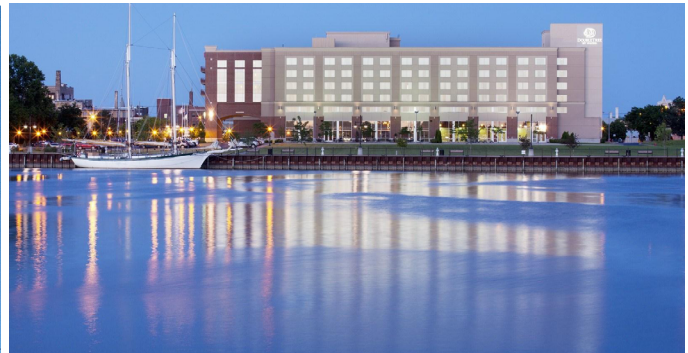




RFP/RFQ
Development, Construction and Operations of
Lake County Indiana Convention Center

Lake County Indiana
October 16, 2024



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Introduction and Executive Summary



October 16, 2024

Office of the Lake County Auditor
2293 N. Main Street
Crown Point, IN 46307

To whom it may concern,

Garfield Public/Private LLC ("Garfield") is pleased to present the enclosed proposal for working with you to plan and deliver a new convention center and full-service headquarters hotel for Lake County. Our firm is headquartered at 14911 Quorum Drive, Suite 380, Dallas, Texas 75254 and we develop nationally. We can be reached at 972-607-1702, by fax at 972-692-0887, by mobile at 972-740-8845, or by email at ray.g@garfieldpublicprivate.com. Garfield is a limited liability company with no pending ownership changes. Although Garfield became licensed to do business in Indiana in 2024, Garfield has a 27-year history in public/private development leading developments across the nation. Ray Garfield and Steve Galbreath will be the Project Managers. Our financial summary is discussed on page 13.

We are excited about the opportunity for a collaborative, open, and transparent partnership with you. Our qualifications and our enthusiasm are a great match to help you realize your vision. Passion for these types of developments at Garfield is real, and we want to make this project a reality for you.

As you read our credentials, we hope the message is very clear. We believe that we have assembled the most qualified team that Lake County can select to ensure the greatest likelihood of success for this project - a team with extensive experience in developing, designing, and building convention centers and their complementary full-service convention center headquarters hotels, a proven track record working with the top hotel brands in the business, the talent, capacity, and financial strength needed to meet your capital and time frame requirements. This team also brings a great balance between national expertise in convention hotels and local market knowledge.

Garfield will be the developer of the project, providing team leadership from negotiation of all documents and agreements, structuring and implementation of the financing, development, design, construction, and pre-opening planning, budgeting and purchasing leadership and oversight. The hospitality experience of Garfield and its executives includes the development, financing, operating, and/or asset management of more than 20 hotels and resorts representing over \$1.6 billion in debt and equity, 6,600 guest rooms, and 430,000 SF of conference/meeting space.

Garfield's public/private hotel experience includes the Sheraton® at the Puerto Rico Convention Center; the Sheraton® at the Overland Park, KS Convention Center; the Overton Hotel & Conference Center in Lubbock, Texas; DoubleTree by Hilton® convention hotels in Bay City, Michigan and in Abilene, Texas; the Westin® at the Irving Convention Center; and Hyatt Regency® hotels and convention centers in Baytown and Conroe, Texas. As you can see, we have an excellent history and strong relationships with Marriott, Hyatt, and Hilton, including several other convention center hotels in the planning or design phase.

The Hotel Owner and Developer will enter into a Design-Build Agreement with CORE Construction located in Indianapolis, IN, and active throughout Indiana and the Midwest region, to provide all preconstruction and general contracting services, guaranteeing delivery of the hotel on time and within budget. CORE's local and national presence, resources and expertise, excellent relations with local trade contractors, and command of local market costs will ensure a competitive Guaranteed Maximum Price ("GMP") and competitive pricing with subcontractors. As one of the top-rated contractors in the nation, CORE's experience includes the Town of Normal Marriott® Hotel and Convention Center, the Pere Marquette Hotel and Conference Center, and the Embassy Suites® by Hilton in Indianapolis among others.

DLR Architects is an industry leading architecture and engineering practice with a significant portfolio of hospitality, corporate, commercial, education and healthcare design work. The firm has been providing professional planning, architectural and engineering services for more than 57 years and has established a strong reputation for its unique approach to performance-based design solutions, quality contract documents, client collaboration and responsive customer service. DLR has a professional staff of more than 1,400 worldwide.

DLR's approach to architecture is a collaborative, consensus-generating process that produces customized, purpose-specific building environments that enhance end-user performance. DLR Group adheres to the client's budget and schedule objectives. Garfield has extensive experience with DLR Group. DLR Group was the architect of The Overland Park, KS Sheraton® and Convention Center and the Lubbock, TX Overton Hotel and Conference Center, both successfully developed by Garfield Public/Private.

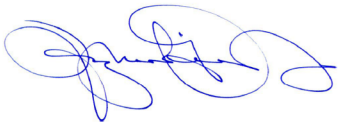
Lake County will benefit from the longstanding relationships and track record of our team members. Members of our team, either individually or in tandem, have repeatedly proven their ability to work together to successfully negotiate and execute all documentation and agreements, to structure and place the financing, and to design, construct and operate public/private developments, including convention centers and related hotels. The level of experience and ability to work together, evidenced by our past successes, is the key to making this convention center and headquarters hotel a success.

Garfield recognizes the great significance this development holds for Lake County and the City of Hobart. We assure you we will approach it with integrity, skill, and our proven ability to complete similar developments on time, within budget, and to the high level of quality expected by our clients. We do what we say we will. This is the foundation of our reputation.

Should you have any questions, please contact us at your convenience. By execution of this letter, the members of this team commit our availability and resources to the success of the Lake County Convention Center and the adjacent hotel that will support it. We look forward to your favorable consideration.

Respectfully Submitted,

GARFIELD PUBLIC/PRIVATE LLC

A handwritten signature in blue ink, appearing to read 'Raymond Garfield, Jr.', with a stylized, cursive script.

Raymond Garfield, Jr.
Chairman, Garfield Public/Private LLC
14911 Quorum Drive, Suite 380
Dallas, Texas 75254
469.607.1702 (direct) | 972.740.8845 (cell)
ray.g@garfieldpublicprivate.com | www.garfieldpublicprivate.com

State of Indiana
Office of the Secretary of State

Foreign Registration Statement
of
GARFIELD PUBLIC/PRIVATE LLC

I, DIEGO MORALES, Secretary of State, hereby certify that an Registration Statement of the above Foreign Limited Liability Company has been presented to me at my office, accompanied by the fees prescribed by law and that the documentation presented conforms to law as prescribed by the provisions of the Indiana Code.

NOW, THEREFORE, with this document I certify that said transaction will become effective Thursday, September 19, 2024.



In Witness Whereof, I have caused to be affixed my signature and the seal of the State of Indiana, at the City of Indianapolis, September 19, 2024

Diego Morales

DIEGO MORALES
SECRETARY OF STATE

202409191825293 / 10501190

To ensure the certificate's validity, go to <https://bsd.sos.in.gov/PublicBusinessSearch>

Experience and Reference Summary



Westin® Irving Convention Center - Las Colinas

Irving, Texas

This 350-room, full-service hotel and 16,000-square-foot conference center is located adjacent to the award-winning Irving Convention Center to the north and the Irving Music Factory to the south in Irving's upscale Las Colinas. The facility includes an 840-space parking garage supporting the Hotel and the Convention Center and achieved LEED® Silver certification.

The Hotel is the final essential element for the \$300 million major convention and entertainment district in the heart of the Las Colinas Urban Center. The Irving Music Factory is anchored by an 8,000-seat Live Nation Theater, while the Irving Convention Center includes 250,000 sq. ft. of exhibit, ballroom and meeting space.

The capital structure is a hallmark of Garfield's history of cutting-edge financing solutions. The Conference Center was financed with City bonds repaid by site-specific occupancy, sales, and property taxes. The Hotel was financed with non-recourse tax-exempt hotel revenue bonds privately placed with a capital partner sourced by Garfield.

The Hotel is owned by a private 501(c)(3) entity, and the Hotel and Conference Center are operated as a Westin® by Marriott International under a qualified management agreement. Upon retirement of the hotel revenue bond financing, the facilities will be transferred at no cost to the City of Irving.

Project Relevance

- Convention Center Hotel
- Public/Private Partnership
- Municipal Participation

Components:

350 Keys
13 Stories
279,000 GSF
27,000 SF Conference Center
275-space Structured Parking

Key Personnel:

Ray Garfield, Greg Garfield,
Steve Galbreath, Mark Bullard,
Dan Hennessy

Delivery Method:

Design-Build w/GMAX

Project Cost: \$105,188,000

Completed 2019



Reference:

Chris Hillman, City Manager – City of Irving
(972) 721-2600
chillman@cityofirving.org



DoubleTree® Abilene Convention Center Hotel | Abilene, Texas

Garfield was developer and is asset manager of this 170,600-sq. ft., 200-room, full-service conference hotel located at the intersection of N 6th Street and Cypress Street adjacent to the Abilene Convention Center. The facilities include a Conference Center with 17,654-sq. ft. of meeting space and an 8-story rooms tower. The project is designed to LEED® criteria for Certified certification.

The financing solution positions the City as the beneficial owner of the facilities. The capital stack includes publicly sold tax-exempt hotel revenue bonds that are non-recourse to City, \$15 million in grants from anonymous community philanthropists, proceeds of City-issued Certificates of Obligation (C.O.s), and other City sources.

Net cash flow to the City at the time of financing was estimated to be \$71+ million over 27 years, with a residual value of \$82+ million. In addition to being the sole recipient of net cash flow and residual value, the City will receive the property's Hotel Occupancy Tax (HOT) and sales tax revenue, including rebates of the State's first 10 years of HOT and sales tax.

“Garfield Public/Private honored its commitments and delivered an exceptional hotel product to our community. We couldn’t be more pleased. We are currently working with Garfield on remodeling our existing convention center to best complement our new DoubleTree by Hilton Hotel.”

***– Robert Hanna, City Manager
Mayor, City of Baytown (2006-2018)***

Reference:

Robert Hanna, City Manager – City of Abilene
(325) 676-6200
robert.hanna@abilenetx.com

Project Relevance

- Convention Center and Hotel
- Public/Private Partnership
- Municipal Participation

Components:

200 Keys
8 Stories
170,600 GSF
61,400 SF Conference Center

Key Personnel:

Ray Garfield, Greg Garfield,
Steve Galbreath, Mark Bullard,
Dan Hennessy

Delivery Method:

Design-Build w/GMAX

Project Cost: \$73,000,000

Completed 2023





Sheraton® at the Overland Park Convention Center | Overland Park, Kansas

This signature 412-key full-service, Sheraton® headquarters hotel is connected by all-weather access and a shared courtyard to the adjacent 237,000 SF Overland Park Convention Center.

The tallest building in the City, the hotel includes over 28,000 SF of meeting, ballroom and pre-function space, a 410-space parking structure, and all the amenities demanded by today's convention planners and delegates.

An innovative tax-exempt revenue bond financing solution positioned the City as the sole recipient of property cash flow and residual value. Despite the 2001 terrorist attacks and 2008-2010 recession, the hotel produced a direct net benefit to the City and other taxing jurisdictions of more than \$20 million from opening through 2011.

The hotel opened for business ahead of schedule and \$1.5 million under budget. Opening as the finest hotel in the Sheraton® system, design features of this award-winning property were adopted as the standard for many successive Sheraton® developments.

"I have been involved in construction and construction management for almost 40 years and have never seen a project executed as flawlessly as the Overland Park Sheraton. Garfield and its team truly 'under promised and over delivered'."

***– Robert D. Lowry,
Director of Public Works, City of Overland Park (1995– 2004)***

Reference:

Bob Lowry, Retired Director of Public Works – City of Overland Park; Interim Public Works Director - City of Durano, CO (817) 937-4934
rdl1966@gmail.com

Project Relevance

- Convention Center Hotel
- Public/Private Partnership
- Citywide HOT and Hotel Net Revenues Secure Debt Service

Project Components:

412 Keys
 318,000 GSF
 29,000 SF Conference Center
 410-space Structured Parking

Key Personnel:

Ray Garfield, Greg Garfield, Dan Hennessy

Delivery Method:

Design-Build w/GMAX

Project Cost: \$68,064,000

Net of financing and land
Completed 2002



Statement of Financial Capacity/Stability

Financial Capability

Garfield has a 27-year history of national leadership in public/private development. Through numerous real estate cycles, the company has proven its stability and resilience. Through steady and prudent leadership, Garfield is now more successful than ever, with a talented team and book of business that is diverse and portends continued growth and success for the foreseeable future.

Garfield's public/private planning, development, and financing experience includes more than \$6 billion in planned or completed developments. Garfield or its principals have successfully financed more than \$11 billion in real estate debt and equity over the past 4+ decades. The company's capital markets resources, experience, and ingenuity are second to none.

Garfield is a private company and does not maintain audited financial statements. Garfield also does not publish its financial statements or financial information in documents that could become subject to public disclosure. However, we would be willing in a confidential forum to provide a "desktop review" if needed to assure the County and/or its advisors of Garfield's financial stability and resources.

Facility(s) Design

A large, stylized graphic of the letters 'G' and 'P' in a dark blue color, serving as a background element for the section header.

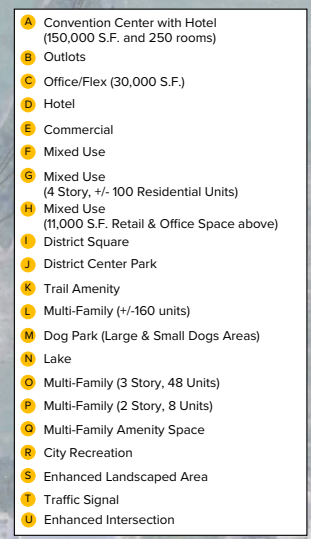
Facility(s) Design Includes:

1. Design Concept of the Convention Center and Headquarters Hotel
2. Design Concept of the Patriot Park Master Plan
3. Supplementary Information of Hotel Inventory within a 2-mile radius
4. Supplementary Information of Regional Attractions within a 20-minute drive
5. Supplementary Information of Restaurants within a 20-minute drive

Project Location

The Lake County Convention Center + Headquarters Hotel and the surrounding Patriot Park Development is conveniently located just northeast of the crossroads of I-65 and Hwy 30 in the scenic woodlands of suburban Hobart, Indiana,





** All buildings to have pedestrian connections to the overall trail system



LAKE COUNTY

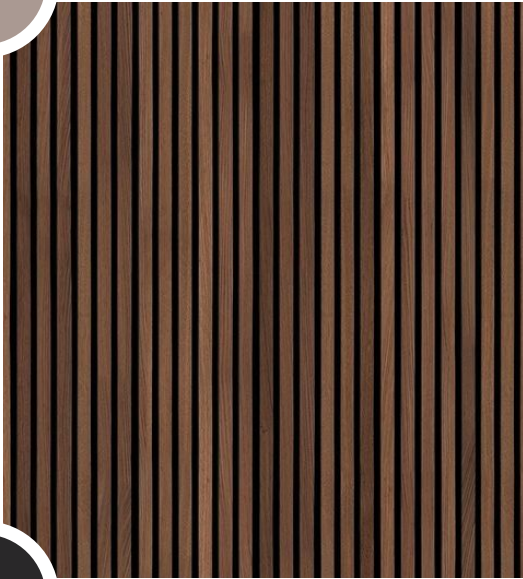
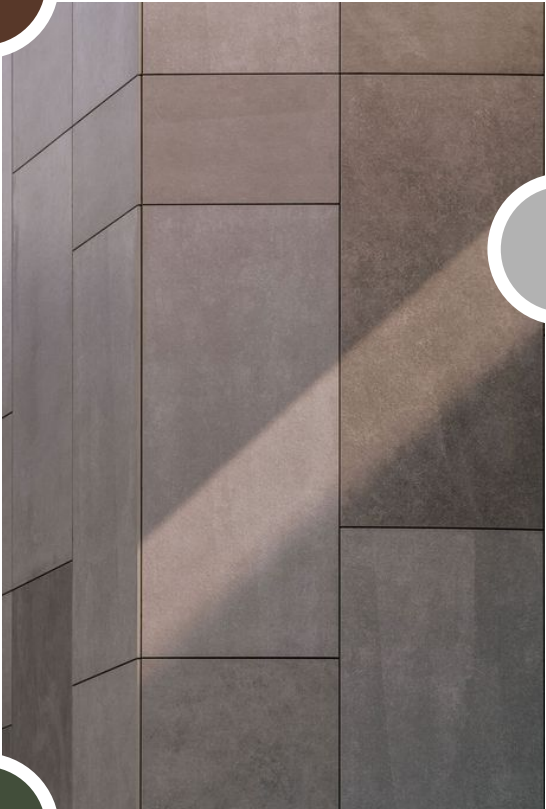
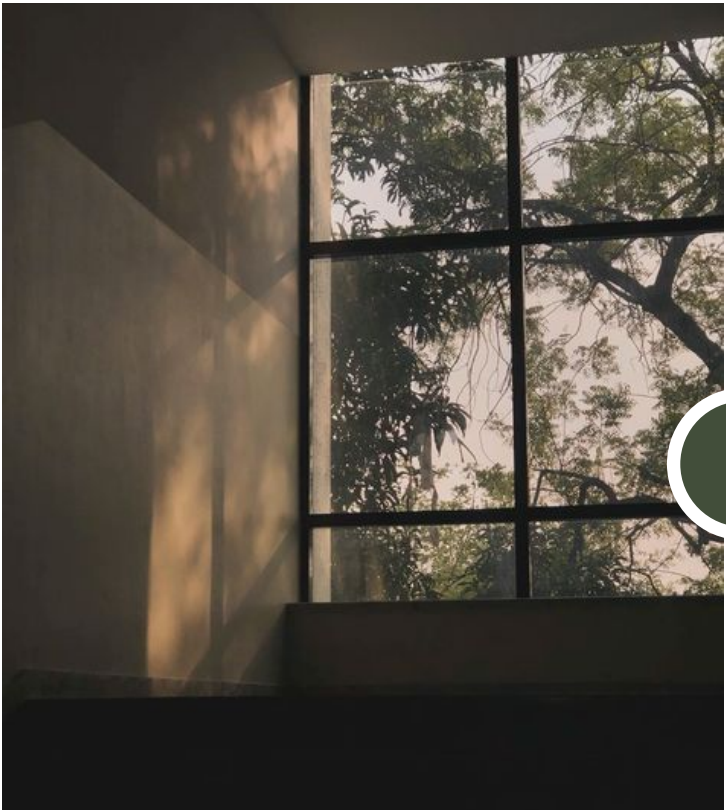
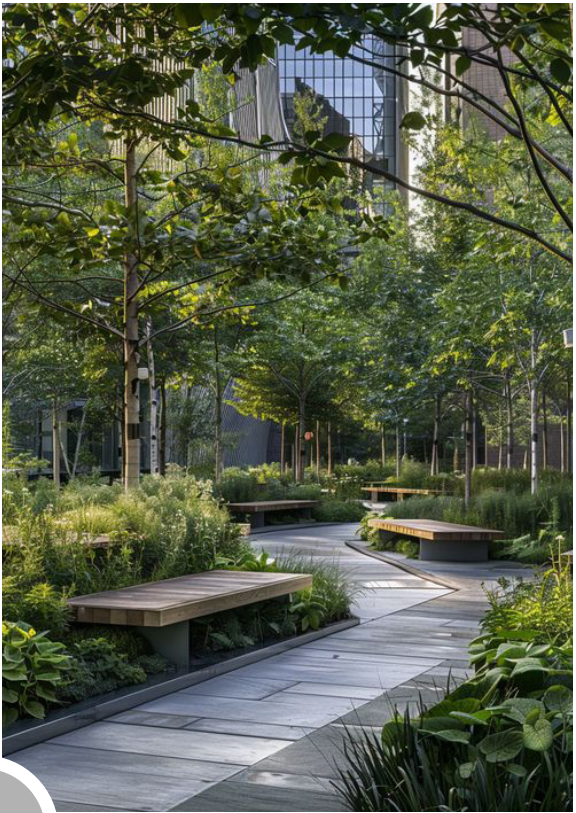
CONVENTION CENTER + HEADQUARTERS HOTEL

LAKE COUNTY

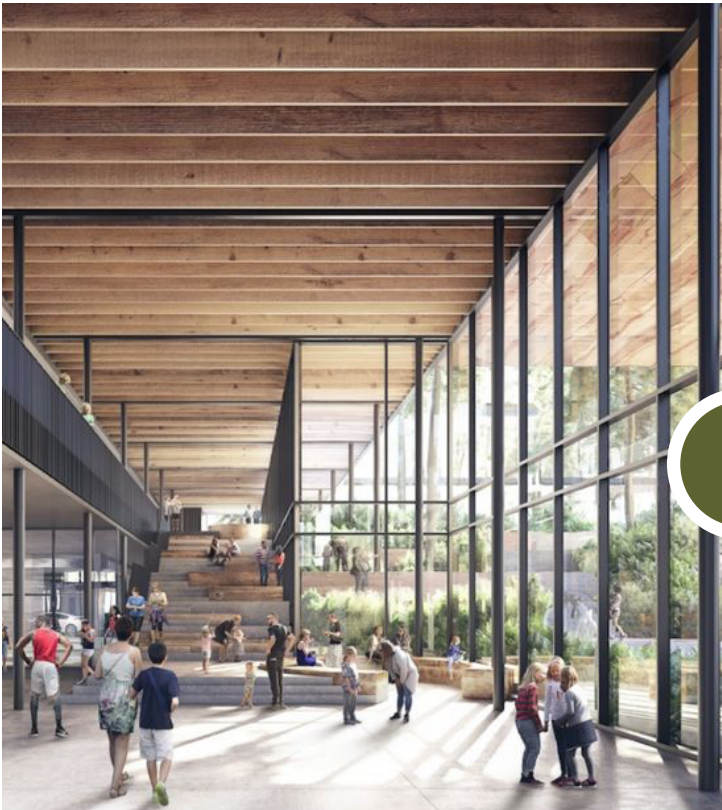
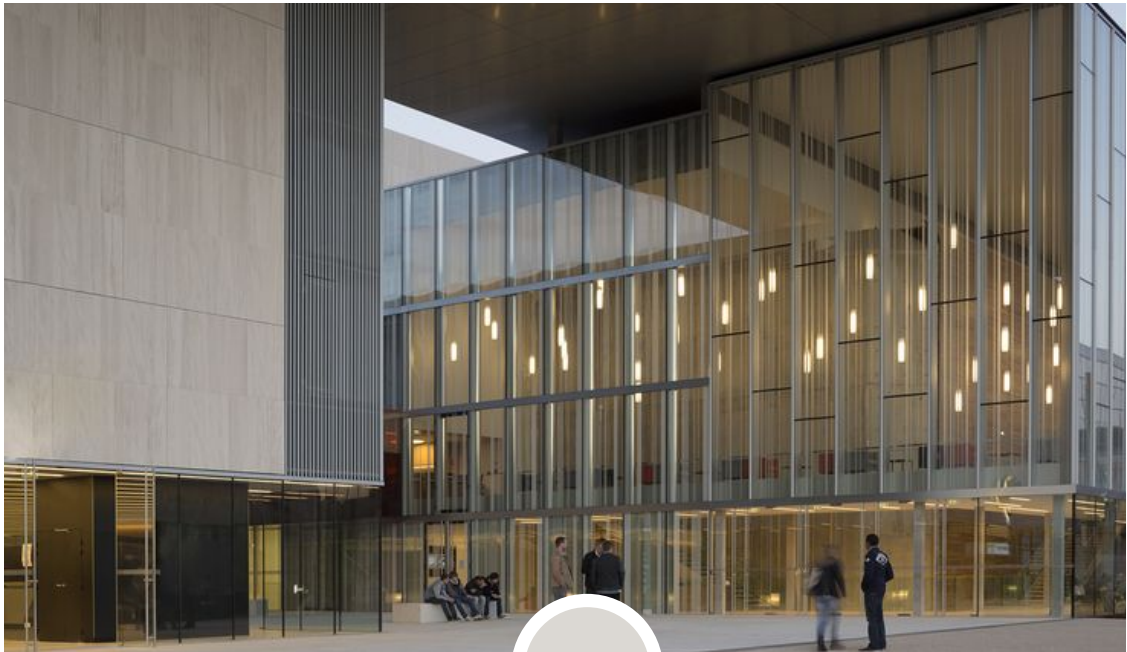
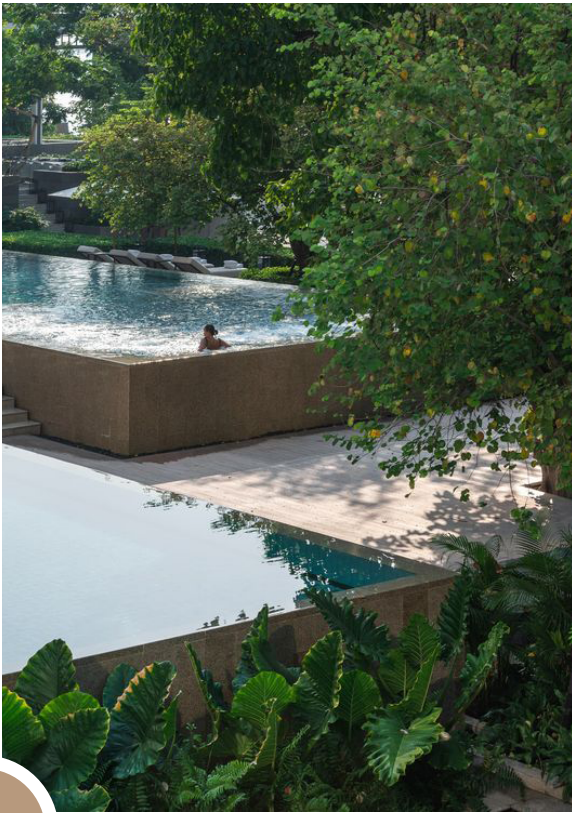
CONVENTION CENTER + HEADQUARTERS HOTEL

Off the crossroads of I-65 and Hwy 30 in the scenic woodlands of suburban Hobart, Indiana, the new headquarters hotel and convention center offers a tranquil escape where nature meets modern luxury. Set near a serene lake, the property integrates natural design concepts, featuring abundant natural light, green walls, and outdoor spaces that seamlessly connect guests to the surrounding environment. With expansive meeting facilities, eco-friendly amenities, and easy access to hiking trails, the hotel caters to both group, business, and leisure travelers. Whether attending a conference or enjoying a peaceful retreat, guests are immersed in a calming, nature-infused atmosphere that enhances well-being and creativity.

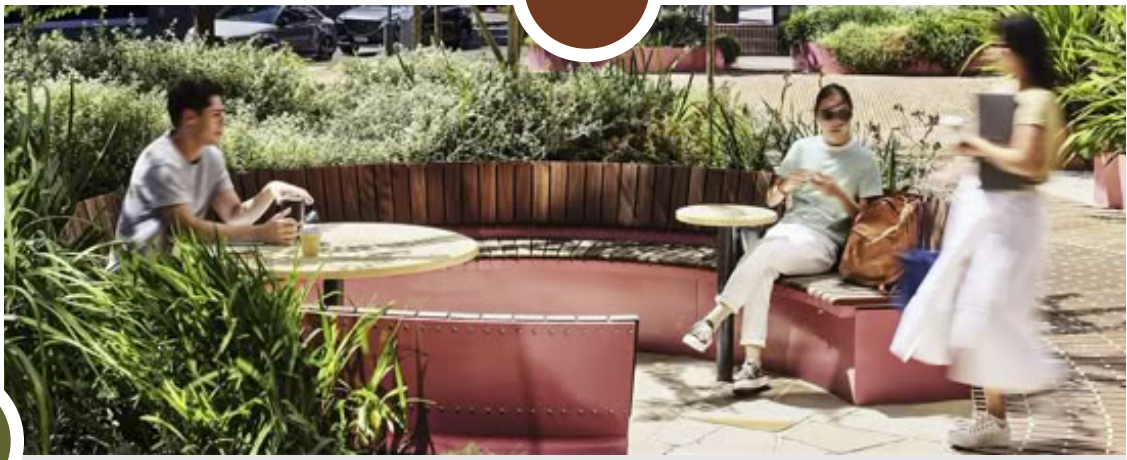
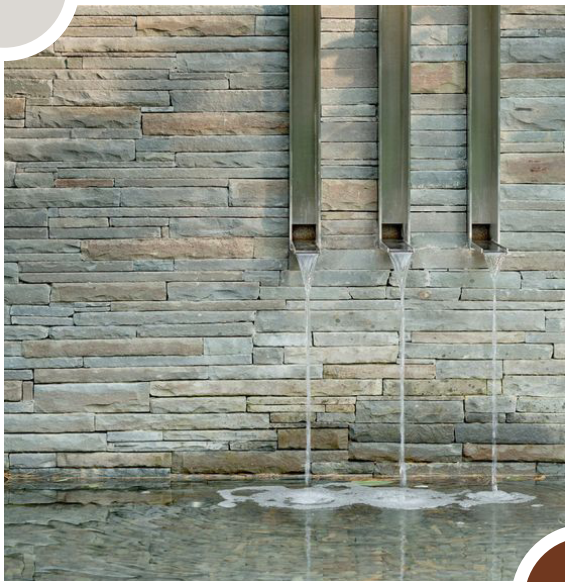
CONCEPT IMAGERY



DESIGN INSPIRATION



ENERGY OPPORTUNITIES



Envision a building that maximizes the potential for innovative energy solutions without compromise. The building's orientation leverages northern light, enhancing natural illumination while minimizing southern exposure to reduce heat gain. Shading devices, natural ventilation, and high-performance glazing contribute to the overall energy efficiency. By sourcing materials locally, such as regional stone and brick, we can foster community engagement and reduce transportation impacts. The ample roof area allows for the implementation of solar panels and rainwater collection systems promoting resource conservation. Alternative energy sources will support sustainability and reduce operational costs while ensuring a functional and healthy guest environment.

Features

- Building Orientation
- Sun Shading
- High Performance Glazing
- Energy Modeling
- Renewable Energy
- Locally Sourced Materials
- Water Reuse/ Conservation
- Guest Wellness
- Indoor air quality

SITE PLAN

KEY

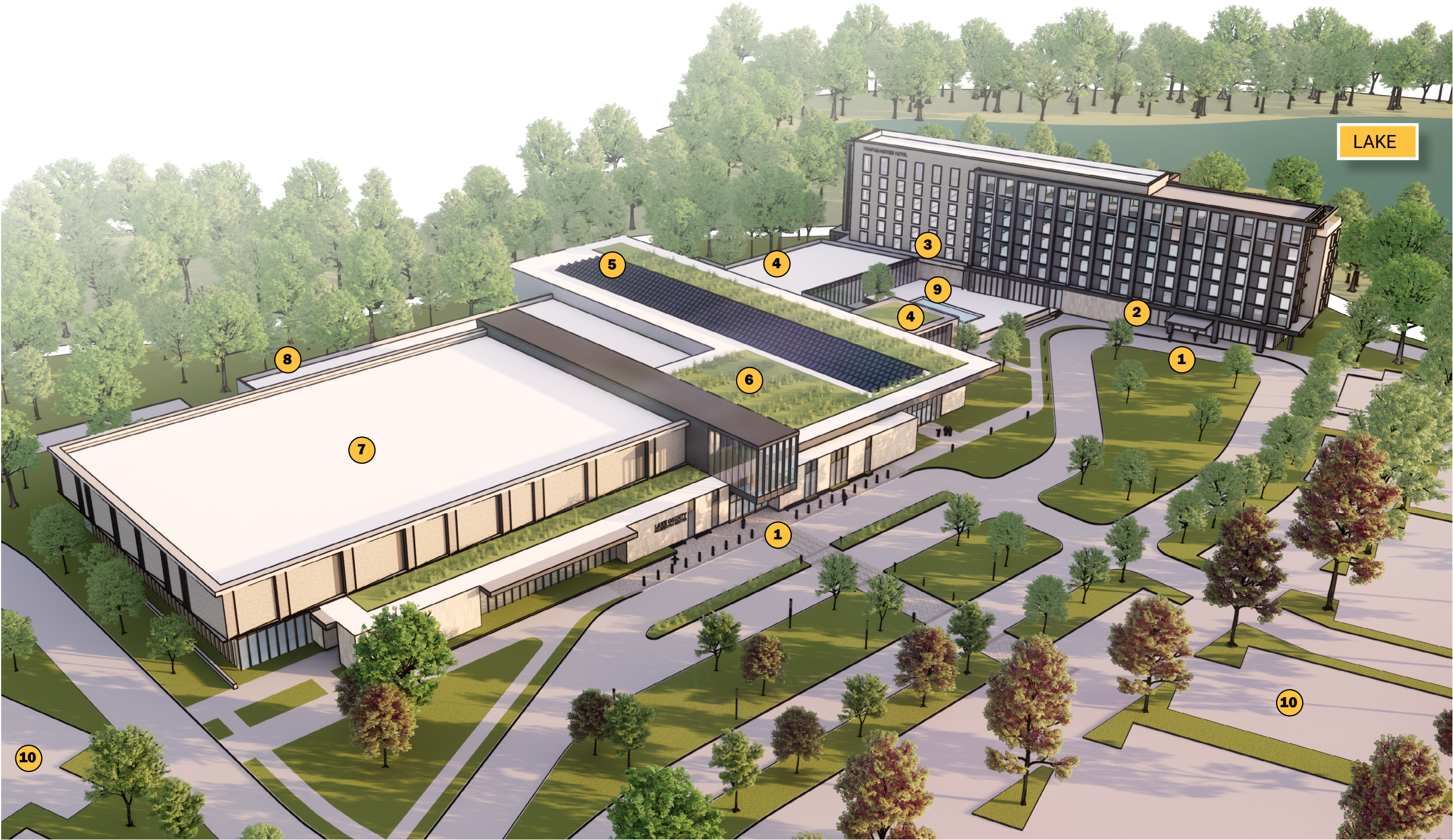
- 1 ARRIVAL
- 2 LOBBY
- 3 RESTAURANT
- 4 MEETING
- 5 BALLROOM
- 6 JR BALLROOM
- 7 EXHIBIT HALL
- 8 SERVICE
- 9 POOL
- 10 PARKING



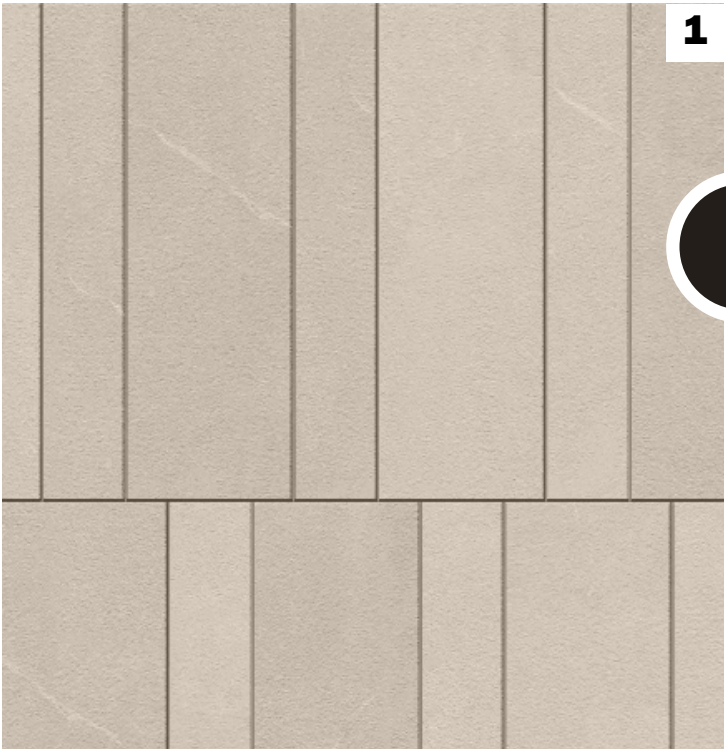
AERIAL DIAGRAM

KEY

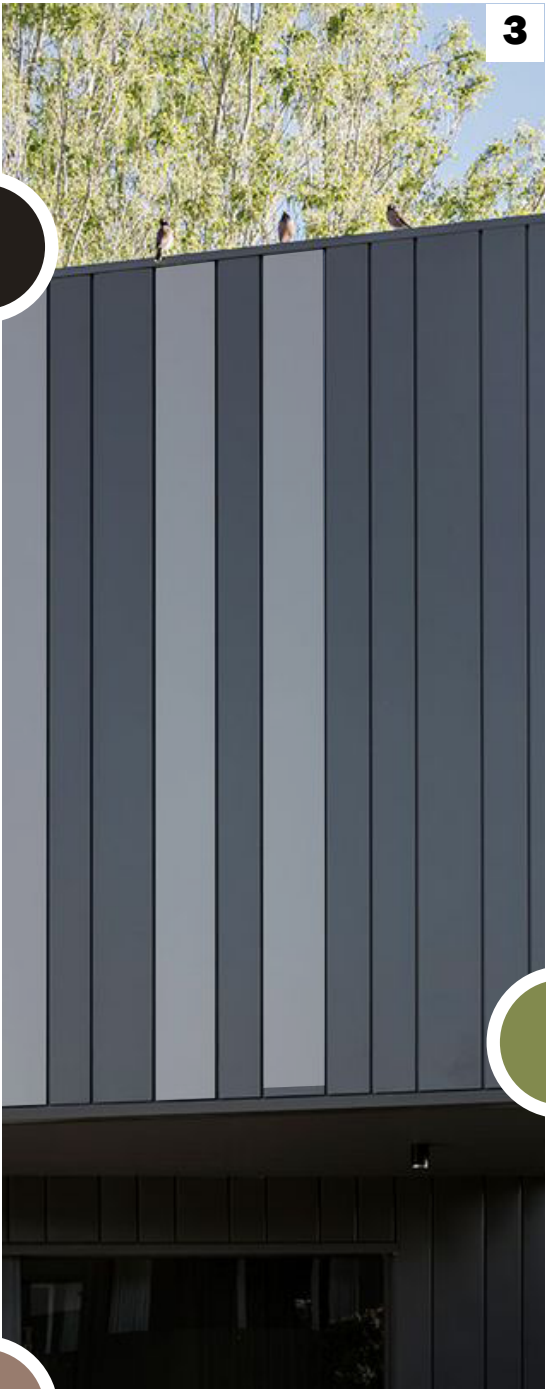
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- 2 LOBBY
- 3 RESTAURANT
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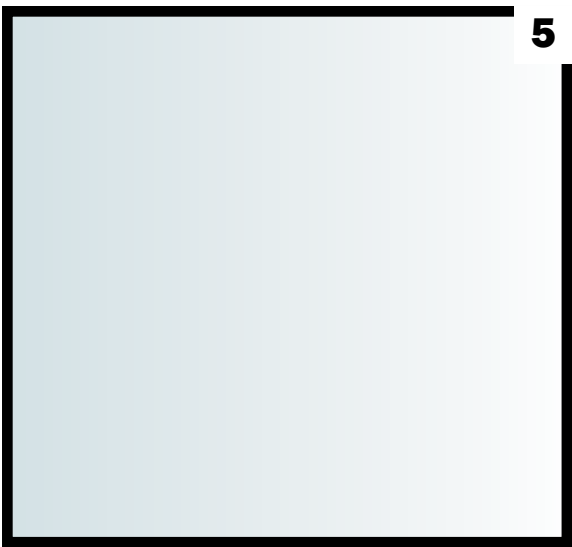
MATERIALS



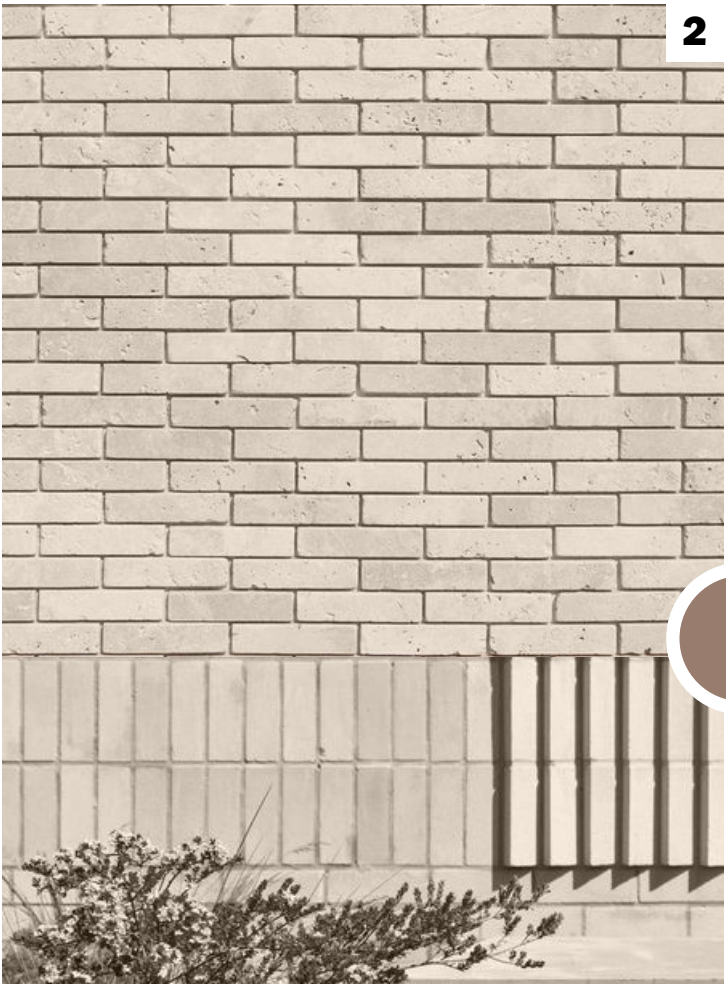
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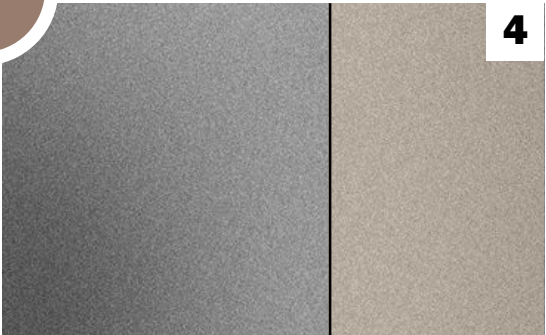
5



2



6



4



7

1 LIMESTONE

native indian limestone material utilized at the base level providing warmth and invitation

2 BRICK, MODULAR + PATTERNS

light beige brick and staggered accent patterns elevate the facade and create a series of irregular rhythms

3 BLACK METAL

tapered and flat metal panels frame the profile of the facade

4 METAL ACCENTS

gray and beige metal panels accent the architecture at rooflines and within the metal panel design

5 GLAZING

clear glazing and black anodized aluminum frame the large storefront and guestroom views

6 STUCCO

light colored hand troweled plaster finishes create a natural background to the surrounding vegetation and daylight.

7 WOOD / ALUMINUM

Rich wood tones add a residential warmth to contrast the sleek coolness of the modern metals

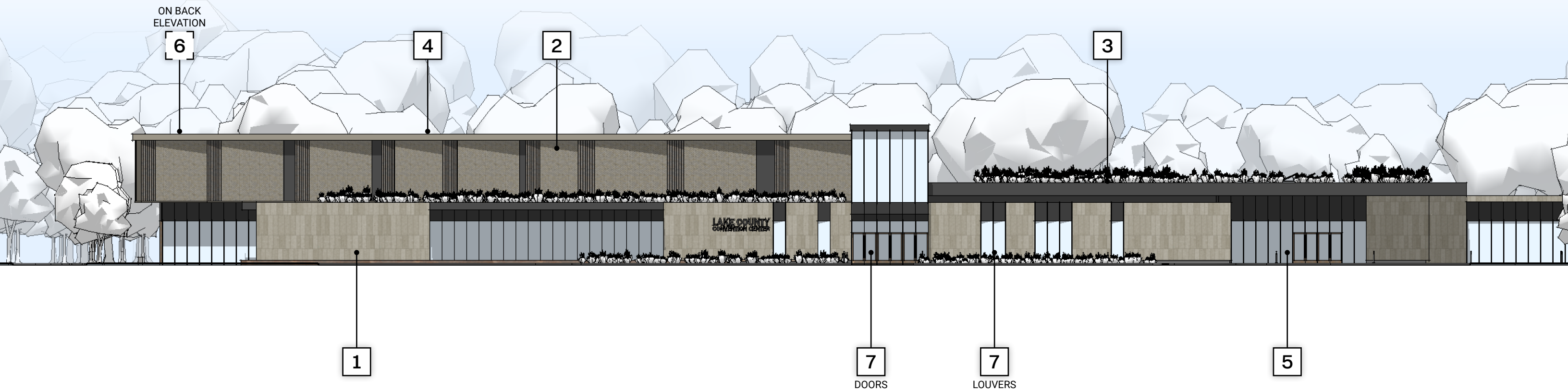
CONCEPTUAL RENDER



ELEVATION

KEY

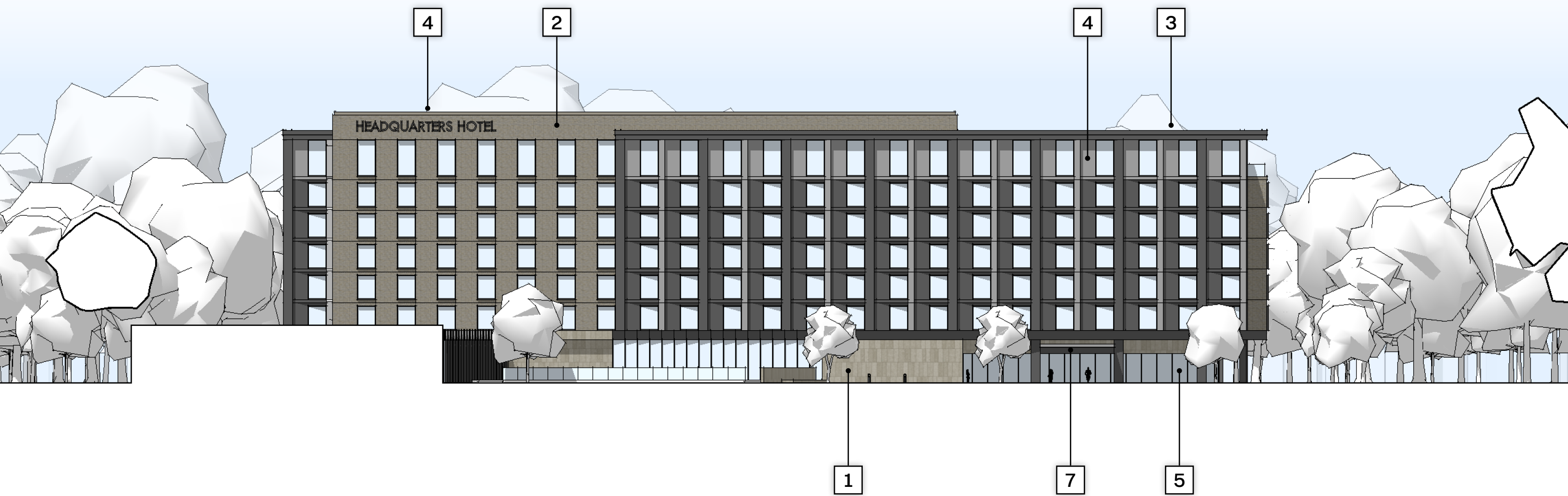
- 1 LIMESTONE
- 2 BRICK
- 3 BLACK METAL
- 4 METAL ACCENT
- 5 GLAZING
- 6 STUCCO
- 7 WOOD / ALUMINUM



ELEVATION

KEY

- 1 LIMESTONE
- 2 BRICK
- 3 BLACK METAL
- 4 METAL ACCENT
- 5 GLAZING
- 6 STUCCO
- 7 WOOD / ALUMINUM









Existing Hotel Inventory within a 2-mile radius:

1. Hilton Garden Inn – Hobart
2. Home 2 by Hilton – Merrillville
3. Tru by Hilton – Merrillville
4. Holiday Inn Express & Suites – Merrillville
5. Fairfield Inn & Suites – Merrillville
6. Hampton Inn – Merrillville
7. Country Inn & Suites by Radisson – Merrillville
8. Candlewood Suites – Merrillville
9. Woodspring Suites – Merrillville
10. Staybridge Suites – Merrillville
11. Comfort Suites – Merrillville
12. Extended Stay America – Merrillville
13. Best Western Inn & Suites – Merrillville
14. Baymont Inn – Merrillville
15. Residence Inn by Marriott – Merrillville
16. Quality Inn – Merrillville
17. Motel 6 – Merrillville
18. Super 8 by Wyndham – Merrillville
19. Norwood Inn & Suites – Merrillville
20. Red Roof Inn – Merrillville
21. Howard Johnson by Wyndham – Merrillville

Regional Attractions within a 20-minute drive:

1. Deep River Water Park – Merrillville
2. Deep River County Park – Merrillville
3. Albanese Confectionery – Hobart
4. Urban Air Adventure Park – Hobart
5. Southlake Mall & US 30 Regional Retail Center – Hobart
6. Crown Point Sportsplex – Crown Point
7. River Pointe Golf Course – Hobart
8. Innsbrook Country Club – Merrillville
9. Turkey Creek Golf Course – Merrillville
10. White Hawk Country Club – Crown Point
11. Youche Country Club – Crown Point
12. Downtown Hobart Business District
13. Downtown Crown Point Business & Restaurant District
14. Downtown Valparaiso Business & Restaurant District
15. County Line Orchard – Hobart
16. Indiana Dunes National Lakeshore – Miller / Ogden Dunes / Portage
17. Gabis Arboretum – Porter County
18. Harvest Tyme Family Farm – Lake County
19. Lake County Fairgrounds – Crown Point
20. Lake Michigan Fishing Excursions
21. The Hobart Art Theater – Hobart
22. Lambstone Winery – Valparaiso
23. Crown Brewing – Crown Point
24. Off Square Brewing – Crown Point
25. Gnosis Brewing – Hobart
26. Blockhead Beerworks – Valparaiso
27. Byway Brewing – Hammond
28. Journeyman Distillery – Valparaiso
29. Gary Southshore Railcats Steel Yard – Gary
30. Purdue University Northwest – Hammond
31. Indiana University Northwest – Gary

List of Casual and Fine Dining Restaurants within a 20-minute drive:

1. Mission BBQ – Hobart
2. Longhorn Steakhouse – Hobart
3. BJ's Brewhouse – Hobart
4. BC Osaka – Hobart
5. Olive Garden – Hobart
6. Coopers Hawk Winery – Hobart
7. Chilis – Hobart
8. Red Robin – Hobart
9. Buffalo Wild Wings – Hobart
10. Tavern on the Lake – Hobart
11. Montego Bay Grille – Hobart
12. Bon Vie – Hobart
13. Outback Steakhouse – Merrillville
14. House of Kobe – Merrillville
15. Asparagus – Merrillville
16. Ginos Steakhouse – Merrillville
17. Portillos – Merrillville
18. Catch Table & Tap – Merrillville
19. Wu's House – Merrillville
20. El Poblano – Merrillville
21. Santa Fe Restaurant & Bar – Crown Point
22. Coppolillos Italian Steakhouse – Crown Point
23. White Hawk River Rock Restaurant – Crown Point
24. Lucrezia's – Crown Point
25. Prime Steakhouse – Crown Point
26. Tavern on Main – Crown Point
27. Square Roots – Crown Point
28. Culinary Misfits – Crown Point
29. Provecho – Crown Point
30. Veleros Mexican Cuisine – Crown Point
31. Station 21 – Crown Point
32. One 13 North Kitchen & Bar – Crown Point
33. Bederra Bar & Restaurant – Crown Point



Project Approach

A large, dark blue, stylized logo of the letters 'GPP' is positioned in the background, centered horizontally and partially obscured by the 'Project Approach' text.

Project Approach Includes:

1. Letter of Support from the Southlake Mall
2. City of Hobart Resolution in support of the Development
3. Letter of Support from the Land Owner
4. Letter of Support from Hilton
5. Development Team Project Approach



2109 SOUTHLAKE MALL • MERRILLVILLE, IN 46410 • **MAIN** 219.738.2265 • **FAX** 219.738.1750

visitsouthlakemall.com

October 10, 2024

Mayor Josh Huddlestun
City of Hobart
414 Main Street
Hobart, IN 46342

Subject: Lake County Convention Center

Dear Mayor Huddlestun,

On behalf of Southlake Mall and its many tenants, we would like to express our support for the City of Hobart's efforts to establish the proposed Lake County Convention Center within the US 30 Regional Retail and Restaurant Corridor, specifically at the Patriot Park Development on Mississippi Street, just north of US 30 and east of Interstate 65.

We understand that the Lake County Convention Center will feature approximately 145,000 square feet of convention space, alongside a 250-room full-service headquarters hotel. This project will create valuable job opportunities for many residents of Northwest Indiana, and its central location will make it accessible to communities across the region.

The US 30 Regional Retail and Restaurant District offers a wide variety of businesses that can enhance the experience of visitors attending events at the Convention Center. Its convenient location near popular family-friendly destinations—such as Deep River Water Park, Albanese Confectionary, the Crown Point Sportsplex, the Indiana Dunes National Lakeshore, and Deep River County Park—further strengthens its appeal to organizations and event planners. Providing attendees with access to nearby attractions and activities is crucial for creating a well-rounded and enjoyable experience, which in turn helps drive repeat events and sustained success for the Convention Center.

Southlake Mall strongly endorses the Patriot Park site in Hobart for the location of the new Lake County Convention Center. If you should have any questions, please feel free to contact me at any time.

Very truly yours,

A handwritten signature in black ink, appearing to read 'Peter Karonis', with a stylized flourish at the end.

Peter Karonis
Senior General Manager
Southlake Mall

COMMON COUNCIL OF THE CITY OF HOBART

RESOLUTION NO. 2024- 15

A Resolution in Support of Patriot Park in the City of Hobart as the Location of the Proposed Lake County Convention Center

WHEREAS, the Common Council (“Council”) of the City of Hobart, Indiana (“City”), on behalf of the City, recognize the importance of economic development and tourism as vital components of the local economy; and

WHEREAS, Lake County’s primary conference center space, the Radisson Star Plaza, closed in 2016, leaving a gap in the local hospitality market that has not been filled and prompting the State of Indiana to enact legislation that would provide up to \$5 million per year for 20 years (\$100 million in total) of matching funds for the construction of a new convention center, and the Northwest Indiana Regional Development Authority (RDA) has led the process of completing a comprehensive feasibility study assisting the supportability of a new convention center, and ranking 14 potential sites in Lake County for the Convention Center; and

WHEREAS, the RDA feasibility study ranked Patriot Park, formerly Silverstone, located at 7800 Mississippi Street in the City of Hobart, the first and best choice for the location for the Lake County Convention Center which would house a 145,000 square-foot convention center with 73,000 square-feet of meeting and exhibition space, including a 18,000 square-foot ballroom; and

WHEREAS, the RDA feasibility study further found that the proposed new convention center in Lake County could generate nearly \$60 million annually for the local economy, create over 1,300 full-time, part-time, and temporary construction jobs, and boost local state revenues by more than \$3.5 million per year hosting state and regional groups, in addition to corporate and other types of event activity from the Chicago/Northwest Indiana greater metropolitan area and throughout the state of Indiana introducing Lake County with a wide array of event attendees unfamiliar with the area; and

WHEREAS, the City leadership is currently in the planning process for the Patriot Park site through a public-private partnership which includes light industrial, retail, and a sports complex which would be advantageous to the proposed state of the art convention center that will stimulate local business in the City of Hobart, create jobs and enhance the quality of life for residents, and be a major economic driver for Northwest Indiana; and

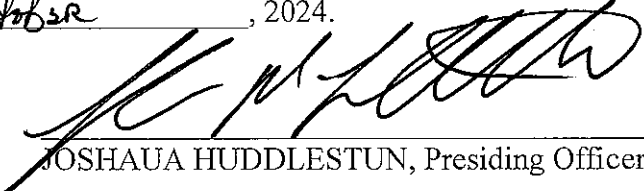
WHEREAS, the City Council believes that the establishment of the Northwest Indiana Convention Center at the Patriot Park location aligns with the strategic goals of promoting community engagement and supporting local businesses and tourism; and

WHEREAS, the Lake County Commissioners have announced that they will accept competitive proposals for consideration in choosing a site for the Lake County Convention Center up to October 16, 2024, and the Council enthusiastically supports the City’s efforts in the preparation and promotion of Patriot Park’s proposal to be the designated location for this important initiative; and

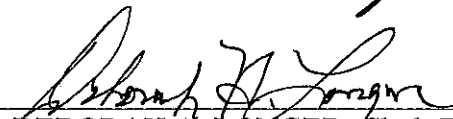
NOW, THEREFORE, BE IT RESOLVED by the Common Council of the City of Hobart that:

1. The Common Council of the City of Hobart hereby adopts findings of the Northwest Indiana Regional Development Authority that Patriot Park is the premiere location in Lake County Indiana for the construction and operation of the proposed Lake County Convention Center.
2. The City Administration is authorized to execute any necessary agreements and contracts to facilitate the development of the competitive request for proposal to be submitted to the Lake County Commissioners to promote the Patriot Park location.
3. The Common Council of the City of Hobart commits to engaging with the community and encouraging community input to ensure that the proposed Convention Center meets the needs of all the stakeholders.
4. The Common Council of the City of Hobart commits to collaborating and partnering with educational institutions, business, economic development organizations, and the Indiana Convention Center to best serve local, regional and statewide priorities.
5. This resolution shall take effect immediately upon its adoption.

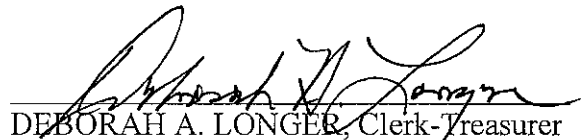
ALL OF WHICH, is adopted as the Resolution of the Common Council of the City of Hobart on this 2nd day of October, 2024.


JOSHUA H. HUDDLESTON, Presiding Officer

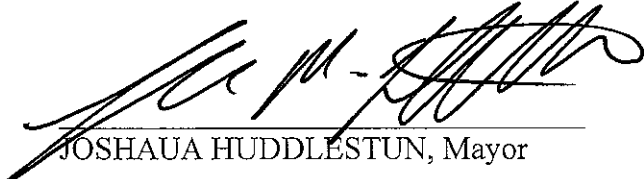
ATTEST:


DEBORAH A. LONGER, Clerk Treasurer

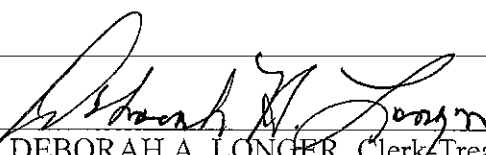
PRESENTED by me to the Mayor of the City of Hobart, Indiana this 2nd day of October, 2024, at 7:00 pm o'clock.


DEBORAH A. LONGER, Clerk-Treasurer

APPROVED, SIGNED, and RETURNED by me as Mayor of the City of Hobart, Indiana, to the Common Council of the City of Hobart, Indiana, this 2nd day of October, 2024.

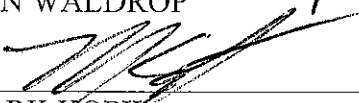

JOSHUA H. HUDDLESTON, Mayor

ATTEST:


DEBORAH A. LONGER, Clerk-Treasurer

Members of the Hobart Common Council


DAN WALDROP

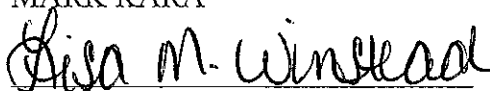

MARK KOPEL


MICHAEL RODRIGUEZ


WILLIAM PERRYMAN

MATTHEW CLAUSSEN

MARK KARA


LISA WINSTEAD

Patriot Park, LLC

1055 Eagle Ridge Drive. Schererville, IN 46375 P:219.864.4043 F:219.864.4050

October 10, 2024

Mayor Josh Huddlestun
City of Hobart
414 Main Street
Hobart, IN 46342

Mr. Ray Garfield
Garfield Public/Private LLC
14911 Quorum Drive, Suite 380
Dallas, TX 75254

Subject: Lake County Convention Center – Land Sale Commitment

Dear Mayor Huddlestun & Mr. Garfield,

Patriot Park, LLC fully supports and endorses the location of the new Lake County Convention Center within the Patriot Park Planned Unit Development and will cooperate in the land sale transaction of approximately 30 acres of land in the Patriot Park Planned Unit Development located at 2000 South Silverstone Parkway in the City of Hobart, Indiana. The Patriot Park site is a Master Planned development with a designed mix of commercial, restaurants, hotels, recreation, business and residential uses on over 215 acres of land.

Patriot Park, LLC commits to selling the land area necessary to support the Lake County Convention Center facility and the accompanied Headquarters Hotel. Generally, the Convention Center and Hotel site will contain the property on the north side of South Silverstone Parkway east of Prospect Place with an address of 2000 South Silverstone Parkway. The Patriot Park Planned Unit Development site is “Development Ready” with existing curbed and paved roadways, street lighting, water main, sanitary sewer and storm sewer systems to properly service the access and utility infrastructure needs for the 145,000 square foot total convention center space with a connected 250-bed full-service Headquarters Hotel Lake County Convention Center project.

Patriot Park, LLC represents the following existing conditions relative to the parcel area proposed as the Convention Center and Hotel site:

1. Patriot Park, LLC is the fee simple owner of 100% of the land proposed for the

Convention Center and Hotel Site

2. There are no liens, third party agreements, title encumbrances nor claims against the property
3. There are no wetlands nor floodplain/floodway encroachments
4. The soil conditions are suitable to support the bearing capacities for the proposed buildings
5. The utility capacities for water, sanitary sewer, electric, gas and communications exist in the quantities required
6. There have not been any past uses that have negatively impacted the environmental conditions of the property
7. The zoning of the property to permit the Convention Center and Hospitality Land Uses and all necessary Subdivision and Site Planning entitlements are supported by the City of Hobart

Patriot Park, LLC will enter into a Land Sale and Purchase Agreement with the appropriate purchaser of the land for the Lake County Convention Center and Headquarters Hotel project at an agreed upon price based on the market value of similar developed property in the I65 & US 30 corridor district. Additionally, Patriot Park, LLC will agree to hold and reserve the parcel for the City of Hobart and Garfield Public/Private team's acquisition for the period of time necessary for the Lake County Commissioners to fully review and select the winning Convention Center & Hotel site in accordance with the May 15, 2024 Issue Date Lake County Commissioner Convention Center RFP.

Patriot Park, LLC supports the Convention Center and Hotel project and believes it is a complementary activity generator in the overall mixed use Patriot Park Planned Unit Development.

Sincerely,

Patriot Park, LLC

A handwritten signature in black ink, appearing to read 'Al Krygier', with a stylized flourish at the end.

Al Krygier
Managing Partner



Chris Brock
Sr. Director
Development—Northwest
Region

Hilton Worldwide
755 Crossover Lane
Memphis, TN, 38117
PH: 901-374-5609
Chris.brock@hilton.com

September 25, 2024

Raymond Garfield
Garfield Public/Private LLC
Dallas, TX

RE: Proposed Convention Center Hotel in Lake County, IN

Raymond,

Thank you for your interest regarding the opportunity to develop a Hilton-affiliated property in Hobart, IN. We believe this market would be a good fit for either our Doubletree by Hilton or Embassy Suites by Hilton brands and could be an excellent complement to our existing Hilton product in Merrillville-Hobart that will provide both group and transient travelers with full-service lodging option.

Raymond, as one of Hilton's preferred franchisees with outstanding Hilton brands in your portfolio including the Abilene Doubletree by Hilton Convention Center, we are confident you will provide a successful development for this emerging Bloomington market. In fact, the Abilene Doubletree, opened in 2023 and awarded by Hilton as the best new build project of the year, is a Public/Private development with the City of Abilene. Interestingly, the hotel is owned by a not-for-profit, City formed Local Government Corporation, and financed by a combination of tax-exempt hotel revenue bonds, City issued Certificates of Obligation, and \$14 million in Foundation Grants raised by the City. The hotel is both branded and operated by Hilton

As you are aware, it is the policy and practice of the company to enter into license agreements for specific locations only after formal applications for the franchise has been received, processed and duly considered by our Franchise Committee. Once we are in position to present your Application to our Franchise Committee for approval, we will be happy share their decision with you shortly thereafter.

Sincerely,

Chris Brock
Sr. Director – Development
Northwest Region



DOUBLETREE by Hilton

DOUBLETREE

DOUBLETR

Development Plan

Early Alignment/Planning Overview

We will begin the project by meeting with the County and other stakeholders to confirm our understanding of the goals and objectives for the project, as well as to review in detail any preliminary thoughts or plans regarding the development, including any further detailed programming envisioned for the development.

Our initial assumption is a convention center with 40,000 SF Exhibit Hall, 18,000 SF Ballroom, 15,000 SF Meeting Rooms for approximately 73,000 SF of total function space. Additionally, we envision including an adjacent or attached approximately 200-250-room full-service hotel with meeting space and flexible, divisible ballroom space, a full-service restaurant and bar, “grab and go” market, fitness facilities, a business center, swimming pool, and other amenities consistent with a first class, upscale full-service convention center hotel.

Our team will work closely with the County to verify the market demand for the Convention Center and Hotel, and then to create a business plan including a building program and design concept, a development budget and schedule, an operating proforma, and a plan of finance.

Operator Identification and Outreach

We are proposing that the operator of the convention center be ASM and the market study that will be produced for the hotel component will include recommendations as to prospective hotel brands and operators. Based on those recommendations, Garfield will solicit proposed term sheets and credentials from brands and operators for the County’s consideration.

With County input and approval, we will secure a major international hotel operator/flag. As a leading developer of P3 hotels, Garfield maintains relationships with all of the leading operators/brands, including Marriott, Hyatt, and Hilton. Those operators/brands will show serious interest in and provide competitive proposals for a Garfield-led hotel development.

Strategic Business Plan

A market study is the foundational document of a complete Strategic Business Plan, which is the first phase of any development undertaken by Garfield Public/Private. The full list of Strategic Business Plan components is as follows:

- Review market study/work with market consultant
- Perform economic/fiscal impact analysis
- Develop spatial program/design concept
- Produce development budget and schedule
- Identify potential operators/brands
- Solicit operator/brand proposals
- Negotiate initial agreement/LOI with operator
- Produce operating/business plan
- Prepare operating pro forma
- Structure financing alternatives
- Develop funding/fundraising strategies
- Present results for Client decision.

Building on the market study and master plan, the Strategic Business Plan is a complete blueprint for the development upon which the County may make a fully informed decision as to how to proceed.





Development Tasks/Sequence

Once the Strategic Business Plan has been completed, Garfield will present the results in the appropriate forum as directed by the County. Upon approval of the plan and notice to proceed to the development/design phase, the summary sequence of development activities would be as follows:

1. Negotiation of operating agreement
2. Engage additional development team members
3. Oversee design and development planning
4. Scheduling and periodic cost estimating
5. Financial structuring
6. Rating agency presentations (if a rating is sought)
7. Investor presentations
8. Funding and closing of financing
9. Construction, commissioning and tuning

Communication and Collaboration

Garfield assumes the leadership and development supervisory role to oversee that the architects, engineers, contractor, operator, and all other team members are fulfilling their responsibilities and that their work is well orchestrated to provide for an efficient use of the County's resources. Clear reporting procedures

and communication protocols will be established for utmost efficiency and so that Garfield, and by extension the County, are fully aware of team activities and assigned tasks and deliverable dates.

Team coordination meetings are held at regular intervals throughout business planning, conceptual design, schematic design, design development, and construction documents. Agendas circulated before each meeting provide an outline for efficient work and see that all relevant issues are addressed. Meeting minutes are recorded and promptly distributed to development team members and other stakeholders.

Team meetings and presentations to the County will include agendas and updates. These interactive meetings welcome County participation in the project development at all stages. These sessions will be extremely valuable to the team, will keep the project's work on track, see that all options are explored, and all project requirements are fully satisfied. In addition, these regular meetings allow for problems or challenges to be raised and resolved at the appropriate time.

Transparency and Accountability

Finally, as a company focusing exclusively on development of P3 projects, Garfield shares its municipal clients' commitment to public approvals and development team accountability. In all aspects of planning and execution of the project, including pre-development planning, development, design, financing, construction, pre-opening, and operations, Garfield commits to open communication, transparency, and collaboration with the County and other stakeholders to ensure a solution that meets the needs of all parties.

Garfield will gladly participate in presentations to the County, press availabilities, public forums, and any other meetings the County deems appropriate to ensure the public and elected officials are kept fully and regularly informed of project progress and the community's investment. Decisions and expenditures beyond the authority set forth in the Development Agreement will not be made without County approval. Further, Garfield will keep full and detailed accounting and project files for access by the County at any time throughout the course of the services and for a designated period beyond the expiration of its agreement with the County.

Financial Plan

Conceptual Financing Plan

Garfield Public/Private will collaborate with the County, its finance staff, its financial advisor and bond counsel. Garfield will obtain financing, subject to completion of due diligence and negotiation of mutually satisfactory terms with the County, including the public “gap” financing needed to complete the capital plan for the Convention Center and Headquarters Hotel Components. Garfield will work with the County to structure the convention center financing currently contemplated as being financed with a \$5 Million annual commitment from the state for a 20 year period. Working collaboratively with the stakeholders and our design team we will work to make the buildings efficient in order to be as economical as possible in the financing of both facilities.

There are two approaches to the financing of public/private hotels – conventional financing with private debt and equity, or tax-exempt bond financing. Both approaches have been used extensively over the past three decades to finance convention center headquarters hotels. Because both models require substantial financial participation by the public partner, the decision of which alternative to use must be made by the participating public entity, and is usually based on a combination of political, economic, philosophical and legal factors within a given community. Following is a brief description of each method:

Conventional Public/Private Financing Approach

Under the conventional public/private financing model, the Project would be financed with a combination of private capital (conventional debt and private investor equity) and a public “gap” contribution. The gap contribution amount is equal to the difference between the total development budget and the amount of private financing that can be raised based on the estimated net cash flow from the Project and capital markets conditions at the time of financial closing.

The typical private/public structure would have the private equity owning the hotel tower (“Hotel”) on a long-term ground lease from the public partner of the Hotel footprint. In exchange for its financial participation, the public partner would typically own the parking, the ballroom and meeting spaces, pre-function area, certain public areas, and certain back-of-house support spaces (collectively, “Public Facilities”), and underlying land. The Public Facilities would be leased to the Hotel owner on a long-term basis on terms acceptable to both parties and the private lender.

The amount of debt that can be raised will depend on factors including lender interest rates, achievable loan-to-cost ratios, minimum debt service coverage ratios, and amortization schedules. The amount of private equity is based on cash-on-cash return and internal rate of return (IRR) requirements for hotel investments in the subject market. The constant presence of Garfield in the capital markets discussing debt and equity with a variety of institutions and individuals gives us a very good idea of available private capital at any given time.

The public “gap” contribution under the conventional financing approach is a subsidy to the private hotel owner. In exchange for assuming the risk of developing, financing, and operating the Hotel, the private Hotel owner receives all net cash flow from the Project after payment of debt service and all net proceeds from any sale or refinancing of the Hotel. The public partner benefits from the fiscal and economic impacts of the Hotel and improved business at the convention center for which the Hotel serves as the headquarters.

Tax-Exempt Financing Approach

Private financing under the tax-exempt approach would take the form of long-term tax-exempt hotel revenue bonds publicly sold to Qualified Institutional Buyers. The bonds would be issued by the County, the City, or a to-be-determined single-purpose governmental or 501(c)(3) issuer (“Hotel Owner”) established for the benefit of the public sponsor.



Under this financing approach, the public gap contribution is equal to the difference between the total project costs and the amount of tax-exempt bond proceeds that can be raised based on the estimated net cash flow from the Project and capital markets conditions at the time of financial closing. The public gap contribution would be used to finance the Public Facilities, which would be owned by the public sponsor.

The land under the Hotel would be owned by the public sponsor and is assumed to be ground leased to the Hotel Owner for \$1.00/year for a long term. The public sponsor would also lease the Public Facilities to the Hotel Owner under a facilities lease for a term coterminous with the Hotel ground lease. The Hotel Owner (and the selected operator) would then operate the Hotel and Public Facilities seamlessly for the term of the facilities lease.

The Hotel Owner would own the Hotel and operate the Hotel and Public Facilities while the bond financing is repaid (typically 30 years). Upon full repayment of the bond financing, and as directed by the public sponsor in the project documentation, the Hotel Owner will either transfer the entire property to the public sponsor at no cost, or will sell the Hotel and give the sale proceeds to the public sponsor.

Under the tax-exempt approach, the public “gap” participation becomes an investment for the public sponsor rather than a subsidy to a private Hotel owner as is the case under the conventional financing model. The public sponsor will receive 100% of all net cash flow after debt service and the Hotel residual value.

The governmental or nonprofit owner would be the only owner of the property for the life of the financing. Accordingly, the public sponsor need not have the concern of multiple changes of Hotel ownership, as is likely under the conventional public/private approach. Accordingly, the interests of the Hotel owner are aligned with the long-term interests of the public partner rather than geared toward maximizing private equity returns.

Ability to Execute Under Either Financing Approach

Garfield has delivered hotels under the conventional public/private financing approach as well as the tax-exempt approach. We are able to execute under either alternative, provided Lake County is willing and able to commit the necessary public gap participation. Garfield’s financing experience includes more than \$1.5 billion of debt and equity for more than 20 hotels, resorts, conference centers and convention centers.

The amount and form of public financing required from the County, along with the project program, budget, operating pro forma and capital plan, will be verified and finalized during the strategic business planning period described earlier in this proposal. We look forward to working with the County and other stakeholders to tailor the program and budget to ensure the “right” product for the market and the Convention Center, and to mitigate the amount of public participation needed to complete the capital plan.

We are confident that no other party or team will be able to structure a more efficient capital structure, or to finance and deliver the Lake County Convention Center and Headquarters Hotel with greater speed and certainty than Garfield Public/Private. Our track record will ensure speed, efficiency, and certainty of successful financing.

Project Schedule

Project Schedule:

Phases of Work and Timing

Pre-Development Strategic Business Plan

The initial six-month period builds from the completed market study, and includes building programming, concept design, site selection and site test fits, development budget and schedule, operator/brand selection, and plan of finance.

Development/Design

Typically this phase takes twelve months and includes team selection and engagement, site permitting and entitlements, documentation and financing, concurrently with design, estimating and scheduling, and construction planning. A guaranteed maximum price is negotiated with the design-build contractor as well as the operating agreement and ancillary agreements with the brand/operator(s). This phase also includes the full model room production.

Construction and Pre-Opening

We envision the construction phase will be between 24-30 months depending on size and scope of the convention center and hotel, and will include pre-opening staff-up, marketing, and planning. Garfield's involvement is focused on managing construction, FF&E, OS&E, and IT procurement, and overseeing pre-opening activities, keeping the county fully apprised at all times of the progress of this important asset.

Property Opening and Closeout

This phase of work starts with the actual opening of the convention center and hotel, and may extend for 3-4 months as Garfield oversees the closeout of punch list items and oversees and facilitates the transition of the property from design-builder to Owner and operator.

Asset Management

Garfield typically asset manages the properties that it develops and act as a liaison between the brand/operator and the owner during the financing period.

Project Team

A large, stylized, light blue logo of the letters 'GPP' is positioned in the background, centered horizontally and partially obscured by the 'Project Team' text.

Our team stands out as the ideal choice to spearhead the ambitious initiative to develop and operate the Lake County convention and event center with an accompanying full-service, nationally branded headquarters hotel to support Lake County.

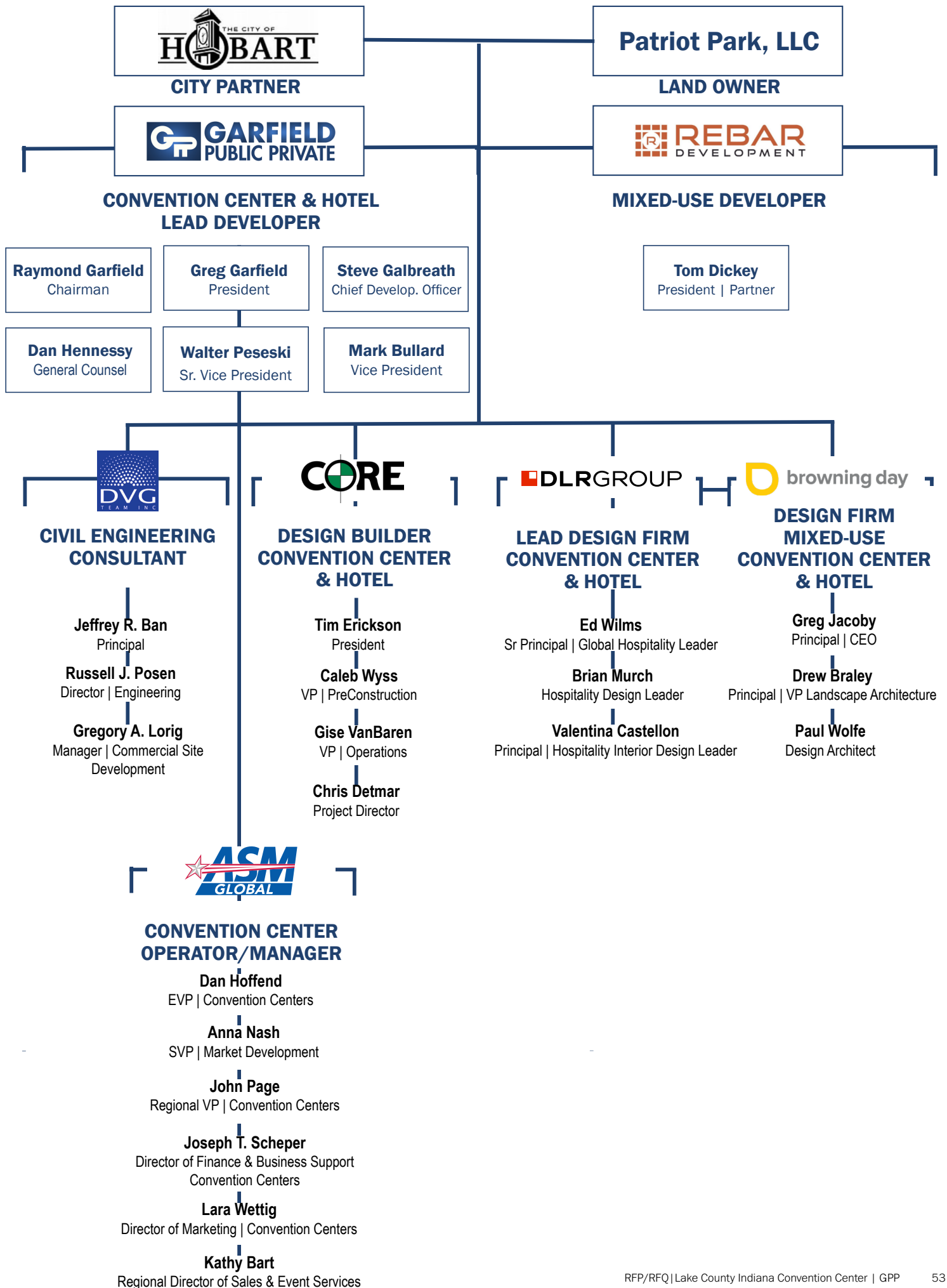
Armed with relevant experience throughout the nation, Garfield recognizes the County's need for a versatile facility that accommodates convention, group, corporate, leisure, and community functions and supports other components of surrounding area.

With a track record of success in executing similar projects, our multidisciplinary team possesses the experience, technical expertise, and collaborative spirit needed to navigate the complexities of planning, design, engineering, construction, and operation.

Our commitment is to deliver a landmark convention center and full-service headquarters hotel that not only meets the County's current needs but also serves as a lasting asset, reinforcing Lake County's destination appeal, and rich academic, cultural, and arts scene.

Westin Irving Convention Center - Las Colinas
Irving, TX





GARFIELD COMPANY HISTORY

Garfield Public/Private LLC, a Texas Limited Liability Company, has a 27-year history of national leadership in public/private development. Ray Garfield and Greg Garfield founded the company in 1997 to finance and develop publicly-owned and public/private facilities.

Garfield solves impediments to the delivery of needed facilities, enabling them to be built and delivered much faster and more reliably than traditional public bid methods. The company devises innovative solutions for essential developments, using financing structures not commonly known to or employed by conventional developers.

Garfield's proven turnkey delivery method minimizes the public sector's contractual risk and administrative burden, streamlines the procurement process, and enables "fast track" delivery, within budget and schedule, of high-quality facilities months or even years ahead of when otherwise thought possible.

All developments, regardless of magnitude, require leadership and vision that only experience provides. Over the course of four decades, the principals and officers of Garfield have financed more than \$11 billion in debt and equity and developed more than 30 million square feet of all property types, nationally and abroad.

Garfield has more than \$2 billion of development experience and has performed strategic planning/consulting services for an additional \$4 billion of public/private facilities, including \$1.6 billion in hotel debt and equity and development of over 20 hotels comprising 6,600+ guestrooms and 430,000+ SF of meeting and convention space.

The firm's experience includes convention centers, conference centers and headquarters hotels, performing arts centers, museums, cultural centers, event centers, arenas, expo centers, justice and public safety facilities, K-12 and higher education, government office buildings, parking garages, and other vital public infrastructure.

Through numerous real estate cycles, the company has proven its stability and resilience. Through steady and prudent leadership, Garfield Public/Private is now more successful than ever, with a talented team and book of business that is diverse and portends continued growth and success for the foreseeable future.

*Hyatt Regency Baytown-Houston and Convention Center
Baytown, TX*



CONVENTION/HOSPITALITY FOCUS

Convention center and Headquarters hotel development is a highly specialized and dynamic field. The needs, talents, and interests of the participants, design specifications and inherent complexities of all project components must be competently and effectively supervised. Team leadership by a company/team that has not only consulted but has developed, financed, owned, operated, and/or asset managed similar properties is vital to ensuring the greatest likelihood of success.

Garfield Public/Private helped to pioneer both the public/private and the tax-exempt financing models for and convention centers and headquarters hotels, and for the past 27 years, has exclusively focused on the financing and development of hotels which support convention or conference centers and other public facilities. As such, Garfield understands the needs of supporting convention or conference centers, events centers and/or sports/entertainment facilities and the groups that book events. The company has extensive experience with requirements of room block agreements, the design, finance, and construction of these hotels, and the relationships with the brands and knowledge to negotiate all key documents relating to hotel development, finance and operations.

Given the combined experience of Garfield Public/Private and its senior executives over the past four decades, we can say with confidence that no other active development company has more combined experience with public/private hotel development and financing of public/private headquarters hotels. Our company's experience, relationship and resources, as well as access to baseline project documentation, are invaluable assets to our clients in ensuring timely and successful financing and project completion.

Project Experience

The development, financing, and/or asset management experience of Garfield and its senior management includes the following hotels and hospitality properties, among many others:

Westin Irving Convention Center – Las Colinas

Irving, TX

Overton Hotel & Conference Center at Texas Tech University

Lubbock, TX

Hyatt Regency Baytown-Houston and Convention Center

Baytown, TX

Sheraton at the Overland Park Convention Center

Overland Park, KS

Hyatt Regency Conroe and Convention Center

Conroe, TX

Sheraton at the Puerto Rico Convention Center

San Juan, Puerto Rico

DoubleTree by Hilton Abilene Downtown Convention Center

Abilene, TX

DoubleTree Hotel + Conference Center

Bay City, MI

Sheraton at the Albuquerque Convention Center (Planning)

Albuquerque, NM

Sheraton at the Arlington Convention Center (Planning)

Arlington, TX

Hyatt Regency Houston

Houston, TX

Columbus Convention Center HQ Hotel (Consulting)

Columbus, OH

Conference Center and HQ Hotel (Planning)

Jefferson City, MO

Sheraton at the Tucson Convention Center (Planning)

Tucson, AZ

Pan Pacific Hotel

San Francisco, CA

Le Meridien San Diego at Coronado

Coronado, CA

Ritz Carlton Hotel

San Francisco, CA

The Melrose

Dallas, TX

Sands Hotel and Casino

Atlantic City, NJ

Divi Divi and Divi Tamarijn Beach Resorts

Aruba, Dutch Caribbean

Westin La Paloma

Tucson, AZ

*DoubleTree by Hilton Abilene Downtown Convention Center
Abilene, TX*



*Westin Irving Convention Center - Las Colinas
Irving, TX*



*Hyatt Regency Baytown-Houston + Convention Center
Baytown, TX*



Sheraton at the Convention Center Overland Park, KS



*Hyatt Regency Conroe + Convention Center
Conroe, TX*



The development, financing/fundraising, and/or consulting experience of GPP and its executives includes the following public assembly + cultural facilities:

Lubbock County Expo Center/Arena
(Development in Process)
Lubbock, TX

The Buddy Holly Hall of Performing Arts and Sciences
Lubbock, TX

Huntington Center Arena (Planning)
Toledo, OH

Durham Performing Arts Center (DPAC)
Durham, NC

George S. and Dolores Doré Eccles Theater
Salt Lake City, UT

TCU Music Center and Van Cliburn Concert Hall¹
Fort Worth, TX

Tobin Center for the Performing Arts¹
San Antonio, TX

The Smith Center¹
Las Vegas, NV

Smart Financial Centre¹
Sugar Land, TX

Santa Clara County House of Blues Concert Hall
(Planning thru GMP)
San Jose, CA

Steinmetz Hall, Dr. Phillips Center for the Performing Arts
Orlando, FL

Rothko Chapel – Opening Spaces Master Plan Phase II
Houston, TX

*The Buddy Holly Hall of Performing Arts and Sciences
Lubbock, TX*



San Antonio Museum of Art¹
San Antonio, Texas

The DoSeum¹
San Antonio, TX

Symphony Park¹
Las Vegas, NV

Frisco Performing Arts Center (Planning)
Frisco, TX

Conroe Performing Arts Center (Planning)
Conroe, TX

Tulsa Performing Arts Center Renovation/Expansion (Planning)
Tulsa, OK

Amarillo Civic Center/Arena Expansion (Planning)
Amarillo, TX

Century II PAC/Convention Center
(Operator Selection/Negotiation)
Wichita, KS

Abilene Convention Center
(Operator Selection/Negotiation, Project Management of Renovations (In Process))
Abilene, TX

Sarasota Orchestra Music Center
Sarasota, FL

*Durham Performing Arts Center (DPAC)
Durham, NC*



*George S. and Dolores Doré Eccles Theater
Salt Lake City, UT*



*Rothko Chapel
Houston, TX*



*Huntington Center Arena
Toledo, OH*



¹ Represents experience of Garfield's key personnel prior to joining Garfield Public/Private LLC.

KEY PERSONNEL



Steve Galbreath
Chief Development Officer



Mark Bullard
VP & Senior Project Manager



Rick Wilzack
SVP & Project Executive



Laura Galbreath
SVP Development



Ray Garfield
Chairman



Greg Garfield
President



Walter Peseski
SVP, Asset Management

Stephen L. Galbreath AIA, ISHC, LEED AP BD+C

Chief Development Officer | Developer Principal In Charge



As Chief Development Officer and Head of Design & Construction for Garfield Public/Private LLC, Mr. Galbreath manages the development of hotels, convention and conference centers, entertainment and mixed-use properties. Joining Garfield in 2016, he brought 22 years as a leader in the global hospitality sector for RTKL Associates in the Americas. In addition to the design of hotels and resorts, his experience has centered around hospitality and gaming components of large-scale, mixed-use developments combining retail, entertainment, sports, residential, office, hotel, and other uses known for their commercial success and lasting sense of place.

Select Experience

Westin Irving Convention Center – Las Colinas
Irving, TX

DoubleTree by Hilton Abilene Convention Center
Abilene, TX

Hyatt Regency Baytown-Houston + Convention Center
Baytown, TX

Hyatt Regency Conroe and Convention Center
Conroe, TX

Sheraton at the Puerto Rico Convention Center
San Juan, PR

Buddy Holly Hall of Performing Arts and Sciences
Lubbock, TX

Lubbock County Expo Center
Lubbock, TX (in design)

Tysons Corner Center Hyatt Regency Hotel
McLean, VA

Marriott San Antonio Rivercenter
San Antonio, TX

Education

Masters of Architecture,
Bachelor of Environmental Design
Texas A&M University

Registration, Accreditations, Affiliations

Registered Architect
LEED Accredited Prof. BD +C

Raymond Garfield, Jr.

Chairman



As Chairman and Co-Founder of Garfield Public/Private LLC, Mr. Garfield's focuses primarily on leading the financing and legal team to engineer creative financing structures and secure capital for public/private developments. Over more than 40 years, his experience has included the development or disposition of more than 9000 acres of urban properties totaling over \$1 billion and the financing or sale/acquisition of major properties totaling over \$6 billion nationwide.

Select Experience

Westin Irving Convention Center – Las Colinas
Irving, TX
DoubleTree by Hilton Abilene Convention Center
Abilene, TX
Hyatt Regency Baytown-Houston + Convention Center
Baytown, TX
Hyatt Regency Conroe and Convention Center
Conroe, TX
Overton Hotel & Conference Center – Lubbock, TX
Sheraton at the Puerto Rico Convention Center
San Juan, PR
Sheraton Overland Park Convention Center
Overland Park, KS
DoubleTree Bay City Hotel + Convention Center
Bay City, MI

Education

Bachelor of Science
Mathematics & Engineering
United States Naval Academy

Lieutenant, Naval Aviator, Squadron Division Officer, U.S. Navy,
1966 – 1969

Greg Garfield

President



As President and Co-Founder of Garfield Public/Private LLC, Mr. Garfield's broad scope of responsibilities includes strategic planning, deal structuring, financial, legal, and political problem-solving, financial and investment analysis, document negotiation, development management, design participation, and construction, operations and maintenance planning, and asset management. His 27 years of experience includes leadership of or participation in the development of 44 properties, the planning of more than \$4.5 billion of facilities, the negotiation and structuring of more than \$2 billion in real estate debt and equity, and more than \$200 million in sponsorships and fundraising.

Select Experience

Westin Irving Convention Center–Las Colinas
Irving, TX
DoubleTree by Hilton Abilene Convention Center
Abilene, TX
Hyatt Regency Baytown-Houston + Convention Center
Baytown, TX
Hyatt Regency Conroe and Convention Center
Conroe, TX
Overton Hotel & Conference Center– Lubbock, TX
Sheraton at the Puerto Rico Convention Center
San Juan, PR
Buddy Holly Hall of Performing Arts and Sciences
Lubbock, TX
Lubbock County Expo Center
Lubbock, TX (in design)

Education

Bachelor of Arts
University of North Texas

Laura Galbreath

Senior Vice President



Mrs. Galbreath has over 25 years of experience in design, management, and operations at large scale architecture and engineering design firms. Most recently, she held the position of COO at a \$100M+ revenue/year national A&E services firm. Prior to that, she was the project executive on hotel development projects around the world with a diverse mix of global full-service and luxury hotel brands. Her expertise and passion for hospitality is a great addition to Garfield's practice.

Select Experience

Sheraton at the Puerto Rico Convention Center
San Juan, PR
Ritz Carlton Palm Beach (renovation and expansion)
Palm Beach, Florida
Tysons Corner Center Hyatt Regency Hotel
McLean, VA
Westin Pittsburgh Convention Center Hotel (renovation)
Pittsburgh, PA
Wutai Mountain Resort
Taihuai, China
Grand Hyatt Shenzhen Peninsula Resort
Hainan Island, China
Chengdu Pearl River Hotel
Chengdu, China
JW Marriott Sahar
Mumbai, India

Education

The Ohio State University, B.S. Arch
Texas A&M University, MArch

Memberships/ Affiliations

Registered Architect
The American Institute of Architects (AIA)
LEED Accredited Professional, BD+C
USGBC LEED Steering Committee, former member of
Hospitality Adaptations Working Group

Rick Wilczak

Senior Vice President and Project Executive



Rick Wilczak has 40+ years of international design and construction management leadership experience and has worked for Garfield's companies since 2003, overseeing projects from \$60 million to over \$200 million in value. He is Garfield's senior and most seasoned project executive, with extensive experience in civil, mechanical, electrical, structural and all minor trades. A civil design engineer by education and training, Rick was most recently Garfield's on-site construction project manager for the DoubleTree by Hilton Abilene Convention Center which opened in 2023.

Select Experience

Westin Irving Convention Center – Las Colinas
Irving, TX
DoubleTree by Hilton Abilene Convention Center
Abilene, TX
Overton Hotel and Conference Center
Lubbock, TX
Tucson Convention Center East Entrance Expansion
Tucson, AZ
St. Joseph's Medical Center Parking Garage and Retail
Paterson, NJ
Juhl Condominiums, Las Vegas, NV
Buddy Holly Hall of Performing Arts and Sciences
Lubbock, TX
Lubbock County Expo Center
Lubbock, TX (in design)

Education

Bradley University, Peoria, Illinois, BSCE, Civil
Engineering;
MS Course Work in Structural Engineering and
Business

Walter Peseski

Senior Vice President



Mr. Peseski brings over 15 years of hospitality and asset management experience. Prior to joining Garfield Public/Private, he served as the Vice President of Business Development at First Hospitality, where he played a pivotal role in the firm's growth in part through uncovering investment opportunities for clients including private equity, public REITs, and family offices. As Senior Vice President for Garfield Asset Management, he is responsible for the asset management of a portfolio of hotels for third-party owners and lenders.

Select Experience

DoubleTree by Hilton Abilene Convention Center
Abilene, TX
Hyatt Regency Baytown-Houston + Convention Center
Baytown, TX
Hyatt Regency Conroe and Convention Center
Conroe, TX
The Brown Palace Hotel & Spa (Autograph Collection)
Denver, CO
Hilton DFW Lakes Executive Conference Center
Grapevine, TX
The Ritz-Carlton New Orleans
New Orleans, LA
The Ritz-Carlton Sarasota
Sarasota, FL
The Ritz-Carlton Denver
Denver, CO

Education

New York University, Preston Robert Tisch
Center for Hospitality Management, MS in Hotel
Finance

Wilkes University, Jay S. Sidhu School of
Business and Leadership, BBA

Mark Bullard

Vice President



Mr. Bullard brings over 18 years of experience overseeing the successful completion of hospitality, office, and mixed-use projects. An architect by training, and a hospitality leader at BOKA Powell LLC, he was involved in all phases of design and construction across a variety of branded hotels. As Vice President for Garfield/Public Private LLC, he leverages this experience to manage the development of hotels, convention and conference centers, and mixed-use properties.

Select Experience

Westin Irving Convention Center – Las Colinas
Irving, TX
DoubleTree by Hilton Abilene Convention Center
Abilene, TX
Hyatt Regency Baytown-Houston + Convention Center
Baytown, TX
Hyatt Regency Conroe and Convention Center
Conroe, TX
The Lumen – A Kimpton Hotel
Dallas, TX
Omni Dallas Convention Center Hotel
Dallas, TX
W Hotel and Residences
Austin, TX
Motel 6 Prototype – Northlake/Roanoke, TX
Southwestern Baptist Theological Seminary Student Housing
Fort Worth, TX

Education

Texas Tech University, B.S. Arch

Memberships/ Affiliations

Registered Architect
The American Institute of Architects (AIA)



EXPERIENCED. TRUSTED. PARTNERS.

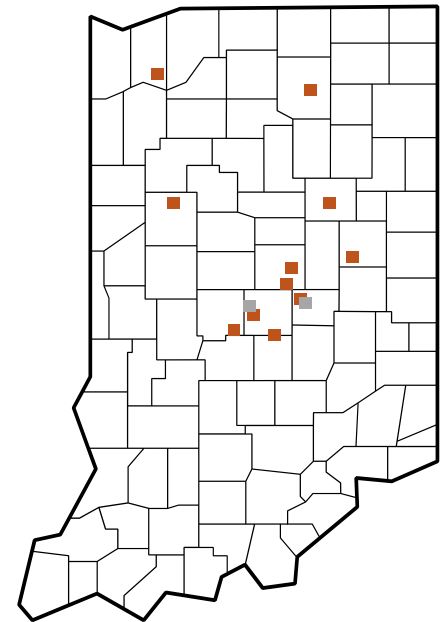
COMMERCIAL REAL ESTATE DEVELOPERS

One hundred percent of Rebar Development's projects have been public private partnerships. Our team has unparalleled experience working with cities, towns and states, and executing on their most important development initiatives. In addition, Rebar Development principals are key advisors to cities and towns on all aspects of redevelopment and economic development.

Rebar Development's collaborative approach to development ensures extraordinary, tailor-made projects that help transform the communities we serve.

We develop commercial real estate by focusing on a few key principles:

- Seek out desirable locations for our projects where people want to live, work, and visit.
- Create value for communities and our stakeholders through public-private partnerships.
- Deliver high-quality projects by managing the development cycle from concept through disposition.
- Be great stewards of public trust and investment.



■ P3 DEVELOPMENT PROJECT
■ MASTER DEVELOPMENTS

\$162M
CURRENT
PROJECTS

\$380M
MASTER
DEVELOPMENTS

\$480M
PUBLIC PRIVATE
PARTNERSHIPS



Tom Dickey

President and Partner

Education

**Indiana University Robert H.
McKinney School of Law**

Juris Doctorate, *summa cum laude*

**Indiana University Kelley School of
Business**

B.S. Finance – Real Estate, *cum
laude*

Professional Experience

Tom leads all aspects of Rebar’s day-to-day operations and along with his partners, sets strategic direction for the company. He is responsible for identifying and executing on development opportunities, focusing his work on transformative public-private partnerships in the multifamily sector, and delivering above-average risk adjusted returns to investors. Tom has been responsible for negotiating and structuring over \$400 Million in public private partnerships both as an advisor to city government and as a private developer. On a selective basis, Tom also consults with public and private clients related to real estate development, redevelopment and economic development.

Prior to joining Rebar Development, Tom worked at Hageman Group where he led the development, investment and management of 1,500 multifamily units totaling over \$350 Million in development.

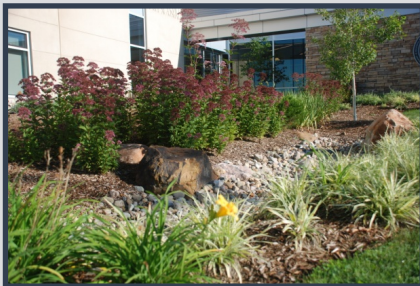
Prior to Hageman, Tom served as the Director of Community Development for the City of Fishers, Indiana, leading the City’s downtown redevelopment and economic development efforts, as well as the planning, zoning and building services divisions. As a key advisor to Mayor Scott Fadness from 2012 to early 2015, Tom led the creation and execution of a downtown redevelopment strategy that has resulted in over \$500 Million of investment in downtown Fishers.

Prior to Fishers, Tom spent ten years at Duke Realty, both as a Senior Attorney and Vice President of Development.

DVG Team Inc. is a team of Site Development Professionals; Land Planners, Civil Engineers and Surveyors; that provides a variety of consulting, design and project management services to meet the Real Estate Development demands of municipal local governments, real estate development companies, private landowners, contractors and utility companies in both the public and private sectors.

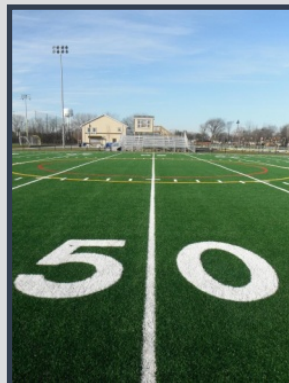
Specific DVG Team Inc. services include:

- Topographic and boundary surveys
- Construction staking
- Subdivision platting
- Site development and recreational facility master planning
- Site due diligence analysis and assessments
- Storm water calculations and drainage reports
- Site planning, utility and roadway infrastructure designs
- Site engineering designs & cost estimating
- Permitting, zoning entitlements, project management and site development consulting



DVG Team's production systems are in place to ensure that all projects are;

- Monitored from the earliest phases to completion
- Assessed to conform with our client's overall business and strategic plans
- Implemented on a timely, cost-wise project management basis
- Engineered and designed to ensure and achieve the vision established by our clients
- Created to serve the public health and safety of the project and the project service area
- Structured to meet the financial and scheduling requirements of our clients



DVG TEAM INC.

Project Management ■ Site Civil Engineering ■ Land Surveying

DVG is proud to have been an integral team member on many landmark projects within the communities throughout all Northwest Indiana. Our specific technical work has included condition assessment of existing sites and infrastructure, master planning, site engineering design and infrastructure engineering designs. Several notable projects utilizing DVG's understanding of the local market, expertise and experience include:

Franciscan Alliance

Franciscan Point Phase 1, 2 and New Replacement Hospital Crown Point, Indiana

DVG completed the Master Land Planning, Site Design and the Infrastructure Design and Construction Observation of public and private infrastructure necessary to support the 140-acre Franciscan Point Medical Services Campus located at the southeast corner of Interstate 65 & State Road 231. DVG also completed the engineering work to acquire the necessary local entitlements and local, state and federal permits for the project.

DVG provided real estate consulting services for the New Franciscan Alliance Crown Point Replacement Hospital by guiding and advising the design team on matters related to local ordinances, local & state permitting, drainage design, utility service design & zoning entitlements.



University of St. Francis

Franciscan Alliance / Franciscan Point Site; Phase 1 & Phase 2 Campus Crown Point, Indiana

DVG prepared the site plans and engineering site designs for the new University of St. Francis Nursing School Facilities on the Franciscan Point Campus. DVG coordinated with the Franciscan Alliance facilities team to design the utility infrastructure extensions and site access within the Franciscan Point Campus in addition to the acquisition of the required local development entitlements.

Crossroads YMCA

**Southlake & Hammond
Branches
Crown Point & Hammond,
Indiana**

DVG worked with the Facilities Management Team at the Franciscan Alliance Crown Point Hospital Campus and the YMCA Leadership team to Master Plan the new White Family Community YMCA Campus and to complete all entitlements and site engineering designs to accommodate the new 170,000 sf Recreational Center. Additionally, DVG planned and designed the Richard Parks Outdoor Field Complex on the west side of Court Street that included synthetic soccer, and lacrosse fields. The new White Family Community YMCA project also included assessing the condition of the existing site and designing storm water and utility systems. DVG prepared all site engineering plans and acquired the necessary permits to re-grade and excavate the existing campus pond to improve the operation of the YMCA's geothermal heating system.



Silva International, Inc.

**Food Manufacturing Plant
Expansion
Mokena, Illinois**

Silva International completed a 180,000 square foot food-based manufacturing plant expansion to provide for increase product capacity to meet the demands of the prepackaged food industry. DVG provided surveying, site planning, site design construction documents, local and state entitlements and construction period engineering services. The building expansion design required adapting and improving existing deficient infrastructure systems while maintaining service to the existing plant during construction.

I65 Beacon Hill Partners

Beacon Hill Commercial Shopping Center & Development District Crown Point, Indiana

DVG prepared Master Land Use and Infrastructure Planning for the 120-acre Beacon Hill parcel to accommodate a variety of retail and restaurant uses. DVG prepared the infrastructure engineering design drawings and subdivision plats for multiple building sites and phases including offsite extensions for water main and sanitary sewer service. Additionally, DVG oversaw the project construction & budgets and installation of private utilities.

DVG managed and prepared the economic analysis and developer documentation for the creation of the I65 West 109th Avenue Tax Allocation Area that supported the \$25.5 million developer backed Tax Increment Finance Bond. DVG additionally completed all TIF financed infrastructure designs and managed the infrastructure construction progress.



City of Crown Point

The Crown Point Sportsplex Crown Point, Indiana

DVG completed the Master Land Planning, Site Design and the Infrastructure Design and Construction Observation of public and private infrastructure necessary to support the 95-acre Crown Point Sportsplex Campus. Additionally, DVG developed Plans and Specifications for each of the Athletic Playing Fields. DVG assisted the City of Crown Point in soliciting the Dean and Barbara White Family Foundation for philanthropic funding and assisted in marketing to private developers in locating athletic related businesses to the Sportsplex. DVG also completed the engineering work to acquire the required local entitlements and state and federal permits for the project.



CPD Partners, LLC

Centennial Village Munster, Indiana

DVG worked closely with the Developers of Centennial Village and the Town of Munster and its Parks Department in reclaiming the old Munster Steel Industrial Plant site and remnants of the former Munster Landfill and portions of the Town Centennial Park. DVG completed master planning, managed environmental permitting, prepared design standards, execute local and state zoning and building entitlements and completed construction site drawings to develop a Town Square Retail Lifestyle Center. The project integrated its site improvements and plan with existing amenities of the Town Centennial Park and Regional Bike Trail. Additionally, the project design and construction were coordinated with the Town's Federally Funded 45th Street Realignment & Railroad underpass design and construction project. The site is home to a SpringHill Suites Hotel by Marriott, numerous boutique retail shops / buildings and 4-story mixed use residential condominiums & retail uses.

Representative Project List

Sports & Recreation

City of Crown Point – Crown Point Sportsplex – 95 Acre Master Plan Youth & Adult Sports Facility
 City of Crown Point – Crown Point Sportsplex Sparta Dome Site Engineering Design
 City of Crown Point – Downtown Cal Ripken Field Renovation & Reconstruction – 5 field & Support Building Youth Baseball Campus
 City of Crown Point – Legacy Fields – 2 Babe Ruth Field & Support Building Youth Baseball Campus
 Crossroads YMCA – Dean & Barbara White Family Community YMCA Campus – Crown Point, Indiana
 Crossroads YMCA – Richard Parks Outdoor YMCA Synthetic Soccer & Lacrosse Field Complex – Crown Point, Indiana
 Crossroads YMCA – Urban Soccer Park Addition – Crown Point, Indiana
 Crossroads YMCA – Pheasant Valley Day Camp Campus – Lake County, Indiana
 Crossroads YMCA – Expansion of Existing Hammond YMCA Community Recreation Center
 Crossroads YMCA – New Hammond YMCA 200,000 sf Community Recreation Center
 Town of Merrillville – Dean & Barbara White Community Center – Master Planning & Pedestrian Bridge Design
 Diocese of Gary – Bishop Noll High School Athletic Field and Education Campus Renovation
 Highland Community Schools Corporation – Highland High School Football Field Renovation
 City of Hobart – Youth Sports & Recreation Campus Visioning & Master Planning
 City of Hobart – Festival Park Restroom & Community Center Expansion
 Fair Oaks Farms – Numerous Recreation & Entertainment Site Designs – Pig Adventure, Crop Adventure, Fairfield Inn by Marriott & Dining Hall
 Lake County Solid Waste Management District – Hammond Environmental Education Center
 Youche Country Club Clubhouse – Crown Point, IN

Retail

Beacon Hill & Walgreens – Crown Point, IN
 Augusta Center Subdivision & Menards – Portage, IN
 Superior Corporate Center – Crown Point, IN
 University Promenade at Valparaiso University – Valparaiso, IN
 Lighthouse Restaurant – Cedar Lake, IN
 Court Plaza Subdivision & Walgreens – Crown Point, IN
 Crown Village & BW3 Restaurant – Crown Point, IN
 Crown Point Crossing – Crown Point, IN
 Comfort Inn & Suites – Merrillville, IN
 Hampton Inn – Crown Point, IN
 Centennial Village Lifestyle Center – Munster, IN
 Ashley Furniture & Outback Steakhouse – Merrillville, IN
 Shoppes at 96th Place – St. John, IN



Industrial

Munster Steel – Hammond, IN
 NLMK East Office Site Plan – Port of Indiana
 Alliance Business Center at the Indiana Toll Road – Chesterton, IN
 Singleton Stone Limestone Quarry – Lake County, IN
 Point 65 Business Park – Crown Point, IN
 Silverstone – Hobart, IN
 Northwinds Mississippi Street Logistics Building – Hobart, IN



Institutional & Medical

University of St. Francis, Crown Point Campus – Crown Point, IN
 Franciscan Alliance Franciscan Point at Franciscan Medical Campus – Crown Point, IN
 Franciscan Alliance Lowell Professional & Medical Center – Lowell, IN
 Franciscan Alliance Munster Hospital – Cancer Clinic & ASC Addition – Munster, IN
 University of Chicago Medicine Micro Hospital & Cancer Center of Excellence – Crown Point, IN
 IBEW 697 Apprentice Training School & Union Hall – Merrillville, IN
 Northwest Oncology – Dyer, IN
 Lakeshore Bone & Joint Orthopedic Diagnostics, Rehabilitation & Urgent Care – Crown Point, IN

Municipal

City of Crown Point 109th Avenue Reconstruction East and West Phase Design
 City of Crown Point City Engineering and Economic Development Manager
 Town of New Chicago – Water System Master Planning & Improvements
 Town of New Chicago – 2012 Water System Improvements
 Town of Chesterton – State Road 49 Corridor Utilities Extension
 Lake County – Hermits Lake Waste Water Utility Design & Management

Residential

Copper Creek – Crown Point, IN
 Village in Burns Harbor – Burns Harbor, IN
 Preserve at Grande Oaks – Valparaiso, IN
 Sunset Harbor Phase 1 & 2 – Cedar Lake, IN
 Bickford Memory & Personal Care Facility – Crown Point, IN
 Mainstreet Transitional Care Facility – Crown Point & Dyer, IN
 Chesterton Health & Rehabilitation Center – Chesterton, IN
 Eagle Crossing – Chesterton, IN
 Sterling Creek – Portage, IN
 Union Station – Cedar Lake, IN
 Latitude – Winfield, IN
 Continental – St. John, IN



Professional Services

Founded in 1999, DVG Team, Inc. is a team of professionals with a variety of expertise in the areas of public infrastructure planning, site design and construction, private and public utility development, engineering design, economic development and real estate development. Our firm and team of surveyors and engineers are based in Crown Point, Indiana located to serve the Northern areas of Indiana and the Chicago Metropolitan Region.

We are recognized for our strong ability to conceptualize a project from its infancy, our keen understanding to the economic roots of all projects and our strong ability to forge trusting and faithful relationships. Service to our clients is service to our friends. Our services include:

Planning

- Municipal Utility Needs Assessment
- Public Infrastructure Master Planning
- Site Development Planning
- Value Engineering Analysis
- Project Financing Analysis
- Tax Increment Financing Consulting
- Economic Development Negotiating & Planning
- Traffic Studies

Design

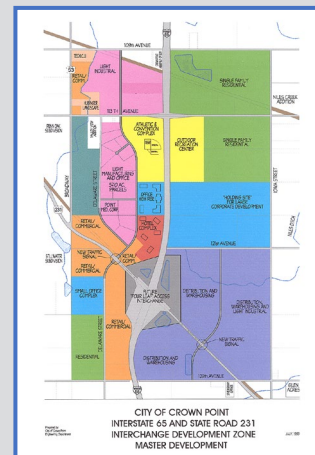
- Site Development Design
- Public Utility Infrastructure Design
- Real Estate Subdivision Construction Plan Design
- Commercial/Industrial Building Development
- Stormwater Management Design
- Site Grading
- Sanitary Sewer System Design
- Water Distribution System Design
- Local Street Design
- State, Local & Federal Permitting

Project Management

- Zoning Entitlements
- Owner's Project Representative
- Budget Preparation
- Project Proforma Analysis

Construction Management

- Pre-design Services
- Contract Document Preparation & Administration
- Shop Drawing Review
- On-site Construction Observation
- Claims for Payment Administration



Jeffrey R. Ban, Principal



DVG was founded by Jeff in 1999. DVG was created to provide our clients with complete real estate design consulting services; by taking a development idea and formulating the designs and processes to create a productive real estate asset. Jeff is responsible for managing DVG's planning and design team in addition to being a Senior Project Manager.

Qualifications

Jeff has extensive experience in project engineering design and management in the real estate development and municipal public utility market segments. Specific qualifications include:

- Assessing utility infrastructure to support real estate development and redevelopment activities
- Creating Master Development Plans
- Processing Local Government Approval Entitlements
- Developing Local Economic Development Incentives
- Developing Land Use Approval Strategies to Engage Community Decision Makers

Education

Masters of Business Administration
Indiana University

Bachelor of Science of Civil Engineering
Purdue University

Affiliations

Economic Development Academy – Ball State Univ.
Tradewinds Services – Board of Directors
President, Vice President & Treasurer

AWWA & APWA – Past Officer &
Member



DVG Project Experience

R2C CP, LLC – Beacon Hill

Multi Phase Retail / Commercial Development
Crown Point, Indiana

CVP, LLC – Munster Steel

Steel Fabrication Plant Site Development
Hammond, Indiana

Van Drunen Farms

Food Manufacturing Plant & Site Redevelopment
Crown Point, Indiana

Silva International

Food Manufacturing Plant Building Addition
Beecher, Illinois

CV, LLC – Centennial Village

Lifestyle Shopping Center & Townhomes
Munster, Indiana

CV, LLC – Centennial Village

Marriott Springhill Suites Hotel
Munster, Indiana

WPM Construction, LLC – Paradise Cove PUD

Lighthouse Restaurant
Cedar Lake, Indiana

Franciscan Alliance – Franciscan Point Campus

University, Urgent Care, MOB & Surgery Center
Crown Point, Indiana

Franciscan Alliance – New CP Health Hospital

Crown Point, Indiana

Franciscan Health Munster – Healthcare Campus

Cancer Clinic & Surgery Center
Munster, Indiana

Northwest Oncology – Healthcare Campus

Cancer Clinic & Medical Services Offices
Dyer, Indiana

City of Crown Point – Sportsplex

Multi Phase Athletic & Recreation Complex
Crown Point, Indiana

City of Crown Point – Public Works Facility

Municipal Vehicle Service Facility
Crown Point, Indiana

Russell J. Pozen, P.E., Director of Engineering



As DVG Team's Director of Engineering, Russ is responsible for managing and scheduling the DVG Team civil engineering design staff and resources. He is responsible for the production quality and technical details of DVG Team project designs. Russ is a Registered Professional Engineering in Indiana, Illinois, Michigan and Wisconsin and has 15 years of site civil, municipal and utility infrastructure design experience. Russ is also experienced in the coordination and preparation of local, state and federal permitting and project entitlements. He is proficient with in AutoCAD Civil Design 3D and is a Senior Engineering Designer.

Qualifications

Russ has extensive experience in engineering design and management for real estate development and municipal public utility projects. Specific qualifications include:

- Earthwork Balancing
- Stormwater Calculations, Modeling and Conveyance System Designs
- Sanitary Sewer Collection System Designs
- Water Distribution System Designs
- Roadway and Subdivision Designs
- State and Federal Permitting

Education

Bachelor of Science of Civil Engineering
Valparaiso University

Affiliations

IDOT Documentation of Contract Quantities
ASCE & CELDP – Member



DVG Project Experience

R2C CP, LLC – Beacon Hill

Multi Phase Retail / Commercial Development
Crown Point, Indiana

Silva International

Food Manufacturing Plant Building Addition
Beecher, Illinois

CV, LLC – Centennial Village

Lifestyle Shopping Center & Townhomes
Munster, Indiana

CV, LLC – Centennial Village

Marriott Springhill Suites Hotel
Munster, Indiana

Franciscan Alliance – Munster Campus

Cancer Clinic & Surgery Center
Munster, Indiana

Northwest Oncology – Healthcare Campus

Cancer Clinic & Medical Services Offices
Dyer, Indiana

Road 600, LLC – Fair Oaks Farms Agricultural Education Campus

Master Planning, Water System Design Utility Design, Marriott Fairfield Hotel Site Design
Fair Oaks, Indiana

Vermillion Development – Michigan City Senior Housing High Rise Facility

Site Design & Off Site Storm Sewer Design
Michigan City, Indiana

IGC – Eagle Crossing Multi Family Neighborhood

Subdivision, Infrastructure and Site Plan Design
Chesterton, Indiana

Linden Group – Coyne Veterinary Clinic

Subdivision & Site Plan Design
Crown Point and Portage, Indiana

Crossroads YMCA – Southlake Branch Expansion

Franciscan Alliance Campus – White Foundation
Crown Point, Indiana

Crossroads YMCA – Hammond Branch Addition

Hammond, Indiana

East Chicago School Corp – Transportation Facility

East Chicago, Indiana

Gregory A. Lorig, P.E. Manager of Commercial Site Development



As DVG's Manager of Commercial Site Development, Greg is responsible for managing design, schedule, and delivery of commercial development projects. Greg oversees the technical design of projects while regularly communicating both big picture and key details with clients to meet expectations. Greg has 16 years of diverse civil engineering experience including site/civil engineering, local and federally funded Indiana transportation projects, stormwater management, and potable water and sanitary sewer design. He is familiar with completing permit applications for IDEM, IDNR, INDOT, USACE, and INDOT. He has also served in capacity as Town, Board, and Association Engineer for the Lake County Drainage Board, Town of Winfield, Porter County Planning Department, Lakes of the Four Seasons, and Twin Creeks Conservancy District. Greg is proficient with AutoCAD Civil 3D & Microstation and experienced with stormwater modeling software and ArcGIS.

Qualifications

Greg has extensive experience in engineering design and management for real estate development and numerous public infrastructure projects. Specific qualifications include:

- Stormwater Calculations & Modeling
- Federal & Locally Funded Roadway Designs
- Sanitary Sewer Collection System Designs
- Water Distribution System Designs
- Site Civil Development Design
- State and Federal Permitting

Education

Bachelor of Science of Civil
Engineering
Valparaiso University



Affiliations

American Society of Civil Engineers

DVG Project Experience

Franciscan Medical Campus, Lot 2 Mass Grading
Site/Civil Design
Crown Point, Indiana

Hack Court Site Development – Urban Streetscape
Urban Streetscape Improvements
Crown Point, Indiana

Quick Run Gas Station & Convenience Center
Site/Civil Design
Hobart, Indiana

Drive & Shine
Car Wash, Vacuum, Lube Center
Site/Civil Design
Michigan City, Indiana

Prior Project Experience

Valparaiso University
Sorority Housing, Chapel Addition, Track & Field
Improvements, Beacon Hall, Center for the
Sciences: Chemistry & Biochemistry
Site/Civil Design
Valparaiso, Indiana

United States Property & Fiscal Office
- Indiana National Guard Armory Site
Modernization Improvements (12 Site Locations)
Site/Civil Design

**Marquette Park Lakefront East Master Plan &
Design**
Preliminary Planning & Site/Civil Design
Gary, Indiana

University of Notre Dame
Douglas Road Realignment Project
Stormwater Modeling & Site/Civil Design for White
Field primary parking area for Notre Dame Football
South Bend, Indiana



BUILDING TRUST SINCE 1937



Our History

CORE'S rich history started with one key moment in 1937, when our founder, Otto Baum, applied for a loan to start a masonry company. He had nothing to use as collateral except for his proven character and exemplary reputation. When the bank manager asked the loan officer why they should consider Otto's request, the officer simply replied, "I trust him." This event sparked the beginning of a company that would one day grow to multiple locations across the United States supported by over 1,200 employees and a strong culture built on the same trust Otto started the company with in 1937.

Our Mission

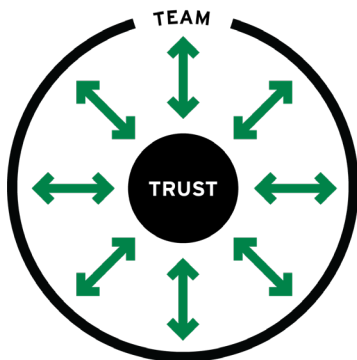
Our mission is to earn the trust of our employees, building partners and clients. Achieving this mission begins by building teams with members who have unwavering, comprehensive trust in one another. Each team member understands the CORE Values we stand for: Integrity, Fairness, Continuous Improvement and Results. These CORE Values represent foundational elements of Trust itself. We are dedicated to earning the Trust of our Clients through our commitment to Teamwork, our adherence to our CORE Values, and our dedication to the belief that The Client Decides.



A Culture Built On Trust

Anything designed to last must have a strong foundation. With a solid support, a building can stand tall for decades, and, with exceptional construction, that building can serve as a pillar of community pride for generations to come.

For a company to stand tall for centuries, it, too, must have a solid foundation. At CORE Construction, our foundation is built on trust. Every project begins with team members who have unwavering trust in one another, allowing CORE to operate as a unified group. Together, every CORE team member works collaboratively to deliver construction services that meet the needs of our clients and the needs of the communities we are privileged to serve.



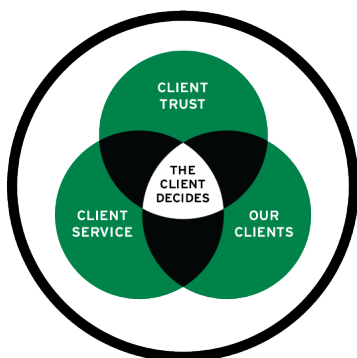
TEAM AND TRUST

All-encompassing trust ensures that our Teams function at a high level of efficiency. Our Team members talk straight, information is shared openly, and there is real communication and collaboration as our Team members work together to see each project through to conclusion. Adherence to this aspect of our Culture, Team and Trust, enables each individual Team member to demonstrate their best talents and function cohesively as a unit to achieve common goals.



CORE VALUES

Integrity, Fairness, Continuous Improvement and Results are not just our CORE Values; they are the Foundational Elements of Trust itself. We understand the importance of having these Foundational Elements of Trust as our CORE Values, and know that we must strive to achieve all four of these values every day. Three out of four isn't good enough—we must live by all four of our CORE Values every day to attain sustainable trust.



THE CLIENT DECIDES

At CORE The Client Decides. We know that clients drive our economic engine, and without them, our engine dies. We work hard to provide the highest level of client service possible and to be the best in the world at it. Most importantly, CORE is deeply passionate about trust, especially earning the trust of our clients.



Services

Nationally, CORE offers Construction Manager at Risk, Construction Management, Design-Build, Job Order Contracting, Program Management and Negotiated Services. On each project we provide preconstruction services which include cost estimating, schedule development, design review, biddability/constructability, options studies, risk management, and innovative virtual construction services. We oversee construction activities and ensure that all of the Client's, and CORE's internal goals for Safety, Quality, Cost, Schedule and Trade Partners are met or exceeded. We value open and transparent communication with project stakeholders, Design Team members, and Building Partners; and work collaboratively as a team to bring projects to completion safely, on time, on budget, and with the highest possible quality. As construction nears completion, CORE provides custom tailored warranty services. As part of our warranty process, we provide all end-users access to a project-specific, CORE-developed warranty website where they can create tickets and track responses on any warranty issues. Our commitment to our Clients never ends with a project's completion, but extends to the warranty period and beyond.

Local Presence, National Resources

Generally, you have two options when selecting a construction partner. You can choose a local team but sacrifice the resources of a national organization, or you can choose a national builder but sacrifice the local touch. At CORE, we believe you should have the best of both worlds. Our team is committed to delivering the high-quality services of a national leader, while using a local workforce to create customized buildings that meet your needs and strengthen the community.

87+

Years in
Business

20+

Offices Across
the U.S.

1,200+

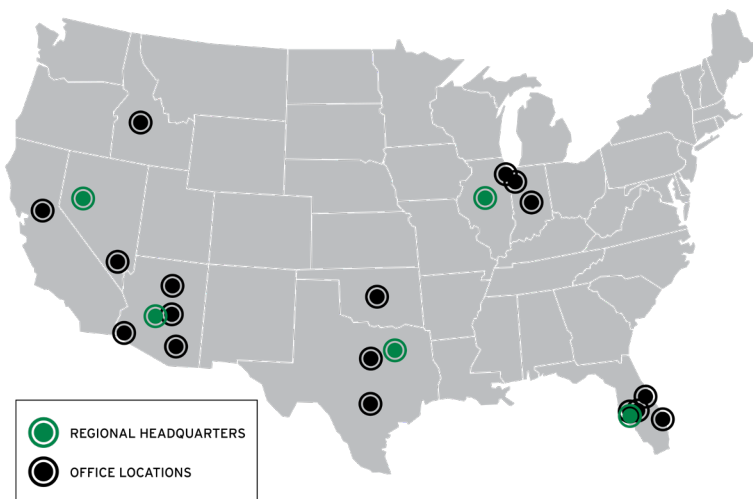
Employees
Across the U.S.

100+

Awards and
Recognitions

\$1.5B

Annual
Revenue





Insurance and Surety Brokers
T: 469-430-1450

October 14, 2024

RE: Lake County Convention Center

To Whom It May Concern,

CORE Construction (CORE) bonds are written through a co-surety arrangement with Travelers Casualty and Surety Company of America (Travelers) and Liberty Mutual Insurance Company (Liberty).

CORE has advised Travelers and Liberty of their desire to perform construction services for your captioned project. Travelers has enjoyed a relationship with CORE for over 40 years. During our relationship we have provided any bid, performance and payment bonds that they have required. We have bonded significant individual projects for CORE and they are certainly qualified to perform contracts such as yours, as they have bonding capacity of \$300 million per single project and \$2 billion in the aggregate. This is not to be construed to be a maximum, but rather working parameters. CORE has always met their contractual obligations and we believe there is not a higher quality firm you could choose to work with.

Should CORE be awarded a contract on this or any of your projects and be required to provide performance and payment bonds for same, and should contractor so request, we would be in position to provide such bonds, subject to a favorable review of the final bond forms, contract documents and specifications and usual underwriting requirements at the time.

In addition, both Travelers and Liberty are licensed to do business in all states and Travelers has an A.M. Best Co. rating of A++ XV while the Liberty A.M. Best rating is A XV.

Sincerely,

Travelers Casualty and Surety Company of America
Liberty Mutual Insurance Company

By: David R. Buckman
David Buckman, Attorney-in-Fact

Agent Contact Information:
David Buckman, President, Glenn Allen Insurance and Surety Brokers
5205 McClellan Dr., Frisco, TX 75036 | T: (469) 430-1450



Tim Erickson, *President*

Tim Erickson has over 30 years of progressive management experience, in all facets of construction and contract management. He has sustained a reputation and a proven record of honoring commitments, exceeding expectations and executing high quality projects under tight schedules. Tim brings a clear understanding of Client expectations, Design Team goals, and Trade Partner challenges to lead our CORE team. He will be ultimately responsible for CORE's commitment to this team and the project. His leadership role within the company ensures resources will be provided for a successful job.

Related Experience:

DEAN AND BARBARA WHITE COMMUNITY CENTER

Merrillville, IN | \$25M | 88,000 SF

TOWN OF NORMAL MARRIOTT HOTEL AND CONVENTION CENTER

Normal, IL | \$60.7M | 383,000 SF

PERE MARQUETTE HOTEL AND CONFERENCE CENTER

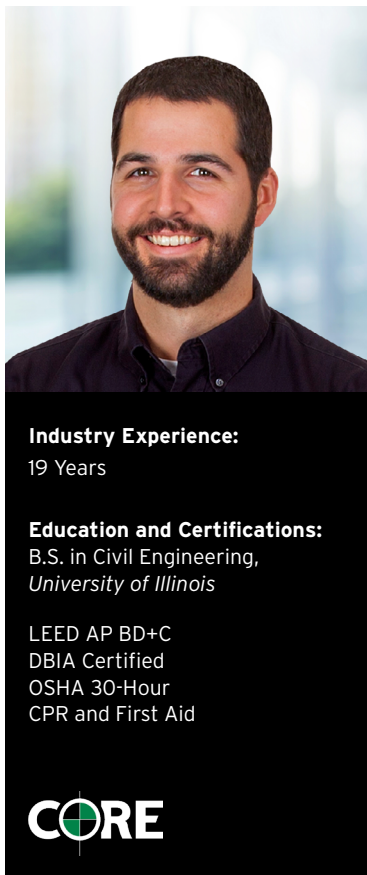
Peoria, IL | \$47M | 274,000 SF

ILLINOIS STATE UNIVERSITY BONE STUDENT CENTER

Normal, IL | \$33.1M | 90,000 SF

ILLINOIS STATE CAPITOL BUILDING NORTH WING RENOVATION AND CONFERENCE CENTER

Springfield, IL | \$251M | 110,000 SF



Caleb Wyss, LEED AP, *Vice President of PreConstruction*

As Vice President of PreConstruction, Caleb Wyss brings 19 years of experience in the ever-changing conditions and methodologies of pre-construction processes. He will lead the team through design development, value engineering, construction document review while working closely to ensure that the finished plans match the expectations, budget, and schedule for your project. Caleb will provide bidding strategies and risk analysis information to allow for quick decision making, and he will remain engaged throughout the project, ensuring a seamless transition from pre-construction to construction.

Related Experience:

TOWN OF NORMAL MARRIOTT HOTEL AND CONVENTION CENTER

Normal, IL | \$60.7M | 383,000 SF

PERE MARQUETTE HOTEL AND CONFERENCE CENTER

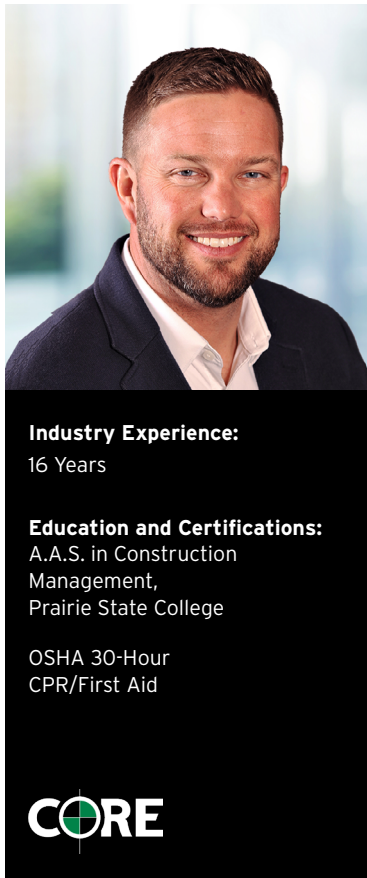
Peoria, IL | \$47M | 274,000 SF

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Normal, IL | \$33.1M | 90,000 SF

ILLINOIS STATE CAPITOL BUILDING NORTH WING RENOVATION AND CONFERENCE CENTER

Springfield, IL | \$251M | 110,000 SF



Gise VanBaren, *Vice President of Operations*

Gise VanBaren's Superintendent background drives his passion for quality workmanship and supervision. Gise is responsible for not only overseeing all operations taking place in the field, but also the training and performance monitoring of field personnel on your project to ensure highest level of quality. Gise is a professional who has the ability to obtain positive results by developing team goals through open communication.

Related Experience:

DEAN AND BARBARA WHITE COMMUNITY CENTER

Merrillville, IN | \$25M | 88,000 SF

ILLINOIS STATE CAPITOL BUILDING NORTH WING RENOVATION AND CONFERENCE CENTER

Springfield, IL | \$251M | 110,000 SF

EMBASSY SUITES HILTON

Indianapolis, IN | \$13.2M | 319,000 SF

FAIRFIELD INN AND SUITES BY MARRIOTT

Fair Oaks, IN | \$11M | 64,033 SF

THE SHERIDAN AT RIVER FOREST

River Forest, IL | \$32.8M | 116,640 SF



Chris Detmar, *Project Director*

Chris Detmar will maintain open, clear communication, and deliver project updates to the team in order to ensure that the project is meeting budget and scheduling constraints. Chris will also communicate any challenges addressed during preconstruction to the construction team, which will result in a seamless transition from preconstruction to construction. Clear, concise communication is a key strength of Chris's, and one he will bring to the project through completion.

Related Experience:

DEAN AND BARBARA WHITE COMMUNITY CENTER

Merrillville, IN | \$25M | 88,000 SF

ILLINOIS STATE CAPITOL BUILDING NORTH WING RENOVATION AND CONFERENCE CENTER

Springfield, IL | \$251M | 110,000 SF

FAIRFIELD INN AND SUITES BY MARRIOTT

Fair Oaks, IN | \$11M | 64,033 SF

THE SHERIDAN AT RIVER FOREST

River Forest, IL | \$32.8M | 116,640 SF

DLR Group Company Overview

We're an integrated design firm. Our promise is to elevate the human experience through design. This inspires a culture of design and fuels the work we do around the world. We are 100 percent employee-owned: every employee is literally invested in our clients' success. At the core of our firm are interdisciplinary employee-owner teams, engaged with all project life-cycle stakeholders. These teams champion true collaboration, open information sharing, shared risk and reward, value-based decision making, and proficient use of technology to elevate design.



1400+
Employee-Owners



57+
Years of Experience



32
Offices Worldwide

Services

Architecture Engineering

Civil
Electrical
Mechanical
Structural

Interiors

Planning

Acoustical Design

Energy+Smart

Buildings

Experiential

Graphic Design

High Performance

Design

Landscape

Architecture

Lighting Design

Preservation

Reality Capture

Science+Technology

Sustainability

Theater Design

Locations

Austin
Charlotte
Chicago
Cleveland
Colorado Springs
Columbus
Dallas
Denver

Des Moines
Dubai
Durham
Honolulu
Houston
Kansas City
Las Vegas

Lincoln
Los Angeles
Minneapolis
Nashville
New York
Omaha
Orlando

Phoenix
Portland
Riverside
Sacramento
San Diego
San Francisco
Seattle



UNITED STATES



CHINA



UNITED ARAB EMIRATES



APRIUM

AUTOGRAPH
COLLECTION

canopy
BY HILTON

CONCORD HOSPITALITY
ENTERPRISES

DREAM
HOTELS

HYATT

JW MARRIOTT

KIMPTON

MARRIOTT

MOXY
HOTELS

OTO DEVELOPMENT

SAGE
HOSPITALITY

TAPESTRY
COLLECTION
BY HILTON

TRIBUTE
PORTFOLIO

THOMPSON HOTELS

WHITE LODGING

Having delivered more than 10,000 keys and received over 185 design awards, we get the brief: balancing the needs of owners and operators while personifying the brand through design.

Ed Wilms, AIA

DLR Group | Senior Principal | Global Hospitality Leader



Ed is a key leader of DLR Group's Hospitality and Retail/Mixed-Use studio and the firm's expert for gaming and entertainment design. As a project leader, he empowers his teams to develop design solutions that maintain relevance with consumers and other target audiences over time. In the retail realm, Ed understands the importance of engaging stakeholders in a highly collaborative design process to produce effective retail experiences that will generate increased traffic and revenue for owners. He is instrumental in DLR Group's ongoing design for expansion and renovations at the Mall of America, and works with other national clients including the Las Vegas Sands Corporation and General Growth Properties.

Select Experience

Canopy Mill District by Hilton; Minneapolis, MN
135,000 SF, 183 room hotel

JW Marriott at Mall of America; Bloomington, MN
300,000 SF, three-story retail mall expansion;
10-story, 176,000 SF Class "A" office building; and
303,000 SF, 15-story, 342 room luxury hotel

Overton Hotel and Conference Center; Lubbock, TX
303 Key Hotel and conference Center in conjunction with GPP

Sheraton Hotel at the Convention Center; Overland Park, KS
412 Keys 318,000 GSF Hotel at the Convention Center in conjunction with GPP

Education

Bachelor of Architecture
University of Minnesota

Registration, Accreditations, Affiliations

Architect: AL, AZ, CO, DC, FL, IA, IN, KY, MD, MI, MN, MS, MT, NC, ND, NE, NM, NV, NY, OH, OK, PA, TN, TX, UT, WI

American Institute of Architects

National Council of Architectural Registration Boards

Brian Murch, AIA

DLR Group | Principal | Hospitality Design Leader



Brian is an award-winning architect with a focus on making experienced based design in the retail, mixed-use, and hospitality markets. He is a determined proponent of creative innovation and is well suited to be the leading design advocate for any project. He has a passion for the landscape of architecture and placemaking in which we live and work.

Select Experience

AC Hotel Raleigh North Hills; Raleigh, NC
81,400 SF, seven-story, 135 room hotel development

Overton Hotel and Conference Center; Lubbock, TX
303 Key Hotel and conference Center in conjunction with GPP

Hilton Hotel at the Iowa Events Center; Des Moines, IA
330 guestrooms and 14,000 SF of new meeting space

Sheraton Hotel and Convention Center; Tucson, AZ
27-story, 525 room hotel with 50,000 SF of function and meeting space

JW Marriott at Mall of America; Bloomington, MN
300,000 SF, three-story retail mall expansion; 10-story Class "A" office building; and 303,000 SF, 15-story, 342 room luxury hotel

Education

Bachelor of Science — Architecture
Bachelor of Construction
Kansas State University

Registration, Accreditations, Affiliations

Architect: MO, NV
American Institute of Architects
National Council of Architectural Registration Boards

Valentina Castellon, IIDA

DLR Group | Principal | Hospitality Interior Design Leader



Valentina is passionate about creating dynamic designs for spaces people visit every day. A conceptual thinker at heart, she collaborates with teams across the nation to unify design elements and create environments that elevate the guest experience. Valentina encourages clients to go beyond the routine, challenging them to envision places that leave a lasting memory.

Select Experience

Hilton Brands
Canopy by Hilton; Minneapolis, MN
DoubleTree by Hilton; Atlanta, GA; Austin, TX;
The Curtis; Denver, CO

Marriott Brands
AC Hotels; 20+ locations nationwide
Cascade Hotel, a Tribute Portfolio Hotel;
Kansas City, MO
Dual Brand Element + AC Hotel Brickell; Miami, FL
Element Hotels; Short Hills, NJ
The Elizabeth, Autograph Collection; Fort Collins, CO
The Vanguard, Autograph Collection; Ann Arbor, MI

Education

Bachelor of Science — Interior Design
Art Institute of Minneapolis

Registration, Accreditations, Affiliations

International Interior Design Association
Network of Executive Women in Hospitality



Improving the human experience through transformative design.

Browning Day, Indianapolis, Ind.

We are both scientific and artistic, methodical and creative, and we develop designs that impress visually and function appropriately – on time and within budget.

We listen, adapt to and assimilate client needs. By immersing ourselves in a project's challenges and opportunities, we design solutions that meet (and exceed) expectations.

We collaborate—with our clients and with each other. Our expertise helps us operate better, design smarter, and be more cost savvy.

We value every vision. We're committed to cultivating a diverse, equitable and inclusive team that makes one another better and our collective work stronger.

We push the envelope but never an agenda. We bring our own ideas to the table, but we're ever mindful of our clients' overarching goals and budget. No ego will get in the way of your plans coming to fruition.

Browning Day is an award-winning, nationally recognized architecture, planning, landscape architecture and interior design firm. We help our clients transform a place into a space by communicating with stakeholders and the community, resulting in an artistic, holistic and integrated design.

Our team of design professionals brings a wealth of expertise, diverse talents, and a collaborative approach to every project, enabling us to elevate the vision of our clients. True collaboration is an art that begins with listening. We reflect and then design places that are impactful, functional, sustainable, and memorable. Together, we bring your vision to life.

With every opportunity Browning Day creates possibility. Possibility for cities to prosper, organizations to achieve their desired outcomes and for occupants to enjoy these places in exciting and unexpected ways.

We are Browning Day, Designers of Possibility™



GREG JACOBY AIA

Principal, CEO

With extensive experience in mixed-use, residential, hospitality, adaptive use and commercial projects, Greg Jacoby delivers on time and within budget. He believes in working with clients from initial design throughout the construction process to ensure the finished product improves their organization, business investment or environment. A proud Ball State graduate, Greg's favorite projects include spaces where people come together to share experiences and grow.

When away from working with clients, Greg likes to be outdoors volunteering, sailing, camping or simply spending time with his family.



DREW BRALEY PLA, ASLA

Principal, Vice President of Landscape Architecture

Throughout his career in landscape architecture, Drew Braley has been a skilled listener with a keen attention to detail and organization. He enjoys watching spaces take shape and become activated in ways the project team had envisioned. His favorite projects create spaces for users to enjoy, interact with and create lasting memories.

A Hawaii transplant, Drew and his wife Renee have settled down in Fishers with their three kids — Malia, Nathan and Logan. When not coaching or chasing the kids around, Drew stays involved and active in the Hamilton County community.



PAUL WOLFE

Design Architect

Architecture is an intersection of art and science and the delicate balance between them is a challenge Paul welcomes. His favorite projects are those where good design, nascent technologies, and the current environmental paradigm are merged to create healthier and more dynamic spaces for human habitation. Having lived in Dubai, London, and Cambridge, he brings his global perspective and expertise to every project.

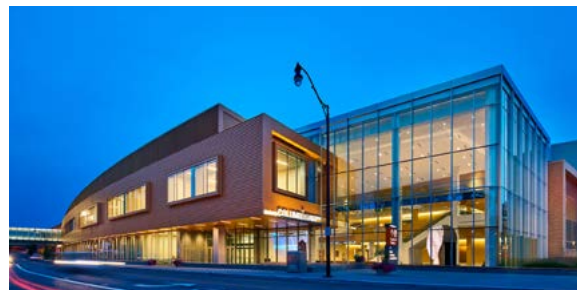
Traveling and skiing are two of Paul's passions outside of work. Due to Indiana's topography, however, his ski adventures may require a change from downhill to cross-country.

ASM Global

As the world's leading venue management company and producer of live event experiences, ASM Global is the preeminent management and content partner with over 400 venues worldwide. Operating the most important stadiums, arenas, convention centers, and theaters with dedication and over 50 years of experience, only ASM Global offers the benefits of global scale and best-in-class local operational execution to create value and drive profitability.

ASM Global has defined a management philosophy and style that has led to its leading position in the industry. We are the only public assembly facility management company to provide a professional asset management approach to day-to-day venue operations, providing the strongest fiduciary stewardship of publicly owned facilities in the industry.

ASM Global provides all management services for the day-to-day operations of public assembly facilities. We assume full responsibility for fulfilling the management services required and supplying all necessary systems and materials needed to operate, supervise, manage, and maintain ASM Global managed facilities in the most efficient manner possible.



SAVOR: ASM Global's In-House Food & Beverage Brand

Everything SAVOR does is focused on supporting, educating, and providing growth opportunities for the communities we operate in. SAVOR's mission is to enrich the overall guest experience through food. As the leading authority in the experiential food & beverage space, we deliver exceptional catering and concessions services and create memorable experiences for millions of guests at some of the world's largest events.

ASM Global Acts: Commitment to Social Responsibility

Under the ASM Global Acts initiative, we commit to social equity, environmental sustainability, and community betterment. With a workforce that is 38% minority and 35% women, diversity is intrinsic to our ethos.

Our program sets data-driven goals in three core areas: people investment, environmental protection, and community strengthening. Notably, we've pledged to reduce energy consumption by 25% by 2030 and decrease food waste by 75% by 2026 within SAVOR venues. Our commitments are not mere words; they are measurable actions that impact global and local communities alike.

Capability Highlights

- Leaders in revenue optimization & cost management, we drive industry-leading financial performance for partners around the world
- Local leadership & experience bring to life successes & best practices from all over the world
- Frontline venue expertise provides unsurpassed execution on the ground
- 360° venue management, including industry-leading operations, content programming & the latest data-driven marketing disciplines
- Innovative leader in locally focused, boutique food & beverage operations for the live entertainment industry



Westin® Irving Convention Center - Las Colinas

“With the opening of the Westin Irving Convention Center Headquarters Hotel, the daily spend of a visitor to the Irving Convention Center increased tenfold.”

—Maura Gast, Executive Director, Irving Convention and Visitors Bureau



CASE STUDY: Transformation & Growth

IRVING CONVENTION CENTER

IRVING, TEXAS

OPPORTUNITY

When we began managing the Irving Convention Center, it was located in a relatively unknown area of DFW, surrounded by undeveloped countryside. The number one question we frequently encountered was, “Where is Irving?” Our primary goal was to increase awareness of the location and the convention center, establishing it as a prominent and desirable event destination.

ACTION

To achieve this transformation, we focused on three core areas:

- 1. Marketing Campaigns:** We launched a robust marketing campaign to educate people about Irving and the convention center’s offerings by attending event showcases and national industry conferences.
- 2. Engagement Initiatives:** We actively participated in key industry events, creating noticeable and interactive booths to attract potential clients. A highlight of this effort was our significant presence at the Southwest Showcase in Austin, where we ensured our booth was both prominent and attention-getting.
- 3. Relationship Building:** We hosted quarterly luncheons in Austin with Irving hoteliers to promote the convention center, local hotels, the Toyota Music Factory, and various local restaurants and concerts. These luncheons engaged 25 to 30 different state associations, fostering relationships and generating excitement about Irving’s future developments. Additionally, we participated in ASM’s national sales booths at various industry-relevant conferences, such as TEAMS, IAEE, Experient Envision, E-Sports Summit, TSAE, MPI, and Connect Texas, gaining greater exposure to potential clients across the U.S.

RESULTS

These concerted efforts have led to significant achievements, including:

- Revenue Growth:** Catering sales increased from **\$1.2 million to a projected \$4.4 million** in 2024, consistently setting year-over-year records. Over the past 10 years, **total event income grew from \$3.4 million to \$5.9 million last year**, with a forecast of \$6.1 million for 2024.
- Event Optimization:** We transitioned from hosting 300 smaller events in the early years to 200 larger, more revenue-generating events, demonstrating a strategic “less is more” approach.

Our strategic initiatives have driven economic success, establishing the Irving Convention Center as a notable destination for major events. The event calendar is regularly booked 18 months in advance, with several repeat clients.

DAN HOFFEND

ASM GLOBAL EXECUTIVE VICE PRESIDENT, CONVENTION CENTERS



Education

B.B.A. Marketing, Villanova University

Dan has 31 years of experience in the convention center and exposition industries. He leads ASM Global's aggressive convention center growth plan and is responsible for developing long-term business strategies for existing clients. Dan is an innovative thinker who can translate vision to reality, helping our clients and venues realize dramatic increases in sales annually.

He works closely with our venue General Managers during renovation, expansion, and new construction projects. Dan is a visionary who ensures our venues are implementing the latest technology to improve security, customer service, and experiential programs, all designed to maximize and enhance the convention center user experience.

Prior to joining ASM Global, Dan led the expansion of his family business, Hoffend Xposition, from \$6M to \$45M. He then served as the President of Corporate Accounts for FreemanXP. During his 18-year tenure at Freeman, Dan's teams drove new business activity from \$30M to over \$475M and expanded the company's global business. He has worked with countless Fortune 500 firms, developing their live event strategies, and delivering on their objectives. Dan co-authored the international best-selling book *Who Gets It?! that outlines how to find, motivate, and retain top talent*. He has extensive experience in:

- Driving Revenue
- Relationship Building
- Event Production
- Creating Dynamic Experiences
- Asset Management

ANNA NASH

SENIOR VICE PRESIDENT, MARKET DEVELOPMENT



Education

B.S. University of Kentucky

Anna is responsible for national sales and associated partnership development to support content generation across the ASM Global's portfolio of convention and exhibition centers worldwide. Drawing on her hospitality industry experience, Anna has cultivated relationships with Destination Management Organizations ("DMO") and Sports Commissions to increase opportunities for venue managers to capture new, and retain existing, business.

Anna has established Regional Sales and Regional Event Services teams to activate the ASM Global network and increase rotational business. She has developed a lead generation program to increase closure rates on new business throughout the portfolio and created training programs to support venue managers in their sales efforts. These teams provide a support system for onsite sales and services staff and encourage peer-to-peer learning. Anna guides these teams through all building renovation and expansion projects, managing the communications flow to customers and community stakeholders.

She has 30+ years of experience in the hospitality industry, having started her career with Marriott in sales at a 4-star, 4-diamond resort. Anna then spent 23 years leading sales, marketing, and services departments for two DMOs. Her expertise includes:

- Leading sales & marketing teams in major hospitality sectors
- Destination marketing & collaboration with key stakeholders to increase economic impact & visitor direct spend
- Identifying outside revenue streams
- Creating Dynamic Experiences
- Creating Sales Processes for venues & DMOs to ensure maximum space utilization, creating space to book more groups with high economic impact for the destination

JOHN PAGE

REGIONAL VICE PRESIDENT, CONVENTION CENTERS



John is a 25-year ASM Global executive leader who served as the General Manager for the Greater Columbus Convention Center (“GCCC”) prior to his current role. He oversees operators, stakeholder relationships, and business development for a portfolio of venues in the Mid-West, Mid-Atlantic, and Southeast regions.

John has been honored by many organizations and has most recently been named one of the 20 Most Notable People in the Last 20 Years of Columbus Sports, one of Central Ohio Power 100 (Most Influential) for four consecutive years, and one of Columbus’s Most Admired Chief Operating Officers.

His expertise includes:

- Strategic planning
- Best practice development to enhance customer & guest experiences
- Coordinating high-profile visits for U.S. Presidents & Vice Presidents at ASM Global Venues
- Managing three major construction projects at GCCC valued at over \$260 million

Education

B.S. Business Administration,
Ohio State University

M.S. Sports Management,
Ohio State University

JOSEPH T. SCHEPER

DIRECTOR OF FINANCE & BUSINESS SUPPORT, CONVENTION CENTERS



Joseph brings a wealth of expertise to ASM Global, where his 26+ years have been marked by innovation in financial strategy and systems. As Finance Director, he’s engineered sophisticated accounting frameworks, event-based financial planning, and detailed forecasting methodologies. His skill in integrating payroll and HR systems demonstrates a commitment to operational excellence. He has a strong background in managing municipal and government contracts and has consistently delivered fiscal solutions that meet stakeholders’ needs and regulatory frameworks.

Prior to his current role, Joseph served as the Director of Finance and Accounting at McCormick Place, overseeing all financial reporting, developing market analysis, and competitive market studies for the Authority overseeing the venue. Prior to McCormick, he was a Corporate Finance Director for ASM Global and the Finance Director for Hawai`i Convention Center.

Education

B.A. Accounting, University of Dayton

LARA WETTIG

DIRECTOR OF MARKETING, CONVENTION CENTERS



Lara Wettig joined ASM Global in September 2022 as an integral member of the corporate marketing team. As the key contact for all convention center marketing, PR, and sales support efforts, Lara develops marketing and sales collateral guidelines, manages PR/impression efforts to secure the spotlight for convention center venues, supports all LOB and revenue-generating efforts across the portfolio, including Global Partnerships, Special Events, F&B, and supports RFPs, new venue pitches, and presentations.

Prior to joining ASM Global, Lara spent 15 years in the hospitality industry as Director of Sales and Director of Marketing for major resorts and convention centers in Oregon and New Mexico.

Education

B.A. Journalism/Public Relations,
San Diego State University

KATHY BART

REGIONAL DIRECTOR OF SALES & EVENT SERVICES



Kathy supports a network of venues within the ASM Global portfolio with sales and event services support, assisting the onsite teams with booking and service support to maximize events at their venues. She assists each venue with growing and managing the business strategy for their venues. Kathy provides one-on-one support to managers within her region, in addition to quarterly team calls to share best practices and leads.

She facilitates training to assist sales managers with maximizing bookings of special events, festivals, and banquets at their venues to fill dates around major conventions and consumer shows. Kathy is Vice President of the Board of Directors for Convention Sales Professionals International (“CSPI”) and the Chair of its Educational Committee.

Education

B.A. Elementary Education,
University of Olivet



Hobart Convention Center Pro Forma

Location:	Chicago, IL
Venue Type:	Convention Center
Capacity:	150,000
Opening Date:	TBD
Biz Dev Lead:	Robert Burns
Last Update:	September 16, 2024

Hobart Convention Center Pro Forma:	Pre-Opening	Operations						
	Year 0	Year 1	Year 2	Year 3	Year 5	Year 10	Year 20	Year 30
Total Events:		200	239	281	320	320	320	320
Attendance:		55,572	72,529	88,116	103,840	103,840	103,840	103,840
Contractually Obligated Income:		\$460,500	\$472,013	\$483,813	\$508,306	\$575,101	\$736,178	\$942,371
Gross Revenue:								
Sponsorship:		460,500	472,013	483,813	508,306	575,101	736,178	942,371
Event Rent (& Recharges):		456,800	641,445	818,017	1,013,742	1,146,956	1,468,200	1,879,421
F&B:		3,149,014	4,435,929	5,536,633	6,629,209	7,500,341	9,601,071	12,290,183
Ancillary Revenue (Internet, Electrical, Decorating)		\$147,600	\$180,708	\$215,693	\$259,617	\$293,733	\$376,003	\$481,315
Gross Revenue:		4,213,914	5,730,094	7,054,156	8,410,873	9,516,131	12,181,452	15,593,289
COGS:								
(-) Sponsorship Commissions & Fulfillment:		(115,125)	(118,003)	(120,953)	(127,076)	(143,775)	(184,045)	(235,593)
(-) Event Expense:		(139,400)	(216,993)	(285,612)	(357,635)	(404,632)	(517,963)	(663,036)
(-) F&B:		(2,204,310)	(3,105,150)	(3,875,643)	(4,640,446)	(5,250,239)	(6,720,750)	(8,603,128)
COGS:		(2,458,835)	(3,440,146)	(4,282,209)	(5,125,158)	(5,798,646)	(7,422,757)	(9,501,756)
Gross Profit:	-	1,755,079	2,289,948	2,771,947	3,285,715	3,717,485	4,758,695	6,091,532
Growth Rate %	-	-	30.5 %	21.0 %	8.5 %	2.5 %	2.5 %	2.5 %
Expenses:								
(-) Staffing:	(992,863)	(1,751,650)	(1,795,441)	(1,840,327)	(1,933,494)	(2,187,571)	(2,800,276)	(3,584,590)
(-) General & Administrative:	(396,893)	(1,093,791)	(1,121,136)	(1,149,164)	(1,207,341)	(1,365,995)	(1,748,590)	(2,238,343)
(-) Sales & Marketing:	-	(50,000)	(51,250)	(52,531)	(55,191)	(62,443)	(79,933)	(102,320)
(-) Utilities:	(29,000)	(290,000)	(297,250)	(304,681)	(320,106)	(362,170)	(463,609)	(593,458)
(-) Insurance:	(10,003)	(40,012)	(52,221)	(63,443)	(74,765)	(74,765)	(74,765)	(74,765)
(-) Property Tax:	-	-	-	-	-	-	-	-
(-) Rent (Below Line):	-	-	-	-	-	-	-	-
(-) Other:	-	-	-	-	-	-	-	-
Total Expenses:	(1,428,759)	(3,225,453)	(3,317,298)	(3,410,147)	(3,590,896)	(4,052,944)	(5,167,171)	(6,593,475)
Venue Net Operating Income (NOI):	(1,428,759)	(1,470,374)	(1,027,350)	(638,200)	(305,181)	(335,459)	(408,476)	(501,943)
EBITDAR Margin:	-	(83.8 %)	(44.9 %)	(23.0 %)	(9.3 %)	(9.0 %)	(8.6 %)	(8.2 %)

Hobart Convention Center**Taxable Revenue**

Taxable Revenue				
Year of Operation	F&B:	Ancillary Revenue (Internet, Electrical, Decorating)	Total Taxable Revenue	
Year 1	\$ 3,149,014	\$ 147,600	\$ 3,296,614	
Year 2	\$ 4,435,929	\$ 180,708	\$ 4,616,636	
Year 3	\$ 5,536,633	\$ 215,693	\$ 5,752,326	
Year 4	\$ 6,073,127	\$ 237,454	\$ 6,310,581	
Year 5	\$ 6,629,209	\$ 259,617	\$ 6,888,826	
Year 6	\$ 6,794,939	\$ 266,107	\$ 7,061,046	
Year 7	\$ 6,964,813	\$ 272,760	\$ 7,237,572	
Year 8	\$ 7,138,933	\$ 279,579	\$ 7,418,512	
Year 9	\$ 7,317,406	\$ 286,568	\$ 7,603,975	
Year 10	\$ 7,500,341	\$ 293,733	\$ 7,794,074	
Year 11	\$ 7,687,850	\$ 301,076	\$ 7,988,926	
Year 12	\$ 7,880,046	\$ 308,603	\$ 8,188,649	
Year 13	\$ 8,077,047	\$ 316,318	\$ 8,393,365	
Year 14	\$ 8,278,973	\$ 324,226	\$ 8,603,199	
Year 15	\$ 8,485,948	\$ 332,331	\$ 8,818,279	
Year 16	\$ 8,698,096	\$ 340,640	\$ 9,038,736	
Year 17	\$ 8,915,549	\$ 349,156	\$ 9,264,705	
Year 18	\$ 9,138,438	\$ 357,885	\$ 9,496,322	
Year 19	\$ 9,366,899	\$ 366,832	\$ 9,733,730	
Year 20	\$ 9,601,071	\$ 376,003	\$ 9,977,073	
Year 21	\$ 9,841,098	\$ 385,403	\$ 10,226,500	
Year 22	\$ 10,087,125	\$ 395,038	\$ 10,482,163	
Year 23	\$ 10,339,303	\$ 404,914	\$ 10,744,217	
Year 24	\$ 10,597,786	\$ 415,036	\$ 11,012,822	
Year 25	\$ 10,862,731	\$ 425,412	\$ 11,288,143	
Year 26	\$ 11,134,299	\$ 436,048	\$ 11,570,346	
Year 27	\$ 11,412,656	\$ 446,949	\$ 11,859,605	
Year 28	\$ 11,697,973	\$ 458,123	\$ 12,156,095	
Year 29	\$ 11,990,422	\$ 469,576	\$ 12,459,998	
Year 30	\$ 12,290,183	\$ 481,315	\$ 12,771,498	
Total	\$ 257,923,835	\$ 10,130,699	\$ 268,054,534	

Insurance Statement



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

8/6/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

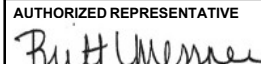
PRODUCER IMA Select LLC 6200 LBJ Freeway Suite 200 Dallas TX 75240	CONTACT NAME: Debra Henderson PHONE (A/C, No, Ext): 972-759-3747 FAX (A/C, No): E-MAIL ADDRESS: debra.henderson@imacorp.com
INSURER(S) AFFORDING COVERAGE	
INSURER A : Republic-Vanguard Insurance Company NAIC # 40479	
INSURER B : Evanston Insurance Company NAIC # 35378	
INSURER C : Champlain Specialty Insurance Company NAIC # 16834	
INSURER D : Westchester Fire Insurance Company NAIC # 10030	
INSURER E : Underwriters at Lloyd's, London NAIC # 15642	
INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** 427582259 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
C	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PROJECT ☒ LOC ☐ OTHER:			CSAR-CGL-0000777-03	7/15/2024	7/15/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY ☐ OTHER:			CNO629069601	7/15/2024	7/15/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	☐ UMBRELLA LIAB ☒ OCCUR ☒ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☒ RETENTION \$ 0			MKL4EUL105258	7/15/2024	7/15/2025	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	0002101145	10/17/2023	10/17/2024	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Professional Liability Claims Made			ANE487839422	9/7/2023	9/7/2024	Limit \$1,000,000 Retention \$15,000 Retroactive Date 9/7/2021

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Certificate Holder is included as Primary Non-Contributory Additional Insured on the General Liability Policy, if required by written contract or agreement, subject to the policy terms and conditions.
A Waiver of Subrogation is provided in favor of Certificate Holder on the General Liability Policy, if required by written contract or agreement, subject to the policy terms and conditions.
General Liability coverage includes 30 day notice of cancellation, subject to the terms and conditions of the policy.

CERTIFICATE HOLDER For Information Only	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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Identification of any Outstanding Claims and Lawsuits

Identification of lawsuits and administrative claims/fines



There are no lawsuits, administrative claims or fine proceedings that Garfield Public/Private LLC has been a party to in the past five years.



Rebar Companies, LLC has never had any claims or litigation involving Lake County or any federal, state or local government.



DVG Team, Inc. does not have any current lawsuits nor administrative claims/fines currently of record.



The CORE Group is involved in certain legal proceedings and litigation arising in the ordinary course of business. CORE Construction Indiana, LLC, is not involved in any litigation with any of our Clients on Public projects. Furthermore, CORE Construction Indiana, LLC can proudly state that we have successfully settled each dispute in our company's history through direct negotiation and never as a result of a court order or arbitrator decision.



DLR Group inc., an Indiana corporation has not been party to a lawsuit, administrative claim, or fine proceeding in the past five years.



In the past five (5) years, our company has not been a party to any lawsuits, administrative claims, or fine proceedings. We confirm that no fines have been levied against us by any government unit, including the EEOC, Department of Labor, OSHA, or any other regulatory agency, related to the proposed work.



ASM receives various personal injury and operations-related claims in the ordinary course of business. ASM has a fully insured Guaranteed Cost Casualty Insurance Program with Berkshire Hathaway. All such claims are resolved directly by the insurer, and do not have a material impact on operations.

What our Clients Say About Us

The Buddy Holly Hall of Performing Arts and Sciences – Lubbock, TX

“We are in the ‘squeeze chute’ (cowboy term) now, and it is very, very exciting. Garfield helped us visualize the awesome future reality. I am not sure what we would do without your talent and experience. This would not have been possible without you and your amazing team.”

— **Kay Sanford, Board Member, Lubbock Entertainment and Performing Arts Association**

Hyatt Regency® Baytown-Houston and Convention Center – Baytown, TX

“Through all the issues, Garfield expertly guided the City through both the problems and complexities, and in time delivered a beautiful property that will benefit our citizens for decades. It was truly my pleasure to work with your team on this project, and on behalf of our citizens, thank you for your invaluable contribution!”

— **Stephen DonCarlos, Mayor (2006 – 2018)**

DoubleTree by Hilton® Abilene Downtown Convention Center – Abilene, TX

“Garfield Public/Private honored its commitments and delivered an exceptional hotel product to our community. We couldn’t be more pleased. We are currently working with Garfield on remodeling our existing convention center to best complement our new DoubleTree by Hilton Hotel.”

— **Robert Hanna, City Manager**

Hyatt Regency® Conroe and Convention Center – Conroe, TX

“Garfield Public/Private was a seamless project leader and exceeded our expectations for the development of the Hyatt Regency Convention Center hotel. We’re now able to reap revenue from the many visitors to our city, setting us up with economic benefits for years to come.”

— **Jody Czajkoski, Mayor**

Durham Performing Arts Center (DPAC) – Durham, NC

“We benefited greatly from Garfield’s leadership and expertise. I highly recommend them to you for the development of your essential facilities.”

— **Alan DeLisle, Assistant City Manager for Economic and Workforce Development (2002 – 2008)**

Overton Hotel & Conference Center – Lubbock, TX

“I would give my highest recommendation for Garfield and its Team to complete any first-class facility for you. If the City of Lubbock has a future project of similar scope, we would not hesitate to use Garfield.”

— **Rob Allison, Assistant City Manager (Retired)**

Los Angeles Unified School District “Bundle of 8” Schools – Los Angeles, CA

“Garfield’s experience and expertise ensured ultimate success of this highly visible and important project in LAUSD’s building program. They did a superb job.”

— **Jim Cowell, Deputy, Chief Facilities Executive, LAUSD (2004 – 2007)**

Reno Public Safety Training Center – Reno, NV

“We couldn’t have made a better choice. The taxpayers of Washoe County benefited from Garfield’s leadership throughout the entire process. I highly recommend Garfield Public/Private.”

— **John Breternitz, County Commission Chair (2008 – 2012)**

Lubbock County Expo Center – Lubbock, TX

“I want to thank you for all you are doing to move the Lubbock County Expo Center along. You may say “that is just part of my job,” but what y’all have done to keep us moving is way past just part of the job. On behalf of all the good people of Lubbock County who will be blessed by the Expo Center – thank you!”

— **Randy Jordan, Chairman, Lubbock County Expo Center, Inc.**

DoubleTree® Hotel and Conference Center – Bay City, MI

“I cannot speak highly enough of Garfield and its principals. In their absence, Bay City would not be celebrating the fulfillment of an otherwise impossible development dream.”

— **James M. Palenick, City Manager (1996 – 2002)**

Sheraton® at the Overland Park Convention Center – Overland Park, KS

“I have been involved in construction and construction management for almost 40 years and have never seen a project executed as flawlessly as the Overland Park Sheraton. Garfield and its team truly ‘under promised and over delivered’.”

— **Bob Lowry, Director of Public Works (1995 – 2004)**

Lenwood A. Jackson, Sr. Justice Center (City Court of Atlanta) – Atlanta, GA

“This was a very complicated transaction fraught with difficulties, all of which Garfield and its team worked through successfully. The City of Atlanta is very pleased with the outcome.”

— **Hon. Lenwood A. Jackson, Sr., City Court Judge and Director of Facility Development (1992 – 2005)**

New York DOT Region 1 Headquarters Schenectady, NY

“This project demonstrates what partnering of the private and public sector can accomplish together. Garfield’s contribution in this team effort has resulted in an asset to the community.”

— **Joseph Stellato, Director of Real Estate, State of New York**

