based on methodical execution and stabilization, we are experts in quantifying the special needs of historic preservation projects.

### HISTORIC PRESERVATION PROJECT EXPERIENCE

- Balboa Theater: Historic Renovation
- BLM: Mocettini Cheese Barn Title I Design Services
- BLM: Walker Cabin Historic Site Preservation, Restoration, Demolition, Hazardous Abatement, Utilities, and On-Site Improvements
- California Department of Transportation: California Transportation Museum
- Centre City Development Corp: Lyceum Theatre Renovation
- City of Las Vegas: Historic 5th Street School Modernization
- City of Las Vegas: Mob Museum Historic Renovation
- City of Richmond: Shockoe Bottom Heritage Campus and Winfree Cottage Relocation
- City of San Diego: Balboa Park Botanical Building Phase 2
- City of San Diego: Casa Del Prado Building and Theater
- City of Sumner: Sumner House Restoration
- County of San Diego: Penasquitos Ranch House Historic Restoration
- Death Valley National Park: Cow Creek Historic Structures
- District of Columbia, Department of General Services, Construction of Radio Equipment Room and Relocation of E911 Radio Renovation
- George C. Marshall Foundation: Museum Building Renovation
- Georgetown University: Historic Car Barn Building Renovation
- GSA: Herbert Hoover Building Preservation & Modernization
- GSA: Region 7, OC Fisher Building Repairs
- Havre de Grace, Maryland: Opera House Historic Renovation
- Kennedy Center: Theater AHU Filter Upgrade Study
- Las Vegas Valley Water District: Las Vegas Springs Historic Streetscape Preservation
- Morelli House On-Site Improvements
- NARA: Archives II Building Condition Report
- National Park Service: Manzanar National Historic Site - Reconstruct Two Historic Internee Barracks
- NAVFAC Mid-Atlantic: Camp Lejeune, Replacement Camp Geiger Chapel
- NPS: Edgar Allen Poe House, Replace HVAC & Electrical System
- NPS: Gettysburg National Military Park, Rehabilitate Historic Josiah Benner House
- NPS: Gettysburg National Military Park, Rehabilitate Historic Rose Farmhouse
- NPWD: Boulder City Railroad Museum Visitor's Center
- Oceanside Museum of Art Expansion
- Pennsylvania Academy of Fine Arts – Campus Master Plan Historic Renovation
- Smithsonian Institution: Renwick Gallery Historic Renovation
- Tarrant County: Historic Courthouse Fire Alarm
- VA: Amarillo, Upgrade Freight Elevators
- VA: James Haley, AE Restoration of Building I
- VA: Mountain Home, Install Signs & Historical Site Enhancements
- White Pine County: Historical Courthouse





## JUSTIN PETERSON

LCPE, PSP, LEED AP

### Regional Cost Manager

#### EDUCATION

BS, Construction Management  
Cal Poly San Luis Obispo

Certificate of Project Management  
UC Irvine Extension

#### CERTIFICATIONS

Lifetime Certified Professional Estimator  
ASPE

Planning & Scheduling Professional  
AACE International

LEED Accredited Professional  
USGBC

Justin Peterson is a regional cost manager and principal officer of OCMI, Inc. Since joining the firm, he has estimated more than \$10 billion dollars in projects throughout the state of Nevada, nationwide, and internationally. As an estimator, Justin is experienced at providing quantity take-off and pricing for civil, structural, architectural, and mechanical trades for projects including historic preservation requirements. His estimating experience includes all levels of design, from conceptual to construction documents. He has an excellent history of accurate bid results. As a Certified Professional Estimator and Certified Scheduling Professional, Justin can provide any support needed in the area of cost control.

### PROJECT EXPERIENCE

- City of Las Vegas: Historic Fifth Street School Modernization \*
- City of Las Vegas: Las Vegas Museum, Phase Two, Seismic Retrofit \*
- City of Las Vegas: Las Vegas Museum, Phase Three, POST Modern Renovation \*
- City of Las Vegas: Mob Museum \*
- DOI BLM: Mocettini Cheese Barn Title 1 \*
- White Pine County: Historical Courthouse \*
- City of Henderson: Heritage Park Senior and Aquatics Facility
- Clark County Library District: Eastside Library
- Clark County Library District: Mesquite Library
- Clark County Real Property Management: Wetlands Park Nature Center and Parking Lot Expansion
- Culinary Health Fund: Neighborhood Health Center, Durango
- Culinary Health Fund: North Las Vegas Health Center
- MGM Resorts International: City Center E&O Estimating Support
- Nevada Power: South Campus Tenant Improvements
- SPWD: Boulder City Railroad Museum, Phase 1 Visitors Center, Orientation Plaza, Train Loading Platform and On Site Improvements
- University of Nevada Las Vegas: Student Services Addition, Phase Two

*\* denotes project with historic preservation component*



**Construction Cost**

\$17.1 M

**Size**

40,940 SF

**Dates of Performance**

2006-2011

**Services**

Owner's Representation,  
Construction Management  
Cost Estimating  
Value Engineering  
Other Consulting Services

**CITY OF LAS VEGAS****THE MOB MUSEUM NATIONAL MUSEUM OF ORGANIZED CRIME & LAW ENFORCEMENT***Las Vegas, NV*

The City of Las Vegas hired the OCMI team to provide on-site construction management, cost estimating, and other services during pre-construction and throughout construction.

A former federal courthouse and post office, the National Museum of Organized Crime and Law Enforcement, often called The Mob Museum, was originally constructed in the 1930s, the first federal building to be built in Las Vegas. It is on both the State of Nevada and the US National Register of Historic Places. It is one of the last remaining historically significant buildings in Las Vegas, due to its association with the Kefauver Committee Hearings, named after Senator Estes Kefauver, who investigated the influence of the mob in the gaming industry. The building was in continuous use from 1933 until 2004.

In order to preserve the historic structure, the renovation was completed in several phases:

- Phase I involved hazardous material removal, lead paint abatement, and replacement of all exterior windows.
- Phase II included complete selective demolition of historic finishes throughout the entire facility. All historic materials were preserved, cataloged, and stored for



OCMI, Inc.



## CITY OF LAS VEGAS **THE MOB MUSEUM (cont.)**

*Las Vegas, NV*

replacement in Phase III.

- Phase III included the full rehabilitation and transformation of the entire facility. Initial construction included seismic strengthening of the entire structure.

### RELEVANCE

Construction included converting the old post office and courthouse into an interactive museum. 17,000 SF of exhibit galleries feature advanced interactive technology and multi-media exhibits on three floors as well as administrative, specialty retail, support, event and educational spaces.

Historically significant spaces were restored to their original condition. For instance, the historic courtroom contains a multi-media display on the Kefauver trials on organized crime.

Achieving LEED NC Silver certification, the project includes solar water heating, demand controlled ventilation and a fully automated building automation system.



**Construction Cost**

\$31.2 M est

**Size**

6.4 AC

**Dates of Performance**

2023 -2024

**Services**

Cost Estimating



## NEVADA DIVISION OF STATE PARKS

### VALLEY OF FIRE VISITOR CENTER

Clark County, NV

OCMI is providing cost estimating services to the architect to build a new visitor center along with on-site improvements including an amphitheater on 6.4 acres at the Valley of Fire state park located one hour northeast of Las Vegas, NV. The current visitor center serves as a rest stop along Highway 15. The park boasts outdoor activities like hiking the red, pink, and orange limestone rock formations and sandstone slot canyons.

The current Valley of Fire Visitor Center has been welcoming, educating and serving visitors to the park since 1968 when it opened as Nevada's inaugural state park. Due to demand and growth, the existing visitor center is not adequate for the number of visitors annually. Visitors have requested interactive exhibits to enhance their experience.

To fill the need for the park's growth, OCMI's has provided SD-level cost estimates which include earthen walls, a metal shade structure and covered parking, a plaza, outdoor exhibit space, plumbing for upgraded restrooms, photovoltaic lighting, domestic water and HVAC systems.



*Construction Cost*

\$9.5M

*Size*

26,000 SF

*Services*

Constructability Reviews

*Awards*

2010 National Trust For  
Historic Preservation -  
Preservation Honor Award

2009 AIA  
Collaborative Award

2008 AIA  
Honor Design Award



## CITY OF LAS VEGAS REDEVELOPMENT AGENCY **HISTORIC 5TH STREET SCHOOL MODERNIZATION**

*Las Vegas, NV*

Originally constructed in the 1930s, the historic Fifth Street School underwent an expansive rehabilitation and adaptive reuse. Built as Las Vegas' first elementary school, the facility is now home to several arts organizations including the University of Nevada Las Vegas Downtown Design Studio and the American Institute of Architects' local chapter. The school consists of multiple buildings designed around a series of outdoor spaces and connected by common roofs and breezeways. In keeping with the building's status on the National Historic Register, the requirements of the U.S. Secretary of the Interior for the rehabilitation of historic buildings were followed carefully as the building was modified for today's uses.



OCMI, Inc.



**Construction Cost**

\$21.8 M est.

**Size**

9,000 SF

**Dates of Performance**

2022-2024

**Services**

Cost Estimating



## NEVADA PUBLIC WORKS DIVISION BOULDER CITY RAILROAD MUSEUM VISITOR'S CENTER

*Boulder City, NV*

The new Visitor's Center will allow the museum to hold programming and educational initiatives. Currently, the museum is without a building and operates the railway on a covered platform. The new building will include hands-on exhibits, a classroom for visiting students, and weekend educational programs, as well as a research archive.

Exhibits in the new building will include a mix of informative panels, display cases housing artifacts, documents, models, and hands-on activities that interpret the history and technology of railroading in Nevada. The permanent exhibit explores the role of railroads in Nevada's mining booms, constructing Hoover Dam and Boulder City, railroad operations at the Nevada Test Site, and the myriad ways railroads continue to support our state. A projection map theater will allow visitors to journey by rail through time exploring key themes from the permanent exhibit.

OCMI was engaged to provide cost estimating services for the half-mile site master plan that incorporates a new visitor center, future display halls, additional train tracks, railroad themed playgrounds, picnic areas, and various interpretive plazas. The master plan connects the existing Railroad Museum display pavilions on Yucca Street to the new Visitor Center at the corner of Buchanan Boulevard using a narrow gauge shuttle train, bike trails, pedestrian paths, and a new driveway.



OCMI, Inc.



## CONCEPTUAL COST ESTIMATE

OCMI JOB #: 241308.000 | 01 October 2024

## PROJECT SUMMARY

ELEMENT	TOTAL COST
<b>I. CURRENT LOCATION</b>	
Contractor Mobilization, Staging, Temporary Barricades & Protection	\$ 225,000
Reroute Pedestrian Traffic Through Perimeter Fence Entrance, Relocate Offices, Partition Sales Area	
Selective Demolition	
Cap & Safe-off Mechanical & Electrical Systems	\$ 95,000
Protect, Shore & Structurally Separate Exterior Enclosure	\$ 200,000
Provide Enclosure for Current Collections Building So It May Remain Operational	\$ 125,000
<b>II. RELOCATE LA CONCHA STRUCTURE</b>	
Prepare La Concha Structure for Relocation, Including Temp Supports	\$ 475,000
Erect Temporary Scaffolding & Install Structural Supports	
Sawcut La Concha & Selectively Demolish Into Moveable Components	
Prepare Haul Route for Structure Relocation	\$ 450,000
Load, Haul & Unload Structure	\$ 550,000
Reassemble La Concha Structure	\$ 650,000
<b>III. NEW LOCATION</b>	
Grade Site & Construct Foundation to Receive Relocated Structure	\$ 150,000
Construct New Structure to Support La Concha Structure Relocation	\$ 175,000
Construct New Exterior Enclosure Including Roofing & Glazing Systems	\$ 375,000
Construct New Interior Build-out, La Concha Structure Only	\$ 350,000
Site Utilities for the La Concha Building Only	\$ 250,000
<b>IV. ESCALATION, SOFT COSTS, CONTINGENCIES</b>	
Escalation	8% \$ 330,000
Soft Costs, Including Professional Fees, Inspections, Permits, Owner Systems	20% \$ 880,000
Project Contingency	10% \$ 530,000
<b>V. EXCLUSIONS</b>	
Demolition of Existing Structures & Site Preparation at the New Location	Excluded
New Collections Building & Overall Site Design, Testing, and Preparation	Excluded
Storage of La Concha Building at Current Site or New Site	Excluded
<b>TOTAL PROJECT COST</b>	<b>5,800,000</b>

## VI. SCHEDULE

Design and Permitting Phase	12 Months
Construction Phase: Notice to Proceed, Mobilization at Existing Site Through Completion of Relocation and Construction of New Space Inside La Concha	9 Months



### *Assumptions and Additional Considerations*

As the above cost estimate and timeline are early estimations, there are still unknowns. Below is a list of assumptions and exclusions utilized by our team to best determine costs and timeline; these are based on our professional experience and best practices. Some additional considerations that should also be addressed during the design phase are also included, to better guide the future project team.

- This estimate assumes the Lobby will be relocated to a new ground level location within 2 miles of its current location.
- This estimate is for the shell only and does not include any programmatic support buildings or facilities that may be required for the reopening of the La Concha Lobby to the public.
- Some demo of current collections building may be required to effectively disassemble and remove the Lobby building from its current location.
- At this time, the length of museum closure isn't known with specificity and is therefore excluded. Operations cost related to the closure of the museum should be considered during the design process and any future estimates. Permanent enclosure for the current collections building is unknown and therefore excluded.
- This estimate assumes the Lobby building will be immediately reassembled and restored at its new location and will not require storage or temporary enclosure. Should future planning result in building storage, the project team should consult with a historic architect for effective storage and protection measures.
- A lump sum estimate for site utilities at the new location is included in this estimate; however, the extent of existing utilities currently onsite is unknown. Utilities for the relocated Lobby building will ideally be coupled with a newly-constructed collections building for efficiency, and any utility planning for this overall site should consider the needs of both buildings.
- Removal, storage, relocation, or reinstallation of the backlit La Concha sign currently hanging within the lobby building is not included in this estimate.
- This estimate does not include salvage/relocation/reinstallation of interior finishes, fixtures, or equipment. During subsequent design phases, the team should evaluate interior FF&E items for potential reuse, including casework and/or lighting.
- Testing and removal of hazardous soils or materials at the receiver site is not included in this estimate. Once a site is officially selected, soil testing should be conducted to determine bearing capacity and hazardous material levels.
- This estimate assumes 4% inflation over 2 years to the midpoint of construction.

---

**SAN FRANCISCO**

Pier 9, The Embarcadero, Suite 107  
San Francisco, California 94111  
T: 415.421.1680  
F: 415.421.0127

*[argcreate.com](http://argcreate.com)*

**LOS ANGELES**

360 E. 2nd Street, Suite 225  
Los Angeles, California 90012  
T: 626.583.1401

**PORTLAND**

720 SW Washington Street, Suite 605  
Portland, Oregon 97205  
T: 971.256.5324

## Additional cost estimates for La Concha move

Additional remedial and set-up work, including artwork (to be covered by other funding sources)

### New Site

Services	Vendors	Description	Quote
Electrical (High voltage)	Southwest Electric	Install electrical for desk, outlets, light fixtures light switches	\$40,000
HVAC	We Care Air	Install ductwork and package AC unit Ductwork	\$35,000 \$15,000
Access Control (low voltage)	Alarmco	Installation of Access control, burglar alarm window breaker alarm, cameras and ADA	\$30,000
Fire Alarm	ABS	Installation of fire alarm system smoke detectors/strobe lights/HVAC shut off	\$8,000
Carpet	Nevada Contract Carpet	New carpet VCT tile	\$8,250 \$900
Blinds	My Interior Fashions	New Blinds (manual blinds) top and bottom	\$17,000
Flood lights	4-Wall Entertainment	12 Wall wash floor lights Estimate for electrical	\$18,519 \$30,000

	Total	\$202,669
Plus 25% for contingency and inflation		<u>\$253,336</u>

### Current Site - remedial work requirements

Services	Vendors	Description	Quote
Containment wall	All Pro Painters	Temporary wall enclosure in the gift shop	\$10,000
Fence	National Rent a Fence	Temporary fence around La Concha	\$30,384
Ticket booth	Guardian booth	Ticketing booth 4x6 Electrical connection	\$13,400 \$5,000
Security guards	Allied Universal	24/7 security for La Concha	\$456,000
Internet	NetEffect	Internet access points/Wi-Fi connections	\$15,000
Portable Offices	United Rentals	(2) 20x8 portable offices (purchase) Electrical	\$56,000 \$15,000

	Total	\$600,784
Plus 35% for design/build contractor and permits, contingency and inflation		<u>\$811,058</u>

Sub-total	<u>\$1,064,395</u>
-----------	--------------------

Note: This excludes any work on the mosaic artwork in La Concha - estimate \$150,000 for move, storage and reinstallation

<b>Grand total of 'other costs' (estimated)</b>	<u><b>\$1,214,395</b></u>
---	---------------------------





**LAS VEGAS  
CITY COUNCIL**

CAROLYN G. GOODMAN  
*Mayor*

CEDRIC CREAR

BRIAN KNUDSEN

VICTORIA SEAMAN

OLIVIA DIAZ

FRANCIS ALLEN-PALENSKE

NANCY E. BRUNE

JORGE CERVANTES  
*City Manager*

**OFFICE OF THE  
CITY MANAGER**

**CITY HALL**

495 S. MAIN ST.  
LAS VEGAS, NV 89101  
702.229.6011 | VOICE  
711 | TTY



cityoflasvegas | lasvegasnevada.gov

May 18, 2023

Aaron Berger  
Executive Director  
Neon Museum  
770 Las Vegas, Boulevard  
Las Vegas, Nevada 89101

Dear Aaron:

The city of Las Vegas is excited about the opportunity for the Neon Museum to relocate closer to the core of downtown. With over 20 million annual visitors to the Fremont Street Experience (FSE) and over 38 million visitors to the greater Las Vegas region, having the museum within walking distance of the FSE and in close proximity to many other attractions within the downtown area will significantly increase the opportunity for more people to experience the wonderful exhibits the Neon Museum has to offer.

To that extent, the city of Las Vegas pledges \$2 million toward this relocation effort. In addition, dependent on the final site selected, the city may be able to provide city owned land for the relocation, or access to employee and visitors parking if near one of the city owned parking garages. These additional opportunities can be negotiated after the Steering Committee makes its final determination on the best site location.

We looked forward to continuing to work with the Neon Museum as this relocation proposal is vetted out. This museum has always and will continue to be considered one of the greatest gems our community has to offer.

Sincerely,

Jorge Cervantes, P.E.  
City Manager



P.O. Box 2508, Room 4010  
Cincinnati OH 45201

In reply refer to: 4077952422  
Apr. 24, 2019 LTR 4168C 0  
88-0383932 000000 00

00042036  
BODC: TE

NEON MUSEUM  
% NEON  
770 LAS VEGAS BLVD N  
LAS VEGAS NV 89101-2010



049306

Employer ID number: 88-0383932  
Form 990 required: Yes

Dear Taxpayer:

We're responding to your request dated Jan. 11, 2019, about your tax-exempt status.

We issued you a determination letter in January 1999, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also show you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Sections 509(a)(1) and 170(b)(1)(A)(vi).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If you're required to file a return, you must file one of the following by the 15th day of the 5th month after the end of your annual accounting period:

- Form 990, Return of Organization Exempt From Income Tax
- Form 990EZ, Short Form Return of Organization Exempt From Income Tax
- Form 990-N, Electronic Notice (e-Postcard) for Tax-Exempt Organizations Not Required to File Form 990 or Form 990-EZ
- Form 990-PF, Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation

According to IRC Section 6033(j), if you don't file a required annual information return or notice for 3 consecutive years, we'll revoke your tax-exempt status on the due date of the 3rd required return or notice.

You can get IRS forms or publications you need from our website at [www.irs.gov/forms-pubs](http://www.irs.gov/forms-pubs) or by calling 800-TAX-FORM (800-829-3676).

If you have questions, call 877-829-5500 between 8 a.m. and 5 p.m.,

4077952422  
Apr. 24, 2019 LTR 4168C 0  
88-0383932 000000 00  
00042037

NEON MUSEUM  
% NEON  
770 LAS VEGAS BLVD N  
LAS VEGAS NV 89101-2010

local time, Monday through Friday (Alaska and Hawaii follow Pacific time).

Thank you for your cooperation.

Sincerely yours,

*Stephen A. Martin*

Stephen A. Martin  
Director, EO Rulings & Agreements