



# LIST OF CONSULTANTS

Throughout this pre-development services process, Garfield has led a coordinated team of consultants, experts in their field, that have provided specific technical information and lent their expertise to produce this document which will serve as a roadmap for the city to bring this long-awaited project to reality.



### GARFIELD COMPANY HISTORY

Garfield Public/Private LLC, a Texas Limited Liability Company, has a 25-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 \$1.5 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.



### HOSPITALITY FOCUS

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 headquarters hotels, and for the past 25 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.

## McCownGordon Company Overview

**BUILDING WITH PURPOSE.** McCownGordon is one of region's most experienced and respected providers of construction services, and consistently ranks at the top for local, regional and national leading industry awards.

The firm's portfolio features some of the region's largest and most iconic projects that are changing the landscape of their respective industries. McCownGordon's projects have been completed for both public and private clients under a variety of project delivery methods, including public private partnership/design-build, construction management, general contracting and turnkey development.



### 4 OFFICE LOCATIONS

- KANSAS CITY, MISSOURI
- WICHITA, KANSAS
- MANHATTAN, KANSAS
- DALLAS FORT-WORTH, TEXAS

### 24 YRS IN BUSINESS

600+ EMPLOYEE OWNERS

**95%**  
 OF WORK IS COMPLETED  
 WITH COLLABORATIVE  
 DELIVERY

**\$1.1 B**  
 51 DESIGN-BUILD PROJECTS  
 IN LAST 5 YRS

**82%**  
 OF WORK FOR  
 REPEAT CLIENTS

### IN-HOUSE VALUE

- Real-time Estimating
- Building Envelope Evaluation
- MEP Engineering Services
- Structural Engineering Services
- Commissioning
- Virtual Design & Construction/BIM
- Sustainability
- Campus/Program Management
- Facility Assessment Services
- Investment + Creative Financing Partner

**FINANCIAL STABILITY.** We currently have approximately 60 projects under contract with \$1.5 Billion of contracted backlog that will put in place over the next 3.5 years. Over the past three years, we have experienced 13.5% annual revenue growth, with an average 147% annual growth to our ESOP share price since 2015. The stability of our financials should give you the confidence your project will have the right amount of manpower to meet schedule requirements. When it comes to capacity and capability, we are well suited to serve CLIENT and bring the expertise, value-driven solutions and collaboration you desire.

**LOCAL PRESENCE.** We have an established presence in the Jefferson City community serving as the construction manager for the State of Missouri Multi-Agency Lab and a health science and crisis center at Lincoln University. We will leverage our extensive network of local regional trade partners to effectively mitigate capacity challenges and ensure a streamlined project execution. Our strong relationships with city and state leadership and the deep civic engagement that spans our organization provides you an engaged partner motivated to maximize value.

**VALUE WE BRING.** McCownGordon is an expert when it comes to construction innovation for the adapting commercial and mixed-use development markets. Clients have come to learn a distinct difference between our team and others in the industry—our unmatched partnership approach, and our flexibility with trade partners to achieve the best pricing.

We know cost matters. With limited union trade agreements in place and strong relationships with trade partners, especially the MBE/WBE community, selecting McCownGordon results in more expansive coverage and lower pricing. We also gain better commitments on delivery to mitigate potential labor challenges.



## 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	Des Moines	Lincoln	Phoenix
Charlotte	Dubai	Los Angeles	Portland
Chicago		Minneapolis	Riverside
Cleveland	Durham	Nashville	Sacramento
Colorado Springs	Honolulu	New York	San Diego
Columbus	Houston	Omaha	San Francisco
Dallas	Kansas City	Orlando	Seattle
Denver	Las Vegas		



## FACET Company Overview

**Our story began as a vision of improved architectural practice, reflecting a desire to focus on more design-intensive projects.**

A wholly owned subsidiary of CD Companies, FACET Architectural Design is an expertise-based architectural design studio, resulting from a strategic initiative to diversify and enhance the organization's overall depth of knowledge, experience, and capability.

FACET AD exists because we understand the importance of building a team of industry experts, whose reputation and past portfolios serve as the foundation for the studio's future growth. This team of architects provides a broad range of comprehensive services, from developing visionary design concepts, through programming and project documentation, to construction administration and post-occupancy measurements. Our varied clients benefit from a vast range of talents and professional experience, with team members who respect each other's opinions, learn from each other, and inspire creativity.



### CREATIVE THINKERS

With a depth of expertise and a proven & flexible methodology, we provide our clients with functional, efficient, and beautiful spaces. We are highly adaptable with our approach and thrive on understanding our client's needs and delivering for every client's unique requirements.



### SUBJECT MATTER EXPERTS

Our team has experience in a wide range of project types, across scales and across the continent. Our recent projects include designs for civic & public clients, private & commercial enterprises, educational systems, and national healthcare organizations. We are eager & able to take on any design challenge you might have!



### HISTORY OF SUCCESS

Our rigorous and empathetic approach is continuously improved through the delivery of one successful project after another. Every project, large or small, receives the same level of thoughtful intensity and design investment. We are proud of our portfolio of successful projects and our list of happy clients.



Locally Owned and Headquartered



**40+** Architectural Support Staff



Small Firm Service; Large Firm Resources



Walk through a recent project.





## Fishbeck Company Overview

**ESTABLISHED**  
 1956

**COMPANY TYPE**  
 100% employee-owned corporation

**TOTAL PERSONNEL**  
 600+

**LOCATIONS**  
 15 offices throughout Michigan, Ohio, and Indiana

**WEBSITE**  
[www.fishbeck.com](http://www.fishbeck.com)

Fishbeck is a full service architectural/engineering firm, with a department that specializes in parking. Our parking services team provides innovative solutions in planning, studies, design, and restoration. They are committed to providing creative, value-driven services and exceptional results.

As specialists in parking design, Fishbeck staff have collectively completed hundreds of parking structure projects nationwide for a variety of clients in the private and public sectors. With decades of experience, our parking design professionals have successfully completed parking facilities for mixed-use developments, airports, governmental entities, healthcare facilities, higher education campuses, hospitality, office, sports and entertainment, and multimodal transit facilities. Our parking design capabilities benefit from our parking operations and maintenance expertise to deliver a highly functional, durable and efficiently operated parking facility for our clients. We deliver creative parking design solutions that improve the experience of the communities that we serve.

## SP+ Company Overview

SP Plus Corporation (NASDAQ: SP) facilitates the efficient movement of people, vehicles and personal belongings with the goal of enhancing the consumer experience while improving bottom line results for our clients. SP+ provides professional parking management, ground transportation, remote baggage check-in and handling, facility maintenance, security, event logistics, and other technology-driven mobility solutions to aviation, commercial, hospitality, healthcare, university and government clients across North America.

### Company History

SP Plus Corporation was originally founded in Chicago, Illinois, in 1929 as Standard Parking. Starting with one downtown parking lot, we soon expanded to numerous locations including hotels and medical centers. In the 1950s, we started the first paid airport parking operation at Cleveland Hopkins International Airport. In the late 1970s, Standard Parking started a rapid expansion program that made it a national company. In 2013, Standard Parking Corporation merged with Central Parking Corporation, creating SP Plus Corporation, one the largest full service mobility solutions firms in North America with operations in the U.S., Puerto Rico and Canada.

### SP+ is an Accredited Parking Organization

The International Parking & Mobility Institute (IPMI) has recognized SP+ as the first commercial parking operator to earn the Accredited Parking Organization (APO) with Distinction designation. This designation is reserved for the top 5% of parking organizations worldwide that demonstrate a comprehensive standard of excellence in our industry.

### SP+ Recognized as the Innovative Organization of the Year

SP+ has been selected as the “Innovative Organization of the Year” by the National Parking Association (NPA). SP+ was recognized for the development and deployment of Sphere™, its cutting-edge suite of technology products designed to drive end-to-end mobility at parking or transportation facilities—from customer acquisition and purchases to operational logistics and data reporting.

### Acquisition by Metropolis Technologies, Inc.

As announced in the press release on October 5, 2023 (<https://spplus.com/metropolis-technologies-inc-to-acquire-sp-plus-corporation-for-1.5-billion/>), SP Plus Corporation and Metropolis Technologies, Inc. have signed an Agreement and Plan of Merger. Until the acquisition of SP+ by Metropolis is complete, the two companies will remain completely independent and will continue to do business as usual. Additional Q&A regarding this acquisition can be found at <https://spplus.com/acquisition-announcement/>.



### ARCHITECTURE AND ENGINEERING

- Architecture
- Building Enclosure Commissioning
- Electrical
- Energy Assessment
- Facility Condition Assessment
- Interior Design
- Mechanical
- Parking Planning/ Design/Restoration
- Structural
- Systems Commissioning

### INFRASTRUCTURE ENGINEERING

- Construction Engineering/Inspection
- Geospatial Services
- Site Development
- Stormwater Management
- Traffic/TIS
- Transportation
- Wastewater Collection
- Wastewater Treatment
- Water Distribution
- Water Storage
- Water Supply/Treatment

### ENVIRONMENTAL SCIENCES

- Air Quality
- Asbestos/Lead/ Demolition Management
- Brownfield Redevelopment
- Environmental Management and Compliance
- Environmental Site Assessment
- Industrial Hygiene
- Remediation
- Wetland and Ecological

### CONSTRUCTION

- Construction Management
- Cost Estimating
- Design/Build
- Preconstruction
- Reconstruction and Cost Reduction Studies
- Scheduling





## PROFILES



CBRE HOTELS ADVISORY

# Andrew Hartley

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### Professional Experience

Andrew Hartley is a Vice President for CBRE Hotels. He is based in the New York, NY office. With more than 12 years of professional experience in the hospitality industry, he has provided market and financial services for all types of real estate projects. Mr. Hartley's areas of specialization include market and financial feasibility analysis for dozens of hotel and conference center projects, non-branded boutique hotel projects, specialized expertise with oil and gas-related hotel projects and luxury hotel projects.

Non-hotel related work consists of retail and residential analysis to determine reasonable market returns involving specialized mixed-use developments. Vast experience in public-private projects on behalf of a municipality or investor. Clients include private hotel owners and developers, all major sources of debt financing, all major hotel companies, and numerous municipalities and public agencies. He has assisted clients on assignments throughout the Northeast, Midwest, and South Central Region of the U.S.

Prior to joining CBRE Hotels' Consulting, Mr. Hartley was a consultant with PKF Consulting USA, which was acquired by CBRE in 2014. Additionally, Mr. Hartley was an assistant manager/trainer for the Hilton University of Houston and in charge of training students the operations and service techniques needed to run a full-service hotel with an emphasis on fine food and beverage.

### Clients Represented

- Strategic
- Dorchester Collection
- Wells Fargo
- HSBC Bank USA
- GE Capital Real Estate
- Marriott International
- Hilton Worldwide
- InterContinental Hotels Group
- Starwood Hotels and Resorts
- Hyatt Hotels Corporation
- Benchmark Hospitality
- Aimbridge Hospitality
- Valencia Group
- Hines
- Gatehouse Capital
- Harrell Hospitality
- Howard Hughes
- New Horizons Hospitality
- Domain Companies
- Matthews Southwest

### Education

- Oklahoma State University,  
College of Arts and Sciences –  
Bachelors of Fine Arts, Theatre  
Performance

## PROFILES



### AREAS OF EXPERTISE

- Market and financial analysis of Hospitality Industry assets, special expertise with luxury trophy assets, hotel and conference center projects, economic impact and gap analysis of public projects, as well as oil and gas-related hotel projects.
- Public/private advisory in assisting as a third party to determine market returns and expectations.
- Investment advisory to determine a pricing range for acquisition, conversion, renovation, or other ownership internal use.

### SIGNIFICANT ASSIGNMENTS

- Facilities planning involving numerous upscale full-service hotel conversions
- Acquisition due diligence on over \$10 billion worth of luxury assets
- Numerous market and economic feasibility studies for hotels, resorts, and mixed-use developments through Texas and South Central Region, as well as the New England and Tri-State area.
- Appraisals in over \$1 billion in hotel real estate
- Mixed-use analysis of all commercial real-estate components
- Market studies for proposed high-end, hotel and conference centers
- Market studies for proposed hotels in both urban and rural markets
- Brand/operator structuring and selection
- Assessment and developer selection for public/private development
- Assessment in repositioning of hotel assets

### PROFESSIONAL ACTIVITIES

- Repeat panelist at the leading hospitality investment conferences
- Market Study Academic Judge for Universities