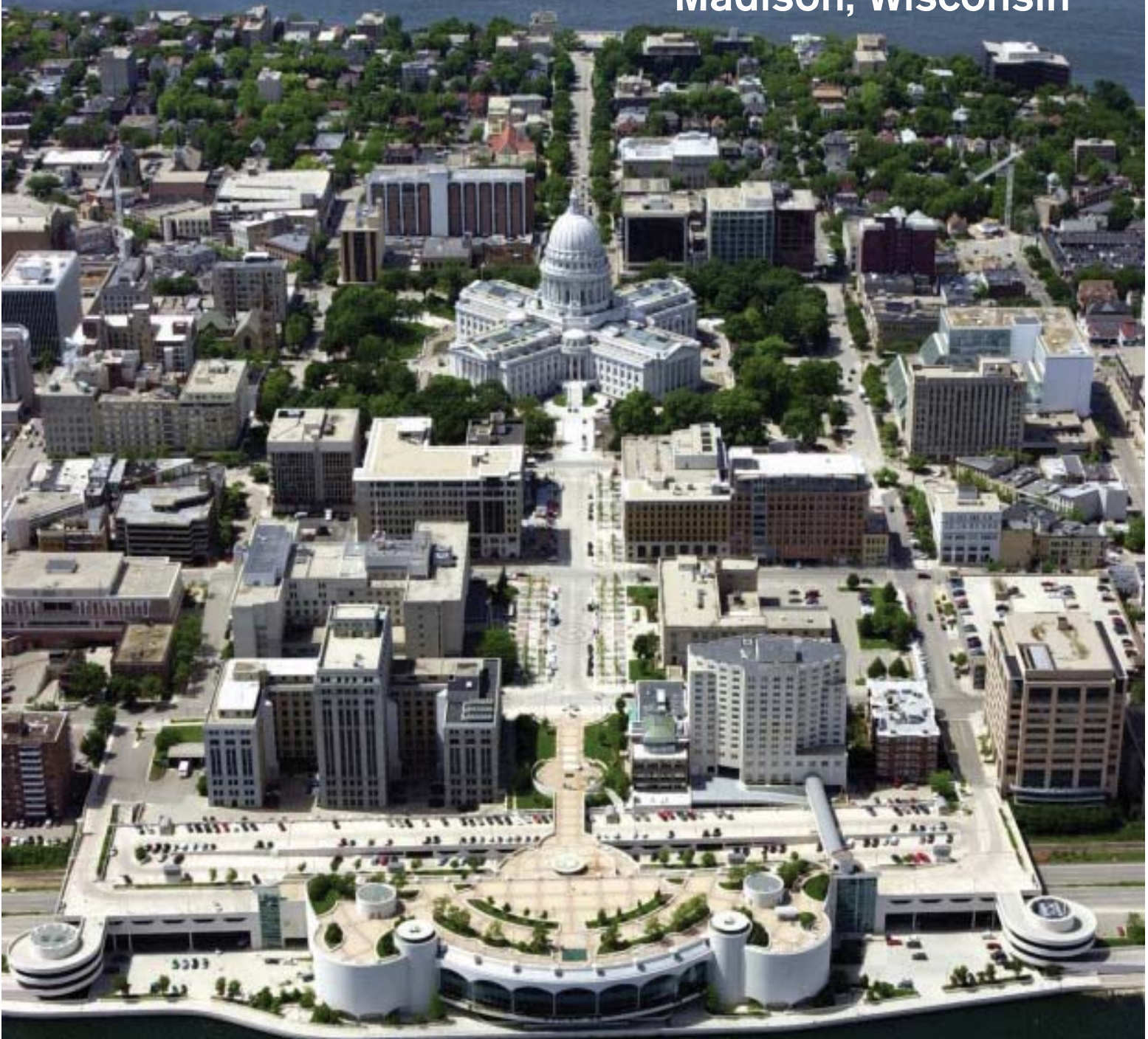


QUALIFICATIONS SUBMITTAL FOR  
**Judge Doyle Square  
Madison, Wisconsin**

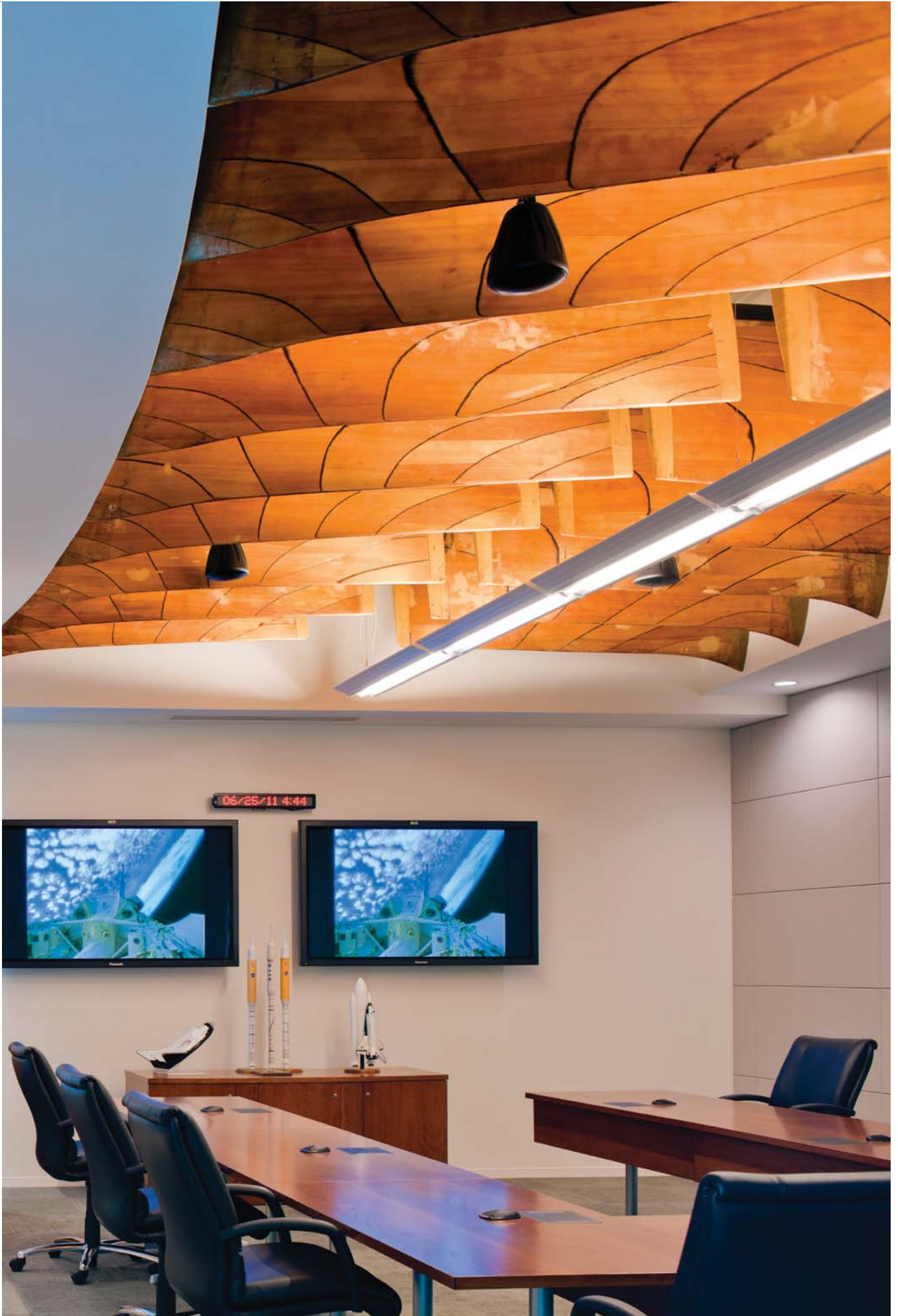


SUBMITTED TO  
City of Madison  
Department of Planning & Community &  
Economic Development  
Office of the Director  
Room LL100, Madison Municipal Building  
215 Martin Luther King Jr. Blvd.  
Madison, WI 53703-3346

DATE  
April 30, 2013



**NCG**  
NORTH CENTRAL GROUP



# Judge Doyle Square

*Madison, WI*

## TABLE OF CONTENTS

Signature Affidavit

A. Identification of the development venture and team

1. The proposer and the officers
2. Key Project Entities and their company backgrounds
3. Key Project Team Members outline
4. Team Development Manager and Key Project Team member's resumes
5. Proposed Project Team Organizational Structure
6. Team Availability Statement

B. Experience to successfully undertake this project

1. Team experience in planning, designing and constructing mixed-use urban scale projects
2. Team experience in managing similar mixed-use urban scale projects
3. Team experience with public/private partnerships
4. Disclosure of any alleged significant prior or ongoing contract failures, contract breaches, tax delinquencies, any civil or criminal litigation
5. Disclosure any potential conflict of interest

C. Preliminary project concept(s)

1. Preliminary concept plans and massing sketches

D. Financial capability to complete the project

1. Statement of financial stability
2. Preliminary estimate of total project cost
3. Statement regarding phasing constraints

E. Professional and project references

1. Team references



RFQ FORM A


# SIGNATURE AFFIDAVIT

*Note: This form must be returned with your proposal response.*

In signing this proposal, we certify that we have not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit a proposal; that this proposal has been independently arrived at without collusion with any other proposer competitor or potential competitor; that this proposal has not been knowingly disclosed prior to the opening of proposals to any other proposer or competitor; that the above statement is accurate under penalty of perjury.

The undersigned, submitting this proposal, hereby agrees with all the terms, conditions, and specifications required by the City in this Request for Qualifications, and declares that the attached proposal is in conformity there- with, and attests to the truthfulness of all submissions in response to this solicitation.

Proposer shall provide the complete information requested below. Include the legal name of the Proposer and signature of the person(s) legally authorized to bind the Proposer.

<b>Proposal Invalid Without Signature</b>	
SIGNATURE OF PROPOSER: 	DATE: April 30, 2013
NAME AND TITLE OF PROPOSER: Jeffrey S. Lenz – President & Chief Development Officer	COMPANY NAME: The North Central Group
TELEPHONE: 608-836-6060	ADDRESS: 1600 Aspen Commons, Suite 200 Middleton, WI 53562
E-mail Address: jlenz@ncghotels.com	
<b>Person to Be Contacted If There Are Questions about Your Proposal (If different from above)</b>	
NAME: Dennis Lynch	TITLE: Director of Development & Construction
TELEPHONE: 608-662-3623	E-mail Address: dlynch@ncghotels.com

RFQ FORM B

# Proposer Profile

**1. Proposing Company Name: The North Central Group**

**2. FEIN 47-0898095**

Corporation     Limited Liability Company     General Partnership

**3. Form of Organization:**     Sole Proprietor     Unincorporated Association     Other: \_\_\_\_\_.

**4. Location of Main Office:**

ADDRESS	CITY	STATE	ZIP+4
1600 Aspen Commons, Suite 200	Middleton	WI	53562

**5. Location of Office servicing City of Madison account:**

ADDRESS	CITY	STATE	ZIP+4
1600 Aspen Commons, Suite 200	Middleton	WI	53562

**6. Principal Information and Contact:**

NAME	Dennis Lynch	TITLE	Director of Development & Construction
TEL	608-662-3623	TOLL FREE	N/A
FAX	608-836-6399	E-MAIL	dlynch@ncghotels.com

**7. Contact Person about your proposal if different from above:**

NAME	Same as above	TITLE	
TEL		TOLL FREE TEL	
FAX		E-MAIL	

TAB A



## A. Identification of the development venture and team

---

1. Identify the legal name of the proposer and the officers who would be legally authorized to bind the development venture to the development contracts.

NCG / RMC, LLC - Joint Venture

- o David A. Lenz
- o Jeffrey S. Lenz
- o C.J. Raymond



WESTIN





## A. Identification of the development venture and team

---

2. Identify the key entities comprising your team, describing briefly their respective backgrounds and history.

Our team is comprised of a Madison-based Development Group, a nationally known Design and Engineering Team, and a Madison-based Construction Company. The following pages depict the backgrounds and history of each group.

- Development, Management, & Mortgage
  - North Central Management, Inc.
  - North Central Mortgage, Inc.
  - North Central Group Hotel Investors, LLC
- Design - Cooper Carry Inc.
- Engineering
  - Structure – SK&A Structural Engineers
  - MEP/ FP – Jordan & Skala Engineers
  - Parking Consultants – Kimley-Horn & Associates
- Construction – Kraemer Brothers



# North Central Group

## About Us

The North Central Group is a Wisconsin-based developer, owner and operator of “focused-service” hotels built on enduring principles and an unbridled passion for hospitality and real estate development. We have high expectations of anyone who chooses to join this team in the relentless pursuit of our mission. Founded in 1981 by our Chairman, David A. Lenz, we currently manage 28 hotels under multiple franchise brands within the families of Hilton and Marriott Hotels throughout the Midwest and Southwest. Managing nine hotels (over 1,000 guest rooms) in the greater Madison, Wisconsin market alone makes us one of the largest hotel companies in the area.

Made up of three entities – North Central Management, Inc., North Central Mortgage, Inc., and North Central Group Hotel Investors, LLC, our expertise and experience enable us to develop, finance and operate hotels that guests want to visit again and again.

We are a company of believers. We believe in our team members as demonstrated by our Pledge to Our Team Members. We believe in giving our guests and customers exceptional service as seen in our Promise to Our Guests. We believe in making the most of our hotel owners’ investment which is outlined in our Commitment to Our Owners. We believe in excellence. Every hotel we operate has a common thread running through it – our company’s emphasis on quality and excellence. We proudly stand by our Unconditional 100% Satisfaction Guarantee, which states: “We guarantee high-quality accommodations, friendly and efficient service, and clean, comfortable surroundings. If you are not completely satisfied, your stay is on us.”

We take great pride in the culture we have created across our portfolio. We operate in an environment in which our team members at every level are fully engaged and understand the line of sight between what their job responsibilities are and the overall success of each hotel. We are very proud that we have been able to find success walking the fine line between professionalism and fun.

Dave Lenz brings more than 30 years of experience to the operation of The North Central Group, including extensive knowledge of hotel development, income property finance and property management.

## Our Mission

To be recognized as one of the industry’s premier hotel development and management companies by our team members, guests, owners and peers.



## Staff

A 30-plus member staff includes the following management level positions:

David Lenz	Founder & Chairman
Jonathan Bogatay	Chief Executive Officer
Jeffrey Lenz	President, Chief Development Officer
Keith Osborne	Senior Vice President, Chief Operating Officer
Catherine Gillman	Vice President, General Counsel
Laura Jaggi	Vice President, Human Resources & Administration
Mark Lenerz	Vice President, Finance and Administration
Dennis Lynch	Director of Development & Construction
David Coe	Director of Facilities & Purchasing
Doug Kinney	Director of Technology
Eric Rottier	Regional Director of Operations
Amy Simchak	Regional Director of Operations

## Management

At North Central Management, Inc., positive performance is an absolute. It's an indication of success...and our hotel owners expect it. Our Gross Operating Profit (GOP) percentage results in our owners and investors experiencing a superior return on their investment. Profitability certainly isn't a concept unique to The North Central Group. What sets us apart from other management companies is how we get there.

We realize what it takes to operate a hotel successfully. Our experience runs deep, as does our tenacity for achieving the desired results. We understand the hotel business and the business of hotels. Not only do we make sure profit goals are met, we pay just as much attention to product and service as well. Now is the time to leverage the strength of our team's knowledge, experience and systems. Whether your real estate portfolio includes economy brands, full service, or somewhere in between, you and your hotel will receive our close personal attention. As partners in your success, we offer:

- Staffing and training of quality team members
- Centralized accounting and cost control systems
- Design, installation, and training on management systems
- A turn-key budgeting/forecasting process
- Expertise in food and beverage operations
- Design and implementation of sales, marketing and revenue management plans
- Market research and target-market positioning
- Property inspections and quality controls
- Renovation services and Property Improvement Plan (PIP) execution
- Revenue analysis and management



## Mortgage

North Central Mortgage, Inc. is the commercial mortgage banking entity within The North Central Group, dedicated to serving the financing needs of income property owners, developers and lenders. Our track record in the placement of construction and permanent financing encompasses a wide variety of property types, including hotels, apartments, industrial/warehouses, office buildings and retail facilities.

## Development

The North Central Group has developed over 50 select and full-service lodging facilities over the last 30 years and continues to evaluate new development and acquisition opportunities throughout the United States.

Development, conversion and renovation services we provide include:

- Economic and market feasibility analysis
- Proforma income and expense feasibility and construction cost analysis
- Brand conversion and renovation of existing hotels
- Joint venture and partnership structuring
- Zoning, legal and governmental coordination and approval
- Ensemble of design team specialists
- Interior Design, FF&E specifications and purchasing
- Assistance in identifying and obtaining franchises

North Central Group hotels and team members are proud and honored to be recognized by our Hilton and Marriott franchise partners. These awards and honors validate our commitment to exceptional guest service and highest overall quality.

## Hilton Lifetime Achievement Award

This award recognizes a Multi-Brand Developer of the Year who made significant contributions to the Hilton Family of Hotels with the most number of project approvals, as well as a Lifetime Achievement Award for longevity in the hospitality development arena and loyalty to the Hilton Family of Hotels. In order to be considered for this award, all hotels in candidates' Hilton Family portfolio had to be rated high-quality and in good status, and could represent a combination of new projects, renovations and conversions.

- 2008 Dave Lenz, North Central Group
- 2007 Dave Lenz, North Central Group



## Marriott Partnership Circle Award

Marriott's Partnership Circle Award honors companies that embody Marriott's vision, share a mutual long-term commitment, fully embrace Marriott's brand initiatives, focus on associates to create a well-managed and engaged workforce, invest in hotel product, and provide outstanding customer service as measured through Marriott's guest satisfaction surveys.

- 2012 North Central Group
- 2009 North Central Group





## Marriott Diamond Award

This award is earned by hotels at the top of their performance, based on criteria in Guest Satisfaction, Hotel Operations, and RevPAR Index.

- 2011 [Fairfield Inn & Suites Rockford, IL](#)
- 2009 [Courtyard Madison East, WI](#)
- 2007 [Residence Inn Madison West/Middleton, WI](#)



## Marriott Platinum Award

This award is given to hotels in the Top 5% of their brand in Overall Guest Satisfaction Scores.

- 2010 [Courtyard Madison West/Middleton, WI](#)
- 2010 [Fairfield Inn & Suites Madison East, WI](#)
- 2010 [Residence Inn Madison West/Middleton, WI](#)
- 2009 [Courtyard Madison West/Middleton, WI](#)
- 2008 [Residence Inn Madison West/Middleton, WI](#)
- 2008 [Courtyard Madison West/Middleton, WI](#)



## Marriott Gold Award

This award is given to hotels in the Top 10% of their brand in Overall Guest Satisfaction Scores.

- 2011 [Courtyard Madison East, WI](#)
- 2011 [Fairfield Inn & Suites Madison East, WI](#)
- 2010 [Courtyard Madison East, WI](#)
- 2010 [Courtyard Phoenix North/Avondale, AZ](#)
- 2010 [Fairfield Inn & Suites Rockford, IL](#)
- 2009 [Courtyard Phoenix North/Avondale, AZ](#)
- 2009 [Residence Inn Madison West/Middleton, WI](#)
- 2008 [Courtyard by Marriott Madison East, WI](#)



## Marriott Silver Award

This award is given to hotels in the Top 20% of their brand in Overall Guest Satisfaction Scores.

- 2011 [Residence Inn Madison West/Middleton, WI](#)
- 2009 [Fairfield Inn & Suites Madison West/Middleton, WI](#)



## Marriott Renovation Property of the Year

- 2012 [Courtyard Madison East](#)

## Guest Satisfaction Excellence

This honor was presented to North Central Group for having all our Courtyard and Fairfield properties lead the entire brand of Courtyard and Fairfield hotels in terms of Guest Satisfaction.

- 2012 North Central Group (Fairfield Inn & Suites Madison West, Fairfield Inn & Suites Madison East, Fairfield Inn & Suites Rockford)
- 2010 North Central Group (Courtyard Madison East, Courtyard Madison West, Courtyard Phoenix/Avondale)



## Excellence in Service

This honor was presented to North Central Group for having our Courtyard properties lead the entire brand of Courtyard hotels (900 strong) in terms of Overall Service Scores.

- 2009 North Central Group (Courtyard Madison East, Courtyard Madison West, Courtyard Phoenix/Avondale)



## **Marriott Local Knowledge Award**

This award is presented for scoring in the top three of all North American Marriott hotels Staff's Local Knowledge of the Area.

- 2009 [Courtyard Madison West/Middleton, WI](#)

## **Marriott Breakfast Quality Award**

This award is presented for scoring in the top three of all North American Marriott hotels for Quality of Breakfast.

- 2009 [Courtyard Madison West/Middleton, WI](#)

## **Fairfield Inn & Suites by Marriott Property of the Year**

This honor is awarded to the #1 Fairfield in the entire Marriott brand. The hotel must be in the top 5% of the brand in overall guest satisfaction scores; must achieve a green on all quality assurance operations reviews; and must have a minimum RevPAR index of 113% with no decline in RevPAR index vs. year end 2010.

- 2011 [Fairfield Inn & Suites Rockford, IL](#)

## **Courtyard by Marriott General Manager of the Year**

This award is given to Diamond Award winning General Manager who exceeds the following criteria: overall hotel leadership, team building and team development, financial management, sales leadership, service leadership and community service. Hotel performance in the areas of RevPAR index, index growth, occupancy growth and guest satisfaction also play a role.

- 2009 Dennis Clark, General Manager of the [Courtyard Madison East, WI](#)

## **Marriott Diamond General Manager Award**

This award is given to a General Manager who exceeds the following criteria: overall hotel leadership, team building and team development, financial management, sales leadership, service leadership and community service. Hotel performance in the areas of RevPAR index, index growth, occupancy growth and guest satisfaction also play a role.

- 2011 Coni Duhr, General Manager of the [Residence Inn Madison West/Middleton, WI](#)
- 2011 Jeff Ryan, General Manager of the [Fairfield Inn & Suites Madison East, WI](#)

## **Marriott Confident Service Excellence General Manager of the Year Award**

This honor is awarded based on the hotel's excellent services scores, commitment and detailed focus on making sure every guest's expectations are exceeded during their stay.

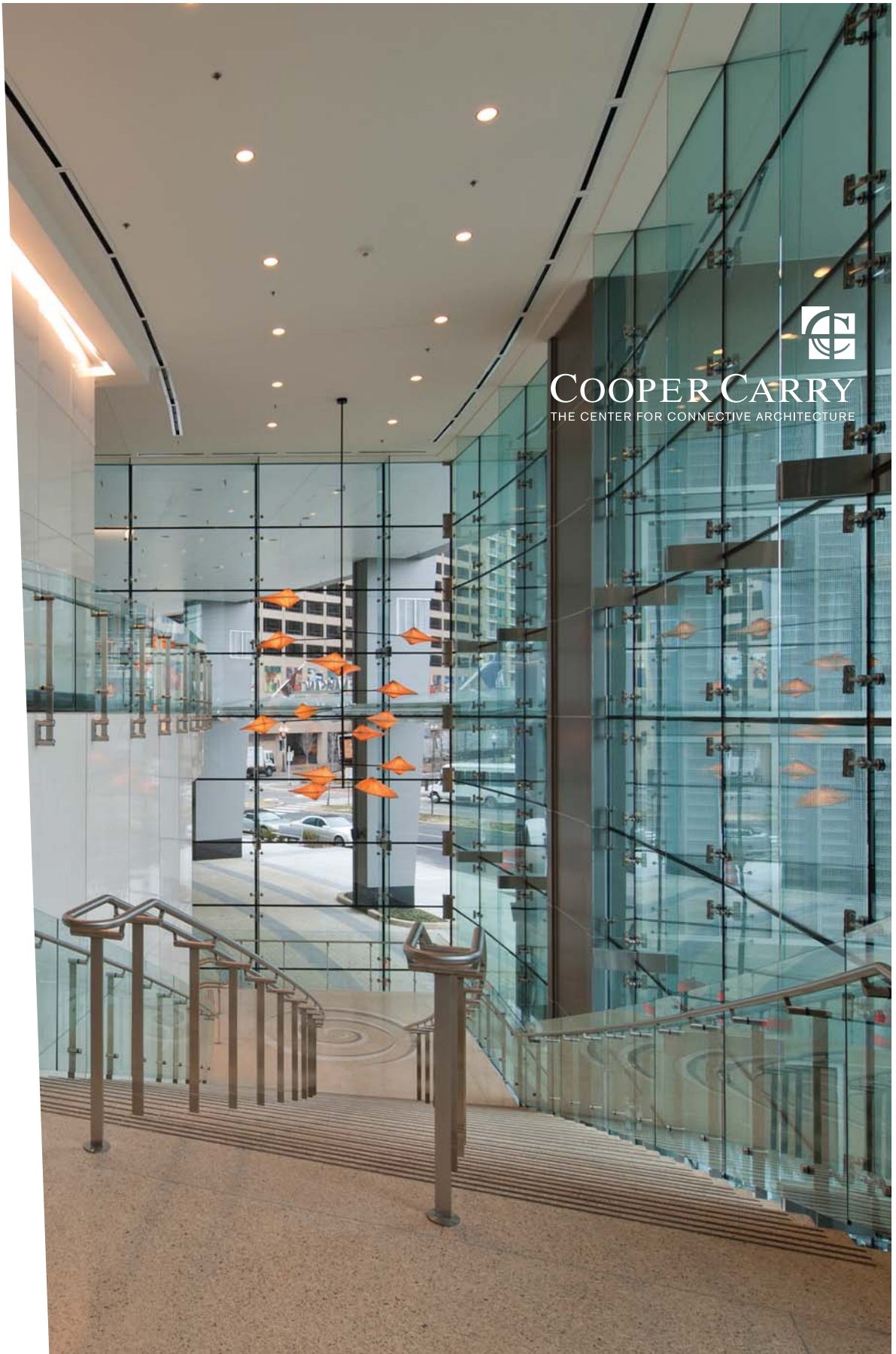
- 2011 Seth Frisbee, General Manager of the [Fairfield Inn & Suites Rockford, IL](#)

## **Marriott Front Desk Friendliness Award**

This award is presented for scoring in the top three of all North American Marriott hotels in Front Desk Friendliness.

- 2009 [Courtyard Madison West/Middleton, WI](#)

COOPER CARRY



COOPER CARRY  
THE CENTER FOR CONNECTIVE ARCHITECTURE

# COOPER CARRY

## Offices

### *Atlanta*

191 Peachtree Street NE, Suite 2400  
Atlanta, GA 30303-1770  
404-237-2000 (phone)  
404-237-0276 (fax)

### *Washington*

625 North Washington Street, Suite 200  
Alexandria, VA 22314  
703-519-6152 (phone)  
703-519-7127 (fax)

### *New York*

50 West 17th Street, 12th Floor  
New York, NY 10011  
212-691-0271 (phone)  
212-691-0054 (fax)

### *Newport Beach*

369 San Miguel Drive, Suite 100  
Newport Beach, CA 92660-7837  
949-729-9801 (phone)

Focused on the innovative design of exceptional places, COOPER CARRY is one of the nation's most dynamic, context-driven design firms. Our projects are crafted to enrich the experience of the people who interact with them for a day or a lifetime.

An internationally recognized team of design professionals, with vast experience in a variety of project types, collaborate in the pursuit of excellence through the practice of connective design. Since our founding in 1960, we have steadily built a reputation for our attention to detail, thoughtful design and client service. Each project is a composition of imaginative connections among buildings and their components. But it doesn't stop there, as we strive to incorporate our projects' interaction with surrounding buildings, communities and the environment, all of which are impacted by each other.

Architects, interior designers, landscape architects, planners, and environmental graphic designers make up the core disciplines at COOPER CARRY. These professionals work within specialized design studios with expertise in:

- Corporate
- Government
- Hospitality
- K-12 Education
- Mixed-Use
- Office
- Residential
- Retail
- Science + Technology
- Transit
- University

Connectivity is the cornerstone of our architectural, planning and urban design approach. Our design process treats landscape as being equal in importance to buildings and we pursue excellence in landscape design just as carefully. Therefore, we combine architecture and landscape design into a rich composition of functional, thoroughly connected spaces formed to unite the experience of the inhabitant, celebrating experience of not only the interior, but exterior environment as well.

With sustainability as the foundation of COOPER CARRY's connective design philosophy our team is inspired by the interconnections among natural systems that support our lives—plants, animals and the physical world they inhabit. Consequently, we collaboratively pursue creative design solutions patterned with nature as our model with the result being a more holistic project.

The connective design process assesses the sustainability of materials, the suitability of assembly methods, and the options for organizing buildings and landscapes into compositions which tend to maximize the advantages of solar orientation, weather, daylighting, building conditioning, and other variables that affect the building's environmental performance. And we seek ways to optimize the human experience, thereby elevating the quality of life for all who come to live, work or play within the space.

Our commitment to environmentally responsible design is evident in our comprehensive, ongoing in-house education program to support LEED accreditation of team members and provide ongoing programs to increase our command of the techniques of sustainable design.

COOPER CARRY



# Disciplines

architecture  
interior design  
landscape  
architecture  
planning  
environmental  
graphic design

## Architecture

Good architecture makes life better. Like art, it can lift the spirit and beautify the world. But COOPER CARRY Architecture knows that architecture has a civic role too. By connecting the functions of modern life, it can make the everyday easier to navigate, and more enjoyable to experience. We believe that better-built environments are the basis of better community. We aim for nothing less. From university facilities to office buildings, residential areas to retail shops, our design is contextual — it exhibits an understanding of the people and groups that use a structure and it honors the landscape in which it lives. We hope to create sensitive, functional structures that connect the larger public and private realms in ways that make communities more whole and erase the divisions that fragment them.

## Interior Design

COOPER CARRY Interiors creates well-designed spaces that lift and inspire the spirit. The Studio provides a full range of professional interior design services, from programming through space design to the complete selection of fittings, finishes and furnishings. We are particularly skilled at identifying and understanding the core vision of a client's business, permitting us to bring a high degree of connectedness and intelligence to our projects. We consistently produce spaces that support the client's mission in rich architectural language, promoting interaction, enabling communication and erasing unhealthy isolation and separation. Our attention to detail leads to spaces that lift morale, help control business operational costs, and inevitably result in beautiful and functional spaces.

## Landscape Architecture

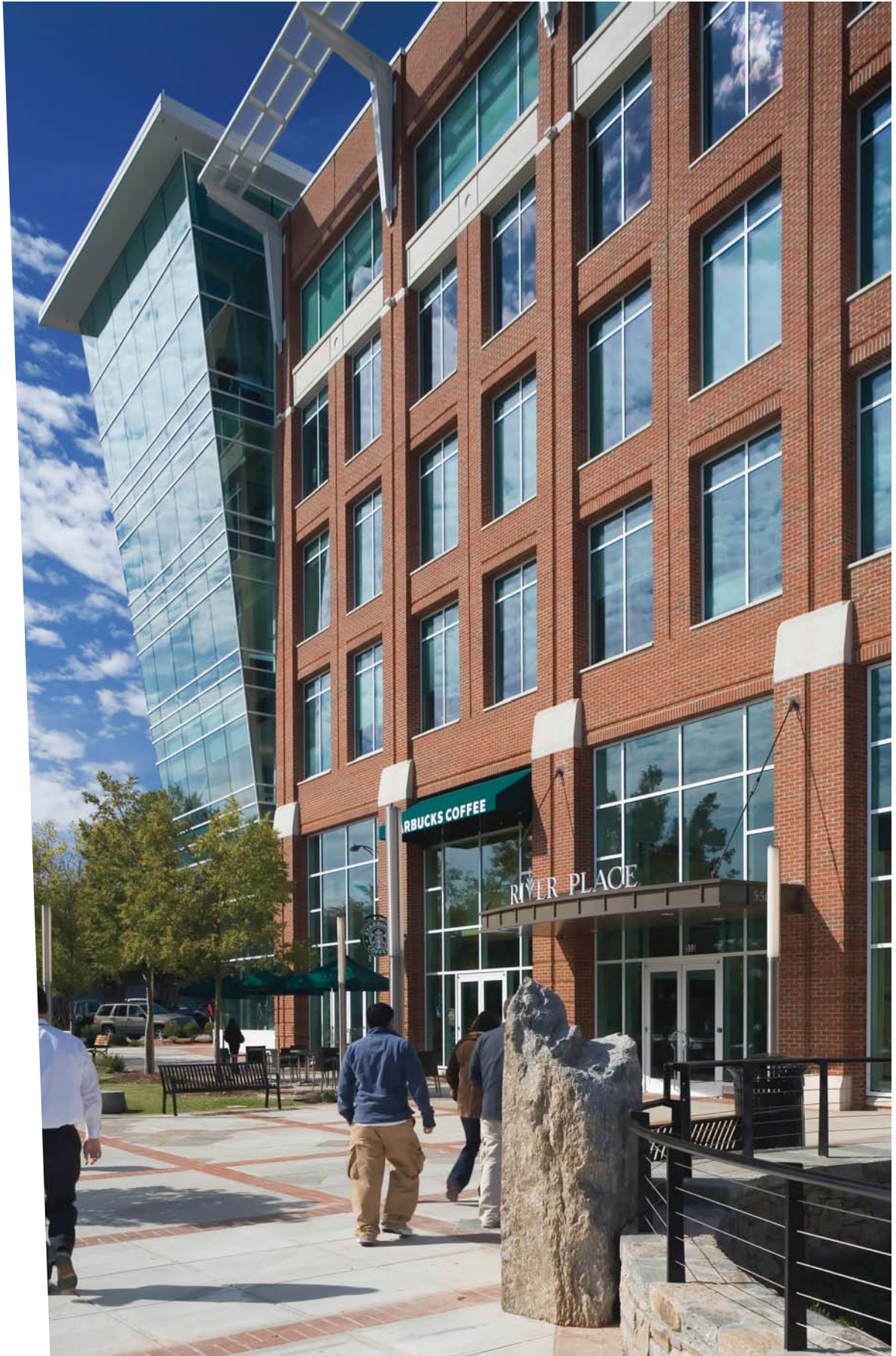
Landscape architecture at COOPER CARRY is focused on the design of spaces that create connections among people, the buildings they use and the environment they inhabit. It is a core value of the studio — and the firm — that spaces between buildings are as important as the buildings themselves. The studio's holistic philosophy approaches each project as part of a larger, connected context: climate and siting, land form and topography, flora and fauna, hardscape and soft, signage and lighting. We strive to create memorable landscapes that harmonize with their environment, inspire the users and enhance their quality of life.

Through years of experience we have learned how to be environmentally sensitive and economically effective at the same time. Working in concert with the other design professions as part of an integrated team facing real-world constraints gives us the insight to produce thought-provoking, imaginative designs that are beautiful and buildable.

As responsible environmental designers, we take a long view of our projects' impact on the ecology of nature and man, and we strive to ensure authenticity in landscape designs and materials. The Studio takes a leading role in guiding COOPER CARRY's practice of sustainable design, consulting with our colleagues in other disciplines to protect natural systems, implement techniques to improve air quality, creatively manage rainwater, reduce light pollution to accomplish dark sky goals, save energy through efficient lighting design, diminish the heat island effect through skillful site design, and use indigenous or environmentally appropriate plants to limit adverse impacts on biohabitat.



COOPER CARRY



### **Planning**

The Center is a forward-thinking planning and urban design practice that blends the talents of city planners, architects, landscape architects and urban designers in a collaborative process to tackle today's urban design and planning challenges. We strive to help achieve the rebirth of the American city as a vital, sustainable, stimulating environment that supports meaningful lifestyles. We understand that a cross-section of skilled planning talent is the best way to envision community enhancements that help move our urban and suburban worlds closer to the idealized communities that people desire. Our goal is to create a true sense of place in every community we touch and, through this, lift property values and complement the existing character of the community.

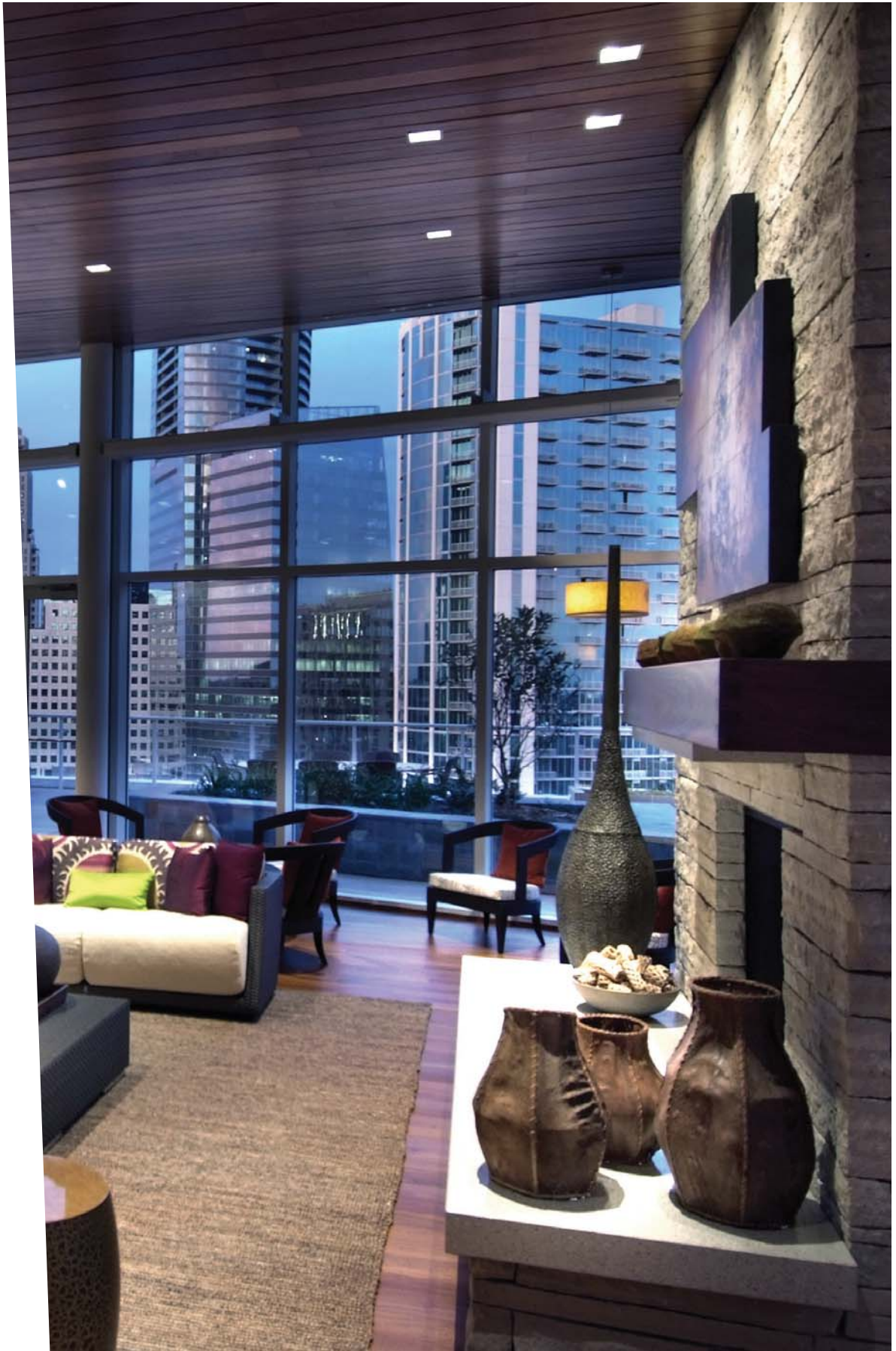
### **Environmental Graphic Design**

This studio provides creative graphic design services to clients seeking ways to guide and inform users of the environments we design. The studio specializes in signage and graphics for wayfinding, identification and visual stimulation — the “architectural language” that communicates important information about the facilities to both visitors and occupants.

Our services include brand identity development, environmental graphic design, signage and wayfinding. The Studio offers the talents of experienced professionals trained in environmental, graphic and industrial design, enabling the firm's other designers to share ideas and integrate graphic design seamlessly into the architecture and landscape. The result is a more fully-integrated, higher-performance product for our clients.

The Studio has been honored with frequent recognition within the industry, including the top award in the 2001 Commercial Sign Designs Competition for the Portsmouth Renaissance Hotel, Portsmouth, Virginia, as well as in national publications such as Sign of the Times.

COOPER CARRY



# Practice Groups

COOPER CARRY's practice groups focus the talents of our design specialists on projects that demand in-depth understanding of the unique aspects of a project. Our knowledge of the nuances of various project types smoothes the path to a successful design. Every practice group is guided by veteran firm principals knowledgeable in the specialty area and accomplished at the practice of connective design.

corporate

## Corporate

government

COOPER CARRY's Corporate practice group is focused on the design of new and renovated corporate offices, headquarters and campuses that embody the character and values of companies they house. The studio has designed over 90 corporate facilities, including buildings for ADTRAN, Scientific Atlanta and Kimberly-Clark. Each is a unique aesthetic solution tailored to reflect the requirements and mission of the corporation.

hospitality

## Hospitality

k-12 education

mixed-use

COOPER CARRY's Hospitality practice group specializes in hotels, resorts, executive education facilities, and conference and convention centers, each carefully designed to connect closely with nature and to the surrounding community. Our in-depth knowledge of hotel operational efficiencies gained through experience with more than 90 hotels and 2 million square feet of convention and meeting space allows us to weave the critical building elements into a seamless, memorable guest experience. In the effort to accomplish this, we study the possibilities inherent in the relationships between buildings and their surroundings in order to best capture the potential of outside spaces, the energy of the street and the unique sense of place in a city, town or community.

office

retail

residential

science + technology

transit

## Mixed-Use

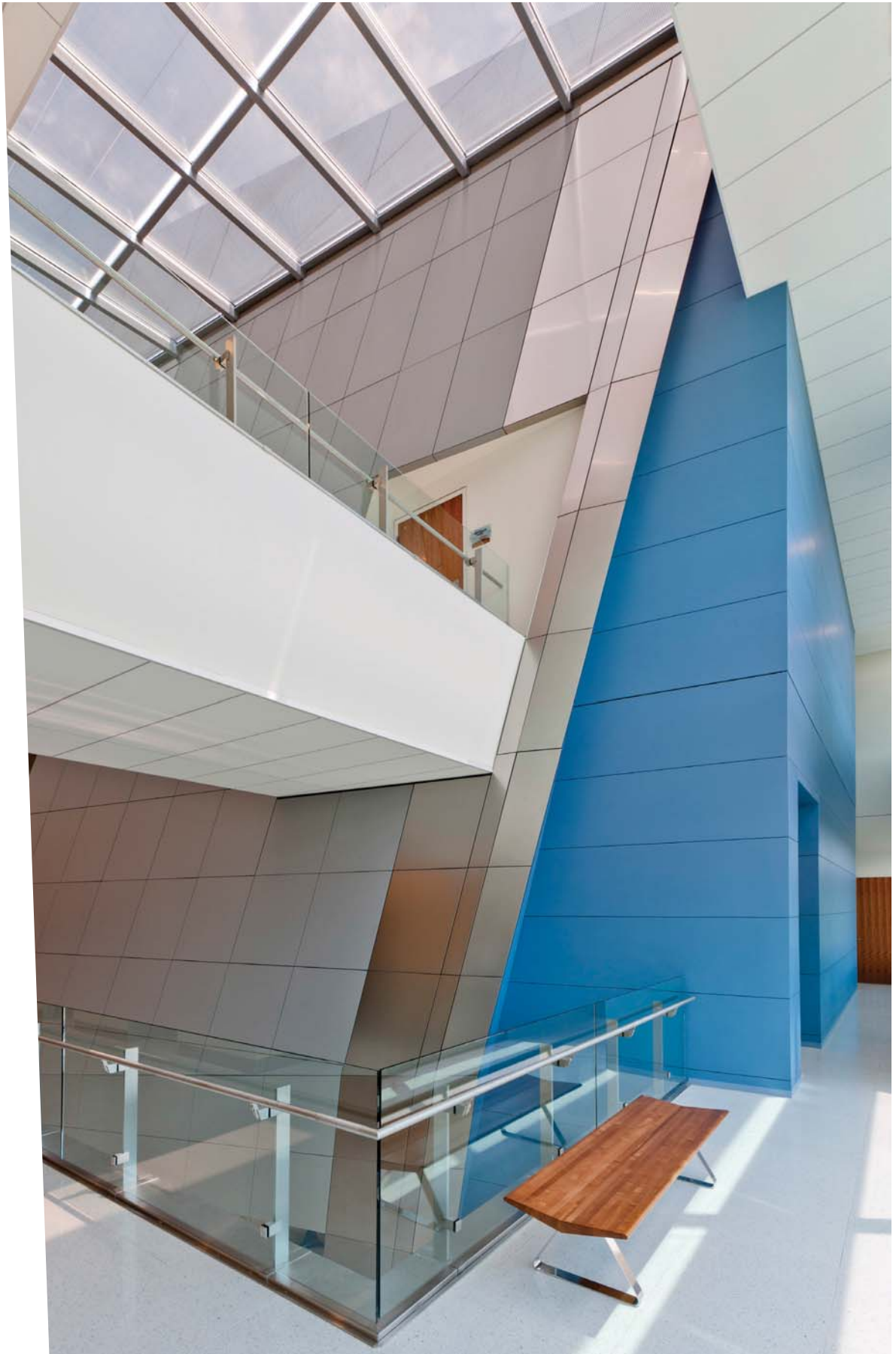
COOPER CARRY's Mixed-Use practice group designs complexes, buildings and spaces that skillfully integrate diverse functions into a unified, connected whole. It creates imaginative compositions within and among buildings of multiple uses that together enhance the value of each part. Through this process, we enrich the lives of the residents and users. A thought leader in the innovative world of mixed-use design, our studio has completed more than 100 multi-use projects including transit-oriented developments, town centers and village cores, within more than 35 urban districts that represent over 30 million square feet of built space. Our mixed-use projects are distinguished by the expert design of streets, plazas, parks and informal community spaces that connect people and neighborhoods together through a system of carefully arranged links among the disparate parts of a complex.

university

## Office

COOPER CARRY's Office practice group has designed over 16 million square feet of office space just in the last five years. Our connective design approach anticipates and accommodates the complex demands that the cyclical growth and contraction of companies place on office buildings. We have a strong record of bringing added value to office real estate through creative innovations such as skilled design of landscape amenities — courtyards, plazas and pedestrian amenities — that supplement the office environments. Connective design results in a more inspiring environment for workers, thus better business performance, and ultimately a more valuable community asset.

COOPER CARRY



## **Retail**

COOPER CARRY's Retail practice group is an integrated team of architects, interior designers and graphic designers skilled in the design of all types of retail facilities — department stores, restaurants, prototype and customized mall tenants, main street retail, renovations and expansions to local and regional shopping centers, new super-regional shopping venues, and others. We understand that every design must transform the client's vision into a tangible, memorable consumer experience. Through our process of connective design, we express the client's vision through the architecture. Our pursuit of a comprehensive vision carries into the interiors and signage when our interior designers and graphic designers are included as part of the design team.

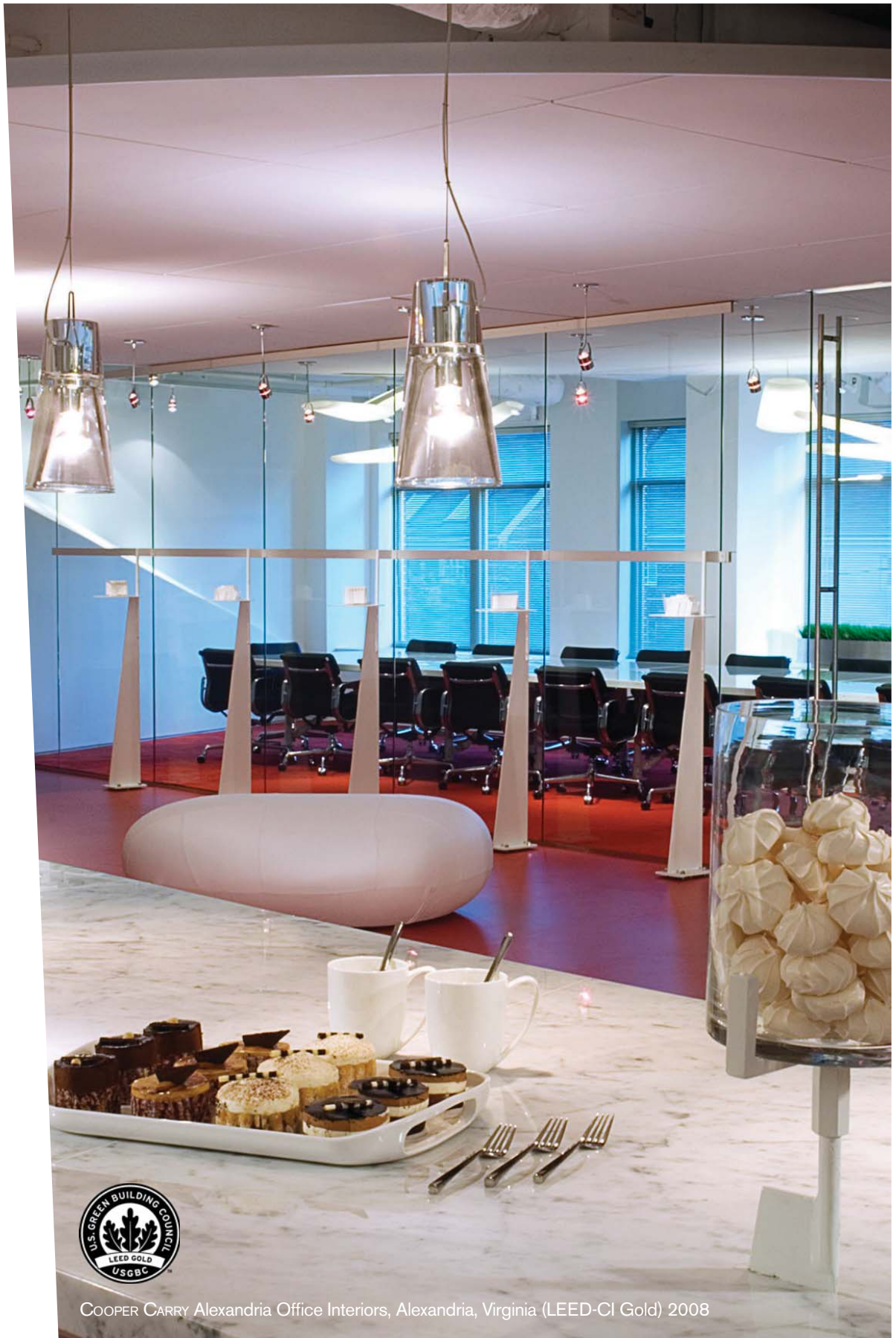
## **Residential**

COOPER CARRY's Residential practice group has designed numerous residential projects that include a range of housing types— high-rise condominiums, apartment buildings, lofts and townhouses. These frequently form part of a larger mixed-use community or town center that blends office, institutional, civic, cultural and retail space together with the residences, townhouses and other structures into a fully conceived live-work-play community. We stay current with changing trends in the residential marketplace and monitor the evolution of consumer preferences to make sure our clients receive practical, affordable, marketable designs that appeal to the tastes and needs of potential residents.

## **Transit**

COOPER CARRY's Transit practice group tackles the unique challenges of connecting new transit stations organically into the community they serve. We have designed stand-alone transit stations as well as more extensive transit-oriented developments (TODs) that build a nucleus of office, retail and residential facilities around a transit-focused core. The result is a complex that frames an accommodating environment for the pedestrian as it skillfully transitions from the scale of the neighborhood to a high degree of urban intensity at the core.

COOPER CARRY



COOPER CARRY Alexandria Office Interiors, Alexandria, Virginia (LEED-CI Gold) 2008

# COOPER CARRY'S LEED Experience

## 29 LEED Certified Projects:

**2 Platinum, 14 Gold, 12 Silver,  
1 Certified**

- Southern Polytechnic State University, Architectural Studio Addition, Marietta, GA (LEED-NC Silver) 2012
- Southern Polytechnic State University, Engineering Technology Center, Marietta, GA (LEED-NC Silver) 2012
- Kennesaw State University, WellStar College of Health and Human Services, Kennesaw, GA (LEED-NC Gold) 2012
- Naval Air Station Jacksonville (NAVFAC Southeast) P-8A Integrated Simulation/ Training Center, Jacksonville, FL (LEED-NC Gold) 2012
- Gwinnet Technical College Life Sciences Building, Lawrenceville, GA (LEED-NC Gold) 2012
- 800 North Glebe Road Building, Arlington, VA (LEED-CS Gold) 2012
- 900 North Glebe Road Building, Arlington, VA (LEED-CS Gold) 2012
- Arlington Capital View Renaissance and Residence Inn, Arlington, VA (LEED-NC Gold) 2012
- GSAC, FBI Field Office, Charlotte, NC (LEED-NC Silver) 2012
- NASA Langley Research Center Headquarters, Hampton, VA (LEED-NC Platinum) 2011
- Kimley-Horn & Associates, Vero Beach Office, Vero Beach, FL (LEED-NC Silver) 2011
- Sarah Smith Intermediate Center, Atlanta Public Schools, Atlanta, GA (LEED for Schools Silver) 2011
- Carolina First Corporate Campus, Building A, Greenville, SC (LEED-NC Gold) 2010
- Carolina First Corporate Campus, Building B, Greenville, SC (LEED-NC Gold) 2010
- COOPER CARRY Atlanta Office Interiors, Atlanta, GA (LEED-CI Platinum) 2010
- Cisco Systems Corporate Campus, Building 6, Lawrenceville, GA (LEED-NC Gold) 2010
- Berry College, Audrey B. Morgan and Deerfield Halls, Mount Berry, GA (LEED-NC Gold) 2010
- Regions Bank at 200 Renaissance, Ridgeland, MS (LEED-CI Gold) 2010
- Regions Bank Insurance Space at 200 Renaissance, Ridgeland, MS (LEED-CI Gold) 2010
- 200 Renaissance at Colony Park, Ridgeland, MS (LEED-CS Gold) 2010
- Athens Technical College, Health Sciences Center, Athens, GA (LEED-NC Silver) 2010
- GSA Echelon, FBI Field Office, Jackson, MS (LEED-NC Silver) 2010
- University of Georgia, Tate Student Center, Athens, GA (LEED-NC Gold) 2009
- Colonial TownPark 400, Lake Mary, FL (LEED-CS Silver) 2009
- COOPER CARRY Alexandria Office Interiors, Alexandria, VA (LEED-CI Gold) 2008
- Metropolitan at Midtown Building B, Charlotte, NC (LEED-CS Silver) 2008
- The Regent at 950 North Glebe Road, Arlington, VA (LEED-CS Silver) 2008
- Atlanta Community Food Bank, Atlanta, GA (LEED-NC Silver) 2006
- Emory Mathematics & Science Center, Atlanta, GA (LEED-NC Certified) 2005

## Currently Seeking Certification and Registered with the USGBC

### Corporate/Office

- 100 Walnut at The Banks, Cincinnati, OH (LEED-CS)
- Kilpatrick Townsend, Atlanta, GA (LEED-CI)

### Education

- North Carolina State University, Talley Student Center Additions & Renovations, Raleigh, NC (LEED-NC v2009 Silver)
- Auburn University, School of Pharmacy Renovation, Auburn, AL (LEED-CI Silver)
- Emory University Chemistry Building Addition and Renovation, Atlanta, GA (LEED-NC Gold)
- The George Washington University VSTC Conservation Facility, Ashburn, VA (LEED 2009 for Core & Shell Development)

## Hospitality

- Marriott Marquis Convention Center Hotel, Washington, DC (LEED-NC Silver)
- The Hotel at Villa Christina, Atlanta, GA (LEED-NC)

## Government

- NASA Integrated Engineering Services Building, Hampton, VA (LEED-NC Gold)
- Scott Project, Armed Forces Retirement Home, Washington, DC (LEED-NC Gold)
- USACE, Deployment Readiness & Training Center, Robins Air Force Base, GA (LEED-NC Silver)

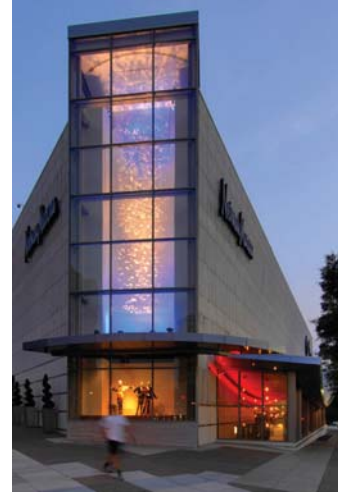
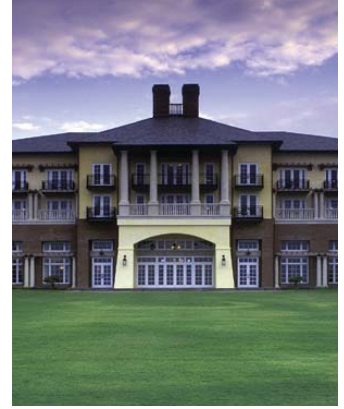
## Mixed-Use, Residential & Retail

- 1900 Crystal Drive, Crystal City, VA (LEED-CS Gold)
- Metro 125, Harlem, NY (LEED-NC Silver)
- Wardman West, Washington, DC (LEED-NC Silver)

**66 LEED Accredited Professionals**



COOPER CARRY



# Recognition

COOPER CARRY is a contextually oriented design firm whose central focus is the creation of successful places, buildings and spaces for people. In a word: Communities. The firm has planned and executed the design of over thirty-five new urban and suburban districts, representing over 35 million square feet of facilities and billions of dollars of public and private investments. A summary of significant awards follows.



AIA Silver Medal for Design Excellence

## 2012

- Washington Building Congress Craftsmanship Award Winner (Cast-in-Place Concrete), 800 North Glebe Road, Arlington, VA
- NAIOP Northern Virginia Award of Excellence, Best Building 4 Stories and Above, 800 North Glebe Road, Arlington, VA
- Excellence in Construction, The Metropolitan Washington and Virginia Chapters of Associated Builders and Contractors, 800 North Glebe Road, Arlington, VA
- AIA South Atlantic Region Brick Award, Honor Award, Southern Polytechnic State University Architectural Studio Addition, Marietta, GA
- Gold Award, Brick in Architecture Awards, Southern Polytechnic State University Architectural Studio Addition, Marietta, GA
- American Institute of Steel Construction IDEAS2 Award, National Certificate of Recognition, Southern Polytechnic State University Architectural Studio Addition, Marietta, GA
- U.S. Department of Energy, Federal Energy and Water Management Award, NASA Langley Research Center Headquarters, Hampton, VA
- NASA Blue Marble Award for Excellence in Energy and Water Management, NASA Langley Research Center Headquarters, Hampton, VA
- Award of Excellence, Architectural Woodwork Institute - Marriott Hotel & Lancaster County Convention Center, Lancaster, PA

## 2011

- American Concrete Institute, Georgia Chapter, Award of Excellence, Low Rise Category, 2011, Gwinnett Technical College Life Sciences Building, Lawrenceville, GA
- AIA Georgia Merit Design Award, Southern Polytechnic State University Architectural Studio Addition, Marietta, GA
- Brick Industry Southeast Region, President's Award, Southern Polytechnic State University Architectural Studio Addition, Marietta, GA
- Gold Award, Brick in Architecture Awards,

- Southern Polytechnic State University Architectural Studio Addition, Marietta, GA
- Office Building of the Year, Northern Virginia NAIOP - 900 North Glebe Road, Arlington, VA
- Award for Excellence, Architectural Precast Association, Commercial - 900 North Glebe Road, Arlington, VA
- Most Innovative Storefront/Entrance Project, National Glass Association, Crystal Achievement Awards - Arlington Capital View Renaissance and Residence Inn, Arlington, VA
- Best Green Building, Engineering News-Record Southeast, 2011 Best Projects - NASA Langley Research Center Headquarters, Hampton, VA
- Innovation Award, Sustainability Category, GSA Real Property - NASA Langley Research Center Headquarters, Hampton, VA

## 2010

- Office of the Year, Atlanta Downtown Design Excellence Award (ADDEA) - Cooper Carry Headquarters Office, Atlanta, GA
- The Top 500 Design Firms, Cooper Carry #59 (Architecture), Engineering News-Record
- The Top 100 Green Design Firms, Engineering News-Record
- Craftsmanship Award of Excellence, Projects under \$750,000, Masonry Association of Georgia, Southern Polytechnic State University Architectural Studio Addition, Marietta, GA
- Silver Citation, American School & University Educational Interiors Showcase - Berry College, Audrey B. Morgan and Deerfield Halls, Mount Berry, GA
- LEED Platinum, Cooper Carry Headquarters Office, Atlanta, GA
- Best Office Project, Southeast Construction Magazine - Carolina First Corporate Campus, Greenville, SC
- Award of Excellence in Higher Education/

- Research, Southeast Construction Magazine - Kennesaw State University Health Sciences Building, Kennesaw, GA
- Government Building of the Year, BOMA Atlanta, 2009-2010 - Douglas County Courthouse, Douglasville, GA
- Honorable Mention, ICSC, U.S. Design and Development Awards - The Shops at Wiregrass, Tampa, FL
- Energy Star Award - Piedmont West, Medical Office Building, Atlanta, GA

## 2009

- Energy Star Award, US Environmental Protection Agency - Douglas County Courthouse, Douglasville, GA
- Innovations Award, GASFA - Student Recreation Center and Parking Deck at North Georgia College & State University, Dahlonega, GA
- Award of Excellence, American Concrete Institute - Parking Decks at Valdosta State University, Valdosta, GA
- 2009 Award of Excellence, American Concrete Institute - Parking Deck at Southern Polytechnic & State University, Marietta, GA
- Project of the Year, Mid-Atlantic Construction's Best of 2009 Awards - Lancaster Marriott at Penn Square & Lancaster County Convention Center, Lancaster, PA
- Award of Excellence, Southeast Construction's Best of 2009 Awards - Astoria at the Aramore, Atlanta, GA
- AIA New York State, Inc. Citation - Historic Erie Canal Aqueduct & Broad Street Corridor Master Plan, Rochester, NY
- Development of Excellence Awards Finalist, Urban Land Institute, Atlanta - HudsonAlpha Institute for Biotechnology, Huntsville, AL
- Best in Class - Commercial Category, Brick in Architecture Award - Westin Alexandria, Alexandria, VA





## THE COOPER CARRY HOSPITALITY STUDIO

*Cooper Carry Hospitality* is our practice group specializing in the design of hotels, resorts, executive education facilities and conference and convention centers. The hospitality group has designed more than *150 hospitality projects, consisting of over 45,000 keys, and more than 1,300,000 square feet of convention and meeting space.* The spaces between hotels and other buildings, the energy of the street and the sense of place are as important as the hotel itself. We understand hotel operational efficiencies, as well as well-crafted buildings, and we look for opportunities to apply the principles of thoughtful design to the business of efficient hotel operation.

*The list below is a representative list of Cooper Carry's work by operator.*

### MARRIOTT HOTELS

Washington DC Marriott Marquis Hotel, Washington DC  
Columbia Place, Washington DC  
Marriott Hotel at Penn Square, Lancaster, Pennsylvania  
Raleigh Marriott City Center, Raleigh, North Carolina  
Sugar Land Marriott Town Square, Sugarland, Marriott  
Norfolk Waterside Marriott / Conference Center, Norfolk, Virginia  
Portsmouth Renaissance / Conference Center, Portsmouth, Virginia  
Inner Harbor East Marriott Hotel, Baltimore, Maryland  
Cool Springs Marriott Hotel / Conference Center, Franklin, Tennessee  
Philadelphia West Marriott Hotel, Conshohocken, Pennsylvania  
St. Louis Marriott / Maryville Center, St. Louis Missouri  
Memphis Marriott Rooms Addition, Memphis, Tennessee  
Gwinnett Marriott Hotel / Conference Center, Atlanta, Georgia  
Gwinnett Marriott Hotel Addition, Duluth, Georgia  
Thousand Oaks Marriott / Conference Center, Memphis, Tennessee  
Atlanta Perimeter Renaissance Club Sport Atlanta, Georgia  
Arlington Capital View Renaissance and Residence Inn, Arlington, Virginia  
Boca Raton Marriott at Crocker Center, Boca Raton, Florida  
Minnetonka Marriott Minneapolis, Minneapolis, Minnesota  
Springfield Marriott Renovation, Springfield, Massachusetts  
St. Louis Marriott Pavilion Hotel Renovation, St. Louis, Missouri  
St. Louis Marriott/Maryville Centre, St. Louis, Missouri  
Birmingham Courtyard by Marriott, Birmingham, Alabama  
Residence Inn Lenox Square, Atlanta, Georgia  
Residence Inn Gwinnett, Atlanta, Georgia  
Houston Renaissance Club Sport, Houston, Texas  
Florham Park Renaissance Club Sport, Florham Park, New Jersey  
Renaissance Club Sport, El Segundo, California  
Springhill Suites & Parking Deck at Ridgewood, Fairfax, Virginia  
Dupont Circle Renaissance Inn, Washington, DC.

### RESORTS

The Sanctuary at Kiawah Island, Kiawah Island, South Carolina  
South Seas Resort, Captiva Island, Florida  
Ft. Lauderdale Grande Hotel and Marina, Ft. Lauderdale, Florida  
Buena Vista Palace Renovation. Orlando, Florida  
Rose Hall Resort and Country Club, Montero Bay, Jamaica  
The Lodge and Spa at Woodloch, Hawley, Pennsylvania  
Jekyll Island Master Plan, Jekyll Island, Georgia  
The Georgia Club Resort Clubhouse, Statham, Georgia





Brasstown Valley Resort, Young Harris, Georgia  
Baypoint Resort and Villas, Panama City, Florida  
Baypoint Resort Conference Addition, Panama City, Florida  
The Grand Hotel Spa, Point Clear, Alabama  
Canopy Bluff Resort, Jekyll Island, Georgia  
The Inn on the Blue Horizon, Vieques, Puerto Rico  
The Ravallo Resort, Orlando, Florida  
Rabun Lodge, Lake Rabun, Georgia  
Little Horse Spa for the Spirit, Helen, Georgia  
Villa Christina, Dunwoody, Georgia

#### HYATT HOTEL CORPORATION

Wichita Hyatt Regency Convention Hotel, Wichita, Kansas  
Dulles Station Hyatt Place, Dulles, Virginia  
Capital Square Hyatt Place, Washington, DC

#### INTERCONTINENTAL HOTELS

Nashville Intercontinental Hotel/Residences, Nashville, Tennessee

#### HILTON HOTELS & RESORTS

Springfield Embassy Suites, Springfield, Virginia  
Constitution Square Hilton Garden Inn, Washington, DC  
Arlington Courthouse Hilton Garden Inn, Arlington, Virginia  
Virginia Beach Hilton Resort Hotel, Virginia Beach, Virginia  
Santa Monica W Hotel, Santa Monica, California  
Hilton Garden Inn and Conference Center, Suffolk, VA  
Evanston Hilton Garden Inn, Evanston, Illinois  
Sea World Hilton Garden Inn, Orlando, Florida  
Clayton State Hilton Garden Inn, Morrow, Georgia  
Terrace Garden Inn, Atlanta, Georgia  
Midtown Springfield Hilton Garden Inn, Springfield, Virginia  
Faribrook Hilton Garden Inn, Chantilly, Virginia  
Orlando Hilton Village Sea World, Orlando, Florida  
Palm Beach Gardens Doubletree Hotel, Palm Beach Gardens, FL  
Portland Doubletree Hotel, Portland, Maine

#### WESTIN HOTELS & RESORTS

Westin Carlyle Mixed-Use, Alexandria, Virginia  
Portland Westin and Residences  
Tyson's Corner Westin  
North Bethesda Westin Hotels, Bethesda, Maryland

#### WYNDHAM INTERNATIONAL

Oakbrook Terrace Wyndham Garden, Chicago, Illinois  
LaGuardia Wyndham Garden Hotel, New York, New York  
Denver Wyndham Garden Hotel, Denver, Colorado  
Westcourt Wyndham Garden Hotel, Phoenix, Arizona  
Annapolis Wyndham Garden Hotel, Annapolis, Maryland  
Pittsburgh Wyndham Garden Hotel, Pittsburgh, PA  
Garden Hotel at LaGuardia, New York, New York  
Newark Wyndham Garden Hotel, Newark, New Jersey  
Wyndham City Center, Washington, DC  
Westboro Wyndham Garden Hotel, Westboro, Massachusetts



### Background

The **SK&A Group** (SK&A) has provided structural engineering services and structural testing and inspection for more than 50 years. An award-winning organization, The SK&A Group has 90 dedicated professionals working within three affiliated firms:

- SK&A Structural Engineers, PLLC, Washington, DC  
*(a District of Columbia Certified Business Enterprise [CBE])*
- Smislova, Kehnemui & Associates, PA, Potomac, Maryland
- Eastern Testing and Inspection Corporation, Potomac, Maryland  
*(SBA Self-Certified Small Business)*



City Center DC,  
Washington, DC

Founded in 1960 as Smislova & Associates by the late Alexis Smislova, leadership for SK&A was provided for many years by Azer Kehnemui, who joined the company in 1963, and became a principal and owner in 1975. As the firm grew, **The SK&A Group** expanded its group of principals to include Marcia Camarda, Guy Razzi, David Rodler, Scott Stewart, Hakan Onel, Walid Choueiri, and Brent Stephens. Throughout the firm's history, their staff have provided structural consulting engineering services for private sector and government clients on a diverse range of projects throughout the U.S. and internationally.

SK&A specializes in the structural analysis and design of large new architectural structures, structural renovations, and major building expansions in urban environments. SK&A has engineered many award-winning commercial, residential, retail, healthcare, academic, and government projects. The firm's experience includes dynamic analysis for wind and seismic design as well as security and force protection issues such as progressive collapse mitigation.



Olive Grove Tower, Garanti Bank,  
Istanbul, Turkey

In addition, SK&A maintains a distinct team of specialists within their Repair and Restoration Division who have remarkable experience and depth-of-knowledge in materials restoration, structural repair, structural strengthening techniques, and building envelope repair.

The SK&A Group's construction inspection/materials testing branch, **Eastern Testing and Inspection Corp.** (ETI), a self-certified Small Business, provides field monitoring of structural construction work, and field and laboratory testing of construction materials by experienced, certified technicians, under the supervision of principal engineers.

### Mission

The **SK&A Group** distinguishes itself by its reputation for long-term client relationships, built on the firm's understanding of and total commitment to achieving their clients' goals. Their team of professionals delivers sound, innovative and cost-effective design solutions via a collaborative atmosphere while incorporating the use of the latest technologies. SK&A is proud of their reputation for professionalism, technical expertise and resources and is sensitive towards their clients' needs and architectural goals.



Harborview, Baltimore, MD



North Bethesda Market I,  
Bethesda, MD



Turnberry Tower, Arlington, VA

### Services

#### *Structural Design Services*

- Structural Planning Consultation
- Feasibility and Comparative Studies
- Analysis and Design of Structural Systems
- Building Information Modeling
- Preparation of Contract Documents and Specifications
- Structural Design for Historic Renovations
- Vertical and Horizontal Additions
- Value Engineering and Constructability Review
- Progressive Collapse Mitigation Design
- Blast-Resistant Design
- Seismic and Wind Engineering
- Sustainable Design (LEED)
- Construction Administration Services
- Expert Witness/Forensic Testing

#### *Repair and Restoration Services*

- Structural Condition Surveys and Evaluation
- Structural Repair and Materials Restoration Design
- Building Façade Restoration and Repair Design
- Structural Strengthening Design
- Waterproofing and Roofing Consultation
- Remedial Design to Mitigate Structural Deterioration

#### *Testing and Inspection Services*

- Quality Control Inspection of Concrete, Steel and Masonry
- Testing of Concrete, Metals, Masonry, and Mortar
- Nondestructive Testing of Welded and Bolted Connections
- Metals Detection / GPR Testing
- Load Test and Test Monitoring
- Photographic Recording
- Core Drilling of Concrete

### Project Management Approach and Quality Assurance

The **SK&A Group** meets the demands of large complex projects through the use of the most qualified personnel, appropriate staffing, and utilization of the latest technologies, including Building Information Modeling (BIM). SK&A works closely with the architect, MEP consultants, owner's representatives and construction team to explore appropriate options and provide economical and integrated structural solutions. They maintain a responsive and flexible approach throughout the design process in order to accommodate refinements inherent in architectural design. The firm also maintains quality through their in-house quality assurance program, including continuous evaluations of the timeliness of their responses, and formalized in-house peer reviews. During construction, they process contractor submittals and respond to field inquiries expeditiously, and monitor the structural construction activities closely through regular site visits and day-to-day communication.





Potomac Yards Marriott, Arlington, VA



Bethesda Marriott, N. Bethesda, MD



Marriott Wardman Park Hotel, Washington, DC



Rockville Town Center, Rockville, MD

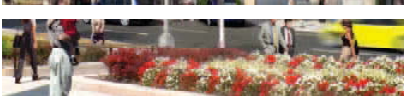
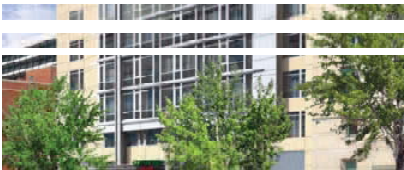
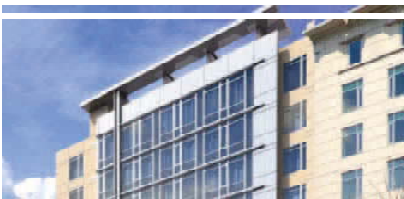
- **Potomac Yards Renaissance & Residence Hotel**, Arlington, Virginia. Project consists of two multi-story hotel towers over shared conference, amenity, and ground floor lobby levels of approximately 469,444 GSF in twelve stories above grade, and two levels of below grade parking of approximately 151,968 SF. In addition to lobbies and reception areas, the ground floor also includes restaurant and retail space and kitchen area for both hotels. The conference level consists of individual meeting rooms, guest rooms for the Residence Inn brand and ballroom space with approximate 100 foot clear spans of column free area. The amenity level contains a pool and fitness center shared between the two hotel brands, and plaza decks both hotel brands. Both hotels are expected to be the first LEED certified hotels in Arlington County, each with a landscaped green roof and various other sustainable features
- **Marriott N. Bethesda Hotel**, N. Bethesda, Maryland. Marriott Hotel is an addition to the existing Montgomery County Conference Center. The project includes an 11-story, 225-key hotel, with one level of below-grade parking, a new luggage room, 4,000 square feet of dining space, expanded fitness facilities and administrative spaces. Modifications including connections to the existing building, demolition and replacement of the existing basement floor, an added service elevator, extension and demolition of existing elevator machine room floor, and access to existing below-grade parking were required for this addition. Gross floor area of hotel and its function spaces totals approximately 120,000 square feet.
- **Marriott Wardman Park Hotel-Exhibition Hall**, Washington, DC. Project consisted of the addition of structural supports for a number of operable partitions in the existing Exhibition Hall, the addition of an audio/visual mezzanine and a telephone equipment mezzanine and the addition of an upper level loading dock platform above the existing loading dock exterior yard. Project received the 2009 special Award for Renovations Under \$10 Million from the Structural Engineers Association of Metropolitan Washington.
- **Baltimore Hyatt Place**, Baltimore, MD. The building will have 8 floor level Level 1 (ground floor) will contain the hotel entry; hotel services; and retail spaces. Level 2 will be an elevated parking deck, with access ramp to the ground level. Level 3 through Level 8 will be hotel floors. Level 3 will also contain an enclosed swimming pool, meeting rooms, fitness center, and rooftop areas beyond the footprint of the building above. The swimming pool will have a single-story glass and aluminum frame enclosure. The superstructure is a poured in place concrete flat slab, 7" thick post-tensioned. Due to the presence of contaminated soils, the foundation system is comprised of non-displaced auger cast piles, 16 inches in diameter.
- **Rockville Town Center**, Rockville, Maryland. The project is a combination multi-story residential building and hotel, with ground-level retail component, and above-grade and below-grade parking.



Starwood Element Hotel, Tysons Corner, VA



Fallsgrove Hilton Garden Inn, Rockville, MD



Marriott Courtyard Hotel, Washington, DC

Overall gross floor area of approximately 636,000 SF, as follows: Hotel Area: 119,000 SF, approx. 168 rooms; Multi-Family Residential Area: 264,700 SF, plus 5,600 SF balconies, approx. 249 units; Retail: 21,000 SF; Service Areas: 13,000 SF (includes delivery lane and other service spaces for entire bldg.); Theatre Exit: 2,130 SF; Parking Area: 211,000 SF (8 levels above-grade, 1.5 levels underground), 509 spaces.

- **Tysons Starwood Element Hotel**, Tysons Corner, Virginia. New 9-story, 107,000 square foot hotel with 173 keys. Public spaces include lounges, breakfast area, and meeting room, as well as a fitness center. This project also includes a 235-car parking garage as well as outdoor swimming pool. The project is designed to achieve LEED Silver Certification.
- **Arundel Town Center Hotel**, Hanover, MD. Project is a 134150 SF, 150-key, 7-story hotel, constructed using LEED-Silver Standards, with 10,000 SF of flexible meeting space, a 5,000 SF ballroom, monumental stair, retail space, restaurant and kitchen, fitness area, entry canopy, loading dock and partial basement. Project won 2010 *Excellence in Concrete Award* presented by ACI, Maryland Chapter.
- **Wyndham Vacation Resort Hotel**, Washington National Harbor, Maryland. Project is 396,336 SF 12-story building housing 220-225 time-share units above common and public spaces to include street-level retail, check-in lobby, sales office and fitness center.
- **Fallsgrove Hilton Garden Inn & Homewood Suites**, Rockville, Maryland. Two & six-stories, with 106 rooms and 86 suites.
- **The Madison Hotel**, Washington, DC. The renovation of this luxurious hotel consisted of removal of a circular stairs, reconfiguring the slab opening and structuring a new stair and railing. SK&A also provided structuring of a new restaurant canopy and consultation for the attachment of a new lightweight cladding over the existing precast. Also provided were structural engineering services for a new mechanical equipment dunnage and analyzing area for new slab openings for ductwork and piping.
- **Hilton Garden Inn, Air Rights Building**, Bethesda, Maryland. Project is a thirteen-story, 216-key 144, 152 SF hotel with an elevated mezzanine level and one underground level. The ground floor of the hotel contains the lobby, restaurant and entry porte-cochere. The mezzanine level serves as the new link between the two existing office buildings and the north and south ends of the hotel with meeting rooms also located on this level. The 2nd floor contains an indoor pool.
- **NW Marriott Courtyard Hotels, 20<sup>th</sup> & Eye Street, NW**, Washington, DC. This 133,000 square foot project consists of a ten-story, 147-key hotel with four underground levels for hotel functions and parking for 87 cars. The hotel rooms are located on floors two through ten. The first floor contains the hotel lobby, restaurant, lounge and other public areas. There is an indoor pool/spa at the B1 below-grade level. The building also has a porte cochere at the front drop-off area.

# Jordan & Skala Engineers



## Company Overview

Jordan & Skala Engineers is a consulting engineering firm specializing in mechanical, electrical, and plumbing engineering for the design and construction of high-performance buildings.

For over 50 years, Jordan & Skala Engineers has delivered integrative engineering to meet our client's requirements, budgets, and schedules. Our commitment to "integrative engineering" and personalized customer service has led to the opening of strategic offices across the United States to serve our clients across various markets.

Our vision is "to be an instrumental team member in the design process and provide our clients with unparalleled level of quality, value and service through integrated building systems, proven building technology, and sound technical expertise."

Jordan & Skala Engineers was founded in 1953 on three core principles: commitment, integrity and responsibility. Today, these principles provide the basis for our collaboration with design professionals to address social, environmental and economic design & construction challenges.

Our greatest asset is our people! We are a responsive group of professionals with diverse backgrounds, specialties and expertise, but with the same passion for collaboration and personal service. Our multidisciplinary team is made up of more than 120 engineers, technicians, consultants, and academics across six offices working in the United States, Central America, and the Caribbean. We are licensed to do business in all states except Alaska.



## Services

- ▶ Mechanical Engineering
- ▶ Electrical Engineering
- ▶ Plumbing Engineering
- ▶ Structural Engineering
- ▶ Communications Systems Design
- ▶ Audio-Visual Systems Design
- ▶ Security Systems Design
- ▶ LEED Management/Coordination
- ▶ Building Commissioning
- ▶ Energy Modeling
- ▶ Energy Auditing
- ▶ Sustainability Coordinating

WE LISTEN. WE COMMUNICATE. WE ADAPT.

# Jordan & Skala Engineers



## Project Experience - Hotel

- 12th & Midtown (formerly 1075 Peachtree), Atlanta, GA
- Atlanta Century Center Marriott, Atlanta, GA
- Bay House Inn, Atlanta, GA
- Capitol Square Hyatt Place, Washington, DC
- Doubletree Hotel & Conference Center, Ontario, CA
- Embassy Suites, Atlanta, GA
- Embassy Suites at Atlanta Hartsfield-Jackson International Airport, Atlanta, GA
- Embassy Suites, Greenville, SC
- Embassy Suites, Monterey, CA
- Embassy Suites, North Charleston, SC
- Embassy Suites at Orlando Airport, Orlando, FL
- Embassy Suites, Orlando Downtown, Orlando, FL
- Embassy Suites, Pittsburgh, PA
- Embassy Suites, Sacramento, CA
- Embassy Suites, Springfield, VA
- Embassy Suites, Tampa, FL
- Embassy Suites Resort Hotel, Orlando, FL
- Ft. Lauderdale Grand Hotel, Ft. Lauderdale, FL
- Glenn Hotel, Atlanta, GA
- Grand Casino Resort, Lake Hotel, Tunica, MS
- Hawthorn Suites Hotel, Memphis, TN
- Hilton Conference Center and Hotel, Trinidad, W.I.
- Hilton Hotel at Old Towne, Alexandria, VA
- Hilton Hotel at the Sandestin Golf and Beach Resort, Destin, FL
- Hilton Hotel, Virginia Beach, VA
- Holiday Inn, Beaumont, TX
- Holiday Inn, Des Moines, IA
- Holiday Inn, Ft. Collins, CO
- Holiday Inn, Lincoln, NE
- Holiday Inn, Rapid City, SD
- Holiday Inn, Sioux Falls, SD
- Holiday Inn & Casino, Reno, NV
- Holiday Inn Express Prototype, USA
- Hometown Inn, Norcross, GA
- Hometown Inn, Riverdale, GA
- Hotel Palomar, Atlanta, GA
- Hotel Van Zandt, Austin, TX
- Hyatt Place, Dulles Airport-East, Herndon, VA
- John Q. Hammons Co., Springfield, MO
- Kimpton at Arapahoe Station, Greenwood Village, CO
- LaQuinta, Lakeway, TX
- Liberty Inn/Quality Inn, Anniston, AL
- Marriott at Horseshoe Bay Hotel and Conference Center, Horseshoe Bay, TX
- Marriott Hotel, Madison, WI
- Marriott Orlando World Center, Grand Ballroom Renovation, Orlando, FL
- Marriott Hotel and Convention Center, Penn Square Center, Lancaster, PA

# Jordan & Skala Engineers



## Project Experience - Hotel *continued*

- Marriott Hotel & Conference Center, Sugarland, TX
- Marriott Hotel & Conference Center, Valley Forge, PA
- Marriott Hotel & Resort, Spa and Ballroom Addition, Marco Island, FL
- Marriott Courtyard Hotel, Conversion/Renovation, Boston, MA
- Marriott Courtyard Hotel, Livermore, CA
- Marriott Courtyard Hotel, Ontario, CA
- Marriott Residence Inn, Gwinnett Co., GA
- Marriott Residence Inn at Lenox Park, Atlanta, GA
- Marriott Renaissance Club Sport Hotel, Houston, TX
- Marriott Renaissance Club Sport Hotel, Florham Park, NJ
- NYLO Plano, Plano, TX
- NYLO, Warwick, RI
- Port of Spain International Waterfront Development, Port of Spain, Trinidad, W.I.
- Potomac Yards Renaissance & Residence Inn Hotel, Arlington, VA
- Primland Lodge and Cottages, Claudville, VA
- Radisson Hotel, Houston, TX
- Raleigh Marriott City Center, Raleigh, NC
- Renaissance Hotel at International Plaza, Tampa, FL
- Ritz-Carlton Hotel, Central Park, NY
- Ritz-Carlton Hotel, Battery Park, NY
- Ritz-Carlton Hotel, Grand Cayman, BWI
- Ritz-Carlton Hotel and Residences, Grand Cayman, BWI
- Ritz-Carlton Rose Hall Resort, Montego Bay, Jamaica
- Ritz-Carlton Hotel Spa, Sarasota, FL
- Ritz-Carlton Golf Club and Spa, Jupiter, FL
- Ritz-Carlton Hotel Buckhead, Atlanta, GA
- Riverview Plaza Hotel and Office Building, Mobile, AL
- The Sanctuary, Kiawah Island, SC
- Sheraton Dulles Airport Hotel, Herndon, VA
- Sheraton, Prototype Hotel, USA
- Southampton Beach Resort, Bermuda
- St. Regis Retreat, Temenos, Anguilla
- Suburban Lodge, Charleston, SC
- Suburban Lodge, Chattanooga, TN
- Suburban Lodge, Chicago, IL
- Suburban Lodge, Eagle, CO
- Suburban Lodge, Fayetteville, NC
- Suburban Lodge, Indianapolis, IN
- Suburban Lodge, North Arlington, TX
- Suburban Lodge, Pineville, NC
- Suburban Lodge, South Arlington, TX
- Suburban Lodge, San Antonio, TX
- Sun Suite Hotels, Clearlake, TX
- Sun Suite Hotels, Dallas, TX
- Sun Suite Hotels, Greenpoint, TX
- Sun Suite Hotels, Houston, TX
- Sun Suite Hotels, Plano, TX
- Sun Suite Hotels, West Chase, TX
- Twelve Centennial Park, Atlanta, GA

# Jordan & Skala Engineers

## Project Experience - Hotel *continued*

---



- The Westin, Prototype Hotel, USA
- The Westin Rōco Ki Beach & Golf Resort, Dominican Republic
- The "W" Hotel, Atlanta, GA
- World of Golf Village, St. Augustine, FL

# Jordan & Skala Engineers



## Project Experience - Mixed-Use

### Residential/ Retail

- 360 Condominiums, Austin, TX
- 563 Memorial Drive, Atlanta, GA
- 2020 State Street, Atlanta, GA
- The Atlantic, Atlanta, GA
- The Avenue, Charlotte, NC
- Baytowne Wharf at Sandestin Beach Resort, Destin, FL
- The Bluff at German Creek Resort, Grainger, TN
- The Brick Yard, Prince George County, MD
- Caroline Street Lofts, Atlanta, GA
- Cityville Block 121, Birmingham, AL
- Cornerstone at West End, Atlanta, GA
- The Dakota, Atlanta, GA
- Dulles Station Building I, Fairfax County, VA
- Encore, Nashville, TN
- Forest City West Village, Dallas, TX
- Gameday Athens, Athens, GA
- Georgia Traditions Sports Condominiums, Athens, GA
- Lindbergh Apartments, Atlanta, GA
- Luckie Street Lofts, Atlanta, GA
- M-Street Condominiums, Atlanta, GA
- MetTerraces, Charlotte, NC
- Midtown III, Houston, TX
- Moreland-Ormewood, Atlanta, GA
- Ninety Fairlie Street Lofts, Atlanta, GA
- One Bayshore Drive, Tampa, FL
- Paces 325 Condominiums, Atlanta, GA
- Peachtree & Fifth Lofts, Atlanta, GA
- Plaza Midtown, Atlanta, GA
- Post Riverside Apartments, Atlanta, GA
- Savannah River Landing, Savannah, GA
- Savoy at Vitruvian Park, Addison, TX (LEED Gold)
- Sylvan 30, Dallas, TX
- Trump Towers, Atlanta, GA
- Viewpoint, Atlanta, GA
- The Vue, Charlotte, NC
- West 7th, NC, SC, SE, and NW Blocks, Fort Worth, TX
- West Ponce Condos, Phase I, Decatur, GA

### Office/ Retail

- Stonebridge Office/Retail, McKinney, TX
- West 7th, NE Block, Fort Worth, TX

### Residential/Hotel

- 12 Centennial Park, Atlanta, GA
- Port of Spain International Waterfront Development, Port of Spain, Trinidad, W.I.
- Signature Tower, Nashville, TN
- "W" Hotel, Atlanta, GA

# Jordan & Skala Engineers

## Project Experience - Mixed-Use

---



### Residential/ Retail/ Office

- 425 North Boylan, Raleigh, NC
- 1010 Midtown, Atlanta, GA
- 3344 Peachtree Road, Atlanta, GA
- 3630-90 Peachtree Road, Atlanta, GA (LEED Certified)
- Biltmore Park Town Square, Asheville, NC
- Garfield Park, Arlington, VA
- Granby Tower, Norfolk, VA
- Kennesaw State University, Village Center, Kennesaw, GA
- RBC Mixed-Use Tower, Raleigh, NC
- Redfish Village, Blue Mountain Beach, FL
- Savoy Squared at Vitruvian Park, Addison, TX
- Settler's Market, James City, VA
- Trademark, Charlotte, NC
- The Wharf at Levins Bend, Orange Beach, AL
- Frankford Station Lofts, Carrollton, TX
- Town Square, Block 1, Amarillo, TX
- Gables Residential Waterstreet, Las Colinas, TX

### Residential/ Office/ Hotel/ Retail

- 12th & Midtown (formerly 1075 Peachtree), Atlanta, GA
- Streets of Buckhead, Atlanta, GA
- Tradition Towers, Orlando, FL





## Sustainability

Green means two things: saving money and preserving the environment.

Carefully thought-out designs minimize energy usage and maximize equipment efficiency to reduce the strain on our nation's energy resources and decrease your operating costs.

That's why every design provided by Jordan & Skala Engineers--for all disciplines--will be efficient and effective right from the start. But let's say you want more...more sustainability, more proof.

### LEED PRIME Consulting Services

In business for over 50 years, Jordan & Skala Engineers' Energy Services group can integrate sustainability into your project at any phase of your building's life cycle. From systems design to Platinum Certification, our team of Engineering and Sustainability experts will get you where you want to be, the first time.

If Green Certification is your goal, we can manage data collection and design components to meet enhanced sustainability criteria. As Engineers, with an inherent fondness for measurement, our team conducts a comprehensive analysis of return on investment for every enhanced sustainability feature.

And let's face it, a building only achieves energy efficiency if the control components are used correctly. That's why Jordan & Skala works with the project team to provide comprehensive training to your end users.

Sustainability planning, design, verification and management with one call. It's never been so easy to be green.

### Our services include:

- Energy Auditing
- Energy Modeling
- Commissioning
- LEED Consulting, Project Administration and Certification Management
- Sustainable Design Consulting (Green Globe, Cal Green)
- Green Specifications
- LEED Green Associate Exam Preparation

### Meet The Team:



**Aaron McEwin, P.E., LEED AP** is the Director of Energy Services. A registered Mechanical Engineer, Aaron has contributed to National and International projects and has completed projects to all levels of the LEED certification program. Aaron works to optimize LEED credits while considering both first costs and return on investment. Aaron is an energy analyst and evaluates building energy usage, water reduction strategies and the controllability of systems.



Sustainability Certification Management Services are led by **Jose Montoya**. Having achieved LEED basic to LEED Platinum Certification for numerous clients, Jose trained as an Architect and developed expertise while working with some of the most prestigious Architecture and Design firms in the country. An Education Reviewer and Auditor with the U.S. Green Building Council's Educational Review Department, Jose reviews LEED specific continuing education courses to ensure the new courses are timely, relevant, high-quality, and meet the rigor of current sustainability standards. Jose's experience working with various Green Building Certification reviewers allows him to honestly say, "I always achieve every LEED point I aim for and to this date have never had to appeal a credit to earn certification."

**KRAEMER**  
**BROTHERS**

---

EXPERT BUILDERS.  
TRUSTED **CHAMPION.**  
*SINCE 1948*



## Our History

---

Kraemer Brothers is one of the Midwest's most recognized commercial construction companies, highly regarded as an expert in our industry and treasured as a trusted "champion" by our clients. Founded in 1948 by Alfred, Linus and Norm Kraemer as a family-run general contractor in Plain, WI, the company has always operated under the premise of constructing the highest quality buildings possible, built in the fastest timeframe, and with a commitment to outstanding customer service.

We have never wavered on our principles of hard work, unparalleled quality, and honesty and integrity in everything we do. We are very proud of all that we have helped our clients create. With over 850 completed projects totaling over \$4 billion in contract value, we remain the builder of choice by successful clients in education, food & dairy, healthcare, hospitality, manufacturing, office & retail, and science & technology. The best testimony to our approach and results can be found with the many clients that we have enjoyed long-term and multiple-project relationships with that have spanned decades.

# Our Services

---

Our services are thoughtfully provided with care and excellence by the industry's top professionals. We surround our clients with a team of experienced champions, carefully understanding your needs, goals, and objectives and creating the best solutions.



## Preconstruction

- Building Information Modeling (BIM)
- Mechanical/Electrical/Plumbing (MEP) Reviews
- Cost Estimating (Cost Models, Conceptual Estimates, GMP Development, Value Engineering & Analysis)
- Constructibility Reviews
- Project Milestone/Fast-track Scheduling
- Long Lead-time Purchasing Analysis
- Bid Analysis/Scheduling

## Construction

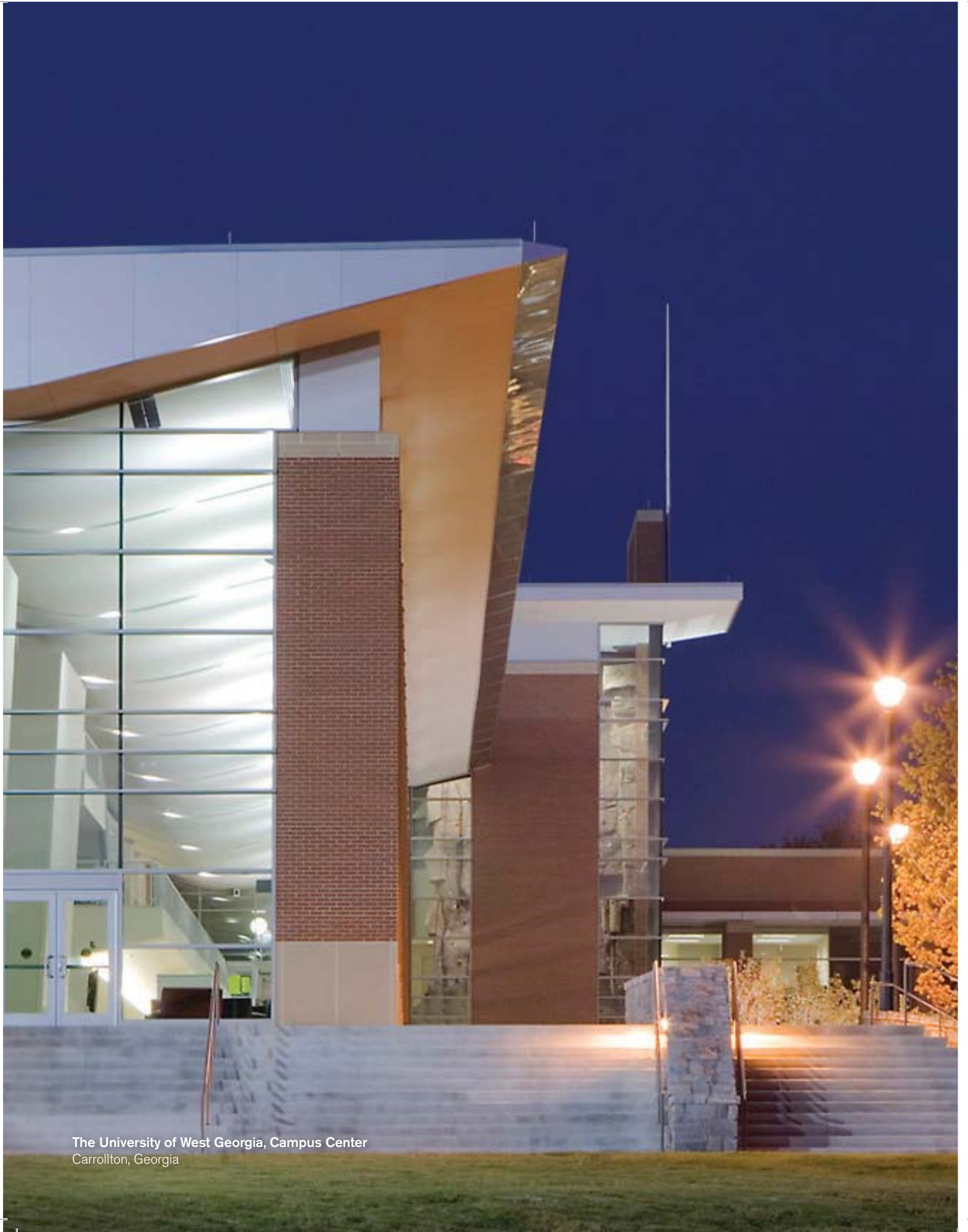
- Delivery Methods
- Communication & Information Flow Plan
- Quality Assurance & Quality Control
- Our Skilled Craftsmen
- Safety Program

## Post-Construction

- Commissioning & Validation
- Project Closeout
- O&M Manual & Training
- Project Warranty
- Project Recognition

## Additional Services

- Green Construction, Sustainability & LEED Certification
- Special Projects
- Pre-Referendum Services
- Client Services



The University of West Georgia, Campus Center  
Carrollton, Georgia



## A. Identification of the development venture and team

---

3. Identify the key entities comprising your team, describing briefly their respective backgrounds and history.

- Development
  - o North Central Group Hotel Investors, LLC
    - Jeffrey S. Lenz, President and Chief Development Officer
    - Dennis Lynch, Director of Development & Construction
- Design
  - o Cooper Carry
    - Robert Uhrin, Principal in Charge
    - Andrea Schaub, Project Manager
    - Mike Linker, Project Architect
- Engineering
  - o Structure - SK&A Structural Engineering
    - Guy Razzi, Senior Principal
    - Matt Herringa, Project Manager
  - o MEP/ FP - Jordan and Skala Engineers
    - Chuck Jordan, Principal in Charge
    - Chris McDaniel, Project Manager
- Construction
  - o Kraemer Brothers
    - Tom Kraemer, Project Executive
    - Kevin Kraemer, Principle - Construction Operations
    - Dave Vandewater, Project Manager
    - Ed Wynhoff, Project Superintendent
    - Steve Dischler, Planning & Productivity Manager
- Hotel Operations/Management
  - o North Central Management, LLC
    - Jonathan D. Bogatay, Chief Executive Officer
    - Keith Osborne, Senior Vice President & Chief Operation Officer



Emory Math and Science Center  
Atlanta, Georgia



## A. Identification of the development venture and team

---

4. Identify the development manager for your team. Provide resumes of all key team members to be involved in the project. A principal or partner level individual shall be the contact provided for all issues related to the RFQ.

Dennis Lynch, Director of Development & Construction







**David A. Lenz, CHA**  
**Founder & Chairman**  
[dlenz@ncghotels.com](mailto:dlenz@ncghotels.com)

David Lenz founded The North Central Group in 1981. The company is now comprised of four entities, North Central Management, Inc., North Central Hospitality, LLC, North Central Group Hotel Investors, LLC and North Central Mortgage Company, Inc. The North Central Group was formed for the purpose of developing, owning and operating “focused-service” hotels. Dave is responsible for the company’s long-term growth strategy and culture positioning in the hospitality industry.

Dave is a member of Hilton Worldwide Hampton Inn & Suites Franchise Advisory Council and the Courtyard by Marriott Franchise Advisory Council. He is a Certified Hotel Administrator (CHA) by the American Hotel and Lodging Association (AHLA), past founding board member of PROMAC (Promus Acceptance Corporation), past founding member of the Super 8 Motels, President’s Advisory Council and a board member of the University of Wisconsin James A. Graaskamp Center for Real Estate. Dave is also allied with a number of civic and community activities. He was a founding member of the Board of Directors for the Ronald McDonald House of Madison, is a member of the University of Wisconsin Bascom Hill Society, the Wisconsin Real Estate Alumni Association, and the United Way Alexis de Tocqueville Society.

Dave began his energetic career as a commercial loan officer and appraiser. He has also had a challenging role as a fighter pilot with the Wisconsin Air National Guard. He held the rank of major in the 176th Tactical Fighter Squadron. Today he continues his aviation interest by acting as chief pilot for The North Central Group’s corporate aircraft. Dave holds a BBA in Real Estate and Finance from the University of Wisconsin - Madison.



**Jeffrey S. Lenz**  
**President and Chief Development Officer**  
[jlenz@ncghotels.com](mailto:jlenz@ncghotels.com)

Jeff Lenz is President and Chief Development Officer for The North Central Group. He is responsible for the overall development, construction and renovation of all new hotels within The North Central Group portfolio. His duties include conducting site selections, contract negotiations, land entitlement and franchise selection, in addition to acting as the owner's representative for hotel design and construction. With regard to asset management, Jeff is also responsible for long and short-term planning, coordinating real estate and financing transactions and maintaining lender relations.

After graduating from the University of New Hampshire with a Bachelor of Science degree in Business, Jeff went on to earn his Master of Science degree in Real Estate and Urban Land Economics at the University of Wisconsin - Madison. He began his career at The North Central Group as a Real Estate Analyst in 1995, and before moving into his current position, he also worked as an Associate for the mortgage banking firm Eberhardt Company in Denver, Colorado and Minneapolis, Minnesota.

Jeff is very active in real estate and the local community as a member of the Urban Land Institute and the University of Wisconsin Real Estate Alumni Association in addition to being a Key Club Member of the United Way of Dane County. Jeff enjoys spending spare time with his wife Susan and three sons, and coaching their many athletic endeavors. He is also a licensed pilot and acts as co-pilot for The North Central Group's corporate aircraft.

## **C.J. RAYMOND**

### **EXPERIENCE**

C.J. ("Jeff") Raymond is the owner and president of Raymond Management Company, Inc. (RMC). Since 1978, RMC has provided real estate services in the hospitality industry (for both restaurants and hotels) including site selection, construction management, brokerage, real estate analysis, and equity placement. In 1983, the company expanded services to include management of hotels. Since 1994, Jeff and RMC have primarily focused on the lodging industry. Over the years, RMC has developed over fifty hotels and currently owns and/or operates approximately 24 hotels throughout the United States, including such brands as Hampton Inn, Hampton Inn & Suites, Hilton Garden Inn, Homewood Suites by Hilton, Courtyard by Marriott, SpringHill Suites by Marriott and TownePlace Suites by Marriott.

Previously the owner and president of Country Kitchens of Wisconsin, Inc., Mr. Raymond has fourteen years of experience with one of the largest franchise restaurant operations in Wisconsin and Illinois. In addition to owning franchise rights, Country Kitchen's management company provided assistance with site selection, facilities, store remodels, product purchasing, programs, marketing, menu development, staff training, and quality control. In January 1994, the Country Kitchen controlling interest was sold.

From 1972-1978, Jeff served as Vice President of Flad Development and Investment Corp. His primary responsibility was shopping center property development and analysis of real estate property.

### **EDUCATION**

M.S., Real Estate and Finance, University of Wisconsin, Madison, WI  
B.S., Business Marketing, University of Dayton, Dayton, OH

### **PROFESSIONAL ORGANIZATIONS**

Wisconsin Realtors Associations  
American Hotel and Motel Association  
U. S. Chamber of Commerce  
Boy Scouts of America, Patron Member  
University of Wisconsin Board of Trustees – Real Estate  
University of Wisconsin Athletics Advisory Council  
University of Wisconsin Gridiron Club  
University of Wisconsin Overtime Club  
University of Wisconsin Bascom Hill Society  
Wisconsin President's Organization  
World President's Organization (WPO)  
Chief Executives Organization (CEO)  
Hampton Owners Advisory Council

### **PERSONAL INFORMATION**

Mr. Raymond was born in La Crosse, Wisconsin on March 4, 1947. He is married and has three adult children.



**Dennis Lynch**  
**Director of Development & Construction**  
[dlynch@ncghotels.com](mailto:dlynch@ncghotels.com)

Dennis Lynch serves as the Director of Development and Construction for The North Central Group. Dennis leads the development efforts working with planners, architects and contractors to design and construct hotels developed by The North Central Group. His duties include working closely with the Chief Development Officer and Chairman and CEO on market analysis, feasibility/financial analysis, site and franchise selection, site planning and entitlements.

Prior to joining The North Central Group, Dennis has held several senior positions in the design and construction industry, he has planned, designed and constructed over one billion square feet of facilities across the United States.

Dennis is currently a member of Downtown Madison, Inc. Additional community involvement has been as a board member of Access Community Health Center, United Way Vision Council, and Operation Fresh Start all in Madison, WI. He has also been a member of the Economic Development Committee, Board of Examiners for the Forward Award a Baldrige Process and Leadership for Greater Madison.

Dennis attended Illinois State University for his undergraduate and DePaul University for his MBA. In addition, he has completed his CCIM and is a LEED ap.

Dennis is married with three grown children plus three grandchildren.



**COOPER CARRY**  
Principal

**Education**

Bachelor of Architecture, Virginia  
Polytechnic Institute and State  
University

**Registrations**

Registered Architect: Maryland, District  
of Columbia, Virginia, Georgia,  
Pennsylvania, North Carolina, New  
Jersey  
NCARB

**ASSOCIATIONS**

American Institute of Architects  
The Urban Land Institute  
Virginia Society of the Arts

## Robert F. Uhrin, AIA

Rob is one of our leaders of our national hospitality practice. He leads a thriving hospitality studio in Cooper Carry's Alexandria office, where he combines resources from our national practice to complete projects nationwide. During a decade in Atlanta working on multiple building types, Rob settled on hospitality. This varied architectural experience gives Rob the particular ability to integrate hospitality projects into the mixed-use environments that Cooper Carry finds fundamental to our design philosophy.

Mr. Uhrin's favorite projects include urban infill that revitalize an existing urban area and represent investment in the surrounding neighborhoods. Currently he is leading projects that range in diversity from a massive urban scale down to boutiques, while being a thought leader as the industry continually redefines itself.

Beyond his hospitality and conference center expertise, Uhrin also grasps Cooper Carry's emphasis on mixed-use design to create truly livable, authentic places. He's regularly on the road, pitching a greater vision of the 21st-century hotel as a gathering place surrounded by restaurants, shops, offices and townhouses, wrapped into a truly spectacular place. Rob has held a leadership design position on nearly 30 hotels and 6,000 keys, more than half of which have been in an urban setting, where the building is expected to catalyze its urban environment.

**Honors and Awards**

Marriott A&C LINK Conference, 2012 Design Excellence, Best Custom Project,  
Residence Inn, Arlington, VA  
Northern Virginia NAIOP, 2008 Best Mixed-Use Project, The Westin Alexandria &  
The Jamieson Condominiums, Alexandria, VA  
Delta Associates' Apartment & Condominium Industry Awards for Excellence, 2007  
Best Mid-Atlantic High-Rise Apartment Community Originally Designed as a  
Condominium, Halstead Tower, Alexandria, VA  
Associated Builders and Contractors, Inc., Metro Washington & Virginia Chapters,  
26th Annual Excellence in Construction Awards, Best Specialty/Concrete,  
Halstead Tower, Alexandria, VA  
Hilton Resort of the Year, Hilton, Virginia Beach, VA

**Project Experience**

*Hospitality*

34th Street Renaissance Hotel, Virginia Beach, VA, 175 rooms  
Arlington Capital View Renaissance and Residence Inn, Arlington, VA, 625 rooms  
Buckhead Boutique Hotel, Atlanta, GA, 120 rooms  
Capital Square Hyatt Place, Washington DC, 200 rooms  
College Park Renaissance Hotel, Atlanta, GA, 250 rooms  
Constitution Square Hilton Garden Inn, Washington DC, 204 rooms  
Dual-Brand Hotel, Tysons Corner, VA, 297 rooms  
Dulles Station Hyatt Place, Herndon, VA, 151 rooms  
Dulles Station Sheraton Hotel, Herndon, VA, 179 rooms  
Embassy Suites, Springfield, VA, 219 rooms  
Fairbrook Hilton Garden Inn, Herndon, VA, 162 rooms  
Fairfax Ridgewood SpringHill Suites, Fairfax County, VA, 140 rooms  
Ft. Belvoir Hampton Inn & Suites, Alexandria, VA, 136 rooms  
Hampton Inn & SpringHill Suites Master Plan, Columbia, MD, 242 rooms  
Hilton Garden Inn & Conference Center, Clayton County, GA, 165 rooms  
Hilton Garden Inn, Oxford Valley, PA, 125 rooms  
Hilton Garden Inn, Springfield Midtown Study, Fairfax County, VA, 160 rooms  
Hilton Garden Inn, Washington Gateway Study, Washington, DC, 193 rooms





## Andrea Schaub, AIA, LEED AP

Ms. Schaub brings to Cooper Carry a wealth of design experience in diverse disciplines such as hospitality, adaptive re-use projects, restaurant, multi-family housing, education, office/ corporate, and athletic facilities.

Ms. Schaub grew up in several cities around the United States, then settled into undergraduate studies at the Georgia Institute of Technology, where she received her Bachelors degree in Architecture. While attending Georgia Tech, she participated in a study abroad program and spent her senior year living in Paris, France studying art, architecture and French culture. She returned and remained in Atlanta for the following 12 years as she built her architectural experience, concentrating on both hospitality and educational projects.

She moved to Northern Virginia in 2005 to continue her career at Cooper Carry. Ms. Schaub has served diverse project roles from Project Architect to Senior Designer. She brings a passion for furniture design and fabrication that includes sculptural and functional pieces featured in galleries and restaurant venues. Since joining Cooper Carry, Ms. Schaub has worked collaboratively with various teams, developing concepts for new and renovation projects.

**COOPER CARRY**  
Associate Director

### Education

Bachelor of Science in Architecture,  
Georgia Institute of Technology  
Philosophy of Education Program,  
Reggio Emilia, Italy  
Undergraduate Studies, Department of  
Interior Design, Auburn University

### Registrations

Registered Architect: Georgia

### Accreditations

LEED Accredited Professional,  
USGBC, 2009

### ASSOCIATIONS

American Institute of Architects  
Council of Educational Facility Planners  
International  
Society for College & University  
Planning

### Honors and Awards

Marriott A&C LINK Conference, 2012 Design Excellence, Best Custom Project,  
Residence Inn, Arlington, VA

### Project Experience

#### *Hospitality*

Arlington Capital View Renaissance and Residence Inn, Arlington, VA, 625 rooms  
Capital Square Hyatt Place, Washington DC, 200 rooms  
Carlyle Towers Westin Hotel & Condominiums, Alexandria, VA  
Constitution Square Hilton Garden Inn, Washington DC, 204 rooms  
Courthouse Hilton Garden Inn Renovation, Arlington, VA, 193 keys  
Dual-Brand Hotel, Tysons Corner, VA, 297 rooms  
Embassy Suites, Springfield, VA, 219 rooms  
Fairfax Ridgewood SpringHill Suites, Fairfax County, VA, 140 rooms  
Fairbrook Hilton Garden Inn, Herndon, VA, 162 rooms  
Ft. Belvoir Hampton Inn & Suites, Alexandria, VA, 136 rooms  
Hampton Inn & SpringHill Suites Master Plan, Columbia, MD, 242 rooms  
Hilton Garden Inn, Springfield Midtown Study, Fairfax County, VA, 160 rooms  
Hilton Garden Inn, Washington Gateway Study, Washington, DC, 193 rooms  
Hotel and Conference Center, NC State, Raleigh, NC, 255 rooms  
Hotel and Conference Center Study, Orlando, FL  
Hotel and Conference Center Study, UNLV, Las Vegas, NV, 250 rooms  
Le Meridien Public Space Renovation, Arlington, VA  
L'Enfant Plaza Hotel Renovation, Washington, DC, 380 rooms  
Marriott Residence Inn Master Plan, Montgomery Mall, Montgomery County, MD,  
120 rooms  
Middleton Residence Inn & Courtyard by Marriott Hotel Study, Chantilly, VA, 270  
rooms  
North Bethesda Westin Hotel, Bethesda, MD, 290 rooms  
Renaissance Club Sport Buckhead, Atlanta, GA, 200 rooms  
Renaissance Club Sport El Segundo, CA, 185 rooms  
Renaissance Club Sport Florham Park, NJ, 250 rooms  
Renaissance Club Sport Hotel Study, Chestnut Ridge, NY, 200 rooms  
Renaissance Club Sport Hotel Study, Herndon, VA, 250 rooms  
Renaissance Club Sport Houston, TX, 200 rooms





## Michael J. Linker, AIA, LEED AP BD + C

Originally from Northville, Michigan, Mr. Linker's passion for Architecture began early through independent drafting at a young age. Four years of Engineering and Architecture Courses in High School quickly prepared him to continue his studies at the University of Michigan Taubman College of Architecture and Urban Planning to receive a Bachelor of Science degree in Architecture.

Mr. Linker continued his studies at the University of Michigan to receive a Masters in Architecture in 2004, focusing his graduate research on experiencing space and provoking feelings through the formal and material manipulation of a proposed hospitality project in one of our National Parks. Before joining Cooper Carry, Mr. Linker worked as an intern in Southfield, Michigan, focusing on many aspects of architectural practice including design, project management, and marketing.

After starting at Cooper Carry in the spring of 2004, Mr. Linker worked on multiple mixed-use projects including multi-family residential, retail, office, and hospitality, gaining invaluable experience with a wide array of project types and uses while completing his internship. After obtaining his license, Mr. Linker has settled into the Hospitality group, and has quickly become a leader on his projects. As well as working in the Hospitality group, he has become involved with assisting other young architects with preparing for the registration exam through mentoring. Mr. Linker was promoted to Associated in 2011.

### COOPER CARRY

Associate

### Education

Master of Architecture, The University of Michigan  
Bachelor of Science in Architecture, The University of Michigan

### Registrations

Registered Architect: Michigan

### Accreditations

LEED Accredited Professional,  
USGBC, 2009

### ASSOCIATIONS

American Institute of Architects

### Honors and Awards

2003 Michigan Alumni Scholarship for Excellence in Academic Achievement  
2002 Wheeler Family Memorial Scholarship for Excellence in the Study of Architecture  
2002 James B. Angell Scholar Awarded for Excellence in Academic Achievement

### Project Experience

#### *Hospitality*

Capital Square Hyatt Place, Washington, DC  
Capital View Renaissance & Residence Inn, Arlington, VA  
Courthouse Hilton Garden Inn Renovation, Arlington, VA  
Durham Hotel Redevelopment, Durham, NC  
Embassy Suites, Springfield, VA  
Jupiter Inlet Village Hilton, Jupiter, FL  
Le Meridien Public Space Renovation, Arlington, VA  
Renaissance Club Sport, Florham Park, NJ  
Virginia Beach Hilton Expansion Study, Virginia Beach, VA

#### *Mixed-Use*

Blowing Rock Main Street Village, Blowing Rock, NC  
Jupiter Inlet Village, Jupiter, FL  
The Spectrum, Falls Church, VA

### Previous Project Experience

#### *Government*

Lowell Police Headquarters, Lowell, MI  
Milford Police Addition, Milford, MI  
Troy Police and Fire Headquarters, Troy, MI





As Principal-in-Charge of the Washington, DC, office of SK&A, Guy Razzi, PE, is responsible for the overall operations of the downtown office. He organizes and directs the DC design teams and is responsible for project development, including the origination of structural concepts and the application of analysis processes. He works together with SK&A's project managers during the design development phase, and throughout the development of the construction drawings and specifications, and construction phase. Guy is responsible for business development and remains a client's primary contact for their project during and after a project's design and construction. Past projects include private and government office buildings, university and other higher education facilities, embassies, hospitals, multi-family residential buildings, retail developments, hotels, and parking facilities. Working in Washington, DC, for over 30 years, Guy has been involved in the design of many of the metropolitan area's most-prominent structures, including the adaptive re-use of many major historic buildings. Clients have included local and national real estate developers, universities, hospitals, foreign governments and federal agencies. He has been active in community-oriented organizations such as ACE Mentoring, and has provided structural consultation to students and participated on design juries at Catholic University's School of Architecture and George Washington University's School of Engineering and Applied Science. Prior to joining SK&A in 1993, Guy practiced structural engineering at Skidmore, Owings and Merrill and James Madison Cutts Structural Engineers.

**EDUCATION:**

Penn State University, University Park, PA, Bachelor of Architectural Engineering, Structural Option, 1979  
University of Leeds, Leeds, UK

**PROFESSIONAL ENGINEERING REGISTRATIONS:**

District of Columbia (#8063), 1983  
Maryland (#15058)  
Virginia (#16975)  
Michigan (#6201058256)

West Virginia (#15687)  
New Jersey (#24GE04757700)  
South Carolina (#25423)

**MEMBERSHIPS:**

American Society of Civil Engineers (ASCE)  
American Concrete Institute (ACI)  
American Institute of Steel Construction (AISC)  
Structural Engineering Institute (SEI)  
Architectural Engineering Institute (AEI)  
American Council of Engineering Cos. (ACEC)

Structural Engineers Association of Metropolitan  
Washington (SEA-MW)  
Design-Build Institute of America (DBIA)  
Washington Building Congress (WBC)  
Wood Truss Council of America (WTCA)  
National Building Museum

**PROJECTS:***HOSPITALITY*

Army Navy Country Club  
Marriott Courtyard at 20<sup>th</sup> Street

Arlington, VA  
Washington, DC

*OFFICE*

Ballpark Square Office Building  
600 Massachusetts Avenue, NW Office Building  
North Bethesda Parcel C Office Building (NRC)  
1700 K Street Office Building  
1000 Connecticut Ave Office Building  
55 M Street Office Building

Arlington, VA  
Washington, DC  
North Bethesda, MD  
Washington, DC  
Washington, DC  
Washington, DC



Matthew Herringa is a Project Manager and Associate responsible for providing structural engineering analysis, design, project management, construction coordination and contract administration services for new structures as well as the renovation and expansion to existing structures. As a Project Manager, Matt is responsible for the development of structural concepts, in addition to the development of final drawings, specifications, and supervision of construction administration services. Projects include structural design of office buildings, high-rise residential buildings, hospitality and health care facilities, stick-built residential buildings and above and below grade parking structures. During his more than 13 years of experience, Matt has been involved in the design and retrofitting of many challenging projects while striving to bring innovation and efficiency to the structural design of his projects. Since 2006, Matt has been an active mentor with the George Washington University Civil and Environmental Engineering Department's Senior Design Course, working closely with students and faculty and sharing his experience and knowledge of structural engineering design. Prior to joining SK&A in 2001, Matt worked for at Drottar Priniski Associates in Phoenix, Arizona working on projects throughout the United States including the design of health care facilities, commercial office buildings, residential and mixed-use buildings, retail shopping centers and parking structures.

**EDUCATION:**

Bachelor of Science, Civil Engineering, 1996  
University of Delaware, Newark, Delaware

**PROFESSIONAL ENGINEERING REGISTRATIONS:**

Maryland (#27102); Virginia (#0402048310)

**MEMBERSHIPS:**

American Institute of Steel Construction (AISC)  
American Forest and Paper Association (AF&PA)

**PROJECTS:**

*HOTEL*

Potomac Yards Renaissance & Residence Inn Hotels (LEED Certified)	Arlington, VA
Renaissance Club Sport	Florham Park, NJ
Wardman Park Hotel Renovations	Washington, DC
Marriott Wardman Park Hotel-Loading Dock Expansion	Washington, DC
Marriott Wardman Part Hotel-Junior Ballroom	Washington, DC
Marriott Wardman Park Exhibition Hall C Renovation	Washington, DC
Marriott Wardman Park Historic Tower Renovations	Washington, DC
Embassy Suites	Springfield, VA

*OFFICE*

900 New York Avenue	Washington, DC
Columbia Center Office Building	Washington, DC
University Hall – Mason Administrative Building (George Mason University)	Fairfax, VA

*HIGHRISE RESIDENTIAL*

Turnberry Tower Condominiums (LEED Silver)	Arlington, VA
City Center, DC Condominiums and Apartments	Washington, DC
University View Condominiums	College Park, MD
Wardman West Condominiums	Washington, DC

# Jordan & Skala Engineers



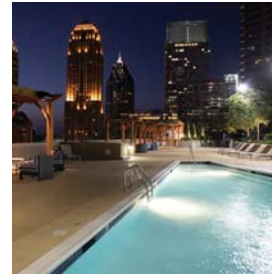
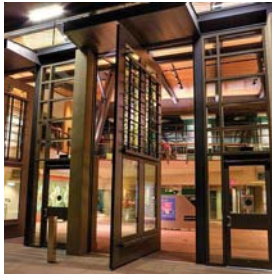
## Charles C. Jordan, Jr., PE

### Principal / Senior Electrical Engineer

In 1991 Chuck joined Jordan & Skala to create the electrical department in a 9 person, mechanical-only engineering firm. Throughout his 21 years with Jordan & Skala he has been instrumental in growing the organization to the national, full service, turnkey engineering consultant firm it is today. Today he oversees the entire operation at JSE and provides leadership to the staff.

Licensed in 33 States, Chuck has 30 years of electrical engineering design experience and a thorough knowledge of the hospitality, aviation, hospital, industrial, and commercial office markets. Chuck's simple yet powerful vision for the firm-to provide the functionality clients require for the budget they have, from the start of the design process-has led to 75% of the firm's business being repeat clients.

After 30 years in the business, Chuck is still gratified to see the completion of a Jordan & Skala project and witness the community's excitement at the grand opening event. The enjoyment of the team effort and the satisfaction of bringing a project to the finish line is what inspires Chuck to do it all over again with every new project.



## Education/Affiliations

BS, Electrical Engineering  
Georgia Institute of Technology, Atlanta, GA

Registered in Alabama, Arizona, Arkansas, California, Delaware, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Mississippi, Missouri, Nebraska, Nevada, New Hampshire, New Mexico, North Carolina, Ohio, Pennsylvania, South Carolina, South Dakota, Tennessee, Texas, Utah, Vermont, Virginia, Washington, West Virginia, Wisconsin

# Jordan & Skala Engineers



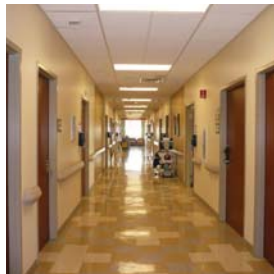
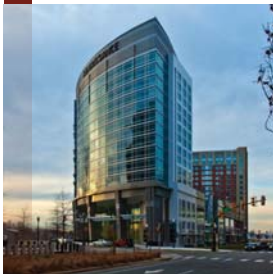
## Chris J. McDaniel, PE, LEED AP

### Associate Principal

With over 13 years experience in mechanical engineering and project management and 10 years of experience in the service and installation of mechanical systems, Chris McDaniel is a multi-talented Mechanical Engineer with the ability to see a project from the perspective of both design efficiency and installation practicality.

A LEED AP, Chris has designed office buildings, schools, hotels, churches, country clubs, student centers, dorms, garages, industrial facilities and assisted living projects.

Chris is the project manager on the majority of projects generated from the Washington D.C. office. He is the single point-of-contact for mechanical, electrical, plumbing and fire protection design.



## Education/Affiliations

BS, Mechanical Engineering  
Mercer University, Macon, GA

Registered in District of Columbia, Delaware, Florida, Georgia,  
Maryland, New Jersey, New York, North Carolina, Virginia,  
Pennsylvania

LEED AP, United States Green Building Council

Member American Society of Heating, Refrigerating and Air  
Conditioning Engineers, Inc. (ASHRAE)



## Kenton N. McNabb, CIPE Senior Plumbing Designer

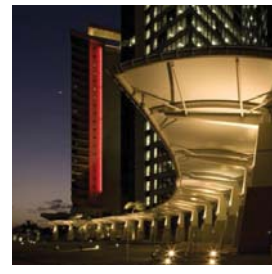
Kenton McNabb has spent twenty-five years designing plumbing and fire protection systems for government and private clients. A certified plumbing designer, his experience includes creating systems for a wide variety of facilities, including low- and mid-rise office buildings, grade schools and Universities, retail and tenant projects as well as multi-family residential, historic, and mission critical facilities. He has deep expertise in designing systems for large scale, high-rise multi-family residential & mixed-use developments.

Extremely well versed in plumbing and fire protection design and code compliance, Kenton provides quality control review and quality assurance review of plumbing and fire protection design projects produced in the Washington, D.C. office. This specific expertise led to one of Kenton's proudest career moments; Kenton was a peer reviewer for the post- 9/11 Pentagon reconstruction project; he was responsible for confirming the re-designed systems, a 24/7 effort, were well-designed and code compliant prior to release for construction.

Kenton is level-headed and open-minded when consulting with the client on value engineering opportunities, reviewing design and construction progress and coordinating with other project team members. He easily communicates with field representatives when inspecting construction or field verifying system performance.

Committed to being current with industry developments, Kenton meets frequently with local representatives of non-standard equipment, such as LEED design components, to determine capabilities and design appropriateness. Committed to client service, Kenton is easily reachable, being in the office "from 6 to 6", and prides himself on his dependability and dedication to getting the job done.

A native of Biloxi, Mississippi and loyal fan of the Southern U.S. based Krystal fast-food chain, when not working on a design project, Kenton enjoys playing with his two year old grandson and working on projects around the house or in the garage. A hands-on person in his on-the-job and off-the-job life, Kenton assuredly states, "if you need something fixed, I'm the man".



## Education/Affiliations

Engineering Design and Technology  
Jefferson Davis Jr. College, Gulfport, MS

Carrier Technical Development Program: Achievement  
Award, 1989

Member of NFPA (National Fire Protection Association),  
ASPE (American Society of Plumbing Engineers), and ASHRAE  
(American Society of Heating, Refrigerating and  
Air-Conditioning Engineers)

## Key Project Team Member Resumes - Question A4

---

### Tom Kraemer Project Executive and Company President



**Roles and Responsibilities:** Leads the preconstruction phase of the project, providing resources, guidance and fiscal control. He has over 35 years in the construction industry. As Kraemer Brothers' vice president (1976) and president (1988-present), he has personally directed the preconstruction phase of over 400 projects and is widely considered an industry expert in fast-track and team/partnering construction.

**Education:**

Bachelor of Business Administration  
Marquette University, Milwaukee, Wis.

**Professional Affiliations:**

Past President of Associated General Contractors (AGC) of Wisconsin, as well as membership on the AGC Board of Directors and Chairmanship of the AGC Legislative Committee.

---

### Kevin Kraemer Project Executive and Executive Vice President



**Roles and Responsibilities:** Oversees and manage construction field operations and is responsible for oversight of on-site construction activities. He ensures proper scheduling of manpower and equipment and that all activities on the site are properly coordinated and all milestone dates met.

**Education:**

Bachelor of Civil Engineering  
University of Wisconsin - Platteville, Wis.

**Professional Affiliations:**

Past membership on the Associated General Contractors (AGC) of Wisconsin Legislative Committee and member of the AGC Board of Directors.

# Key Project Team Member Resumes - Question A4

---

**Dave Vandewater** Project Manager, LEED AP



**Education:**

Bachelor of Civil Engineering  
University of Wisconsin-Platteville  
Platteville, Wis.

**Professional Affiliations:**

LEED Accredited Professional.

Infection Control Trained and Certified

Supervisory Training Program, Associated  
General Contractors (AGC) of Wisconsin

**Roles and Responsibilities:** In charge of budgeting, guaranteed maximum pricing and final bidding phases of projects. Dave will also provide value analysis of building systems and materials and perform the project administration during construction including coordination of sub-bids, shop drawings, change orders, all correspondence with architect.

## HOSPITALITY & ENTERTAINMENT EXPERIENCE

**Hampton Inn & Suites** - Madison, Wis.

10-story, six-level, 110,000 square foot, 194-room hotel atop 86,000-square-foot, 203-stall parking ramp.

**Ho-Chunk Hotel** - Lake Delton, Wis.

315 unit, 168,000 S.F. four-story hotel.

**Grand Harbor Resort & Waterpark** - Dubuque, Iowa

130,000 S.F., seven-story 194 room hotel with 30,000 S.F. attached waterpark.

**Great Wolf Resort & Waterpark** – Tannersville, Penn.

401-suite, 442,000 S.F. hotel with indoor waterpark, restaurant, banquet facility.

**Ho-Chunk Convention Center** - Lake Delton, Wis.

200,000 S.F. two-story convention center containing a substantial amount of tribal theming.

**Ho-Chunk Casino Phase I** - Lake Delton, Wis.

90,000 S.F. casino.

**Ho-Chunk Gaming** – Black River Falls, Wis.

80,000 S.F. casino with 600 slot machines, 500-seat bingo hall, administrative office, kitchen.

**Ho-Chunk Gaming** – Madison, Wis.

85,000 S.F. gaming facility with 1,100 slot machines, restaurant, armored car sally port, office space and support areas.

**Fox Valley Greyhound Park** - Kaukauna, Wis.

93,000 S.F. park with ten buildings, grandstand, ginny pit, kennels, maintenance building and 100-acre site development.

(cont.)

# Key Project Team Member Resumes - Question A4

---

**Dave Vandewater** Project Manager, LEED AP

(cont.)

**Holiday Inn** - Wisconsin Dells, Wis.  
36,800 S.F. two-story hotel annex with 101 rooms.

**Howard Johnson Hotel & Conference Center** - Madison, Wis.  
47,000 S.F. six-story hotel with 76 rooms and indoor pool.

**Best Western Inn** - Baraboo, Wis.  
28,000 S.F. three-story hotel with 60 rooms indoor pool.

## OTHER CITY OF MADISON EXPERIENCE

**Alliant Energy Center** - Madison, Wis.  
250,000 S.F. convention facility.

**Promega Research & Development Center** - Fitchburg, Wis.  
74,000 S.F. biotechnology facility with corporate offices, a fermentation facility, and research and development laboratories.

**Hologic** - Madison, Wis.  
95,000 S.F. life science office, research and manufacturing facility.

**US Forest Service Centennial Research Facility** - Madison, Wis.  
Two-story, 90,000 wood utilization research laboratory facility.

**Catalent Pharma Solutions** – Madison, Wis.  
110,000 S.F. cGMP buildout for bioscience facility.

**UW-Madison Engineering Center** - Madison, Wis.  
125,000 S.F. five-story addition with state-of-the-art research and instructional labs, lecture and office space.



## Key Project Team Member Resumes - Question A4

---

### Ed Wynhoff

Project Superintendent



**Professional Affiliations:**

Infection Control Trained and Certified

Supervisory Training Program, Associated General Contractors (AGC) of Wisconsin

**Roles and Responsibilities:** Total responsibility for the on-site construction activities. This includes coordination of field personnel and subcontractors, as well as quality control and schedule control. His career spans over 25 years in construction, with 16 of those as project superintendent.

**HOSPITALITY EXPERIENCE**

**Hampton Inn & Suites** - Madison, Wis.

10-story, six-level, 110,000 square foot, 194-room hotel atop 86,000-square-foot, 203-stall parking ramp.

**Ho-Chunk Convention Center** - Lake Delton, Wis.

200,000 S.F. two-story convention center containing a substantial amount of tribal theming.

**Grand Harbor Resort & Waterpark** - Dubuque, Iowa

160,000 S.F., seven-story 194-room hotel and waterpark.

**Great Wolf Resort & Waterpark** – Tannersville, Penn.

401-suite, 442,000 S.F. hotel with indoor waterpark and food service.

**Great Wolf Lodge Resort** - Concord, N.C.

496,000 S.F., 401-room hotel, 90,000 S.F. waterpark.

**Blue Harbor Hotel** - Sheboygan, Wis.

300,000 S.F. resort including a 139-suite hotel.

---

### Steve Dischler LEED AP Productivity and Planning Manager



**Professional Affiliations:**

LEED Accredited Professional

Infection Control Trained and Certified

Supervisory Training Program, Associated General Contractors (AGC) of Wisconsin

**Roles and Responsibilities:** Oversees and develops all project schedules, including preliminary milestone schedules and detailed final schedules. He also provides costing information for all company estimates, both preliminary and final. Well versed in construction systems, computerized information systems, and field methods & productivity, Steve comes with over 25 years of construction experience, including five years as project superintendent and 14 years in productivity and planning.



**Jonathan D. Bogatay, CHA**  
**Chief Executive Officer**  
[jbogatay@ncghotels.com](mailto:jbogatay@ncghotels.com)

Jonathan Bogatay serves as the Chief Executive Officer of The North Central Group.

Currently as CEO, Jonathan sets the operational, financial and cultural expectations of The North Central Group to ensure the success of a premier hotel management and development company.

Prior to joining The North Central Group, Jonathan held several senior management positions with various lodging owners, operators and developers, as well as having worked as a Regional Director with Promus Hotel Corporation, now a part of Hilton Worldwide.

Jonathan is currently serving on the Board of Directors for The Spirit of Greater Madison, the AH&LA Council of Inn & Suites, the AH&LA Legislative Action Committee, and is the Immediate Past Chairman of the Hilton Garden Inn Franchise Advisory Council. He is also a past board member of the Greater Madison Convention and Visitor's Bureau and a former ad hoc member of Hampton Inn Hotels' "Make It Hampton" Brand Strategy and Operations Committee.

His passion for the Hospitality Industry and the Marriott and Hilton Family of Brands mirrors his commitment to both his NCG family and that of his own.



**Keith Osborne**  
**Senior Vice President & Chief Operating Officer**  
[kosborne@ncghotels.com](mailto:kosborne@ncghotels.com)

Keith Osborne serves as Senior Vice President and Chief Operating Officer for The North Central Group.

Within his role, Keith assists in the development and implementation of critical operating strategies and initiatives to enhance the success and profitability of the company's portfolio of hotels. Keith has oversight of the field-based Operations Team, the Information Technology Team, and the Corporate Sales, Marketing, and E-business efforts ensuring alignment with the strategic mission of the company.

In addition, Keith is a key stakeholder in setting the strategic and tactical direction of North Central Hospitality, LLC, our third-party management company, where the focus is to develop long-term relationships with owners and developers managing their assets as if they were our own.

Prior to joining The North Central Group in 2011, Keith served 12 years as Chief Operating Officer for a successful Illinois-based hotel management and development company. With over 20 years of hospitality industry experience, Keith has held other senior level positions including Director of Quality Assurance for the Promus Hotel Corporation, now a part of Hilton Worldwide.

Keith attended Eastern Illinois University and majored in Business Administration with a focus in Hotel and Restaurant Management.

Keith has been married for over 20 years to his wife Elizabeth and they have two teenage daughters Peyton and Macy.





## A. Identification of the development venture and team

---

5. Describe the proposed organizational structure for the project team planning to undertake the Judge Doyle Square project, their roles, reporting responsibilities and team interface with City of Madison project management.

**Organizational Chart of Proposed Team**

**Project Partnership**



*City of Madison*



*North Central Group*

**Development**



*North Central Group*

**General Contractor**



*Kraemer Brothers*

**Architect**



*Cooper Carry*

**Engineering Team**

**Structural**



*SK&A Structural Engineers*

**MEPFP**

Jordan & Skala Engineers

*Jordan & Skala*

**Parking**



*Kimley-Horn & Associates*





## A. Identification of the development venture and team

---

6. Include a brief statement of the availability of key assigned personnel to the team.

- Development
  - o North Central Group Hotel Investors, LLC
    - Jeffrey S. Lenz, President and Chief Development Officer - 25%
    - Dennis Lynch, Director of Development & Construction - 75%
- Design
  - o Cooper Carry
    - Robert Uhrin, Principal in Charge – 25%
    - Andrea Schaub, Project Manager – 50%
    - Mike Linker, Project Architect – 100%
- Engineering
  - o Structure - SK&A Structural Engineering
    - Guy Razzi, Senior Principal – 25%
    - Matt Herringa, Project Manager – 50%
  - o MEP/ FP - Jordan and Skala Engineers
    - Chuck Jordan, Principal in Charge – 25%
    - Chris McDaniel, Project Manager – 50%
- Construction
  - o Kraemer Brothers
    - Tom Kraemer, Project Executive – 30%
    - Kevin Kraemer, Principle - Construction Operations – 25%
    - Dave Vandewater, Project Manager – 100%
    - Ed Wynhoff, Project Superintendent – 100%
    - Steve Dischler, Planning & Productivity Manager – 25%



TAB B



## B. Experience to successfully undertake the project

---

1. Demonstrate the team's capability, experience in planning, designing and constructing mixed-use urban scale projects similar to the proposed Judge Doyle Square. Include information for each land use element of the proposed project.



Hampton Inn & Suites & Homewood Suites  
Omaha, Nebraska

North Central Group



Franchise:	Hampton Inn & Suites
Date Opened:	November 8, 2007
Units:	139
Dev./Const. Mgr:	North Central Group Hotel Investors, LLC
Prop. Mgmt:	North Central Management, Inc.
Building:	84,786 square feet
Site:	77,062 square feet

The Hampton Inn & Suites – Omaha Downtown is an upscale, select-service four-story lodging property consisting of 139 units on a 1.77 acre site. The property is located at 1212 Cuming Street, Omaha, NE. The facility is a four-story wood structure with a combination of masonry, metal panel and EFIS exterior. The guest rooms/suites include free High-Speed Internet access, a coffee maker, a hair dryer, a two-line telephone, a work desk, data ports, a full-size iron and board, a portable laptop desk, personal voice mail and other standard features for the brand. Additional amenities in the studio suites include a mini-refrigerator, microwave and sink. Other facility features include the prototypical amount of meeting space, a fitness center, a business center and an indoor pool and whirlpool.

Hampton Inn & Suites & Homewood Suites  
Omaha, Nebraska



North Central Group

Franchise: Homewood Suites  
 Date Opened: January 11, 2008  
 Units: 123  
 Dev./Const. Mgr: North Central Group  
 Hotel Investors, LLC  
 Prop. Mgmt: North Central  
 Management, Inc.  
 Building: 100,873 square feet  
 Site: 73,425 square feet

The Homewood Suites–Omaha Downtown is an eight-story, 123-room extended stay hotel located on a 1.69 acre site. The property is located at 1314 Cuming Street, Omaha, NE. The facility is an eight story concrete structure with a combination of masonry, metal panel and EFIS exterior. The hotel offers a mix of rooms including double/queens, studio suites, and king suites. Facilities and amenities offered at the Homewood Suites include a fully-equipped kitchen, complimentary “Suite Start” hot breakfast, “Welcome Home” manager’s reception Monday through Thursday evenings, a “lodge” area off the main lobby, a 24-hour business center, meeting facilities to accommodate 25 people, an indoor pool and fitness room, a 24-hour “Suite Shop” convenience store, on-site guest laundry and complimentary grocery shopping service. Guest rooms also include complimentary high-speed wireless Internet access, a dining table that can double as a workspace, a fold-out sofa, a remote-controlled television, spacious closets, two telephones with voice mail, an iron/ironing board and a complimentary USA Today.



Franchise:	Courtyard by Marriott
Date Opened:	February 2003
Date Renovated:	February 2011
Units:	127
Developer/Construction Manager:	Raymond Management Company, Inc. North Central Group Hotel Investors, LLC
Property Management:	North Central Management, Inc.
Building:	80,273 square feet
Site:	3.1 Acres





Franchise:	Residence Inn by Marriott
Date Opened:	June 2005
Date Renovated:	April 2013
Units:	122
Developer / Construction Manager:	Raymond Management Company, Inc. North Central Group Hotel Investors, LLC
Property Management:	North Central Management, Inc.
Building:	83,713 square feet
Site:	132,357 square feet

Arlington Capital View Renaissance & Residence Inn  
Arlington, Virginia

COOPER CARRY



CLIENT: The JBG Companies

SCOPE: 440,000 sf

SERVICES: Architecture  
Interior Design

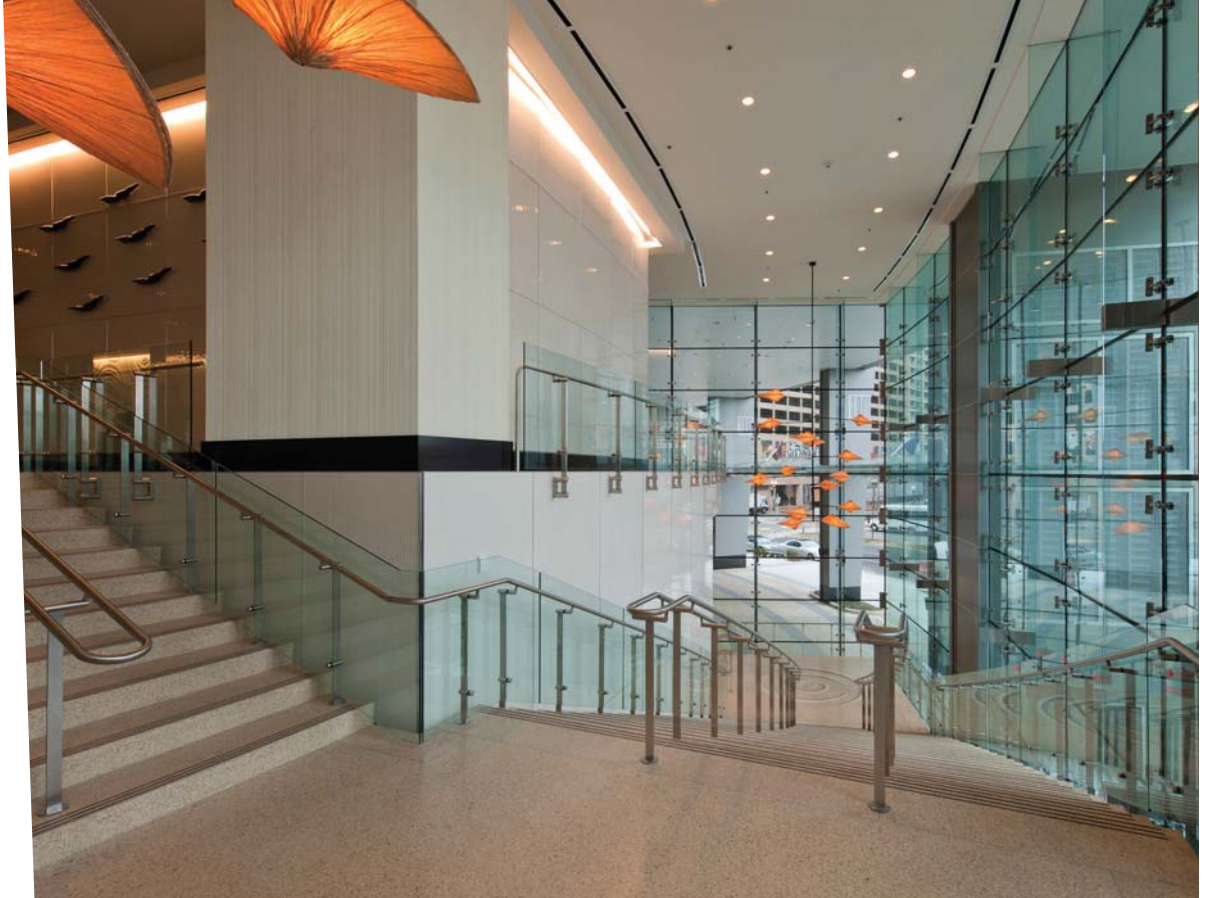
This 625-room conference center and hotel complex is situated at the northern end of Potomac Yards, a 1.5-mile-long rail yard redevelopment site in Arlington, Virginia. With its expansive views of Washington, D.C., and prominent location at a flourishing crossroads, the project is aptly nicknamed National Gateway. Two distinct Marriott hotel products occupy the site: a full-service Renaissance, and an extended-stay Residence Inn. These are the first new hotel rooms built in office-heavy Crystal City in more than 10 years. The project provides a 24,000-square-foot conference center, including meetings rooms and breakout space; 10,000 square feet of street-level retail space; and below-grade parking. The project forms the terminus for Center Park, a linear greenspace containing an amphitheatre, retail space, and public art. Featuring a planted roof and other sustainable design concepts, the buildings have achieved certification through the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED®) rating system. These are the first LEED-NC Gold Certified hotels in Arlington County.

Awards:

2012 Marriott A&C LINK Conference, Design Excellence - Best Custom Project, Residence Inn



COOPER CARRY



Hilton Garden Inn at Church Street Plaza  
Evanston, Illinois

COOPER CARRY

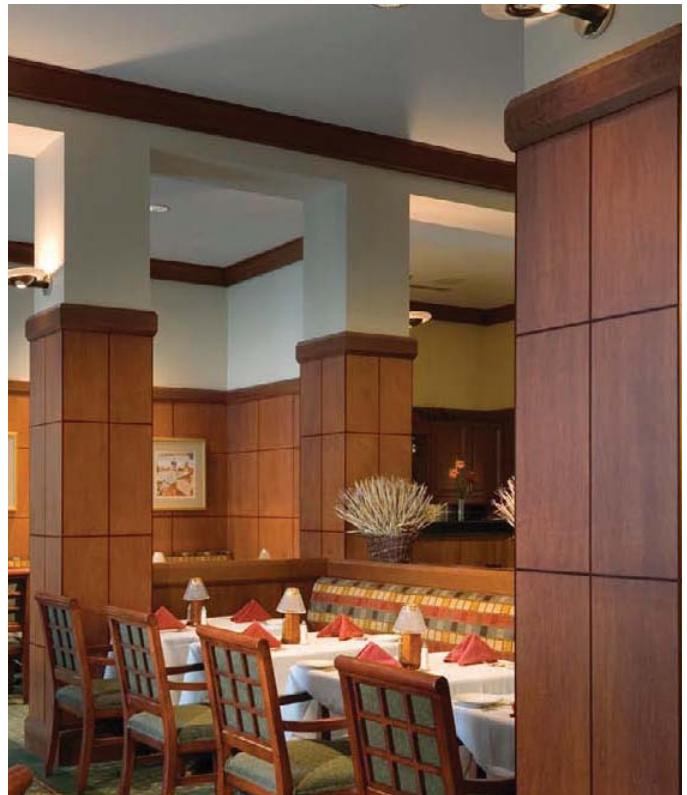


This urban hotel is part of a mixed-use development in downtown Evanston, a suburb of Chicago. The full-service 105,000 SF hotel provides 178 guestrooms, restaurant, lounge, 4,000 SF of meeting rooms, exercise room, interior swimming pool and exterior terraces on .8 acres.

Covered parking is provided in the adjacent city owned parking garage, accessible via a covered arcade, and the meeting entrance located along the garage access road. The mixed-use development including retail, cinema, and parking garage opened in the fall of 2000 with the hotel opening mid-summer 2001.

**client:** Regent Partners

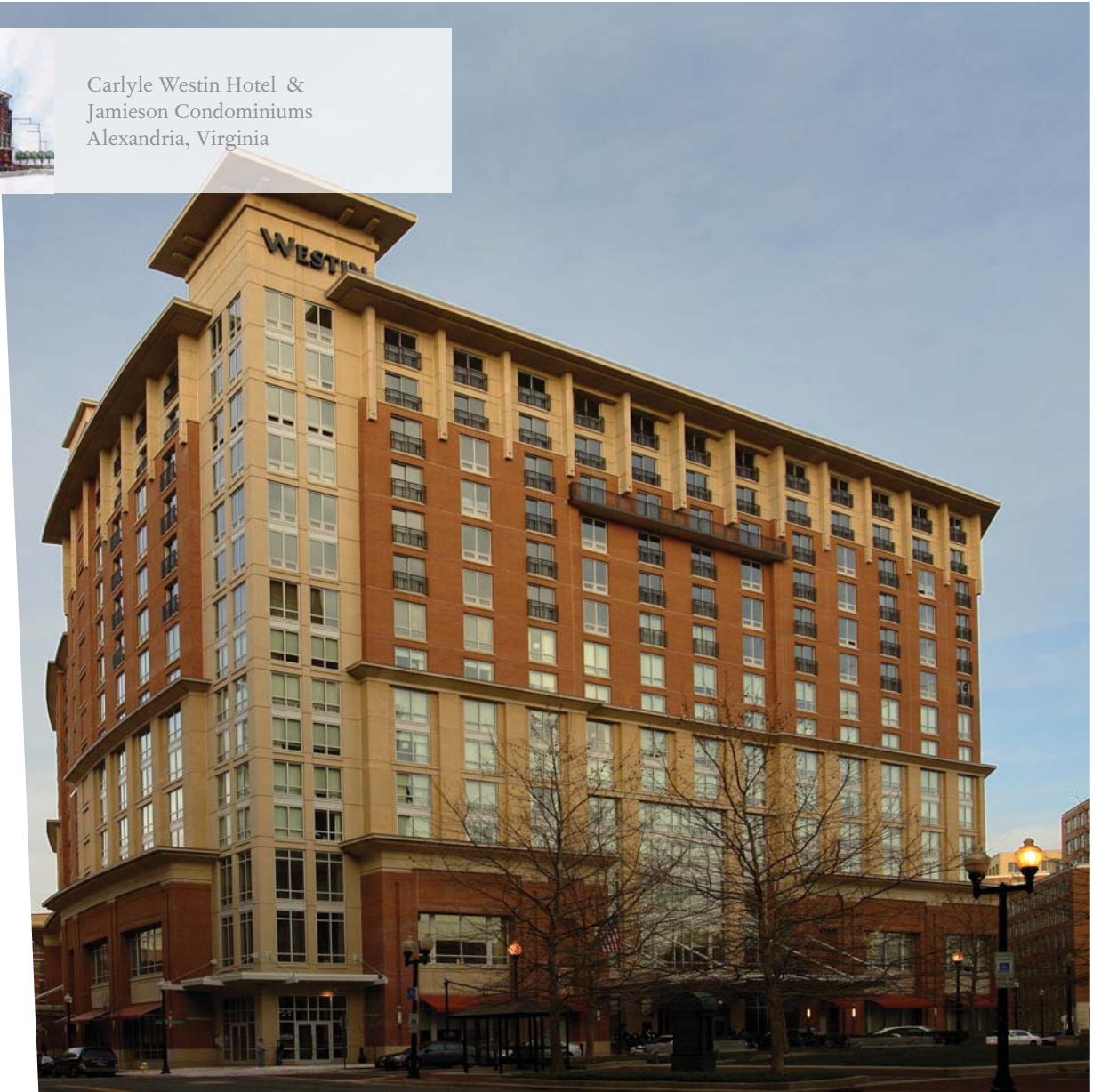
COOPER CARRY





Carlyle Westin Hotel &  
Jamieson Condominiums  
Alexandria, Virginia

COOPER CARRY



The 14-story full service hotel and luxury condominium in the Carlyle development is located in old town Alexandria, Virginia. The 338,000-square-foot facility provides approximately 18,000 square feet of meeting space, 315 hotel rooms, and over 100,000 square feet of luxury condominiums. The facility is adjacent to the

federal courthouse and approximately 4 million sf of office space. The condominiums provide views of old town, the Potomac River, and beyond to the Capital. The project cost \$65 million, and was completed in November 2007. Client: Regent Partners, with contact Jim Feldman.

CARLYLE WESTIN HOTEL & RESIDENCES

COOPER CARRY



**Charleston Midtown Mixed-Use**  
Charleston, South Carolina

COOPER CARRY



The Charleston Mixed-Use project will create a new gateway into Charleston and its historic district. The structures offer a 240-key hotel and 180 condos in two buildings gathered around a European courtyard, much like the many secret courtyards of Charleston.

An active and walkable streetscape connects the project to its neighborhood with a fine restaurant and bar on the corner. Two amenity and pool decks overlook the neighborhood from fifty feet up so that guests can see all the way down to the end of the peninsula and the new skyway bridge.

COOPER CARRY



**The Spectrum**  
Falls Church, Virginia

COOPER CARRY



CLIENT:  
Waterford Falls Church II, LLC

SCOPE: 60,000 sf

SERVICES: Architecture  
Interior Design  
Master Planning

The Spectrum is a 600,000-square-foot mixed-use development capitalizing on the unique, compact footprint of downtown Falls Church, Virginia. The project contains two levels of below-grade parking (620 spaces), 189 condominium units, 30,000 square feet of ground-level retail space, and 30,000 square feet of office space, designed in the form of two-story townhouses to aesthetically fit into the tight urban area.

Designed to appear as if it was built over time, each section of the building evokes a distinct feel, incorporating multiple facade elements, such as glass curtain wall, brick, metal paneling, cast stone, and architectural precast. The project contains sustainable elements such as a green roof of sedum grass. At seven stories, it is the tallest building in Falls Church. The project was completed in 2008.



COOPER CARRY





# Hampton Inn & Suites

(under construction)

Madison, WI  
194 Rooms

# Marriott Hotel & Convention Center

---

Middleton, WI

290 Rooms



# Hotel Red

Madison, WI  
48 Rooms



# Madison Concourse Hotel

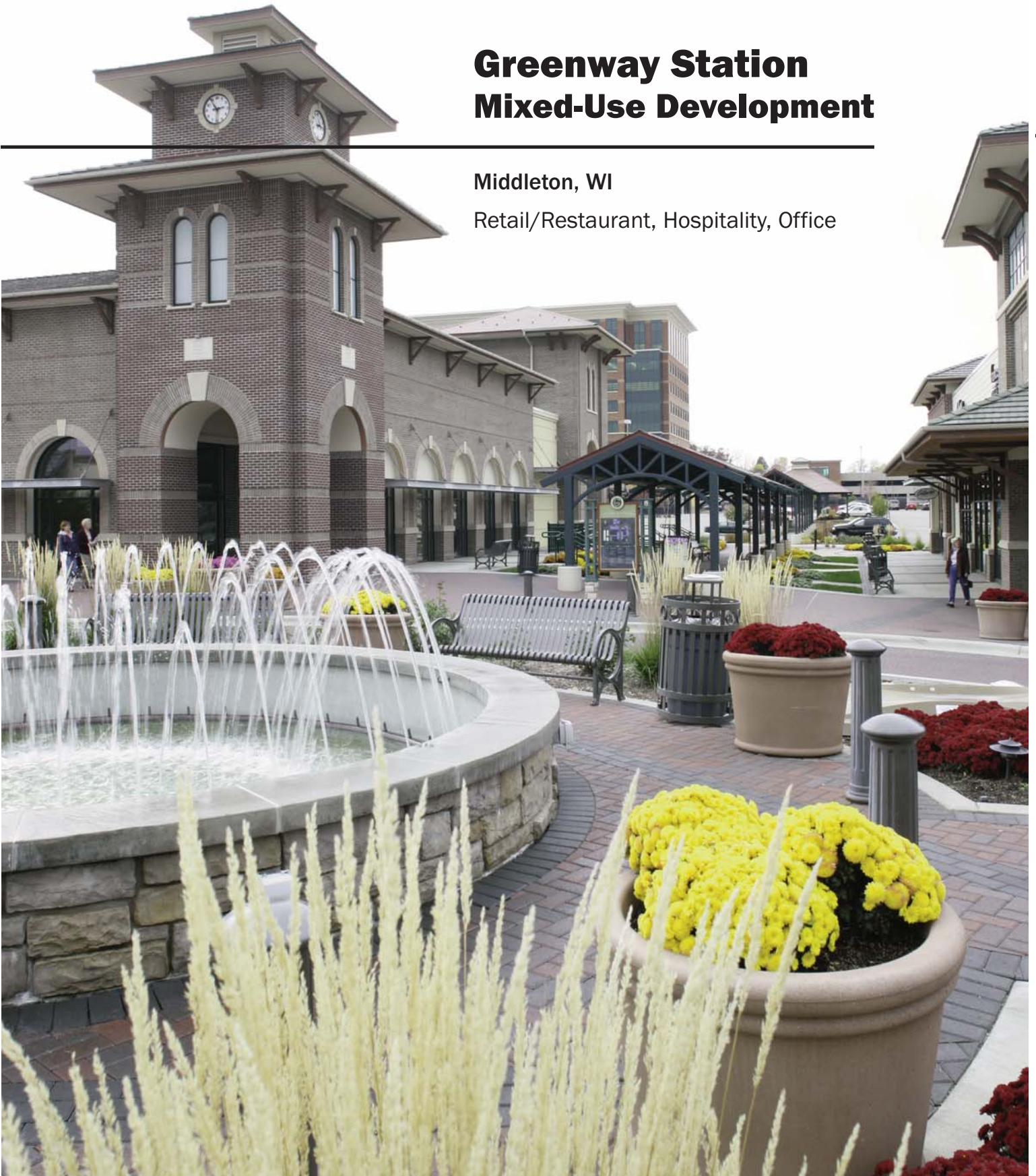
Madison, WI  
356 Rooms



# Greenway Station Mixed-Use Development

Middleton, WI

Retail/Restaurant, Hospitality, Office



# Greenway Station Mixed-Use Development

---

Middleton, WI

Retail/Restaurant, Hospitality, Office



Hilton Garden Inn



Marriott Residence Inn



Greenway Office Building



Wisconsin Trade Center



Retail/Restaurant Lifestyle Center



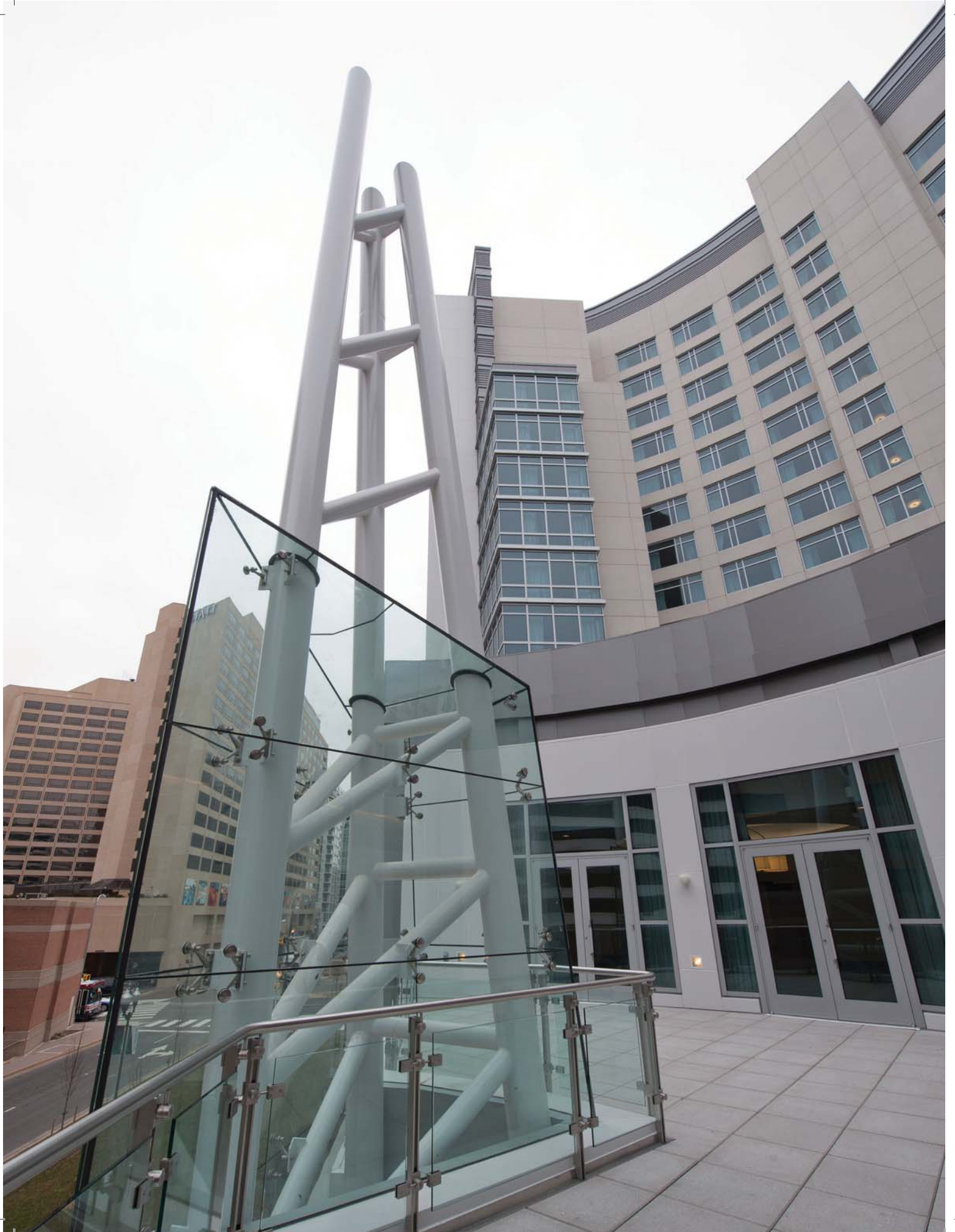
Retail/Restaurant Lifestyle Center

# Courtyard By Marriott

Madison, WI  
127 Rooms









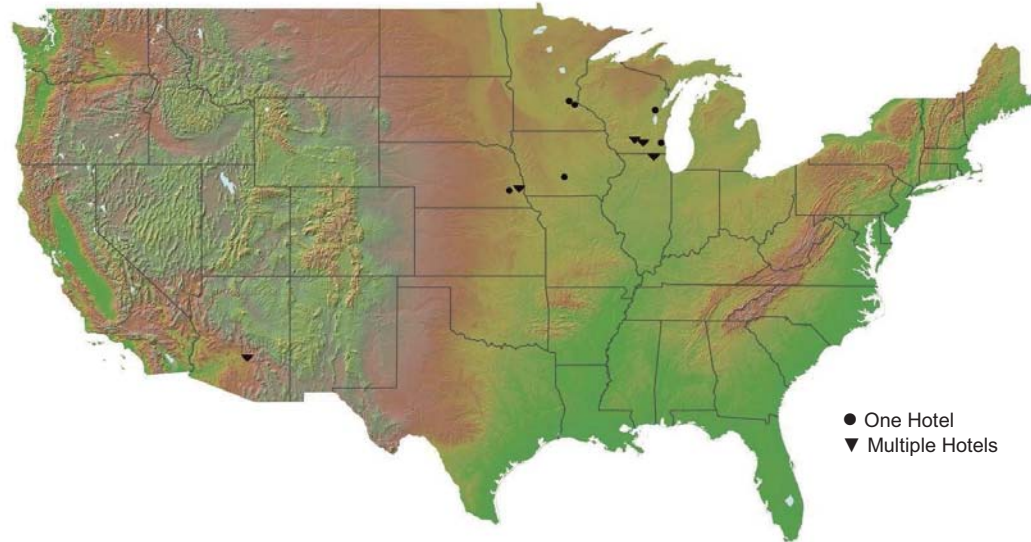
## B. Experience to successfully undertake the project

---

2. Demonstrate the team's capability in managing the completed mixed-use urban scale projects similar to the proposed Judge Doyle Square.



## Properties Developed and Presently Managed by North Central Management, Inc.



The North Central Group currently operates 26 hotels in Arizona, Illinois, Iowa, Minnesota, Nebraska and Wisconsin.

### Arizona Chandler

Hampton Inn & Suites - Phoenix Chandler / Fashion Center  
1231 S. Spectrum Boulevard, Chandler Arizona 85286  
Phone: 480.917.9500  
[www.phoenixchandlerfashioncentersuites.hamptoninn.com](http://www.phoenixchandlerfashioncentersuites.hamptoninn.com)



Homewood Suites - Phoenix Chandler / Fashion Center  
1221 S. Spectrum Boulevard, Chandler, Arizona 85286  
Phone: 480.917.5710  
[www.phoenixchandlerfashioncenter.homewoodsuites.com](http://www.phoenixchandlerfashioncenter.homewoodsuites.com)



### Glendale

Hampton Inn & Suites - Phoenix Glendale / Westgate  
6630 N. 95<sup>th</sup> Avenue, Glendale, Arizona 85305  
Phone: 623.271.7771  
[www.phoenixglendalesuites.hamptoninn.com](http://www.phoenixglendalesuites.hamptoninn.com)



### Phoenix

Courtyard by Marriott - Phoenix West / Avondale  
1650 N. 95<sup>th</sup> Lane, Phoenix, Arizona 85037  
Phone: 623.271.7660  
[www.courtyardphoenixavondale.com](http://www.courtyardphoenixavondale.com)



## Phoenix/Happy Valley

Hampton Inn & Suites - Phoenix North/Happy Valley  
2550 W. Charlotte Drive, Phoenix, Arizona 85085  
Phone: 623.516.9300  
[www.phoenixhappyvalleysuites.hamptoninn.com](http://www.phoenixhappyvalleysuites.hamptoninn.com)



Homewood Suites - Phoenix North/Happy Valley  
2470 W. Charlotte Drive, Phoenix, Arizona 85085  
Phone: 612.580.1800  
[www.phoenixhappyvalley.homewoodsuites.com](http://www.phoenixhappyvalley.homewoodsuites.com)



## Illinois Rockford

Fairfield Inn & Suites by Marriott - Rockford  
7651 Walton Street, Rockford, Illinois 61108  
Phone: 815.398.7400  
[www.fairfieldrockford.com](http://www.fairfieldrockford.com)



Hampton Inn - Rockford  
615 Clark Drive, Rockford, Illinois 61107  
Phone: 815.229.0404  
[www.rockford.hamptoninn.com](http://www.rockford.hamptoninn.com)



Hilton Garden Inn - Rockford  
7675 Walton Street, Rockford, Illinois 61108  
Phone: 815.229.3322  
[www.rockford.stayhgi.com](http://www.rockford.stayhgi.com)



## Iowa West Des Moines

Hampton Inn - West Des Moines  
7060 Lake Drive, West Des Moines, Iowa 50266  
Phone: 515.223.4700  
[www.desmoineswest.hamptoninn.com](http://www.desmoineswest.hamptoninn.com)



## Minnesota

### Eagan

Hampton Inn Eagan - Mall of America Area  
3000 Eagandale Place, Eagan, Minnesota 55121  
Phone: 651.688.3343  
[www.minneapolisegagan.hamptoninn.com](http://www.minneapolisegagan.hamptoninn.com)



### Maple Grove

Hilton Garden Inn - Minneapolis / Maple Grove  
6350 Vinewood Lane North, Maple Grove, Minnesota 55311  
Phone: 763.509.9500  
[www.minneapolismaplegrove.stayhgi.com](http://www.minneapolismaplegrove.stayhgi.com)



## Nebraska

### Omaha

Hampton Inn & Suites - Omaha Downtown  
1212 Cuming Street, Omaha, Nebraska 68102  
Phone: 402.345.5500  
[www.omahadowntownsuites.hamptoninn.com](http://www.omahadowntownsuites.hamptoninn.com)



Hampton Inn & Suites - Omaha Southwest / LaVista  
12331 Southport Parkway, LaVista, Nebraska 68128  
Phone: 402.895.2900  
[www.omahalavistasuites.hamptoninn.com](http://www.omahalavistasuites.hamptoninn.com)



Homewood Suites - Omaha Downtown  
1314 Cuming Street, Omaha, Nebraska 68102  
Phone: 402.345.5100  
[www.omahadowntown.homewoodsuites.com](http://www.omahadowntown.homewoodsuites.com)



## Wisconsin

### Appleton

Hampton Inn Appleton - Fox River Mall Area  
350 Fox River Drive, Appleton, Wisconsin 54913  
Phone: 920.954.9211  
[www.appleton.hamptoninn.com](http://www.appleton.hamptoninn.com)



## Madison / Middleton

Courtyard by Marriott - Madison East  
2502 Crossroads Drive, Madison, WI 53718  
Phone: 608.661.8100  
[www.courtyardmadisoneast.com](http://www.courtyardmadisoneast.com)



Courtyard by Marriott - Madison West / Middleton  
2266 Deming Way, Middleton, WI 53562  
Phone: 608.203.0100  
[www.courtyardmadisonwest.com](http://www.courtyardmadisonwest.com)



Hampton Inn Madison - East Towne Mall Area  
4820 Hayes Road, Madison, Wisconsin 53704  
Phone: 608.244.9400  
[www.madisoneast.hamptoninn.com](http://www.madisoneast.hamptoninn.com)



Hampton Inn & Suites - Madison West  
483 Commerce Drive, Madison, Wisconsin 53719  
Phone: 608.271.0200  
[www.madisonwestsuites.hamptoninn.com](http://www.madisonwestsuites.hamptoninn.com)



Homewood Suites - Madison West  
479 Commerce Drive, Madison, Wisconsin 53719  
Phone: 608.271.0600  
[www.madisonwest.homewoodsuites.com](http://www.madisonwest.homewoodsuites.com)



Hilton Garden Inn - Madison West / Middleton  
1801 Deming Way, Middleton, Wisconsin 53562  
Phone: 608.831.2220  
[www.madisonwestmiddleton.stayhgi.com](http://www.madisonwestmiddleton.stayhgi.com)



Residence Inn by Marriott - Madison West / Middleton  
8400 Market Street, Middleton, WI 53562  
Phone: 608.662.1100  
[www.residenceinnmadisonwest.com](http://www.residenceinnmadisonwest.com)



Fairfield Inn & Suites by Marriott - Madison West / Middleton  
8212 Greenway Blvd., Middleton, WI 53562  
Phone: 608.831.1400  
[www.fairfieldmadisonwest.com](http://www.fairfieldmadisonwest.com)



Fairfield Inn & Suites by Marriott - Madison East  
2702 Crossroads Drive, Madison, WI 53719  
Phone: 608.661.2700  
[www.fairfieldinnmadisoneast.com](http://www.fairfieldinnmadisoneast.com)



**Milwaukee / Brookfield**

Hampton Inn - Milwaukee / Brookfield  
575 N. Barker Road, Brookfield, WI 53045  
Phone: 262.796.1500  
[www.milwaukeebrookfield.hamtoninn.com](http://www.milwaukeebrookfield.hamtoninn.com)



**Properties Developed, Previously Managed, and Subsequently  
Sold by The North Central Group**

**Radisson Inn**  
Madison, WI  
156 Units  
Opened 6/82

**Super 8 Motel**  
Tomah, WI  
64 Units  
Opened 2/78

**Super 8 Motel**  
Portage, WI  
61 Units  
Opened 8/87

**Hampton Inn**  
Milwaukee, WI  
108 Units  
Opened 5/87

**Super 8 Motel**  
Marquette, MI  
80 Units  
Opened 12/88

**Super 8 Motel**  
Delavan, WI  
71 Units  
Opened 8/90

**Comfort Inn**  
Racine, WI  
81 Units  
Opened 10/92

**Homewood Suites**  
Madison, WI  
80 Units  
Opened 6/92

**Hampton Inn**  
Sioux Falls, SD  
99 Units  
Opened 10/97

**Clarion Hotel &  
Conference Center**  
Coralville, IA  
96 Units  
Opened 4/95

**Hampton Inn**  
Coralville, IA  
115 Units  
Opened 12/95

**Super 8 Motel**  
Appleton, WI  
81 Units  
Opened 4/86

**Hampton Inn**  
Eau Claire, WI  
106 Units  
Opened 5/92

**Hampton Inn**  
Des Moines, IA  
122 Units  
Opened 6/97

**Hampton Inn**  
La Crosse, WI  
101 Units  
Opened 9/85

**Hampton Inn**  
Cedar Rapids, IA  
106 Units  
Opened 6/94

**Comfort Suites -  
Stevens Point**  
Stevens Point, WI  
105 Units  
Opened 5/91

**Comfort Inn & Suites**  
Madison, WI  
148 Units  
Opened 12/94

**Hampton Inn**  
Madison, WI  
122 Units  
Opened 6/89

**Hampton Inn**  
Green Bay, WI  
115 Units  
Opened 5/90

**Hampton Inn**  
Onalaska, WI  
107 Units  
Opened 6/98

**Hilton Garden Inn**  
Omaha, NE  
178 Units  
Opened 12/01

**Hilton Garden Inn**  
Scottsdale, AZ  
122 Units  
Opened 3/05







## B. Experience to successfully undertake the project

---

### 3. Demonstrate your team's experience with public/private partnerships.

Cooper Carry's extensive experience in designing numerous complex public-private hotel and conference center projects will be critical as we progress through the development of an efficient, functional, and fully integrated conference center, hotel and retail center. We often say that the "profitability of a public-private hotel and conference center is designed-in up front, and then perfected by management". Indeed, the principals Cooper Carry Architects and this Design Team have worked together for over 25 years and we have successfully completed more than ten Public-Private Hotel Developments.



Hyatt Regency Wichita  
Wichita, Kansas

COOPER CARRY



SCOPE: 180,000 sf  
322 keys

Opened in October 1997 in downtown Wichita, this planned urban hotel integrates cultural, civic and commercial facilities to create a downtown atmosphere of excitement and possibility.

SERVICES: Architecture

Nestled along the East Bank of the Arkansas River, the design of this multidimensional environment includes convenient pathways and open spaces to encourage pedestrian traffic and outdoor activities.

COOPER CARRY



Marriott Baltimore Waterfront, Hotel and Conference Center  
Baltimore, Maryland

COOPER CARRY



CLIENT: Noble Investment Group

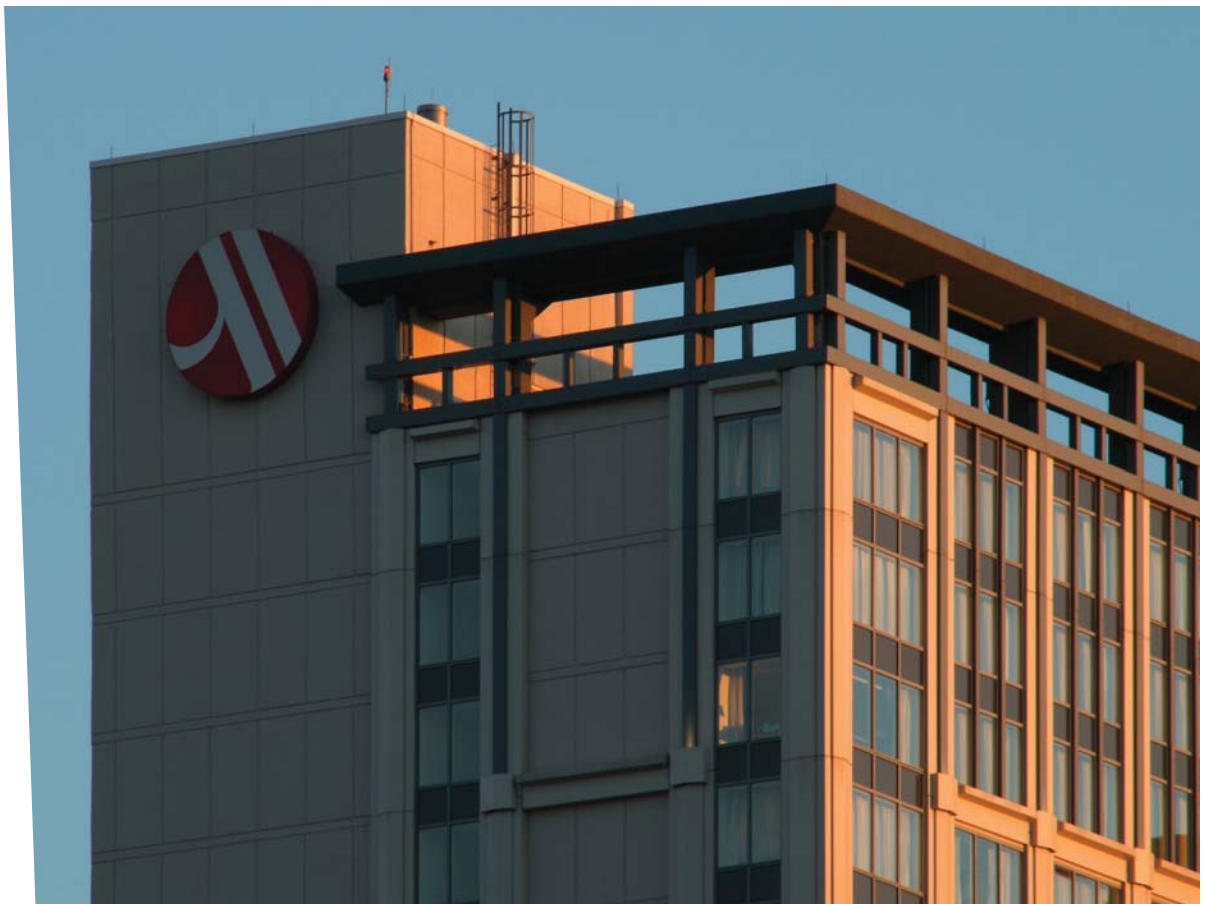
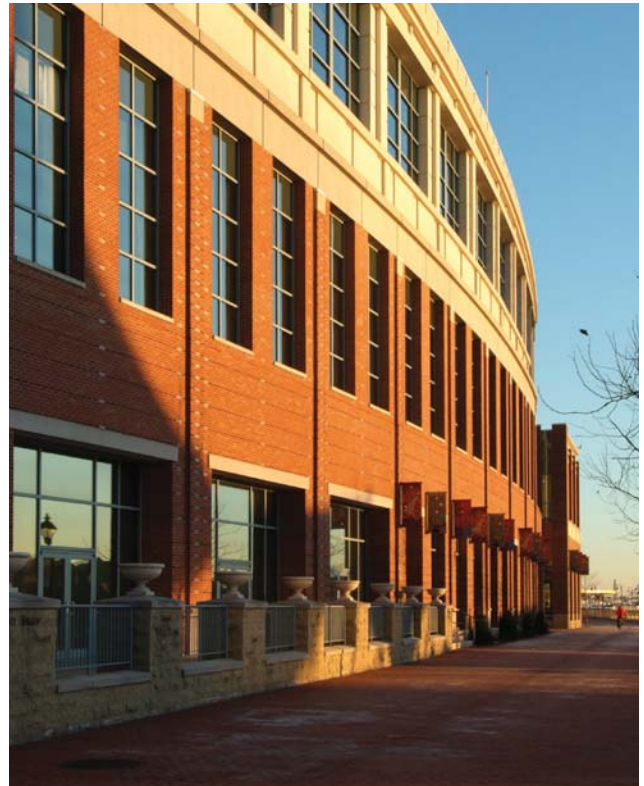
SCOPE: 631,117 sf  
750 rooms

SERVICES: Architecture

The 32-story Marriott Baltimore Waterfront Hotel is located on a spectacular site in Inner Harbor East. The 631,117 square foot convention hotel provides 750 guestrooms, two large ballrooms, restaurants, entertainment outlets, and an internal parking facility for 700 cars.

Capitalizing on one of Baltimore's great assets — the waterfront — every room and major function space offers views of either the Chesapeake Bay, the Inner Harbor, or downtown Baltimore.

Marriott Baltimore Waterfront, Hotel and Conference Center



COOPER CARRY

COOPER CARRY



This tired downtown project blends the environment with restaurants and cafes, welcoming locals and visitors alike. The concept of the design is based on regional traditions of colonial architecture and nautical history and ties all aspects of the property together. The project includes:

- 23-story, 415-room hotel and conference center;
- Conference center contains over 110,000 sf and consists of a 15,000 sf exhibition hall, 12,500 sf ballroom, 10,000 sf grand ballroom and additional meeting rooms;
- Amenities include a corner pub, restaurant and lounge, health club and indoor pool, and rooftop terraces.

client: City of Norfolk

COOPER CARRY





Marriott Hotel & Lancaster County Convention Center  
Lancaster, Pennsylvania

COOPER CARRY



CLIENT: High Real Estate Group

SCOPE: 372,000 gsf  
299 keys

SERVICES: Architecture

This state-of-the-art hotel and convention center incorporates the historic Watt & Shand Building, a circa 1898 landmark building that is at the heart of Lancaster, and the 205-year old William Montgomery House, which now sits inside the hotel's lobby. The Lancaster County Convention Center, featuring 90,000 square feet of meeting space, and the 299-room Lancaster Marriott at Penn Square hotel are located in the City's historic Penn Square. 80 rooms are located within the Watt & Shand building's beaux arts façade. This 19-story, \$177.6M, adaptive reuse of a historic landmark in the heart of downtown Lancaster enhances the historic and walkable character of the city.

COOPER CARRY

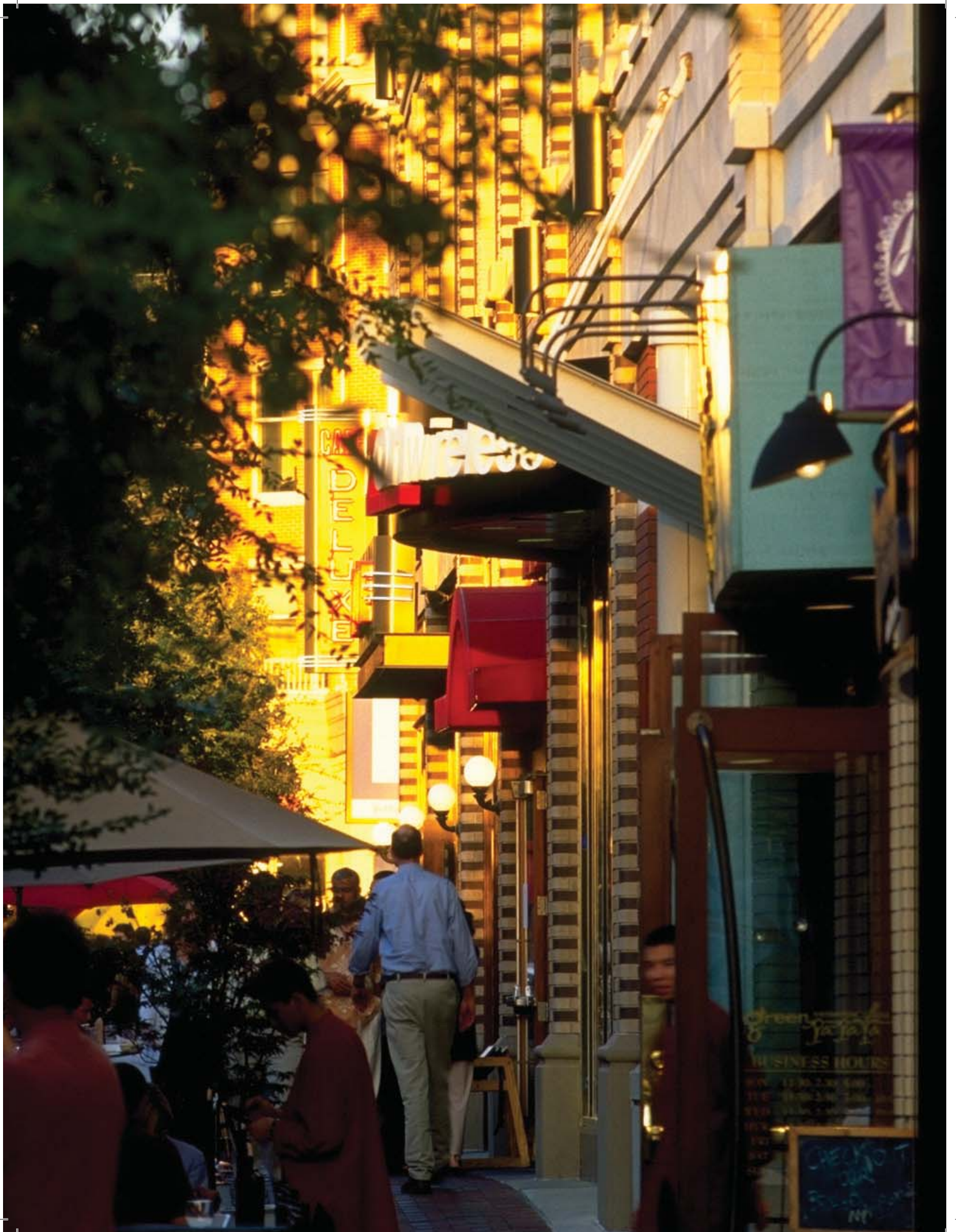


## Public/Private Partnerships - Question B3

---



Kraemer Brothers' involvement in projects that include public assistance is extensive, with numerous projects over the years. Our experience in this area of construction includes but is not limited to industrial revenue (IRB) bonds, Tax Incremental Financing (TIF), and other forms of subsidy and public involvement.





## B. Experience to successfully undertake the project

---

4. Disclose any alleged significant prior or ongoing contract failures, contract breaches, tax delinquencies, any civil or criminal litigation or investigation pending within the last five years which involves your firm and the key team members identified above. List any contracts in which your firm and/ or key team member has been found guilty or liable, or which may affect your performance. Describe any bankruptcy filing by your firm or key team member or an entity they controlled in the last ten years.

North Central Group has no prior or pending lawsuits, contract breaches, tax delinquencies, or civil/ criminal litigation associated with our firm or any key team member.

Cooper Carry is a national design firm with offices located in Atlanta, Georgia, Alexandria, Virginia, New York, New York, and New Port Beach, California. Although Cooper Carry's involvement in claims and lawsuits is relatively infrequent due to the risk management and quality control efforts it employs, claims and lawsuits involving Cooper Carry do occur. To protect itself if such claims should arise, Cooper Carry carries automobile, general and professional liability, and workers' compensation insurance. The limits of these policies are sufficient to cover all outstanding claims or lawsuits, and we fully anticipate that we will resolve all such claims or lawsuits within the policy limits. There are no unsatisfied judgments against Cooper Carry. In the opinion of Cooper Carry management, no claim or lawsuit currently pending will have any effect on our ability to perform on this project.

### Litigation Against Cooper Carry – Pending

Name: Batson-Cook Company vs. Sarasota Renaissance II, Limited Partnership and subsequent counterclaim of Sarasota Renaissance II, Limited Partnership vs. Batson-Cook Company, Federal Insurance Company and Cooper Carry, together with companion cases Renaissance I Association, Inc. vs. Sarasota Renaissance II et al.

The owner of a high-rise condominium project, in Sarasota, Florida, alleged water intrusion damage due to Hurricane Gordon and later Tropical Storm Gabrielle. Batson Cook litigation is pending; however, the counterclaim by Sarasota Renaissance II against Cooper Carry has been settled. Renaissance I and the Nautilus litigation have also been concluded.

Name: Cincinnati Insurance Company vs. Cooper Carry et al.

Plaintiff claims water damage due to a broken pipe in a condominium located in Ashville, North Carolina resulting from alleged design and construction errors. Demand is for approximately \$373,000.00. Litigation is pending.

Name: Jeannette Currie and Charlie Currie vs. Jacksonville Avenues Limited Partnership, Cooper Carry, Inc. and Cooper Carry Architects & Associates, Inc.

Plaintiff alleges that the negligent design of a stairway resulted in the Plaintiff falling down a stairway in a retail complex located in Jacksonville, Florida and caused her personal injury. The demand amount is undisclosed. Litigation is pending.

Name: Royal Palace Owner, LLC vs. Cooper Carry, Inc. and Errington Construction, Inc.

The owner alleges deficient design and/or construction of certain bathroom shower components in connection with a hotel project located in Orlando, Florida. Cooper Carry disputes any allegations regarding the design. Resolved. Dismissal of litigation is pending.

Name: Julie Snyder vs. Waterford Falls Church II LLC, et al.

Bovis Lend Lease filed a third party complaint against Cooper Carry alleging design errors in connection with a condominium project wherein the Plaintiff alleges certain damages resulting from water intrusion into her unit. Complaint seeks \$600,000.00 in alleged damages. Resolved. Dismissal of litigation is pending.

### Litigation Initiated By Cooper Carry – Pending

Name: Cooper Carry, Inc. vs. The Mercato, LLP

Cooper Carry filed an action on a claim of lien in connection with a retail complex retail project located in Naples, Florida. The developer filed a counterclaim for alleged additional costs incurred. Litigation pending.





STARBUCKS COFFEE

RIVER PLACE

550

550



## B. Experience to successfully undertake the project

---

5. Disclose any potential conflict of interest due to any other clients, contracts or property interests.

Our team has no conflicts of interest regarding the project due to other clients, contracts, or property interests.



TAB C



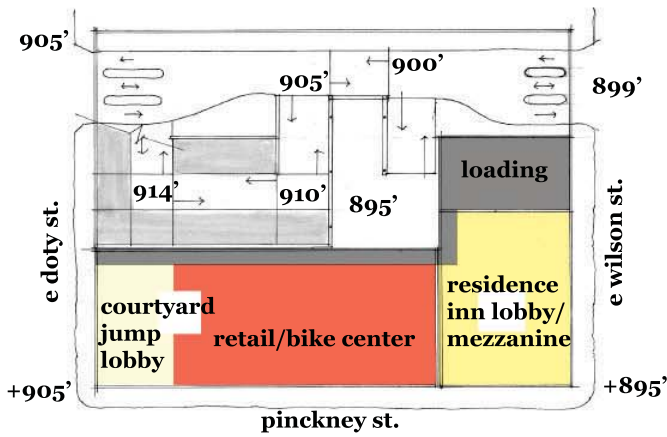


## C. Preliminary project concepts

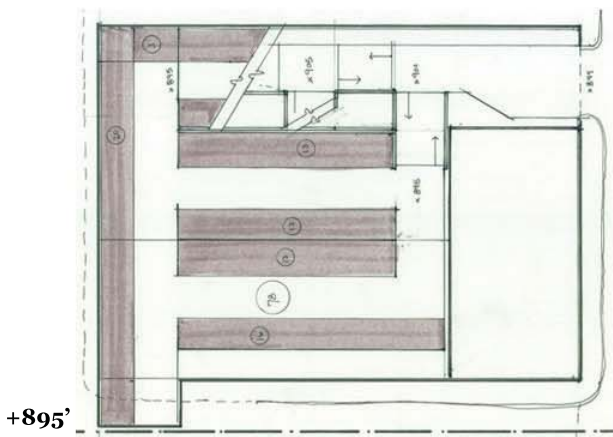
---

1. Provide a preliminary site plan(s), a building massing concept plan(s) and a perspective(s) for any options you are considering for the proposed Judge Doyle Square development. The preliminary project concept(s) must address the Project Requirements identified in Section 3 of the RFQ.

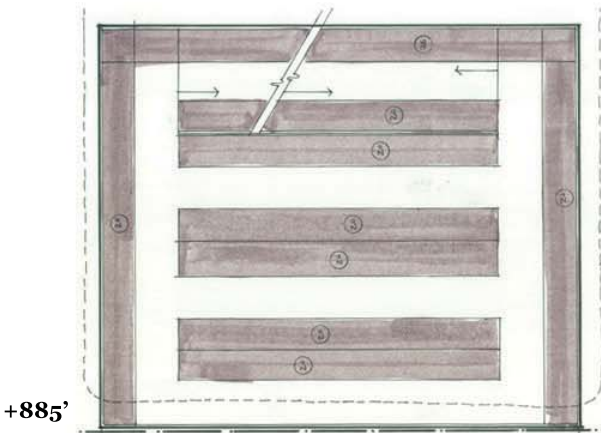




Ground Level



Parking Level At Grade



Parking Level Below

**Project Data**

**Hotel**

Total Proposed Keys	
Residence Inn (7 guestroom levels)	126 keys
Courtyard (5 guestroom levels)	200 keys
<b>326 total keys</b>	

**Area**

Residence Inn:	
Public/ Public Support	7,625 sf
Guestrooms/ Guestroom Support	80,850 sf
<b>Total</b>	<b>88,475 sf</b>
Courtyard:	
Public/ Public Support	18,945 sf
Conference space	28,000 sf
Ballroom	8,000 sf net
Meeting Rooms	6,000 sf net
Guestrooms/ Guestroom Support	94,400 sf
<b>Total</b>	<b>141,345 sf</b>
<b>Combined Total</b>	<b>229,820</b>

**Retail**

Area	
<b>Total Gross Area</b>	<b>13,000 gsf</b>

**Parking**

Total Number of Spaces and Area by Level		
Level	Spaces	Area
Level 935	108	32,330 sf
Level 925	108	32,330 sf
Level 915	84	26,840 sf
Level 895	78	39,000 sf
Level 885	185	60,750 sf
<b>Total</b>	<b>563</b>	<b>191,250 sf</b>



Aerial Overview

scale: plans 1:100

courtyard/residence inn dual brand hotel



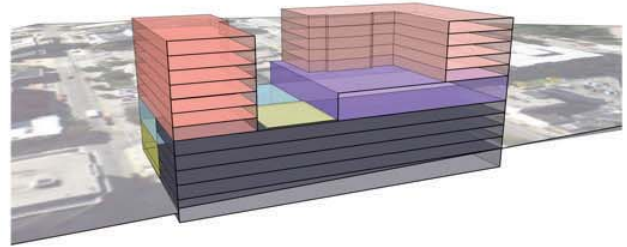
judge doyle square 105 block  
madison, wi / april 16, 2013



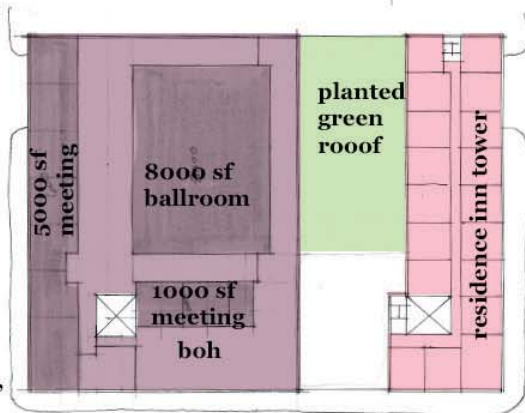


+970' - +1015' (17' remaining for penthouse)

Typical Tower Level

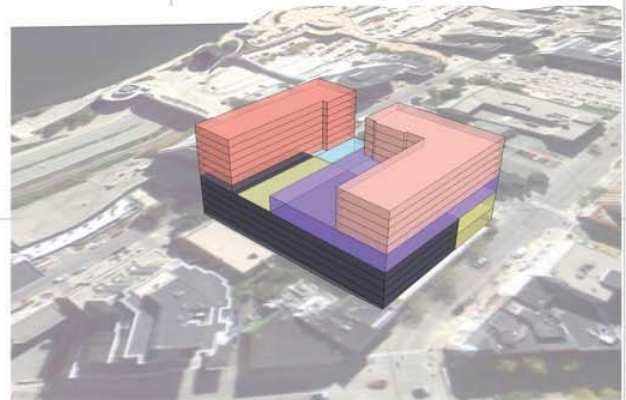


Section Looking Southwest

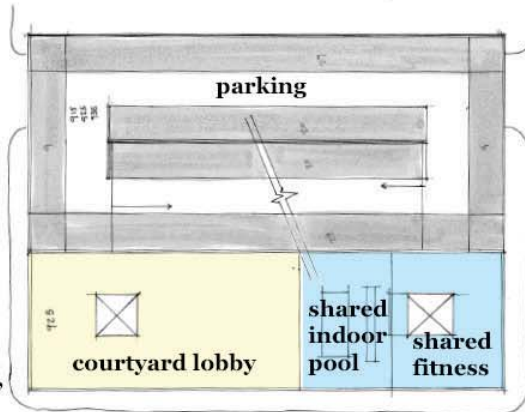


+945'

Conference Level



Aerial Rear Corner



+925'

Courtyard Lobby Level



Northwest Aerial

scale: plans 1:100

**courtyard/residence inn dual brand hotel**



**judge doyle square 105 block**  
madison, wi / april 16, 2013



TAB D



## D. Financial capability to complete the project

---

1. Provide evidence that the development venture has the financial stability and capability to undertake the development. A lender preliminary commitment letter will be considered a demonstration of the development venture's financial capacity.

See the enclosed letter from North Central Group's lender.





All of **us** serving you<sup>®</sup>

April 25, 2013

City of Madison  
Department of Planning & Community & Economic Development  
Office of the Director  
Room LL100, Madison Municipal Building  
215 Martin Luther King Jr. Blvd.  
Madison, WI 53703

**RE: Downtown Madison, WI  
Judge Doyle Square Project**

To Whom It May Concern:

The North Central Group is a Middleton, Wisconsin-based developer, owner and hotel operator with over 30 years of experience with Hilton and Marriott branded hotels. They currently own and manage over 30 hotels in the Midwest and Southwest, with over 1,000 hotel rooms under management in the Greater Madison Area alone.

Although the specific project North Central Group proposes for the Judge Doyle Square site will require further review and underwriting by US Bank NA, North Central Group and its management team are competent and capable from a development, management and ownership standpoint, to accomplish their project.

North Central Group's experience and growth of company assets, illustrated by its portfolio of hotels and rooms under management, provides them with the talent and resources necessary to complete a quality asset that will benefit the City of Madison and the region

US Bank, N.A. is proud to call The North Central Group a client of the bank with loans, deposits and other non-credit services.

Please contact me if you would like to discuss any information provided here or have any questions.

Sincerely,



Peter Mortenson  
Senior Vice President – Commercial Real Estate  
US Bank, N.A.





## D. Financial capability to complete the project

2. Provide a preliminary estimate of the expected range of total project cost. To the extent possible, the development venture should also provide the financing approach(s) it wishes to use and the preliminary roles it expects the public and private partners to have in developing Judge Doyle Square.

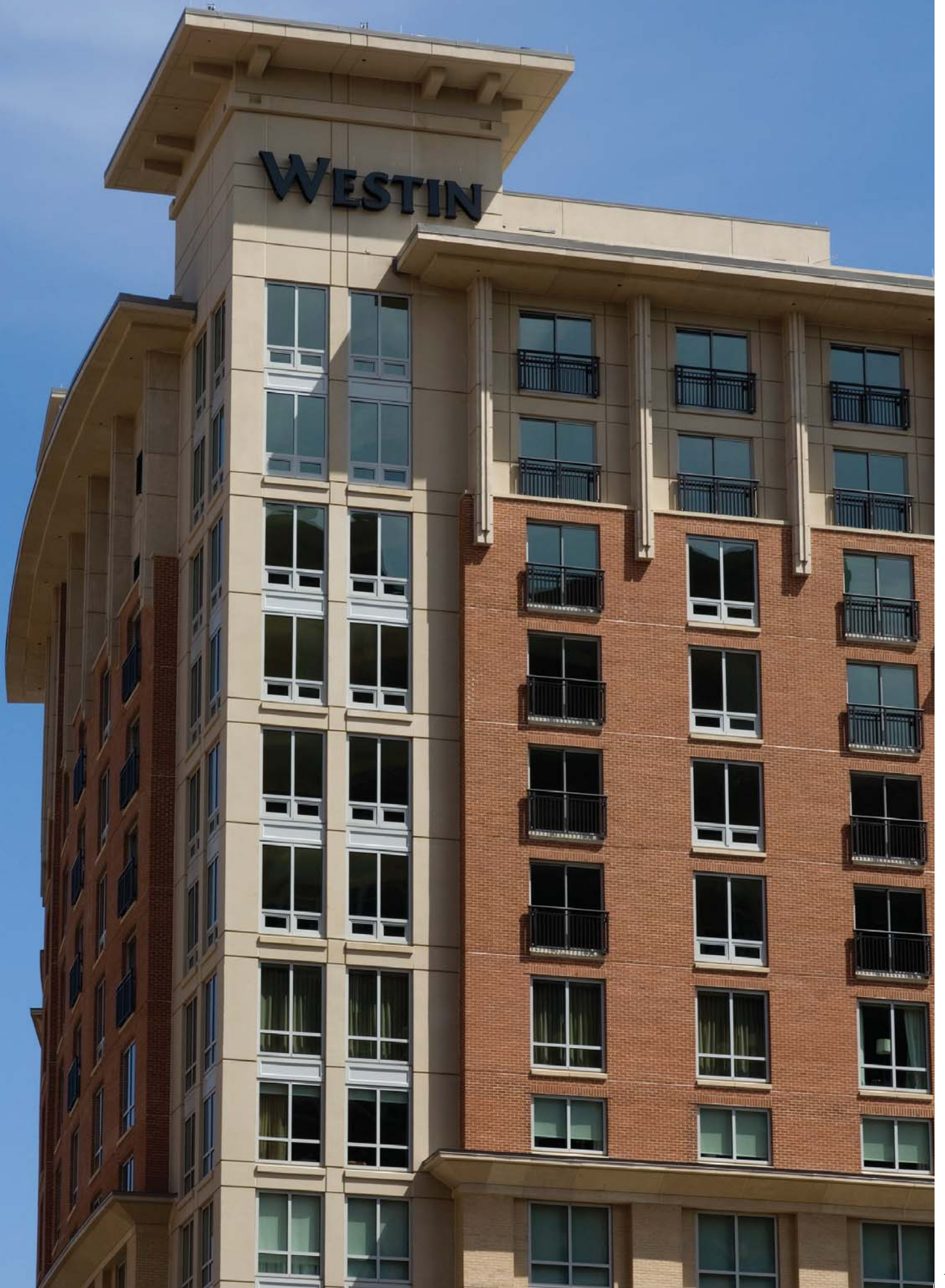
### *Preliminary Project Cost Estimate*

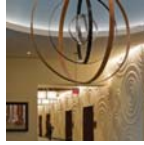
Land Cost / Air Rights		No Charge
Parking Cost	563 stalls @ \$20,000/stall	\$11,260,000
Hotel	326 keys @ \$175,000/key	\$57,050,000
Conference Center	22,000 gsf @ \$200/sf	\$4,400,000
Retail	13,000 sf @ \$200/sf	\$2,600,000
<i>Total Project Cost</i>		<i>\$75-80 million</i>





**WESTIN**





## D. Financial capability to complete the project

---

3. Identify any constraints that the phasing of the Judge Doyle Square development may have on your financing capability or financing plan.

- NCG Team approach is to only develop Block 105 so phasing will not be an issue and will allow the City of Madison to select a key residential developer who can complete the remainder of the development on Block 88.
- The projects financing will be arranged through our mortgage subsidiary –North Central Mortgage. The equity for the project will be arranged through our investor subsidiary- North Central Group Hotel Investors, LLC.
- The financing for the project will be for the hotels and we assume the City will contribute the parking and air rights for this project.
- Financing is the key to this project and having financial support from the City will be key to making this project a reality.



# TAB E



## E. Professional and project references

---

1. Include a list of contacts from no more than five organizations, from recent projects, similar in scope and size. Selected organizations may be contacted to determine the quality of work performed and the personnel assigned to the project.

- Development
  - North Central Group Hotel Investors, LLC
  - Robert Peters Company – Robert Peters
  - City of Middleton – Mayor Kurt Sonnetag
  - Kraemer Brothers - Tom Kraemer
  
- Design
  - Cooper Carry
  - The JBG Companies – Andrew McIntyre
  - Marriott International – Tom Burdeshaw
  - Stonebridge Carras – Garry Goodweather
  
- Construction
  - Kraemer Brothers
  - Raymond Management Company – Jeff Raymond
  - Kalahari Resorts – Todd Nelson
  
- Hotel Operations/Management
  - North Central Management, LLC
  - Marriott International – John Lapeire



April 24, 2013

City of Madison  
Department of Planning & Community & Economic Development  
Office of the Director  
Room LL100, Madison Municipal Building  
215 Martin Luther King Jr. Blvd.  
Madison, WI 53703

To Whom It May Concern:

I have known The North Central Group for over 15 years and find this group to be a high quality hotel development and management group that creates *exceptional* hotel projects.

I first met Dave and Jeff Lenz when they approached the City of Omaha about re-developing a parcel in the Omaha Downtown area in the late 1990's. At that time, I was the Planning Director for the City of Omaha and worked closely with The North Central Group (NCG) on this project which included demolishing the former City of Omaha Police Station and Jail and constructing an 8-story, 178 room Hilton Garden Inn along with an adjacent 190 stall, four level parking ramp. NCG and the City successfully negotiated a Tax Incremental Financing (TIF) package that allowed the hotel and parking ramp to become a reality. This overall project was a catalyst for further development in the downtown area at that time including the Qwest Arena and Convention Center (known today as the CenturyLink Center) which was developed shortly thereafter. Once the Convention Center opened, the hotel provided overflow meeting space and a high quality lodging option in close proximity to the Convention Center as well as additional public parking which was desperately needed. The City of Omaha could not have asked for a better development partner on this project.

I was also able to work with the NCG team again from 2005 thru 2008 on the development of another parcel of land in downtown Omaha in an area known as the North Downtown or "NODO." NCG was on the forefront in helping to redevelop the 400 acre "NODO" area that had once been the site of the Union Pacific Railroad's yard operations. This project encountered a number of challenges and required coordination with various agencies including site remediation with EPA involvement, FAA approval due to the project's proximity to Eppley Airport, and working collaboratively with the City of Omaha on TIF financing to allow the project to come to fruition. During this project, I was pleased to work with NCG as a consultant in partnering with the City on developing two additional hotels – an 8-story, 123 room Homewood Suites and a 4-story, 139 room Hampton Inn & Suites that would further complement the City's Convention Center.

In addition, the College World Series new baseball complex (today known as Ameritrade Park) was to be located directly across the street from these two new hotels, so City expectations were set high in order to realize quality projects. Together, NCG and the City effectively worked together to achieve two superior hotel projects which provided additional lodging for the Convention Center market and other business & leisure travelers within the downtown area.



ROBERT PETERS  COMPANY

P. {402} 561.2300 F. {402} 561.2336 C. {402} 660.4514 E. rpeters@robertpeterscompany.com  
www.robertpeterscompany.com 3552 Farnam Street, Suite 200 Omaha, Nebraska 68131

In my 40 years of experience as an urban designer and planner, I have worked with many developers but The North Central Group has been one of the groups that it is truly a pleasure to work with. NCG will work collaboratively with City officials to exceed project expectations. NCG has a 30 year track record of success in hotel development and management experience and I have no reservations that they will put together a project team that is second to none.

Knowing the history of NCG in the Omaha market and their ability to develop and manage high quality hotels that have truly become assets to the City of Omaha, I would highly recommend The North Central Group as *the* development partner for the Judge Doyle Square project.

Please feel free to contact me at (402) 561-2300 if you should need any further information.

Sincerely,



Robert Peters  
President  
Robert Peters Company





April 24, 2013

City of Madison  
Department of Planning & Community & Economic Development  
Office of the Director  
Room LL100, Madison Municipal Building  
215 Martin Luther King Jr. Blvd.  
Madison, WI 53703

Dear City of Madison Officials:

The North Central Group first started developing hotels in Middleton in 1996 and over the course of the last 15 years has continued to develop and manage first class hotel projects within the City of Middleton.

In 1996, The North Central Group (NCG) along with its JV partner Raymond Management Company (RMC) first built the Fairfield Inn in Middleton and has since built three additional high quality hotels, including The Hilton Garden Inn in 2004, Residence Inn by Marriott in 2005 and most recently The Courtyard by Marriott in 2007. Each of these hotels continues to be maintained in a high quality fashion in both curb appeal and quality of construction. The addition of these hotels has added significant value to the Marriott Hotel & Convention Center in allowing for larger groups to be booked as there are quality lodging options, right nearby. The City has been pleased to work with the NCG and RMC teams in bringing upwards of \$50 million in hotel projects into our community.

It is important to note that NCG is a developer that continues to reinvest in their hotels, completing a transformation from a Fairfield Inn to a Fairfield Inn & Suites in 2004, the Hilton Garden Inn finished a complete guestroom and lobby renovation in 2012 and most recently wrapped up a guestroom and public space renovation at the Residence Inn by Marriott in April 2013. It is great to have a business partner such as NCG who truly lives the owner/operator philosophy and is committed to maintaining first class hotel facilities for our corporate and leisure travelers to enjoy.

Over the years NCG continues to be a valued business partner and a "Good Neighbor" to the City of Middleton and community overall.

I would strongly recommend The City of Madison to consider The North Central Group as the developer of choice when selecting a partner for The Judge Doyle Square project.

If I can be of further assistance, please contact me at (608) 821-8350.

Sincerely,

Mayor Kurt Sonnetag  
City of Middleton

CITY OF MIDDLETON

Est. 1856



Kraemer Brothers, LLC | 925 Park Avenue | P.O. Box 219 | Plain, WI 53577-0219 | ph 608.546.2411 | fx 608.546.2509

April 25, 2013

City of Madison  
Department of Planning & Community & Economic Development  
Office of the Director  
Room LL100, Madison Municipal Building  
215 Martin Luther King Jr. Blvd.  
Madison, WI 53703

To Whom It May Concern:

Kraemer Brothers has developed a strong partnership with The North Central Group over the last 20 years in creating superior hotel projects in the Midwest.

The North Central Group (NCG) is a first class developer, owner and operator that has the highest of standards; not only meeting, but exceeding Marriott and Hilton brand standards for their respective hotel projects. NCG brings over 30 years of hospitality experience to development projects and keeps the guest needs and expectations top of mind when designing and constructing their facilities.

NCG has been a great partner to contract with. Our collective teams have worked effectively within the numerous municipalities in which we have developed and built projects. In our experience, NCG has always worked collaboratively with city officials and neighboring communities and businesses to create esthetically pleasing facilities that "raise the bar." They put together quality design and construction project teams that are second to none and their expectations are at the highest level to deliver a superior building on time and on budget.

This is not a group that just "develops" hotels, NCG is a true owner/operator that continues to reinvest in their hotels and has a discipline to upgrade and enhance their assets to stay ahead of the curve. The NCG Team has very high standards in maintaining their hotels as well as providing superior customer service to go along with their first class facilities.

In the 20+ years in working with NCG, I am confident The North Central Group has the ability to design and construct a project that would be a "crown jewel" for the City of Madison's Judge Doyle Square project.

If I can be of further assistance, please contact me at [tkraemer@kraemerbrothers.com](mailto:tkraemer@kraemerbrothers.com) or (608) 546-2411.

Sincerely,

KRAEMER BROTHERS LLC

A handwritten signature in black ink, appearing to read "Tom Kraemer". The signature is stylized with a large, sweeping flourish that extends upwards and to the right.

Tom Kraemer  
President



## REFERENCES

The following individuals are references related to Cooper Carry's hospitality experience.

Mr. Andrew McIntyre  
The JBG Companies  
4445 Willard Avenue  
Suite 400  
Chevy Chase, Maryland 20815  
amcintyre@jbg.com  
240-333-3600

Mr. Tom Burdeshaw  
Design Director  
Marriott International  
10400 Fernwood Road  
Department 70/100.03  
Washington, DC 20058  
tom.burdeshaw@marriott.com  
301-380-5654

Mr. Garry Goodweather  
Principal  
Stonebridge Carras, LLC  
7200 Wisconsin Avenue, Suite 700  
Bethesda, Maryland 20814  
goodweather@stonebridgecarras.com  
301-652-7326



## Professional/Project References - Question E1

---



Raymond Management Company

**Jeff Raymond**

Raymond Management Co., Inc.  
8333 Greenway Boulevard  
Suite 200  
Middleton, WI 53562

(608) 662-8320  
jeff@raymondteam.com



**Todd Nelson**

Kalahari Resorts  
1305 Kalahari Drive  
P.O. Box 590  
Wisconsin Dells, WI 53965

(608) 254-3750  
tnelson@trnelson.com



**NCG**  
NORTH CENTRAL GROUP

Dave Lenz  
The North Central Group  
1600 Aspen Commons, Suite 200  
Middleton, WI 53562

(608) 836-6060



Marriott International  
The Americas  
Select Service and Extended Stay Hotels

John F. Lapeire, Jr.  
Account Executive  
Phone: 703/628-6853  
E-mail: john.lapeire@marriott.com

April 23, 2013

City of Madison  
Department of Planning & Community & Economic Development  
Office of the Director  
Room LL100, Madison Municipal Building  
215 Martin Luther King Jr. Blvd.  
Madison, WI 53703

To Whom It May Concern:

I am thrilled to provide a reference for The North Central Group for the Downtown Madison – Judge Doyle Square project. Marriott International has established and maintained an outstanding relationship with The North Central Group (NCG) for over 15 years in developing and managing several Courtyard, Fairfield Inn and Residence Inn hotels. We count NCG among the best companies with whom we do business.

Having worked directly with the team at NCG over the last ten years, I remain impressed with many aspects of their operation. However, two key elements of their approach stand out in my mind; their commitment to their associates and their commitment to providing a superior guest experience. Our founder, J. Willard Marriott, has a saying on which we based our core values *"If you take care of your associates, your associates will take care of the customers and with that the business will take care of itself."* My experience with NCG suggests that they live this core value, as evidenced by their mission statement - *"To be recognized as one of the industry's premier hotel development and management companies by our team members, guests, owners and peers."*

NCG's commitment to the property teams translates into stronger results as over the last few years their hotels have received several awards including: Residence Inn - Opening Hotel of the Year - 2007, three Diamond General Manager of the Year awards, Courtyard Renovation of the Year – 2012, and numerous Guest Satisfaction awards.



Marriott International  
The Americas  
Select Service and Extended Stay Hotels

John F. Lapeire, Jr.  
Account Executive  
Phone: 703/628-6853  
E-mail: john.lapeire@marriott.com

Earlier this year, NCG was awarded Marriott's highest honor for the second time - The Partnership Circle Award. This award is presented to companies that embody Marriott's Spirit to Serve philosophy, fully embrace Marriott's brand initiatives, and focus on associates to create a well-managed and engaged workforce, invest in hotel product and provide outstanding customer service as measured through Marriott's guest satisfaction surveys. To put this achievement in context, Marriott works with nearly 500 management companies and recognizes only a handful (12) for this honor every other year. NCG is truly among the "best of the best" and would make an ideal business partner to develop the hotels for The Judge Doyle Square Project.

Finally, NCG's decision to submit a co-located facility in downtown Madison with a Residence Inn and Courtyard by Marriott is a prudent concept as these brands provide some of the highest occupancy rates in the Marriott family. High occupancy, in turn, generates higher revenues and more room tax dollars that would directly benefit the City of Madison. These brands, in this location would not only support overflow meeting and convention business from Monona Terrace, but are also perfectly positioned to attract both leisure and other business travelers which will maximize the viability of this project.

I am pleased to lend support and resources to The North Central Group as a Marriott preferred hotel developer for the Downtown Madison Judge Doyle Square project.

Please feel free to contact me at (703) 628-6853 if you should need any further information.

Sincerely,

A handwritten signature in cursive script that reads "John F. Lapeire".

John Lapeire  
Account Executive – Franchise Operations  
Marriott International



COOPER CARRY

[COOPERCARRY.COM](http://COOPERCARRY.COM)

