

## Proposal

# Market and Feasibility Study for the Proposed Lawrence Conference/Convention Center

### Prepared For:

Mr. David L. Corliss  
City Manager  
Lawrence City Hall  
P.O. Box 708  
6 East 6th Street  
Lawrence, Kansas 66044-0708

### Prepared By:

PKF Consulting USA  
Houston, Texas

Leo A Daly (Architects)  
Dallas, Texas

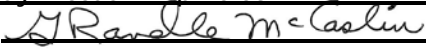
### Date of the Report:

March 20, 2014

**RFP Number - R1327**

**PKF**  
CONSULTING  
USA  
[www.pkfc.com](http://www.pkfc.com)

## PROPOSAL COVER SHEET

Date: March 28, 2014  
Name of Consulting Firm: PKF Consulting USA  
Address: 1010 Lamar, Suite 400  
City/State/Zip: Houston, TX 77002  
Primary Contact: Randy McCaslin  
Phone Number: (713) 621-5252 ext. 21  
Fax Number: (713) 621-9494  
Email: randy.mccaslin@pkfc.com  
Signature:   
Title: Vice President / Practice Leader

### References (within last 12 months)

Business Name: Broken Arrow Economic Development Corporation  
Address: 210 North Main Street, Suite C, Broken Arrow, OK 74012  
Contact Name: Warren Unsicker, CECd  
Phone Number: (918) 893-2113


### References (within last 12 months)

Business Name: City of Laredo  
Address: 1110 Houston Street, Laredo, TX 78040  
Contact Name: Carlos R. Villareal  
Phone Number: (214) 261-3501

### References (within last 12 months)

Business Name: Terrell Economic Development Corporation  
Address: P.O. Box 97, Terrell, TX 75160  
Contact Name: Danny Booth, Director  
Phone Number: (972) 524-5704

## PROPOSAL COVER SHEET

Date: March 18, 2014  
Name of Consulting Firm: Leo A Daly  
Address: 5307 E Mockingbird Ln, #400  
City/State/Zip: Dallas, TX 75206  
Primary Contact: Patricia Miller  
Phone Number: 214.526.1144  
Fax Number: 214.526.1411  
Email: pmiller@leoadaly.com  
Signature:   
Title: Vice President, Principal, Corporate Director of Hospitality

### References (within last 12 months)

Business Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
Contact Name: \_\_\_\_\_  
Phone Number: \_\_\_\_\_

### References (within last 12 months)

Business Name: \_\_\_\_\_  
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Contact Name: \_\_\_\_\_  
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Address: \_\_\_\_\_  
Contact Name: \_\_\_\_\_  
Phone Number: \_\_\_\_\_

March 20, 2014

Mr. David L. Corliss  
City Manager  
City of Lawrence  
Lawrence City Hall  
P.O. Box 708  
6 East 6<sup>th</sup> Street  
Lawrence, Kansas 66044-0708

Dear Mr. Corliss:

We appreciate the opportunity to present this proposal to the City of Lawrence and the University of Kansas to conduct market and feasibility analysis services related to the proposed Lawrence Conference/Convention Center.

As we understand, the City of Lawrence, in partnership with the University of Kansas, is seeking advice regarding the market and financial support for the proposed Lawrence conference/convention center. You would also like assistance in identifying the best site for the project. The City and the University are also seeking advice regarding the financial requirements and resources to fund the development, marketing and operation of these expanded facilities. In addition, the research efforts should evaluate the need for additional lodging, dining and entertainment venues to support the proposed Conference/Convention Center. The positive economic and fiscal impact of this potential development is also an important element of the study.

We have put together a team of experts with specializations in conference and convention center development, economic feasibility analysis and market evaluation of suitable locations/areas that can deliver the full scope of services necessary to answer these important questions. PKF Consulting USA will be the lead Project Manager, providing the scope of work required for the market and financial feasibility study. Leo A Daly (Architects) will round out the team, providing architecture, design and costing expertise. Both PKF and Leo A Daly will staff the project from our Texas offices.

PKF Consulting USA is recognized as a leading expert in the Hospitality Industry. PKF has been serving the Hospitality Industry for more than 90 years with offices in 12 major U.S. cities. We consider our firm uniquely qualified to be the consultant on this project for the following reasons. First, we have completed dozens of studies for hotel and convention centers in all sized markets, helping us to understand the inter-relationship between hotels and convention center activity, as well as the economic impact of this activity to the City. Second, we have completed numerous studies for Hospitality Industry projects of all types in the State of Kansas.

Leo A Daly brings architectural design expertise to the team with a specialty in convention center and hotel planning and design. Our hospitality designers understand

Mr. David L. Corliss  
City of Lawrence  
March 20, 2014  
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the unique challenges of the conference center and hotel businesses. We design to meet both guest's and event planner's expectations, and to minimize operational challenges to create the efficiencies required to support the functions of group events.

We will work with you and your development team to understand your community's goals for the conference center. Leo A Daly will develop a concept design to meet your community goals within the requirements determined in the market and feasibility studies. We will work closely with you to bring your vision to life and create memorable moments that will keep guests returning time and again.

Our experience working closely with public entities and public private partnerships on projects like yours include the new Westin hotel at the City of Irving Texas Convention Center, the Minneapolis Convention Center expansion, and the expansion of the Phoenix Arizona Civic Plaza convention facility. Our Kansas hospitality projects include the Element Hotel located in Leawood, Kansas.

We would be pleased to answer any questions related to our proposal contained in the following sections and would welcome the opportunity to discuss any aspect of our proposal with the designated representatives of the City of Lawrence and the University of Kansas. We wish to acknowledge our willingness to adjust any aspect of this proposal in the event that you determine that the level of effort specified is at variance with what you envisioned.

We appreciate the opportunity to submit this proposal and look forward to the prospect of working with the City and the University on this important project. The following signee has authority to make representations for PKF Consulting USA and our project team.

Respectfully submitted,

**PKF Consulting USA**

A handwritten signature in cursive script that reads "G Randle McCaslin".

G. Randle McCaslin, CRE  
Vice President / Practice Leader

(713) 621-5252 ext. 21

[randy.mccaslin@pkfc.com](mailto:randy.mccaslin@pkfc.com)

## **A - PROJECT UNDERSTANDING**

### **SUMMARY**

The City of Lawrence, with a population of approximately 90,000, is located in northeast Kansas along I-70 between Topeka and Kansas City. An historic town built in 1854, Lawrence is known for its historic preservation and one of the most vibrant downtown shopping, dining and entertainment districts in the Midwest. Lawrence is home to the University of Kansas Jayhawks with approximately 28,000 students and one of the premier basketball programs in the country.

As we understand, the City of Lawrence, in partnership with the University of Kansas, is seeking a consultant to perform a feasibility study to determine the market demand for a proposed conference/convention center to serve the Lawrence community. You would also like to identify the best site for the project. In addition, it is important to evaluate the existing lodging, dining and entertainment venues to determine if they are adequate to support the proposed conference/convention center.

The City and University are also seeking advice regarding the financial requirements and resources to fund the development, marketing and operation of these expanded facilities. As part of the financial analysis, we will identify any shortfalls in the funding and operation of the project that may impede feasibility and recommend methods utilized by other public entities to help bridge the gap. The City is also interested in the economic and fiscal impact of this potential development that will show how this project will benefit the City, University and community.

The Lawrence community would like to have a better meeting facility for its local events. The University would like to see a conference/convention center be developed because it often has difficulty accommodating academic conferences. The City would also like to have a facility that would attract groups to Lawrence for conferences, meetings and other events.

The City and University would like to know what size conference or convention center can be supported in Lawrence. Lawrence officials have researched a similar project that is being developed in downtown Manhattan, Kansas. The City of Manhattan is funding about \$10.8 million for a \$30 million public/private hotel project that will include a 135-room Hilton Garden Inn with a 15,000-square foot conference center and a city-owned parking garage.

The City of Lawrence has identified three different site areas for the project, although other sites may be considered. Areas of interest include the downtown area, locations closer to the University of Kansas campus and sites near Clinton Lake. The study will set up objective criteria for a successful conference/convention center site and evaluate the potential sites to determine which will most benefit the City of Lawrence and the University of Kansas.

## **SCOPE OF WORK**

### **PKF Consulting USA**

To complete the scope of work identified in the RFP, PKF Consulting USA has broken the assignment into four phases, as follows:

- Phase 1:     Market Analysis**
- Phase 2:     Financial Analysis**
- Phase 3:     Written Report**
- Phase 4:     Economic & Fiscal Impact Analysis**

The scope of our work will include, but not be limited to, the following:

#### **Task 1 - Market Analysis**

- Review any available planning materials relative to the project to be supplied by the City of Lawrence and/or the University of Kansas. Such materials could include previous feasibility studies, an inventory of Lawrence hotels, a list of existing meeting facilities, a list of potential sites for the proposed conference/convention center, a list of hotels under construction or proposed, and any other relevant information.
- Meet with representatives of the City and University and its Project Team prior to commencing fieldwork in order to better understand the City's vision for the project, scope of work, market potential, market contacts for interviews and surveys, and project details. At this meeting, we will discuss any questions related to the aforementioned topics and obtain additional input from you that confirms or amends our understanding of the details of the project and provides additional pertinent information.
- Tour the Lawrence area with representatives of the Project Team. The tour would include potential sites, key hotels, meeting facilities, University of Kansas, tourist attractions and entertainment venues, as well as commercial economic growth generators and any other important landmarks.
- Inspect the potential sites and the surrounding area to determine their impact on the performance of the proposed conference/convention center. Such determinations will not include any engineering or environmental considerations, but will encompass an evaluation of the site's accessibility, visibility, aesthetic appeal, location in relation to supply and demand, proximity to food and beverage facilities and demand generators, ownership status, and physical characteristics which might affect the marketability of the subject project.
- Based on the various site locations and configuration of each site, as well as market demand characteristics, determine the most appropriate site(s) for the proposed conference/convention center. We would rank the sites according to an objective scoring system and identify the pros and cons of each site.

- Evaluate existing and proposed transportation patterns in the Lawrence area to determine their impact on the marketability of the conference/convention center.
- Assemble and review economic, demographic, real estate and transportation data pertaining to the City of Lawrence and the surrounding area to evaluate the present economic climate and future growth potential, particularly as it relates to lodging and meeting demand.
- Interview key representatives of the City of Lawrence, University of Kansas, convention and visitors bureau, economic development, chamber of commerce, community organizations, performing arts groups, major medical centers and the business community to identify issues and requirements related to lodging and meeting demand, to identify lost business and to involve the community in the market analysis process.
- Interview and tour existing local meeting facilities in the Lawrence area to assess the quality and amount of space currently available, determine existing meeting needs and quantify the amount of demand being lost due to inadequate lodging and meeting facilities.
- If appropriate, conduct email surveys of the chamber of commerce members, convention and visitors bureau list of meeting planners and the University of Kansas faculty, staff and alumni, if these are available, to gain feedback regarding convention, meeting and lodging needs in terms of demand sources, community social needs, types of meetings, size of events, amount of lodging demand, price sensitivity, frequency and services required.
- Develop a census of competitive lodging facilities that are currently available to support the existing meeting demand and the proposed conference/convention center. We will look for gaps in hotel types to serve the Lawrence market with special attention to support for conventions and tourism activity.
- Interview representatives of the existing competitive hotels regarding their properties and historical, current and expected future market conditions. We will solicit input from the hoteliers regarding their perceptions of the need for more hotels and new meeting facilities in Lawrence to increase market lodging and meeting demand.
- To the extent the information is available, identify other proposed lodging developments to assess their probability of completion and the degree to which they will compete in the existing hotel market.
- Incorporate questions into the interviews and surveys regarding the quality and magnitude of existing support facilities and the need for additional support facilities in the Lawrence area, including transportation, lodging, attractions, nightlife, restaurants, retail and other amenities, that make up the elements of a successful convention/event/tourist destination.

- Develop a census of competitive and comparable convention center facilities in other markets including a review of the various physical characteristics and resources to serve as a bench mark for the facilities and amenities needed to attract convention and tourism activity. Of special interest would be the new hotel and conference center being developed in Manhattan.
- Conduct an analysis of convention industry trends, including best practices, technology, amenities, configurations, marketing expenses, and revenue generation and public financing. One source of this type of information would be the PKF Consulting USA's annual publication, *Trends in the Conference Center Industry*.
- Quantify competitive market supply, demand, occupancy, ADR and RevPAR for the current lodging market for the prior five year period and year to-date.
- Based on our interviews, surveys and market analysis, if needed, recommend the type of hotel, potential brands, number of guestrooms and amount of meeting space that would be appropriate to meet the identified needs of the market and increase the attractiveness of the City of Lawrence to conventions and tourism.
- Estimate the average annual occupancies for the competitive hotel market for the next five to 10 years.
- Based on our interviews, surveys and market analysis, recommend the type, size and configuration of meeting facilities, potential themes, parking requirements and other amenities for the proposed conference/convention center that would be appropriate to meet the identified needs of the market.
- Estimate the attendance/visitations, number of events and utilization by market segment for the proposed conference/convention center over its first five- to 10-year period of operation based on our recommendations.
- Prepare a Discussion Document that summarizes our findings and conclusions.
- Meet with representatives of the City/University and its Project Team to present key data and analysis for your review and discussion.

Upon your approval of Task 1 conclusions, we would proceed with Task 2.

## **Task 2 – Financial Analysis**

- Based on our market analysis, estimate the appropriate timing for the development of the proposed conference/convention center.
- Prepare estimates of annual revenue and expenses for the proposed conference/convention center for the first 10 years of its operation. The estimates would include potential marketing expenses to introduce the new conference/convention center and to maintain an ongoing campaign to generate new business from the conference/convention market.
- Identify potential sources of funds for the development of the proposed conference/convention center.
- Identify potential management and operations options for the proposed conference/convention center.
- Identify any shortfalls in the funding and operation of the proposed convention/conference center and sources of funds to offset those shortfalls. This analysis will take into account operating cash flows, debt service, capital expenditures and estimated costs associated with development and land acquisition.
- Examine options for how the City might utilize existing and future revenue streams to assist and enhance the operation of the proposed conference/convention center in terms of operations / maintenance / capital improvements.
- If the market research indicates a need for a hotel to be associated with the proposed conference/convention center, the City and University could consider a public/private project with a hotel developer. In that case, the developer would own and operate the proposed hotel and conference/convention center and the City would provide incentives to make the project feasible.

For this scenario, PKF would prepare estimates of annual revenue and expenses for the proposed hotel and conference/convention center to the point of cash flow from operations available for debt service and income taxes for the first 10 years of operation. We would then estimate the development costs of the recommended project, conduct a survey of industry investment criteria including current lending practices and expected returns, and prepare an internal rate of return analysis to determine the potential return to the investor both with and without incentives.

Based on this analysis, we would identify any gap in the funding of the project that may impede feasibility and, if a gap is identified, recommend methods utilized by other public entities to help bridge such gap. This would assist the City in determining the need for public incentives and/or public support for the project. The gap analysis would be prepared as a separate document for internal use only by the City and University and would not be included in the final report.

- Meet with representatives of City and University and its Project Team to present key data and analysis for your review and discussion.

Upon your approval of Task 2 conclusions, we would proceed with Task 3.

### **Task 3 – Written Report**

- Prepare a detailed report outlining our conclusions and recommendations concerning the project. The report will be presented in a format generally acceptable to major sources of debt and equity financing, credit rating agencies, and franchise and management organizations. Though the exact format of the report will evolve as the engagement progresses, the following probable section headings provide an outline of the expected final report.
  - Executive Summary
  - Area Overview
  - Hotel Market Analysis
  - Supply / Demand Assessment
  - Convention Center Analysis
  - Financial Analysis

### **Task 4 – Economic & Fiscal Impact Analysis**

Our economic and fiscal impact analysis would be based on our evaluation of the potential utilization detailed in our market study. Specifically, our role will be to:

- Investigate the potential to which labor and materials from within the market area will be used to complete the proposed conference/convention center.
- Estimate the economic impact from the direct spending of the construction of the facility.
- Estimate the economic impact from the direct spending of the operation of the proposed conference/convention center in the form of employing citizens from the market area and purchasing supplies from businesses in the area.
- Estimate the number of new jobs generated during the construction period and from operations.
- Estimate the direct spending of visitors to the proposed conference/convention center from outside of the market area. Examples of direct spending by visitors include additional retail spending, overnight lodging and hotel occupancy tax.
- Estimate the indirect spending that results from the direct spending being spent in the local economy.
- Estimate the fiscal impact to Lawrence including hotel occupancy tax, sales tax and property tax generated by the proposed conference/convention center.
- Following the completion of the economic impact analysis, we would prepare a separate letter report summarizing our findings and conclusions.

# SCOPE UNDERSTANDING: LEO A DALY

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LEO A DALY understands that the city of Lawrence, Kansas and the University of Kansas would like to investigate the development of a new convention center to serve the needs of both the university and the local community. LEO A DALY's role will be to develop a preliminary concept design study based on the community's goals for the facility and the results of the market feasibility study, site analysis and to assist the city in obtaining a preliminary cost estimate.

- LEO A DALY will participate in initial meetings with the stakeholders to determine the community goals for the project.
- LEO A DALY will develop a preliminary project program with recommended square footages based on the recommendations from the market and feasibility studies.
- A preliminary concept design will be developed based on the preliminary program defined above for the preferred site location as determined by the market study and city development team. Our design team will use a collaborative workshop/charrette process. By engaging both the design team and the key stakeholders including representatives for site management, operations, and regulations in the in-depth planning workshop, a solid consensus for the project direction can be determined. We have found this charrette-based approach critical to innovation as significant design opportunities are rapidly explored and established with confidence. Deliverables will include site plan, parking configuration, traffic pattern diagram, floor plan, massing studies -blocking stacking diagram for of each level, dominate building elevations, 3D graphic rendering, and preliminary building material selections to convey the design intent.
- In conjunction with the Design Concept Package, a Design Report will be produced which summarizes the decisions reached and documents basic project statistics, (i.e., project description, preliminary area calculations indicating gross and usable areas, number of parking spaces, code constraints, table of contents for performance specifications).
- LEO A DALY will assist the Owner in obtaining preliminary cost estimates through a 3rd party cost estimator/contractor familiar with the price structure in your local market.

Your project will receive the exclusive perspective of experienced designers who understand your business. Our team recognizes how conference centers attract new business to your community including business travelers, professional groups, exhibitions, trade shows and other regional events. An integral component of a city's economy, it should be designed to provide a variety of options to serve the needs of the community and the needs of convention and meeting planners. We will work with you to develop customized solutions for your community, using proven processes for design and documentation.

# SCOPE UNDERSTANDING: LEO A DALY

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Our clients appreciate our design talent, attention to detail, thoroughness of our documents and communication skills. What this mean to you is that we value our relationship with you and will do what it takes to meet your goals for a successful project. The heart of our practice is built on successful, long-term client relationships. Each project presents an opportunity for LEO A DALY to obtain our most valuable asset—clients for life.

## COST ESTIMATING

At the Kick Off of the project, we will work with the team to define the project priorities and expectations. We will work with a third-party—contractor, cost estimator or Construction Manager to develop the concept level cost estimate.

We prefer the contractor/cost estimator to be involved early in the process, so that the design responds to cost effective means and methods for construction ensuring the best value for the client's dollars. Open communication and active coordination is essential to the success of the project.

## 3D VISUALIZATION

Key to the LEO A DALY Concept Design approach is the use of 3D visualization tools. The use of physical models, three-dimensional models, and interactive panoramic images and videos will be used to adequately represent and explore the concept design. Of these common LEO A DALY team visualization tools, the specific tools used for this project will be based on those most effective for the communication and exploration of the design.

## CONCEPT PLANNING

Using the finalized planning modules created during the Architectural Space Programming effort, the LEO A DALY team will quickly develop test 'fit plan' diagrams to rapidly explore a range of planning approaches for current and future needs. Fit plans will assess efficiencies, adjacencies, work group organization, future planning flexibility. As a part of the initial concept planning effort, each concept plan will be developed to include Preliminary Phasing Diagram, Preliminary Expansion Diagrams, and Order of Magnitude Cost Projection.

# SCOPE UNDERSTANDING: LEO A DALY

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## OPTION ANALYSIS AND FEASIBILITY ASSESSMENT

The concept plan options will be analyzed for efficiency, future expansion, needs met, and capital and operational cost efficiencies. The analysis of each option will include a study of advantages, operational constraints, staffing efficiency, safety and security and long-term serviceability to the owner.

## SUSTAINABILITY ASSESSMENT

Throughout this effort, the LEO A DALY team will collaborate with you to establish potential energy efficiency and sustainability goals. We will develop a sustainability assessment of the final Feasibility Study concept based on the established sustainability guidelines. As this needs assessment and feasibility study effort represents the foundation of a construction project scope, decisions made at this early point will greatly impact the final facility's sustainability level.

# DESIGN PHILOSOPHY

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## UNIQUE NATURE OF PLACE

We believe that every project site has inherent character, a unique geography and ecology. We seek to reveal the purpose and place that lies within the site from which we can script an individual set of experiences. These experiences most often take their cues from the history and culture of the region. We think that the emerging style and character that informs experiences should be unique to a time and place. We are in the business of crafting memorable, comfortable places, no matter what the context.

Sustainability is a term that is now associated with nearly every project on our planet. Long before the trends of “green design” came along, we were practicing sustainable design. It is part of our “Design DNA” to approach each opportunity with an approach that honors the land and the surrounding environment and through innovation; we seek to achieve value for our clients in being efficient with natural resources.

***“The great design and architecture at the Condado and El Conquistador will differentiate our company and our brand from others in the industry. That’s why we chose LEO A DALY. The measurable difference is what the company can provide over other firms that are not at the same level of quality, creativity, or ingenuity.”***

Barry Lewin, Executive Vice President  
Blackstone Real Estate Advisors

## PASSION

Our passion is to see people discover places that resonate with their lifestyle and make them want to come back time and again. We have no signature style attributable to our designs. Instead, we approach each project as an opportunity to create something unique to the specific location and culture that is both exquisite and memorable. We believe our client will share our passion. Our goal is our client’s success in generating business, excitement, and enthusiasm about their property.

Our passion is tied to not only meeting, but exceeding our client’s expectations. It is our belief that our designs will add value to your business. In the pursuit of doing what we are passionate about, we build trust and mutual respect with our clients. Our many long-term clients are testimony to our success.

## COLLABORATION

While our business is architecture and interior design, we can only create great places through a collaborative process. We are internally collaborative, but we also revel in every opportunity to combine our design expertise with other talented professionals. It is in this collaboration, that we are able to achieve the best possible solutions for design challenges. The combination of creative and technical expertise we have within LEO A DALY, provides an ideal framework for the overall design team and heightens our ability to work well with outside resources. Our world-wide experience has led us to select like-minded and equally experienced collaborators for our projects.

The most important part of our collaborative process involves our clients. We seek to engage our clients in the design process as early as possible and to make them part of the exploration of solutions. This contributes to a lasting relationship, where working through the creative process is the foundation. Collaboration also enables us to be flexible in all stages of a project, anticipating change and the dynamics of the process. We know the results are destined to be far better when our clients are an integral part of the design process.

## LISTENING

One of the key elements of project success is listening. We listen carefully, not only to what the program contains, but what it means to the client. This is a critical factor in assessing what is seen but also what is unseen, the important cultural and regional factors that will shape the outcome of the design solution. We are well-travelled and knowledgeable about many places and cultures but no one knows their project and their prospective stakeholders and guests as well as you do. We endeavor to glean that knowledge and insight at every opportunity throughout the design process.

# PROJECT APPROACH

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## TEAMWORK

We view clients, client representatives, stakeholders, employees, and community partners as an integral part of the team. The foundation of our process is collaborating with our client to understand their goals with respect to return on investment, functionality, style, budget, and schedule.

Our designers are committed to the success of our client's developments and bring specific experience, major hotel brands, and financial partners. We understand design standards and government approval processes and will work with you and your partners to create a design that meets your goals.

The LEO A DALY project team will be involved with our client from kick-off and project planning through project completion. This continuity best serves our client's interest so the goals, direction, and design intent remain intact throughout the entire process.

As a large firm, we have the internal staff and resources to meet all needs.

## APPROACH

Our approach is to work with our clients and their representatives to create customized design solutions. With their goals and the needs of their guests in mind, we work with them to develop the ideal guest experience. We strive to create memorable moments for guests to discover the unexpected and be inspired.

Our client's goals are our top priority. We understand that conference/convention centers and hospitality developments can have competing objectives—style vs. aesthetics, operations vs. durability, schedule vs. budget, desired use types vs. potential profitability. We work with our clients to balance these objectives and exceed their expectations.

## PROCESS

Our proven processes maximize coordination throughout planning design and delivery to ensure that our client's receive a quality development that serves their needs for years to come.

- Understand the client's vision
- Understanding of community objectives
- Research the market, locale, and available products, services, and prices
- Evaluate market study results/programming recommendations
- Systematic approach for planning process approvals and quality control
- Creating "what if" scenarios for discussion
- Use of current, real-world cost information to design to your budget

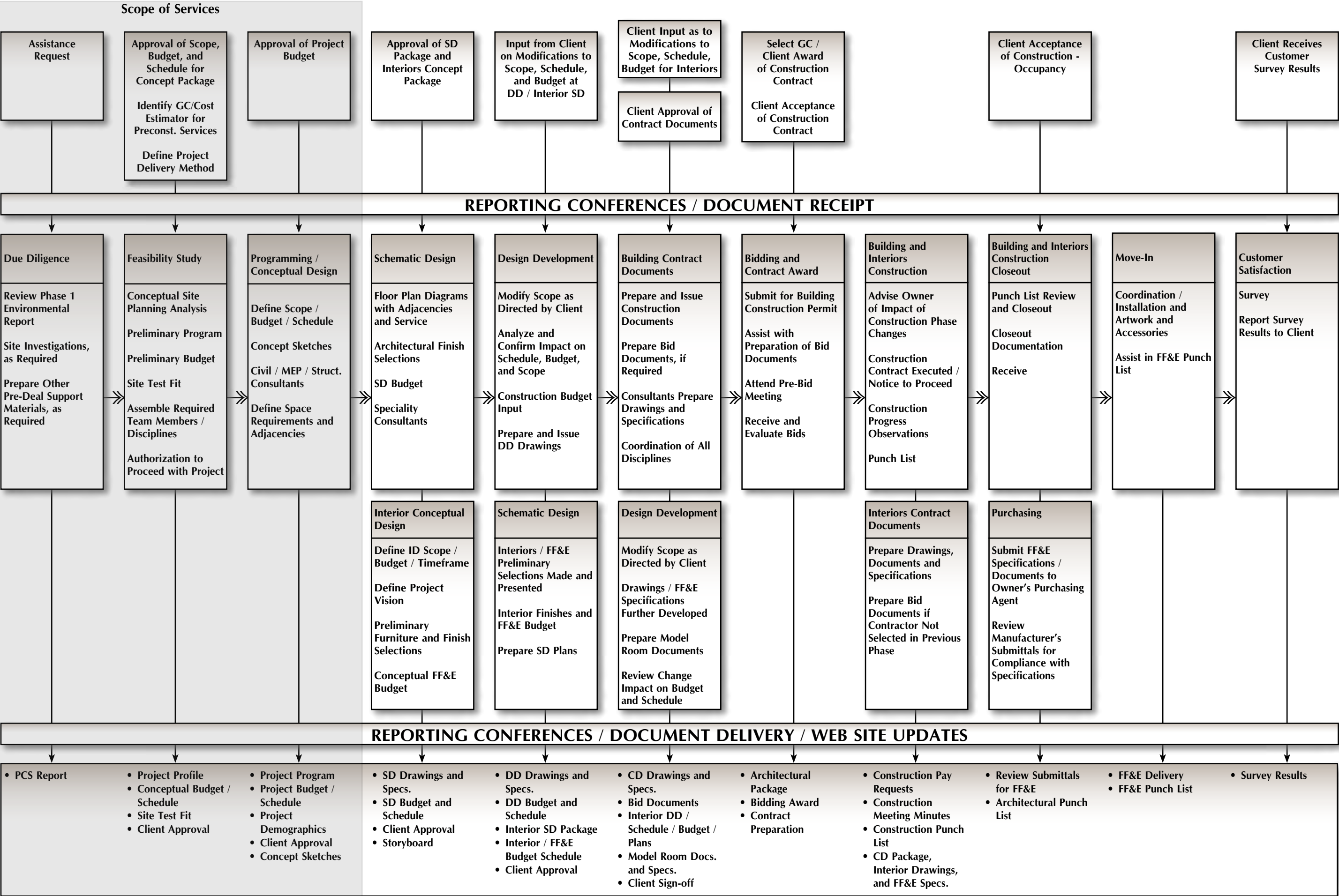
CLIENT

PROJECT PROCESS

LEO A DAILY

JOINT INTERIORS / ARCHITECTURE

DELIVERABLES



NEW CONSTRUCTION

# SUSTAINABILITY DELIVERS RETURNS

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LEO A DALY is committed to the fundamental principles of sustainable design. Since the inception of the U. S. Green Building Council (USGBC) and the LEED® Building Certification Program, LEO A DALY has been an active participant and supporter in the sustainable design initiative. LEO A DALY is a corporate member of the USGBC and our key design professionals have attended LEED® sponsored training workshops.

Today we have more than 150 LEED® Accredited Professionals firm-wide and 50 projects that have achieved LEED® certification (including 22 at the Gold level) and two Platinum projects. Projects such as our Florida Atlantic university, Engineering and Computer Science and Florida Gulf Coast University College of Arts and Sciences (Academic 7) (recipients of a LEED-NC® Platinum certification) showcase our firm's passion and expertise in sustainable design. LEO A DALY takes a comprehensive, integrated design approach to sustainability, recognizing that it is not only about energy efficiency, but also involves minimizing site disturbance and encouraging alternative transportation; efficient material and resource use, including recycling products used by the occupants and using recycled products for the building materials; providing a healthy indoor environment; and reducing water consumption. Our design team also assesses life-cycle costs to determine the most cost-effective and sustainable solutions and has extensive experience in providing sustainable solutions that are the most economical over the life of the facility. We provide a holistic delivery process and work closely with the contractor, government, and the using agencies to deliver the most effective and sustainable renewal solution possible.

LEO A DALY currently has more than 100 LEED® Registered projects, many of which are targeting a LEED®-Silver certification or higher. Eco-charrettes and ongoing sustainability reviews ensure these projects implement the synergies and strategies required to achieve the highest level of sustainability for the least life-cycle cost. As an example, typically a whole-building, computer-simulated energy model of the building is created to assist the design team in determining the most effective strategies for energy efficiency.

## B – PROJECT SCHEDULE, FEES AND MANAGEMENT PLAN

### PKF CONSULTING USA

#### Schedule & Fees

The following table presents the Project Schedule for the scope of work to be completed by PKF Consulting USA.

<b>Project Schedule &amp; Fees - PKF Consulting USA</b>		
<b>Market and Feasibility Analysis Services</b>		
<b>Lawrence, Kansas</b>		
<b>Tasks</b>	<b>Timing</b>	<b>Fees*</b>
<b>Task 1 - Market Analysis</b>	<b>6 to 8 weeks</b>	<b>\$20,000</b>
<b>Task 2 - Financial Analysis</b>	<b>2 to 3 weeks</b>	<b>\$5,000</b>
<b>Task 3 - Written Report</b>	<b>2 to 3 weeks</b>	<b>\$5,000</b>
<b>Task 4 - Economic Impact Study</b>	<b>1 to 2 weeks</b>	<b>\$5,000</b>
<b>Total</b>	<b>3 to 4 months</b>	<b>\$35,000</b>
<b>* Fees include all out-of-pocket expenses.</b>		

The fees quoted above are for the scope of work as outlined herein. We will not exceed these amounts without your prior written consent. Should the scope of the engagement change, we will discuss these changes with you and the potential adjustment to our fees.

Should you decide to discontinue our study for any reason, upon written notification we will immediately stop work, with our fee based upon actual man-hours expended and out-of-pocket expenses incurred to date.

Firm policy requires a retainer of **\$15,000** prior to the commencement of the engagement. We will invoice for the remaining fees at the end of the market study with all invoices due and payable upon presentation.

#### Management Plan

Our team would start the project with a kick-off meeting with representatives of the City of Lawrence and the University of Kansas and the Project Team to obtain its vision for the project, to coordinate logistics, identify important contacts, confirm appropriate chain-of-command reporting and coordinate other important items. While we will keep you informed as we complete each Task, PKF will present its findings at the end of each Task by telecommunications and ask for the City and University and its Project Team's approval to move forward with the next Task. We would be prepared to attend one public meeting for the City of Lawrence if needed to present our findings. Other meetings are not included and would require additional fees. Communication with the City and University and its Project Team is a high priority for our team.

## LEO A DALY

### Schedule & Fees

The following table presents the Project Schedule and Fees for the Conference Center scope of services to be completed by LEO A DALY. The lump sum fee for the scope defined herein is **Twenty Five Thousand Dollars (\$25,000.00)**. Services shall be billed on a monthly basis for the portion of the services completed. Services shall be completed in accordance with **LEO A DALY General Conditions of Agreement**.

Task	Timing <sup>1</sup>	Fee <sup>2</sup>
Conference Center		
• Program Development/ Concept Design	4-6 weeks	\$25,000.00
Conference Center Total	4-6 weeks	\$25,000.00

<sup>1</sup> Schedule is anticipated to begin concurrently with PKF- Task 4 above.

<sup>2</sup> Fee includes up to \$5,000.00 for expenses

In the event that the feasibility study recommends additional use types such as a hotel, a concept design for such uses may be prepared upon Owner's request, if desired, as a Change of Service.

**Reimbursable expenses:** Normal expenses as defined in the attached **LEO A DALY General Conditions of Agreement** up to \$5,000 are included in the proposed base fee. Additional expenses, if required, will be added to the above base fees and billed as a reimbursable expense.

**Change of Service:** Services that are required of LEO A DALY that are not defined in the scope of work above shall be considered a change of service. Prior approval from the Owner will be received before any additional services are executed.

**Rates for Hourly Services:** Where services are provided on an hourly basis, the work will be invoiced at two and one half (2.5) times the Direct Personnel Expense of employees engaged in performing these services. The rates billed will not exceed amounts indicated below per category.

<u>Billing Category</u>	<u>Hourly Rate</u>
Principal	\$224
Project Manager	\$168
Senior Professional	\$147
Professional	\$116
Pre-Professional	\$95
Technician	\$81
Administrative	\$70

The above rates shall be escalated by 4% per year for services not completed within twelve (12) months of date of agreement.

**Management Plan:** Leo A Daly will participate in the kick-off meeting with representatives of the City of Lawrence, the University of Kansas and the Project Team to understand the goals and vision for the project. Upon completion of the feasibility study and selection of the preferred site, Leo A Daly will prepare a project program and conduct a design charrette with the Project Team to develop a concept design based on the recommendations of the study. In the event that the feasibility study recommends additional uses, Leo A Daly will provide concept design services for the recommended hotel upon approval of the hotel scope and fees by the Owner. Using our proven processes for design delivery, Leo A Daly will communicate regularly with the project team at each milestone of the concept design including program development, concept development and assisting the Owner in obtaining a preliminary construction cost estimate. Communication will be through web-based meetings at the end of each milestone.

## **LEO A DALY - GENERAL CONDITIONS OF AGREEMENT**

**Standard of Care:** LEO A DALY shall perform its services consistent with the professional skill and care ordinarily provided by architects; practicing in the same or similar locality under the same or similar circumstances. LEO A DALY shall perform its services as expeditiously as is consistent with such professional skill and care and the orderly progress of the Project.

**Limits of Liability:** LEO A DALY's services, as limited by the Owner, are performed with the usual thoroughness and competence of the Design professions providing services for projects of a similar size and scope. No warranty or other representation, either expressed or implied, is included or intended in LEO A DALY's proposals, contracts, reports, designs, and other services including, without limitation, warranties of fitness or merchantability which are hereby disclaimed. In retaining LEO A DALY's services, the Owner expressly agrees that in all cases, LEO A DALY's liability shall be limited solely to its negligent acts, errors or omissions. LEO A DALY's liability to the Owner for injury or damage to persons or property arising out of services performed for the Owner and for which legal liability may be found to rest upon LEO A DALY, other than for professional errors and omissions, will be limited to recovery from LEO A DALY's general liability insurance coverage. For any damages resulting from LEO A DALY's negligent acts, errors or omissions in rendering professional services, its liability will be limited to the sum of Twenty Thousand Dollars (\$20,000) or ten percent (10%) its fee, whichever is less. Owner agrees that in no event will it make a claim against LEO A DALY after the expiration of four years from the substantial completion of LEO A DALY's services hereunder, or the expiration of two (2) years from the date the Owner knew or should have known of said claim, whichever shall first occur. Following such date, all such Owner claims, if any, known or unknown, shall be deemed to be and are hereby waived. To the extent that any applicable statute of limitations provides for a shorter period of time, such shorter time period shall control. In the event the Owner makes a claim against LEO A DALY at law or otherwise, for any alleged error, omission or other act arising out of the performance of its professional services, and the Owner fails to prove such claim, then the Owner shall pay all costs incurred by LEO A DALY in defending itself against the claim, including but not limited to, attorney's fees, experts' fees, consultants' fees, and the cost of employees' time expended on the claim.

In the event of a claim against LEO A DALY and its consultants arising out of or in any way related to the negligence or other liability of the Owner, the Contractor or any others associated with or related to the Owner's project, the Owner shall indemnify and hold LEO A DALY and its consultants harmless from and against such claim and any associated liability or expense including but not limited to, attorney's fees, experts' fees, consultants' fees, and the costs of employees' time expended on the claim.

**Dispute Resolution:** In any effort to resolve any conflicts that arise during the design or construction of the project or following the completion of the project, the Owner and LEO A DALY agree that all disputes between them arising out of or relating to this Agreement shall be submitted to nonbinding mediation unless the parties mutually agree otherwise.

The Owner and LEO A DALY further agree to include a similar mediation provision in all agreements with independent contractors and consultants retained for the project and to require all independent contractors and consultants also to include a similar mediation provision in all agreements with subcontractors, sub-consultants, suppliers or fabricators so retained, thereby providing for mediation as the primary method for dispute resolution between the parties to those agreements.

**Billing:** Statements are issued when appropriate and shall be payable to LEO A DALY Company (Architect) upon receipt, whenever issued, unless otherwise agreed. No deductions shall be made from LEO A DALY's compensation on account of Owner's discretion, penalty, liquidation damages or other sums withheld from payments to contractors, or on account of the cost of changes in the Work other than those for which LEO A DALY has been adjudged to be liable. Interest at one percent (1%) per month accruing from the date of statement shall be payable on any amounts not paid within thirty (30) days. All payments thereafter shall be applied first to accrued interest on the fees and reimbursable expenses and then to the principal unpaid amount. Any costs incurred in collecting any of the above amounts which become delinquent shall be paid by the Owner upon demand, including but not limited to, attorney's fees and the cost of employees' time expended on the collection.

Records of Reimbursable Expenses, of expenses pertaining to a Change in Services or Additional Services, and of services performed on the basis of hourly rates or a multiple of Direct Personnel Expense shall be available to the Owner or the Owner's authorized representative in the office of LEO A DALY at mutually convenient times. Expenses incurred by LEO A DALY in furnishing the Owner or the Owner's authorized representative with copies of such Records shall be a Change in Services or Additional Service.

**Reimbursable Expenses:** Reimbursable expenses are in addition to the compensation for personnel time and include actual expenditures made in the interest of the job, such as those for transportation, mileage, living expenses in connection with out-of-town travel, long distance communications, fees for any government approvals needed for the job, expenses for reproductions, film/digital photography, expense of postage and handling of drawings, specifications and other documents, expense of conversion of drawings to AutoCad, expense of computer-aided design/drafting (CAD) and data processing equipment, expense of any renderings, models or animations, and any similar expenses made in the interest of the job. The above expenses shall be reimbursable at one point one (1.1) times actual cost.

Should renderings, models or animations be required as a part of LEO A DALY's services where such renderings, models or animations are provided by an entity other than LEO A DALY and should such entity require an initial payment prior to initiating its services, LEO A DALY shall invoice Owner for such services prior to the initiation of the service as required to fund the initial payment amount required to initiate the work. It is understood by the Owner that without payment by the Owner of the initial payment, LEO A DALY will be under no obligation to initiate the work.

## **C – PREVIOUS EXPERIENCE**

### **PKF Consulting USA Qualifications**

PKF Consulting USA (“PKF”) is a division of Colliers International (Nasdaq:FSRV), the third largest real estate services firm in the World. PKF is a national firm of management consultants, appraisers, real estate brokers and industry specialists who provide a full range of services to the hospitality and tourism industries. Headquartered in San Francisco, the Firm has offices in Boston, New York, Philadelphia, Portland, Atlanta, Miami, Jacksonville, Washington, D.C., Houston, Dallas, Indianapolis, Los Angeles, Seattle, Sacramento, and Bozeman with nearly 100 professionals and support staff.

Our Firm is comprised of three integrated divisions which provide consulting, brokerage and research services to the hospitality industry.

#### **1. Consulting**

Our consulting group provides advisory services and industry expertise to help our clients in planning, developing, managing, financing, problem-solving, improving operations, and valuing hotels and other hospitality assets. Our engagements range from [hotel market and financial](#) feasibility studies to investment structuring, and from [hotel appraisals](#) to asset management.

Our consulting group is constantly providing clients both large and small with the most constructive and valuable advice in the industry, performing feasibility and market studies, acquisition due diligence and valuations involving hotels, resorts, restaurants, golf courses, and a variety of mixed-use developments and other hospitality products. We have the distinct advantage of being the only hospitality consulting firm with its own, proprietary database of U.S. hotel financial statistics.

#### **2. Brokerage**

PKF’s brokerage group, Colliers International Hotels (“CIH”), serves the investment market primarily as exclusive agents for owners/sellers managing the sale and disposition process. The team members of CIH have extensive backgrounds in hotel and resort transactions as well backgrounds in hotel consulting and operations. CIH’s presentation of prospective hotel investments reflects a thorough understanding of hotels, their branding/affiliations, management issues, operating margins, market dynamics, and capitalization.

Our [hotel brokerage](#) team has been retained for other services that include specific buyer-representation assignments, RFPs (Request for Proposals) for management organizations, executing ground leases, development financing, joint venture partnerships, and land sales. The scope of our business includes all tiers of the lodging industry including hotels and resorts, vacation-ownership, residential/hotel mixed-use, conference centers, and recreational facilities.

Because of its close working relationship with the consulting and research groups of PKF, our dedicated lodging brokerage platform offers clients an unparalleled level of market knowledge with a proven track record of sales and marketing successes.

### **3. Research**

PKF Hospitality Research owns the database for *Trends® in the Hotel Industry*, the statistical review of U.S. hotel operations which first appeared in 1935 and has been published every year since. PKF's professionals use the *Trends®* database to assist their clients in making informed decisions. In addition, the *Trends®* data is used to produce custom financial reports for clients that enable them to [benchmark hotel revenues, expenses, and profits](#).

Beginning in 2007, PKF unveiled its powerful *Hotel Horizons®*, an economics-based [hotel forecasting](#) model that projects five years of supply, demand, occupancy, ADR, and RevPAR for the U.S. lodging industry. *Hotel Horizons®* reports are published on a quarterly basis for 50 markets and six national chain-scales.

With a long-standing tradition of tracking and forecasting the lodging industry, our Research Group has the technical capacity to conduct custom research, the analytical skills to interpret the data, and the access necessary to gather confidential performance information from the industry.

### **4. PKF Consulting USA Services**

- Asset Management and Management Company Selection
- Real Estate Appraisals and Business Valuation
- Market and Financial Feasibility Studies
- Litigation Support and Expert Testimony
- Acquisition Due Diligence
- Operational Studies
- Tourism and Recreational Studies
- Resort and Recreation Services
- Conference, Convention, and Public Assembly Facilities
- Financial Benchmarking
- Econometric Forecasting
- Custom Research
- Transaction (brokerage) Advisory Services
- Development Financing

Given the historical role of PKF Consulting USA in the hospitality and real estate industries, and our knowledge of the local markets, we are of the opinion that there is no firm that can provide the services available through PKF. More background and information on our Firm can be obtained from our web site at [www.pkfc.com](http://www.pkfc.com).

**PKF Consulting USA**  
**Hotel & Convention/Conference Center References**  
**Projects Completed by the Houston Office**  
**2009 to 2013**

1. Mr. Steve Moffett  
Garfield Traub  
c/o City of McKinney  
13455 Noel Road, Suite 2150  
Dallas, Texas 75240

(972) 716-3843  
[smoffett@garfieldtraub.com](mailto:smoffett@garfieldtraub.com)

Hired by Garfield Traub to complete a market study for a hotel and conference center for the City of McKinney.

2. Mr. Larry Buehler  
City of Alvin  
216 West Sealy  
Alvin, Texas 77511

(281) 388-4200  
[lbuehler@cityhall.cityofalvin.com](mailto:lbuehler@cityhall.cityofalvin.com)

Hired by Morris Architects to complete a site selection, market study and financial gap analysis for a conference center for the City of Alvin.

3. Mr. Doug Goff  
Johnson Development Corp.  
c/o City of Sugar Land  
5005 Riverway, Suite 500  
Houston, Texas 77056

(713) 960-9977  
[doug@johnsondev.com](mailto:doug@johnsondev.com)

Completed a market study and financial gap analysis for a hotel and conference center at the historic Imperial Sugar plant site in Sugar Land, Texas. Also provided assistance in identifying potential developers/management companies for the project.

4. Mr. Dan Nip, CPA  
Global Century Development  
11205 Bellaire Boulevard, Suite B33  
Houston, Texas 77072

(281) 568-8388  
[dnip888@sbcglobal.net](mailto:dnip888@sbcglobal.net)

Completed a market study, financial gap analysis and economic impact study for a 1,000-room convention center hotel in downtown Houston, Texas.

5. Mayor Wayne McCullen  
City of Natchitoches  
P.O. Box 37  
Natchitoches, Louisiana 71457

(318) 352-2772  
[mayorwmccullen@ci.natchitoches.la.us](mailto:mayorwmccullen@ci.natchitoches.la.us)

Completed a market study and financial gap analysis for a hotel to be located adjacent to the existing Natchitoches Conference Center. Also, managed an RFQ process for the City to identify a potential developer for the hotel project.

6. Ms. Diane Probst  
Rockport-Fulton Area Chamber of Commerce  
404 Broadway  
Rockport, Texas 78382

(361) 729-6445  
[president@1rockport.org](mailto:president@1rockport.org)

Completed a site selection, market study and economic impact study for a conference center to be located in Rockport, Texas.

7. Mr. R. A. (Mickey) Deison  
Conroe Industrial Development Corporation  
307 North San Jacinto  
Conroe, Texas 77301

(936) 756-1813  
[radeison@bgdlaw.net](mailto:radeison@bgdlaw.net)

Completed a site selection, market study, financial gap analysis, economic impact study and RFQ process for a conference center hotel in Conroe, Texas.

8. Mr. Phillip A. Ray  
Texas A&M University  
Rudder Tower, 8<sup>th</sup> Floor  
1181 TAMU  
College Station, TX 77843

(979) 862-7777  
[pray@tamu.edu](mailto:pray@tamu.edu)

Completed a site selection, market study and financial gap analysis for a full-service hotel and conference center adjacent to Texas A&M University in College Station, Texas.

9. Ms. Charmelle Garrett  
City Manager  
City of Victoria  
P.O. Box 1758  
Victoria, Texas 77902

(361) 485-3030  
[chgarrett@victoriatx.org](mailto:chgarrett@victoriatx.org)

Completed a site selection, market study, financial gap analysis and economic impact study for a hotel and conference center in Victoria, Texas. Also, identified three potential developers for the project.

10. Mr. Gregg Gothreaux  
President & CEO  
Lafayette Economic Development Authority  
211 East Devalcourt Street  
Lafayette, Louisiana 70506

(337) 593-1416  
[gregg@lafayette.org](mailto:gregg@lafayette.org)

Completed a market study, financial gap analysis and economic impact study for the expansion of the existing convention center and the addition of a full-service hotel.

11. Mr. Ray De Los Santos, Jr.  
City Manager  
City of Alice  
500 East Main Street  
Alice, Texas 78333

(361) 668-7210  
[raydelossantos@cityofalice.org](mailto:raydelossantos@cityofalice.org)

Completed a site selection, market study, financial gap analysis and economic impact study for a select-service hotel and conference center, which was part of a mixed-use development that also included a natatorium, leisure pool and outdoor amphitheater.

12. Mr. Edward R. Jones  
Mayor  
City of Grambling  
P.O. Box 109  
Grambling, Louisiana 71245

(318) 247-6120  
[ejones@cityofgrambling.com](mailto:ejones@cityofgrambling.com)

Completed a site selection, market study and financial gap analysis for a hotel and conference center to be located adjacent to Grambling State University in Grambling, Louisiana.

13. Mr. Mark McDaniel  
City Manager  
City of Tyler  
212 North Bonner  
Tyler, Texas 75702

(903) 531-1250  
[mmcdaniel@tylertexas.com](mailto:mmcdaniel@tylertexas.com)

Completed a site selection, market study and financial gap analysis for a full-service hotel and conference center and an arena in Tyler, Texas. The study was completed in conjunction with Garfield Traub who was engaged as the Project Manager / Developer for the project.

14. Mr. Don Hastings  
City Manager  
City of Midlothian  
104 West Avenue E  
Midlothian, Texas 76065

(972) 775-7195  
[don.hastings@midlothian.tx.us](mailto:don.hastings@midlothian.tx.us)

Completed a site selection, market study, financial gap analysis and economic impact study for a select-service hotel to be built adjacent to the existing Midlothian Convention Center.

15. Ms. Kimm Thomas  
Director of Tourism & Cultural Services  
City of Huntsville  
1212 Avenue M  
Huntsville, Texas 77340

(936) 291-9726  
[kthomas@huntsvilletx.gov](mailto:kthomas@huntsvilletx.gov)

Completed a site selection, market study and financial gap analysis for a select-service hotel and conference center in Huntsville, Texas.

16. Ms. Dawn Ullrich  
Executive Director  
Houston First Corporation  
1001 Avenida de las Americas  
Houston, Texas 77010

(713) 853-8083  
[dawn.ullrich@houstonfirst.com](mailto:dawn.ullrich@houstonfirst.com)

PKF completed quarterly forecasts of Hotel Occupancy Taxes for the City of Houston to estimate potential HOT collections which would support the bonds associated with the Hilton Americas Convention Center Hotel. These forecasts were completed in 2008, 2009, 2010, 2011, 2012 and 2013. PKF is scheduled to complete these projections for 2014.

17. Mr. Chris Janning  
Senior Vice President  
First Southwest Company  
325 North St. Paul Street, Suite 800  
Dallas, Texas 75201

(214) 953-4042  
[christopher.janning@firstsw.com](mailto:christopher.janning@firstsw.com)

PKF completed 30-year forecasts of Hotel Occupancy Taxes for the City of Irving. Our engagement was with First Southwest Company, bond counsel for the City of Irving. These forecasts have been completed four times. In 2008, PKF completed these forecasts in support of the Irving Convention Center, which opened during 2011. PKF completed similar forecasts in 2009, 2010, 2011 and 2013 in support of an Entertainment District to be located adjacent to the Convention Center.

18. Mr. Warren Unsicker, CEcD  
Broken Arrow Economic Development Corporation  
210 North Main Street, Suite C  
Broken Arrow, Oklahoma 74012

(918) 893-2113  
[Warren.Unsicker@baedc.com](mailto:Warren.Unsicker@baedc.com)

Completed a site selection, market study and financial gap analysis for a select-service hotel and conference center to be located in Broken Arrow, Oklahoma. PKF also assisted Broken Arrow with the evaluation of the proposals that were submitted in response to a subsequent RFP process.

19. Julie M. Johnston  
City Administrator  
City of Dickinson  
4403 Highway 3  
Dickinson, Texas 77539

(281) 337-6204  
[jjohnston@ci.dickinson.tx.us](mailto:jjohnston@ci.dickinson.tx.us)

Completed a site selection, market study and economic impact analysis for a full-service hotel and conference center to serve the Bay Area in Houston, Texas. The study was completed in conjunction with Garfield Traub who was engaged as the Project Manager / Developer for the project.

20. Ms. Jordan Matney  
Economic Development Corporation Manager  
City of Live Oak  
8001 Shin Oak  
Live Oak, Texas 78233  
210-653-9140, ext. 286  
[jmatney@liveoaktx.net](mailto:jmatney@liveoaktx.net)

Completed a site selection, market study and financial gap analysis for a select-service hotel and conference center to serve the Northeast San Antonio Metrocom in Live Oak, Texas.

21. Ms. Max Duplant  
Chief Financial Officer  
City of Irving  
825 West Irving Boulevard  
Irving, Texas 75060

[mduplant@cityofirving.org](mailto:mduplant@cityofirving.org)

Completed a market study with financial projections and RFP selection process for a proposed convention center hotel to be developed adjacent to the existing Irving Convention Center in Irving, Texas.

22. Mr. Ben Modisett  
c/o City of Kerrville  
3908 Idlewild  
Austin, Texas 78731

(830) 370-9316  
[ben@caillouxfoundation.org](mailto:ben@caillouxfoundation.org)

Completed a site selection and market study with financial projections for a proposed hotel and conference center and an additional boutique hotel to be developed along the river frontage in Kerrville, Texas.

23. Mr. Carlos R. Villarreal  
City Manager  
City of Laredo  
1110 Houston Street  
Laredo, Texas 78040

(214) 261-3501  
[laredocarlos@yahoo.com](mailto:laredocarlos@yahoo.com)

Completed a site selection and market study with financial projections for a proposed hotel and conference center in Laredo, Texas.

24. Mr. Danny Booth  
Terrell Economic Development Corporation  
P.O. Box 97  
Terrell, Texas 75160

(972) 524-5704  
[danny@terrelltexas.com](mailto:danny@terrelltexas.com)

Completed a site selection and market study with financial projections for a proposed hotel and conference center in Terrell, Texas.

# COMPANY INFORMATION

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LEO A DALY is an internationally recognized, award-winning architecture, engineering, planning, interior design, and program management firm. We are consistently ranked among the top design firms in the world. With approximately 800 professionals in 27 offices worldwide, our diverse portfolio includes world-class projects in more than 87 countries, all 50 US states, and the District of Columbia.

Our goal, working closely with our clients, is to create exceptional projects that enhance and enrich the human experience. We succeed by providing exemplary design services, and by constantly exceeding our clients' goals and expectations.

Our firm has a long and rich history. Founded in 1915 by Leo A. Daly, Sr., we rose to national prominence for pioneering the use of interdisciplinary project teams to ensure maximum efficiency, coordination, communication, and client satisfaction. This practice quickly became the industry standard.

Today, under the leadership of Leo A. Daly III, FAIA, RIBA, FRAIA, our firm continues its legacy of innovative project delivery. We are proud of our heritage and that LEO A DALY's commitment to our clients and to design excellence is enhancing the built environment and our world community.



ABUDHABI • ATLANTA • AUSTIN • BENGHAZI • CHICAGO • COLLEGE STATION • DALLAS  
• DENVER • DOHA • FORT WORTH • HONOLULU • HOUSTON • ISTANBUL • LAS VEGAS  
LOS ANGELES • MIAMI • MINNEAPOLIS • OMAHA • RIYADH • SACRAMENTO • SAN ANTONIO •  
• SAN MARCOS • TAMPA • TRIPOLI • WACO • WASHINGTON DC • WEST PALM BEACH

LEO A DALY offers comprehensive services in a number of functional areas. The wide range of experienced professionals on staff allows us to form multidisciplinary teams that work with creativity and flexibility to meet the unique needs of each project.

## PLANNING

- Master Planning
- Environmental Analysis
- Infrastructure
- Laboratory Planning
- Land Planning
- Long-Range Facilities Planning
- Site Evaluation
- Transportation
- Urban Planning and Design

## ARCHITECTURE

- Programming
- Conceptual Design
- Design Development
- Construction Drawings and Specifications
- Coordination of Consultant Services
- Construction Negotiation and Bidding
- Construction Administration
- Post-Occupancy Evaluation
- Feasibility Studies
- Cost Estimating and Analysis
- Project Management
- Sustainable Design
- Security Analysis and Design

## INTERIOR DESIGN

- Programming and Space Planning
- Concept
- Schematic Design
- Furniture, Fixtures, & Equipment Selection
- Design Development
- Construction Document and FF&E Specifications
- Contract Administration
- Interior Architecture
- Project Management
- Feasibility Studies
- Graphic Design and Signage

## ENGINEERING

- Civil and Site
- Electrical Systems Design
- Energy Management
- Energy Modeling
- Fire Protection and Life Safety
- Industrial Refrigeration
- Infrastructure
- Landscape Design
- Lighting Design
- Mechanical and Plumbing
- Project Management
- Structural and Seismic
- Telecommunications
- Transportation and Transit
- Water and Waste Water

# HOSPITALITY CLIENT LIST

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Building long-standing relationships is key to our success. We work closely with our clients to make sure we understand their priorities and deliver experience that exceed their guest expectations. We have had the privilege of working with the following clients.

- Ashford Hospitality Trust
- Boyd Gaming Corporation
- Carlson Hotels Worldwide
- Champ Hospitality
- China Resources Group
- City of Irving, Texas/  
Mortenson Construction
- CNL Hospitality Corporation
- Coast Resorts, Inc.
- Delaware North Companies
- DuPont Hospitality
- DiamondRock Hospitality
- FelCor Lodging Trust
- Filmore Hospitality
- Goldman, Sachs & Company
- Hilton Hotels Corporation
- Host Hotels & Resorts
- Inland American Lodging Advisor, Inc.
- InterContinental Hotels Group
- Interstate Hotels & Resorts
- Jabal Omar Development Company
- JBG Companies
- Juno Development
- La Salle Hotel Properties
- Laurus Corporation
- Marriott International, Inc.
- Metropolitan Entertainment & Convention  
Authority/Shamrock Development
- Ocean Properties
- Omni Hotels
- Pyramid Advisors
- Redstone Companies Hospitality
- Remington Hotel Corporation
- Rexcorp Construction & Development, LLC
- RLJ Development, LLC
- Stanford Hotels Corporation
- Starwood Hotels & Resorts Worldwide
- SCS Advisors
- Sun America Investments
- The Blackstone Group
- The Donahoe Companies
- The John Hardy Group

# LARGE MEETING SPACE PROJECTS

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LEO A DALY understands the importance of working closely with private and public parties on a project. We have designed meeting spaces both large and small and appreciate the level of detail required for each one. Below is a list of meeting space we have completed.

Project List	Meeting Space
Phoenix Civic Plaza, Phoenix, AZ	900,000 sf
Minneapolis Convention Center Expansion, Minneapolis, MN	690,000 sf
Sheraton Dallas, Dallas, TX	260,000 sf
Bayfront Convention Center, Erie, PA	150,000 sf
Sheraton Denver Tech Center Hotel, Denver, CO	133,000 sf
El Conquistador Resort – Waldorf Astoria, Fajardo, PR	100,000 sf
Frenchman’s Reef and Morning Star Marriott Beach Resort, St. Thomas, U.S. Virgin Islands	60,000 sf
Vinoy Renaissance St. Petersburg Resort & Golf Club, FL	42,000 sf
The Condado Plaza Hilton Hotel, San Juan, PR	41,000 sf
City of Irving Convention Center Westin Hotel, Irving, TX	26,000 sf
Sheraton Premiere at Tyson’s Corner Hotel, VA	22,500 sf
City of Omaha Marriott Hotel (MECA), Omaha, NE	14,000 sf

## CONFERENCE AND EVENT CENTER PROJECTS



**Albany Hilton Garden Inn Hotel and Conference Center**  
*Albany, Georgia*

**Casino Del Sol Resort, Spa and Conference Center**  
*Tucson, Arizona*

**CenturyTel Center**  
*Bossier City, Louisiana*

**College of St. Mary, Physical Activities Center**  
*Omaha, Nebraska*

**Condado Plaza Hilton Hotel**  
*San Juan, Puerto Rico*

**Dublin National Conference Center**  
*Dublin, Ireland*

**El Conquistador Resort and Conference Center**  
*Fajardo, Puerto Rico*

**Frenchman's Reef and Morning Star Marriott Beach Resort**  
*St. Thomas, Virgin Islands*

**Fronner Park Exposition and Events Center**  
*Grand Island, Nebraska*

**Green Energy Futures Park Exhibition and Conference Center**  
*Boulder, Colorado*

**Hickory Ridge Marriott Conference Hotel**  
*Lisle, Illinois*

**Honolulu Convention Center - Proposed Design**  
*Honolulu, Hawaii*

**Jumeirah Beach Hotel Conference & Fitness Centers**  
*Dubai, United Arab Emirates*

**Lansdowne Resort & Conference Center**  
*Lansdowne, Virginia*

**Laredo Special Events Arena**  
*Laredo, Texas*

**Macau Entertainment Complex**  
*Macau, Hong Kong*

**Marriott Capitol District**  
*Omaha, Nebraska*

**Marriott Long Island Hotel and Conference Center**  
*Uniondale, New York*

**Melbourne Convention Center**  
*Melbourne, Australia*

**Minneapolis Convention Center**  
*Minneapolis, Minnesota*

**Minneapolis Convention Center Expansion**  
*Minneapolis, Minnesota*

**Phoenix Civic Plaza**  
*Phoenix, Arizona*

**Radisson Fort McDowell Resort and Convention Center**  
*Fountain Hills, Arizona*

**Salt Palace Convention Center (with MHTN Arch)**  
*Salt Lake City, Utah*

**Sanford Events Center**  
*Bemidji, Minnesota*



**Sanford Center**  
Bemidji, MN

**Sheraton Burlington Hotel & Conference Center**  
*Burlington, Vermont*

**Sheraton Dallas**  
*Dallas, Texas*

**Sheraton Denver Tech Center Hotel**  
*Greenwood Village, Colorado*

**Sheraton Premiere at Tyson's Corner Hotel**  
*Tyson's Corner, Virginia*

**Sioux Falls Convention Center**  
*Sioux Falls, South Dakota*

**Sioux Falls Convention Center, Site Master Plan**  
*Sioux Falls, South Dakota*

**Sul Ross State University, Multipurpose Center and Graves Pierce Renovation**  
*Alpine, Texas*

**Sul Ross State University, Pete P. Gallego Special Events Center**  
*Alpine, Texas*

**Texas A&M University, Reed Arena, Special Events Center**  
*College Station, Texas*

**University of Hawaii, Special Events Arena**  
*Honolulu, Hawaii*

**University of Nebraska, Devaney Sports and Events Center**  
*Lincoln, Nebraska*

**Vdara Hotel and Spa**  
*Las Vegas, Nevada*

**Vinoy Renaissance St. Petersburg Resort & Gold Club**  
*St. Petersburg, Florida*

**Wahoo Pavilion and Events Center**  
*Wahoo, Nebraska*

**Westin City of Irving Convention Center Hotel**  
*Irving, Texas*

# COMPREHENSIVE HOSPITALITY PROJECT LIST

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With a well-rounded team of experience designers, LEO A DALY understands your business challenges and industry trends. We design each project to meet our client's unique goals and vision and provide a property that will inspire guests to return time and again.

A comprehensive listing of hospitality projects is provided below.

## **Marriott International**

### **Autograph Collection**

- Long Boat Key Beachfront Resort, Long Boat Key, Florida

### **Ritz Carlton**

- The Ritz-Carlton Philadelphia; Philadelphia, Pennsylvania

### **JW Marriott Hotels & Resorts**

- JW Marriott Hotel Dubai; Dubai, United Arab Emirates
- JW Marriott Ihilani Resort and Spa at Ko Olina; Kapolei - Oahu, Hawaii

### **Marriott**

- Charlotte Marriott City Center; Charlotte, North Carolina
- Dallas/Addison Marriott Quorum by the Galleria; Dallas, Texas
- Dallas/Fort Worth Airport Marriott, Irving, Texas
- Dallas/Plano Marriott at Legacy Town Center; Plano, Texas
- Dallas Marriott Suites Market Center; Dallas, Texas
- Dallas/Fort Worth Marriott Hotel & Golf Club at Champions Circle; Fort Worth, Texas
- Denver Marriott City Center; Denver, Colorado
- Detroit Marriott Troy; Troy, Michigan
- Frenchman's Reef & Morning Star Marriott Beach Resort; St. Thomas, US Virgin Islands
- Hickory Ridge Marriott Conference Hotel; Lisle, Illinois
- Houston Airport Marriott at George Bush Intercontinental; Houston, Texas
- Irvine Marriott; Irvine, California
- Islandia Marriott Long Island; Islandia, New York
- Kaua'i Marriott Resort and Beach Club; Lihue, Kauai, Hawaii
- Los Angeles Marriott Burbank Airport; Burbank, California
- Marriott Beverly Hills; Los Angeles, California
- Marriott Capitol District; Omaha, Nebraska
- Marriott at Research Triangle Park; Durham, North Carolina
- Marriott Long Island Hotel and Conference Center; Uniondale, New York
- Minneapolis Marriott City Center; Minneapolis, Minnesota
- New Orleans Marriott Metairie at Lakeway; Metairie, Louisiana
- New York LaGuardia Airport Marriott; East Elmhurst, New York
- Pleasanton Marriott; Pleasanton, California
- Seaview Marriott Resort; Absecon, New Jersey
- Tallahassee Marriott Hotel, Condominiums and Parking Deck; Tallahassee, Florida
- The Eckington Hotel; Washington, DC
- Waikiki Beach Marriott Resort & Spa; Honolulu, Hawaii

# COMPREHENSIVE HOSPITALITY PROJECT LIST

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- Washington Marriott Wardman Park; Washington, DC

## **Renaissance**

- Renaissance Atlanta Waverly Hotel; Atlanta, Georgia
- Renaissance Austin Hotel; Austin, Texas
- Renaissance Denver Hotel; Denver, Colorado
- Renaissance Ilikai Waikiki Hotel; Honolulu, Hawaii
- Renaissance Nashville Hotel; Nashville, Tennessee
- Renaissance New Orleans Pere Marquette Hotel; New Orleans, Louisiana
- The Worthington Renaissance Fort Worth Hotel; Fort Worth, Texas
- Vinoy® Renaissance St. Petersburg Resort & Golf Club; St. Petersburg, Florida

## **Courtyard by Marriott**

- Courtyard Boston Downtown/Tremont; Boston, Massachusetts
- Courtyard by Marriott; Addison, Texas
- Courtyard by Marriott; Arlington, Texas
- Courtyard by Marriott; Arlington Heights, Illinois
- Courtyard by Marriott; Augusta, Georgia
- Courtyard by Marriott; Austin, Texas
- Courtyard by Marriott; Birmingham, Alabama
- Courtyard by Marriott; Columbus, Georgia
- Courtyard by Marriott; Cottonwood, Utah
- Courtyard by Marriott; Dearborn, Michigan
- Courtyard by Marriott; Detroit, Michigan
- Courtyard by Marriott; Greenville, South Carolina
- Courtyard by Marriott; Hartford, Connecticut
- Courtyard by Marriott; Herndon, Virginia

- Courtyard by Marriott; Huntsville, Alabama
- Courtyard by Marriott; Indianapolis, Indiana
- Courtyard by Marriott; Little Rock, Arkansas
- Courtyard by Marriott; Livonia, Michigan
- Courtyard by Marriott; Montgomery, Alabama
- Courtyard by Marriott; Philadelphia, Pennsylvania
- Courtyard by Marriott; Phoenix, Arizona
- Courtyard by Marriott; Plano, Texas
- Courtyard by Marriott; Reston, Virginia
- Courtyard by Marriott; Richmond, Virginia
- Courtyard by Marriott; Rockville, Maryland
- Courtyard by Marriott; Savannah, Georgia
- Courtyard by Marriott; Valley Forge, Pennsylvania
- Courtyard by Marriott; Wallingford, Connecticut
- Courtyard by Marriott-Airport South; Atlanta, Georgia
- Courtyard by Marriott-Atlanta Roswell; Roswell, Georgia
- Courtyard by Marriott-Executive Park; Atlanta, Georgia
- Courtyard by Marriott-Fairfax/Fair Lakes; Fairfax, Virginia
- Courtyard by Marriott-Fossil Creek; Fort Worth, Texas
- Courtyard by Marriott-Gwinnett Mall; Atlanta, Georgia
- Courtyard by Marriott-Houston Hobby Airport; Houston, Texas
- Courtyard by Marriott-Hunt Valley; Baltimore, Maryland
- Courtyard by Marriott-Julia Street; New Orleans, Louisiana

# COMPREHENSIVE HOSPITALITY PROJECT LIST

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- Courtyard by Marriott-Mall of Georgia; Buford, Georgia
  - Courtyard by Marriott-Marietta/Delk Road; Marietta, Georgia
  - Courtyard by Marriott-Marietta/Windy Hill; Atlanta, Georgia
  - Courtyard by Marriott-Medical Center; Atlanta, Georgia
  - Courtyard by Marriott-Norcross/Peachtree Corners; Norcross, Georgia
  - Courtyard by Marriott-Northlake; Atlanta, Georgia
  - Courtyard by Marriott-Perimeter Center; Atlanta, Georgia
  - Courtyard by Marriott-St. Charles; New Orleans, Louisiana
  - Courtyard by Marriott-Westport Plaza; St. Louis, Missouri
  - Courtyard by Marriott Allentown Bethlehem; Bethlehem, Pennsylvania
  - Courtyard by Marriott Birmingham Hoover; Hoover, Alabama
  - Courtyard by Marriott Crystal City; Arlington, Virginia
  - Courtyard by Marriott Dallas LBJ at Josey; Dallas, Texas
  - Courtyard by Marriott Dallas Northwest Highway at Stemmons; Dallas, Texas
  - Courtyard by Marriott Fort Worth/Bedford; Bedford, Texas
  - Courtyard by Marriott Houston West University; Houston, Texas
  - Courtyard by Marriott Houston Westchase; Houston, Texas
  - Courtyard by Marriott Oklahoma City Airport; Oklahoma City, Oklahoma
  - Courtyard by Marriott Overland Park-Metcalf; Kansas City, Missouri
  - Courtyard by Marriott Raleigh Cary; Cary, North Carolina
  - Courtyard by Marriott Raleigh North; Raleigh, North Carolina
  - Courtyard by Marriott San Antonio Medical Center; San Antonio, Texas
  - Courtyard by Marriott Tampa Westshore; Tampa, Florida
  - Courtyard by Marriott Washington Northwest; Washington, DC
  - Courtyard Columbia Downtown at USC; Columbia, South Carolina
  - Courtyard Fort Lauderdale Beach; Fort Lauderdale, Florida
  - Courtyard New York Manhattan/Fifth Avenue; New York, New York
  - Courtyard New York Manhattan/Midtown East; New York, New York
  - Courtyard Philadelphia Downtown; Philadelphia, Pennsylvania
- Residence Inns by Marriott**
- Residence Inn; Birmingham, Alabama
  - Residence Inn Allentown Bethlehem/Lehigh Valley Airport; Bethlehem, Pennsylvania
  - Residence Inn Arlington Courthouse; Arlington, Virginia
  - Residence Inn Atlanta; Atlanta, Georgia
  - Residence Inn Atlanta Kennesaw/Town Center; Kennesaw, Georgia
  - Residence Inn Burbank Downtown; Burbank, California
  - Residence Inn Charlottesville; Charlottesville, Virginia
  - Residence Inn Dallas Richardson; Richardson, Texas
  - Residence Inn Fair Lakes Fairfax; Fairfax, Virginia
  - Residence Inn Fort Worth Fossil Creek; Fort Worth, Texas
  - Residence Inn Hartford Manchester; Manchester, Connecticut
  - Residence Inn Houston-West University; Houston, Texas

# COMPREHENSIVE HOSPITALITY PROJECT LIST

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- Residence Inn Houston Westchase on Westheimer; Houston, Texas
- Residence Inn Irvine John Wayne Airport/ Orange County; Irvine, California
- Residence Inn Nashville Airport; Nashville, Tennessee
- Residence Inn Reno; Reno, Nevada
- Residence Inn San Antonio; San Antonio, Texas
- Residence Inn San Antonio Downtown/ Alamo Plaza; San Antonio, Texas
- Residence Inn Tucson Williams Centre; Tucson, Arizona

## **TownePlace Suites by Marriott**

- TownePlace Suites Corpus Christi; Corpus Christi, Texas
- TownePlace Suites Odessa; Odessa, Texas

## **Hilton**

### **Waldorf Astoria**

- El Conquistador Resort; Fajardo, Puerto Rico

### **Conrad**

- Conrad Condado Plaza Hotel & Casino; San Juan, Puerto Rico

### **Hilton**

- Hilton Arlington; Arlington, Texas
- Hilton Boston Back Bay; Boston, Massachusetts
- Hilton Dallas/Rockwall Lakefront; Rockwall, Texas
- Hilton Fort Worth; Fort Worth, Texas
- Hilton Greenville; Greenville, North Carolina
- Hilton Houston North; Houston, Texas
- Hilton Houston Westchase; Houston, Texas

- Hilton Irvine/Orange County Airport; Irvine, California
- Hilton Newark Penn Station; Newark, New Jersey
- Hilton Omaha; Omaha, Nebraska
- Hilton Ontario Airport; Ontario, California
- Hilton Orlando/Altamonte Springs; Altamonte Springs, Florida
- Hilton Phoenix East/Mesa; Mesa, Arizona
- Hilton Rockville; Rockville, Maryland
- Hilton St. Petersburg Bayfront; St. Petersburg, Florida
- Hilton Sacramento Arden West; Sacramento, California
- Hilton Santa Fe Historic Plaza; Santa Fe, New Mexico
- Hilton Squaw Peak Resort Timeshares; Phoenix, Arizona
- Hilton Washington Dulles Airport Hotel; Herndon, Virginia
- Kahala Hilton Hotel; Honolulu, Hawaii

### **DoubleTree**

- DoubleTree by Hilton Hotel Albuquerque; Albuquerque, New Mexico
- DoubleTree by Hilton Hotel at the Entrance to Universal Orlando; Orlando, Florida
- DoubleTree by Hilton Hotel Austin; Austin, Texas
- DoubleTree by Hilton Hotel Boston - Westborough; Westborough, Massachusetts
- DoubleTree by Hilton Hotel Dallas - DFW Airport North
- DoubleTree by Hilton Hotel Dallas - Market Center; Dallas, Texas
- DoubleTree by Hilton Hotel Los Angeles - Commerce; Commerce, California
- DoubleTree by Hilton Hotel Minneapolis - Park Place; Minneapolis, Minnesota

# COMPREHENSIVE HOSPITALITY PROJECT LIST

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- Doubletree by Hilton Hotel San Diego - Del Mar; San Diego, California
- DoubleTree by Hilton Hotel Washington DC-Crystal City; Arlington, Virginia
- DoubleTree Makkah; Makkah, Saudi Arabia
- DoubleTree Suites by Hilton Hotel Phoenix; Phoenix, Arizona

## **Embassy Suites**

- Embassy Suites; Oro Valley, Arizona
- Embassy Suites; Washington, DC
- Embassy Suites Alexandria - Old Town; Alexandria, Virginia
- Embassy Suites Chicago - North Shore/Deerfield; Deerfield, Illinois
- Embassy Suites Detroit - Southfield; Southfield, Michigan
- Embassy Suites Dulles - North/Loudoun; Dulles, Virginia
- Embassy Suites Jacksonville - Baymeadows; Jacksonville, Florida
- Embassy Suites Myrtle Beach-Oceanfront Resort; Myrtle Beach, South Carolina
- Embassy Suites Napa Valley; Napa, California
- Embassy Suites Timeshare; Maui, Hawaii

## **Hampton Inn**

- Hampton Inn Atlanta-Buckhead; Atlanta, Georgia
- West End Hotel Dallas (formerly Hampton Inn); Dallas, Texas

## **Hilton Garden Inn**

- Albany Hilton Garden Inn Hotel and Conference Center; Albany, Georgia
- Hilton Garden Inn/Market Center; Dallas, Texas
- Hilton Garden Inn Houston/Sugar Land; Sugar Land, Texas
- Hilton Garden Inn Monterey; Monterey, California

## **Homewood Suites**

- Homewood Suites by Hilton® Omaha-Downtown; Omaha, Nebraska

## **Starwood Hotels & Resorts**

### **St. Regis Hotels**

- The St. Regis New York; New York, New York

### **Westin Hotels & Resorts**

- The Westin Grand Cayman Seven Mile Beach Resort & Spa; Grand Cayman, Cayman Islands
- The Westin Park Central, Dallas; Dallas, Texas
- The Westin Resort & Casino, Aruba; Palm Beach, Aruba
- The Westin San Francisco Airport; Millbrae, California
- The Westin Seattle; Seattle, Washington
- The Westin South Coast Plaza, Costa Mesa; Costa Mesa, California

### **Sheraton Hotels & Resorts**

- Orlando Sheraton World Resort; Orlando, Florida
- Sheraton Arlington Hotel; Arlington, Texas
- Sheraton Bucks County Hotel; Langhorne, Pennsylvania
- Sheraton Burlington Hotel & Conference Center; Burlington, Vermont
- Sheraton Chicago Northwest; Arlington Heights, Illinois
- Sheraton Chicago O'Hare Airport Hotel; Rosemont, Illinois
- Sheraton Dallas Brookhollow Hotel; Dallas, Texas
- Sheraton Dallas Hotel; Dallas, Texas
- Sheraton Denver Downtown Hotel; Denver, Colorado

# COMPREHENSIVE HOSPITALITY PROJECT LIST

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- Sheraton Denver Tech Center Hotel; Greenwood Village, Colorado
- Sheraton Houston Brookhollow Hotel; Houston, Texas
- Sheraton Key Largo; Key Largo, Florida
- Sheraton Maui-Blackrock Terrace Guestrooms; Kaanapali, Maui, Hawaii
- Sheraton Mission Valley San Diego Hotel; San Diego, California
- Sheraton Oklahoma City Hotel; Oklahoma City, Oklahoma
- Sheraton Premiere at Tysons Corner; Vienna, Virginia
- Sheraton Society Hill Hotel; Philadelphia, Pennsylvania
- Sheraton Suites Fort Lauderdale at Cypress Creek Hotel; Ft. Lauderdale, Florida
- Sheraton Suites Plantation; Plantation, Florida
- Sheraton Walker Hill Hotel & Towers; Seoul, Korea
- Sheraton Washington North Hotel; Beltsville, Maryland

## **Four Points**

- Four Points by Sheraton Los Angeles International Airport; Los Angeles, California

## **Element**

- Hotel Element; Key West, Florida
- Hotel Element; Leawood, Kansas

## **Aloft**

- Aloft Fort Worth; Fort Worth, Texas
- Aloft Frisco; Frisco, Texas
- Aloft Jacksonville Tapestry Park; Jacksonville, Florida
- Aloft Las Colinas; Irving, Texas
- Aloft Leawood-Overland Park; Leawood, Kansas
- Aloft Plano; Plano, Texas

- Aloft San Antonio Airport; San Antonio, Texas

## **Hyatt**

### **Hyatt Regency**

- Hyatt Regency Long Island at Wind Watch Golf Club; Hauppauge, New York
- Hyatt Regency Savannah; Savannah, Georgia
- Hyatt Regency Washington on Capital Hill; Washington, DC

## **InterContinental Hotels Group**

### **InterContinental Hotels & Resorts**

- Hotel InterContinental Dallas; Dallas, Texas

### **Crowne Plaza Hotels & Resorts**

- Anaheim Crowne Plaza Resort; Garden Grove, California
- Crowne Plaza Hotel Dallas Market Center; Dallas, Texas
- Crowne Plaza Hotel Key West - La Concha; Key West, Florida
- Crowne Plaza Hotel PGA; Daytona Beach, Florida
- Crowne Plaza Omaha - Old Mill; Omaha, Nebraska
- Crowne Plaza Suites - Arlington - Ballpark - Stadium; Arlington, Texas

### **Holiday Inn Hotels & Resorts**

- Holiday Inn-Toronto Airport East; Toronto, Canada
- Holiday Inn-Toronto Downtown; Toronto, Canada
- Holiday Inn; Amarillo, Texas
- Holiday Inn; Beaumont, Texas
- Holiday Inn; Davenport, Iowa
- Holiday Inn; Kissimmee, Florida

# COMPREHENSIVE HOSPITALITY PROJECT LIST

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- Holiday Inn; Midland, Texas
- Holiday Inn; Moline, Illinois
- Holiday Inn; Omaha, Nebraska
- Holiday Inn; Orlando, Florida
- Holiday Inn; Salt Lake City, Utah
- Holiday Inn; Texarkana, Arkansas
- Holiday Inn; Tyson's Corner, Virginia
- Holiday Inn Crabtree; Raleigh, North Carolina

## **Hotel Indigo**

- Hotel Indigo, Atlanta Midtown; Atlanta, Georgia

## **Holiday Inn Select**

- Holiday Inn Select; Boston, Massachusetts
- Holiday Inn Select; Houston, Texas
- Holiday Inn Select; Kenner, Louisiana
- Holiday Inn Select; Pittsburgh, Pennsylvania
- Holiday Inn Select Townlake; Austin, Texas

## **Staybridge Suites**

- Candlewood Suites; McDonough, Georgia
- Staybridge Suites; Chicago, Illinois
- Staybridge Suites; Hoffman Estates, Illinois
- Staybridge Suites; Memphis, Tennessee

## **Wyndham**

### **Wyndham**

- Wyndham /Westborough; Westborough, Massachusetts
- Wyndham Arlington; Arlington, Texas
- Wyndham Boston Andover; Andover, Massachusetts
- Wyndham Commerce; Commerce, California
- Wyndham Garden Hotel - Newark Airport; Newark, New Jersey

- Wyndham Garden Inn - DFW Airport; Irving, Texas
- Wyndham Garden Inn; Las Colinas, Texas
- Wyndham Garden Inn Market Center; Dallas, Texas
- Wyndham Grand Hunt Valley; Hunt Valley, Maryland
- Wyndham Grand Jupiter; Jupiter, Florida
- Wyndham Hotels and Resorts; Albuquerque, New Mexico

## **Ramada**

- Ramada Hotel; Houston, Texas
- Ramada Inn; Shelton, Connecticut
- Ramada Inn; Waterloo, Iowa

## **Carlson – Radisson**

- *Radisson Fort McDowell Resort and Convention Center; Fountain Hills, Arizona*
- Radisson Hotel at Cross Keys, Baltimore; Baltimore, Maryland
- Radisson Plaza Hotel Lexington; Lexington, Kentucky
- Radisson Waikiki Prince Kuhio Hotel; Honolulu, Hawaii

## **Four Seasons**

- Four Seasons Resort; Nevis, West Indies

## **Omni**

- Omni 711 Polk; Houston, Texas
- Omni Amelia Island Plantation Resort; Amelia Island, Florida
- Omni Amelia Island Plantation Resort - Clubhouse; Amelia Island, Florida
- Omni Charlotte Hotel, Charlotte North Carolina
- Omni Chicago Hotel; Chicago, Illinois

# COMPREHENSIVE HOSPITALITY PROJECT LIST

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- Omni Corpus Christi Hotel Bayfront Tower; Corpus Christi, Texas
- Omni Dallas Hotel at Park West; Dallas, Texas
- Omni Austin Hotel Downtown; Austin, Texas
- Omni Houston Hotel; Houston, Texas
- Omni Houston Hotel Westside; Houston, Texas
- Omni San Antonio Hotel at the Colonnade; San Antonio, Texas

## **Sofitel**

- Sofitel Makkah; Makkah, Saudi Arabia

## **Choice Hotels**

- Cambria Suites; El Segundo, California

## **Boutique / Independent**

- Aegean Breeze Resort; Izmir, Turkey
- Air Force Inns; Various Bases in the United States
- Al Jala Road Hotel; Tripoli, Libya
- Al Mussalla Towers; Dubai, United Arab Emirates
- Ala Moana Hotel; Honolulu, Hawaii
- Almerimar Resort Development; Almeria, Spain
- AMFAC Hotel; Burlingame, California
- Architecture Airport City; Berlin, Germany
- Batam Resort; Batam Island, Indonesia
- Ben Franklin Hotel; San Mateo, California
- Boca Raton Hotel & Office Complex; Boca Raton, Florida
- Borobudur Hotel; Jakarta, Indonesia
- Casino Del Sol Resort, Spa and Conference Center; Tucson, Arizona
- City of Irving - Las Colinas Convention Center Hotel; Irving, Texas

- Cornhusker Square; Lincoln, Nebraska
- Dai-Ichi Hotel; Tumon Bay, Guam
- Dalian Tianjan Hotel; Lianoning Province, Dalian, People's Republic of China
- Desert Ridge Hotel & Entertainment Complex; Phoenix, Arizona
- Emirates Hotel; Dubai, United Arab Emirates
- Goodwood Park Hotel; Singapore
- Harbor Court Hotel; Baltimore, Maryland
- Hayden Ferry Tempe Rio Salado; Tempe, Arizona
- Hong Jing Residential Development; Wuhan, Hubei Province, People's Republic of China
- Hotel/Office Complex, Boca Raton; Boca Raton, Florida
- Hotel Bel-Air; Los Angeles, California
- Hotel du Pont; Wilmington, Delaware
- Hotel Monroe; Phoenix, Arizona
- Hotel Royal Plaza; Lake Buena Vista, Florida
- Hua Fu Hotel; Fuzhou, People's Republic of China
- Hua Jing Hotel; Beijing, People's Republic of China
- Ilikai Resort Hotel; Honolulu, Hawaii
- Intourist Hotel; Brest, Belarus
- Jin Xia Bay Resort; Hainan Island, People's Republic of China
- Jumeirah Beach Hotel Conference & Fitness Centers; Dubai, United Arab Emirates
- Jurys Normandy Inn; Washington, DC
- Jurys Washington Hotel; Washington, DC
- Kapalua Bay Hotel; Maui, Hawaii
- Kempinski Resort and Master Plan; Bat'umi, Georgia
- Lansdowne Resort & Conference Center; Lansdowne, Virginia
- Lodge at Koele; Lanai, Hawaii

# COMPREHENSIVE HOSPITALITY PROJECT LIST

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- Lodge at Lake Murray; Ardmore, Oklahoma
- Luxury Resort Design Competition; Abu Dhabi, United Arab Emirates
- Macau Entertainment Center; Colone Island, Macau, Hong Kong, SAR
- Marbella La Paz Resort; Los Cabos, Mexico
- Marine Surf Hotel; Honolulu, Hawaii
- Marassi Residences; El Alamein, Egypt
- One Ocean Resort Hotel & Spa; Atlantic Beach, Florida
- Orlando Hotel II; Orlando, Florida
- Outrigger Kauai Beach Hotel; Kapaa, Kauai, Hawaii
- Pacific Star Resort Hotel; Tumon Bay, Guam
- Panda City & Resorts; Guangdong Province, People's Republic of China
- Pier 2620, San Francisco, California
- Pointe South Mountain Resort; Phoenix, Arizona
- Princess Port de Plaisance Resort; Saint Maartin, US Virgin Islands
- Quorum Hotel Tampa; Tampa, Florida
- Rio Salado Suites Hotel; Tempe, Arizona
- Rough Creek Lodge; Glenrose, Texas
- Royal Brunei Hotel; Bandar Seri Begawan, Brunei
- San Juan Pueblo; Santa Fe, New Mexico
- Scottsdale Village Resort; Scottsdale, Arizona
- Shea Resort Village; Scottsdale, Arizona
- Shenzhen Excellence Century Center; Shenzhen, People's Republic of China
- Shenzhou North Shore Development Master Plan; Sanya of Hainan Island, People's Republic of China
- Soho Hotel; Ahmedabad, India
- Tao Yuan High-Rise Residential Development; Wuhan, People's Republic of China
- Tenaya Lodge at Yosemite; Fish Camp, California
- The Churchill Hotel; Washington, DC
- The Claremont Hotel Club & Spa; Berkley, California
- The Deluxe Hotel; Abu Dhabi, United Arab Emirates
- The Grand Duval; Key West, Florida
- The Granada Boutique Hotel; Atlanta, Georgia
- The Hay Adams; Washington, DC
- The Houstonian Hotel, Club & Spa; Houston, Texas
- The Ishim Hotel Development; Astana, Kazakhstan
- The Medical Arts Building Conversion - A Boutique Hotel; Atlanta, Georgia
- The Melrose Hotel; Dallas, Texas
- The Melrose Georgetown Hotel; Washington, DC
- The Ortiz; Santa Fe, New Mexico
- The Silversmith Hotel & Suites; Chicago, Illinois
- Tibesty Hotel; Benghazi City, Libya
- Trade Winds Island Resort; St. Petersburg, Florida
- Tripoli Jewel Hotel; Tripoli, Libya
- Tripoli Waterfront Hotel; Tripoli, Libya
- Vdara Condo/Hotel at CityCenter; Las Vegas, Nevada
- West Beach Marina, Ko Olina Resort; Oahu, Hawaii
- Williamsburg Marriott; Williamsburg, Virginia
- WinStar World Casino Hotel; Thackerville, Oklahoma
- Woodside Plantation; Aiken, South Carolina
- Xiamen Hotel Complex; Xiamen, People's Republic of China
- Yalong Bay Resort; Hainan Island, People's Republic of China

# COMPREHENSIVE HOSPITALITY PROJECT LIST

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- Yuen Long New Town Plaza; Hong Kong, People's Republic of China
- Zhangzhou Fliport Yuanshan Hotel Competition; Zhangzhou, Fujian Province, People's Republic of China

## REFERENCES

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Stephen Harbin  
Senior Vice President  
LXR - Luxury Resorts  
501 East Camino Real  
Boca Raton, Florida 33431  
T 214.883.6171

Mike Moylan  
Principal  
Shamrock Development, Inc  
1414 Harney Street, Suite 400  
Omaha, Nebraska 68102  
T 402.934.7711

Casey Tate  
Capital Improvements Program Director  
City of Irving  
825 W. Irving Blvd  
Irving, Texas 75060  
T 972.721.2712

Jeff Johnson  
MCC Executive Director  
Minneapolis Convention Center  
1301 Second Avenue South  
Minneapolis, MN 55402  
612-335-6301

***“The great design and architecture at the Condado and El Conquistador will differentiate our company and our brand from others in the industry. That’s why we chose LEO A DALY. The measurable difference is what the company can provide over other firms that are not at the same level of quality, creativity, or ingenuity.”***

Barry Lewin, Executive Vice President  
Blackstone Real Estate Advisors



*"The City of Phoenix and LEO A DALY worked collaboratively to finish a great project."*  
John Chan, Director Phoenix Civic Plaza

## PHOENIX CIVIC PLAZA

Phoenix, Arizona, United States

### Owner

City of Phoenix

### Size

638,000 SF Expansion

### Cost

\$600,000,000

### Scope

Prime/Executive Architect

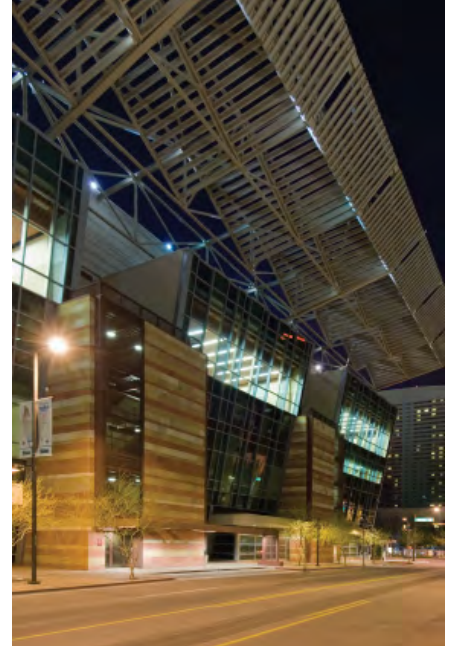
*"This is an amazing facility. Convention and meeting planners across the country tell us this is the best Convention Center they've ever seen. Not all success can be measured in square feet. Success is also in attitude, style, and a burst of creativity. This is a very modern, yet very Arizona design, that fits that bill."*

Phillip Gordon, Mayor  
City of Phoenix, Arizona

The Phoenix Civic Plaza expansion includes three principal elements: a meeting and conference facility on the symphony terrace; replacement of the existing north convention center; and interior renovation of the existing south convention center.

This expansion triples the square footage of the combined Civic Plaza meeting rooms, exhibit halls, and ballroom space. With the expansion, it is one of the top 20 convention venues in the US, with 2 million total SF including 900,000 SF of meeting and event space. The Civic Plaza is now able to accommodate 85 percent of the area's convention market.

LEO A DALY's scope of work included design interface between the Plaza and the Light Rail System. The firm also served as the master architect for stations in the Light Rail System.





## BAYFRONT CONVENTION CENTER

Erie, Pennsylvania, United States

### Owner

### Size

150,000 SF

### Cost

\$9,500,000

### Scope

Structural, Mechanical and Electrical Engineering services

The facility is a state of the art mid-market convention center sited on Lake Erie. It is 140,000 sq ft. The Exhibit Hall is 120' by 240' x 25' clear of column free space. The roof structure over the exhibit hall is supported by a network of trusses, masts and cables. The Exhibit Hall is can be broken into two Halls of 5/8 and 3/8 ratio to the full Hall size by an acoustical partition.

The project boasts a 13,500 sq ft Ballroom with meeting style seating for 1,574 and dining style seating of 620. It has 15 meeting rooms, one with boardroom quality finishes, one able to be utilized as a "junior" Ballroom and the others are able to be combined into varying sized meeting rooms with the use of acoustic partitions. The lighting controls for the Exhibit Halls, Ballroom and Meeting Rooms are state of the art and gives the operator of the facility maximum flexibility. All the meeting rooms are wired with



universal communication outlets, such that telephone, computer and television can be accessed from the same outlet.

The convention center is linked to a Sheraton Hotel and parking ramp across a canal the links the lake to a Marina. There are two 85' high towers that support a elevated pedestrian bridge that spans 175' over the canal. The bottom of the bridge was situated 70' above the canal so that sail boats can travel below it unhindered.



## MINNEAPOLIS CONVENTION CENTER EXPANSION

*Minneapolis, Minnesota,  
United States*

### Owner

City of Minneapolis

### Size

690,000 SF addition

### Cost

\$147 million (original plus expansion)

### Scope

Architecture; Mechanical, Electrical, Structural  
Engineering (Schematic through Construction  
Administration); Programming

CCDG (Convention Center Design Group, a Joint Venture of LEO A DALY and Leonard Parker) designed the 690,000 SF expansion to “complete” the Minneapolis Convention Center.

The first step was an expansion study addressing functional planning, building mass, site circulation, interiors, programming, adjacency and circulation issues.

The completion phase provided a fourth dome, the potential for 37 new meeting rooms, two 100,000 SF exhibit halls and a general assembly auditorium that seats 3,400.

The concept rerouted a major city street and minimized disruption to convention business during construction.



The expansion concept was initially developed when the building was designed in 1987, also by the CCDG. CCDG examined numerous alternatives and concluded—with City of Minneapolis authorities—that the original expansion concept remained the most competitive approach.



## WESTIN CITY OF IRVING CONVENTION CENTER HOTEL

*Irving, Texas, United States*

### Owner

City of Irving

### Size

400 room hotel

### Scope

Architecture and interior design

As the home to more than 30 Fortune 500 companies, the Las Colinas/ Irving area has established itself as one of the premier business centers of the Dallas/Fort Worth Metroplex.

LEO A DALY's architecture and interior design team is working closely with the City of Irving and developers to ensure that all expectations are met and exceeded for this project to meet the needs of the city's convention center guests.

The thirteen-story hotel will be a key component to the planned convention center and the surrounding entertainment district with a distinctive modern architectural style with the intent of the hotel becoming an iconic feature on an urban landscape. The focus was to complement the convention center, while paying homage to the heritage of Irving's past, present, and future.

The hotel design is a high-rise tower with a gently curving facade. The screening element in the facade relates to the spirit of the convention center facade and becomes a feature of its own. A mix of glazing and porcelain masonry elements provide an inherent lightness to the structure.

The sustainably designed hotel will be set back on the site. This will allow the hotel guest and conventioners direct pedestrian access along a landscaped streetscape from the hotel to the convention center and planned entertainment district. Beautifully landscaped grounds will allow the building to gracefully take its place in the Las Colinas neighborhood and provide ample screening and cover for a myriad of outdoor amenities and event venues.



**WESTIN CITY OF IRVING CONVENTION CENTER HOTEL**  
*Irving, Texas, United States*



## **WESTIN CITY OF IRVING CONVENTION CENTER HOTEL**

*Irving, Texas, United States*



## MARRIOTT CAPITOL DISTRICT

*Omaha, Nebraska, United States*

### Owner

Shamrock Development

### Size

350 key hotel, 25,000 sf meeting space

### Cost

Confidential

### Scope

Interior design of public areas and guestrooms

LEO A DALY is serving as architect and interior designer for this 350-key hotel, large mixed-use project.

The dynamic, full-service hotel will feature 18,000 square feet of ballroom and break-out meeting space, as well as an engaging, urban streetscape lobby. The multi-functioning lobby space provides zones for individual, social interaction spaces, and the at-your-service “front desk” and concierge zones. Uniquely positioned between the lobby and meeting level, the three-meal signature restaurant offers convenient access from both entrances and a prominent location at the northwest corner of 10th and Capitol.

The third hotel level will feature a fitness center overlooking an outdoor terrace and pool deck,

all culminating in an infinity edge pool. Also featured along the terrace are hospitality suites. Immediately adjacent is a specialty meeting room with an ante room for corporate and other functions. The two club levels will feature spacious specialty suites with sweeping views east and west and have exclusive access to the executive club lounge on the top floor.



**MARRIOTT CAPITOL DISTRICT**  
*Omaha, Nebraska, United States*



## **RADISSON FORT MCDOWELL RESORT & CONVENTION CENTER**

*Fountain Hills, Arizona,  
United States*

### **Owner**

Fort McDowell Yavapai Nation

### **Size**

220,000 SF total  
21,000 SF meeting space  
250 guestrooms

### **Scope**

Economic Analysis, Programming, Design,  
Construction Management

The Fort McDowell hotel is a 250-room property with 21,000 SF of meeting space, as well as a recreational vehicle park.

Central to the project's design development were the surrounding desert and geography and the collective voices of the community members. LEO A DALY created design elements that work together to strengthen functionality, create a sense of place unique to the Fort McDowell Yavapai Nation, and establish a cohesive identity for the casino and hotel/conference center.

The hotel and conference center's site plan is a delicate weaving of functional requirements, program relationships and prominent views of surrounding mountains, which serve to anchor the project and inform visitors about the context.

Building shapes and relationships define pockets of outdoor space. A

meandering, "river-like" pathway, landscaped and dotted with water features, artwork and viewing terraces, connects these spaces. There are discoveries and arrival destinations along the pathway such as the porte-cochere, hotel lobby, restaurant, pool, view platform, conference center and casino.

The green of the Verde River and the red-purple of Red Mountain inspired the exterior colors of the hotel and conference center.



## **RADISSON FORT McDOWELL RESORT & CONVENTION CENTER**

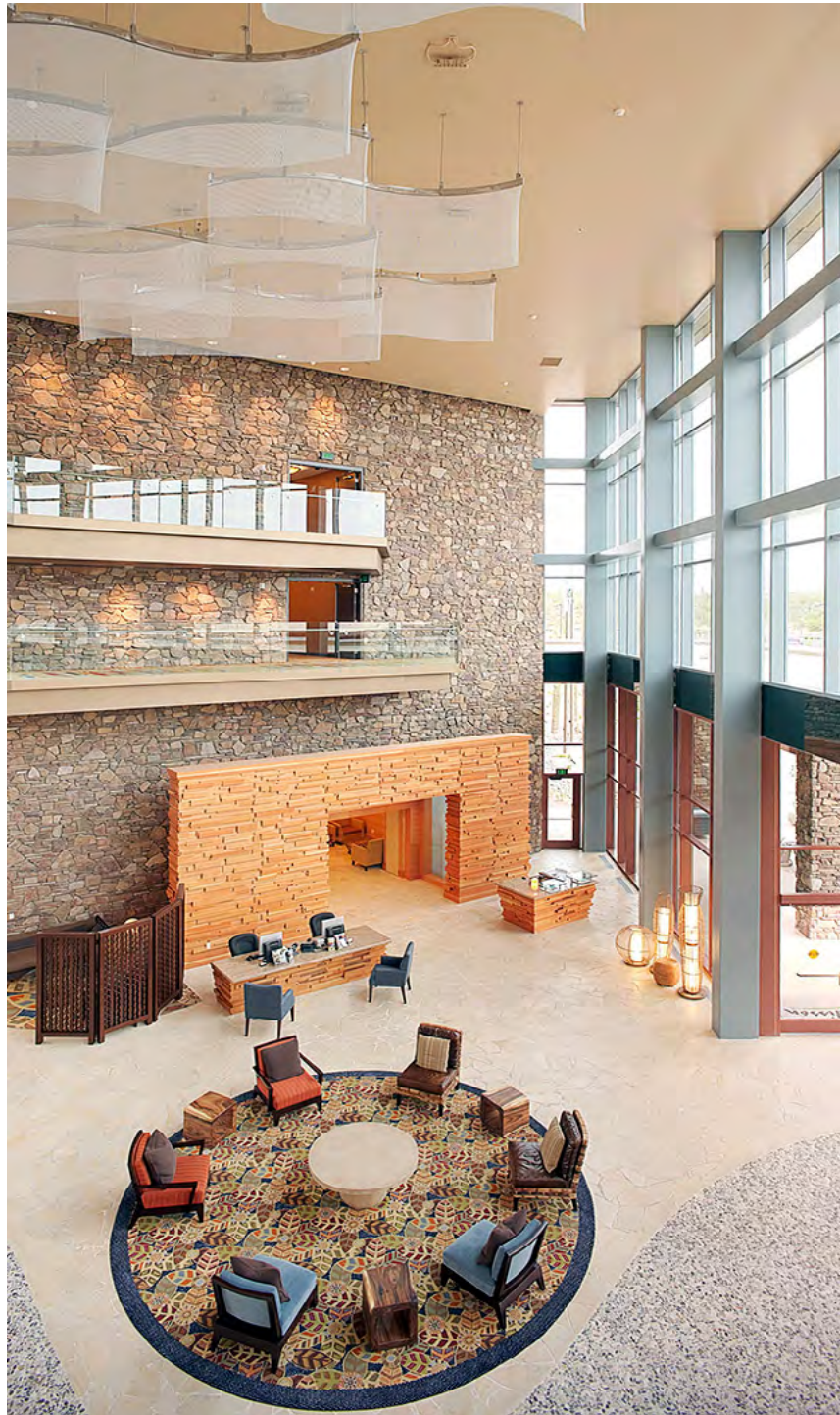
*Fountain Hills, Arizona, United States*



**RADISSON FORT McDOWELL RESORT & CONVENTION CENTER**  
*Fountain Hills, Arizona, United States*



**RADISSON FORT McDOWELL RESORT & CONVENTION CENTER**  
*Fountain Hills, Arizona, United States*



**RADISSON FORT McDOWELL RESORT & CONVENTION CENTER**  
*Fountain Hills, Arizona, United States*



**RADISSON FORT McDOWELL RESORT & CONVENTION CENTER**  
*Fountain Hills, Arizona, United States*



**RADISSON FORT McDOWELL RESORT & CONVENTION CENTER**

*Fountain Hills, Arizona, United States*



## **RADISSON FORT McDOWELL RESORT & CONVENTION CENTER**

*Fountain Hills, Arizona, United States*



## EMBRY RIDDLE AERONAUTICAL UNIVERSITY WORLD HEADQUARTERS

*Daytona Beach, Florida,  
United States*

### Owner

Embry-Riddle Aeronautical University

### Size

20,000 SF Meeting Space

### Cost

\$28,000,000

### Scope

Full Architectural Services

### Goal

LEED Silver

LEO A DALY provided full architectural services for the world headquarters building on the Daytona Beach, Florida campus of Embry-Riddle Aeronautical University (ERAU).

This iconic building represents the identity of the University as it welcomes students, staff and visitors. Situated at the most well traveled intersection in Volusia County, the 5-story design features a multi-storied atrium. The first floor of the 110,000-SF building is a Conference Center complete with a large kitchen facility.

The second, third, fourth and fifth floors house offices and administrative areas for many of the Universities worldwide operations. The building is expected to receive LEED certification for green buildings upon its completion.





## EL CONQUISTADOR RESORT

Fajardo, Puerto Rico

### Owner

Blackstone Real Estate Advisors

### Size

1,200 Rooms

### Scope

Master Planning, Architecture, Civil Engineering, Mechanical and Electrical Engineering

***“The great design and architecture at the Condado and El Conquistador will differentiate our company and our brand from others in the industry. That’s why we chose Leo A Daly. The measurable difference is what the company can provide over other firms that are not at the same level of quality, creativity, or ingenuity.”***

Barry Lewin, Executive Vice President,  
Blackstone Real Estate Advisors

With competition in the hospitality market increasing, the resort repositioned itself to maximize appeal to it’s Puerto Rico-based clientele. In particular, hosting tradeshow and conventions for local pharmaceutical manufacturers.

The four-star resort has two primary guest wings and separate casitas developments. The resort includes a golf course and clubhouse, yacht harbor and ferry service to a private island providing beach access, casino, grand ballroom and meeting rooms, several restaurants, and limited retail shops for hotel guests.

LEO A DALY teamed with Architect-of-Record, Puerto Rico firm Ray Architects. In addition to the guestrooms, the project included expansion of the ballroom and meeting room facilities. With such a high number of guestrooms available, the client’s marketing

analysis indicated that the resort could accommodate two concurrent conventions. With this in mind, a second grand ballroom and meeting/breakout rooms was added. New terraces, plazas, and lawn areas were created for tradeshow kiosks and overflow breakout functions. A kitchen addition was also included to serve the additional ballroom.

Three schemes were developed to illustrate options available for flexible combinations of ballroom and meeting rooms, including a dedicated exhibit hall with supporting meeting rooms and a divisible, multi-function ballroom with meeting rooms appended to each end. A final concept used the ballroom layout from the second scheme and provided a set of stacked meeting rooms to create a two-story, pre-function area.



## EL CONQUISTADOR RESORT

*Fajardo, Puerto Rico*



**EL CONQUISTADOR RESORT**  
*Fajardo, Puerto Rico*



**EL CONQUISTADOR RESORT**  
*Fajardo, Puerto Rico*



## EL CONQUISTADOR RESORT

*Fajardo, Puerto Rico*



**EL CONQUISTADOR RESORT**  
*Fajardo, Puerto Rico*



## **PALM BEACH COUNTY CONVENTION CENTER**

*West Palm Beach, Florida,  
United States*

### **Owner**

Palm Beach County Facilities Development

### **Size**

620,000 SF

### **Scope**

Full Architectural Services

LEO A DALY served as the architect-of-record for this new 620,000-SF convention center adjacent to City Place in downtown West Palm Beach.

The project occurred in two phases. Phase I of the center consists of a 100,000-SF exhibition space, a 25,000-SF ballroom, and a 15,000-SF meeting facility.

Phase II will add an additional 140,000 SF of exhibition space, 5,000 SF of meeting rooms, and a 2,200-car parking garage. Theatrical lighting and multimillion-dollar audio systems are found in primary exhibition and banquet spaces.



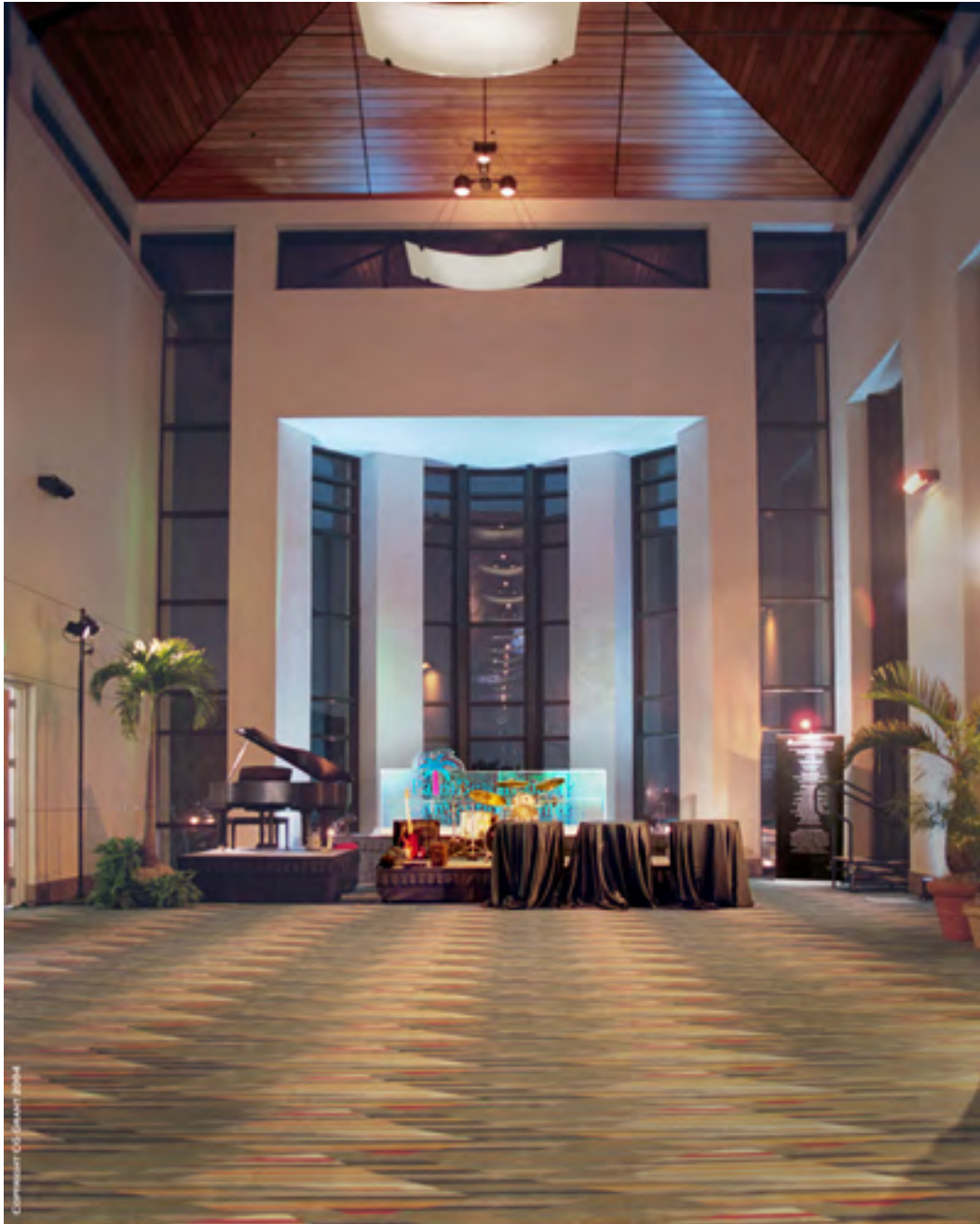
## **PALM BEACH COUNTY CONVENTION CENTER**

*West Palm Beach, Florida, United States*



## **PALM BEACH COUNTY CONVENTION CENTER**

*West Palm Beach, Florida, United States*



## **PALM BEACH COUNTY CONVENTION CENTER**

*West Palm Beach, Florida, United States*



## **PALM BEACH COUNTY CONVENTION CENTER**

*West Palm Beach, Florida, United States*



## **PALM BEACH COUNTY CONVENTION CENTER**

*West Palm Beach, Florida, United States*



**SHERATON PREMIER  
TYSON'S CORNER**  
*Vienna, Virginia, United States*

**Owner**  
The JBG Companies

**Size**  
45,000 sf of meeting space  
443 room hotel

**Cost**  
Confidential

**Scope**  
Interior design of public areas and guest tower  
Interior architecture of public areas

The property is located in the heart of Tysons Corner, Virginia: a key business and retail center. The Owner wanted to completely refresh the property to better appeal to today's business and leisure travelers while reflecting the guests' expectations for an urban Sheraton property.

The LEO A DALY team was engaged to transform the public areas and guestroom tower. In keeping with Sheratons brand direction, the design was inspired by the Regency Revival Period of the 1930's. Warm tones, clean lines, and interlocking patterns are used to create a sophisticated sense of occasion in a social connected environment. Connectivity and convenience were key factors impacting the design throughout the property.

The lobby, lobby bar and restaurant spaces were redesigned and reconfigured to activate social interaction and better serve the

guest. Fashionable glamour was evoked representing both the Revival style and connecting to the retail community. Additional prefunction and meeting space was created within the hotel to provide for any size social or business function. Grand chandeliers and a skylight highlight the beautiful touches throughout the new meeting spaces.

Guestroom and suites were redesigned to cater to the expectations of today's guests with the warm comfortable feeling of home.

Special care was given to connect the guest to the urban environment. The newly renovated club lounge emphasizes the spectacular views of the Washington Metro Area from the hotel's 24th floor while offering the comfort and semi privacy preferred guests have come to expect.



## **SHERATON PREMIER TYSON'S CORNER**

*Vienna, Virginia, United States*



**SHERATON PREMIER TYSON'S CORNER**  
*Vienna, Virginia, United States*



**SHERATON PREMIER TYSON'S CORNER**  
*Vienna, Virginia, United States*



## **SHERATON PREMIER TYSON'S CORNER**

*Vienna, Virginia, United States*



**SHERATON PREMIER TYSON'S CORNER**

*Vienna, Virginia, United States*



## **SHERATON DALLAS HOTEL** *Dallas, Texas, United States*

### **Owner**

Chartres Lodging Group, LLC

### **Size**

1,842 Guestrooms  
211 Suites  
260,000 SF Meeting Space

### **Cost**

\$90,000,000

### **Scope**

Interior Design; Interior Architecture

LEO A DALY was retained to provide services to convert the Adam's Mark Hotel Dallas to a spectacular new Sheraton located in the heart of the Arts and Financial district just minutes from the Convention Center.

The Sheraton Dallas and Sheraton Downtown Denver hotels were renovated at the same time so the client could benefit from the economy of scale and increased purchasing power. The team took on the challenge of providing unique experiences in each location. This concurrent design and implementation resulted in a cost saving of approximately 20% per room for a typical room renovation.

Several of the new concept areas were incorporated into the lobby's two-story atrium design where guests are encouraged to meet, eat, and connect with others. The lobby is a place where they can be "on their own but not alone."

More than 260,000 SF of meeting and convention spaces were fully renovated with flowing elements of organic features reflected in the chandeliers, sconces, and patterns created in the carpets, wall coverings, furniture, and lighting selections. The hotel meeting room amenities include five large completely appointed ballrooms and 65 individual meeting rooms.

All guest rooms and suites were renovated to further reinforce the clean organic feeling that is evoked by the public spaces. The guest baths included upgraded bath vanities with new fixtures and fittings.

New guest amenities were added including a fitness center and club lounge with spectacular views of downtown Dallas.



## **SHERATON DALLAS HOTEL**

*Dallas, Texas, United States*



**SHERATON DALLAS HOTEL**  
*Dallas, Texas, United States*



**SHERATON DALLAS HOTEL**  
*Dallas, Texas, United States*



**SHERATON DALLAS HOTEL**  
*Dallas, Texas, United States*



**SHERATON DALLAS HOTEL**  
*Dallas, Texas, United States*



## **SHERATON DALLAS HOTEL**

*Dallas, Texas, United States*



## **SHERATON DALLAS HOTEL**

*Dallas, Texas, United States*



## SHERATON DENVER DOWNTOWN HOTEL

*Denver, Colorado, United States*

### Owner

Chartres Lodging Group, LLC

### Size

1,231 Guestrooms

82 Suites

133,000 SF Meeting Space

### Cost

\$70,000,000

### Scope

Interior design and architecture of guestrooms and public areas including lobbies, restaurants, bars, and meeting spaces

Chartres Lodging wanted to convert their newly acquired Adams Mark hotels in downtown Dallas and downtown Denver to the Sheraton brand. Both properties were in prime locations but needed to be refreshed. In order to take advantage of the economies of scale and purchasing power available they renovated the properties concurrently.

The LEO A DALY team took up the challenge to design both properties together while giving each its own distinct look and maintaining the desired pricing power. Special care was taken to work with the vendors and purchasing team to select products that would be unique to each property, yet have enough in common to gain the economies in scale to drive down the prices.

Located on the 16th street pedestrian mall in the heart of downtown Denver, the hotel is within walking distance of the convention center.

Organic themes inspired by the outdoor lifestyle that Denver is famous for were carried throughout the property from the meeting spaces to the guestrooms.

The LEO A DALY team successfully completed the project with a significant pricing advantage for the client due to careful design selections, timing of the installation, and a close working relationship with the purchasing agent.



## **SHERATON DENVER DOWNTOWN HOTEL**

*Denver, Colorado, United States*



## **SHERATON DENVER DOWNTOWN HOTEL**

*Denver, Colorado, United States*



## CONRAD CONDADO PLAZA HOTEL & CASINO

San Juan, Puerto Rico

### Owner

Blackstone Real Estate Advisors

### Size

570 Guestrooms

### Cost

Confidential

### Scope

Master Planning; Architecture; Interior Design; Structural, MEP Engineering of all public areas, guestrooms, and suites

### Dates

July 2005 - March 2008

### Award

Award of Merit, Hospitality - Living (Guestrooms only), 2007 American Society of Interior Designers (ASID) Texas Chapter Legacy of Design Award

Award of Merit, Hospitality - Contemporary Residence Small (Lewin Suite only), 2007 American Society of Interior Designers (ASID) Texas Chapter Legacy of Design Award

Honorable Mention Award - Hospitality Category, 2007 IIDA (International Interior

Design Assoc) Texas/Oklahoma Chapter

The overall goal for the new design was to revitalize the 570-room hotel, making it once again the favorite gathering place for the locals as well as a favorite destination for the leisure traveler. We worked together with the client to evaluate the property, understand the local market and culture, and develop a new direction for the property that incorporates this sense of place. Puerto Rico is known for its excitement, energy, and seamless blend of multiple cultures.

The new design for this hotel exemplifies not only this blend of culture; it elevates the elements of surprise, vibrancy and sensuousness that make it a unique resort in the heart of the city. We recognized the importance of translating this spirit into the guest accommodations, and have therefore created spaces that both surprise and delight the guests.

After experiencing the activity of the casino and food and beverage venues, the guests will discover their rooms in the Ocean Tower where that same sense of activity is reinforced by the hot, sexy colors of orange, red and pink. These colors are contrasted by the pristine white bedding, white carrera marble stone on the desk top and the cool white tile floor which acts as the neutral base for the other elements that energize the room.

***"The great design and architecture at the Condado and El Conquistador will differentiate our company and our brand from others in the industry. That's why we chose LEO A DALY. The measurable difference is what the company can provide over other firms that are not at the same level of quality, creativity, or ingenuity."***

Barry Lewin, Executive Vice President,  
Blackstone Real Estate Advisor

**LEO A DALY**



## **CONRAD CONDADO PLAZA HOTEL & CASINO**

*San Juan, Puerto Rico*



## CONRAD CONDADO PLAZA HOTEL & CASINO

*San Juan, Puerto Rico*



## HILTON IRVINE/ORANGE COUNTY AIRPORT

*Irvine, California, United States*

### Owner

Blackstone Real Estate Advisors

### Size

32,700 SF Public Space

### Cost

Confidential

### Scope

Interior Design

Focusing on the owner's vision for the hotel's renovation, the design goal was to take an unassuming airport hotel with predictable appointments and convert it to a property that is visually stunning and reflects the crisp, casual feel of a beachside business resort.

To achieve this goal the existing traditional wood paneled walls were retained and painted creamy white. Paired with the new white tile floors, a palette of calming neutrals with accents of concentrated citrus colors was used throughout. A pure and pristine envelope was created to showcase the furniture's modern elegance.

The previous plan divided the long space into distinct areas which made the lobby area feel confined and choppy. The new space plan opens up the lobby, bar and dining

into one spacious area, allowing guests to see all the way through the space to the landscaped patio at the end of the room. These changes alone made the area feel much more open and less predictable.

The tables and chairs are an interesting variety of cocktail, tea and standard dining heights. A diverse collection of seating creates groupings which can be used for a variety of functions throughout the day. During breakfast, the back bar is reworked to create a juice and water bar. At mid-day, guests are encouraged to use the soft seating for laptop use or to conduct casual business meetings. In the evening the area is set up to act as an active bar, lounge and dining area.

The hotel's existing underutilized restaurant was converted into a new Junior Ballroom.



**HILTON IRVINE/ORANGE COUNTY AIRPORT**  
*Irvine, California, United States*



## WHITE POND RESORT AND TRAINING CENTER

*Baiyangdian, Hebei Province, China*

### Owner

China Resources Group

### Size

57 Acres  
Approx. 23 Hectares  
220,000 sm training center

### Scope

Master Plan; Programming; Initial  
Concept Design

China Resources Group, one of China's top 10 enterprises, retained LEO A DALY to evaluate a former resort and amusement park site as the location of a world-class conference center, the White Pond Resort and Training Center. China Resources Group wanted a facility to train staff in global business practices.

LEO A DALY developed a design that resembles a US Ivy League university, while remaining respectful of Chinese culture. Incorporating principal elements of Chinese design in the landscaping and interiors that meld Western architecture and Eastern design, LEO A DALY reconfigured existing structures into an executive hotel, conference center with auditoriums, a library, several restaurants, and a spa.

Nature is intricately woven into this facility through recreational facilities such as an indoor swimming pool, sports hall, and golf course with clubhouse, while a heat transfer

system sourced by the center's hot springs, heats all buildings and domestic hot water. Projects like the White Pond Training Center are not only exciting and challenging for our company, but they also bring out the best from our staff as several of our offices work in a cooperative manner for our clients. This often requires that we stretch beyond the norm using what we have learned not only from similar projects, but also drawing upon our vast experience in other building types.



## **WHITE POND RESORT AND TRAINING CENTER - BOUTIQUE HOTEL**

*Baiyangdian, Hebei Province, China*



## **WHITE POND RESORT AND TRAINING CENTER - BOUTIQUE HOTEL**

*Baiyangdian, Hebei Province, China*



## **WHITE POND RESORT AND TRAINING CENTER - TRAINING CENTER AUDITORIUM**

*Baiyangdian, Hebei Province, China*



## **WHITE POND RESORT AND TRAINING CENTER - TRAINING CENTER AUDITORIUM**

*Baiyangdian, Hebei Province, China*



## **WHITE POND RESORT AND TRAINING CENTER - TRAINING CENTER CLASSROOM**

*Baiyangdian, Hebei Province, China*



## **WHITE POND RESORT AND TRAINING CENTER - TRAINING CENTER BANQUET HALL AND MICROBREWERY**

*Baiyangdian, Hebei Province, China*



## **WHITE POND RESORT AND TRAINING CENTER - TRAINING CENTER BANQUET HALL**

*Baiyangdian, Hebei Province, China*



## FLORIDA NATURE AND CULTURE CENTER

Weston, Florida, United States

### Owner

SGI-USA

### Size

157,000 SF

### Cost

\$20,000,000

### Scope

Master Planning, Design, and Full Architectural Services in collaboration with EDSA

### Award

1998 AIA Merit Award, AIA Palm Beach Chapter

Situated on 130 acres, the 157,000-SF Florida Nature Culture Center provides an array of recreational, housing, classroom, conference, and dining facilities. LEO A DALY designed the primary buildings around a quadrangle, much like a college campus.

Guests enter through a visitors building located adjacent to the main quadrangle. A large auditorium, conference facilities, and a dining hall complete the main courtyard that features a tower as its focal point.

The multipurpose commons building includes a 25-meter, 8-lane outdoor pool, basketball courts, and associated fitness trails. The building also contains an indoor gymnasium with locker room facilities.

Beyond the commons building are four lakefront dormitory clusters for overnight accommodations. At the rear of the campus is the main residence of the retreat.

The campus location takes advantage of waterfront vistas and prevailing breezes along the banks of a 20-acre lake. A system of pedestrian pathways leads visitors along the waterfront toward an outdoor amphitheater and open recreation areas.

***"This is one of the premier facilities in our international organization. Those who have come here to visit or stay with us have taken great pleasure in being here."***

Harry Sakurai, Executive Director, Nature Culture Center

## D. PROJECT TEAM MEMBERS

### PKF Consulting USA

The table below lists the functions, names, and titles of the primary staff who will work on this engagement.

Function	Name(s)
Project Director	Randy McCaslin
Project Manager	Christian Abbate
Project Consultant	Patrick McCaslin

The following describes each Project Team member's responsibilities and level of involvement:

#### Project Director – G. Randle (Randy) McCaslin, CRE

Randy McCaslin is Vice President and Practice Leader for PKF Consulting's Texas, Louisiana and southern Midwest practice and is located in the Houston office. Mr. McCaslin has more than 30 years of experience in the Hospitality Industry, including more than 20 years in consulting. He has extensive experience with performing and supervising hotel and convention center projects.

Mr. McCaslin will be responsible for the supervision of all aspects of the project. Mr. McCaslin will attend all key meetings with the designated representatives of the City of Lawrence and the University of Kansas and its Project Team including the kick-off meeting, meetings to discuss the forecasts and all meetings and presentations related to our findings and conclusions.

#### Project Manager – Christian Abbate

Christian Abbate is an experienced Vice President in the Houston office. Mr. Abbate has more than 10 years of Hospitality Industry and Consulting experience. He has managed and completed numerous hotel and convention center related projects.

Mr. Abbate will be responsible for the scheduling and conducting of the market study with direct supervision of the Project Consultant. He will be the direct liaison with the designated representatives of the City of Lawrence and the University of Kansas and its Project Team throughout the project.

#### Project Consultant – Patrick McCaslin

Patrick McCaslin is an experienced Senior Consultant in the Houston office. Patrick has completed numerous hotel and conference center studies for public sector clients. Mr. McCaslin will be responsible for the majority of the market research and interviews for the Lawrence study. He will also complete the market, financial and economic and fiscal impact analyses.

### Resumes

The resumes for the PKF Consulting staff are presented on the following pages.

**PROFESSIONAL HISTORY**

Present	Vice President / Practice Leader – PKF Consulting USA
Prior	Manager – KPMG Peat Marwick Real Estate Analyst – Resolution Trust Corporation Senior Consultant – Laventhol & Horwath

**AREAS OF SPECIAL  
COMPETENCE**

With more than 20 years of consulting and 10 years of operations experience in the Hospitality Industry, Mr. McCaslin has provided market and financial services for all types of real estate projects. Mr. McCaslin's areas of specialization and relevant experience include the following:

- Market and financial feasibility and appraisal analysis for hotel, convention center, resort, museum and water park developments in various size markets.
- Specialized expertise with medical-related hotel projects, including numerous projects in the Texas Medical Center in Houston and projects at Baylor Medical Center and UT Southwestern Medical Center in Dallas.
- Projections of Hotel Occupancy Tax revenues for numerous conference and convention center projects.
- Management of the RFQ/RFP process for public entities to attract developers, franchises and management companies to public / private hotel and conference / convention center projects.
- Economic impact and gap analysis for numerous public projects including hotels, conference/convention centers, resorts and museums.
- Asset management experience for several owners of full-service hotel projects.
- Workout / budget approvals of failed real estate loans for the Resolution Trust Corporation at a financial institution.

**EDUCATION**

University of Houston, Houston, TX – Masters in Business Administration, Accounting

University of Houston, Conrad Hilton College of Hotel & Restaurant Management, Houston, TX – Completed 30 Hours – Honorary Alumni

Current President of the UH Hilton College Alumni Board

University of Texas, Austin, TX – Bachelor of Arts

**PROFESSIONAL HISTORY**

Present	Vice President – PKF Consulting USA
Prior	Associate – PKF Consulting USA Senior Consultant – PKF Consulting USA Consultant – PKF Consulting USA General Manager – Red Roof Inns Restaurant Manager – Rio Ranch Steakhouse, Hilton Westchase

**AREAS OF SPECIAL  
COMPETENCE**

Mr. Abbate has provided market and financial services for multiple real estate projects. Mr. Abbate's areas of specialization and relevant experience include the following:

- Market and financial feasibility and appraisal analysis for hotel, convention center, resort and museum developments in various size markets.
- Experience with medical-related hotel projects, including numerous projects in the Texas Medical Center in Houston.
- Operational review and recommended improvements for full service restaurants and hotels.
- Projections of Hotel Occupancy Tax revenues for conference and convention center projects.
- Management of the RFQ/RFP process for public entities to attract developers, franchises and management companies to public / private hotel and conference / convention center projects.
- Economic impact and gap analysis for numerous public projects including hotels, conference/convention centers, resorts and museums.
- Research and appraisal assistance involving hotel operation and tax litigation cases.
- Development of hotel brokerage offering memorandums, including projected financial analysis.

**EDUCATION**

University of Houston, Conrad Hilton College of Hotel and Restaurant Management, Houston, TX – Masters of Hospitality

Baylor University – Bachelor of Business Administration, majors in Marketing and Entrepreneurship

Texas Appraiser Trainee # 1337834, expires March 31, 2013

Eagle Scout

**PROFESSIONAL HISTORY**

Present	Senior Consultant – PKF Consulting USA
Prior	Consultant Intern – PKF Consulting USA Texas Trends Coordinator – PKF Consulting USA Management Intern – Caesars Palace Front Office – Hyatt Regency Houston

**AREAS OF SPECIAL  
COMPETENCE**

Mr. McCaslin has provided market and financial services for multiple real estate projects. Mr. McCaslin's areas of specialization and relevant experience include the following:

- Market and financial feasibility analysis for hotels, university conference centers, conference and convention centers and other hospitality-related developments in various size markets.
- Projections of operating revenues for hotel, university conference center and conference/convention center projects.
- Operational review and due diligence support of hotels for investment and private equity institutions.
- Assistance with the projections of Hotel Occupancy Tax revenues for various cities.
- Economic impact and gap analysis for numerous public projects including hotels, conference centers and convention centers.
- Research involving hotel operation and tax litigation cases.

**EDUCATION**

University of Houston, Conrad Hilton College of Hotel and Restaurant Management, Houston, TX – Bachelors of Hotel & Restaurant Management

Dean's List

4-H Gold Star Recipient

## TED E. REDMOND, AIA, NCARB PRINCIPAL-IN-CHARGE

21 Years Experience

### Education

Bachelor of Architecture, University of Detroit, With Honors

### Registration

Architecture

Minnesota Registration #24239

Texas Registration #20337

National Council of Architectural Registration Board (NCARB)  
#47845

### Background

As Managing Principal, Ted is responsible for the firm's commitment to the Client including its allocation of resources, its delivery of quality and overall performance. He is dedicated to facilitating strong leadership, integrating community engagement, and 'possibility' based decision making while employing his strengths in architectural problem identification and solving skills.

## PATRICIA MILLER, RID HOSPITALITY EXPERT CORPORATE DIRECTOR OF HOSPITALITY

### Education

Associate of Science / Harcum College

### Registration/Certifications

Registered Interior Designer, Texas, #1931

### Background

As Managing Principal and Corporate Director of Hospitality, Ms. Miller is responsible for coordinating all hospitality work for the company. With 30 years of experience, the value she brings to the client is her ability to see beyond the basic design.

Ms. Miller has the rare ability to meet with developers, REITs, and Hotel Companies to develop innovative solutions to their needs for financing, teaming and problem solving. She is able to bring together a vast network of individuals and consultants to coordinate the varied, and sometimes complex, requirements of her clients. She is well known and trusted within the industry as a valued resource and confidant in the creation of solutions for hospitality opportunities.

*\*Experience prior to joining LEO A DALY*

### Project Experience

**Bozeman, Montana Convention Center Feasibility Report**  
*Bozeman, MT*

**United Tribes Technical College Hotel/Convention Center**  
*Bismarck, ND*

### Boys and Girls Clubs of the Twin Cities\*

- East Side Club, Kids Cafe Addition and Game Room Renovation
- Mt. Airy Facility
- West Side Facility
- West Side, Teen Center Renovation
- West Side, Teen Center and Kids Cafe Addition

*St. Paul, MN*

- Jerry Gamble Club, Capital Improvements and Renovation
- Southside Club, Capital Improvements and Renovation
- Jack Cornelius Club, Capital Improvements and Renovation

*Minneapolis, MN*

### Project Experience

**American Airlines Training and Conference Center**  
*Fort Worth, Texas\**

**Casino Del Sol Resort, Spa and Conference Center**  
*Tucson, Arizona*

**City of Irving Convention Center and Hotel**  
*Irving, Texas*

**Conrad Condado Plaza Hotel & Casino**  
*San Juan, Puerto Rico*

**El Conquistador Resort and Executive Conference Center**  
*Fajardo, Puerto Rico*

**Omni Amelia Island Plantation Resort**  
*Amelia Island, Florida*

**Sheraton Dallas Hotel**  
*Dallas, Texas*

## WILLIAM M. BAXLEY, AIA DESIGN ARCHITECT

26 Years Experience

### Education

Bachelor of Architecture,  
Syracuse University, with Distinction  
Facolta Di Architettura  
Firenze, Italia

### Registration

Architecture, Minnesota and Wyoming

### Background

Bill has over 25 years of experience in working with community and municipal groups on projects that provide meaning in the pursuit and support of civic and social life. Bill possesses an exceptional ability to articulate his clients ideas, and to refine broad set of community goals into a collective, and refined set of core guiding principles and a clear architectural expression. He most enjoys working with engaged groups with the goals to provide impactful and meaningful places where communities can thrive. His work

has been awarded both locally and nationally, receiving over 32 design awards for his projects and clients. Bill's approach is collaborative and interactive and his work emphasizes a message of sustainability not only through the selection of materials and methods, but also by creating meaningful enduring facilities that will meet the evolving needs of clients and community groups.

### Project Experience

#### Minneapolis Target Center and Convention Center On-Call Improvements Contract

*Minneapolis, MN*

#### Theodore Wirth Park Visioning Study and Visitor's Center Concept Design

*Minneapolis, MN*

#### United Tribes Technical College Hotel/Convention Center

*Bismarck, ND*

## RONALD K. WIENDL AIA DESIGN ARCHITECT

### Education

1981/Bachelor of Architecture  
Ohio State University 1977/Associate of Science/Civil Construction Technology  
Erie Community College

### Registration

Colorado Registered Architect #400698  
New York Registered Architect #030433-1

### Background

As project designer with 32 years of experience, Mr. Wiendl has extensive architectural design experience. He has served as the designer on numerous projects with a specialization in luxury hospitality and high-rise multi-family residential developments throughout Florida. From innovative unit layouts to cutting edge exteriors, his designs are both award-winning and commercially viable.

### Project Experience

#### Bell Shoals Baptist Church

*Brandon, Florida*

#### Embry Riddle Aeronautical University Worldwide Headquarters

*Daytona, Florida*

#### First Baptist Church of Naples

*Naples, Florida*

#### JM Family Training and Wellness Center

*Boca Raton, Florida*

#### Palm Beach Atlantic University

*West Palm Beach, Florida*

#### Palm Beach State College, Education and Training Center

*West Palm Beach, Florida*

## **E – PREVIOUS EXPERIENCE WORKING WITH MUNICIPALITIES AND IN THE STATE OF KANSAS**

### **PKF Consulting USA**

As evidenced by the list of 24 municipal-related projects in Tab C – Previous Experience, PKF Consulting USA has extensive experience working with municipalities. PKF's Houston office provides PKF services to Texas, Louisiana and the southern Midwest, where we have worked with numerous public entities from cities to counties to economic development corporations and more.

In the State of Kansas, PKF Houston has completed 20 hospitality studies over the past 10 years in Kansas City, Overland Park and Wichita and we are currently working on a project in Hays. In Overland Park, we were engaged by the City of Overland Park to assist them with an operations review and market study for the Sheraton Hotel and Convention Center. In addition, PKF Consulting completed the original market study for the City of Wichita for the Hyatt Regency located adjacent to the convention center and has remained its Asset Manager for the City since its opening. Randy McCaslin has been its Asset Manager for the past six years.

### **Leo A Daly Architects**

Leo A Daly has wide-ranging experience working with municipalities and other governmental entities in Kansas. We have completed more than 2,000 projects with municipalities at the city, county, and state level across the country. We are currently working closely with the City of Irving, Texas and Omaha, Nebraska to provide new convention center hotels for their communities.

Since 1985, Leo A Daly has completed designs for more than 40 projects in Kansas. Our projects range from designing a new Element hotel in Leawood, to providing a design concept for a country club in Shawnee Mission, and creating a master plan for housing at Fort Leavenworth. With almost 30 years of experience working throughout the State of Kansas, Leo A Daly understands the importance of ensuring that properties in your community embrace your fiery historical past.