



FIRM PROFILE

Garfield Public/Private LLC is a national real estate developer that uses innovative and cost-effective financing methods and “turnkey” delivery methods tailored for public/private developments. Services include site identification and acquisition, zoning and entitlement, financing, investment, oversight of design and construction, and asset management.

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

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

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

Garfield has completed over \$1.25 billion of public/private developments with another \$250 million in design, and has performed planning services for an additional \$3.5 billion of public/private partnerships.

New York DOT Region 1 Headquarters



Lenwood A. Jackson, Sr. Justice Center



Reno Public Safety Training Center



Westin Irving Convention Center



Buddy Holly Hall of Performing Arts





Greg Garfield
President

As President of Garfield Public/Private LLC, Mr. Garfield's broad scope of responsibilities includes development management, deal structuring, document negotiation, and financial, legal, and political problem-solving. His 23 years of real estate development and financing experience includes leadership of or participation in the development or planning of over 44 projects totaling \$4.5 billion in value and the negotiation and structuring of over \$1.25 billion in real estate debt and equity and fundraising for public developments and public-private partnerships.

EDUCATION

Bachelor of Arts
University of North Texas
Denton, Texas

AFFILIATIONS

Mr. Garfield has been a member of and/or featured speaker at:

National Council for Public-Private Partnerships (NCPPT)

Arizona State University
Municipal Finance Challenge

International Association of Venue Managers (IAVM)

United States Institute of Theatre Technology (USITT)

BISNOW Las Colinas
Development Update

REPRESENTATIVE PROJECT EXPERIENCE

New York DOT Region 1 Headquarters – 125,000-sq. ft. regional office building for State of New York

Lenwood A. Jackson, Sr. Justice Center – 208,000-sq. ft. municipal courthouse and administrative office building for the City of Atlanta, GA

Reno Public Safety Training Center – State-of-the-art police, fire and rescue training complex utilized by nine public agencies.

Hackensack Municipal HQ – 217,000-sq. ft. administrative offices, courts, police, fire, and traffic HQ, library, recreation center, retail and parking (strategic planning)

Jersey City Administrative Building – Planned \$120 million administrative office building with 50,000 sq. ft. of general retail and 1,240-car parking garage (strategic planning)

Houston Justice Center – Planned 1.2 million-sq. ft. police, courts, and office complex with 5,000 structured parking spaces (strategic planning)

Westin Irving Convention Center – 350-room full-service HQ hotel adjacent to 275,000 SF Irving Convention Center

Sheraton at the Puerto Rico Convention Center – 500-room HQ hotel/mixed use for the Puerto Rico Convention Center

Durham Performing Arts Center (DPAC) – 2,800 seat, 112,000gsf theater for Broadway, concerts, and other entertainment in Durham, NC

Buddy Holly Hall of Performing Arts and Sciences – 222,000gsf multi-venue performing arts center in Lubbock, TX (under construction)



Raymond Garfield, Jr.
Chairman

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

EDUCATION

Bachelor of Science
Mathematics & Engineering
United States Naval Academy
Annapolis, MD

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

AFFILIATIONS

Mr. Garfield has been a member
of or featured speaker at:

The Urban Land Institute (ULI)

International Economic
Development Council (IEDC)

National Council for Public-
Private Partnerships (NCPPP)

The Americas Lodging Investment
Summit (ALIS)

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Sheraton at the Puerto Rico Convention Center – 500-room HQ
hotel/mixed use for the Puerto Rico Convention Center

Sheraton Overland Park Hotel – 412-room full-service HQ hotel for
the Overland Park, KS Convention Center

Overton Hotel & Conference Center – 304-room full-service HQ
hotel and 47,600-SF conference center in Lubbock, TX



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

As CDO and Head of Design & Construction, Mr. Galbreath provides design and construction oversight for Garfield Public/Private developments. He brings 22 years as a leader in the global hospitality sector for RTKL Associates Inc. in the Americas. In addition to the design of hotels and resorts, his experience has centered around hospitality and gaming components of large-scale, mixed-use developments combining retail, entertainment, sport, residential, office, hotel, and other uses known for their commercial success and lasting sense of place.

EDUCATION

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

REGISTRATIONS

Registered Architect

LEED Accredited Prof. BD +C

AFFILIATIONS

ISHC Chairman Emeritus, former
member of Board of Directors

Advisory Board of Hospitality
Design Magazine

Advisory Board HOTECA

Advisory Committee for The
School of Hospitality Business at
Michigan State University

Chair of Architecture for the
NIAB
GlobalHotelNetwork.com
Architects Committee

Hotel Opportunities Latin
America (HOLA) conference
advisory board

REPRESENTATIVE PROJECT EXPERIENCE

Westin Irving Convention Center – 350-room full-service HQ hotel
adjacent to 275,000 SF Irving Convention Center

Sheraton Convention Center Hotel, San Juan, Puerto Rico (a Garfield
Development)

Trump Hotel, Orlando, Florida

Tysons Corner Center Hyatt Regency Hotel, McLean, VA

Renaissance Grand Hotel (Renovation), St. Louis, MO

Jumeirah Hotel and Arab Culture Centre, Tashkent, Uzbekistan

Cotai Parcel 3 Intercontinental Resort, Macau, China

Place Des Canadians, Montreal, Canada

SLS Hotel (Renovation and Rebranding), Beverly Hills, California

Lady Luck Casino (Rebranding and Renovation), Las Vegas,
Nevada

Maxim Hotel & Casino (Renovation and Rebranding), Las Vegas,
Nevada

Fantasy Springs Resort and Casino, Indio, California

Grand Hyatt Shenzhen at City Crossing, Shenzhen, China

JW Marriott Santo Domingo, Santo Domingo, Dominican Republic

Marriott San Antonio Rivercenter, San Antonio, TX



Dan Hennessy
General Counsel

One of the best “deal-making” attorneys in the nation, Dan Hennessy represents Garfield Public/Private in the negotiation of various corporate and partnership ventures, and assists in ownership entity structuring and financing documents for the turnkey delivery of facilities for Garfield and its public clients and private partners. He also assists in the negotiation of contracts for facility design, construction, and operations. Mr. Hennessy was a founding partner of the law firm Hughes & Luce, LLP (1973) and has practiced law since 1970.

EDUCATION

United States Naval Academy, BS

Harvard Law School, JD

Editor of Harvard Law Review

Lieutenant, U.S. Navy, Service in Vietnam War

REGISTRATIONS

State Bar of Texas

Dallas Bar Association

REPRESENTATIVE PROJECT EXPERIENCE

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Reno Public Safety Training Center – State-of-the-art police, fire and rescue training complex utilized by nine public agencies.

Houston Justice Center – Planned 1.2 million-sq. ft. police, courts, and office complex with 5,000 structured parking spaces (strategic planning)

Westin Irving Convention Center – 350-room full-service HQ hotel adjacent to 275,000 SF Irving Convention Center

Sheraton at the Puerto Rico Convention Center – 500-room HQ hotel/mixed use for the Puerto Rico Convention Center

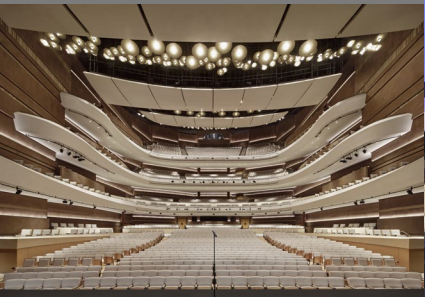
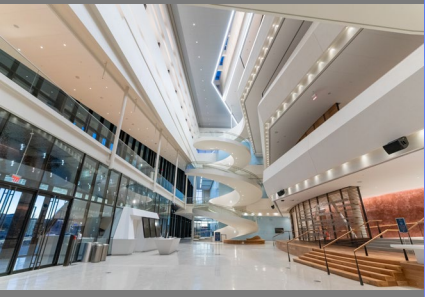
Durham Performing Arts Center (DPAC) – 2,800 seat, 112,000gsf theater for Broadway, concerts, and other entertainment in Durham, NC

Overton Hotel & Conference Center – 304-room full-service HQ hotel and 47,600-SF conference center in Lubbock, TX

Buddy Holly Hall of Performing Arts and Sciences – 222,000gsf multi-venue performing arts center in Lubbock, TX (under construction)

Negotiation and structuring of legal documents, including ground leases, facility leases, operating agreements, development agreements, construction agreements and other documents for numerous other hotels and hospitality properties across the nation

Representative Experience



Facilities Include

- 2,200-Seat Main Hall
- Flat Floor Capability
- Premium Boxes
- 416-Seat Theater
- Multi-Purpose Room
- Founders Lounge
- VIP Area
- Commercial Kitchen
- "Rave On" Restaurant
- Outdoor Plaza
- Dance School

Greg Garfield, President
Garfield Public/Private LLC
469-607-1703



Buddy Holly Hall of Performing Arts and Sciences Lubbock, Texas

This \$158 million, 2,200-seat performing arts center presents a variety of entertainment including symphony, ballet, touring Broadway and commercial entertainment, school district events, and other local programming.

Located at 1300 Mac Davis Lane at Avenue L and Marsha Sharp Freeway in downtown Lubbock, the Buddy Holly Hall is owned by the Lubbock Entertainment and Performing Arts Association and operated by ASM Global (formerly SMG).

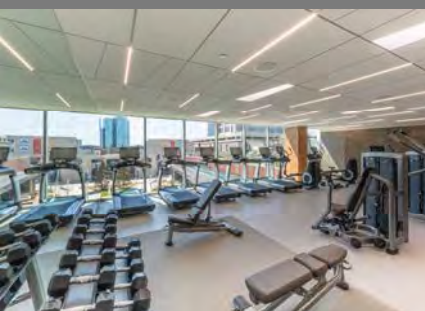
The project is 100% privately funded through donations, naming rights, box seats and personal seat license sales, and partnerships with a private concessionaire, Lubbock ISD, and Ballet Lubbock. Garfield also supported LEPAA in securing construction financing.

The development team led by Garfield includes Lee Lewis Construction; a design joint venture between Diamond Schmitt Architects, Parkhill, and MWM Architects; theater consultant Schuler Shook; and acoustics consultant Jaffe Holden.

Buddy Holly Hall has acoustic characteristics among the finest theaters in the country, and the flexibility to accommodate both commercial and local artistic productions, as well as private events. The partnerships with the ISD, Ballet, and private concessionaire are precedent setting for comparable venues.

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

— Kay Sanford, Board Member, Lubbock Entertainment and Performing Arts Assn.



Amenities Include

- 3-Meal Restaurant
- Bar and Lounge
- 10,000-SF Ballroom
- 6,000-SF of Meeting Rooms
- Swimming Pool
- Fitness Center
- Business Center
- Sundry Shop

Westin[®] Irving Convention Center – Las Colinas Irving, Texas

This 350-room, full-service hotel and 16,000-square-foot conference center is located adjacent to the award-winning Irving Convention Center to the north and the Irving Music Factory to the south in Irving's upscale Las Colinas. The \$114 million facility includes an 840-space parking garage supporting the Hotel and the Convention Center.

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

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

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



Facilities Include

- Up to 15 Courtrooms
- Administrative Offices
- Conference Space
- Secure Judges Parking
- Underground Tunnel to Detention Center
- Secure Access Controls
- Separate Circulation for Inmates, Judges, and Public

Lenwood A. Jackson, Sr. Justice Center Atlanta, Georgia

This 208,000-square-foot, six-story municipal courthouse in downtown Atlanta replaced a 46-year old, 46,000-square-foot building that ran out of space seven years prior to this project. The new City Court is designed to fulfill all the City's space requirements for 25 years.

Garfield's innovative, low-cost, tax-exempt financing solution utilized AAA-insured tax-exempt Certificates of Participation secured by annually-appropriated lease payments from City fines and forfeitures revenue (isolated from the City general fund).

The Garfield financing solution was "off-balance sheet" and did not require the City's general obligation and taxing authority. As a result, the development was able to proceed without the need for a public referendum, saving a delay of four years.

Ground breaking was achieved by a "fast track" process within nine months from project award. The facility was delivered ahead of schedule and well under budget, five years sooner than it could have been completed under traditional procurement.

Awards include the 2004 Award of Excellence from the Georgia Chapter of the American Concrete Institute and the 2004 "Build Georgia" General Contractor Award: 1st Place, Georgia Chapter of the Associated General Contractors of America, Inc.

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

— Hon. Lenwood A. Jackson, City Court Judge and Director of Facility Development



Facilities Include

- 2,500-Seat Hall
- Box Seats
- Suites with Anterooms
- President's Club Lounge
- Legacy Society Lounge
- Main Street Terrace
- Wintergarden Lobby
- Main Street Bistro
- Black Box Theater
- 3-Bay Loading Dock
- Regent Street Plaza
- Regent Street Retail

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

This \$119 million, 2,500-seat performing arts center presents a variety of entertainment including touring Broadway and family shows, popular music and comedy, select symphony, opera, and ballet performances and other local programming.

Located on Block 70 in downtown Salt Lake City, the George S. and Dolores Doré Eccles Theater is a partnership between the Redevelopment Agency of Salt Lake City, Salt Lake County and the theater operator, the County Center for the Arts.

The innovative financial solution for the project includes Redevelopment Agency-issued sales tax revenue bonds to be repaid by increments of TIF revenue dedicated by the City and the County, as well as approximately \$30 million in facility naming rights.

The development team, led by Garfield Traub Swisher, includes Layton Construction Company, the largest general builder in the intermountain west, and a design joint venture between Pelli Clarke Pelli Architects and HKS Architects.

The Eccles Theater generated an estimated one-time construction economic impact of \$200 million and over 1,600 construction jobs and will have a projected ongoing annual impact of \$9.4 million and 115 permanent jobs.

"The Redevelopment Agency of Salt Lake City was particularly impressed with the developer's experience [with the Durham Performing Arts Center]. They have a unique track record in managing complex public/private partnerships with diverse stakeholders and interests at the table. I am confident they will serve the residents of Salt Lake City well."

—Eric Jergensen, Board Chair, Redevelopment Agency of Salt Lake City



Amenities Include

- Office Space
- Conference Space
- DOT training facility
- Radio Command and Weather Room
- Loading Dock
- State Vehicle Parking
- Electric Vehicle Recharging Stations
- State Employee Federal Credit Union
- Coffee Shop
- Newsstand
- Bank

New York DOT Region 1 Headquarters *Schenectady, New York*

This 125,000-square-foot state-of-the-art facility that houses over 400 employees reflects the historic mercantile-style architecture of the area's downtown district. Facility delivery was required, and achieved, on a fast-track.

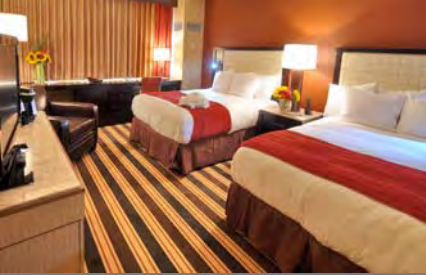
Garfield was the only one of six competing developers able to resolve how to fast-track facility delivery while still utilizing tax-exempt financing, producing over 30% occupancy cost savings when compared to the conventional financing proposed by other developers.

The initial interest rate was 2.35% under a lease-backed, variable-rate financing that was the first of its kind in the State. The State makes annually appropriated lease payments for 20 years and will gain ownership of the facility at no cost at the end of the lease term.

The development opened on time and \$1 million under budget. The building achieved the US Green Building Council's LEED® Silver Certification and is consistent with the State's energy efficiency and environmental quality standards.

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

— Joseph F. Stellato, Director of Real Estate, State of New York



Amenities Include

- 3-Meal Restaurant
- Bar and Lounge
- 11,250-SF Ballroom
- Meeting Rooms
- Swimming Pool
- Fitness Center
- Business Center
- Sundry Shop

Overton Hotel and Conference Center Lubbock, Texas

This 303-room, full-service hotel and 47,000-square-foot conference center is located across the street from Texas Tech University and Jones AT&T Stadium in Overton Park, the largest private development project by acreage in U.S. history. In Fiscal Year 2010-2011, 85% of the top room night-producing events hosted in Lubbock utilized the Overton Hotel & Conference Center as their headquarters facility.

The hotel was financed with private debt and equity. The conference center was financed with City bonds which are repaid by site-specific occupancy taxes and property taxes. The capital plan also included naming rights, room licenses, and nonprofit foundation grants. The City leases the conference center on a long-term basis to the hotel owner, who operates the entire property.

The facilities host business and leisure travelers, conferences, business meetings, weddings and many other social events. Guests are greeted by a stunning lobby and enjoy expansive first class facilities and amenities. This innovative public/private partnership has produced the finest hotel and conference center in Lubbock and the region. The Overton is the only hotel in West Texas to receive the Four Diamond Award from AAA.

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

— Rob Allison, Assistant City Manager, Development Services, City of Lubbock



Facilities Include

- 2,800-Seat Hall
- Box Seats
- State-of-the-Art A/V and Theater Rigging
- Orchestra Pit
- Performer Support
- Stage Support
- Administrative Support
- 3-Bay Loading Dock
- Atrium Lobby
- Box Office
- Outdoor Plaza

Durham Performing Arts Center Durham, North Carolina

This 2,800-seat theater designed by Szostak Design of Chapel Hill presents a variety of entertainment with superior architectural quality, functionality and flexibility, including touring Broadway and family shows, popular music and comedy, and Durham's treasured American Dance Festival.

Located adjacent to the Durham Bulls Athletic Park and the American Tobacco Historic District, the Durham Performing Arts Center (DPAC) is a public/private partnership between the City of Durham, Duke University, the developer and the theater operator.

Garfield's innovative financial solution included taxable Certificates of Participation repaid by a portion of Citywide Hotel Occupancy Tax, facility naming rights, a Duke University grant, an operator loan and other private sources.

Ranking among the top five theaters nationally in attendance by Pollstar and Billboard, DPAC has greatly exceeded projections for attendance, revenue and operating profits. It produced annual economic impact of \$127 million in 2019, and ancillary development spurred by DPAC is estimated to total over \$300 million by 2022.

Area restaurants have thrived due to show night activity, contributing to the recruitment of more restaurants to the downtown core. Five new downtown restaurants opened in the first two years of DPAC operations, despite the national recession.

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

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



Facilities Include

- 1,120-Car Garage
- 20,000 SF Retail Space
- Provision for Future Hotel

St. Joseph's Regional Medical Center Garage and Retail Paterson, New Jersey

This 1,120-car garage and 20,000-square-foot of general retail space is located on the main campus of St. Joseph's Regional Medical Center. The project was part of the hospital's \$200 million expansion of its Paterson, NJ campus.

The project's first phase included retail space, approximately 1,120 parking spaces and the demolition of an existing garage. The second phase will include the balance of the parking, which will serve as the base of a proposed 176-room select-service hotel.

Garfield's design and phasing solution maximized the potential of the tight urban site while maintaining existing garage operations and providing vehicular and pedestrian access to the hospital's new lobby and main entrance.

Garfield's tax-exempt financing solution enabled hospital facility ownership via a ground lease, not impacting the hospital's credit, and preserving its financial capacity for other campus projects. Bonds will be repaid by parking fees and retail lease income.

The facility was delivered ahead of schedule and well below budget using a Design-Build delivery. Standard Parking Corporation operates the facility.



Amenities Include

- Casino
- Spa
- Restaurants
- Outdoor Pools
- 8-Screen Cinema
- Music Hall

Sheraton® San Juan at the Puerto Rico Convention Center San Juan, Puerto Rico

This \$220 million headquarters hotel and mixed-use development anchors the 580,000-sq. ft. Puerto Rico Convention Center. The AAA 4-Diamond property is only minutes away from historic Old San Juan and the San Juan Luis Muñoz Marín International Airport.

This world-class urban resort includes a 503-room Sheraton® hotel, over 40,000-sq. ft. of meeting and banquet facilities, 50,000-sq. ft. of retail space, 400 structured parking spaces, a casino, a music hall for live performances and many other fine amenities.

The innovative public/private financing solution combined equity, federal tax credits, and first mortgage debt that is credit enhanced by a private lender letter of credit and a subsidiary of the Government Development Bank of Puerto Rico.

This complex is the largest mixed-use commercial real estate project in Puerto Rico, and the largest destination of its kind in the Caribbean. The complex is the keystone of Puerto Rico's initiative to secure larger conventions and boost local tourism.

"The way to evaluate an economic development project is by how much money it brings to the local economy. [The convention center/hotel complex] is expected to generate \$300 million a year. This is a unique project for Puerto Rico and opens all kinds of doors of opportunity."

— Manuel Sánchez-Biscombe, Executive Director, Puerto Rico Convention Center District Authority



Facilities Include

- Classrooms
- Office Space
- Conference Space
- Lockers and Showers
- Armory
- Burn Building
- Drill Tower
- Shooting Range
- Asphalt Track
- Skid Pad
- Vehicle Maintenance and Storage Space
- Confined Space and Trench Rescue Prop

Regional Public Safety Training Center Reno, NV

This state-of-the-art training complex is a “one-stop-shop” for all fire, police and rescue training in Truckee Meadows and is utilized by nine public agencies. The facilities were delivered under a guaranteed maximum price turnkey contract.

When the originally planned source of project funding had to be redirected to flood control projects, Garfield arranged for alternative financing that enabled facility delivery four years ahead of the alternative plan, thereby saving Washoe County more than \$1.5 million dollars in fees and inflationary costs.

Funds were raised through tax-exempt Certificates of Participation (“COPs”) secured by annually appropriated County lease payments, which were offset by sublease income and other revenue. The County obtains ownership at the end of the lease term. This was the first ever lease-purchase COPs financing for a county in the State of Nevada.

The Center was delivered ahead of schedule and under budget, with savings applied to purchase enhanced training equipment. The American Society of Civil Engineers (ASCE) recognized the Center for Outstanding Achievement in Civil Engineering. It was also the recipient of the AGC PINNACLE Award, Design-Build Project Category.

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

— John C. Breternitz, Chairman, Washoe County Commission (2008 – 2012)



Amenities Include

- 3-Meal Restaurant
- Bar and Lounge
- Coffee Shop
- Indoor Pool
- Fitness Center
- Business Center
- Sundry Shop

Sheraton® at the Convention Center Overland Park, KS

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

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

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

The hotel opened for business ahead of schedule and \$1.5 million under budget in 2003. Opening as the finest hotel in the Sheraton® system, design features of this award-winning property were adopted as the standard for many successive Sheraton® developments.

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

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



Facilities Include

- 7 Primary Schools
- 1 Recreation Center

Los Angeles Unified School District Primary Centers *Los Angeles, California*

Garfield developed seven schools and a park recreation center totaling \$64.5 million for LAUSD. The schools include the Dena, Fremont, Hooper, Washington, Rowan, Corona, and Middleton Primary Centers, and the Corona Park Recreation Center.

Developed under the Education Code 17406 Lease/Leaseback program, Garfield's innovative financing plan provided the most advantageous capital structure while enabling development team selection based on best value rather than lowest bid.

Garfield won the competition to develop the schools based in part on its creative and competitive financing proposal, which included the only tax-exempt option offered by any competitor, as well as an alternative private (taxable) financing commitment.

The eight developments were simultaneously managed in eight locations with eight distinct designs and eight separate architects, including interface with eight owner representatives, eight separate builder project staffs and more than 200 subcontractors.

"The Developer's experience and expertise ensured ultimate success of this highly visible and important project in LAUSD's building program. They did a superb job."

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



Amenities Include

- 3-Meal Restaurant
- Conference Dining
- Lounge
- Indoor Pool
- Fitness Center
- Business Center
- Gift Shop

DoubleTree® Hotel and Conference Center Bay City, Michigan

This signature 154-room, full-service, upscale DoubleTree® Hotel and Conference Center includes 25,000 square feet of conference, ballroom, and pre-function space, as well as 310 structured and surface parking spaces.

Although private financing was unfeasible, Garfield arranged alternative financing using non-recourse, tax-exempt hotel revenue bonds, with the City receiving all property cash flow and residual value.

Financed with the first tax-exempt hotel bonds placed without municipal credit enhancement after the 2001 terrorist attacks, other project funds included nearly \$20 million in federal, state and local grants, low-interest and no-interest loans.

This property is the centerpiece of the redevelopment of Bay City’s historic Riverwalk. As the beneficial owner of the property, the City’s contributions are truly an investment, rather than a subsidy to a private developer as originally contemplated.

Ray Garfield, Chairman
Garfield Public/Private LLC
469-607-1702

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

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





Amenities Include

- 3-Meal Restaurant
- Bar and Lounge
- 12,000-SF Ballroom
- 6,000-SF of Meeting Rooms
- Swimming Pool
- Fitness Center
- Business Center
- Club Lounge

Greg Garfield, President
Garfield Public/Private LLC
469-607-1703

Baytown Hotel and Convention Center Baytown, Texas

This 160,100-sq. ft., 208-room, full-service hotel and convention center will be located on Bayland Island on the Houston Ship Channel adjacent to the Bayland Marina in Baytown, Texas. The approximately \$64 million facilities include a 64,000-sq. ft Convention Center/podium and a 7-story, 96,100-sq. ft. rooms tower.

Also included are site improvements and surface parking for approximately 450 cars that will support the Convention Center, Hotel, and Marina. Foundations and slab are designed to meet US Army Corp of Engineers criteria for storm surge protection and undermining resistivity. The project has been designed to LEED® criteria for Silver certification.

The innovative financing solution is tailored to the City's objectives and positions the City as the sole beneficiary of net cash flow and residual value. The Convention Center will be financed with City bonds repaid by site-specific occupancy, sales, and property taxes. The Hotel will be financed with publicly sold non-recourse tax-exempt hotel revenue bonds.

The Hotel will be owned by a Public Facilities Corporation, and the Hotel and Convention Center will be operated by a major full-service hotel brand/operator under a qualified management agreement. Upon retirement of the tax-exempt hotel revenue bond financing, the facilities will be transferred at no cost to the City of Baytown. Construction is projected to commence in Q2 2021 with a grand opening in Q1 2023.



Amenities Include

- 3-Meal Restaurant
- Bar and Lounge
- 15,000-SF Ballroom
- 8,000-SF Jr. Ballroom
- 8,000-SF of Meeting Rooms
- Swimming Pool
- Fitness Center
- Business Center
- Club Lounge

Greg Garfield, President
Garfield Public/Private LLC
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Conroe Hotel and Convention Center Conroe, Texas

This 210,000-sq. ft., 250-room, full-service hotel and convention center will be located at Grand Central Park in Conroe, Texas. The approximately \$90 million facilities include a 90,000-sq. ft Convention Center/podium, a 7-story, 120,000-sq. ft. rooms tower, and a 3-story 370-car parking garage and surface parking for an additional 150 cars. The project is being designed to LEED® criteria for basic certification.

The innovative financing solution is tailored to the City's objectives and positions the City as the sole beneficiary of net cash flow and residual value. The Convention Center will be financed with City bonds repaid by site-specific occupancy, sales, and property taxes. The Hotel will be financed with publicly sold non-recourse tax-exempt hotel revenue bonds.

The Hotel will be owned by a Local Government Corporation and will be operated by a major full-service hotel brand/operator under a qualified management agreement. Upon retirement of the tax-exempt hotel revenue bond financing, the facilities will be transferred at no cost to the City of Conroe. Construction is projected to commence in Q2 2021 with a grand opening in Q3 2023.



Amenities Include

- 3-Meal Restaurant
- Bar and Lounge
- 12,000-SF Ballroom
- 4,000-SF of Meeting Rooms
- Rooftop Swimming Pool
- Fitness Center
- Business Center
- Club Lounge

DoubleTree[®] Abilene Convention Center Hotel Abilene, Texas

This 170,600-sq. ft., 206-room, full-service hotel and convention center will be located at the intersection of N 6th Street and Cypress Street adjacent to the Abilene Convention Center in Abilene, Texas. The approximately \$60 million facilities include a 61,400-sq. ft Convention Center/podium and an 8-story, 109,200-sq. ft. rooms tower. The project is being designed to LEED[®] criteria for Silver certification.

The innovative financing solution is tailored to the City's objectives and positions the City as the sole beneficiary of net cash flow and residual value. The Convention Center will be financed with City bonds repaid by site-specific occupancy, sales, and property taxes. The Hotel will be financed with publicly sold non-recourse tax-exempt hotel revenue bonds.

The Hotel will be owned by a Local Government Corporation and will be branded as a DoubleTree by Hilton and operated under a qualified management agreement. Upon retirement of the tax-exempt hotel revenue bond financing, the facilities will be transferred at no cost to the City of Abilene. Construction is projected to commence in Q3 2021 with a grand opening in Q3 2023.

Representative Consulting and Planning Assignments (Partial List)

In addition to its development experience outlined in the preceding pages, Garfield Public/Private has performed development consulting and strategic planning services for many other public sector clients nationally, including those presented below.

- City of El Paso, Texas – developer solicitation, selection and negotiation services to the City for a mixed-use urban development, including structured parking at Mills Avenue and Campbell in downtown El Paso
- City of Norfolk, VA – Negotiation support to City on agreements with a private developer regarding a planned public/private hotel and conference center
- City of Houston, Texas – strategic planning for a \$950 million, 1.3 million SF new justice center, including analysis of financing and delivery options and associated costs, benefits and risk transference
- State of Hawaii – strategic planning services for the first \$400 million phase of a \$2 billion correctional facilities rehabilitation and new development program throughout the Hawaiian Islands
- College of Southern Nevada (CSN) – Strategic planning for new CSN Northwest Campus utilizing Public/Private Partnerships
- AGC Oregon-Columbia Chapter – analyses, reports and presentations to client and other stakeholders regarding the advantages and disadvantages of various financing and delivery methods for public/private developments within the State of Oregon
- City of Arlington, Texas – Pre-Development Strategic Plan for a proposed expansion and renovation of the Arlington Convention Center, a 300-room expansion of the existing Sheraton headquarters hotel, a new parking garage and site improvements
- City of Albuquerque, New Mexico – Pre-Development Strategic Plan for a proposed \$345 million, 550-room Sheraton Convention Center Headquarters Hotel, 12,000-seat Event Center, and related retail and residential development
- Jefferson City, Missouri – Pre-Development Strategic Plan for a proposed 60,000-sq. ft. Conference Center, Headquarters Hotel, state office building, retail and parking garage
- Franklin County Convention Facilities Authority – Pre-Development Strategic Plan for Convention Center Headquarters Hotel Room Inventory
- City of Plano, Texas – Pre-Development Strategic Plan for a Headquarters Hotel for Plano Centre (Civic Center)
- City of Hackensack, New Jersey – Pre-development and capital planning for a new 217,000-sq. ft. municipal court, government office, police, fire, and traffic headquarters, library, and recreation center with 50,000 sq. ft. of retail and a 1,580-car garage
- University of Akron, Ohio – Feasibility study and strategic planning for the financing and development of a new 25,000-seat football stadium and mixed-use urban village (later developed as the University of Akron Zips football stadium and University Village)
- Jersey City, New Jersey – Pre-Development Strategic Plan for a \$120 million, 136,000-sq. ft. municipal building, 1,240-car garage and 50,000 square feet of general retail
- City of Tyler, Texas – Pre-development and capital planning for a new conference center and 200 to 250-room headquarters hotel
- City of McKinney, Texas – Litigation support and strategic plan for re-start and completion of a suspended hotel and conference center development