

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

October 16, 2024

DEVELOPMENT, CONSTRUCTION, AND OPERATIONS OF  
**Lake County Indiana  
Convention Center**





**PREPARED BY**

**City of Gary**

401 Broadway  
Gary, IN 46402  
[gary.gov](http://gary.gov)

**Hard Rock Casino Northern Indiana**

5400 West 29th Avenue  
Gary, IN 46406  
[hardrockcasinonorthernindiana.com](http://hardrockcasinonorthernindiana.com)

**Robinson Engineering**

233 East 84th Drive, Suite 102  
Merrillville, IN 46410  
[reltd.com](http://reltd.com)

**AECOM**

101 West Ohio Street, Suite 810  
Indianapolis, IN 46204  
[aecom.com](http://aecom.com)

**AECOM Hunt**

2450 South Tibbs Avenue,  
Indianapolis, IN 46241  
[aecom.com](http://aecom.com)

**On the Cover**  
Proposed Lake County  
Convention Center Rendering

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The Deliverables may include "forward-looking statements". These statements relate to AECOM's expectations, beliefs, intentions or strategies regarding the future. These statements may be identified by the use of words like "anticipate," "believe," "estimate," "expect," "intend," "may," "plan," "project," "will," "should," "seek," and similar expressions. The forward-looking statements reflect AECOM's views and assumptions with respect to future events as of the date of the Deliverables and are subject to future economic conditions, and other risks and uncertainties. Actual and future results and trends could differ materially from those set forth in such statements due to various factors, including, without limitation, those discussed in the Deliverables. These factors are beyond AECOM's ability to control or predict. Accordingly, AECOM makes no warranty or representation that any of the projected values or results contained in the Deliverables will actually occur or be achieved. The Deliverables are qualified in their entirety by, and should be considered in light of, these limitations, conditions and considerations.







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01

# INTRODUCTION & EXECUTIVE SUMMARY





# The strength of our team is our shared values—in the way we practice through collaboration with an integrated team and in our commitment to economic development in Lake County.

Having the right partners will be critical in realizing Lake County's vision for a successful convention center project. This includes having the right Development partner. A partner who is committed to using the development for the benefit of all Lake County and who has the financial means to ensure the project is successful long-term. You need a Design and Construction partner who understands the unique requirements of a convention center with a proven-track record of success in designing and building similar projects in terms of size and scale. Projects that are innovative, sustainable, and economically feasible. Finally, you need an Operational partner who has successfully managed and operated similar facilities. Someone with the reputation to attract high-caliber events and resources to maximize sales year-round.

The City of Gary has formed an alliance with Hard Rock Casino Northern Indiana, AECOM and AECOM Hunt to develop, construct, and operate the new Lake County Indiana Convention Center (Lake County Convention Center). Together, we bring the expertise needed to successfully deliver a new state-of-the-art convention center for Lake County and provide a number of advantages that cannot be matched.

Each work stream is comprised of key team leaders with extensive experience and technical knowledge related to their specific craft:

## Proven Team

Our proposed team has a history of partnering together and a proven track record of success in their respective fields.



**City of Gary** (City of Gary) steeped in a rich legacy of industry and musical culture, is dedicated to improving the quality of life for every citizen through transparent, efficient, and fiscally responsible leadership. Guided by our mission to thoughtfully grow as a safe community, we continuously strive to improve the services we provide to our citizens, businesses, and visitors. Our vision is to create a vibrant, sustainable urban environment that honors and respects our past while paving the way for a prosperous future. We are committed to meeting the diverse needs of our growing community with integrity, service, excellence, responsiveness, vision, and empathy.

As the Mayor of the City of Gary, Mayor Melton's work with Indiana Senate Bill 434 is proof of his success and commitment to economic development in Lake County. This groundbreaking bill, authored by then Indiana State Senator Eddie Melton and signed into law by Governor Holcomb in May 2023, established the Lake County Convention and Economic Development Fund. This fund is designated for the creation of a convention center in Lake County, the Blighted Property Demolition Fund, and the revitalization of the Gary Metro Station to complement the South Shore Double Tracking project. The bill aims to boost economic development, improve infrastructure, and enhance the quality of life for residents in Gary and Lake County.

## AECOM

**AECOM Technical Services, Inc.** (AECOM) is a premier global consulting firm, delivering professional services throughout the project lifecycle—from planning, architecture, design, and engineering to program and construction management. We partner with our clients in the public and private sectors to solve some of their most complex infrastructure challenges on projects spanning buildings, governments, transportation, water, energy, and the environment.

## AECOM HUNT

**Hunt Construction Group, Inc.** (AECOM Hunt) is known nationwide as the premier builder of large and complex projects. We have earned a reputation for being unconditionally client-focused – delivering construction projects on schedule and within budget, no matter the scope. We deploy the latest 3D BIM technologies, industry-leading safety best practices, and the highest ethical standards on every project. If you can dream it, we can build it.

AECOM and AECOM Hunt collaborate extensively to deliver high-quality design projects across various sectors. AECOM operates as part of Design Consulting Services providing design and engineering services while AECOM Hunt, a fully owned subsidiary of AECOM, operates as part of the Construction Services Business providing construction management services. This collaboration leverages AECOM Hunt's expertise in construction management, design-build, estimating, and consulting, combined with AECOM's global design resources and technical capabilities.

The collaboration between AECOM and AECOM Hunt exemplifies a synergy that combines robust construction management with advanced digital solutions, ensuring that projects are delivered with high quality, efficiency, and client satisfaction. Together we have design and built more than 50 projects totally over 28 million square feet, the most recent project being the new Intuit Dome.



NORTHERN INDIANA

**Hard Rock Casino Northern Indiana** (HRNI) brings world class gaming and a state-of-the-art casino to Northern Indiana offering over 80 table games and 1,700 slot machines. Our casino offers five award winning dining options and provides our varied live entertainment options ranging from local talent on our Café and Council Oak stages, to global artists such as Pitbull and the Killers in our Live venue. Hard Rock is a global hospitality company with an impeccable reputation for excellence in all fields including the convention space. Hard Rock's large convention facilities in Atlantic City, Hollywood, Florida, and Las Vegas exemplify Hard Rock's high standards and unparalleled customer service as hosts to some of the nation's most prestigious conferences.

Hard Rock is one of the world's most globally recognized brands which speaks to our success in the hospitality and gaming industry. Hard Rock has garnered numerous prestigious awards such as Forbes "World's Best Employers" and Forbes "Customer Experience All-Stars". Hard Rock Casino Northern Indiana has led the state in casino gaming revenue since its opening in May of 2021. Hard Rock, in partnership with AECOM and the City of Gary, is committed to bringing Hard Rock's award-winning team and customer service to the Lake County Convention Center.

**Together, we bring the expertise needed to successfully deliver a new state-of-the-art convention center for Lake County and provide a number of advantages that cannot be matched.**





## A City of Possibility

Established in 1906, the City of Gary is located along the southern shore of Lake Michigan, just 25 miles southeast of downtown Chicago. Gary is serviced by the Gary/Chicago International Airport, the Gary Public Transportation Corporation, and South Shore Line which provides public transportation to the community and connects directly to the Chicago transit system. Steeped in a rich legacy of industry and musical culture, the City of Gary is dedicated to improving the quality of life for every citizen through transparent, efficient, and fiscally responsible leadership.

## Financial Commitment

The City of Gary is committed to providing \$5M of revenue annually towards this project enabling this team to receive the annual match of \$5M from the State of Indiana. Additionally, Hard Rock Casino Northern Indiana is committed to providing an additional \$1.5M annually from the discretionary funds deposited into the Lakefront Fund for the development of this project. Hard Rock is committed to giving back to Lake County and in 2023 gave more than \$1M to local charitable organizations. These public and private sector commitments ensure the financial stability of this project for the long term. Additional details regarding our financial commitment can be found in the separate financial enclosure to our proposal.

## A Sustainable Legacy

Sustainability is in our DNA, and in all that we do. Our sustainability team, led by Victoria Watson, provides a team of experts in high performance buildings and resilient communities to support a holistic design approach. Our integrated approach means the range of building materials and system options available are identified early and their relationships with fabric and form are understood and evaluated appropriately, particularly at the concept stage. Sustainability is much more than a LEED® checklist and a one-off charette process. Working in an integrated process with the Lake County Commissioners, we will work closely with the project stakeholders to adopt the right approach to sustainability for the new Lake County Convention Center.

## Operational Excellence

The Hard Rock Operations team includes global and regional sales professionals, a food and beverage team that includes a team of culinary experts, and a facilities team that understands that managing day-to-day operations is critical to delivering successful events. This dedicated team is already on staff supporting the casino's current business and will be utilized for the operations and management of the new Lake County Convention Center.

## Community Engagement

Our community engagement plan outlines our commitment to engaging with the local community in Gary, Indiana and the surrounding communities in Lake County, to provide job opportunities, foster diversity, and build lasting relationships with local schools, community centers and municipalities. Our goal is to create a sustainable workforce that reflects the community we serve while ensuring that our project positively impacts the local economy.

Our team's shared vision is to create long-term opportunities for community hires beyond this proposal. To achieve this, we aim to partner with subcontractors who share our vision. We will target to increase and sustain minority, women, and local hiring and promotion within skilled trades positions. At the onset of the project, subcontractors will be required to identify positions available in addition to providing a sustainable career track per position as part of their commitment to the local community.

## MBE/WBE & Indiana Business Pledge

Our integrated team includes 17 professional services firms, 11 (65%) of which are Indiana businesses and nine are certified minority- or women-owned (MBE/WBE) business enterprises. Our team is committed to exceeding the 15% MBE and 5% WBE participation goals and will prioritize Indiana businesses as much as possible. You can find more details on our team and commitment within the Appendix.

## World-Class Design & Technical Capabilities

AECOM designs and delivers some of the world's most complex and interesting projects from mixed-use developments around the world, to major venues for the London, Rio, and Los Angeles Olympic Games and legacy plans, to facilities for Coca-Cola, Shell, Diageo, Novartis, to headquarters campuses for Unilever, NASA, Blue Cross Blue Shield, and Rolls-Royce.

We are an award-winning international firm with a substantial local presence and more than 10 years of experience working in Lake County, Indiana. For the tenth consecutive year, AECOM was named by Fortune Magazine as the World's Most Admired Company in its industry for dedication, resiliency, and innovation in delivering transformative solutions. Our work is recognized by more than 500 awards at local and national levels. Most recently being acknowledged at the Indy Chamber 2024 Monumental Awards for The Union Project located in Indianapolis, Indiana.



50,000 people worldwide  
2,000 in Midwest



Over 500 awards won for  
design excellence at local  
and national levels



ENR 2024  
Top Design Firm

### City of Gary

401 Broadway, Suite 203 - Mayor's Office, Gary, IN 46403

Phone 219-881-1302

Fax 219-881-1337

Ownership Structure Municipal Government

Licensed to do Business in Indiana 1906

Financial & Stability Status <https://www.in.gov/sboa/WebReports/81777A.pdf>

Primary Point of Contact Mayor Eddie Melton, emelton@gary.gov (219) 881-1302

### Hard Rock Casino North Indiana, LLC

5400 West 29th Avenue, Gary, IN 46406

Fax (219) 802-7501

Ownership Structure Limited Liability Company owned by Seminole Tribe of Florida

Licensed to do Business in Indiana 2020

Financial & Stability Status Recently reissued a B+/Stable Credit Rating from S&P 500 Ratings Agency in September 2024

Primary Point of Contact Matthew Schuffert, President, matthew.schuffert@hrcnorthernindiana.com (219) 898-1567

### AECOM/AECOM Hunt

101 West Ohio Street, Suite 810, Indianapolis, IN 46204

2450 South Tibbs Avenue, Indianapolis, IN 46241

Ownership Structure Corporation / Corporation

Licensed to do Business in Indiana 1995 / 1944

Financial & Stability Status <https://aecom.com/annual-report/>

Primary Point of Contact Jeannette Peruchini, Vice President, jeannette.peruchini@aecom.com (773) 550-0955





02

# EXPERIENCE & REFERENCE SUMMARY





## HUNTINGTON CONVENTION CENTER OF CLEVELAND & GLOBAL CENTER FOR HEALTH INNOVATION

Cleveland, OH

Located in the heart of Downtown Cleveland, the LEED Gold Certified Huntington Convention Center of Cleveland offers more than 410,000 square feet of flexible exhibit and meeting space for conventions, trade shows, meetings, conferences, and special events. The high quality exhibit space features high ceilings and features high-tech, flexible meeting rooms of varying sizes to accommodate key note sessions, seminars and panel discussions, which are core offering of many medical conferences, meetings and conventions. The combination of the convention center and the Global Center for Health Innovation creates a one million-square-foot facility that represents a \$465 million public investment, the largest in Downtown Cleveland's history.

**Client**  
Turner Construction

**Address**  
1 St. Clair Ave. NE  
Cleveland, OH 44114

**Period of Performance**  
2010-2013

**Project Status**  
Completed

**Scope of Work**  
Architect of Record,  
Structural Engineering,  
and Construction  
Administration

**Reference**  
Taurean Spratt,  
Vice President and  
General Manager,  
Turner Construction  
Cleveland  
(216) 386-9968



## CONFIDENTIAL CONFERENCE CENTER

Indianapolis, IN

With a goal to host more of its global meetings on site, the client wanted a new conference facility to be located on the corporate headquarters campus that would facilitate 650-700 person meetings, while also providing the flexibility to host a variety of other meetings sizes and events on a regular basis. The new two-story conference center will be approximately 57,000 sf and include flexible meeting spaces and multipurpose rooms. Prefunction space is used to create a continuous connection between the meeting spaces and provides access to user amenities include a coffee shop and market. Back of house spaces include a full kitchen and catering pantries enabling operations to provide first-class hospitality for meetings and events.

Existing campus materials inspired those used; the primary materials are brick, glass, and concrete colors representative of Indiana limestone. As a reference to the client's business, the façade looks to passively display the building blocks of all medicine, molecular proteins. The images of proteins are cast into the façade through a mosaic where we utilized differing brick tones to create the alpha helices and beta strip imagery. The placement of glazing breaks up the facade bringing natural light into the Prefunction areas and the various sized meeting rooms. This improves the end-user experience and reduces the demand for interior lighting. All building systems will be electric based, aligning with the client's global commitment to reduce carbon emissions. The project is targeting LEED Silver.

**Client**  
Confidential

**Address**  
Confidential

**Period of Performance**  
2023-ongoing

**Project Status**  
Construction  
Documentation

**Scope of Work**  
Design Architect,  
Interior Design, FF&E

**Reference**  
Julie Scott,  
Senior Project Manager,  
CBRE  
(317) 847-7932



## INTUIT DOME

Inglewood, CA

AECOM is the architect and AECOM Hunt is the Construction Manager of Intuit Dome, the new home of the LA Clippers. The iconic new arena and event venue is designed for optimal and intimate engagement of community and fans and will raise the bar for every major sports franchise in the world with regard to sustainability through design and fan experience.

The team set out to create a unique, high-performance design that's representative of the character of the LA Clippers and city itself – powerful, exciting, and committed to the experience of place, purpose, and community.



**When we began the search for a partner for the LA Clippers and our new dome, we looked for one that shares our passion for technology, the pursuit of innovation and our commitment to customers, fans and community.**

**Steve Ballmer**  
Chairman, LA Clippers

**Client**  
Murphy's Bowl, LLC;  
LA Clippers

**Address**  
3930 W Century Blvd.,  
Inglewood, CA 90303

**Period of Performance**  
2018-2024

**Project Status**  
Completed

**Scope of Work**  
Architecture, Interior  
Design, Engineering,  
and Construction

**Reference**  
Alex Diaz,  
Chief Operating  
Officer, Intuit Dome  
(917) 716-7488





## HENRY B. GONZALEZ CONVENTION CENTER EXPANSION

San Antonio, TX

A 726,000 SF expansion of the existing convention center, comprised of exhibit halls, multi-purpose room, ballroom, meeting rooms, administrative and support spaces. In addition, the project included a 49,000 SF renovation, including demolition of the original West Building.

Operations were maintained with no negative impact of the facility during the busiest time of year.



**We would hire Hunt again. Hunt has been a very good partner for us. A project of this magnitude is the largest that the city has ever encountered and it took someone with the experience of Hunt and with the background that Hunt has to pull a project like this off.**

### Michael Sawaya

Director of Convention & Sports Facilities,  
City of San Antonio

#### Client

City of San Antonio

#### Address

900 E Market St.,  
San Antonio, TX 78205

#### Period of Performance

2013-2017

#### Project Status

Completed

#### Scope of Work

Construction

#### Reference

Michael Sawaya,  
formerly with City of  
San Antonio,  
President, New Orleans  
Ernest N. Morial  
Convention Center  
(210) 373-2625



## SAN JOSE McENERY CONVENTION CENTER EXPANSION AND RENOVATION

San Jose, CA

This project was a 127,500 SF expansion of the convention center, consisting of a 35,000 SF ballroom, kitchen and back of house support spaces stacked above a combination of fixed and flexible meeting space. The existing convention center was renovated to provide updated meeting rooms, multi-purpose rooms, prefunction and exhibit hall finishes as well as new signage to match the expansion.



**[AECOM Hunt] did a fantastic job meeting the deadline to turn over the newly renovated space on Saturday. I know you and your staff were working 14 and 16 hour days for the last week to ensure completion. Please pass on our appreciation for a job well done to your staff and your subcontractors. The space is beautiful.**

### Harry Freitas

Assistant Director of Public Works, City of San Jose

#### Client

City of San Jose

#### Address

408 S Almaden Blvd.,  
San Jose, CA 95110

#### Period of Performance

2011-2013

#### Project Status

Completed

#### Scope of Work

Construction

#### Reference

Harry Freitas, formerly  
with City of San Jose,  
Director of the  
Department of Roads  
& Airports, County of  
Santa Clara  
(408) 710-4389



## SAFE CREDIT UNION CONVENTION CENTER EXPANSION AND RENOVATION

Sacramento, CA

The project consisted of the demolition of both the western half of the existing Sacramento Convention Center, and an east-side legacy administration building to make way for 71,800 SF of new exhibit hall space plus prefunction areas, a 39,000 SF new ballroom and a 3,700 SF new main kitchen. The project also included new entry lobbies on the east and west sides of the facility, the addition of 30,000 SF of meeting space, 10,800 SF of administrative offices, a new outdoor plaza, and an upgraded central utility plant.

The Sacramento Convention Center expansion and remodel was constructed in an urban environment. Adjacent to this project was an ongoing renovation of a theatre that shared a large plaza and major utilities. Extensive coordination with the City and other contractors on that project had to be performed weekly.

#### Client

City of Sacramento

#### Address

1400 J St.,  
Sacramento, CA 95814

#### Period of Performance

2018-2021

#### Project Status

Completed

#### Scope of Work

Construction

#### Reference Name

Ofelia Avalaos, PE  
Senior Engineer  
City of Sacramento  
(916) 808-5054





Hard Rock

## SEMINOLE HARD ROCK HOTEL & CASINO HOLLYWOOD

Hollywood, FL

Seminole Hard Rock Hotel & Casino Hollywood is home to the iconic Guitar Hotel, unveiled in October 2019 as part of a resort-wide expansion. With guitar faces, necks, and brightly lit strings reaching 450 feet into the sky, The Guitar Hotel is one of the world's most recognizable landmarks.

Featuring 120,000 square feet of meeting space, including a 38,000-square-foot, carpeted exhibition hall - perfect for hosting tradeshows, association conventions, large corporate groups, and social events. Adjacent is a luxe Prefunction space that features vaulted ceilings, chandeliered ballrooms, and marbled atriums. This opulent and sophisticated setting offers the perfect location for the most productive business events and elegant social affairs. The flexible meeting space can be reconfigured to accommodate groups as large as 5,000 attendees or smaller, more intimate meetings for 15 individuals, and everything in between. The integrated resort is located on 87 acres of tribal land and supported by a world-class team of event, culinary and service professionals ensuring every event is executed with precision and poise.

120,000 Square Feet  
Group size 10 - 5,000 Attendees  
1,271 Total Hotel Rooms  
\$10.3 Million in Revenue

**Client**  
Hard Rock

**Address**  
1 Seminole Way  
Hollywood, FL 33314

**Period of Performance**  
2004-ongoing

**Project Status**  
Active

**Scope of Work**  
Operations

**Reference**  
Mark Tascione,  
VP of Sales & Catering,  
Seminole Hard Rock  
Hotel & Casino  
Hollywood  
mark.tascione@  
seminolehardrock.com



Hard Rock

## HARD ROCK HOTEL AND CASINO ATLANTIC CITY

Atlantic City, NJ

Hard Rock Hotel & Casino Atlantic City has 2,000 rooms and over 150,000 square feet of meeting and event space. A variety of venues are available to amplify your program and are designed to accommodate groups of all sizes – from intimate board meetings to large-scale events and conferences. Hard Rock Live at Etes Arena can stage a general session of 7,000 people or a 300+ booth trade show for the largest gatherings. Our 29,000 square foot Seminole Ballroom divisible into six sections can be configured to accommodate everything from spectacular banquets and corporate events to intimate private concerts. And we have plenty of other spaces for your breakouts, offices, or whatever you can dream up. All of these spaces are easily accessible from your sleeping quarters, offer Wi-Fi access, expert a/v and technological integration, and world-class food and beverage.

150,000 Square Feet  
Group size 10 – 7,000 Attendees  
1,979 Total Hotel Rooms  
\$7.2 Million Room Revenue

**Client**  
Hard Rock

**Address**  
1000 Boardwalk,  
Atlantic City, NJ 08401

**Period of Performance**  
2018-ongoing

**Project Status**  
Active

**Scope of Work**  
Operations

**Reference**  
Donna Ward,  
VP of Sales,  
Hard Rock Hotel &  
Casino Atlantic City  
(609) 437-3958



Hard Rock

## HARD ROCK LAS VEGAS FORMERLY THE MIRAGE

Las Vegas, NV

After 35 successful years in business, the Mirage has closed its doors to pave the way for the grand opening of the Hard Rock Hotel & Casino and Guitar Hotel Las Vegas in spring 2027.

At the Mirage, we offered 180,000 square feet of meeting space, which included three 30,000-square-foot, carpeted event centers. These spaces were ideal for hosting tradeshows, association conventions, large corporate groups, and social events. The property featured up to 45 flexible meeting spaces that could be rearranged to accommodate groups ranging from 15 individuals to as many as 5,000 attendees. All of these spaces were easily accessible from your accommodations, provided Wi-Fi access, top-notch audio/visual and technological integration, and offered world-class food and beverage options.

180,000 Square Feet  
Group size 10 – 5,000 Attendees  
260,000 Room Nights for Convention Segment  
\$36 Million in Room Revenue  
\$26 Million in Catering Revenue

**Client**  
Hard Rock

**Address**  
3400 S Las Vegas Blvd.,  
Las Vegas, NV 89109

**Period of Performance**  
2022-ongoing

**Project Status**  
Under Construction

**Scope of Work**  
Operations

**Reference**  
Morgan Lexis,  
VP of Sales,  
Hard Rock Las Vegas  
morgan.lexis  
@hrhclasvegas.com



# 03

# STATEMENT OF FINANCIAL CAPACITY





# Statement of Financial Capacity/ Stability

Per the RFP requirements, we have included audited financial statements from the City of Gary, project sources of financing, and information on the proposed partnerships (including ownership and operations). This includes proposed ownership percentages and structure ownership with the Lake County Convention Center Authority as a separate document in the sealed white envelope marked 'Financial Information'.



04

# FACILITY DESIGN





# Context

## Site Location and Transportation Access

The proposed site is located 5 miles from downtown Gary, IN, and just over 30 miles from downtown Chicago.

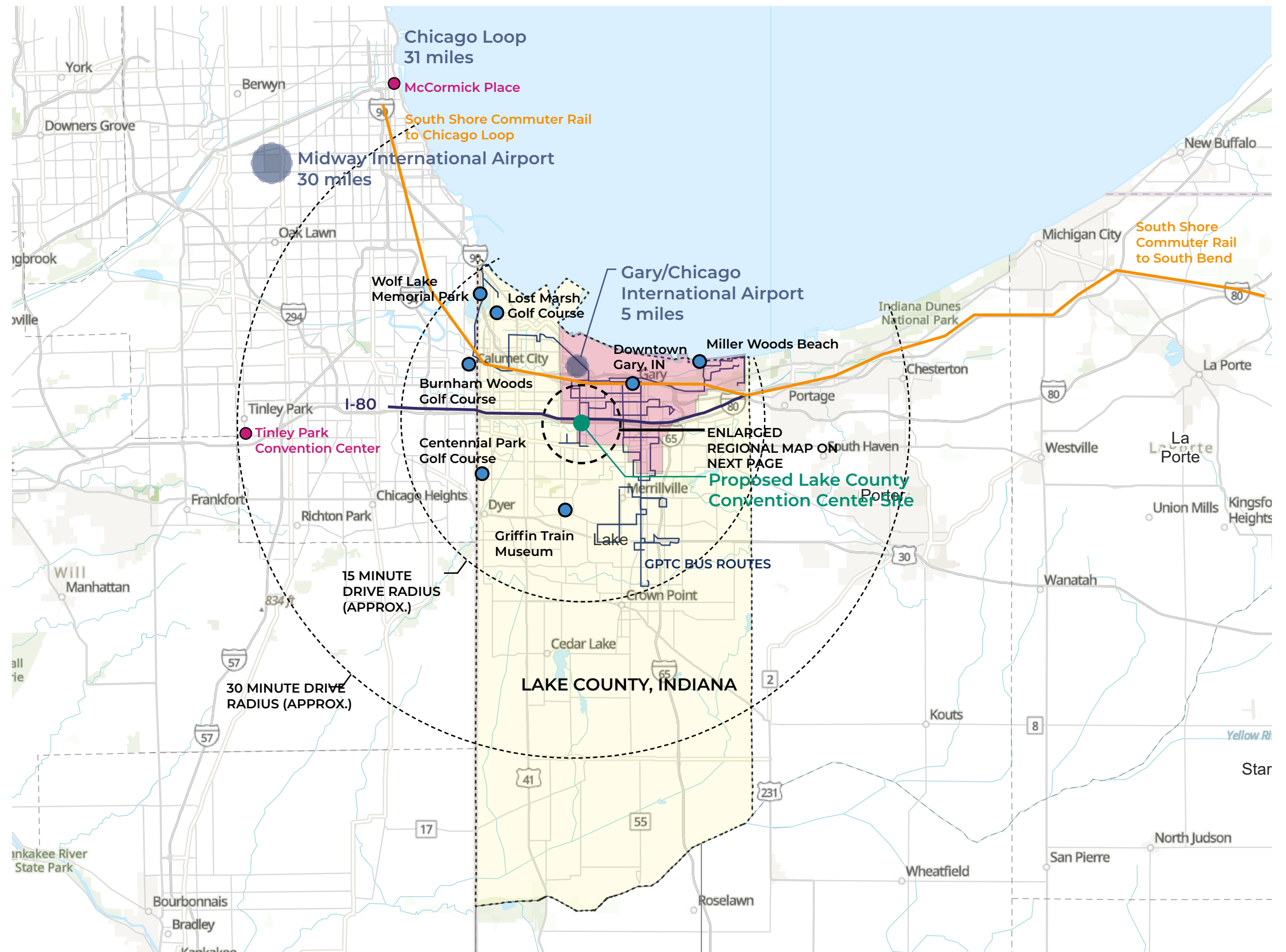
The site is located along the I-80 Corridor between I-294 and I-65, which experiences 170k-250k vehicles traveling through each day. This is also the most heavily traveled corridor in the State of Indiana and one of the most heavily traveled corridors in the United States. The site is also approximately 5 miles from Gary/Chicago Airport, and roughly 40 minutes to Midway Airport in Chicago. There is easy auto access to the Chicago area (roughly 35 minutes to the Chicago Loop) via the I-90 Skyway. Several hotels and restaurants are located within the vicinity. More information on hotel and restaurant locations are provided on the next page.

The South Shoreline Commuter Rail Service provides additional Transportation access to/from the Chicago Loop to the north and east toward South Bend, IN. More locally, the diagram also illustrates proximity and connectivity via the Gary Public Transportation Corporation's Regional Bus Service routes.

Additionally, there would be future access to shuttle service between the Lake County Convention Center, Clark Road Northern Indiana Commuter Transportation District, and Gary/Chicago International Airport along Clark Road just east of the project site.

## Local Area Attractions, Parks/Beach Space

Consideration has been taken in understanding our site's proximity to local area landmarks, attractions, parks, beaches, golf courses, and other similar spaces as well that provide opportunities for visitors to further experience the surrounding Gary & Lake County area. To the north and east, our site is located approximately 5 miles from downtown Gary, and 11 miles to Miller Woods Beach along Lake Michigan. There are ample nature preserves, park spaces, and golf courses including Wolf Lake Memorial Park, several golf courses including Lost Marsh Golf Course, and Burnham Woods Golf Course. The Griffin Train Museum is located just 4 miles south of the site, giving visitors opportunities to learn more about the area's local history.







The economics research conducted for the surrounding area of the proposed Lake County Convention Center project aims to assess the potential impacts and benefits of this development on the local economy.

**Marketing Considerations**

**Hotels (Existing and Proposed):** The site is positioned next to a planned 300-key hotel extension to the existing Hard Rock Casino just to the east of the proposed site on the property. Additionally, there are two 200-key hotels planned for the adjacent West End Development across the street. Several more hotels are accessible by shuttle, located within 3 miles west of the property.

**Restaurants, Bars, Coffee Shops, and Retail:** The project site has close access to several locally owned and chain restaurants, bars, and retail centers within a 3 mile radius. The new West End Development across the street will have 2 newly established restaurants, and the existing Hard Rock Casino on the property has an already established Food & Beverage component.

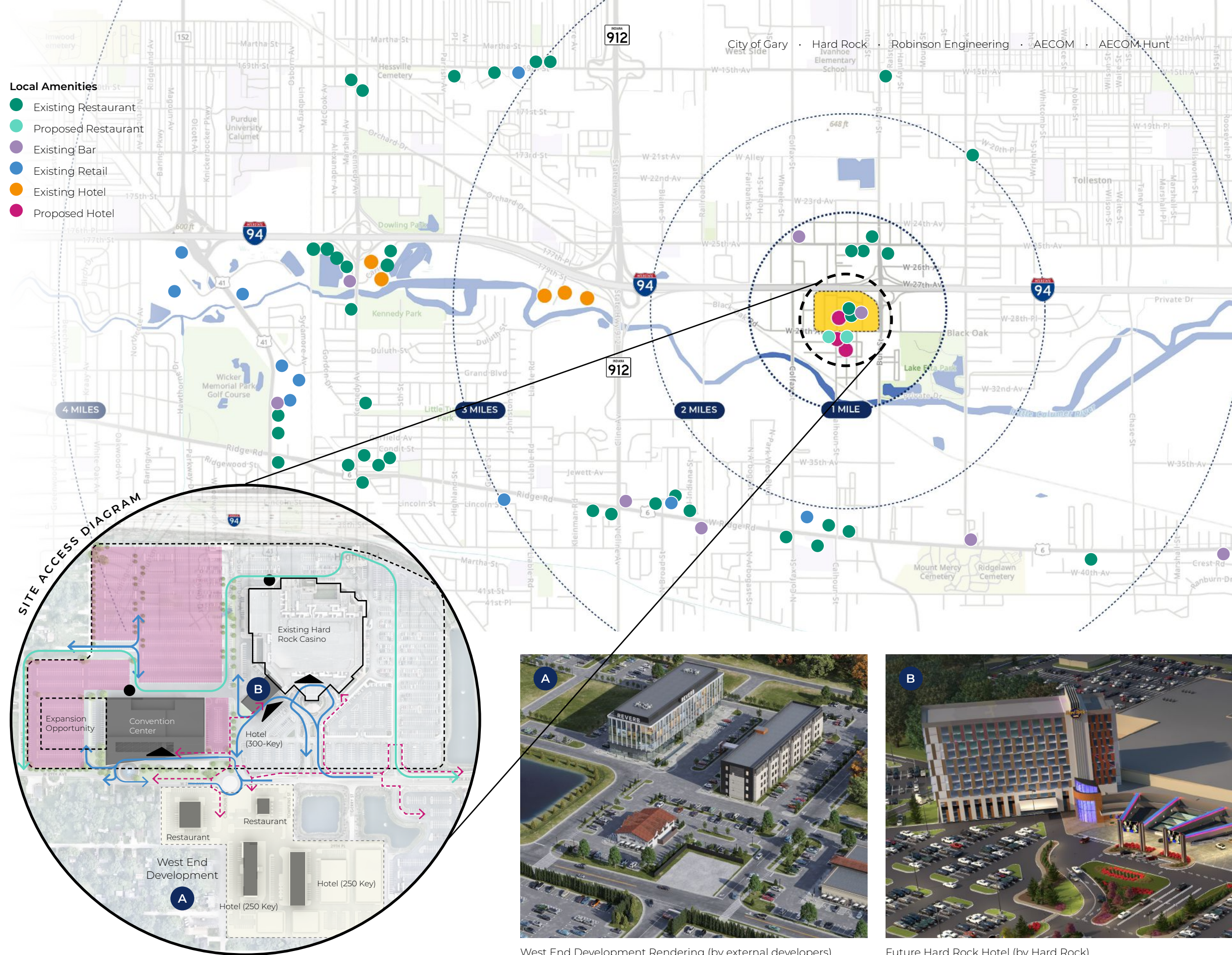
**Site Access**

The enlarged site diagram in the lower left illustrates the proposed delineation of public access, service/delivery/BOH access, and pedestrian right-of-way paths from adjacent streets into the site. There is also an opportunity to integrate a new series of access points (pedestrian and vehicular) to the adjacent West End Development property, establishing a more inviting, and activated streetfront presence.

- Taxi / Bus / Shuttle / Auto Routes
- Truck/Service Routes
- Pedestrian Routes
- Property Line
- Main Entry/Drop Offs
- Loading/Service Areas
- New Surface Parking

**Local Amenities**

- Existing Restaurant
- Proposed Restaurant
- Existing Bar
- Existing Retail
- Existing Hotel
- Proposed Hotel



West End Development Rendering (by external developers)



Future Hard Rock Hotel (by Hard Rock)





# Context & History

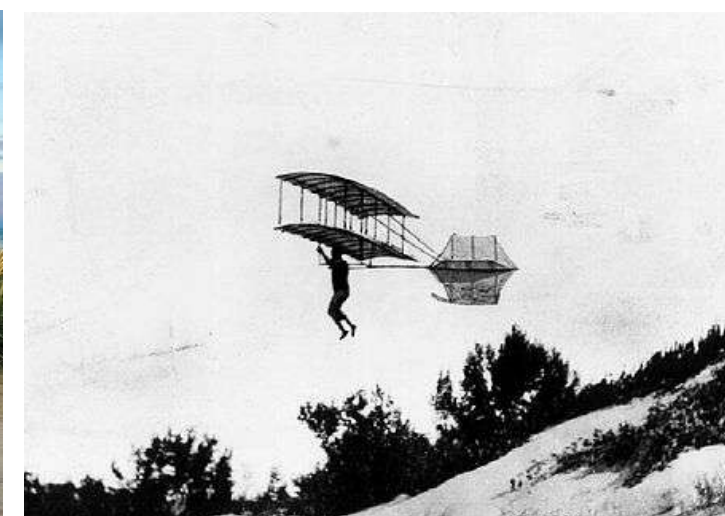
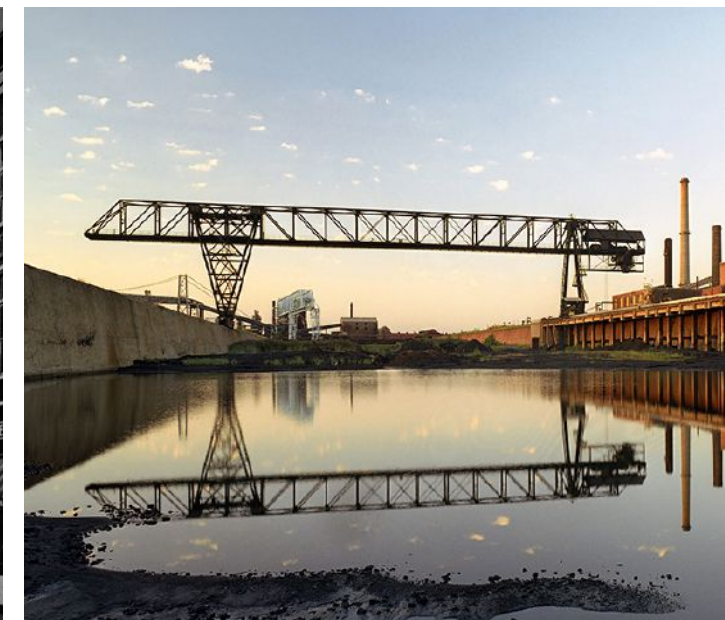
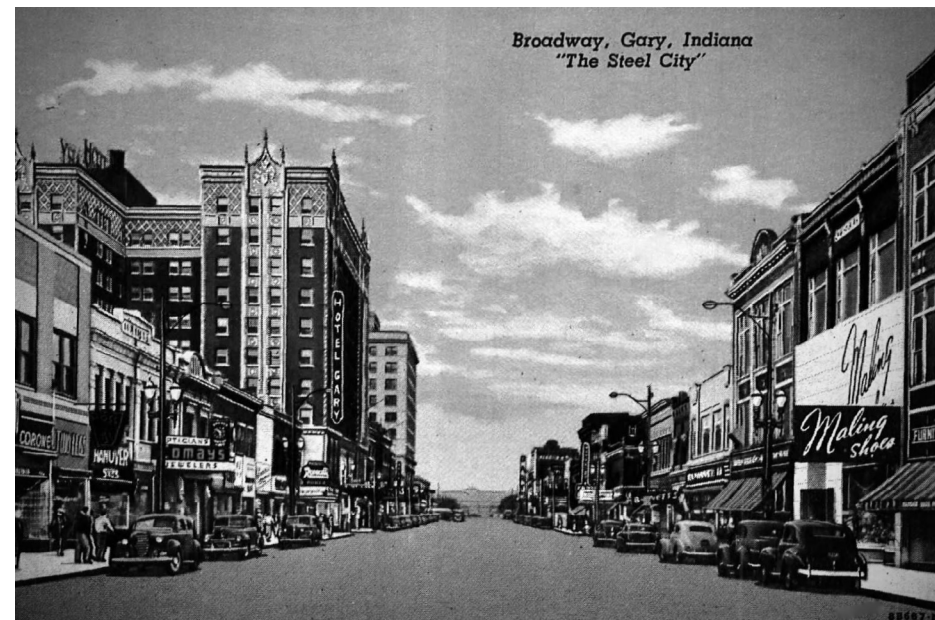
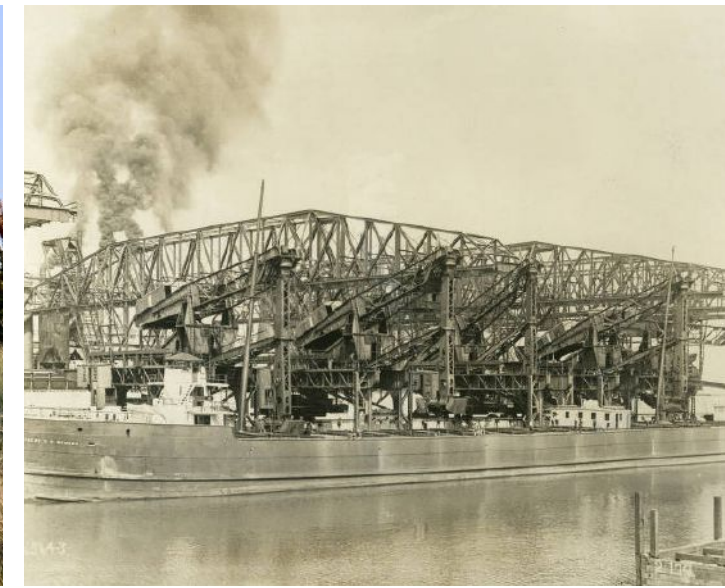
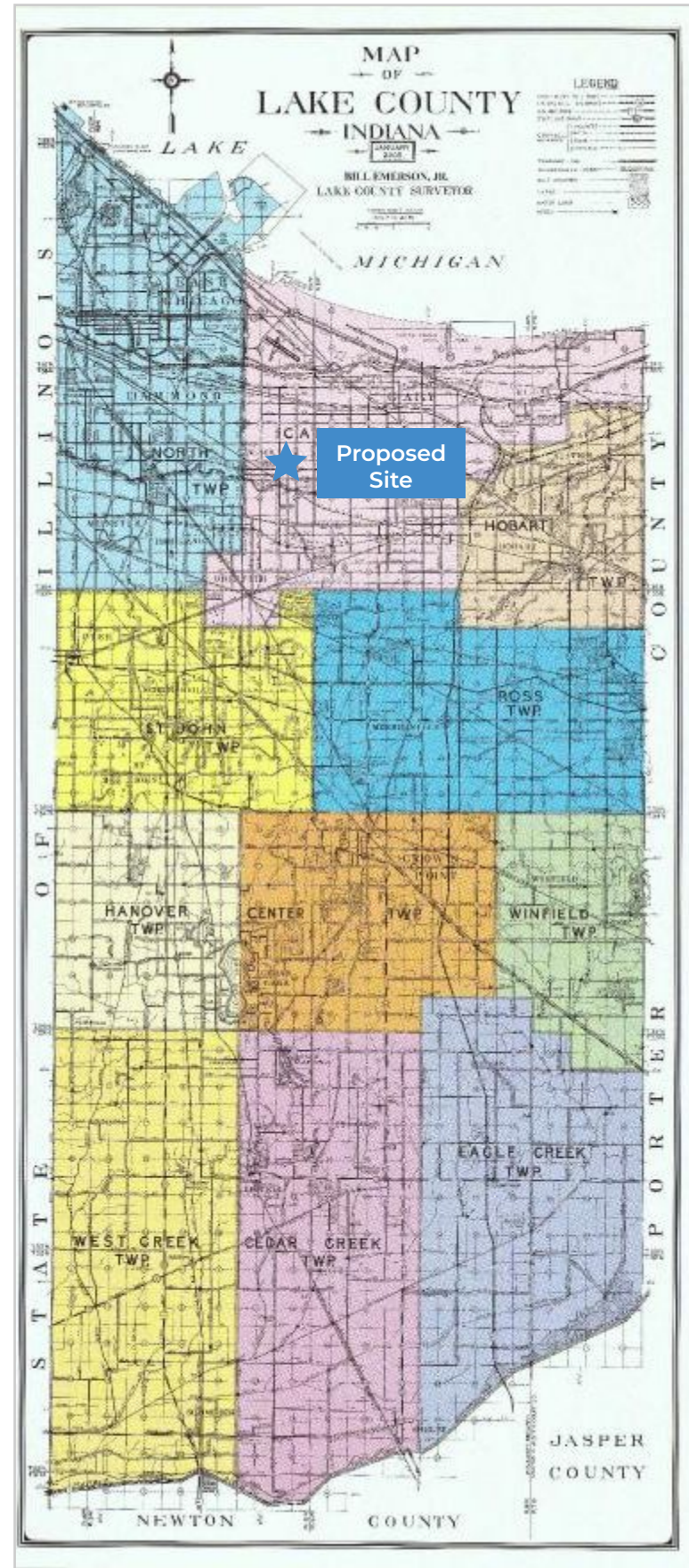
## Lake County & City of Gary, IN

The history of Gary, Indiana and Lake County is vibrant and multifaceted, a narrative woven from industrial ambition, diverse communities, and the resilience of its people. Founded by the United States Steel Corporation in the 20th century, Gary emerged as a bustling steel town and symbol of American ingenuity and progress. Its growth marked a pivotal moment in the region's development, drawing waves of immigrants and workers in search of opportunity, as well as tourists, conservationists, and artists captivated by its stunning sand dunes on the shores of Lake Michigan.

Lake County, with its fertile lands and strategic location, played a crucial role in supporting this growth. The arrival of railroads and the expansion of manufacturing transformed the area from agricultural roots to a thriving industrial hub. This evolution brought not only economic prosperity but also a rich tapestry of cultural influences, as communities from around the globe converged in search of work and belonging.

However, the latter half of the 20th century brought significant challenges. As the steel industry faced decline, so too did the fortunes of Gary and Lake County, leading to economic strife and social change. Despite these adversities, Gary's resilient spirit and rich cultural heritage has endured. Today, the city is making notable strides towards revitalization, with the community embracing its unique legacy of art, environmentalism, and entrepreneurship.

This project and its design seeks to honor this history by creating a space that reflects the industrial past, celebrates cultural diversity, and fosters community engagement. By drawing inspiration from the past that have shaped Gary and Lake County, we aim to create an environment that not only pays homage to the region's legacy but also inspires a vibrant and sustainable future. Through thoughtful design, we will connect the past with the present, inviting all to engage with the rich history that defines this remarkable area.







# Site Plan

## Key Features

### Convention Center

A modern, 145,000-SF flexible structure with large, open spaces for events, featuring sustainable materials.

### Parking Facilities

Accessibility: Adequate parking with designated spaces for disabled guests, including electric vehicle charging stations.

Existing Casino Parking	3,060
New Proposed Parking	1,429
<b>New Site Parking Total</b>	<b>4,489</b>

### Entry Plaza + Garden

Entry Drive/Drop-Off & Plaza Spaces

### Hotel

300 Keys; connected addition to the existing Hard Rock Casino

### Adjacent West End Development

As part of Mayor Melton's plans to establish an Entertainment District along 29th Street. First Metropolitan Buildings, Inc. has plan to build a new development which shall include two new high-end restaurants, two hotels (one of which is planned to be a Hard Rock Reverb branded hotel), and multiple residential buildings.

### Additional Features

- Event Spaces: Outdoor plaza space for community events or outdoor gatherings.
- Public Art Installations: Incorporating local artists to create installations that reflect the community's culture.
- Sustainable Transportation: Bicycle racks and easy access to public transit options to promote eco-friendly travel.

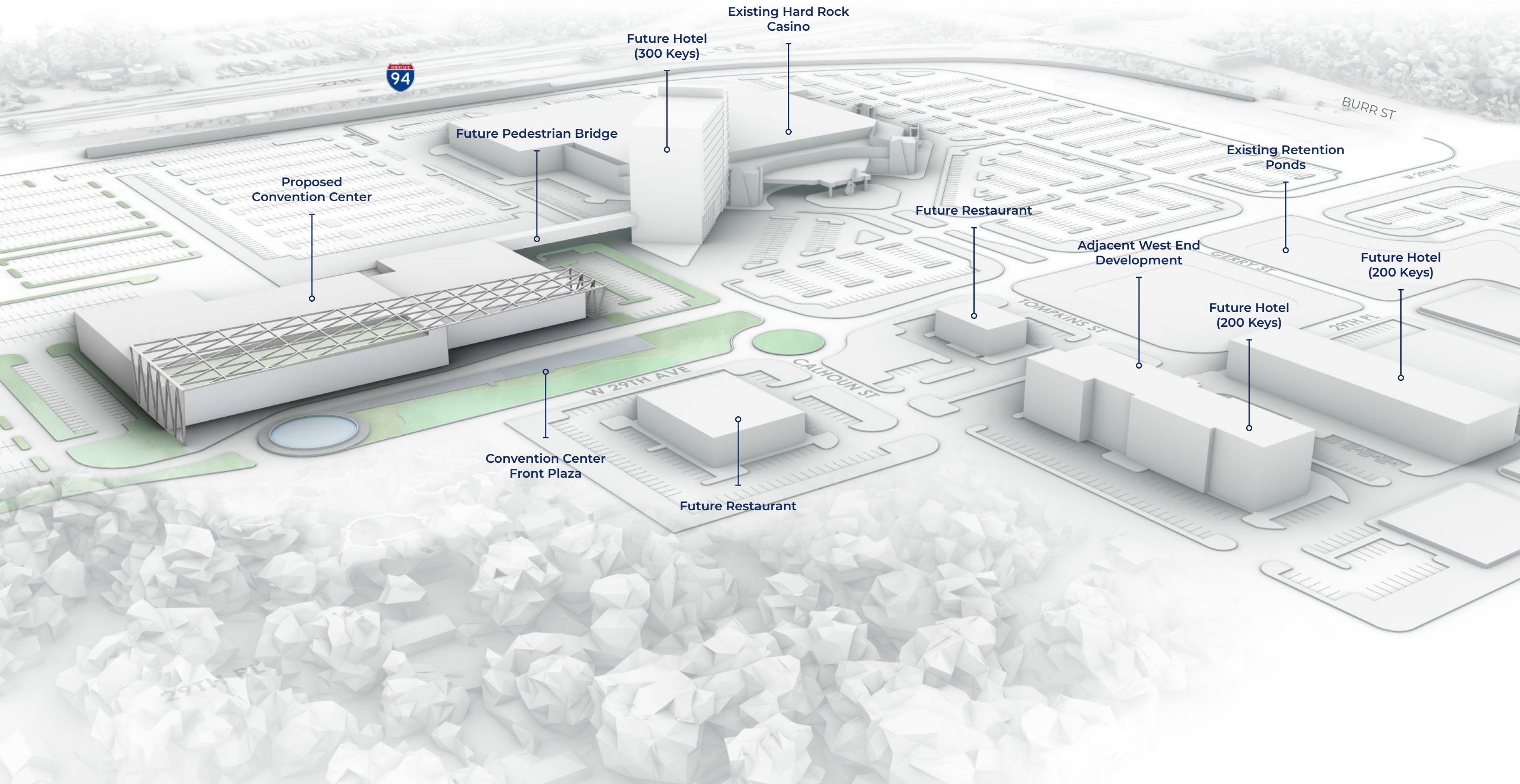






# Project Site Development

Bird's-Eye View



Existing Hard Rock Casino

Future Hotel (300 Keys)

Future Pedestrian Bridge

Proposed Convention Center

Existing Retention Ponds

Future Restaurant

Adjacent West End Development

Future Hotel (200 Keys)

Future Hotel (200 Keys)

Convention Center Front Plaza

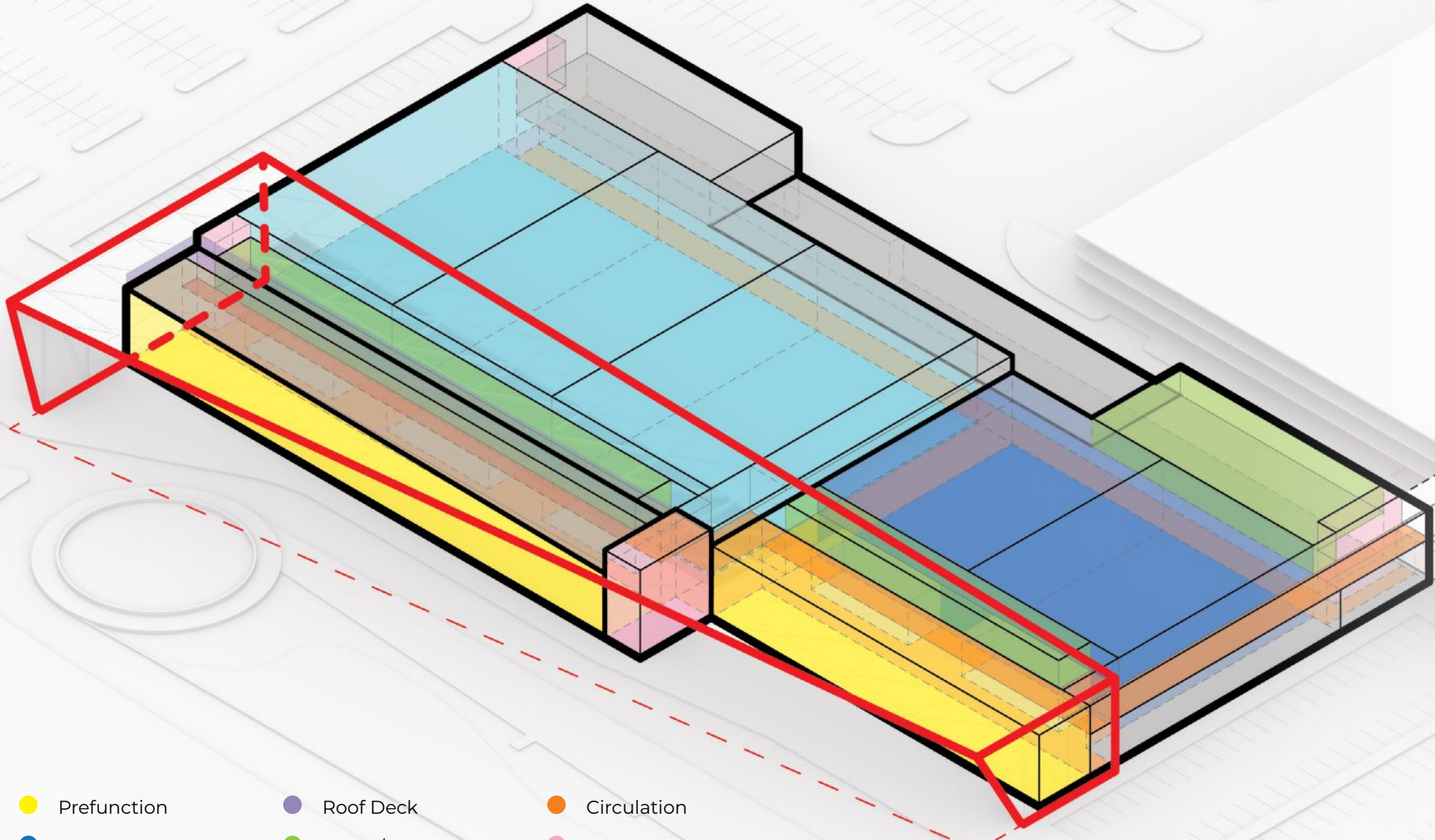
Future Restaurant





# Building Program

The new building design and space program have been developed to meet the criteria established in the program breakdown itemized on the right. Key considerations including spatial requirements, functional flexibility, sustainability, and user experience, have been effectively integrated into the design.



- Prefunction
- Exhibits
- Roof Deck
- Office/Admin
- Back of House
- Circulation
- Vertical Core
- Connector

Space Type	Design Specifications/Considerations	SF
<b>Exhibition Space</b>		<b>40,000</b>
Exhibit Hall	30-foot ceiling height, utility floor grids, state of the art industry load and access, likely on level 1	40,000
<b>Meeting/Collaboration Rooms</b>		<b>33,000</b>
<b>Ballrooms</b>		<b>18,000</b>
Room A	160 Seats; 5,600 USF	6,000
Room B	160 Seats; 5,600 USF	6,000
Room C	160 Seats; 5,600 USF	6,000
One Large Room <i>Rooms A+B+C</i>	700-750 Seats; 16,800 USF Subdividable, column-free carpeted upscale; 20' ceiling height	18,000
<b>Breakout Spaces/Conference Halls<sup>1</sup></b>		<b>15,000</b>
7 Large	40-50 Seats; 1,400 USF; flexible layout	9,800
5 Medium	24 Seats; 760 USF; flexible layout	3,800
4 Small	12 Seats; 350 USF; static due to size	1,400
<b>Public/Prefunction<sup>2</sup></b>		<b>26,500</b>
Main Lobby Reception, Prefunction, Second Floor Prefunction, Mothers Room, Phone Room		
<b>Support Space</b>		<b>45,500</b>
Loading Service and Storage		12,600
Restrooms	Assuming multistall and single user	7,000
Vertical Circulation	Elevator core, open stair + two exit stairs	4,900
Food Service		8,400
Administrative Space		5,600
Building Support	AV+Data, Electrical, Mechanical, Janitorial/Facilities	7,000

**Building Gross SF** **145,000**  
 Target: 73,000 SF sellable

<sup>1</sup> Determined based on other Hard Rock Meeting Room sizes + market research  
<sup>2</sup> If we use the prefunction space from the study at 28,000, the overall gross sf is over 145,000





# Floor Plan

## Ground Floor

### Building Program

- 01 Exhibit Hall (40,000 Sf)
- 02 Ballroom (18,000 Sf)
- 03 Prefunction 01
- 04 Prefunction 02
- 05 Restrooms
- 06 FFE Storage
- 07 Kitchen
- 08 Kitchen Loading/Receiving
- 09 Building Loading/Receiving
- 10 Back-of-House Support Corridors
- 11 Mechanical / Electrical

### Site Features

- 12 Entry Drive Drop-off (One-way)
- 13 Entry Plaza
- 14 Entry Landscape Garden
- 15 Entry Water Feature
- 16 Convention Center Signage



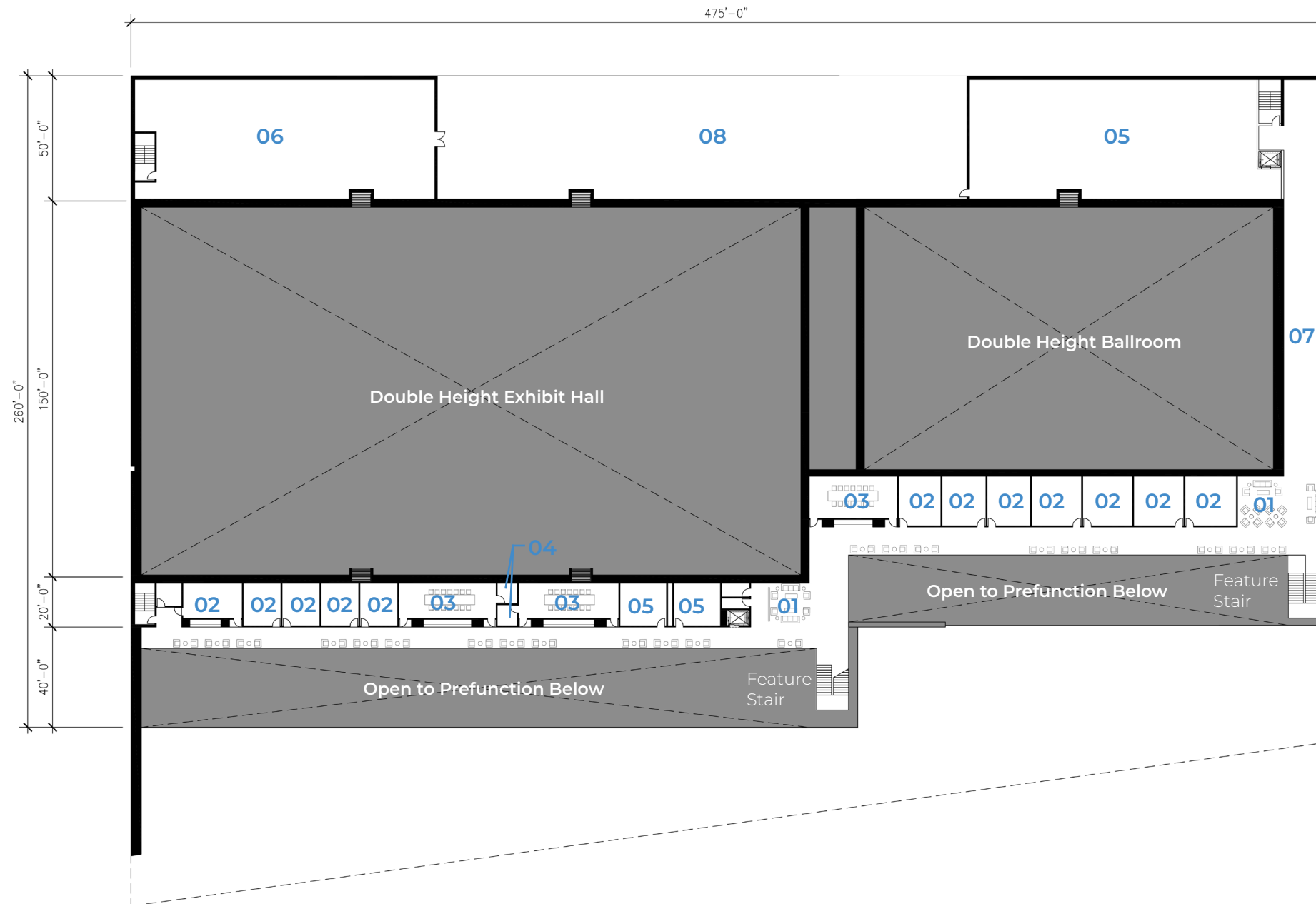


# Floor Plan

## Second Floor

### Building Program

- 01 Lounge
- 02 Meeting Room (Small/Medium)
- 03 Meeting Room (Large)
- 04 Service/Support Room
- 05 Administrative Offices
- 06 Mechanical/Electrical
- 07 Walkaway Connection to Admin Offices
- 08 Outdoor/Open-Air Rooftop Mechanical Yard





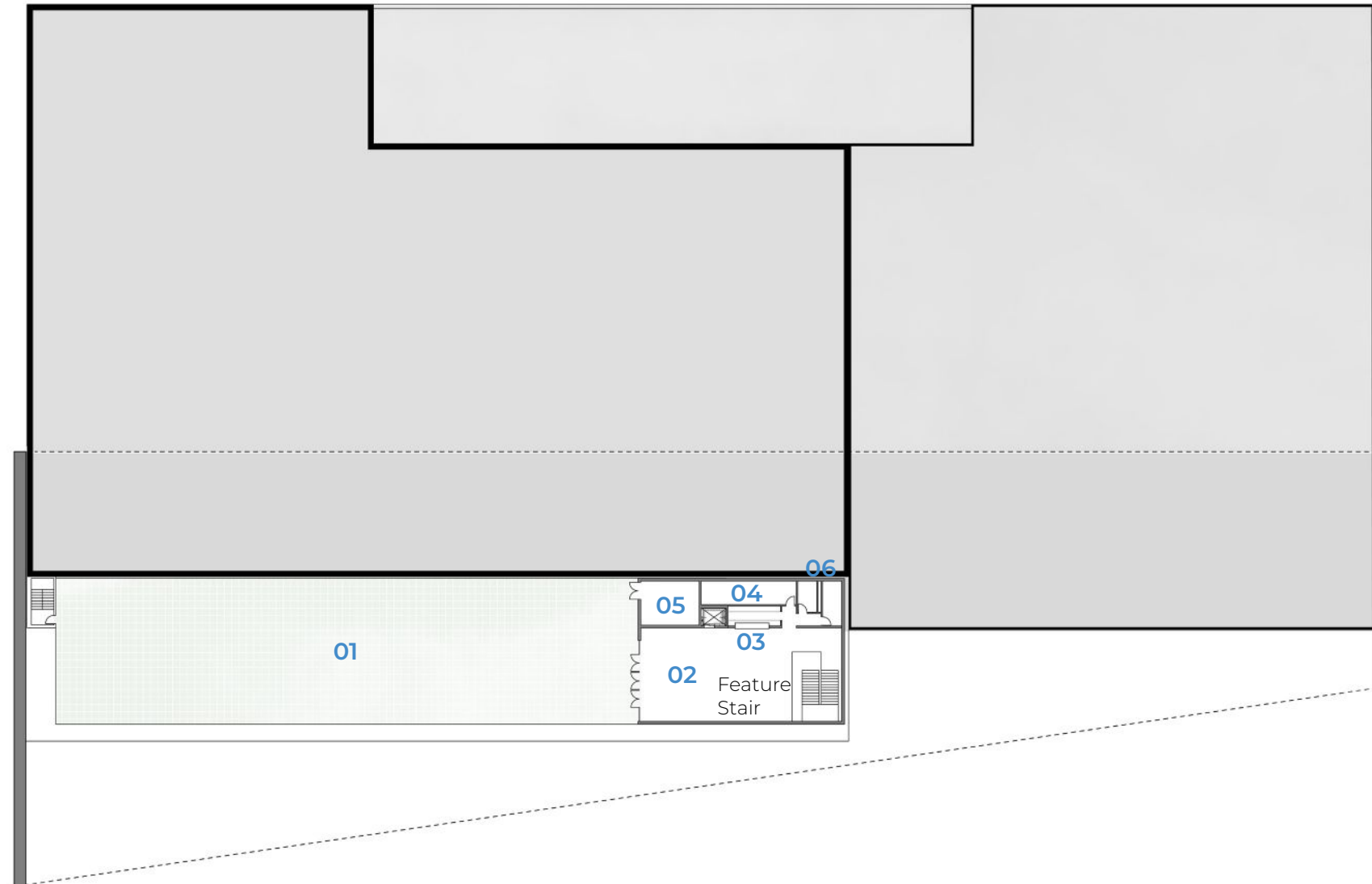


# Floor Plan

## Roof

### Building Program

- 01 Outdoor Rooftop Deck
- 02 Indoor Rooftop Prefunction
- 03 Bar
- 04 Prep Kitchen
- 05 Storage
- 06 Restrooms

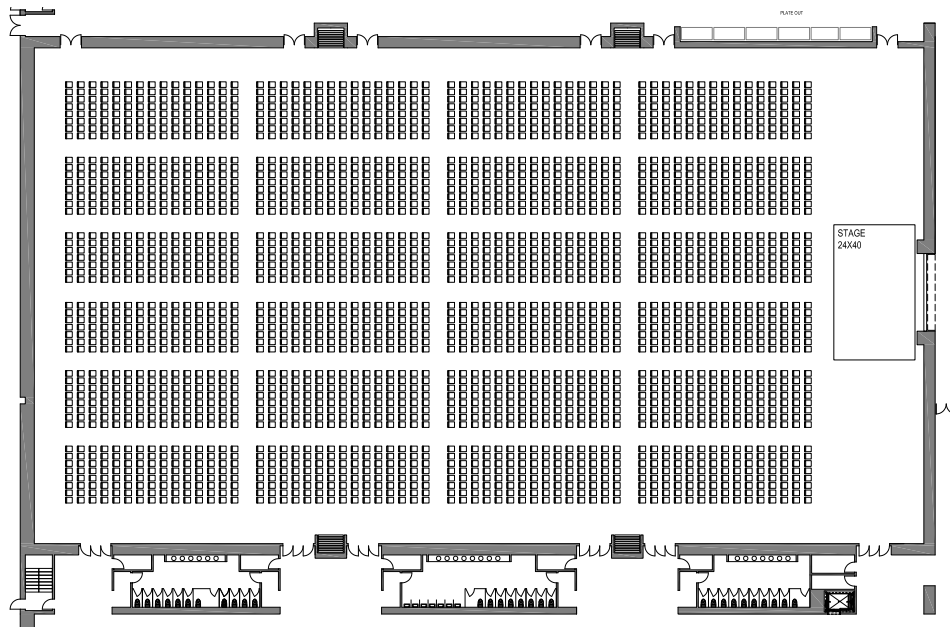






# Exhibit Hall

## Alternate Layouts



Large Lecture / Seated Concert

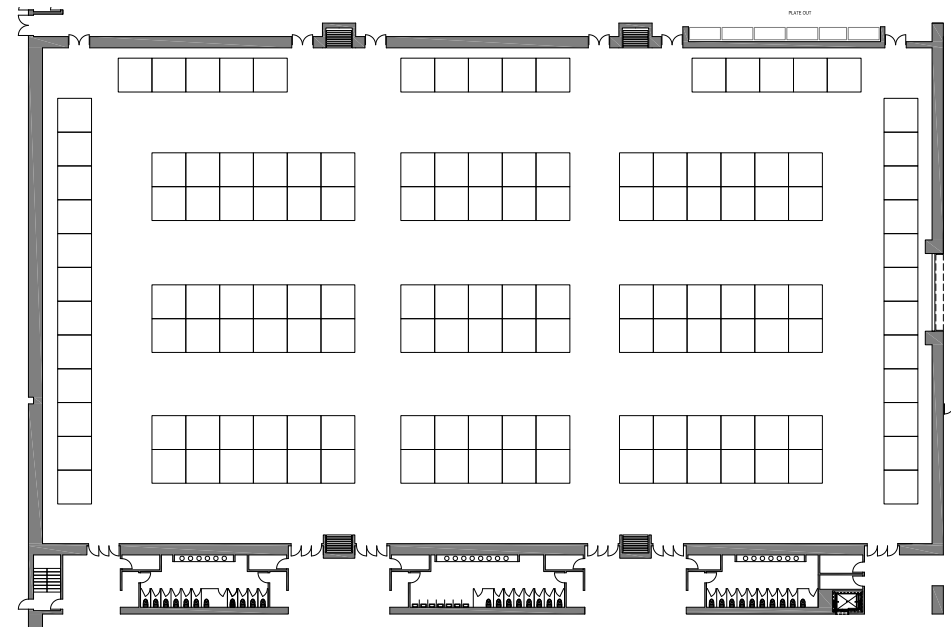
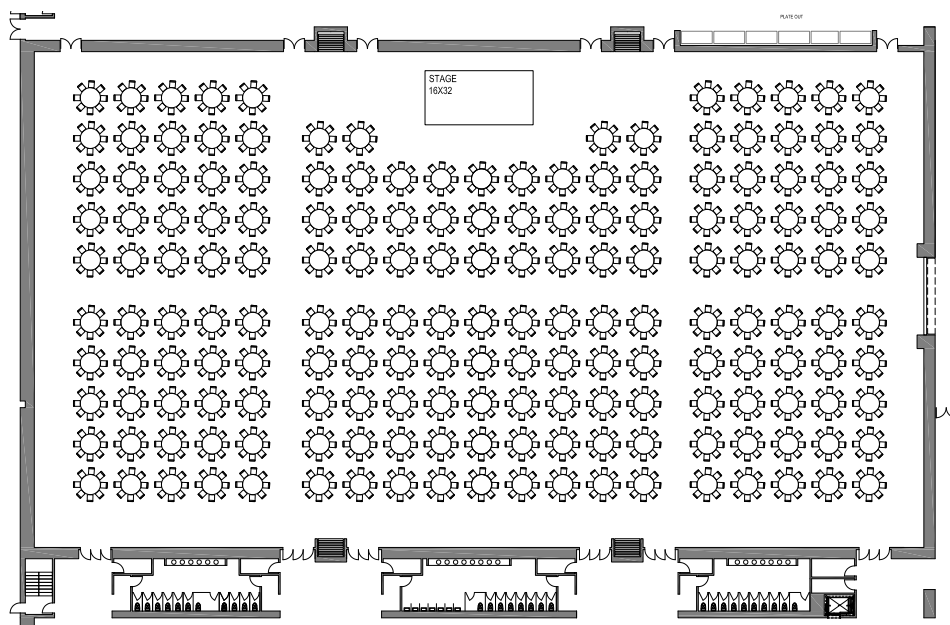
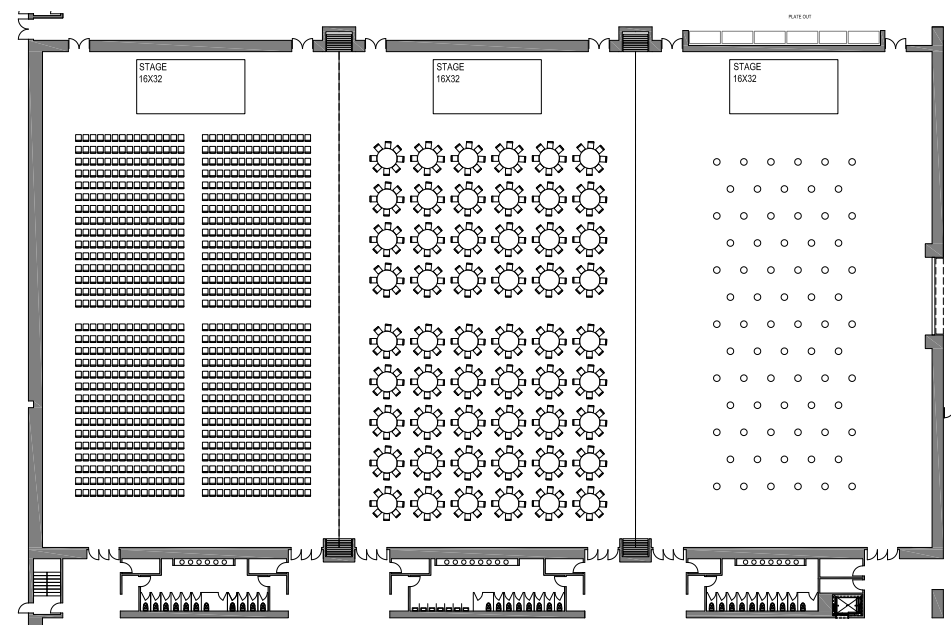


Exhibit Layout (Trade Show, Business Conference)



Large Banquet



Sub-Divided Rooms (3 Separate Events)

The following floor plans convey the versatility of the main Exhibit Hall space with a range of adaptable floor plans designed to accommodate a variety of events. Each layout has the ability to be customized to meet an array of specific needs, whether one is hosting a trade show, conference, or social gathering. The design allows for easy flow of foot traffic and seamless integration of technology and amenities. With options for staging, breakout rooms, and interactive zones, the main space and it's relationship to adjacent support spaces can create the perfect environment for engagement and interaction.

### KEY FEATURES

#### Flexible Layouts

The Exhibit Hall can be configured in multiple ways, allowing for large open spaces for exhibits or subdivided areas for smaller workshops and presentations. Movable partitions and modular walls provide seamless adaptability.

#### High Ceilings and Open Spaces

The hall boasts tall 30' ceilings and expansive floor areas 40,000 sf (250' x 150'), accommodating large displays, stages, and elaborate setups. This design fosters an open, inviting atmosphere that encourages exploration and interaction among attendees.

#### State-of-the-Art Technology

Equipped with cutting-edge audiovisual systems, high-speed Wi-Fi, and advanced lighting options, the Exhibit Hall would be capable of supporting innovative presentations and interactive experiences. Whether it's live streaming, digital displays, or immersive installations, the technology is designed to enhance the event.

#### Networking and Collaboration Zones

The adjacent south Prefunction area and 2nd floor Meeting Rooms mixed with breakout areas and lounge spaces create ideal settings for networking and informal discussions directly adjacent to the Exhibit Hall. These zones can be easily incorporated into several different event layouts, providing comfortable seating and amenities to facilitate connections among attendees.

#### Accessibility and Amenities

The Exhibit Hall is designed with accessibility in mind, ensuring all guests can navigate the space comfortably. Convenient access to restrooms, food and beverage, registration areas, and meeting room spaces enhances the overall experience.

#### Sustainability Features

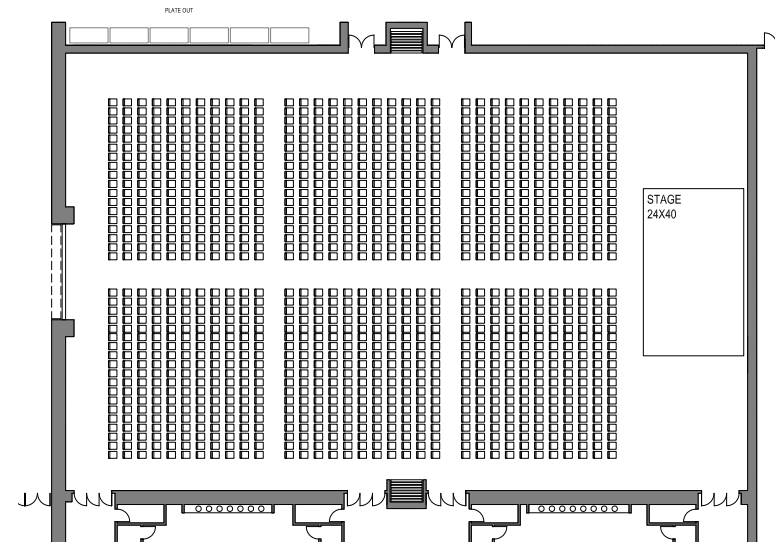
Committed to eco-friendly practices, the Hall will incorporate sustainable materials and energy-efficient systems, making it a responsible choice for environmentally conscious events.





# Ballroom

## Alternate Layouts



Large Lecture / Seated Concert

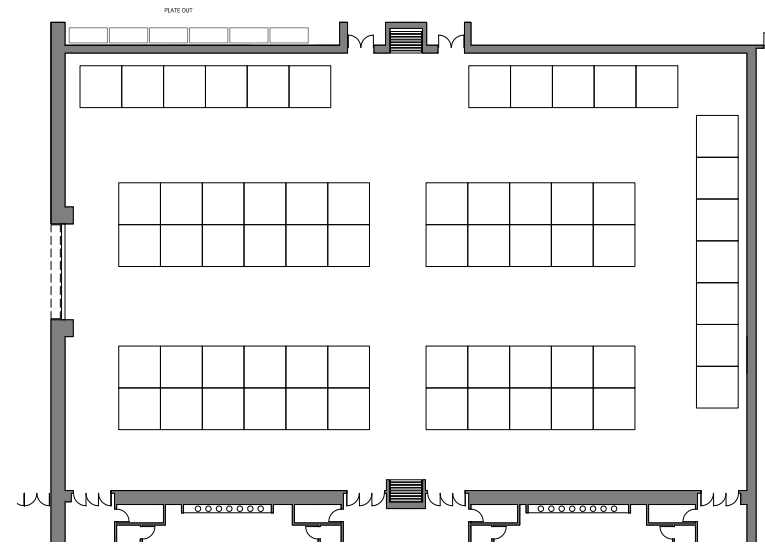
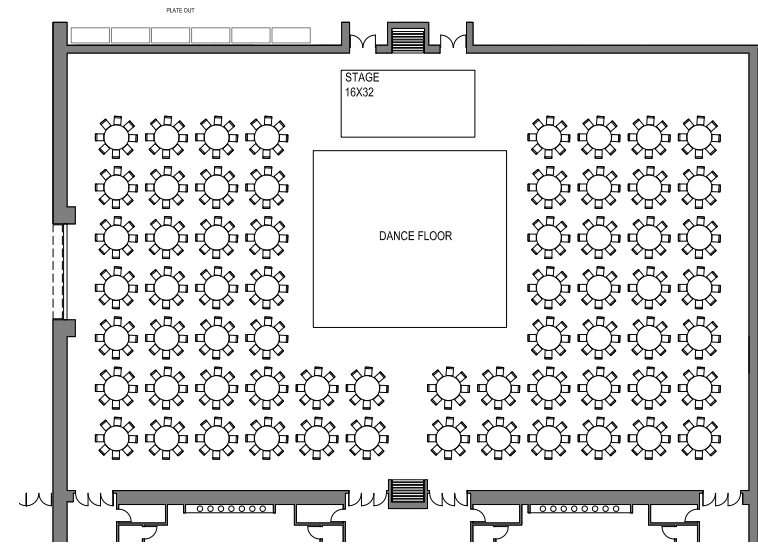
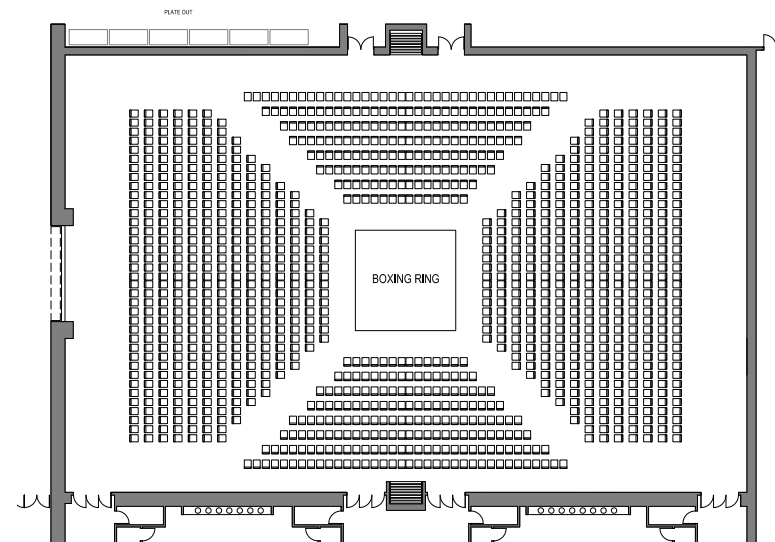


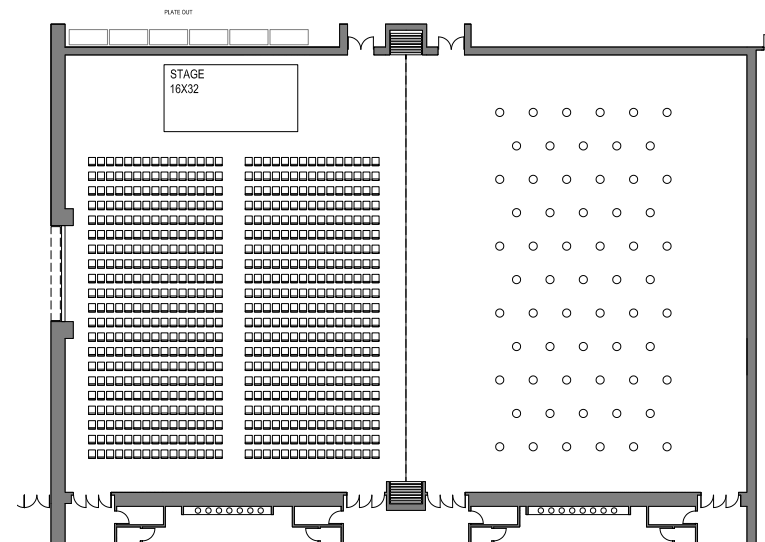
Exhibit Layout  
(Trade Show, Business Conference)



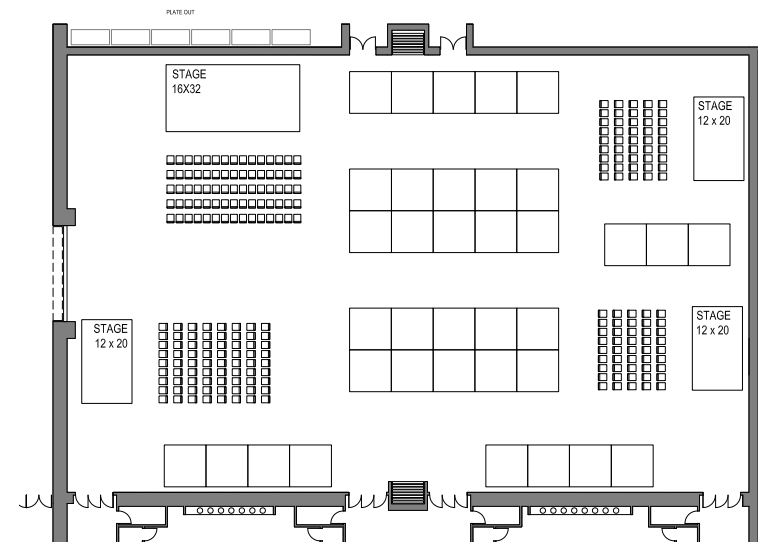
Large Banquet



Sporting Event / Center Stage



Sub-Divided Rooms  
(3 Separate Events)



Business Lecture / Exhibit Combo

The following floor plans show the flexibility of the Convention Center Ballroom, an ideal space designed to accommodate a wide range of events with elegance and versatility. Spanning over 18,000sf, this Ballroom would offer a sophisticated atmosphere, perfect for everything from grand galas and wedding receptions to corporate meetings and seminars.

### KEY FEATURES

#### Versatile Layout Options

The ballroom can be configured in multiple layouts to suit your event's needs. Whether you require a theater setup for presentations, a banquet style for dining, or a classroom arrangement for workshops, our adaptable space can easily transform to meet your requirements.

#### Elegant Design

With high 20' ceilings, elegant / modern lighting fixtures, and customizable lighting options, the ballroom will exude sophistication. A neutral color palette throughout allows for easy integration of branding and decor, ensuring any event theme can be catered to.

#### State-of-the-Art Technology

Equipped with advanced audiovisual capabilities, including high-definition projection screens, sound systems, and wireless microphones, the ballroom supports a variety of multimedia presentations and performances. High-speed Wi-Fi is also available to enhance connectivity for all attendees.

#### Accessibility and Amenities

The ballroom is designed with accessibility in mind, featuring convenient access points and facilities for all guests. Ample restrooms and nearby food and beverage services enhance the overall experience, ensuring comfort and convenience.

#### On-Site Catering

Ballroom (and Exhibit Hall) are both supported with a full Banquet-style kitchen along the BOH service area of the building.



# Building Design

## Concept

The design of the new Lake County Convention Center embodies a dynamic and modern approach while remaining deeply rooted in the local context to Lake County, the City of Gary, and Hard Rock next door. This building is envisioned as a vibrant hub for community & business engagement, fostering collaboration and connection among diverse groups.

### Architectural Vision

The Convention Center features a strikingly dynamic yet harmonious facade & entry canopy frame that integrates contemporary materials and design elements with local architectural traditions. Taking cues from the local steel mill history and storylines, emphasis is placed on the main entry steel framed canopy - a modern reflection of the history of the place. Large expansive south-facing curtainwalls invite natural light, creating an inviting front-door atmosphere, while textural contrasts—such as exposed steel, warm ceiling wood accents and durable large-format stone cladding—anchor the structure within its environment.

### Site Integration

Positioned strategically within its surroundings to the west of the existing Hard Rock Casino on their existing property, the building respects the existing landscape and provides a new civic presence along West 29th Ave to the south. The development is intended to contextually blend with its' Hard Rock facility and future planned Hard Rock Hotel counterpart, creating a new local 'district' that gives back to the streetfront, making the building and site even more engaging to visitors. Thoughtful landscaping incorporates native plants and outdoor gathering spaces, blurring the lines between indoors and outdoors. This connection to the site enhances accessibility and encourages community interaction.

### Functional Flexibility

Designed for versatility, the Convention Center offers adaptable Exhibit Hall, Ballroom, Prefunction, and Meeting room spaces that can accommodate a wide range of events, from large conferences to intimate workshops. Modular walls and multipurpose areas allow for seamless reconfiguration, ensuring the facility meets the evolving needs of its users.

### Sustainability Commitment

Sustainability is at the forefront of the design, with features such as green roofs, solar panels, and rainwater harvesting systems. These elements not only reduce the building's environmental footprint but also serve as educational components, promoting awareness and stewardship among visitors.

### Community Focus

The Convention Center aims to be a catalyst for community engagement. Its public areas, such as the entry plaza and outdoor terrace, have the ability to accommodate gatherings, exhibitions, and performances, fostering a sense of belonging and collaboration among diverse groups.

**[The Lake County Convention Center] is envisioned as a vibrant hub for community & business engagement, fostering collaboration and connection among diverse groups.**







## Aerial View & Major Design Elements

**A**

### Exposed Steel + ETFE Clad Canopy

The large ETFE (Ethylene Tetrafluoroethylene) clad canopy is designed to provide a lightweight, durable, and aesthetically pleasing overhead structure. Ideal for public spaces, or commercial developments, this canopy design provides weather protection while maximizing natural light and minimizing environmental impact.

**B**

### Rooftop Event Space

The rooftop event space is designed as a versatile and engaging venue that maximizes the use of available rooftop area over western Prefunction space while providing stunning views and a unique atmosphere nested just below the main canopy. This design integrates functionality, aesthetics, and sustainability, making it ideal for various events, from social gatherings to corporate functions.

**C**

### Exhibit Hall & Ballroom

The separate Exhibit Hall and Ballroom spaces are designed to serve as multifunctional venues that can accommodate a variety of events, from large trade shows and exhibitions to elegant banquets and corporate gatherings. The design focuses on flexibility, aesthetics, and seamless integration of modern technology, providing an inviting atmosphere for diverse audiences.

**D**

### Prefunction & Meeting Spaces

Large double-height prefunction spaces are designed to serve as versatile and welcoming areas for guests before events, providing a seamless transition from arrival to the main event. These space should reflect a balance of aesthetics, functionality, and comfort, accommodating various activities such as registration, socializing, and light refreshments. A mezzanine level for breakout spaces and meetings rooms looks down into the main Prefunction lobby areas.



**E**

### South Plaza & Gardens

The entry plaza and garden areas serve as the welcoming 'front yard' of the facility, providing an inviting environment that blends natural beauty with functional space. These plaza areas are designed to create a seamless transition from the outside to the inside Prefunction areas, enhancing the overall experience for those using the building.



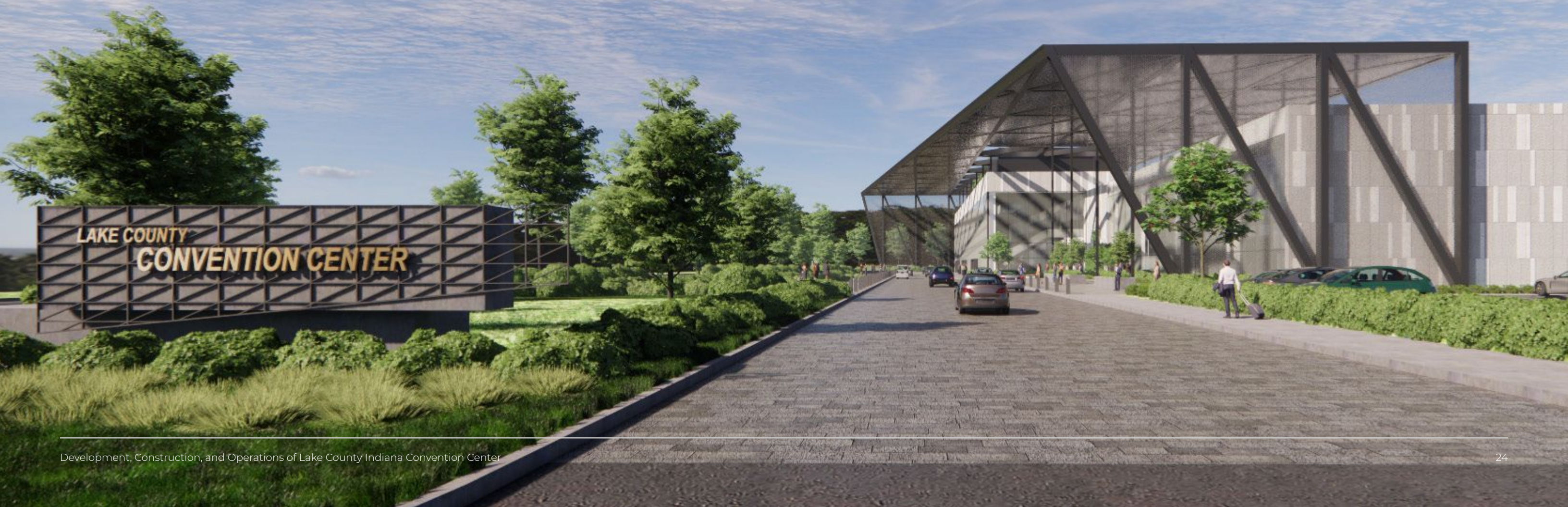


## Entry Drive Approach

### First impressions are Key!

The grand approach to this new, modern yet contextual Lake County Convention Center begins with a strikingly dynamic angular steel frame canopy that defines the building's southern presence, sweeping out from the building face behind, and opening toward visitors coming from the east. The geometry of the entry frame & canopy equally serves as a protective canopy for curb-side drop-offs, and shading buffer for the expansive glass curtainwalls along the building's southern faces.

Outdoor plazas and garden spaces contrast yet complement the building's design by providing a modest buffer off of West 29th Street yet still allow for a civic presence along the streetscape.





## View of Front Entry Plaza/Drop-Off

The large ETFE (Ethylene Tetrafluoroethylene) clad & exposed steel framed entry canopy serves as an eye-catching, functional element that enhances the building's entrance while providing protection and creating a welcoming atmosphere. Its lightweight, transparent nature allows for an abundance of natural light while maintaining a contemporary aesthetic.

### KEY FEATURES

#### Structural Design

- **Dynamic Form** - The canopy features a sleek, skeletal triangular diagrid shape that slightly tapers up from east-to-west and sweeps outward from the building's facade, creating visual interest and a sense opening toward the entry drive's main approach.
- **Lightweight Framework** - Constructed with an exposed architectural steel frame that supports the ETFE panels, ensuring stability while minimizing material use.

#### ETFE Material

- **Transparency and Light** - The ETFE cushions are designed to maximize natural light, creating a bright and airy entryway. Their clear or slightly tinted options can provide UV protection while reducing glare.

- **Energy Efficiency** - The canopy's insulation properties help regulate temperature beneath the structure, contributing to energy savings for the building.

#### Functional Elements

- **Weather Protection** - The canopy extends outward to provide shelter from rain, snow, and sun, ensuring a comfortable experience for arriving guests.
- **Integrated Lighting** - LED strip lighting embedded along the edges or within the structure enhances visibility at night and highlights the canopy's design.

#### Sustainability Features

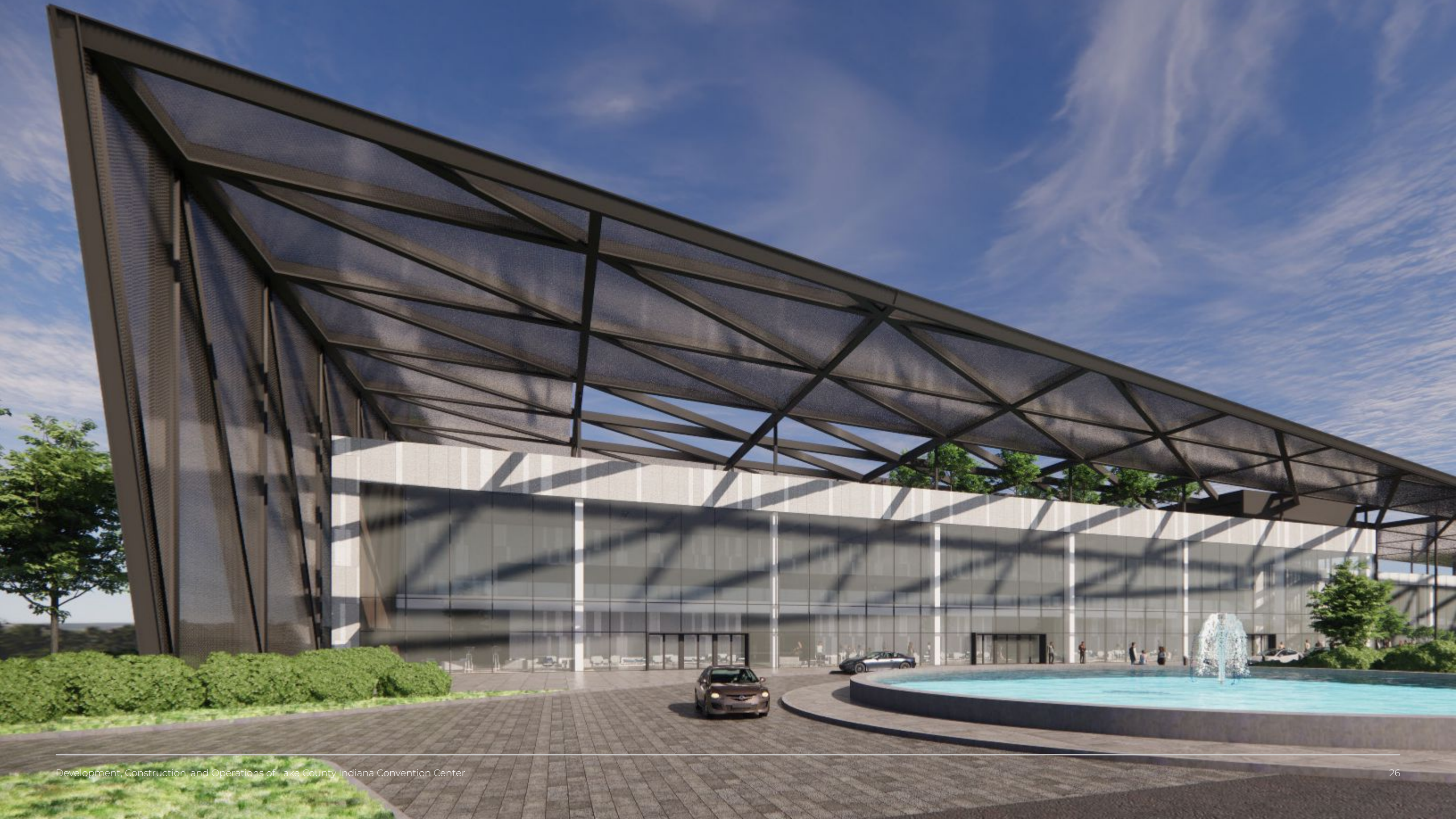
- **Rainwater Harvesting** - The design includes systems for capturing rainwater, which can be utilized for irrigation or other purposes, promoting sustainability.
- **Solar Panels** - If desired, the canopy can incorporate solar panels on its surface, further enhancing energy efficiency and sustainability.







## View of Front Entry Plaza/Drop-Off from Southwest







## Evening View of Front Entry Plaza/Drop-Off







## Prefunction

The two large prefunction spaces along the south end of the building are designed as versatile and welcoming areas that seamlessly transitions between gatherings, events, and exhibitions. These spaces serve as dynamic, modern yet comfortable and familiar introductions to the main event, facilitating engagement and interaction while embodying contemporary aesthetics and functionality.

### Open Floor Plan

The layout features an expansive, open floor plan that allows for flexible configurations, accommodating various types of events from receptions to exhibitions.

### Zoned Areas

Distinct zones are defined for mingling, displays, and seating, promoting natural movement and interaction among guests.

### Accessibility

Wide pathways and entrances ensure easy access for all attendees, including those with mobility challenges.

## DESIGN ELEMENTS

### Materials

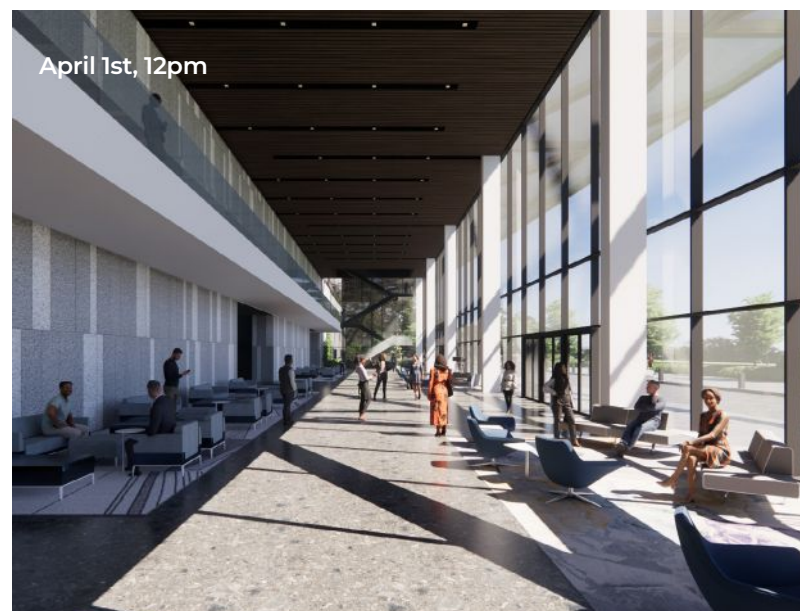
The use of modern materials such as polished concrete, glass, and metal provides a sleek and sophisticated ambiance. Warm wood accents and soft textiles add comfort and warmth.

### Lighting

A combination of natural light from the large south curtainwall and adjustable LED lighting creates an inviting atmosphere.

### Color Palette

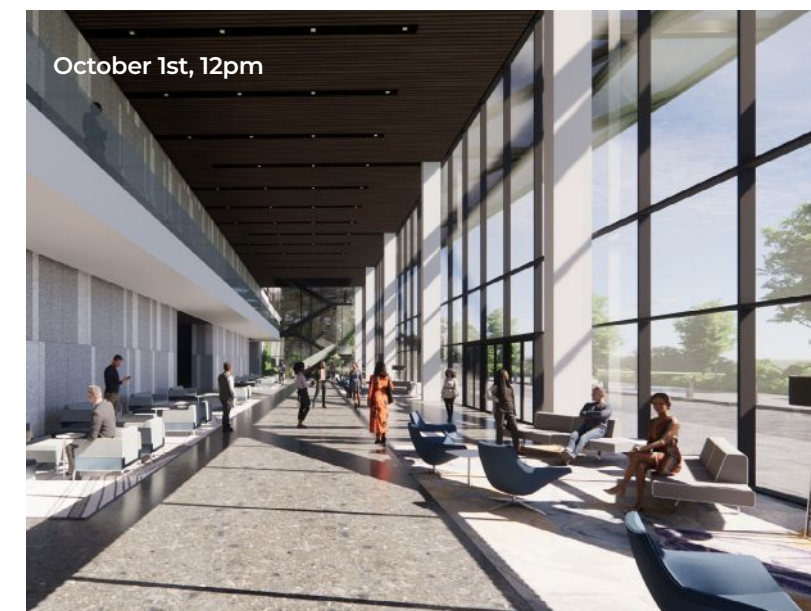
A neutral timeless color & material palette with an emphasis on raw/natural materials and textures define the overall space.



April 1st, 12pm



July 1st, 12pm



October 1st, 12pm

## SUN STUDIES





# View of Prefunction





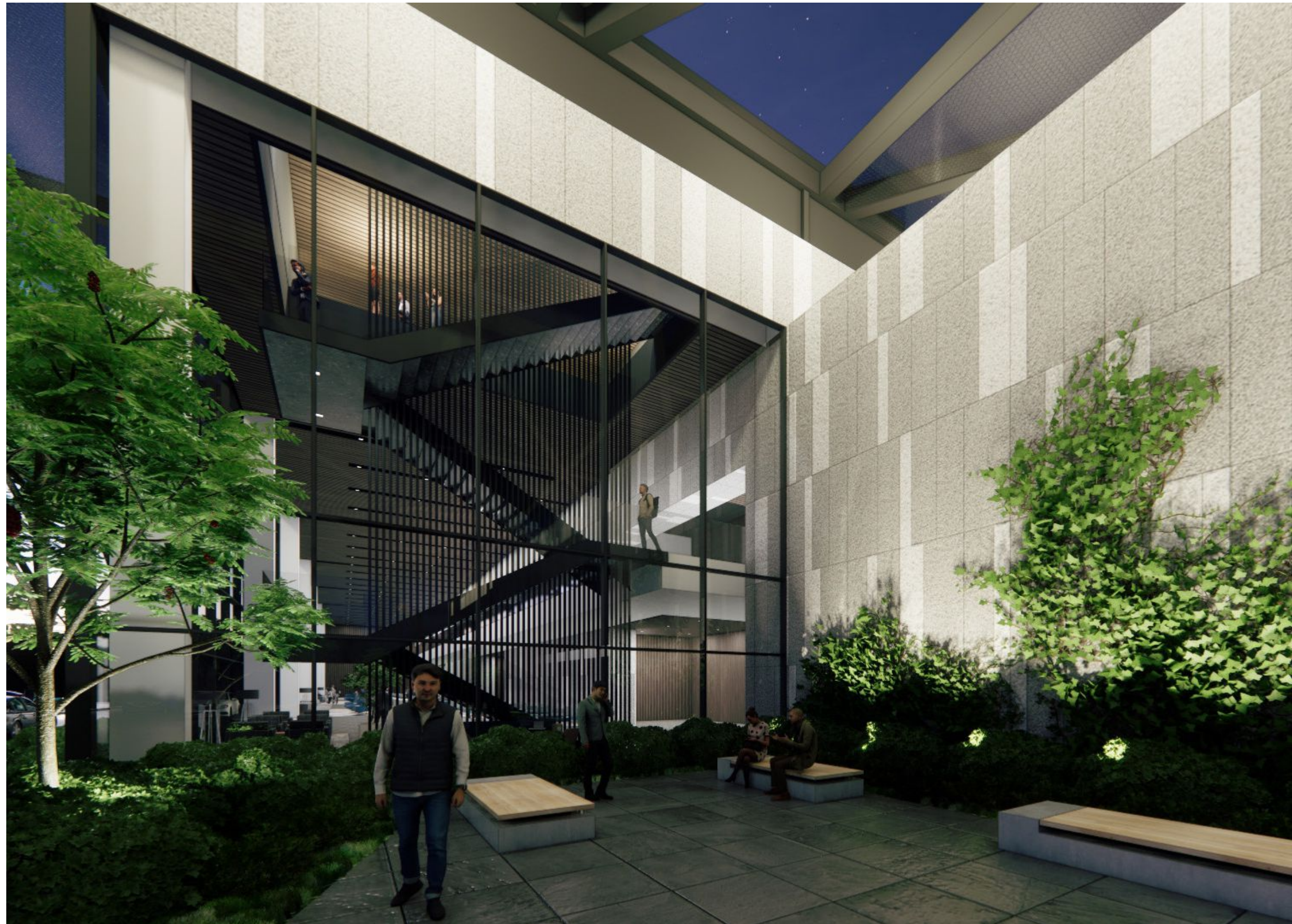
## View Toward Feature Stair from Entry

The feature stair element at the junction between the two separate Prefunction areas serves as a striking focal point within the western-most Prefunction space, and becomes visibility apparent from the outside entry plazas, enhancing functionality, wayfinding, and aesthetic appeal.

Designed to be a visual centerpiece that anchors the long, double height Prefunction area, it promotes movement and encourages social interaction, integrating more opportunities for visual relationships between the lower levels and the upper Roof Deck lobby spaces.

The stair's design incorporates dynamic angles and clean lines, creating a sculptural presence that reads as a layered extension of the building's bold entry canopy geometry.

**The stair's design incorporates dynamic angles and clean lines, creating a sculptural presence that reads as a layered extension of the building's bold entry canopy geometry.**







### Analysis

Considering local climate when designing a building is crucial for creating a structure that is energy-efficient, comfortable, and resilient. The local climate directly influences how a building responds to environmental factors such as temperature, humidity, wind, precipitation, and sunlight. Designing with these factors in mind can reduce the building's operational costs, improve occupant comfort, and decrease environmental impact.

Indiana's climate is classified as humid continental, meaning it experiences four distinct seasons with a wide range of temperatures and varying weather patterns throughout the year.

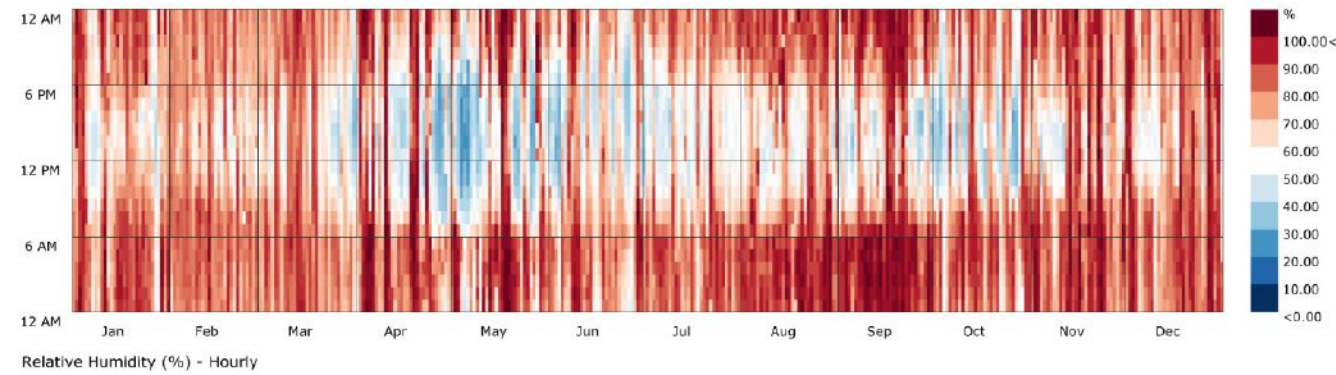
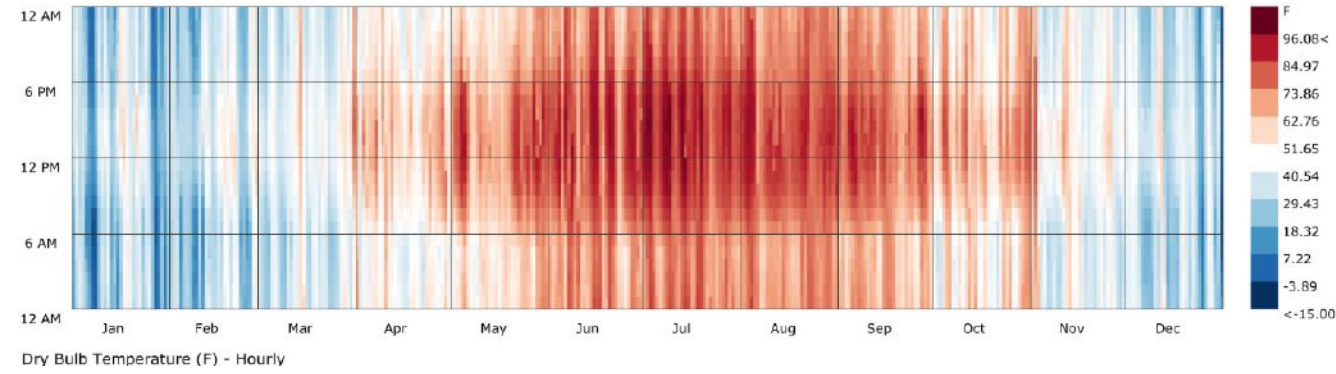
Humidity levels in Indiana tend to be high, especially in the summer months when the combination of heat and humidity can lead to uncomfortable conditions. Humidity levels often exceed 70% in the summer, which can make the heat feel more intense.

Winters in Indiana are generally cold, with temperatures ranging from 20°F to 40°F (-6°C to 4°C).

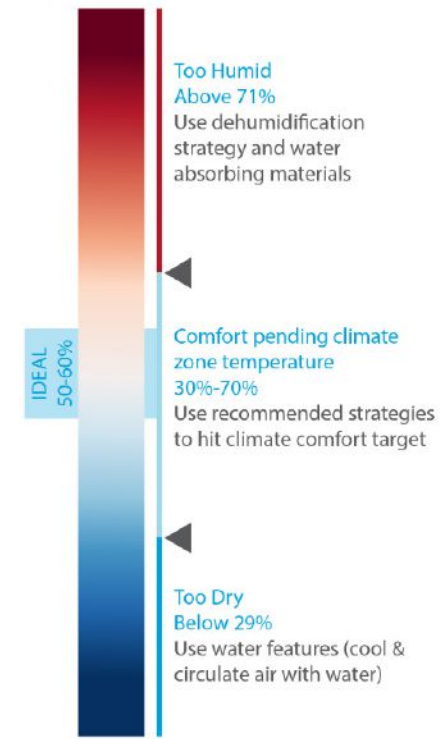
Summers in Indiana are warm to hot and humid, with average daytime temperatures ranging from 70°F to 90°F (21°C to 32°C). Humidity levels can make temperatures feel even hotter.

Indiana receives moderate rainfall throughout the year, with an annual average of 40 to 45 inches.

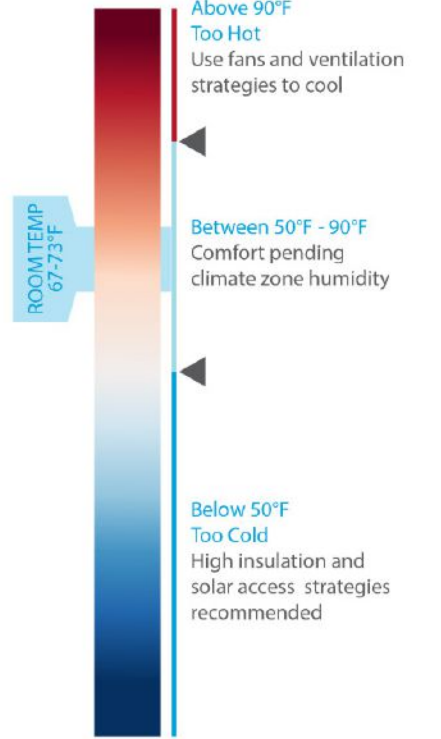
Indiana experiences moderate wind speeds throughout the year, particularly in the winter and spring.



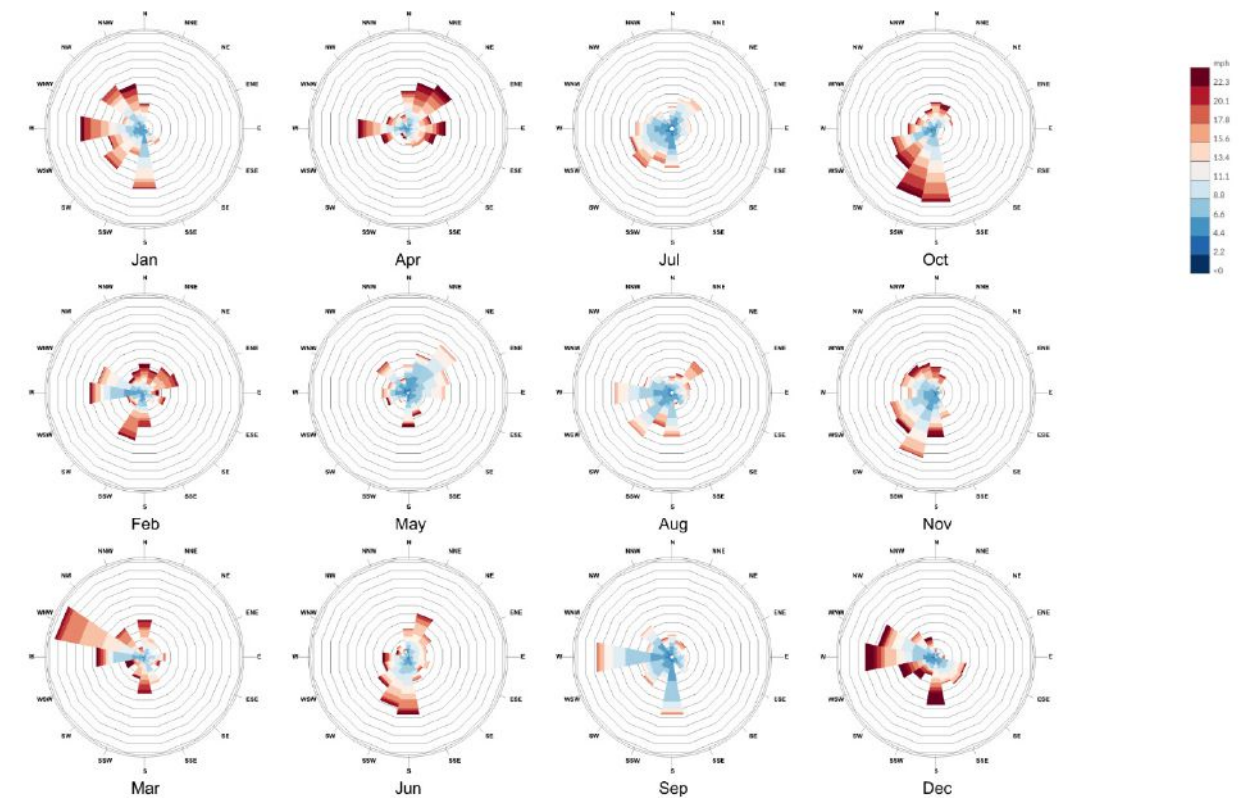
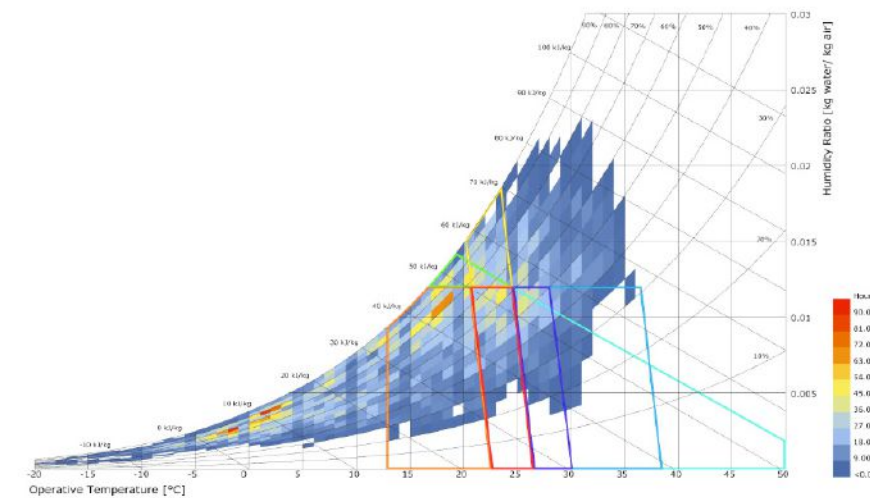
### Relative Humidity



### Relative Temperature



Psychrometric Chart



Source: Cove.tool

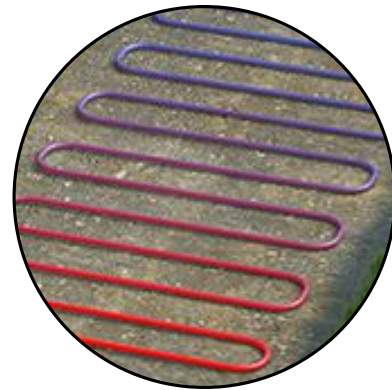


## Sustainability Approach

This Lake County Convention Center is a Legacy project for the County. This project will serve as a showcase project for the county demonstrating the county's sustainability vision and commitment to fiscally responsible performance based design driven decisions that maximize the overall performance of the project.

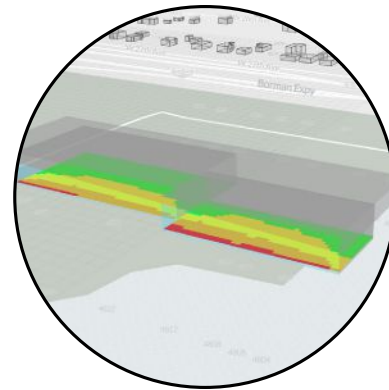
Our approach to achieve this is grounded in integrated design, performance-based design and moving towards regenerative design thinking - this means designing a building that is beneficial to the local community, considering equity and future generations as well as the natural environment.

Performance based design focuses on the goals or objectives and how different strategies perform against these goals. Considering design decisions through this lens allows for more informed design decisions.



### Net Zero Ready

Decarbonizing the heat source of a building is the biggest challenge in achieving Net Zero. Leveraging simultaneous heating/cooling whether it be through heat recovery chillers, exhaust heat recover, air source heat pumps and/or ground source heat pumps will be considered and optimized based on life cycle cost effectiveness.



### Shading + Daylight Control

Size + dimensions refined to create optimal shading and reduce glare along south facade of the prefunction areas.



### Green Roof

Incorporating vegetation supports storm water management, improves air quality, reduces heat island effect, improves biodiversity, can provide thermal insulation and can extend material life span by protecting from UV rays and temperature fluctuations.



### Renewable Energy Sources

Solar PV reduces annual utility bills. An optimally sized PV system will have a payback of approximately 10 years.



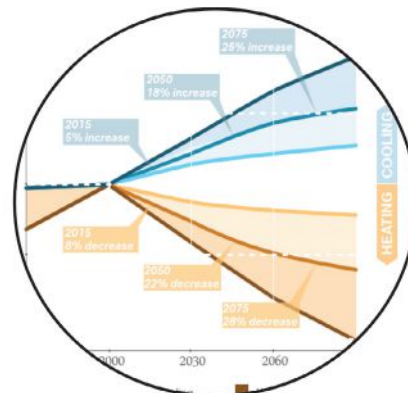
### Native Plantings

Allows zero water irrigation.

## OBJECTIVE



## STRATEGY



### Climate Change Adaptation

Indiana's average temperatures are expected to rise by 5F by mid century with an double to triple "hot" days and reduced cold days which effects ecosystems. Considering climate change vulnerabilities such as future weather conditions allows the building to be designed with future resilience in mind.



### Low Flow Fixtures

Water consumption is relatively high in event driven spaces. Reduced flow water closets and sinks reduces water consumption by 30%.



### EV Charging Infrastructure

Supports decarbonization within the community



### Sustainable Building Materials

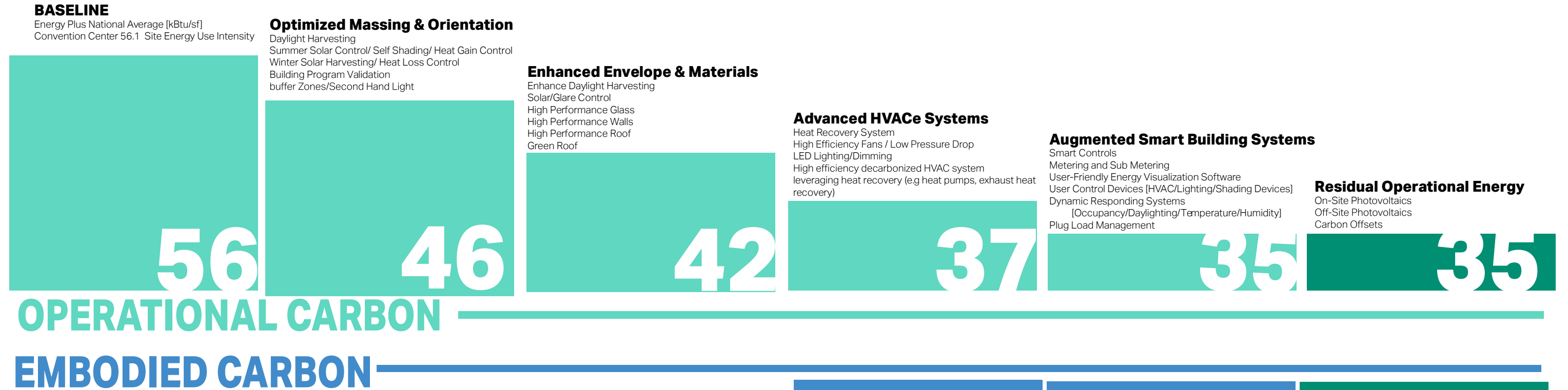
Non toxic materials significantly improve indoor air quality. Using responsibly sourced materials will reduce the buildings embodied carbon footprint.





## Sustainability Approach

### Path to Net Zero Energy



Decarbonizing the fossil fuel systems (heating, hot water) by using all electric sources will put the project on to the path of Net Zero Carbon and Energy.

Net Zero can be referring to either/or operational and embodied carbon. Operational carbon refers to the greenhouse gas (GHG) emissions produced during the use phase of a building or infrastructure (e.g. HVAC, lighting, plug loads).

Embodied carbon refers to the total greenhouse gas emissions generated during the lifecycle of building materials and construction processes. These emissions occur before the building is even operational and include extraction of raw materials, manufacturing, transportation, construction activities and eventual end of life.

Embodied carbon is increasingly important: as buildings become more energy-efficient and use renewable energy, operational carbon decreases over time. However, embodied carbon becomes a larger proportion of a building's total carbon footprint.

Therefore it is important to focus on both types of carbon during the design. The roadmap above shows how the design can be optimized to reduce carbon/ and then the remaining operational carbon can be offset by any combination of on/off site renewables and purchasing carbon offsets. Embodied carbon can be reduced through design decisions and the remaining carbon can also be offset by carbon offsets or in addition carbon sequestration.



# LEED Certification

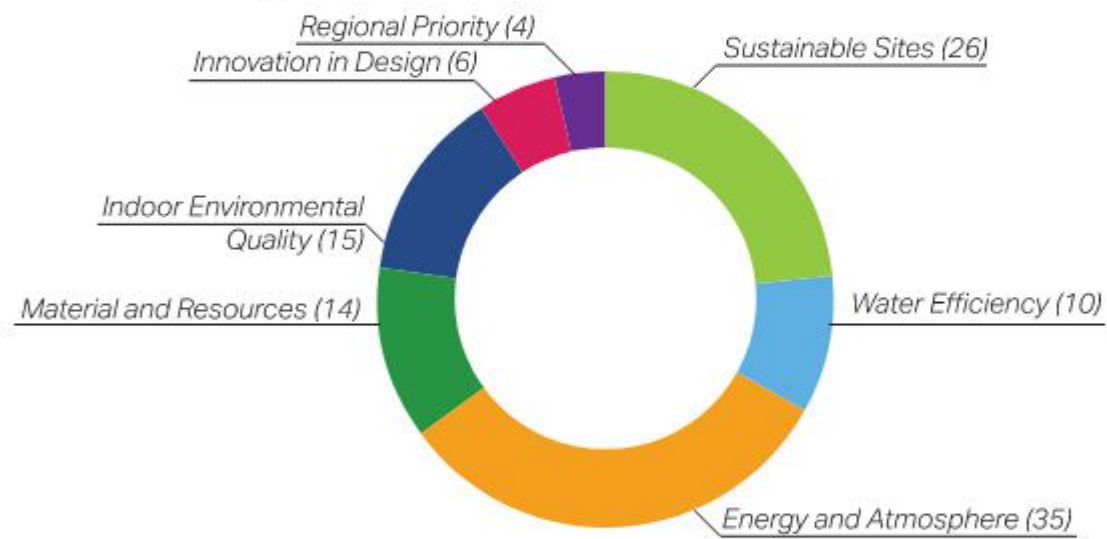
## Rating System Approach



The LEED (Leadership in Energy and Environmental Design) rating system is a globally recognized framework for sustainable building design, construction, and operations. Buildings pursuing LEED certification aim to reduce environmental impact, enhance occupant well-being, and improve energy efficiency.

LEED certification will demonstrate environmental stewardship, save on operating costs, promote occupant health, and stay competitive in a rapidly changing marketplace. It benefits not only the building owner and operator but also the wider community through sustainable, efficient, and resilient building practices.

## Credit Categories

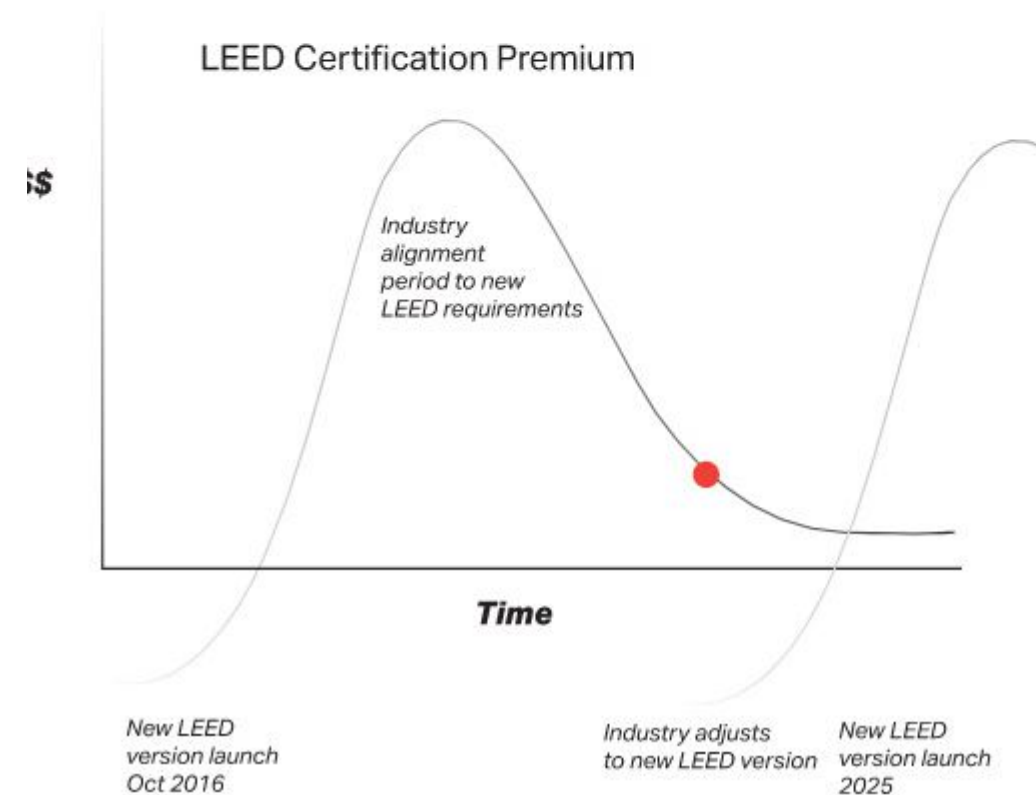


Total Points Possible 110

## Certification Levels



LEED New Construction v4/4.1 Projects	NO.	Cost Premium from Base Construction
LEED v4 Certified Buildings	314	
LEED v4 Platinum	64	5% - 10%
LEED v4 Gold	443	3% - 5%
LEED v4 Silver	534	0% - 3%
LEED v3 Certified	8	







### Overall LEED Approach

The project is proposed to pursue a LEED New Construction Gold Rating. This is based on the preliminary cost benefit consideration of credits and strategies and LEED pre-assessment scorecard.

**LEED v4/4.1 Gold Certification**  
**TARGET GOALS**



#### Site

- Sensitive land protection
- High-priority site
- Preserving the biodiversity that natural systems rely onto maximum extent possible
- Electric vehicle infrastructure



#### Water

- Conservation and creative use of water on site
- Reductions in potable water use
- Monitoring water use
- Use of native planting



#### Energy

- Energy use reduction
- Energy-efficient HVAC equipment
- Energy use monitoring
- Commission energy and HVAC Systems
- Renewable production



#### Material

- Use materials with low embodied energy
- Support a lifecycle approach
- Use innovation construction methodologies that reduce construction waste



#### IEQ

- Improve indoor air quality and thermal, visual, and acoustic comfort
- Use low emitting materials
- Lighting controls
- Daylighting



Convention Center	Y	M	N
Integrative Process	1	0	0
Location and Transportation	4	2	10
Sustainable Sites	4	5	1
Water Efficiency	6	5	0
Energy and Atmosphere	11	20	0
Material and Resources	5	7	1
Indoor Environmental Quality	11	0	1
Innovation in Design	3	3	0
Regional Priority	1	3	2
<b>Total</b>	<b>46</b>	<b>50</b>	<b>15</b>





## Primary LEED Scorecard

The preliminary LEED Scorecard has been created to understand where the current conceptual design sits, what potential opportunities are available and what target rating is appropriate for the project.

High maybe (HM) credits are credits that require design development to guarantee but are highly likely to be attained. Low maybe (LM) are credits that may still be achievable as the design progresses but are less likely or have a higher cost premium.

### KEY STRATEGIES

- High efficiency HVAC and building envelope (35% better than ASHRAE 2010)
- Low flow fixtures and no irrigation
- Metering, commissioning and refrigerant management
- Sustainable materials (EPDs, sourcing of raw materials, material ingredients) and waste diversion (75%, low VOCs + flush out)
- Enhanced indoor air quality strategies (entry way systems, filtration, Co2 monitoring, increased ventilation etc)
- Optimized Interior Lighting design for glare control, color rendering, surface reflectivity etc)
- Daylight Optimization
- Optimized solar PV array

TOTALS			
Y	?*	?	N
46	14	36	15
<b>Silver</b>			
<b>Gold</b>			



CERTIFIED  
40 - 49 POINTS



SILVER  
50 - 59 POINTS



GOLD  
60 - 79 POINTS



PLATINUM  
80+ POINTS

Target LEED Certification Level (Y)  
Potential LEED Certification Level (Y+?)

Y	HM	LM	N	d / C	Available
1	0	0	0	Credit d Integrative Process	1
<b>4 1 1 10 Location and Transportation 16</b>					
0	0	0	0	Credit d LEED for Neighborhood Development Location	16
1	0	0	0	Credit d Sensitive Land Protection	1
1	0	0	1	Credit d High Priority Site	2
1	0	1	3	Credit d Surrounding Density and Diverse Uses	5
0	0	0	5	Credit d Access to Quality Transit	5
0	0	0	1	Credit d Bicycle Facilities (v4.1)	1
0	1	0	0	Credit d Reduced Parking Footprint (v4.1)	1
1	0	0	0	Credit d Electric Vehicles (v4.1)	1

Y	HM	LM	N	d / C	Available
4	0	5	1	<b>Sustainable Sites 10</b>	<b>10</b>
Y				Prereq C Construction Activity Pollution Prevention	Required
1	0	0	0	Credit d Site Assessment	1
0	0	1	1	Credit d Protect or Restore Habitat (v4.1)	2
0	0	1	0	Credit d Open Space	1
0	0	3	0	Credit d Rainwater Management (v4.1)	3
2	0	0	0	Credit d Heat Island Reduction	2
1	0	0	0	Credit d Light Pollution Reduction	1

Y	HM	LM	N	d / C	Available
6	0	5	0	<b>Water Efficiency 11</b>	<b>11</b>
Y				Prereq d Outdoor Water Use Reduction	Required
Y				Prereq d Indoor Water Use Reduction	Required
Y				Prereq d Building-Level Water Metering	Required
2	0	0	0	Credit d Outdoor Water Use Reduction	2
3	0	3	0	Credit d Indoor Water Use Reduction	6
0	0	2	0	Credit d Optimize Process Water Use (v4.1)	2
1	0	0	0	Credit d Water Metering	1

Y	HM	LM	N	d / C	Available
11	8	13	0	<b>Energy and Atmosphere 33</b>	<b>33</b>
Y				Prereq C Fundamental Commissioning and Verification	Required
Y				Prereq d Minimum Energy Performance	Required
Y				Prereq d Building-Level Energy Metering	Required
Y				Prereq d Fundamental Refrigerant Management	Required
3	1	2	0	Credit C Enhanced Commissioning	6
7	6	4	0	Credit d Optimize Energy Performance	18
0	1	0	0	Credit d Advanced Energy Metering	1
0	0	2	0	Credit C Grid Harmonization (v4.1)	2
1	0	0	0	Credit d Enhanced Refrigerant Management	1
0	0	5	0	Credit d/C Renewable Energy (v4.1)	5

Project Name:  
LEED Project ID:  
Prepared by:  
Date Issued:  
Revision / Issue:

KEY: Y = targeted/achievable; ? = potentially achievable/TBC; N = not targeted/achievable  
D = design phase credit; C = construction phase credit

Y	HM	LM	N	d / C	Available
5	3	4	1	<b>Materials and Resources 13</b>	<b>13</b>
Y				Prereq d Storage and Collection of Recyclables	Required
Y				Prereq C Construction and Demolition Waste Management Planning	Required
0	0	4	1	Credit C Building Life-Cycle Impact Reduction (v4.1)	5
1	1	0	0	Credit C Environmental Product Declarations (v4.1)	2
1	1	0	0	Credit C Sourcing of Raw Materials (v4.1)	2
1	1	0	0	Credit C Material Ingredients (v4.1)	2
2	0	0	0	Credit C Construction and Demolition Waste Management	2

Y	HM	LM	N	d / C	Available
11	0	4	1	<b>Indoor Environmental Quality 16</b>	<b>16</b>
Y				Prereq d Minimum Indoor Air Quality Performance	Required
Y				Prereq d Environmental Tobacco Smoke Control (v4.1)	Required
2	0	0	0	Credit d Enhanced Indoor Air Quality Strategies (v4.1)	2
3	0	0	0	Credit C Low-Emitting Materials (v4.1)	3
1	0	0	0	Credit C Construction Indoor Air Quality Management Plan	1
1	0	1	0	Credit C Indoor Air Quality Assessment (v4.1)	2
1	0	0	0	Credit d Thermal Comfort	1
2	0	0	0	Credit d Interior Lighting (v4.1)	2
1	0	2	0	Credit d Daylight (v4.1)	3
0	0	0	1	Credit d Quality Views (v4.1)	1
0	0	1	0	Credit d Acoustic Performance (v4.1)	1

Y	HM	LM	N	d / C	Available
3	1	2	0	<b>Innovation 6</b>	<b>6</b>
1	0	0	0	Credit d/C Innovation	1
1	0	0	0	Credit d/C Innovation	1
0	1	0	0	Credit d/C Innovation	1
0	0	1	0	Credit d/C Innovation	1
0	0	1	0	Credit d/C Innovation	1
1	0	0	0	Credit d/C LEED Accredited Professional (AP)	1

Y	HM	LM	N	d / C	Available
1	1	2	2	<b>Regional Priority (4 points maximum) 4</b>	<b>4</b>
0	0	0	1	Credit d Regional Priority: High Priority Site (2 point threshold)	1
0	0	0	1	Credit d Regional Priority: Bicycle Facilities (1 point threshold)	1
0	0	1	0	Credit d Regional Priority: Rainwater Management (2 point threshold)	1
0	1	0	0	Credit d Regional Priority: Optimize Energy Performance (9 point threshold)	1
0	0	1	0	Credit C Regional Priority: Building Life-Cycle Impact Reduction (1 point threshold)	1
1	0	0	0	Credit d Regional Priority: Enhanced Indoor Air Quality Strategies (1 point threshold)	1

Y	HM	LM	N	TOTALS	Possible Points:
46	14	36	15	<b>TOTALS</b>	<b>110</b>

Certified: 40 to 49 points, Silver: 50 to 59 points, Gold: 60 to 79 points, Platinum: 80 to 110





05

# PROJECT APPROACH





# Development Approach

The City of Gary has formed a development team that brings together years of expertise across several key disciplines, including law, economic development, architecture, engineering, construction management, communications, and finance. This multidisciplinary approach is essential for managing the complexities of the public-private partnership (P3) model that the city is implementing. These experienced team members will collaborate under the statutory framework outlined in Ind. Code 36-7.5-7-7 and Ind. Code 5-23 to ensure the success of the proposed project: the Lake County Convention Center.

In keeping with the legal requirements, the City of Gary issued a Request for Proposal (RFP) to seek a private partner capable of operating and maintaining the new convention center. The RFP was designed to attract a qualified partner that could not only manage the facility but also bring long-term value to the city and its residents. On September 9, 2024, Hard Rock submitted its Proposal and Qualifications for the public-private partnership, aiming to develop, construct, and operate the Lake County Convention Center. This proposal was reviewed by the Board of Public Works, which considered Hard Rock to be the most qualified applicant. Subsequently, the board awarded the partnership to Hard Rock on September 20, 2024, signaling a strong commitment from both the public and private sectors to the project.

The partnership between the City of Gary and Hard Rock offers several key advantages that are inherent to the P3 model. Under Ind. Code 5-23-2-8, governments can contract with private entities for the operation, maintenance, and management of public facilities. This structure is particularly beneficial because it combines the strengths of both sectors: the public sector's commitment to serving the community and the private sector's expertise in project management, operational efficiency, and financial risk-sharing.

P3s, such as this one, have proven to be highly effective in delivering large-scale projects. They offer cost savings, as the private partner typically brings innovative solutions and efficient construction methods, and they provide access to capital, reducing the financial burden on local governments. Additionally, P3s focus on long-term sustainability by ensuring that the private partner is responsible for the asset's lifecycle—from initial design and construction to ongoing operation and maintenance. This long-term focus helps ensure that the project is durable and well-maintained throughout its lifespan.

By selecting Hard Rock, the City of Gary secures a partner with extensive experience in entertainment, hospitality, and venue management, ensuring that the convention center will be operated at a high standard. The collaboration between Gary's experienced internal team and Hard Rock's private sector expertise will lead to the successful development and operation of a landmark project for the citizens of Lake County. The partnership embodies the city's dedication to improving public infrastructure and providing high-quality services to the community, all while optimizing efficiency and resource allocation. Additionally, the City of Gary has strategically partnered with AECOM and AECOM Hunt, whose extensive and world-renowned expertise in development and construction is unparalleled in this specialized industry. The project will be fast tracked by the City of Gary with expedited zoning, site plan review and permitting during the design development / architectural engineering phase.

Through this P3, the City of Gary is positioning itself for sustainable, long-term growth, setting a precedent for future public-private collaborations. The Lake County Convention Center will not only serve as a key asset for the region but will also be an example of how strategic partnerships can drive economic development and enhance public services.

The collaboration between Gary's experienced internal team and Hard Rock's private sector expertise will lead to the successful development and operation of a landmark project for the citizens of Lake County.

Photo  
Miller Beach Neighborhood  
Gary, IN

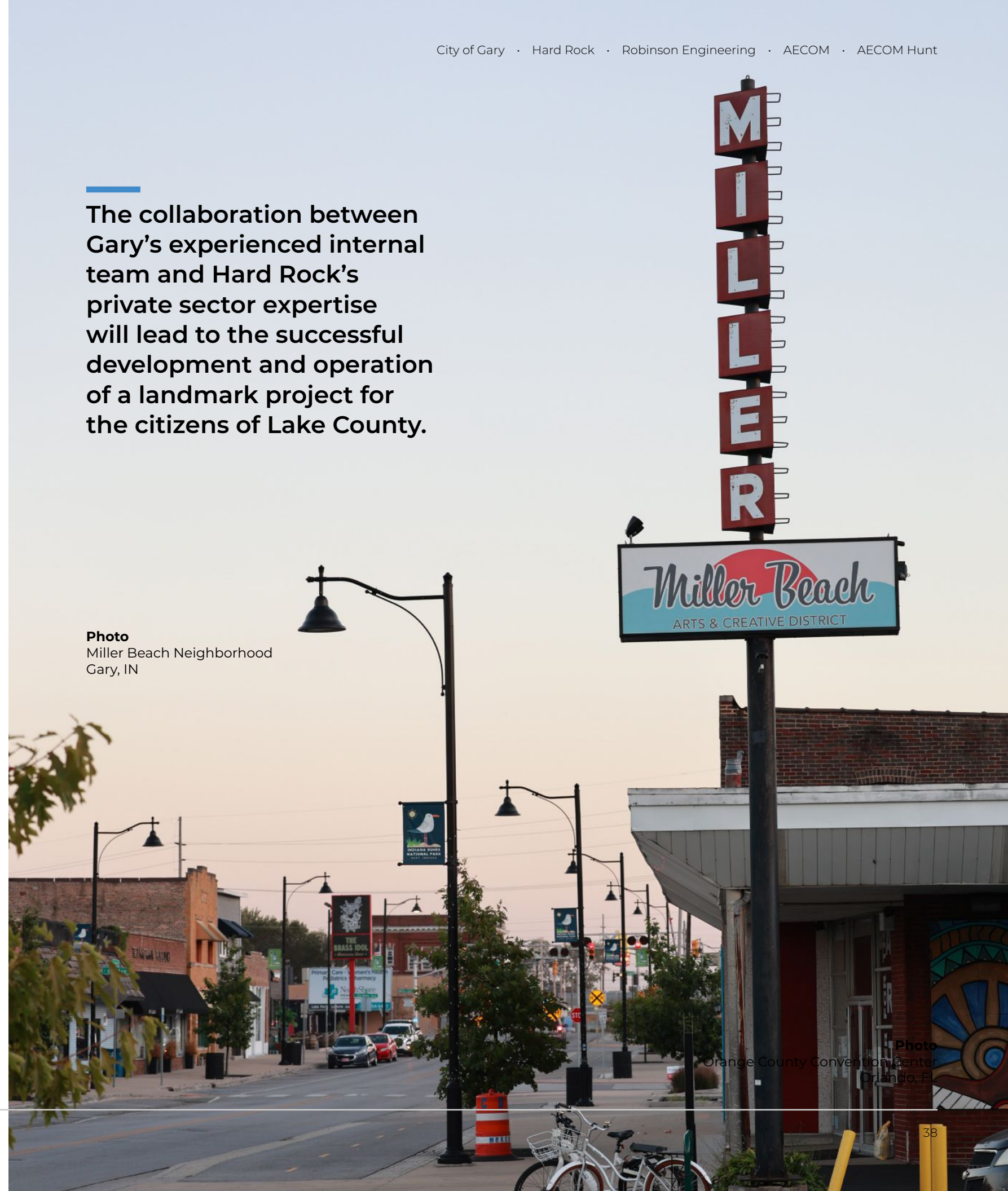


Photo  
Orange County Convention Center  
Orlando, FL





# Construction Approach

## DESIGN-BUILD

AECOM approaches design and construction holistically, as a connected practice that brings together the efforts of form, function and project delivery. Design excellence is not possible without flawless execution, and our integrated team is key to that outcome.

This proposal is made by a single, fully unified team of AECOM designers and AECOM builders. AECOM's existence and business strategy is entirely built around the conception of fully integrated project delivery. Our structure enables us to offer a unique approach to the development and integration of each element of the project, from conception to delivery.

## Cost and Schedule Certainty

With our "in-house" combination of construction, architectural, and engineering services, AECOM offers the most comprehensive range of construction and design services available. We provide a "One Stop Shop" capability. We will serve as the Prime Construction Contractor, responsible for providing the Project Manager, On-Site Superintendent(s), Project Scheduler, Quality Control Manager, and Safety, Health & Environment (SH&E) Manager. We will also serve as the Lead Design Firm utilizing AECOM's in house design center of excellence, providing the Design Project Manager and key design personnel.

Our team is built to exceed expectations. Our proven, integrated design-build project delivery process achieves streamlined and cost-effective results, and we are ready to support each of the project objectives set forth for this project.

Our combined expertise on both the design and construction side combined with our ability to fast track construction, will result in the most cost-effective outcome and the quickest timeline resulting in an opportunity for the county to start seeing revenue quicker.

## A Unique, Streamlined Approach

Through our design-build delivery system, we have eliminated the unnecessary back-and-forth that happens between separated designers, engineers, and constructors. Instead, through a streamlined process that overlaps the design and construction phases of a project, we can often reduce the project delivery time – not to mention the frustration that often accompanies the design-bid-build process – while ensuring alignment between the initial designs and actual implementation right from project launch.

**We offer an integrated design-build team with experience working on similar facilities. With in-house A/E services, our team can co-locate construction and design personnel to streamline the design-build process and better capture the many benefits of integrated design-build delivery. This results in higher quality design, at the best value with the most streamlined schedule.**



**Photo**  
Orange County Convention Center  
Orlando, FL





# Operations Approach

Hard Rock intends to leverage its considerable talent pool and resources to effectively manage and operate the Lake County Convention Center. Hard Rock has the global and local convention, sales, food and beverage and facilities experience which allows it to offer an experienced, high-quality team combined with a cost-effective delivery of services.

Hard Rock is a global hospitality company with an impeccable reputation for excellence in all fields including the convention space. Hard Rock's large convention facilities in Atlantic City, Hollywood, Florida, and Las Vegas exemplify Hard Rock's high standards and unparalleled customer service as hosts to some of the nation's most prestigious conferences.

The Global Sales Team is led by our SVP of Global Sales, Danielle Babilino who brings decades of experience in the sales and convention arena. Amongst her many accomplishments, Danielle was instrumental in the developing and bringing to fruition the million square foot convention space at Mandalay Bay in Las Vegas, Nevada. Locally, Colleen Brzozowski the Midwest Sales Lead and Georgia Manous-Gessler, Hard Rock Northern Indiana's Sales and Catering Manager will use their considerable knowledge of the Indiana and Chicagoland markets

to strategically target potential convention center business. Hard Rock will hit the ground running to drive business and ensure the success of the Lake County Convention Center. Hard Rock's dedicated professionals have already developed a list of potential businesses and events suitable for this exciting new facility.

The Food & Beverage team at the corporate and property level bring a wealth of experience in operating food outlets, managing budgets and labor costs, hosting large scale events and all front and back of house operations. The VP of Food & Beverage and our Executive Chef have been intimately involved in all levels of planning for the proposed Lake County Convention Center from reviewing operating budgets and staffing levels to reviewing and commenting on design plans. Our award-winning local team will bring this level of expertise and dedication to the operation of the convention center.

The Hard Rock Facilities team and the security team bring both professionalism and experience to the operations team. Hard Rock already has a dedicated staff on site that can bring their skills to the Lake County Convention Center. These resources insure the smooth, efficient operations of the convention center on a day-to-day basis.

Hard Rock can provide the best, most cost-effective operating plan for the Lake County Convention Center. Hard Rock will leverage its talent at all levels of the company to ensure the highest standards are met.

**Hard Rock can provide the best, most cost-effective operating plan for the Lake County Convention Center. Hard Rock will leverage its talent at all levels of the company to ensure the highest standards are met.**

**Photo**  
Seminole Hard Rock Hotel & Casino Hollywood  
Hollywood, FL







06

# PROJECT SCHEDULE





MILESTONES



ACTIVITY	PARTY RESPONSIBLE	ACTIVITY ID	DAY/S	START	END	2025												2026												2027											
						JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>MILESTONES</b>			<b>711</b>	<b>01/02</b>	<b>10/18</b>	▲																								▲ ●											
<b>PRE-DESIGN</b>	<b>CG HR AE</b>		<b>41</b>	<b>01/13</b>	<b>03/10</b>	█																																			
Board Approval		PM1070	01	01/13																																					
Financing/Contracting		PM1080	20	01/14	05/10	█																																			
Program/Concept Validation		A1030	20	02/11	03/10	█																																			
<b>DESIGN</b>	<b>RE AE</b>		<b>120</b>	<b>02/11</b>	<b>07/30</b>	█																																			
<b>Package 1 (Civil/Foundations/Structure)</b> Civil, Foundations, Core, Shell, Early MEP		PM1040	80	02/11	06/03	█																																			
<b>Package 2 (Interior Fit Out)</b> Interior and Finishes		PM1050	80	04/08	07/30	█																																			
<b>PERMITS &amp; APPROVALS</b>	<b>RE</b>		<b>238</b>	<b>01/02</b>	<b>12/08</b>	█																																			
Garage Permit		PM1030	45	01/02	03/05	█																																			
Foundation Permit		PM1010	45	07/31	10/02	█																																			
Building Permit		PM1020	45	10/03	12/08	█																																			
<b>PROCUREMENT</b>	<b>AH</b>		<b>380</b>	<b>06/04</b>	<b>12/02</b>	█																																			
Buy Out Package #1 (Civil, Foundations, Core, Shell, Early MEP)		A1000	50	06/04	08/13	█																																			
Buy Out Package #2 (Interior and Finishes)		A1010	40	07/31	09/25	█																																			
<b>Foundations</b>			<b>50</b>	<b>08/14</b>	<b>10/23</b>	█																																			
Prepare & Submit Shop Drawings		PR2020	20	08/14	09/11	█																																			
Review & Approve Shop Drawings		PR2030	10	09/12	09/25	█																																			
Fabricate & Deliver		PR2090	20	09/26	10/23	█																																			

Party Responsible for Meeting the Schedule



















# 07

# PROJECT TEAM





# Our Executive Leadership team is comprised of representatives from each work stream: Development, Construction and Operations.

**Mayor Melton** has a vision of economic development and growth for the City of Gary. He will lead the Development efforts for this project. **Jeannette Peruchini** will provide Executive Leadership for the Construction work stream bringing her 20+ years of industry experience in design and construction to this project. As President of Hard Rock Casino Northern Indiana, **Matthew Schuffert** will lead the Operations team. This team will be supported by an Advisory Team of experts in finance, law and municipal engineering. They will advise on matters related to grants, project and public finance, public-private partnerships, bond finance, tax increment financing, real estate development incentives, and private equity structures.

Each work stream is comprised of key team leaders with extensive experience and technical knowledge related to their specific craft:


**Development**  
**Christopher Harris**, Executive Director of Redevelopment, oversees all aspects of redevelopment within the City of Gary and will work closely with the rest of Mayor Melton's Administration to ensure this development is a success.

**Construction**  
**Joe Eckhart**, Project Executive, will lead the Design-Build team to provide professional services for this project. This includes the designers, architects, engineers, construction management professionals, and specialty consultants required to successfully deliver this project.

**Operations**  
**Joe Branchik**, Senior VP of Marketing, will lead the Hard Rock Operations team. This local team has a proven record of managing large events and the skills required to operate the Lake County Convention Center.


This integrated team includes 17 professional services firms; 11 firms are Indiana businesses and nine are certified MBE/WBE firms minority- or women-owned business enterprises.

**Our team includes 65% Indiana Businesses and is committed to exceeding the 15% MBE and 5% WBE participation goals.**


 **site design group, ltd. (site design)** will provide landscape architecture services. They are a nationally award-winning landscape architecture, urban design, and architecture in Chicago with a staff of 58 diverse and innovative professionals. Enlivened by their surroundings and driven to produce creative spaces that inspire, restore, and bring communities together, they are often engaged to collaborate and coordinate efforts with architects, engineers, and other design professionals. Recent projects include the Judicial Center Plaza Feasibility Study in Columbus, Ohio, and the Riverwalk Design Guidelines for the Milwaukee Harbor District. site design is a certified MBE firm.


 **Cini-Little International, Inc. (Cini-Little)** will provide the foodservice programming and design for this project. They are a global design and planning firm specializing in the areas of foodservice, laundry, and waste management. They create places that help nourish bodies and create everlasting memories in the minds of those who have experienced the hospitality from within them. Cini-Little strives to create the right balance between form and function and the pull of future demands. They have provided full food service design for many projects including Signia Hotel @ Indianapolis Convent Center, Indianapolis, Indiana, Sweetwater Event Center, Fort Wayne, Indiana, Noblesville Event Center, Noblesville, Indiana and Hard Rock Hotel, Hollywood, Florida, Cini-Little is a Certified Small Business/SBE and WBE firm.

 **Gwen Grossman Lighting Design (GGLD)** will provide lighting design services. Established in 2010, GGLD is a nationwide, award-winning design firm based in Chicago. Their beginnings in the theater taught them how to turn spaces into stages and use the power of light to make environments come alive. From the architecture and finishes to how the design relates to the space and people putting it into use, GGLD's approach is holistic, thoughtful and considered. Notable projects include Willis Tower Skydeck Exhibit, Chicago, Illinois, United Airline Lounges in multiple locations, and Hyatt Hotel in Indianapolis, Indiana. GGLD is a certified WBE firm.

 **RLR Associates, Inc. (RLR)** will provide signage and wayfinding for the project. RLR is one of the few design firms in the Midwest whose primary focus is environmental and experiential graphics. They specialize in signage and wayfinding solutions that fuse brand and culture into green and brick-and-mortar spaces.

RLR are a human-centered consulting firm and take pride in developing unique approaches that meet the needs and desires of each client. Relevant experience includes Grand Wayne Convention Center, Fort Wayne, Indiana, and Indianapolis Motor Speedway, Indianapolis, Indiana. RLR is a certified MBE firm.

 **JPS Consulting Engineers (JPS)** will provide structural engineering services. With over 250 years of combined experience in civil, structural and landscape architectural design, they help deliver projects that have efficient site and structural designs, anticipates the end user's needs, maintains the overall project schedule and supports world-class facilities. Several of their recent projects include Derby City Gaming, Louisville, Kentucky, IU Health Downtown Hospital in Indianapolis, Indiana, and a Confidential Conference Center, Indianapolis, Indiana. JPS is a certified MBE firm.

 **Advanced Engineering Services, Inc. (AES)** will provide geotechnical engineering services for this project. Their experience of the local geology has prepared them to develop the most innovative solutions to different types of geotechnical engineering challenges. AES always strives to provide superior field and laboratory services by offering cost-effective solutions to successfully complete all projects. AES has completed several projects for roadways, new buildings, industrial and commercial properties with the City of Gary, Gary Airport Authority and Lake County. AES is a certified MBE and DBE firm.

 **Robinson Engineering (Robinson)** will provide the design civil engineering, survey and permitting for the site development to meet the necessary requirements of the City of Gary and all regulatory agencies. Robinson has over 87 years of experience in all aspects of site development and project management. Robinson understands the unique, regulatory agency landscape, community development issues, and infrastructure challenges and will develop creative and cost-effective solutions and provide a level of service beyond engineering.

 **Design 27 Technology + Acoustics (Design 27)** will provide technology design and acoustical engineering services for this project. They have completed planning and design of communications systems and technology needs that address truly diverse requirements and of corporate clients, research and clinical facilities, educational institutions and critical information agencies. They focus their acoustical design efforts on creating optimal sound characteristics to support the space requirements. Recent relevant experience includes Terre Haute Convention Center, Terre Haute, Indiana and Indianapolis Convention Center Expansion, Indianapolis, Indiana. Design 27 is a WBE certified Firm.

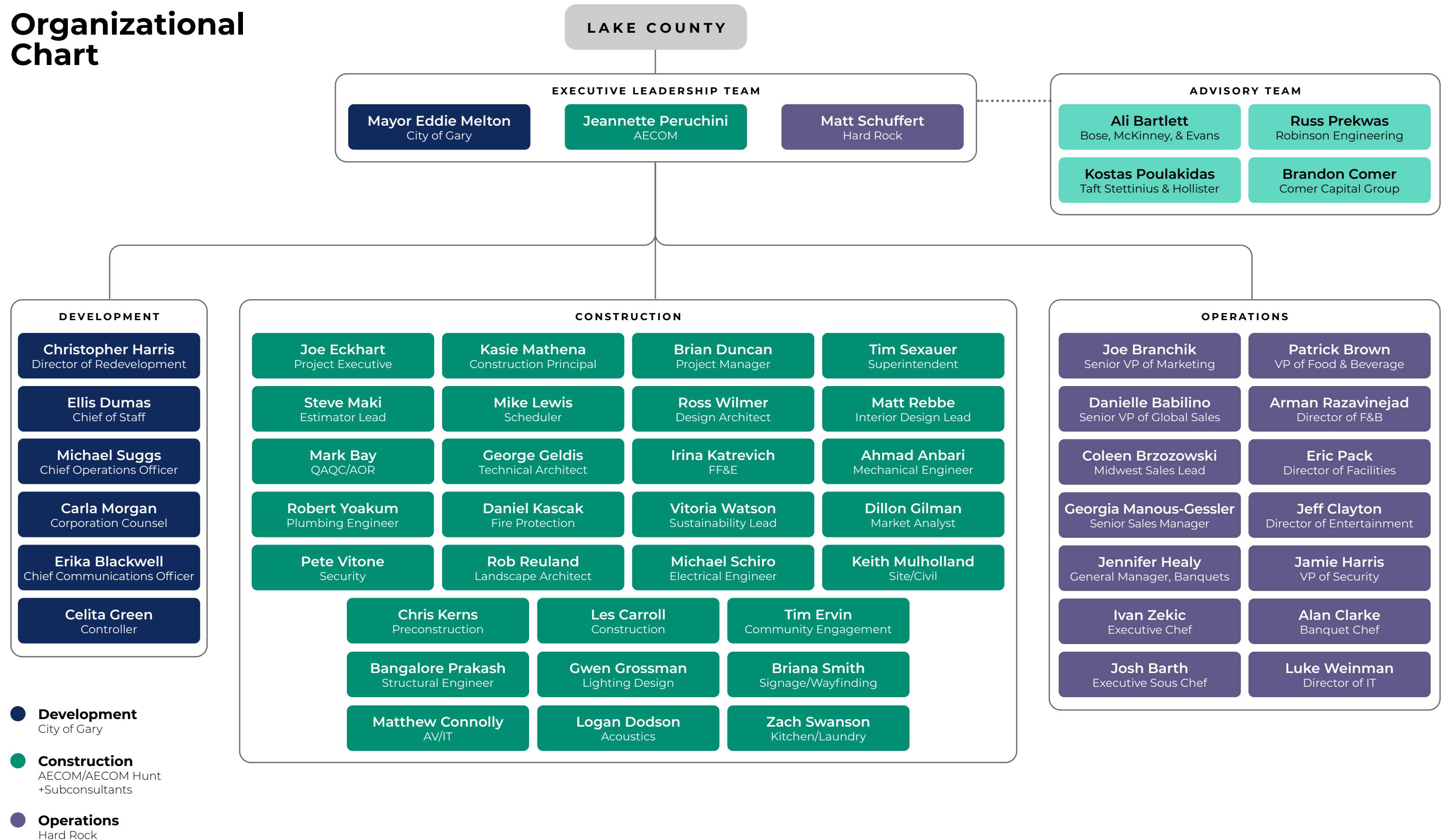
 **Milhouse Engineering and Construction, Inc. (Milhouse)** will provide electrical engineering services for this project. Milhouse is a multi-disciplinary, full-service engineering firm offering expertise in civil, mechanical, electrical, structural, and environmental engineering, as well as construction and program management. We are a dedicated, interdisciplinary team of talented professionals with individuals licensed in multiple states. Relevant project experience includes Bally's Chicago Casino and Hotel, Bally's Medinah Casino, and Burnham Station all in Chicago, Illinois. Milhouse is a certified MBE firm.

 **Powers & Sons Construction Company (Powers & Sons)** will support AECOM Hunt with the construction of the project. Known throughout the Midwest and across the U.S., Powers & Sons is an award-winning firm specializing in general contracting, construction management, design-build, and owner's representative projects that exceed client expectations. With three offices in Indiana and Illinois, they have completed over \$1 billion in business since 1967. Their relevant experience includes Indiana Hotel and Convention Center Ballroom, Signia Hotel, Indianapolis, Indiana, Hard Rock Casino Northern Indiana, Gary, Indiana, and U.S. Steel Yard Stadium, Gary, Indiana. Power & Sons is a certified MBE firm.





# Organizational Chart







City of Gary

# Eddie Melton

Mayor

Eddie D. Melton, born and raised in Gary, Indiana, has a distinguished career marked by significant contributions to his community and the state. Early in his career, he held numerous leadership positions at the Legacy Foundation and NIPSCO. He served as chairman of the Indiana Commission on the Social Status of Black Males and the Indiana State Board of Education, representing the First Congressional District of Indiana. In 2015, Mayor Melton worked alongside President Barack Obama's Administration in implementing "My Brother's Keeper," addressing persistent opportunity gaps facing boys and young men of color.

In 2016, Melton was elected as Indiana State Senator, serving District 3 (Gary, Hobart, Lake Station, New Chicago, Merrillville and Crown Point). He won re-election in 2020. While serving as Indiana State Senator, he championed education, public health, and economic development, and authored key legislation to revitalize Gary. In 2023, Melton was elected Mayor of Gary and he assumed office in 2024.



**Gary's strategic location, with its international airport, proximity to Indiana Dunes National Park, and access to one of the United States busiest highway corridors, makes it ideal for the Lake County Convention Center. By joining forces with Hard Rock, the highest performing gaming venue in the State of Indiana, this top-tier convention space is poised to be a tremendous success. This world-class hospitality venue will be a crowning jewel, not only for the City of Gary, but for Lake County and The Region.**

### EDUCATION

BS Calumet College of St. Joseph  
Bachelors in Business Management, Kentucky State University

### PROFESSIONAL AFFILIATIONS

The Bloomberg Harvard City Leadership Initiative  
Kappa Alpha Psi  
NIRPC (Northwest Indiana Regional Planning Commission)  
NICTD (Northern Indiana Commuter Transportation District)

### THE MAYOR'S TOP PRIORITIES

#### Public Safety

Mayor Melton's vision is to create a safer and more vibrant community by addressing the root causes of crime. Within the first 10 months of the administration, the Gary Police Department has increased proactive patrols, resulting in a significant decrease in homicides and overdose deaths compared to the previous year.

#### Fiscal Responsibility

The Melton Administration is committed to operating with a balanced budget and taking a proactive approach to long-term fiscal health. Since January, the city has reevaluated services, eliminated unnecessary expenses, and centralized financial operations. With support from the Legacy and Knight Foundations, the city has hired grant writers to pursue state and federal grants.

#### Infrastructure

Mayor Melton is working to reverse the decay of Gary's infrastructure and ensure safer, well-maintained streets. The city has launched the "Relight the City" program to restore and upgrade streetlights by the end of 2025, funded by \$3.3 million dollars in ARPA funds. Additionally, Gary received a \$1.4 million Community Crossings grant to improve local roads and bridges.

#### Stabilizing Neighborhoods

Economic development and neighborhood stabilization are crucial for Gary's growth. In the first months of the administration, with the help of local construction companies, the Melton Administration made a visible impact by demolishing over 30 blighted structures in Aetna. Mayor Eddie Melton and Matt Schuffert, President of Hard Rock Northern Indiana, announced a substantial \$3M donation from Hard Rock to support blight removal in downtown Gary's Transit Development District.



#### Streamlining Construction and Renovation

In a joint effort to stimulate economic growth, The Lake County Recorder's Office, with the Melton administration, opened its first satellite office at Gary's City Hall to streamline the paperwork process for contractors. An ordinance recently sponsored by Mayor Melton now enables licensed contractors across NWI to gain reciprocity and work in Gary, making it easier for residents, developers and investors to manage new build construction and renovation.

#### Planning for the Future of Downtown Gary

Revitalization of downtown Gary is crucial for the future of the city. Mayor Melton, along with his team, has partnered with the Notre Dame School of Architecture to create a new master plan for Gary's downtown. Together, the city hosted a series of community workshops, in which ideas were presented and refined based on community input. This collaborative effort culminated in a new master plan that seamlessly integrates the city's rich history with a forward-looking vision that is supportive of its most passionate citizens.

#### KEY LEGISLATIVE ACHIEVEMENT

##### Indiana Senate Bill 434

This groundbreaking bill, authored by Indiana State Senator Eddie Melton and signed into law by Governor Holcomb in May 2023, established the Lake County Convention and Economic Development Fund. This fund is designated for the creation of a convention center in Lake County, the Blighted Property Demolition Fund, and the revitalization of the Gary Metro Station to complement the South Shore Double Tracking project. The bill aims to boost economic development, improve infrastructure, and enhance the quality of life for residents in Gary and Lake County.





AECOM

# Jeannette Peruchini

MBA, LEED® AP

## Design Manager

Jeannette is a dedicated Managing Principal, committed to driving client satisfaction, project success, and team excellence. With more than 20 years of experience in the architecture and design industry, she has played a key role in securing and delivering complex projects around the world. Throughout her career, she has worked to build relationships and collaborate with design teams to uphold design excellence and deliver value for her clients. By concentrating on key initiatives, Jeannette ensures that AECOM's best resources are applied to foster diverse involvement.



**The Lake County Convention Center is a pivotal project, poised to revitalize the City of Gary and positively impact the entire region. As a symbol of progress, it offers a unique opportunity to enhance our community's social, cultural, and economic landscape.**

### EDUCATION

MBA, University of Notre Dame  
BLA, University of Illinois Urbana-Champaign

### REGISTRATIONS/CERTIFICATIONS

Registered Landscape Architect: IL  
LEED® Accredited Professional

### PROFESSIONAL AFFILIATIONS

CoreNet Global Chicago  
International Interior Design Association  
U.S. Green Building Council

### SPEAKING ENGAGEMENTS

Chicago Build Expo, Trends and Drives of Change in Global Real Estate, October 2023

Professional Women in Construction, Spring Panel – Impactful Design in the New Economy, April 2023

Chicago Build Expo, Industry Trends All Facility Managers Need to Know, October 2022

Metropolis Think Tank; Reconsidering the Commute: New Challenges for the Workplace, Virtual Panel, Sept 2020

Facilities Executive, Workplace Design Chicago, IL 2017

### YEARS OF EXPERIENCE

4 years with AECOM  
25 years of experience



American College of Surgeons, Chicago, IL

### RELEVANT EXPERIENCE

#### 800 West Fulton Market Chicago, IL\*

Project Director

Full architecture, interior design and engineering for a 19-story, 472,000-square foot mixed-use office building that marks the gateway to one of Chicago's most dynamic neighborhoods. Designed for LEED® Platinum and WELL Gold certification, the offset core design provides large column-free lease spans with state-of-the-art amenities and social space.

#### Roche Diagnostics Conference & Amenities Building Tucson, AZ

Project Director

Conceptual architectural design and programming services for the project initiation phase of a new central amenity building at the heart of Roche's existing Tucson campus. The building program will include a conference center, a new staff cafeteria for the entire site including a new kitchen, servery and seating area, fitness center, new arrival and security center and a central outdoor space for the entire campus.

#### American Academy of Pediatrics Headquarters & Conference Facility Itasca, IL\*

Project Manager

Full architecture and interior design services for new 5-story, 180,000-square foot build-to-suit corporate offices. Space includes 81 meeting rooms wired with state-of-the-art technology to connect pediatricians around the world as well as a member lounge, fitness center, cafeteria and catering facilities designed to host global meetings for members.



Intuit Dome, Inglewood, CA

#### Intuit Dome, Los Angeles Clippers Inglewood, CA

Project Director

Design services for over 1 million square feet of interior spaces. The interior spaces are divided into three distinct experiences: the fans, the team and the VIP's. The fans encompass spaces such as the lobby, concourses, markets and bars.

#### American College of Surgeons Chicago, IL\*

Project Manager

Development of a new workplace strategy for the American College of Surgeons headquarters resulting in a seven-floor, 140,000-square foot restack and renovation project including a complete re-imagining and design of their full floor conference facility to create flexible meeting spaces.

#### Google Headquarters Chicago, IL\*

Project Manager.

Full architecture, interior and sustainable design services including strategic planning, branding and graphics for 250,000-square foot office and conference facility. Project was designed to achieve LEED® Platinum, WELL Gold and Living Building Challenge Petal Certification.

*\*Experience prior to joining AECOM*





Hard Rock

# Matt Schuffert

## President

As a lifelong Northwest Indiana resident, Matt is a fierce advocate for economic development in Lake County. Matt has nearly 20 years of experience in the gaming and hospitality field that includes drawing significant investment to the properties he has managed. Matt brings to the table his professional expertise in the areas of accounting and finance. Matt firmly believes in giving back to the community and he currently serves as a Board Member of the South Shore Convention & Visitors Authority and Edgewater Health. Matt leads by example, and he encourages the entire Hard Rock team to give back through volunteering and donating to community organizations. Hard Rock, under Matt's leadership, has given millions of dollars back to Lake County organizations. He is a member of Indiana University's Board of Advisors and serves as the Vice Chairman of the Casino Association of Indiana.



**The Lake County Convention Center will be a huge economic driver for all of Lake County, building upon its reputation as the best county to live and work in all of Indiana. We are excited for this opportunity to partner with the City of Gary to offer a best-in-class proposal, focusing on Hard Rock's world class hospitality experience mixed with our site's ideal location and access to key roadways. This is a generational opportunity for Lake County to further develop itself financially, culturally, and socially, and Hard Rock is excited to be part of that.**

### EDUCATION

Graduate of Indiana University Northwest, B.S. Actuarial Science  
20 years of Chicagoland gaming/hospitality experience

### PROFESSIONAL AFFILIATIONS

Board of Director - South Shore Convention & Visitors Authority  
Board of Director - Edgewater Health  
Board of Advisors - Indiana University Northwest  
Vice Chairman - Casino Association of Indiana

### YEARS OF EXPERIENCE

4 years with Hard Rock  
27 years of experience

### RELEVANT EXPERIENCE

#### Hard Rock International

As President of Hard Rock Casino Northern Indiana, Matt is responsible for all operations and management of Hard Rock Casino Northern Indiana. Hard Rock's 200,000-square foot entertainment complex features over 1700 slots and 80 table games, five restaurants, a 1900 seat entertainment venue, and is the largest gaming, dining and entertainment destination in Northern Indiana.

#### Ameristar Casinos

Matt spent eight years as the Vice President and General Manager of Ameristar Casino & Hotel East Chicago.







Bose, McKinney, &amp; Evans

## Ali Bartlett

### Advisor

Ali's career began as a Legislative Assistant at the Indiana House of Representatives after gaining experience in Campaigns and Fundraising. Her Law Practice now centers on: Regulatory & Administrative Law, particularly in the Gaming space, Lobbying/Government Affairs, Election Law & Compliance, including Election Commission Challenges PAC Compliance, and Political Law.

Ali serves as legal counsel to Hard Rock Northern Indiana. They share decades of combined legal experience advising a wide variety of clients across the State of Indiana and the nation. Each of them also brings to the table a background in government and public service themselves, which provides a unique perspective to the legal guidance they provide their clients.

#### EDUCATION

BS Psychology, Purdue University  
JD, Indiana University McKinney School of Law

#### COURT ADMISSIONS

Supreme Court of the State of Indiana  
United States District Court – Northern District of Indiana  
United States District Court – Southern District of Indiana

#### YEARS OF EXPERIENCE

5 years with Bose, McKinney, & Evans, LLP  
11 years of experience



Taft Stettinius &amp; Hollister

## Kostas Poulakidas

### Advisor

Kostas is a co-chair of the Public Finance and Economic Development practice at Taft Stettinius & Hollister LLP. He advises on matters related to project and public finance, public-private partnerships, bond finance, tax increment financing, real estate development incentives, and private equity structures. He is a nationally recognized Opportunity Zone attorney and has served in multiple government roles. Kostas has extensive experience as bond counsel, bank counsel, developer's counsel, and underwriter's counsel roles. Together with Ali, Kostas serves as legal counsel to Hard Rock Northern Indiana. They share decades of combined legal experience advising a wide variety of clients across the State of Indiana and the nation. Each of them also brings to the table a background in government and public service themselves, which provides a unique perspective to the legal guidance they provide their clients.

#### EDUCATION

JD, Indiana University Maurer School of Law  
MBA, Northwestern University Kellogg School of Management  
MA, The American University School of International Services  
BS, Ball State University

#### PROFESSIONAL AFFILIATIONS

National Association of Bond Lawyers  
National Hellenic Society

#### YEARS OF EXPERIENCE

8 years with Taft Stettinius & Hollister, LLP  
25 years of experience



Robinson Engineering

## Russ Prekwas

### Advisor

Russ is Robinson Engineering's Chairman of the Board. A long-established, well diversified professional over 40 years of municipal engineering experience with Robinson, Russ has worked with over 50 municipalities in Illinois and Indiana; he understands the needs, issues and political demands in the region. He has served in various roles from hands-on field and municipal engineering to management, including as head of the company's Water System Design Department and Field Operations, before becoming CEO and Chairman of the Board in 2000.

#### EDUCATION

BS Electrical Engineering Technology, Southern IL University  
Water System Computer Modeling, University of Kentucky, University of Wisconsin

#### REGISTRATIONS/CERTIFICATIONS

Registered PE: IL, WI

#### PROFESSIONAL AFFILIATIONS

American Water Works Association (AWWA)  
American Society of Civil Engineers (ASCE)  
American Public Works Association (APWA)  
National Society of Professional Engineers (NSPE)  
Illinois Society of Professional Engineers (ISPE)  
Chicago Southland Chamber  
Cancer Support Center

#### YEARS OF EXPERIENCE

47 years with Robinson Engineering  
47 years of experience



Comer Capital Group

## Brandon Comer

### Advisor

Brandon is a leader in corporate and municipal finance. He founded Comer Capital Group and has advised on over \$4.5 billion in debt transactions. His expertise includes arenas, stadiums, and other developments. Brandon has advised on transactions for the Americas Center Convention Complex, Jackson Municipal Convention Complex, Atlanta Hawks Player Development Facility, Major League Soccer league credit facility, CFG Bank Arena, The Trade Hotel, and Aloft at The Battery.

#### EDUCATION

MA Finance, Harvard University  
Bachelors, Business Administration, Mississippi College

#### PROFESSIONAL AFFILIATIONS

National Black Bank Foundation  
Mississippi College School of Business Advisory Board  
Rolling Sea Action Fund Board of Directors  
Urban League of NW Indiana  
Kappa Alpha Psi  
Harvard Alumni Association  
Aspen Institute Finance Leaders Fellowship

#### YEARS OF EXPERIENCE

17 years with Comer Capital Group, LLC  
20 years of experience



City of Gary

## Christopher Harris

### Director of Redevelopment

Chris is an accomplished professional with extensive experience in construction project management and engineering. He has successfully brought to fruition high visibility, transformative projects with clients such as The Obama Presidential Center, Amazon, and Marriott, and US Bank. He brings a wealth of knowledge in bid package solicitation, design, procurement, and construction administration. Currently serving as a key member of the Melton Administration, he oversees all aspects of redevelopment and driving economic development within the City of Gary.

#### EDUCATION

Bachelor of Natural Sciences in Industrial Technology- Construction Management, University of Iowa, Cedar Falls  
Master Citizen Planner, City/Urban, Community and Regional Planning, Purdue Global

#### PROFESSIONAL AFFILIATIONS

United States Green Building Council  
LEED Green Associate  
Purdue University Extension  
American Citizen Planner ACP-IN

#### NOTABLE CREDENTIALS

Mitch Daniels Leadership Foundation Fellow

#### YEARS OF EXPERIENCE

1 year with the City of Gary  
17 years of experience





City of Gary

## Ellis Dumas

### Chief of Staff

Ellis has dedicated his life to service and leadership. After excelling in his role at Indiana University, he began a transformative career with the Indiana Department of Child Services, rising to Deputy Director and later Regional Manager. He also served as Vice President of Programs and Outcomes for the Boys & Girls Clubs and Chief Operating Officer for Universal Health Services. As Chief of Staff for the Office of the Mayor, he is dedicated to driving efficiency in city operations and improving delivery of services provided to the community.

#### EDUCATION

Bachelor of Criminal Justice, Indiana University  
Bachelor of African American and African Diaspora Studies, Indiana University  
MBA, Indiana Wesleyan University

#### PROFESSIONAL AFFILIATIONS

Alpha Phi Alpha Fraternity, Inc.  
IU College of Arts and Sciences Alumni Board  
First VP of NAACP Gary Branch (2018)

#### NOTABLE CREDENTIALS

The Times "Top 20 Under 40" Award  
Indiana University "20 Under 40" award  
Journey Fellow Title  
The Purdue Northwest Minority Leadership Achievement Award  
Exemplar Alumni Award from the Neal-Marshall Black Culture Center  
Indiana University and the Distinguished Alumni Award

#### YEARS OF EXPERIENCE

1 year with the City of Gary  
16 years of experience



City of Gary

## Michael Suggs

### Chief Operations Officer

Micheal is an experienced business executive, currently serving as Chief Operating Officer for the City of Gary. Previously, he served as Director of Operations, Integration and Strategy at Northern Indiana Public Service Company (NIPSCO) for nearly 40 years. In that role, he facilitated operating plans and served as the liaison between operations and public affairs. Suggs began working for NIPSCO in 1981 and served in many different roles, including distribution engineer, electrical inspector, marketing representative and public affairs manager.

#### EDUCATION

B.S.Ed. Secondary Education,  
Indiana University Bloomington

#### REGISTRATIONS/CERTIFICATIONS

Certificate in Diversity Management, Cornell University  
Leadership of Northwest Indiana Program, Purdue University Northwest  
FBI Citizens Academy

#### PROFESSIONAL AFFILIATIONS

President of the Board of Trustees,  
Thea Bowman Leadership Academy  
Phi Eta Psi National Fraternity

#### NOTABLE CREDENTIALS

Indiana Champion of Diversity, Indiana Minority Business Magazine (2014)  
Indiana University's Bicentennial Medal (2019)

#### YEARS OF EXPERIENCE

1 year with the City of Gary  
40 years of experience



City of Gary

## Carla Morgan

### Corporation Counsel

Carla is an accomplished legal professional with 20 years of experience in municipal law. Currently serving as Corporation Counsel for the City of Gary, she serves as a trusted advisor to the mayor and directs all legal affairs for the city government. Carla brings a proven track record in litigation, contract negotiation, public relations, and crisis management and is committed to building strong relationships with all government agencies and stakeholders while ensuring compliance with federal and state laws.

#### EDUCATION

Juris Doctor, Valparaiso University School of Law  
BA, American Studies, University of Notre Dame

#### COURT ADMISSIONS

Supreme Court of the State of Indiana  
United States District Court, Northern District of Indiana

#### PROFESSIONAL AFFILIATIONS

Valparaiso University Women in Leadership Advisory Council  
Lakeshore Chamber of Commerce Women in Business Panel  
Indiana State Bar Association

#### NOTABLE CREDENTIALS

Valparaiso Law School Charles R. Gromley Scholar; Honors: Business Associations, Legal Drafting, Globalization

#### YEARS OF EXPERIENCE

1 year with the City of Gary  
26 years of experience



City of Gary

## Erika Blackwell

### Chief Communications Officer

Erika is a communications and brand marketing leader with extensive private sector experience in building high-performing partnerships with consumer brands including Volkswagen, Chevrolet, Cadillac, Pandora Jewelry, NY Fashion Week, MLB, and the NFL. As a leader, she brings expertise in corporate strategy, market insights, public relations, digital transformation and IT Operations. Currently serving as Chief Communications Officer and official spokesperson, she oversees all communications channels and creative production services for the City of Gary.

#### EDUCATION

MBA, Marketing, Emory University  
MBA, Innovation Strategy,  
HEC-Paris Business School  
BS Ecology, Evolution and Behavior,  
University of Minnesota

#### PROFESSIONAL AFFILIATIONS

Sierra Club Hoosier Chapter Executive Board

#### NOTABLE CREDENTIALS

IC Agile Certified Agile Coach  
Professional Scrum Master PSMI  
Professional Scrum Product Owner PSPOI

#### YEARS OF EXPERIENCE

1 year with the City of Gary  
20 years of experience



City of Gary

## Celita Green

### Controller

Celita is the City Controller for Gary, managing its finances, preparing budgets, and investing funds. She ensures compliance with legal requirements, audits city accounts, issues licenses, collects fees, and administers payroll. Celita establishes internal controls to protect the city's assets, advises the mayor and city council on financial matters, and serves on the Mayor's Executive Team. She ensures public tax dollars are used responsibly to provide services to residents and that the city adheres to all relevant laws and regulations.

#### EDUCATION

MBA, Purdue University Calumet  
BS Degree, Tuskegee Institute

#### NOTABLE CREDENTIALS

Urban League of Northwest Indiana, Inc.  
Executive Board Member

#### YEARS OF EXPERIENCE

21 years with the City of Gary  
39 years of experience





AECOM Hunt

## Joe Eckhart

### Project Executive

As a Vice President of AECOM Hunt, Joe brings over 25 years of industry experience. He has extensive experience working on large complex sports projects, hospitality and convention centers, performing arts facilities, as well as multiple collegiate projects. He is able to undertake the unique aspects of planning and construction on each projects he is involved in, he is goal-oriented and strives to build every project to its full potential. He brings his hard work ethic and perseverance to every project he touches.

#### EDUCATION

BS Building Construction Management, Purdue University

#### REGISTRATIONS/CERTIFICATIONS

1st Aid/ CPR/AED/BBP Certified  
Environmental Awareness Training  
LEED Accredited Professional - U.S. Green Building Council BD+C  
OSHA 30-Hour Safety Certificate

#### PROFESSIONAL AFFILIATIONS

ISA GC Council

#### SPEAKING ENGAGEMENTS

The Hunt College of Construction “Hunt Connect”, “Safety”, “Client Relationship & Corporate Image” and “Construction Done Right” Seminars

#### YEARS OF EXPERIENCE

25 years with AECOM Hunt  
26 years of experience



AECOM Hunt

## Kasie Mathena

### Construction Principal

With a construction career that spans over two decades, Kasie is an Engineer by training and holds an MBA. She has extensive knowledge in numerous forms of construction including ground up, phased, renovation and expansions. Her early involvement, viewing projects from the lens of operational excellence, allows for a quicker understanding and planning of the project risks and project opportunities.

#### EDUCATION

Masters, Business Administration, Eastern Michigan University  
BS Engineering, Michigan State University

#### REGISTRATIONS/CERTIFICATIONS

OSHA 30-Hour Safety Certificate

#### NOTABLE CREDENTIALS

Professional Women in Construction, Board Vice President  
American Heart Association, Hard Hats with Heart Board Member

#### YEARS OF EXPERIENCE

5 years with AECOM Hunt  
24 years of experience



AECOM Hunt

## Brian Duncan

### Project Manager

Brian has over 40 years of experience in the construction industry. He has extensive experience overseeing large, complex projects in multiple market sectors. As Project Manager Brian will serve in a central and multifaceted role, responsible for orchestrating and overseeing every facet of a construction project’s lifecycle. From project start to close-out, he will serve as the central hub of project execution, collaborating with the entire project team to ensure seamless coordination

#### EDUCATION

BS Building Construction, Texas A&M University College Station

#### REGISTRATIONS/CERTIFICATIONS

STS Certified  
CPR/First Aid Certified  
OSHA 30-hour Certificate

#### YEARS OF EXPERIENCE

10 years with AECOM Hunt  
41 years of experience



AECOM Hunt

## Tim Sexauer

### Superintendent

With 36 years of experience in the construction industry Tim has worked on a large number of complex projects including convention centers, higher education, airports, and historic renovation projects. As superintendent, Tim will be responsible for the day-to-day construction activity in the field, including direct coordination of all trade contractors, safety and quality control personnel, along with site logistics and short-term scheduling.

#### REGISTRATIONS/CERTIFICATIONS

OSHA Construction 30 Hour  
The Hunt College of Construction “Construction Done Right”, “Client Relationship & Corporate Image”, “Career Opportunities & Performance Requirements” and “Safety” Seminars  
BCSP Safety Trained Supervisor-Construction Certification

#### YEARS OF EXPERIENCE

32 years with AECOM Hunt  
36 years of experience



AECOM Hunt

## Steve Maki

### Estimator Lead

Steve has over 40 years of experience providing preconstruction services and leading preconstruction teams. His expertise spans over a dozen different industries and includes local market knowledge of cities across the U.S. Steve provides assurance that projects have been planned out correctly in terms of schedule, budget, materials and workforce. In his current position, he directs and oversees all activities of our estimating department. Working closely with the estimating team, Steve utilizes his past experience and knowledge, coupled with knowledge of current market conditions, to provide an estimate and project plan that is carefully constructed and comprehensive.

#### EDUCATION

AS Architectural Technology, Purdue University  
BS Construction Technology, Purdue University

#### REGISTRATIONS/CERTIFICATIONS

LEED: New Construction - Construction Manager Responsibilities

#### NOTABLE CREDENTIALS

ICE Training, MC2 Training

#### YEARS OF EXPERIENCE

41 years with AECOM Hunt  
44 years of experience





AECOM Hunt

## Mike Lewis

### Scheduler

Mike is a Regional Scheduling Manager with 15 years of experience in the industry, three of which have been at AECOM Hunt. Mike has been responsible for scheduling some of our recent, complex projects including 801 Church Street in Nashville, TN and JFK International Airport Terminal 6 in Jamaica, NY. Mike has extensive experience coordinating multiple schedules and will help the preconstruction and operations team develop working schedules for all elements of the build plan.

#### EDUCATION

BS Construction Management,  
University of Nebraska-Lincoln

#### REGISTRATIONS/CERTIFICATIONS

Scheduling Professional, PMI-SP

#### YEARS OF EXPERIENCE

3 years with AECOM Hunt  
15 years of experience



AECOM

## Ross Wilmer

### Design Architect

Ross leads AECOM's national architectural design practice. His projects range from industrial design to city planning to super tall buildings and have been built in 20 cities on five continents. Ross is known for exploring the link between architecture and engineering, and for an emphasis on the environmental performance of design. His projects have been published widely and shown at distinguished art exhibitions and institutions such as the Venice Biennale, the Art Institute of Chicago, and the Museum of Modern Art in New York. His projects have also received numerous awards, including three Progressive Architecture awards. Ross continues an active relationship with academia as a visiting design critic at Harvard University, Yale University, Columbia University, Rensselaer Polytechnic Institute, Southern California Institute of Architecture, UCLA, USC, Parsons, Illinois Institute of Technology, and the University of Illinois - Chicago.

#### EDUCATION

BA, Architecture, Yale University  
M Arch, Architecture, Harvard University

#### PROFESSIONAL AFFILIATIONS

American Institute of Architects (AIA), FAIA  
President, Graham Foundation Board of Trustees  
Member, Chicago Architecture Foundation Board of Trustees

#### YEARS OF EXPERIENCE

9 years with AECOM  
38 years of experience



AECOM

## Matt Rebbe

### Interior Design Lead

Matt's rich design background enables him to deliver well-informed and innovative solutions. This transcends into creating modern workplace landscapes for his clients which have become the fabric for driving their businesses forward.

Matt is a design director providing thought leadership in design with a unique ability to interpret a client's vision in a meaningful and relevant way. He has cultivated a design process which engages a unified team driven to provide excellence in design. In his role, he also serves as the design lead for numerous national accounts throughout the Americas, allowing him to expand a client's vision through multiple teams and locations within AECOM.

#### EDUCATION

BArch, Bachelor of Architecture,  
Drury University

#### REGISTRATIONS/CERTIFICATIONS

LEED Green Associate  
NCARB Certificate  
Registered Architect: MO #2014010818

#### PROFESSIONAL AFFILIATIONS

Member, International Interior Design Association  
Member, American Institute of Architects

#### YEARS OF EXPERIENCE

8 years with AECOM  
23 years of experience



AECOM

## Mark Bay

### QAQC/AOR

Mark is a senior architect with a long history of satisfied clients. He leads teams of architects and engineers toward high-quality, cost-effective solutions, and is well liked by clients for his commitment and communication skills.

Mark is a senior designer with four decades of experience specializing in the programming, planning and design of a wide variety of facilities. His responsibilities include deputy project management, production of working drawings, detailed design and specifications from preliminary stage of design to tender documents, as well as coordinating with clients, all disciplines, and subconsultants. He is frequently involved in the construction review stage of projects as construction administrator/coordinator. Mark has in-depth knowledge of design and drafting principles for architectural contract documentation.

#### EDUCATION

BArch, Ball State University  
BSc, Environmental Design, Ball State University

#### REGISTRATIONS/CERTIFICATIONS

Registered Architect: IN #AR00034276

#### PROFESSIONAL AFFILIATIONS

American Institute of Architects (AIA)

#### YEARS OF EXPERIENCE

27 years with AECOM  
44 years of experience



AECOM

## George Geldis

### Technical Architect

George is a project architect and project manager with experience in architectural design, planning, preparation of proposals. His responsibilities include client contact, consultant engineering coordination, architectural design, construction documents, shop drawing review, construction cost studies and construction observation. His experience includes code review services for the city of Chicago and has been involved bringing multiple existing facilities and structures in compliance with accessibility requirements in the city and suburbs. Sustainable design is introduced into every project with several projects receiving LEED Gold and Silver certification.

#### EDUCATION

BSc, Architectural Engineering,  
University of Chicago - Illinois

#### REGISTRATIONS/CERTIFICATIONS

Architect: IL #001-017973, 2001  
Architect: WI #11386-5

#### PROFESSIONAL AFFILIATIONS

American Institute of Architects  
National Council of Architectural Registrations Boards) member

#### YEARS OF EXPERIENCE

21 years with AECOM  
38 years of experience





AECOM

## Irina Katrevich

### FF&E

With over six years of experience in the architecture and design industry, Irina is dedicated to developing ergonomic and sustainable projects around the world. Throughout her career, Irina has worked to develop outstanding design solutions and concepts with a long and proven record of customer satisfaction. Drawing on her belief that architecture can improve people's lives, behavior, and sense of happiness, Irina's vision embraces a holistic design approach with a focus on the individual needs of each client.

#### EDUCATION

BArch, Far Eastern Federal University

#### REGISTRATIONS/CERTIFICATIONS

LEED Green Associate

#### PROFESSIONAL AFFILIATIONS

IIDA Associate

#### YEARS OF EXPERIENCE

2 years with AECOM  
6 years of experience



AECOM

## Ahmad Anbari

### Mechanical Engineer

With over 17 years of experience in the MEP engineering design industry, Ahmad has played a key role in managing complex projects around the world. Ahmad is a licensed engineer with experience in technical design, project management, and business development. His vast project experience includes everything from office buildings and tenant buildouts to schools, data centers and clean rooms. As the team lead, Ahmad is passionate about promoting and creating a team environment which supports sustainable and innovative design approaches.

#### EDUCATION

Bachelor of Building Engineering,  
Concordia University

#### REGISTRATIONS/CERTIFICATIONS

Registered Professional Engineer: IL, TX, NV  
Project Management Professional

#### PROFESSIONAL AFFILIATIONS

ASHRAE  
Project Management Institute (PMI)

#### YEARS OF EXPERIENCE

2 years with AECOM  
19 years of experience



AECOM

## Robert Yoakum

### Plumbing Engineer

Robert is a senior plumbing designer with over 16 years of experience designing HVAC, plumbing, fire suppression and drainage network systems for a wide variety of client types, including municipal, industrial/commercial, government and institutions. Robert is skilled in adding plumbing and fire protection to architectural backgrounds; selecting specifications for mechanical systems, plumbing fixture schedules and plumbing stacks and risers; sizing pipe for water, sanitary, stormwater, sprinkler systems and gas lines; calculating gas loads for heating, domestic hot water, kitchen equipment, and generators; and addressing issues to ensure all applicable MEP LEED® points can be earned by projects. This fuels critical decisions that garner exceptional client services, quality results and enduring value across the organization.

#### EDUCATION

BSc, Architecture, The Ohio State University

#### REGISTRATIONS/CERTIFICATIONS

Certified in Plumbing Design  
Green Plumbing Design Certificate  
American Society of Plumbing

#### PROFESSIONAL AFFILIATIONS

LEED Accredited Professional

#### YEARS OF EXPERIENCE

5 years with AECOM  
16 years of experience



AECOM

## Daniel Kascak

### Fire Protection

Daniel is a registered professional engineer (P.E.) in the state of Ohio and a fire and life safety expert with over sixteen years of experience providing consulting and design services. He is responsible for the design of active fire protection systems, including sprinkler, fire detection and alarm, mass notification systems, special hazard, and smoke control systems. In addition, he has extensive experience with the International Building and Fire Codes, NFPA codes and standards, and FM Global Loss Prevention Data sheets. Daniel has been involved with the design of oil & gas, chemical, power, manufacturing, high-rise, performing arts and cultural centers, government, health care, corporate headquarters, and higher education projects. Daniel has passed the fire protection engineering written examination administered by the National Council of Examiners for Engineering and Surveying (NCEES) and is a member of the Northeast Ohio Chapter Society of Fire Protection Engineers.

#### EDUCATION

Bachelor of Science in Mechanical  
Engineering, Ohio University

#### REGISTRATIONS/CERTIFICATIONS

Professional Engineer, OH

#### PROFESSIONAL AFFILIATIONS

National Fire Protection Association (NFPA)

#### YEARS OF EXPERIENCE

3 years with AECOM  
13 years of experience



AECOM

## Victoria Watson

### Sustainability Lead

Victoria Watson leads the High-Performance Buildings team and is responsible for sustainability consulting, high performance building design, and energy simulation. She has a decade of experience in advanced building energy modeling and low energy design. Victoria is an expert in applying specialist 3D modeling software in dynamic thermal modeling and system simulation. Her project portfolio includes several LEED® Platinum projects.

#### EDUCATION

MEng, Mechanical Engineering,  
University of Manchester

#### REGISTRATIONS/CERTIFICATIONS

Chartered Engineer (Mechanical)  
LEED® Accredited Professional – Building  
Design and Construction  
Building Energy Modeling Professional  
(BEMP)  
Envision Sustainability Professional (ENV SP)  
EcoDistricts Accredited Professional  
(EcoDistricts AP)

#### PROFESSIONAL AFFILIATIONS

American Society of Heating Refrigerating  
and Air Conditioning Engineers  
The Institution of Mechanical Engineers  
U.S. Green Building Council

#### YEARS OF EXPERIENCE

17 years with AECOM  
17 years of experience





AECOM

## Pete Vitone

### Security

Pete is a seasoned RCDD and PSP with 30+ years of experience designing and implementing ICT infrastructure, OSP, communications, and security systems. He specializes in large-scale integrated security and technology projects, managing cross-functional teams and providing consulting services. Pete has expertise in various security and technology systems, including integrated security systems, physical access control systems, video analytics, PSIM, intercom systems, PIDS, smart card technologies, wireless, structured cabling systems, and outside plant. He is also knowledgeable in related systems like POS, FIDS, Time and Attendance, and RFID systems. Pete has extensive experience with numerous vendor systems and technologies.

#### EDUCATION

BS in Mechanical, Aerospace Engineering, Illinois Institute of Technology

#### REGISTRATIONS/CERTIFICATIONS

Licensed Master Electrician  
Registered Communications Distribution Designer (RCDD)  
BICSI (Building Industry Consulting Services International)  
Physical Security Professional (PSP), ASIS (American Society of Industrial Security)

#### PROFESSIONAL AFFILIATIONS

LEED Accredited Professional

#### YEARS OF EXPERIENCE

13 years with AECOM  
36 years of experience



Robinson Engineering

## Keith Mulholland

### Civil Engineer

With over 24 years of experience, Keith offers diverse range engineering knowledge including governmental, consulting, and private utility work. Throughout his career, he has gained experience in construction observation, project design, project management and planning, permitting, and long-term planning for municipal and private sector projects. He has also assisted in securing state and federal funding for infrastructure rehabilitation projects, provided day to day engineering consulting services, and provided engineering plan review for his municipal clients.

#### EDUCATION

BS Civil Engineering, Bradley University

#### REGISTRATIONS/CERTIFICATIONS

Registered Professional Engineer  
Illinois, Indiana

#### PROFESSIONAL AFFILIATIONS

Illinois Society of Professional Engineers (ISPE)

#### YEARS OF EXPERIENCE

5 years with Robinson Engineering  
27 years of experience



Milhouse ✓

## Michael Schiro

### Electrical Engineer

Michael is an electrical engineer with over 32 years of experience in vertical and commercial building construction, including electrical design, writing technical specifications and construction agreements, managing design and installation teams, and overseeing design project management. His design experience includes industrial, healthcare, off ice buildings, highrise, retail, commercial, hospitality, municipal, and federal.

#### EDUCATION

BS Mechanical Engineering,  
University of Illinois at Chicago

#### REGISTRATIONS/CERTIFICATIONS

Project Management Certificate,  
Program Training (PMP), Loyola University

#### YEARS OF EXPERIENCE

32 years of experience



Site Design Group ✓

## Rob Reuland

### Landscape Architect

Rob is a Principal at *site*, leading the firm's studio operations. A licensed Landscape Architect, his extensive experience includes leading and managing complex projects and navigating entitlements and permitting processes with finesse, particularly within the City of Chicago and across Illinois. He excels in fostering collaborative relationships and guiding teams through the intricacies of project development. Rob's expertise has been instrumental in numerous long-term projects, guiding them from initial conceptualization through detailed design, construction documentation, and successful completion.

#### EDUCATION

BS Landscape Architecture,  
Purdue University

#### REGISTRATIONS/CERTIFICATIONS

Licensed Landscape Architect, State of Illinois,  
#157.001487  
Certified Document Technologist

#### PROFESSIONAL AFFILIATIONS

American Society of Landscape Architects  
City of Chicago River Ecology and Governance Task Force  
Lambda Alpha, Ely Chapter  
Metropolitan Planning Council, Land Use and Planning Committee

#### YEARS OF EXPERIENCE

9 years with *site*  
17 years of experience



JPS Consulting Engineers ✓

## Bangalore Prakash

### Structural Engineer

Prakash has practiced engineering in the United States for over 20 years and has over 6 years of practice internationally. Prakash has worked for prestigious firms including BSA LifeStructures, Skidmore Owings and Merrill, NYASE, Lucent Technologies, TRC etc. specializing in the fields of Municipal Buildings, Hospital Designs, Earthquake Engineering, High-rise Structures, etc. While practicing in California, Prakash was involved in the "Design of Base-isolation System for Los Angeles City Hall", which to date is the tallest base isolated structure in the world. Prakash provides extensive experience in structural analysis and design.

#### EDUCATION

M.S. Structural Engineering,  
University of Nebraska, Lincoln

#### REGISTRATIONS/CERTIFICATIONS

Professional Engineer – Indiana, Fellow  
Institution of Engineers

#### YEARS OF EXPERIENCE

10 years with JPS Consulting Engineers  
32 years of experience



Minority- or Women-Owned Business Enterprise (MBE/WBE)





Design 27 ✓

## Logan Dodson

### Acoustics

Logan is an acoustician and designer at Design 27 with experience in higher education, healthcare, and hospitality projects. He provides acoustical solutions and consulting, including auditoriums, office environments, and healthcare facilities. Logan collaborates with architectural partners and clients to ensure optimal sound quality. He conducts sound testing to gather data for design solutions and has spearheaded LEED accreditation efforts for projects. As a Purdue University alumnus, Logan is proud to have been involved with numerous projects on the West Lafayette campus.

#### EDUCATION

BS Multidisciplinary Engineering - Acoustics, Purdue University

#### PROFESSIONAL AFFILIATIONS

Institute of Noise Control Engineering

#### YEARS OF EXPERIENCE

3 years with Design 27  
7 years of experience



Design 27 ✓

## Matthew Connolly

### AV/IT

Matthew is our lead designer for technology infrastructure. He has expertise in designing and implementing ITS and related infrastructure components. He understands infrastructure requirements and telecommunication systems. Matthew is driven, detail-oriented, and knowledgeable about various design disciplines. He oversees our Revit work and ensures accurate documentation. He is involved from the initial schematic design phase through project completion.

#### EDUCATION

BS Engineering & Technology, Purdue University

#### REGISTRATIONS/CERTIFICATIONS

BICSI - Registered Communications Distribution Designer (RCDD) #152914R  
Extron - School of Emerging Technologies  
Belden Trapeze Wireless  
AutoCAD - Revit

#### YEARS OF EXPERIENCE

17 years with Design 27  
19 years of experience



GGLD ✓

## Gwen Grossman

### Lighting Design

Boasting 30 years of experience in the lighting field, Gwen brings creativity and collaboration to the forefront of her work. Combining artistry with deep technical knowledge, she uses light as her paintbrush to highlight and enhance the architecture of every space. A passionate and motivated businesswoman with a finger on the pulse of modern design, she always puts her clients' needs first. Gwen has won numerous awards and has been featured in publications like LD&A, Architect Magazine, and Great Lakes by Design. She is the proud Founding Principal of GGLD, a certified Women-Owned Business Enterprise (WBE).

#### EDUCATION

MFA Theatrical Lighting Design, University of California, San Diego  
BFA Theatrical Lighting Design, University of Cincinnati, CCM

#### NOTABLE CREDENTIALS

IESNA Awards of Merit recipient

#### YEARS OF EXPERIENCE

14 years with GGLD  
30 years of experience



Powers & Sons ✓

## Mamon Powers III

### President, Power & Sons

Mamon grew up in the construction industry and has worked for Powers & Sons in various roles, including laborer, carpenter's apprentice, estimator, project engineer, and project manager. He has experience managing large hospital projects and has served as President of the Indianapolis office since 2013. Under Mamon's leadership, Powers & Sons has delivered high-profile projects, including the Indiana Convention Center expansion and Lake Central School Corporation renovation. He is involved in the Indianapolis community, serving on numerous civic and charitable boards.

#### EDUCATION

MBA, Purdue University  
BS Construction Management, Trine University

#### REGISTRATIONS/CERTIFICATIONS

LEED AP

#### NOTABLE CREDENTIALS

Top 100 Company of the Year, Black Enterprise Magazine, 2017  
40 Under 40, Indianapolis Business Journal  
Governor's Award for Business, Indiana Black Expo, 2016

#### YEARS OF EXPERIENCE

17 year with Powers & Sons  
17 years of experience



Powers & Sons ✓

## Kelly Powers Baria

### VP, Power & Sons

With experience in strategic planning, project management, estimating, litigation consulting, and real estate transactions, Kelly leads business development, cultivates client relationships, identifies new markets, and oversees marketing strategies. She is responsible for operations in Chicago, Northeastern Illinois, and Northwest Indiana. She plays a key role in bidding, pre-construction, and construction phases of projects, serving various clients, including Abbott Laboratories, Mariano's, Bally's Chicago, and more. Kelly is involved in several joint ventures, including the Lakeside Alliance and the Chicago Community Builders Collective. She is active in the community, serving on boards like the Lincoln Park Zoo, Chicago Architecture Center, and Morton Arboretum. Kelly was recognized on Crain's Chicago Business Notable Women in Construction and Notable Black Leaders & Executives lists. She graduated from Purdue University's Lyles School of Civil Engineering and was appointed to the school's Civil Engineering Advisory Council in 2023. Prior to joining Powers & Sons, Kelly worked in commercial real estate in San Francisco.

#### EDUCATION

BS Civil Engineering, Purdue University

#### REGISTRATION/CERTIFICATIONS

OSHA 30-Hour Safety Certificate  
Leadership Greater Chicago

#### YEARS OF EXPERIENCE

18 years with Powers & Sons  
24 years of experience



Minority- or Women-Owned Business Enterprise (MBE/WBE)





**Powers & Sons** ✓

## Chris Kerns

### Preconstruction

Chris serves as Director of Estimating and joined Powers & Sons Construction in 2017. He is responsible for a department that analyzes drawings, solicits subcontractor bids, analyzes bids received, performs quantity take-offs, creates bid timelines and project schedules, and develops cost estimate deliverables. He is skilled at developing a construction program that is in alignment with funds that have been allocated for the project.

Chris enjoys overcoming budget challenges and developing costs options that provide Owners with a scenario to a program that fits their needs and is within their budget. Having a history of stable experience in all phases of preconstruction, design, and construction, Chris has the ability to forecast potential issues and implement mitigating measures early in the preconstruction process. Chris prioritizes Owner satisfaction and strives to exceed Owner's expectations on every project.

#### EDUCATION

MBA, Indiana Wesleyan University  
IUPUI, Purdue School of Engineering and Technology, B.S. in Construction Technology  
IUPUI, Purdue School of Engineering and Technology, A.S. in Civil Engineering

#### YEARS OF EXPERIENCE

7 years with Powers & Sons  
23 years of experience



**Powers & Sons** ✓

## Les Carroll

### Construction

A Project Executive and Professional Engineer with experience in the engineering/design, construction, and facilities management fields, Les is an experienced leader who has managed multiple projects, teams of project managers, and multi-year project programs. He has a proven record of successful project implementation, team development, and program management. Some of his past responsibilities include capital planning and forecasting, project schedule development, employee development, and maximizing talent (direct and contracted) across an organization. He is proficient at setting direction, defining critical paths, leveraging resources to achieve client goals and objectives on safety, budget, and schedule.

#### EDUCATION

MS Chemical Engineering,  
University of Maryland,  
BS Chemical Engineering,  
Michigan State University

#### REGISTRATIONS/CERTIFICATIONS

Professional Engineer, IN  
Six Sigma Certified (Black Belt)  
Six Sigma (Green Belt & Champion)

#### YEARS OF EXPERIENCE

3 years with Powers & Sons  
31 years of experience



**Powers & Sons** ✓

## Kevin Mikesell

### Project Manager

Kevin began working for Powers & Sons Construction in 1983. One of our senior project managers, he has a variety of responsibilities and the agility to serve in roles ranging from estimator to pre-construction manager and project executive. Kevin's expertise includes development of cost estimates for public bids and negotiated contracts, project pre-planning, subcontract and contract negotiations, scheduling, estimating, cost management, budget reviews, and progress reports. Kevin works collaboratively, creatively, and closely with clients, owners, architects, engineers, subcontractors, and designers. With decades of experience, Kevin has keen project management and new business development skills. He has the flexibility to deliver a full spectrum of general contracting, construction management, design-build, and owner's representative projects.

#### EDUCATION

BS Building Construction Technology,  
Purdue University

#### REGISTRATIONS/CERTIFICATIONS

American Society of Healthcare Engineering (ASHE) Construction Certificate  
OSHA 30-Hour Certificate

#### YEARS OF EXPERIENCE

41 years with Powers & Sons  
41 years of experience



**Powers & Sons** ✓

## Tim Ervin

### Community/Industry Engagement

Tim joined Powers & Sons Construction in 2022 as Director of Strategic Initiatives. Tim has a unique and successful background in finance and education. He has commercial real estate lending experience that spans 13 years as an underwriter, credit officer, and business development specialist.

In his current role, Tim engages Powers & Sons' existing clients across all market sectors to strengthen relationships and develop new business opportunities. He also works to build new client relationships across Northwest Indiana and the Chicagoland area. With strong analytical, organizational, leadership, and interpersonal skills, Tim adds value to the business development team. Tim's responsibilities also include community engagement and talent development.

#### EDUCATION

MA Educational Leadership, DePaul University  
BS Management, Purdue University

#### PROFESSIONAL AFFILIATIONS

Treasurer, Black Contractors, Owners, and Executives (BCOE)

#### YEARS OF EXPERIENCE

2 years with Powers & Sons  
4 years of experience



**Advanced Engineering** ✓

## Akhtar Zaman

### Geotechnical Engineer

Akhtar is a geotechnical engineer with 30+ years of experience in subsurface exploration, ground monitoring, and laboratory analyses. He has expertise in various geotechnical engineering projects, including roads, highways, bridges, power plants, and more. Akhtar has experience in geotechnical design and analysis using software like APILE, LPILE, STABL, and others. He has conducted ground monitoring, including vibration monitoring, settlement monitoring, and slope monitoring using inclinometers. Akhtar is experienced in designing and testing foundations, retaining structures, MSE walls, pavements, and slopes. He has also worked in environmental consulting and construction materials testing, managing an office and supervising employees. Akhtar has taught geotechnical engineering courses at Purdue University Northwest and is a member of the Engineering Advisory Council. He is currently a Team Engineer at AES, providing geotechnical engineering and construction materials testing and inspection services.

#### EDUCATION

MS in Civil Engineering, Texas Tech University (Specializing in Geotechnical Engineering and Groundwater Contaminant Transport)  
BS in Civil Engineering, Bangladesh University of Engineering and Technology

#### REGISTRATIONS/CERTIFICATIONS

Registered PE in IN, IL, MI, and WI

#### YEARS OF EXPERIENCE

5 years with Advanced Engineering Services  
27 years of experience



**Minority- or Women-Owned Business Enterprise (MBE/WBE)**





RLR Associates

## Briana Smith

### Signage/Wayfinding

Bre specializes in target audience and user experience mapping as part of RLR's strategic planning for both wayfinding and interpretive projects. Bre has contributed to branding and wayfinding projects such as the Town of Avon and the City of Greenwood, Indiana. For Greenwood, she created an interpretive plan for streetscape art and sculpture, as well as signage for the newly opened Sports Park. Bre has been instrumental on the Downtown Grand Rapids, Inc. project for the downtown wayfinding master plan. She recently completed several projects within the Central Indianapolis Public Library for the Center for Black Literature and Culture (CBLC) and is currently involved in the design and implementation for the Hastings Museum Kool-Aid exhibit spaces. She is an active member of the Society for Experiential Graphic Design (SEGD). Briana is passionate about community service and has volunteered for Indianapolis' Eastside Tree Planting initiative, and the Simon Cancer Center patient experience mapping project.

#### EDUCATION

BFA, Herron School of Art & Design  
Indiana University

#### YEARS OF EXPERIENCE

10 years with RLR Associates  
10 years of experience

**Minority- or Women-Owned Business Enterprise (MBE/WBE)**



Cini-Little

## Zach Swanson

### Kitchen/Laundry

Zach is a client-focused, results-oriented food service design consultant with seven years of industry experience. He brings diverse project experience along with technical knowledge of Revit to each project, enabling him to create detailed design solutions that address his client's current and future needs.

Zach has worked in various markets, most notably the hospitality segment. Inspired by operators, chefs, clients, and design team colleagues, Zach demonstrates his excitement and proficiency for the industry with each project he completes

#### EDUCATION

BS Architecture & Landscape Architecture,  
North Dakota State University  
BS Environmental Design,  
North Dakota State University

#### PROFESSIONAL AFFILIATIONS

Foodservice Consultants Society International  
Associate Member

#### YEARS OF EXPERIENCE

1 year with Cini-Little  
15 years of experience



Hard Rock

## Joe Branchik

### Senior VP of Marketing

Accomplished Senior Executive with a proven track record for improving profitability in the entertainment and hospitality industries. Diverse marketing and operational expertise with a focus on customized loyalty programs, direct mail, promotions, advertising, brand loyalty, multi-cultural marketing, group sales, entertainment, player development and revenue generating activities. Joe is a strategic marketing leader with expertise in aligning marketing initiatives, sharing best practices, and achieving revenue and EBITDA goals. He has developed and implemented high-caliber marketing initiatives, focused on database strategies, and effectively managed programs in a high-paced environment. Joe is committed to maintaining high levels of service and organizational improvements, relying on his intuitive skills, analytical acumen, and professional ethics. He analyzes the competitive and economic environment and develops targeted programming for each property. He focuses on and leverages leadership components such as project management, coaching, conflict resolution, change management, team development skills, supervisory proficiencies, skills development, talent placement, multi-cultural program enhancement, and expense management.

#### EDUCATION

BS Marketing, Millikin University

#### YEARS OF EXPERIENCE

4 years with Hard Rock Casino Northern IN  
28 years of experience



Hard Rock

## Colleen Brzozowski

### Midwest Sales Lead

Colleen is a highly-motivated team player with strong leadership skills, resulting in success with a proven track record of salesmanship and relationship management in the hospitality industry. She is able to quickly build rapport and lasting trust with clients and colleagues, ensuring business opportunities through close collaboration with all parties driven by organizational skills, creativity, and initiative. Colleen is proficient in public speaking, social media, and industry association leadership. She is also actively involved in industry associations.

#### EDUCATION

Bachelor of Business Administration,  
Western Michigan University

#### REGISTRATIONS/CERTIFICATIONS

CIS, CITP

#### PROFESSIONAL AFFILIATIONS

Professional Convention Management  
Association – Greater Midwest Chapter  
Meeting Planners International –  
Chicago Area Chapter

#### NOTABLE CREDENTIALS

Awarded GMC PCMA's 2017 Richard A.  
Daignault Award for service to the chapter  
and the industry

Awarded Traverse City Business News annual  
"40 under 40" for Collaborate Magazine, 2012

#### YEARS OF EXPERIENCE

1 year with Hard Rock  
23 years of experience



Hard Rock

## Georgia Manous-Gessler

### Senior Sales Manager

Georgia is responsible for driving guest satisfaction and sales at Hard Rock Casino Northern Indiana. She builds relationships, mentors staff, and seeks out new business opportunities. Georgia ensures sales goals are met, oversees payments, and analyzes department budgets. She conducts site tours, solicits group and banquet business, and welcomes guests. She adheres to company policies, collaborates with departments, prepares reports, and demonstrates excellent customer service.

#### EDUCATION

BA Marketing, University of Nevada

#### YEARS OF EXPERIENCE

3 years with Hard Rock Casino Northern IN  
33 years of experience





Hard Rock

## Patrick Brown

### VP of Food & Beverage

Patrick oversees all F&B operations, including 6 restaurants, 2 retail stores, Hard Rock LIVE banquets and show concessions, Casino Beverage, and Valet. He leads a team of 350+ and manages \$35M+ in annual F&B revenue. As part of the Pre-Opening Executive Team, Patrick contributed to the successful opening of the property in May 2021, which quickly became #1 in the market for over 24 months. He surpassed EBITDA budget by 2.5pts in 2022 and led the team to achieve the #1 ranking among 14 Hard Rock Casinos for Overall Restaurant Experience in 2023.

#### EDUCATION

BBA Marketing, University of Iowa

#### REGISTRATIONS/CERTIFICATIONS

ServSafe Certification, through 2024  
Gaming & Liquor License Holder, State of Indiana

#### PROFESSIONAL AFFILIATIONS

Board Member, Lakeshore Chamber of Commerce  
Board Member, Food Bank of Northwest Indiana

#### YEARS OF EXPERIENCE

4 years with Hard Rock Casino Northern IN  
18 years of experience



Hard Rock

## Jamie Harris

### VP of Security

Jamie maintains an updated emergency operating manual and serves as a liaison with local fire and police officials. Responsible for ensuring property security and safeguarding company assets, employees, and patrons. Jamie prepares and maintains detailed departmental budgets, ensures compliance with regulatory standards, possesses strong knowledge of internal controls and emergency response procedures, and hires, schedules, evaluates, coaches, and counsels security personnel. Additionally, Jamie oversees the training of security personnel concerning internal controls, emergency procedures, and Indiana Gaming Commission rules, while promoting positive patron and employee relations.

#### EDUCATION

Bachelor of Science in Public Safety Management, Calumet College

#### REGISTRATIONS/CERTIFICATIONS

High Level Management Supervision Law Enforcement Training, School of Police Staff and Command, Northwestern University, 2013  
Federal Law Enforcement Analysis Training, Drug Enforcement Administration, 2011  
Crisis Management Training, Northwest Indiana Law Enforcement Academy, 2008  
Northwest Indiana Law Enforcement Academy, Valparaiso, IN; 1999

#### YEARS OF EXPERIENCE

3 years with Hard Rock Casino Northern IN  
30 years of experience



Hard Rock

## Jeff Clayton

### Director of Entertainment

Jeff oversees all entertainment operations at Hard Rock Casino, including P&L, talent buying, production, box office, and A/V systems. He manages over 400 events annually across 5 event spaces and has developed a world-class entertainment team. Jeff acts as a consultant for new event center builds and oversees A/V systems on the property. He has worked with premier acts such as The Killers, Halsey, Kevin Hart, Pitbull, Weezer, Rod Stewart, Shinedown, Disturbed, Brad Paisley, A-Mei, and Aaron Kwok.

#### EDUCATION

Bachelor of Arts Major in Arts, Entertainment, and Media Management, Columbia College Chicago

#### NOTABLE CREDENTIALS

R.I.S.E. Award Winner - South Shore Convention and Visitors Authority  
Horseshoe Chairman's Award – Property Overall Winner for Innovation (one per year, per 2,200 employees)  
Horseshoe Legends Club Award – Innovation, 2012  
Horseshoe Legends Club Award – Superior Guest Service

#### YEARS OF EXPERIENCE

3 years with Hard Rock Casino Northern IN  
21 years of experience



Hard Rock

## Eric Pack

### Director of Facilities

Eric is the Director of Facilities, reporting directly to the Property President and serving as a key member of the Executive Team. He is responsible for all aspects of the physical property, including maintenance, operations, and environmental stewardship. Eric has extensive experience in construction, project management, and facility operations, having led projects ranging from capital improvements to decommissioning older properties. He is skilled in financial and operational planning, contract negotiation, and staff management. Eric has a strong technical background in mechanical, electrical, plumbing, HVAC, safety systems, landscape, and energy management systems.

#### EDUCATION

Bachelor of Arts in History and Education, University of Pittsburgh  
MBA, Indiana Wesleyan University

#### REGISTRATIONS/CERTIFICATIONS

Certified Facility Manager (CFM), International Facility Management Association  
Certified Professional Maintenance Manager (CPMM), Association for Facilities Engineering  
U.S. Coast Guard Master Maritime Officer Building Operator Certificate, Midwest Energy Efficiency Alliance  
Certificate of Accounting, Graduate Level, Indiana Wesleyan University

#### YEARS OF EXPERIENCE

3 years with Hard Rock Casino Northern IN  
27 years of experience



Hard Rock

## Luke Weinman IV

### Director of IT

Luke leads a team of IT professionals, fostering a collaborative and high-performing environment. He creates and manages the annual IT department budget, works closely with department heads, and ensures compliance with standards and processes. Luke creates and maintains Standard Operating Procedures (SOPs), ensures adherence to Service Level Agreements (SLAs), and schedules and reports on key metrics and employee performance. He has implemented Zilla Security, started "Ticket Tuesdays," developed portable POS stations, and developed an 8-screen video display system. He is also a level 1 gaming licensed management professional with proven ability to identify, develop and integrate technology into an organization's business, communication and promotional strategies.

#### EDUCATION

Bachelor of Arts, Purdue University Calumet

#### REGISTRATIONS/CERTIFICATIONS

Computer Graphics: Web/HTML, Purdue University Calumet

#### NOTABLE CREDENTIALS

Indiana Lieutenant Governor's Office - VISTA Award-Electronic Communications

#### YEARS OF EXPERIENCE

3 years with Hard Rock Casino Northern IN  
23 years of experience





Hard Rock

## Arman Razavinejad

### Director of F&B

Arman is a seasoned hospitality professional with over 25 years of leadership experience. He excels at project management, creating timetables, and executing deliverables while coordinating with various stakeholders. Arman has a proven track record of leveraging Key Performance Indicators to drive operational and financial improvements, and is skilled in accounting programs, forecasting, budgeting, and preparing P&L reports. He is highly organized and detail-oriented, with a focus on efficiency and contingency planning. Arman is passionate about food, wine, and craft beverages, and has successfully trained and developed service-oriented teams for over two decades. He is adept at creating business infrastructures and controls, skilled in contract negotiations and vendor management, and a technology enthusiast with a knack for employing the latest tools for problem-solving and data analysis.

#### EDUCATION

Bachelor of Arts in Writing and Production, Columbia College Chicago

#### REGISTRATIONS/CERTIFICATIONS

Level III Certified Sommelier, Servsafe Food Safety for Managers, Alcohol and Allergen Certifications

#### YEARS OF EXPERIENCE

1 year with Hard Rock Casino Northern IN  
23 years of experience



Hard Rock

## Jennifer Healy

### General Manager, Banquets

Jennifer is a dedicated General Manager for Banquets, with a strong background in healthcare operations management. She excels at planning, organizing, and overseeing operations to ensure patient care and support. With a focus on patient service, she has a proven track record in managing teams, controlling inventory, and delivering exceptional customer service. Jennifer is a strong communicator and collaborator, adept at problem-solving and understanding personnel needs. Her key strengths include teamwork, adaptability, and technical proficiency.

#### EDUCATION

Associate of Arts in Cosmetology, Palomar Institute of Cosmetology, San Marcos, CA  
General Education in Criminal Justice, Miracosta College, San Diego, CA

#### REGISTRATIONS/CERTIFICATIONS

Certified National Pharmaceutical Representative (678382021), National Association of Pharmaceutical Representatives  
ServSafe Trainer, TIPS Certified Trainer

#### YEARS OF EXPERIENCE

1 year with Hard Rock Casino Northern IN  
14 years of experience



Hard Rock

## Ivan Zekic

### Executive Chef

Chef Ivan leads the back-of-house department, overseeing 25 management staff and 150 line-level staff. He is responsible for \$25 million in food revenue from six outlets. Chef Ivan focuses on culinary ideation and menu evolution, menu engineering, costing, and purchasing procedures. He implements daily Board of Health and NSF checklists and develops and implements back-of-house standard operating procedures. Additionally, Chef Ivan manages food cost and labor cost budgets, tracking and improving performance. His commitment to quality has led to the property being ranked #2 in the company for "Quality of the Food" on Medallia in 2023.

#### EDUCATION

Bachelor of Hospitality Management, College of Hotel Management, University of Belgrade  
Hospitality and Culinary Arts Technical School of Hospitality, Belgrade, Serbia

#### YEARS OF EXPERIENCE

3 years with Hard Rock Casino Northern IN  
24 years of experience



Hard Rock

## Josh Barth

### Executive Sous Chef

Chef Josh is a seasoned culinary leader with a proven track record in overseeing restaurant operations. He has successfully managed teams of over 40 hourly staff and 10 sous chefs, demonstrating his expertise in various service operations, including steakhouses, quick service, production, garde manger, buffets, and banquets. Known for his effective and collaborative management style, Chef Josh is highly efficient in managing labor and food costs. Beyond his professional accomplishments, he is deeply committed to giving back to the community. Chef Josh actively volunteers with organizations such as Meals on Wheels, March of Dimes, Nazareth Home, Ronald McDonald House, and MHA of NW Indiana.

#### EDUCATION

Culinary Arts, Culinary and Hospitality Institute of Chicago

#### NOTABLE CREDENTIALS

Team Leader of the Year for 2009, Ameristar East Chicago

2011-13 Best in Brand Buffet, Ameristar East Chicago

2018 Caesars Award of Excellence for Leadership

Producer of the Year Hard Rock Casino 2023

#### YEARS OF EXPERIENCE

3 years with Hard Rock Casino Northern IN  
22 years of experience



Hard Rock

## Alan Clarke

### Banquet Chef

Chef Alan serves as a Sous Chef in the Events and Banquets department at Hard Rock Casino Northern Indiana. He is responsible for event management and service, menu creation, and collaborating with a team to deliver memorable events. Chef Alan has experience catering banquets for up to 600 people and special events (stationed and buffet) for up to 800 people.

#### EDUCATION

MA in Sustainable Food Systems, Atlantic Technological University, Sligo  
Bachelor's in Botanical Nutrition, Technological University Dublin  
Advanced Diploma in Project Management, Dublin Business School

#### PROFESSIONAL AFFILIATIONS

East Chicago Farm to Table Advisory Council Member

#### NOTABLE CREDENTIALS

International Chef Showcase, Lexington, KY  
2<sup>nd</sup> Runner-Up

The Chicago Plant Chef, Freelance

#### YEARS OF EXPERIENCE

2 years with Hard Rock Casino Northern IN  
12 years of experience





08

IDENTIFICATION OF  
**LAWSUITS AND  
ADMINISTRATIVE  
CLAIMS**  
OR FINES RESPONDENTS





City of Gary  
Eddie D. Melton, Mayor  
Law Department  
Carla Morgan, Corporation Counsel  
Marco Molina, Asst. City Attorney  
Celona Hayes, Asst. City Attorney  
Janet Wallace, Office Administrator  
www.Gary.gov

October 10, 2024

Mary Kovacich  
Field Examiner  
Indiana State Board of Accounts

VIA EMAIL: mkovacich@sboafe.in.gov

RE: 2023 City of Gary Attorney Representation Letter for SBOA Audit

Dear Field Examiner Kovacich:

Please let this correspondence serve as our response to the State Board of Accounts request for an Attorney Representation Letter for the 2023 SBOA Audit of the City of Gary for the fiscal year ending December 31, 2023. Below, please find a description of all material or threatened litigation, claims and assessments involving the City as of December 31, 2023.

Pending Or Threatened Litigation, Claims And Assessment

1. *Lashonda McGrew v. Anthony Morris and the City of Gary, Indiana* - Cause No.: 45D02-1212-CT-46

- a. In this action, the Plaintiff, Lashonda McGrew ("McGrew"), alleged that Anthony Morris ("Morris"), in the scope of his employment with the City of Gary, Indiana, negligently operated a City of Gary truck and crashed into the rear of her vehicle.
- b. The Deposition of McGrew that was set to take place on September 20, 2024 was cancelled and has yet to be rescheduled. The WEC's are due on January 17, 2025. The discovery deadline is March 30, 2025. The Motions in Limine are due December 10, 2025. The final Jury instructions, Forms of Verdict & Jointly Prepared & Singed Prelim Instructions are due January 5, 2026. The final pre-trial conference is set for January 9, 2026. The Primary Trial date is January 12-15, 2026.
- c. The City is prepared to contest McGrew's claims. We hired Dr. Harel Deutsch ("Dr. Deutsch") to prepare a records review of McGrew's medical records to determine whether her claimed injuries were a result of the accident. According to Dr. Deutsch's records review, he opined that McGrew suffered from a chronic pain condition that preceded the accident. Dr. Deutsch also opined that McGrew's injuries were not related to the accident. For that reason, we believe that the City should not be responsible for McGrew's injuries.

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d. McGrew's medical expenses total \$17,220.55 with write-offs of \$8,906.80. McGrew also has a wage loss claim of \$142,320.00 because she was off from work for four years. McGrew is also claiming property damage in the amount of \$8,206.00, \$1,290.98 to pay off her vehicle loan, and \$800.00 in towing and rental expenses.

The City's potential exposure could exceed \$200,000.00.

2. *Willie T. Donald v. Bruce Outlaw, Carla K. Pyle, as special administrator of the Estate of John E. Jelks, Jr., and the City of Gary* - Cause No.: 2:17-CV-00032

- a. In this action, the Plaintiff, Willie T. Donald ("Donald", alleged that he was wrongfully convicted of murder and robbery. Donald spent nearly twenty-four (24) years in prison for the crimes. Donald claimed that he was convicted because the Defendants allegedly fabricated and manipulated the line-up identification involving two witnesses, Rhonda Fleming ("Fleming") and Kimerly Camacho ("Camacho"). Donald stated that there was no other evidence presented that linked him to either the murder or the robbery. Donald alleged that the Defendants deliberately suppressed exculpatory evidence and focused singularly on Donald, which caused his wrongful conviction. On January 25, 2016, the Superior Court of Lake County vacated Donald's convictions for murder and robbery.
- b. The trial was scheduled to start on October 15, 2024 but that has been vacated. A final pre-trial conference/Settlement conference has been scheduled for January 21, 2025. A new trial date has been set for February 24, 2025. The city is currently in the process of preparing for trial.
- c. The City is prepared to contest Donald's claims. We were able to make contact with the fiancée of the victim from Donald's murder conviction, Camacho. Camacho testified during her deposition that Donald was the man who murdered her fiancé. Camacho also testified that the officers did not manipulate the line-up identification or engage in suggestive identification procedures. Moreover, Fleming admitted during a deposition that no police officer from the Gary Police Department pressured or intimidated her during the photo and live line-up identification procedures. To date, there has been no showing by any of the witnesses that any of the officers that investigated the crimes that involved Fleming and Camacho fabricated or manipulated the line-up identification of Donald. Therefore, we believe that the acts of the officers did not lead to Donald's conviction. More importantly, we are in the process of speaking with a police investigations expert to determine whether Fleming's call to the Gary Police Department, where she stated that she thought she saw the man who robbed her while Donald was allegedly at work, was exculpatory evidence that should have been turned over to Donald's defense counsel and the prosecutors during Donald's criminal trial. If we can show that Fleming's call to the Gary Police Department was not material, then Donald's due process claim will fail as there would be no showing that the result of his criminal trial would have been different had Fleming's call was turned over.

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d. On March 19, 2019, Plaintiff's Counsel sent the City a demand in the amount of \$7.5 million, which included attorney's fees and costs. On July 29, 2021, the City offered \$350,000, paid over a course of four years, to settle this matter. The City issued an offer of \$2 million, paid over a course of time. Plaintiff's Counsel countered with two options: \$5 million or to the extent recreational marijuana became legal in Indiana, Donald would have the first right to obtain a license to exclusively sell marijuana in the City of Gary for 20 years with \$2 million. At this time, the parties have suspended settlement negotiations in light of the pending dispositive motions.

Because Donald spent over 24 years in prison and his convictions were vacated, the City's exposure in this matter could be in the millions.

**3. *Antwan T. Scott v. City of Gary Police Department, Chief Richard Allen, Corporal Donald Briggs, City of Gary, and Gary Common Council* - Cause No.: 45D01-1806-CT-161**

a. This matter stems from an incident that occurred on October 12, 2017, when the Plaintiff, Antwan T. Scott ("Scott"), was attacked by a canine officer from the City of Gary Police Department. Scott was pumping fuel into his vehicle at a gas station. At the same time, Corporal Donald Briggs ("Corporal Briggs") deployed a canine officer to pursue a suspect down the street from the gas station. Instead, the canine officer ran towards and attacked the back of Scott's leg from behind. As a result, Scott filed a negligence claim against the Defendants on June 14, 2018.

b. At this time, we are in the process of scheduling the deposition of Brandon Gildon. Plaintiff's counsel filed a motion to compel the Deposition of Barndon Gildon because Mr. Gildon keeps cancelling his previously scheduled depositions. On August 2, 2024 the court granted the motion. The deposition of Donald Briggs was held on September 10, 2024. A status hearing is set for January 23, 2025. The discovery and mediation deadline for this case is February 7, 2025. The MSJ/Dispositive Motions are due April 3, 2025.

c. The City is prepared to contest Scott's claims as his damages were caused by an unnamed third party the Gary police were pursuing at the time of the incident. Under the Indiana Tort Claims Act, governmental entities are not responsible for any acts committed by third parties.

d. Plaintiff's Counsel issued a settlement demand in this matter on June 23, 2022, for \$700,000. To date, the Plaintiff's medical expenses total \$48,035.49 with adjustments in the amount of \$23,982.33. The Plaintiff is also claiming \$132,000 in lost wages. Moreover, it is our understanding that the Plaintiff underwent surgery to remove damaged veins in the leg that was bitten by the canine officer. After an unsuccessful mediation, the Plaintiff's last demand on January 30, 2024, was \$600,000.

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At this time the City's potential exposure could potentially exceed \$600,000.00.

**4. *Philip White v. Officer Briggs, in his individual and official capacity; Corporal Hedrick, in his individual and official capacity; Sergeant Wolf, in his individual and official capacity; City of Gary Police Department; and City of Gary* – 45D10-1912-CT-001270**

a. In this matter, the Plaintiff claimed that on December 7, 2017, he was driving a silver Chevrolet Monte Carlo in the City of Gary, Lake County, Indiana when Defendant Officer Briggs ("Officer Briggs") pursued him and discharged his firearm. The Plaintiff alleged that Officer Briggs and Defendant Cpl. Hedrick #1494 ("Cpl. Hedrick") physically and forcibly removed him from his vehicle through the open driver's door window and threw him on the ground. The Plaintiff claimed that while being restrained on the ground, Officer Briggs deployed his K9 Partner, Leo, on him and was tased by Defendant Sgt. Wolf ("Sgt. Wolf").

b. A mediation is scheduled to take place on October 24, 2024. The mediation deadline in this case is November 13, 2024. A pre-trial conference is set for November 13, 2024.

c. The City is prepared to contest the Plaintiff's claims. Officer Briggs witnessed the Plaintiff disregard a stop sign, so he activated his emergency lights in an attempt to pull over the Plaintiff. However, the Plaintiff did not stop and kept driving instead. The Plaintiff displayed a handgun in Officer Briggs' direction as he drove side by side with the Plaintiff. Officer Briggs, with the assistance of Cpl. Hedrick, and Sgt. Wolf, was able to detain the Plaintiff. However, the Plaintiff began to fight and struggle with the officers, so Officer Briggs deployed his canine officer. The Plaintiff continued to fight, so Sgt. Wolf tased him. The Plaintiff was transported to the hospital for his injuries. However, the Plaintiff refused medical treatment.

d. We collected the Plaintiff's medical records and bills. It appears that the Plaintiff sustained an abrasion on his face, bruise on his right forearm, and a mild abrasion on his right leg. The Plaintiff also complained of pain in his wrists. The Plaintiff's medical bills total \$19,441.62. With that said, the City's potential exposure could exceed \$20,000.00.

**5. *Eric Boulter, as administrator of the Estate of Melvin Boulter, deceased v. City of Gary, Indiana; Officer Brandon Dangelo Henderson, in his official and individual capacity; unknown officers of the Gary, Indiana Police Department, in their individual and official capacity; and Richard Allen, in his individual and official capacity as Chief of Police for the City of Gary*, Cause No.: 2:21-<sup>13</sup>CV-00086**

a. This lawsuit arises from an officer involved shooting that took place on November 17, 2019, where Officer Brandon Dangelo Henderson ("Officer Henderson") shot Melvin Boulter ("Boulter"), who later passed away from the shooting. Prior to the shooting, officers from the Gary Police Department were responding to a call advising that a man with a gun was in the area. The callers alleged that Boulter threatened to shoot them. Once the officers arrived on the scene, Boulter,

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who was intoxicated, was in his vehicle with a gun in his hands. Officer Henderson repeatedly instructed Boulter to show his hands. Instead, Boulter pointed his gun towards Officer Henderson. Officer Henderson told Boulter to drop his gun. Boulter refused, so Officer Henderson shot towards Boulter. Boulter's estate filed a lawsuit against the Defendants alleging excessive force among other violations under the Indiana constitution, American with Disabilities Act, Indiana Adult Wrongful Death Act, and Indiana Tort Claims Act.

b. The 30(b)(6) deposition of the City, Richard Allen, and the second deposition of Officer Henderson, if necessary, have not been completed yet. The magistrate judge is also no longer presiding over the case as of April 1, 2024, and Judge Simon has taken over the case. A telephonic conference was held on August 27, 2024, in which the Court granted leave to conduct depositions in the next 60 days. They also set some deadlines. Dispositive motions are to be filed by December 13, 2024. Responses to dispositive motions are to be filed by January 17, 2025. A reply to a dispositive motion response is due by January 31, 2025. The final pre-trial conference/settlement conference is set for February 25, 2025. The jury trial is set for March 17, 2025. The depositions of the Plaintiff's expert and the Defense Expert will be taken on October 22, 2024.

c. The Defendants are prepared to contest the Plaintiff's claims. The record shows that Boulter posed as an immediate danger to Officer Henderson and others in the area as he pointed a gun towards Officer Henderson prior to the subject shooting. Moreover, Boulter had already threatened to shoot two civilians before the officers arrived on the scene. For those reasons, Officer Henderson was able to use deadly force against Boulter.

d. According to the Plaintiff's written discovery responses, the estate is claiming that Boulter's three children suffered grief and emotional distress following their father's death. With that said, each of Boulter's children are claiming damages of \$10,000 each. The estate is also claiming \$8,638.65 in funeral expenses, \$2,640 for a grave marker headstone, and \$1,200 in estate administrative fees.

Moreover, this is a wrongful death action, so the City's potential exposure could be in the millions.

6. *David Elliot v. City of Gary, Indiana, and Jay Johnson, Individually and in his capacity as Gary Police Officer* – Cause no.: 2:23-CV-00050

a. This matter stems from an incident that occurred on or about February 17, 2022, in which the defendant and the plaintiff were involved in a discussion which eventually resulted in a physical altercation in which the defendant punched the plaintiff before placing him in handcuffs. The plaintiff alleges that after he was placed in handcuffs, the defendant used unreasonable and/or excessive force that resulted in severe injuries to the plaintiff.

b. A telephonic status conference was held on June 28, 2024 that set a deadline of October 31, 2024 for expert discovery and set a date for the next status conference on

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November 8, 2024. The deposition of the defendant, Jay Johnson, was held on May 14, 2024. The deposition of the Plaintiff, David Elliot, was held on September 18, 2024. The deposition of Deputy Chief Evans was held on September 26, 2024. A Demand for settlement was made by the Plaintiff on October 8, 2024 and we have until November 6, 2024 to respond to the demand.

c. The defendants are prepared to contest the Plaintiff's claims. The record shows that the Plaintiff was drinking and very upset and argumentative with the police. The Defendant has also testified in his deposition that he never put his hands on the plaintiff at any time during the arrest.

d. The Plaintiff submitted a Demand for settlement on October 8, 2024, where he demanded \$250,000 for the resolution of the claim.

Unasserted Claims and Assessments

The City, by its Law Department, is not aware of any pending or threatened litigation, claims, and assessments for 2023. The City of Gary Law Department will continue to vigorously defend the City against all litigation, claims and assessments in order to achieve the best possible legal and financial outcomes for the City.

Please feel free to contact our office with any questions or concerns.

Sincerely,  
  
Carla Morgan  
Corporation Counsel  
City of Gary

Marco A. Molina  
City Attorney  
City of Gary

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# Hard Rock

Name	Report Number	Property	Date Reported	Date Claimed	Medical/Injury	Claim Status	Property Damage	Insurer	Type of Incident	Status
Orta, Xavier	SEC-19-00000324	Majestic	3/29/2019	3/29/2019	Y	Open	N	American Specialty	Death (Dramshop)	Filed Suit/Pending Litigation/Majestic
Jamison, Susan	SEC-00000131	Hard Rock	5/21/2021	5/21/2021	Y	Open	N	American Specialty	Walked into glass door	Filed Suit/Pending Litigation/Hard Rock
Pollard-Suggs, Linda	SEC-21-000001054	Hard Rock	9/6/2021	9/6/2021	Y	Closed	N	American Specialty	Slipped in café	Pending Litigation
Devany, Minerva	N/A	Hard Rock	12/16/2021	11/7/2021	Y	Open	Y	American Specialty	Dram Shop	Pending Litigation Dram Shop
Baker, Dejean	SEC-21-00000913	Hard Rock	8/19/2021	12/15/2021	Y	Closed	N	American Specialty	Tripped over slot base	Filed Suit/Pending Litigation/Settled
De Nomie, Jon	SEC-22-0000891	Hard Rock	3/31/2022	3/31/2022	Y	Open	N	Zurich	Slipped at entry door	Suit Filed
Lee, Deidra	SEC-22-0000434	Hard Rock	2/7/2022	2/7/2022	Y	Closed	N	American Specialty	Slipped on ice of her car	Filed Suit/Attorney Dropped Suit
Dellamoni, Jeffery	N/A	Hard Rock	3/3/2022	3/3/2022	Y	Open	N	Zurich	Slipped in concessions	Filed Suit/Pending Litigation
Winfrey, Gense	SEC-20-0000575	Majestic	2/2/2020	2/2/2020	Y	Pending Closure	Y	American Specialty	Fell on escalator	Filed Suit/Pending Litigation
Howard, Latanya	N/A	Majestic	2/11/2020	1/19/2020	Y	Open	N	American Specialty	Fell in garage	Filed Suit/Pending Litigation
Roland, Jeanette	SEC-22-0002346	Hard Rock	10/9/2022	10/9/2022	Y	Open	N	Zurich	Slip in café	Filed Suit/Pending Litigation
Whitted, Sandra	SEC-22-0000513	Hard Rock	2/16/2022	2/16/2022	Y	Open	N	Zurich	Slip and Fall	Filed Suit/Pending Litigation
Winston, Felicia	No Report	Hard Rock	2/11/2022	2/12/2022	Y	Closed	Y	Zurich	Dramshop	Filed Suit/Pending Litigation
Walls, Danien	SEC-23-0002850	Hard Rock	12/23/2022	12/23/2023	Y	Open	N	Zurich	Slip and Fall	Filed Suit/Pending Litigation
Holmes, Pamela	SEC-21-000155	Majestic	3/14/2021	3/14/2021	Y	Closed	N	American Specialty	Trip and Fall	Filed Suit/Pending Litigation
Sharp, Robert	SEC-21-000196	Majestic	3/26/2021	3/26/2021	Y	Open	N	American Specialty	Struck by object	Filed Suit/Pending Litigation
Arroyo, Emmanuel	SEC-22-0002176	Hard Rock	9/18/2022	9/18/2022	Y	Open	N	Zurich	Physical Dispute/patron	Filed Suit/Pending Litigation
Sampias, Edward	SEC-23-0002191	Hard Rock	11/23/2023	12/14/2023	Y	Open	N	Zurich	Injury	Preservation of evidence request on 12/13/23
Garret, Denise	N/A	Majestic/ Hard Rock	No report to property	12/21/2021	Y	Open	N	American Specialty	Death (Dramshop)	Filed Suit/Pending Litigation
Denson, Alicia	SEC-18-000856	Majestic	7/19/2018	7/19/2018	Y	Open	N	K and K	Injury	Filed Suit/Pending Litigation

## Work Comp Litigation

Name	Property	Date Reported	Date Claimed	Injury	Type of Incident	Insurer	Settlement
Hill, Clariece	Hard Rock	5/16/2022	5/16/2022	Y	Injury by object	Zurich	Yes
Phipps, Sarah	Hard Rock	6/11/2022	6/11/2022	Y	Injured by fall	Zurich	Yes
Cheng, Amanda	Hard Rock	2/21/2023	2/21/2023	Y	Injured by object	Zurich	Pending
Williams, Sharwanda	Hard Rock	5/27/2023	5/27/2023	Y	Injured by Fall	Zurich	Pending
Hooper, Jennifer	Hard Rock	1/1/2023	1/1/2023	Y	Pre-existing Condition	Zurich	Pending

## EEOC Complaints

Name	Property	Case Number	Notes
Raudry, Luis	Hard Rock	24E-2022-00042	
Clark, Nakia	Hard Rock	2-23-cv-00290	Northern District IN
Wagner, Deborah	Hard Rock	470-2023-03442	
Davis, Cordell	Hard Rock	2-2-23-cv-00186-TLSCJPK	Northern District IN
Vega, Monica	Hard Rock	470-2023-001255	
King, Timothy	Hard Rock	470-2023-00602	
Johnson, Michael	Hard Rock	470-2022-03135	
Davenport, Kimberly	Majestic	24E-2021-00046	
Cooper, Angela	Majestic	24E-2021-00045	
Jefferson, Nigel	Hard Rock	24E-2022-00008	
Ezell, Patricia	Hard Rock	24E-2022-00003	
Johnson Jr., James	Majestic	470-2021-02646	
Collier, Susan	Hard Rock	470-2022-02796	
Davis, Susan	Hard Rock	45D09-2311-SC-005652	3rd Party
Jones, Destiny	Hard Rock	None Specified	Wrongful Termination
George, Nicole	Hard Rock	0424DKD0039	Discrimination/Wrongful Term
Walsh, Phillis	Hard Rock	470-2024-01975	Discrimination

## NLRB

Name	Property	Case Number	Notes
Walanka	Hard Rock	13-CA-308191	Dismissed





# AECOM

## AECOM Technical Services, Inc. Litigation History (5 Years)

AECOM Technical Services, Inc. ("ATS") is a large design, engineering, planning and related professional services company that executes thousands of projects annually. As with any large services company, from time to time, ATS is involved in claims and litigation, many of which involve third party personal injury and property damage claims. However, we strive to avoid litigation and have a risk management program in place that includes early recognition of situations that might give rise to a claim, open lines of communication and proactive dispute resolution.

Upon knowledge and belief, formed after reasonable inquiry, ATS has been involved in the disclosed litigation over the past five (5) years related to the performance of professional engineering, design, and construction services in the U.S. None of our current claims could reasonably be expected to have a material adverse effect on ATS or its ability to perform under the contract contemplated by the proposal. If you require additional information, please contact Bryan Rash, Region Chief Counsel, DCS Americas, at bryan.rash@aecom.com.

- Settled
- Pending
- ▲ Dismissed

NOTE: This table was comprised from identifiable and retrievable corporate records for AECOM Technical Services, Inc. and excludes (i) claims involving personal injury and property damage claims not otherwise connected with the claims identified, (ii) employment-related matters, and (iii) subsidiaries and affiliates of AECOM Technical Services, Inc.

Claimant Name & Case Number	Date Filed & Venue	Status	Claim Description
Vadnais Trenchless Services, Inc. vs. Oklahoma City Water Utilities Trust et al. Case No. CJ-2024-4170	June 28, 2024 District Court of Oklahoma County, State of Oklahoma	<span style="color: blue; border: 1px solid blue; border-radius: 50%; padding: 2px;">○</span>	Plaintiff, a pipeline construction contractor, has asserted claims against AECOM Technical Services, Inc., the Owner and the prime design consultant for differing site conditions for shaft excavation and tunneling on a pipeline project.
Willoughby Eastlake City School District vs. AECOM Technical Services, Inc. and Thendesign Architecture, Inc. Case No. 24CV000204	February 13, 2024 Court of Common Pleas, Lake County, Painesville, Ohio	<span style="color: blue; border: 1px solid blue; border-radius: 50%; padding: 2px;">○</span>	On February 13, 2024, the Willoughby-Eastlake City School District filed a Complaint for money damages in the Lake County Ohio Court of Common Pleas against AECOM Technical Services, Inc. on claims arising from the project known as the West End Lake County YMCA and South High School at Union Village. AECOM was the Construction Manager for the Project. The School District alleges that the soil material used by AECOM's subcontractor, Great Lakes Crushing for fill did not meet the Project Specifications. The School District alleges that because AECOM and/or GLC recommended the use of the shale fill, it breached its warranty that this recommended material was fit for its intended purpose. The School District also alleges that AECOM breached its general warranty that its Work would be free of defects. The School District alleges that AECOM breached its standard of care. The Complaint also asserts that the buildings are experiencing continuing leaks through the building envelope system.
Florida International Consulting Engineers Design, Inc. v. The School Board of Broward County, Florida; AECOM Technical Services, Inc.; Kathleen Langan Case No. CACE-23-020213	November 7, 2023 Circuit Court of the 17th Judicial Court, Broward County, Florida	<span style="color: blue; border: 1px solid blue; border-radius: 50%; padding: 2px;">○</span>	Florida International Consulting Engineers Design, Inc., an MEP firm contracted directly with SBBC served ATS with a 40-count Complaint related to the 8 schools to which FICE is assigned. The SBBC and Kathleen Langan were also named as defendants. There are five similar allegations for each of the eight schools: fraud in the inducement, breach of contract, quantum meruit against SBBC, and professional negligence and negligence against AECOM. There are also forgery allegations against Kathleen Langan based on alleged falsification of FICE's change order requests.  AECOM and the County are working on preparing a settlement offer to FICE. No monetary contribution is sought from AECOM at this time.

Claimant Name & Case Number	Date Filed & Venue	Status	Claim Description
Martinez Steel Corporation v. Security Paving Company, Inc., et al. Case No. BCV-23-102922-TSC	Complaint filed 8/30/23 (AECOM not named as defendant); City of Bakersfield's Cross-Complaint filed naming AECOM Technical Services, Inc. on 12/5/23 Kern County (Bakersfield, CA)	<span style="color: blue; border: 1px solid blue; border-radius: 50%; padding: 2px;">○</span>	Contractor's Steel Subcontractor did not meet its DBE commitment, so Caltrans withheld all federal funding it was administering. Sub filed suit against City seeking payment and City cross-complained against GC and others seeking indemnity, etc. City alleges ATS negligently performed its program management services by failing to identify that the sub was not fulfilling its DBE commitment/satisfying the project's DBE requirements.
Bragg Investment Company, Inc. dba Bragg Crane and Rigging Company v. Granite Construction Company; AECOM; Kie-Con; and ROES 1-100 Case No. BCV-23-102407	July 23, 2023 Superior Court of California, County of Kern	<span style="color: blue; border: 1px solid blue; border-radius: 50%; padding: 2px;">○</span>	This is a cross complaint against AECOM by Bragg. The underlying suit involves a project where AECOM served as designer for a bridge for client Caltrans. Granite served as the contractor and Bragg was a subcontractor to Granite. During construction, a girder collapsed during while being lifted into place. The matter went to DRB, where AECOM was aligned and supported Caltrans' position that the collapse was caused by contractor means and methods. Following the DRB, Granite sued Bragg, who then third-partied AECOM into the case (along with several other parties).
Hendrickson Transportation, LLC. (Plaintiff) vs. Rust Constructors, Inc., Shimmick Construction Company, AECOM Technical Services, Inc. Case No. 5:23-cv-06077-DGK	June 22, 2023 United States District Court for the Western District of Missouri	<span style="color: blue; border: 1px solid blue; border-radius: 50%; padding: 2px;">○</span>	Hendrickson asserted four counts: breach of contract; unjust enrichment; veil-piercing; and principal-agent liability. On September 15, 2023, Rust and Shimmick filed joint motions to (i) dismiss Hendrickson's complaint and (ii) stay the proceedings. On January 16, 2024, the Court issued an Order finding that Hendrickson's claim was not ripe for judicial review and, as a result, dismissed the Complaint without prejudice (and finding the stay motions moot as a result).
Patrick's Auto Repair, LLC v. State of Oklahoma ex rel Oklahoma Turnpike Authority, Sherwood Construction Co., Inc., AECOM-Duit Joint Venture, LLC, Gilcrease Constructors: a joint venture, Duit Construction Company and AECOM Corporation Case No. CJ-2023-2031	April 28, 2023 American Arbitration Association	<span style="color: blue; border: 1px solid blue; border-radius: 50%; padding: 2px;">○</span>	Plaintiff, Patrick's Auto Repair, bought this lawsuit against the defendants alleging that his business, which is located adjacent to the Gilcrease Expressway expansion in the Tulsa area caused noise, vibration, denial of access, excessive dust and business closure during the construction of the project which harmed his business.



**AECOM Technical Services, Inc. Litigation History (5 Years)**

● Settled

○ Pending

▲ Dismissed

Claimant Name & Case Number	Date Filed & Venue	Status	Claim Description
Grand Trunk Western Railroad Company v. AECOM Technical Services, Inc. Case No. 01-23-0001-9527	April 28, 2023 American Arbitration Association	○	AECOM provided geotechnical, design, and construction management services to Grand Trunk Western Railroad Company (dba Canadian National Railway) at GTW's Detroit Intermodal Facility in 2018. GTW contends that the concrete storage lot known as Lot W experienced premature cracking and failures due to AECOM's purported errors and omissions in the provision of services. GTW now demands that AECOM pay the cost to remediate the damaged concrete.
Frances Katie Williams v. AECOM, et al. Case No. 23-CI00175	March 28, 2023 Henderson County, KY	○	Wrongful death action against AECOM and other entities alleging, among other things, AECOM was negligent in the design, engineering, maintenance, and/or construction of a leachate collection system.
April Hill Browning v. AECOM, et al. Case No. CI00173	March 28, 2023 Henderson County, KY	○	Wrongful death action against AECOM and other entities alleging, among other things, AECOM was negligent in the design, engineering, maintenance, and/or construction of a leachate collection system
North Texas Tollway Authority v. Prairie Link Constructors JV, Fluor Enterprises, Inc. and Balfour Beatty Infrastructure, Inc., et al. DC-22-13917	October 7, 2022 District Court for the 160th Judicial District, Dallas County (TX)	○	The owner, the North Texas Tollway Authority brought suit against the design builder, Prairie Link Constructors, JV (PLC), asserting causes of action for breach of contract, negligence, negligent misrepresentation, and attorneys' fees due to alleged design and construction issues related to certain mechanically stabilized earth retaining walls. PLC subsequently filed suit against AECOM, who served as lead designer, and additional third parties with whom it had contracted to provide services on the project, asserting causes of action for breach of contract, negligence, negligent misrepresentation, duty to defend, indemnity, and contribution. AECOM denies that the retaining walls failed to meet contract specifications and presently is defending itself in the lawsuit.
Coffman Specialties and Hillwood Construction Services v. AECOM Technical Services, Inc. Case No: CIVSB2200818	June 2, 2022 County of San Bernardino	○	AECOM recommended the rejection of PCC pavement at the runway apron at the San Bernardino Airport that did not comply with the contract specifications. The contractor Coffman Specialties is disputing that the concrete is acceptable due to defective test specimens.
City of New Haven v. Nosal Builders, Inc., Langan CT, Inc. et al. v. AECOM et al. Case No: HDD-CV-21-6149328-S	May 2, 2022 Superior Court of Hartford CT	▲ 2024	City of New Haven filed a lawsuit against Nosal Builders, Langan and others related to cracking in the planked section of the non-structural topping slab. Langan, the design engineer, has third partied AECOM and others into the suit. AECOM was performing Construction Engineering and Inspection for the City of New Haven.

Claimant Name & Case Number	Date Filed & Venue	Status	Claim Description
Kiewit Infrastructure South Co., v. AECOM Technical Services, Inc. Case No. 8:21-cv-02093	August 31, 2021 United States District Court For The Middle District of Florida Tampa Division	● Jun 2023	The Complaint asserts two counts for breach of contract and professional negligence. The counts arise out of the following three claims for increased costs Kiewit incurred that we have been trying to resolve with Kiewit and PSI for more than 18 months regarding (1) MSE Wall Ground Improvements; (2) Increased Drilled Shaft Lengths; and (3) Bridge Bearings. Kiewit is seeking \$1.5 MM for additional direct costs due to post award changes in the bridge bearing designs. Kiewit claims that AECOM's structural engineers failed to consider/recognize certain loads in the pre-award Basis of Design. AECOM will file a Counterclaim against Kiewit and file a Crossclaim against PSI.
C.S. Legacy Construction, Inc. v. Mid-Coast Transit Constructors, et al. Case No. 37-2021-00012911-CU-BC-CTL	June 1, 2021 San Diego County Superior Court	▲ Nov 16, 2022	AECOM has been brought into the matter by way of Plaintiff CS Legacy's Complaint and cross-complainant Resource Building Material's cross-complaint alleging, among other related causes of action, professional negligence, negligent representation, and equitable indemnity related to the purchase and installation of warning pavers. AECOM provided as needed construction management support to the project as a subconsultant to Jacobs under their prime agreement with the project owner, SANDAG. Neither Jacobs nor SANDAG have been named in the matter at this time.
AECOM Technical Services, Inc. v. United States ASBCA No. 62800	February 9, 2021 Armed Services Board of Contract Appeals	○	AECOM Technical Services, Inc. filed a complaint against the U.S. Army Corps of Engineers with the Armed Services Board of Contract Appeals in connection with a task order for the development and implementation of energy conservation projects at Buckley Air Force Base, Colorado. In its complaint, ATSI asserts that (1) USACE's Engineering and Support Center, Huntsville (CEHNC) acted arbitrarily and capriciously by failing to examine the relevant data and provide a rational explanation for cancelling the Project, (2) CEHNC is required to pay AECOM fair compensation for the value of its goods and services, including termination for convenience costs, and (3) CEHNC breached its duty of good faith and fair dealing.
Flatiron West, Inc. v. City of Oakland v. AECOM Case No. RG19041029	January 29, 2021 County of Alameda, Rene C. Davidson Court House	● 2024	The contractor (Flatiron West) has sued the City of Oakland for unpaid fees. The City contends that the unpaid fees were incurred as a result of delays and errors by the Contractor while contemporaneously cross-complaining against the ATS/TY Lin Joint Venture, and ATS and TY Lin individually (collectively the "JV"), that any such delays not caused by the Contractor, are the result of professional negligence on the part of the JV.



**AECOM Technical Services, Inc. Litigation History (5 Years)**

● Settled

○ Pending

▲ Dismissed

Claimant Name & Case Number	Date Filed & Venue	Status	Claim Description
Colonial Pipeline Company v. Metropolitan Nashville Airport Authority and AECOM Technical Services, Inc. Case No. 3:20-cv-00666	July 31, 2020 United States District Court for the Middle District of Tennessee Nashville Division	○	Cody Mitchell is a seconded employee at the Nashville Airport (MNAA) under our Staff Augmentation contract. One of Cody's responsibilities as directed by MNAA was to be a resource to TDOT for their work regarding relocation of an adjacent State Route. As a part of the TDOT work, they requested access inside the Airport Operations Area (AOA) for investigative drilling. As TDOT's designated liaison, Cody was asked to schedule a runway closure, and make arrangements for the drilling. According to GIS information provided by the airport, Colonial's pipeline appeared to be 80 feet away. When TDOT began to drill they hit Colonial's pipeline resulting in a spill. Colonial is suing for the clean-up costs.
United States of America v. AECOM, Emergency Response Program Management Consultants, AECOM Technical Services, Inc., AECOM Recovery, and Louisiana Department of Education Case No. 2:16-cv-15092-EEF-KWR	July 28, 2020 Eastern District of Louisiana	● Oct 2023	AECOM project specialists are alleged to have inflated estimates in project worksheets prepared for FEMA after Hurricane Katrina, thereby causing FEMA to obligate more funding for disaster victims.
LLS, PLLC d/b/a Manor Kids Dentist v. Shadowglen Development Corporation v. Wurzel Builders, Ltd. Case No. D-1-GN-19-003936	July 17, 2020 District Court, 261st Judicial District, Travis County, Texas	○	Tenant in commercial development alleges negligence in the drainage design as lead to flooding.
Bizzack Construction, LLC v. AECOM Technical Services, Inc. et al. Case No. 5:20-cv-00084-KKC	February 13, 2020 U.S. District Court Eastern District of Kentucky	○	Contractor claims additional costs alleged to arise from errors in design of a bridge.
Roebbelen Contracting Inc. v. County of San Luis Obispo Case No. 56-2020-00543728-CU-BC-VTA	January 21, 2020 Ventura County Superior Court	● 2021	General contractor is asserting claim for damages relating to increased construction costs and delays against County of San Luis Obispo. County has cross complained against ATS for indemnity and negligence, alleging that at least some of the contractor's alleged damages were caused by design errors and/or omissions.

Claimant Name & Case Number	Date Filed & Venue	Status	Claim Description
AECOM Technical Services, Inc. v. Flatiron   AECOM LLC Case No. 1:19-CV-02811-WJM-KLM	October 2, 2019 District of Colorado	○	Contract and professional negligence dispute.
South Jersey Transportation Authority v. Sambe v. AECOM et al. Case No. ATL-L-001012-18	September 4, 2019 Superior Court of New Jersey, Atlantic County	● 2021	AECOM was the designer of record for the Atlantic City International Airport Aircraft Rescue and Firefighting Station. The building is a two story 40,000 square foot building. SJTA, AECOM's client, has sued Sambe Construction, the construction contractor, and in turn Sambe has sued all contractors and designers on the project. Allegations in the complaint pertain to leak activities and claims related to the HVAC system.

AECOM Technical Services, Inc., (ATS), upon information and belief formed after reasonable inquiry, advises that the following OSHA and jurisdictional safety violations and citations have been received within the previous five years.

Regulatory Agency	Date of Incident/ Notice	Description	Penalty	Final Action to Resolve
Hawaii Occupational Safety and Health Administration (HIOSH)	Jan 23, 2019	AECOM was given an "other than serious" citation from HIOSH related to failure to conduct regular inspections on a project site where a lost time injury occurred.	\$4,619.00	Safety and health inspections were conducted to ensure new or previously missed hazards are identified and controlled.
		Inspection # 1374509.015		





# AECOM Hunt

## Hunt Construction Group, Inc. Legal Summary

The following is Hunt Construction Group, Inc.'s list of litigation filed within the last five (5) years (2019-2024) for its Indianapolis/Central Division:

Project Name Location	Matter Name	Court Case Number	Date Filed	Nature of Dispute
<b>1415 North Sedgwick Project</b> Chicago, IL	Gilco Scaffolding Company LLC v. Hunt Construction Group, Inc.	Cook County, IL First Municipal District Court, Civil Division, Case No. 2021125902	● 12/09/2020	Subcontractor non-payment litigation. Resolved pursuant to Settlement & Release Agreement dated 02/04/2021 and subsequently dismissed with prejudice by the Court.
<b>151 First Avenue – Four Seasons Hotel &amp; Residences</b> Nashville, TN	Cook & Boardman, LLC d/b/a Cook & Boardman v. Hunt Construction Group, Inc., et al.	Davidson County, TN Chancery Court, 20th Judicial District at Nashville, Case No. 24-0265-IV	● 03/04/2024	Subcontractor non-payment litigation. Settlement was negotiated at the Project level. Release of lien and dismissal of lawsuit anticipated within the next few weeks.
	DWR Construction Inc. v. Hunt Construction Group, Inc. d/b/a AECOM-Hunt	Davidson County, TN Chancery Court, 20h Judicial District at Nashville, Case No. 23-0418-I	● 04/03/2023	Subcontractor non-payment litigation, which was settled prior to Hunt filing an Answer.
	Fabricor, Inc. v. VT-West, Inc.; et al.	Davidson County, TN Chancery Court, 12th Judicial District at Nashville, Case No. 22-1427-III	● 10/24/2022	2nd tier subcontractor non-payment litigation. Dispute was resolved and an Agreed Notice and Order of Dismissal was filed with the Court on 05/31/2023.
<b>801 Church Street Project</b> Nashville, TN	Basnight & Sons, LLC v. Hunt Construction Group, Inc.	Davidson County, TN Chancery Court Case No. 23-1216-III	○ First Amended Complaint 09/18/2023	Subcontractor non-payment litigation. Discovery is on-going; settlement negotiations have commenced; and the parties may soon engage in discussions about scheduling mediation.
<b>900 Church Street Projects</b> Nashville, TN	Demo Plus, Inc. v. Hunt Construction Group, Inc.	Davidson County, TN Chancery Court at Nashville, Case No. 22-1432-II	● 10/26/2022	Subcontractor non-payment litigation. Resolved pursuant to Settlement & Release Agreement dated 02/09/2023 and subsequently dismissed with prejudice by the Court.
	USA Hoist Company, Inc. v. Hunt Construction Group, Inc., et al.	Davidson County, TN Chancery Court, 20th Judicial District, Case No. 23-0848-I	● 06/22/2023	Subcontractor non-payment litigation. Matter was resolved and an Agreed Final Order of Dismissal with Prejudice was entered by the Court on 02/23/2024.
<b>Ambulatory Care Center &amp; Dental Clinic Replacement</b> Joint Base Andrews, MD	Structural Concrete Products, LLC v. Manhattan Construction Company and Hunt Construction Group, Inc.	Prince George's County, MD Circuit Court Case No. CAC19-25429	● 08/02/2019	Subcontractor non-payment litigation. Dispute was resolved and the Court entered its Order of Dismissal with Prejudice on 06/28/2021.
<b>Ballpark of the Palm Beaches</b> Palm Beach County, FL	HW Spring Training Complex, LLC v. Hunt Construction Group, Inc. and HKS Architects, Inc.	Palm Beach County, FL 15th Judicial Circuit Court Case No. 502024-CA-006101 AMB AK	○ 06/28/2024	Professional negligence/breach of contract litigation recently filed by Owner alleging construction and/or design defects. Hunt filed its Answer, Defenses, & Third-Party Complaint against 15 trade partners on 08/30//2024, and is in process of serving the Third-Party Complaint and researching experts.
	Therma Seal Insulation Systems, Inc. v. Hunt Construction Group, Inc.	Palm Beach County, FL 15th Judicial Circuit Court Case No. 502022-CA-009605	● 06/28/2024	Subcontractor breach of contract litigation. Matter was resolved prior to Hunt filing an Answer, and Plaintiff's Notice of Voluntary Dismissal with Prejudice was filed with the Court on 01/13/2023.
<b>Belmont Park UBS Arena</b> Elmont, NY	Coastal Tile & Marble, Inc. v. Cambria Company LLC, et al	Nassau County, NY Supreme Court Index No. 616031/2022	● 01/20/2023	3rd tier subcontractor payment claim against higher tier subs. Hunt brought into the action via 3rd party claims seeking direct payment. Dispute settled in August 2023; and a Stipulation of Discontinuance was filed 11/27/2023, which was granted by the Court on 12/04/2023.
<b>Fishers Event Center</b> Fishers, IN	Erie Insurance Company v. Hunt Construction Group, Inc.	Hamilton County, IN Superior Court Case No. 29D03-2405-PL-005296	● 05/15/2024	Property damage lawsuit involving monies paid for water damage sustained to insured's vehicle. Matter was promptly resolved between Erie and Hunt's carrier (Hartford) and subsequently dismissed by the Court on 06/30/2024.

● Resolved

○ Pending

NOTE: This summary does not include workers compensation, personal injury, or other claims covered by insurance. Nor does this summary include employment matters, matters in informal or non-binding dispute resolution process, and civil administrative matters.



# AECOM Hunt

## Hunt Construction Group, Inc. Legal Summary

The following is Hunt Construction Group, Inc.'s list of litigation filed within the last five (5) years (2019-2024) for its Indianapolis/Central Division:

Project Name Location	Matter Name	Court Case Number	Date Filed	Nature of Dispute
<b>Grand Bohemian Hotel</b> Greenville, SC	Alpha Insulation & Waterproofing, Inc. v. Hunt Construction Group, Inc., et al.	Greenville County, SC Court of Common Pleas, 13th Judicial Circuit, Case No. 2022-CP-23-05742	● 10/17/2022	Subcontractor non-payment litigation, which was settled prior to filing an Answer. Case was dismissed, lien & discharge bond released, and lis pendens cancelled in late July/early August 2023.
	Bernhard MCC, LLC v. Liberty Mutual Insurance Company and Hunt Construction Group, Inc.	Greenville County, SC Court of Common Pleas Case No. 2024-CP-23-04205	○ 07/08/2024	Subcontractor non-payment/mechanic's lien foreclosure litigation. Hunt obtained an extension to 10/18/2024 to answer or otherwise plead to Plaintiff's Complaint. In the interim, we are attempting to resolve this dispute without the need for protracted litigation.
	Campbell Tile Co., Inc. v. Grand Bohemian Greenville, LLC, and Hunt Construction Group, Inc.	Greenville County, SC Court of Common Pleas, 13th Judicial Circuit, Case No. 2023-CP-23-00010	● 01/06/2023	Subcontractor non-payment litigation, which was settled prior to filing an Answer. Case was dismissed, lien & discharge bond released, and lis pendens cancelled in late July 2023.
	The Ullman Group, LLC v. Hunt Construction Group, Inc. and Grand Bohemian Greenville, LLC	Greenville County, SC Court of Common Pleas Case No. 2022-CP-23-05337	● 09/27/2022	Subcontractor non-payment litigation. Settlement recently was reached between the parties; the mechanic's lien has been released; and dismissal is pending.
<b>Grand Bohemian Hotel &amp; Civic Improvement Project</b> Greenville, SC	Daybreak Inc. d/b/a Huber & Associates v. Hunt Construction Group, Inc. and Liberty Mutual Insurance Company	Greenville County, SC Court of Common Pleas Case No. 2022-CP-23-03511  <i>*Removed to federal court/stayed pending arbitration</i>	○ 07/05/2022	Subcontractor non-payment litigation. Matter recently was unsuccessfully mediated. Written discovery has commenced. Arbitration was scheduled for 09/30/2024. Trial has not yet been set.
	Fountain Services, LLC v. Hunt Construction Group, Inc., et al.	Greenville County, SC Court of Common Pleas, 13th Judicial Circuit, Case No. 2023-CP-23-03025	● 06/15/2023	Subcontractor non-payment litigation. The parties agreed to settle and the lawsuit was subsequently dismissed by the Court.
<b>Hard Rock Stadium Renovations &amp; Roof Addition</b> aka <i>Miami Dolphins Stadium</i> Miami, FL	South Florida Stadium LLC v. Hunt Construction Group, Inc., American Seating Company, and Capitol Indemnity Corporation	Miami-Dade County, FL 11th Judicial Circuit Court Case No. 2024-012121-CA-01	○ 06/28/2024	Breach of contract/negligence/breach of performance bond litigation filed by Owner alleging rust and corrosion on the cast iron structural standards and/or seating stanchions at the Stadium. Hunt has obtained an extension to file its Answer to the Complaint, which presently is being reviewed for merit and response.
<b>JFK International Airport, Terminals 6/7 Redevelopment</b> Jamaica, NY	Trustees of the NY City District Council of Carpenters, Pension Fund, Welfare Fund, Annuity Fund, Apprenticeship, Journeyman Retraining, Education & Industry Fund, and the Carpenter Contractor Alliance of Metropolitan NY v. Prime Contractors, Inc., Hunt Construction Group, Inc. v/b/a/ AECOM/Hunt, and John Doe No. 1	New York County, NY Supreme Court Index No. 154646 / 2024	● 05/20/2024	Action to recover unpaid supplemental benefit payments to the Carpenters allegedly owed by Defendant Prime (2nd tier sub). During a 07/11/2024 conference call between Hunt, Urban, and the Carpenters, Urban committed to pay the agreed-upon settlement amount to Carpenters on behalf of Prime. A Settlement Agreement has been fully executed; payment made; and Plaintiffs filed a Notice of Voluntary Dismissal with Prejudice on 08/06/2024.
<b>Kentucky International Convention Center</b> Louisville, KY	Atlas Metal Products Co. v. Commonwealth of Kentucky, et al.	Franklin County, KY Circuit Court, Division 1, Case No. 19-CI-01060	● 10/14/2019	Subcontractor non-payment litigation. Matter was resolved via Settlement & Release Agreement dated 05/26/2020, and the Court subsequently entered its Order of Dismissal with Prejudice and Final Release of Lien.
	Delta Services, LLC v. Hunt Construction Group, Inc., et al.	Jefferson County, KY Circuit Court Case No. 20-CI-000319	● 01/15/2020	Subcontractor non-payment litigation. The matter was settled between the parties prior to Hunt filing an Answer.

● Resolved

○ Pending

NOTE: This summary does not include workers compensation, personal injury, or other claims covered by insurance. Nor does this summary include employment matters, matters in informal or non-binding dispute resolution process, and civil administrative matters.













# AECOM Hunt

## Hunt Construction Group, Inc. Legal Summary

The following is Hunt Construction Group, Inc.'s list of litigation filed within the last five (5) years (2019-2024) for its Indianapolis/Central Division:

Project Name Location	Matter Name	Court Case Number	Date Filed	Nature of Dispute
<b>Marion County Community Justice Center Project</b> Indianapolis, IN	HGMC Supply, Inc. d/b/a HG Metals v. Bright Sheet Metal Co., Inc., et al.	Marion County, IN Superior Court Cause No. 49D11-2207-PL-022307	 07/26/2022	2nd tier supplier breach of contract/negligence litigation. Plaintiff has not taken any action in this case since Sept. 2022 and the Court has not set any trial date or other case deadlines. We anticipate the case will be dismissed for failure to prosecute.
<b>Mount Carmel Grove City Phase II New Hospital</b> Grove City, OH	Berkley Assurance Company v. Hunt Construction Group, Inc.	United States District Court, Southern District of NY, Case No. 1:19-cv-11621	 12/19/2019	Declaratory relief litigation filed by Hunt's Professional Liability insurance carrier seeking declaratory judgment that it did not have a duty to defend Hunt for claims made against Hunt by Mount Carmel, Quandel, and various subcontractors for damages related to alleged shortcomings of Hunt's performance on the Project. Hunt vehemently disagreed with Berkley and believed that Berkley had a duty to defend Hunt. The parties agreed to dismiss this action without prejudice on 09/28/2020, subject to a tolling & standstill agreement dated 09/23/2020.
<b>Mount Carmel Grove City Hospital</b> Grove City, OH	Quandel Construction Group, Inc. n/k/a Quandel Construction Group, LLC v. Hunt Construction Group, Inc., et al.	United States District Court, Southern District of Ohio, Case No. 24-cv-2362	 05/10/2024	Declaratory judgment for indemnification & defense/breach of fiduciary duty/breach of contract action recently filed by Hunt's partner in Quandel/Hunt, a Joint Venture ("QHJV"), the CM on the Project. The Complaint is presently being reviewed for response.
<b>Savannah Plant Riverside District Development</b> Savannah, GA	Plant Riverside, LLC and Kessler Condo Declarant, LLC v. Hunt Construction Group, Inc.	U.S. District Court, Southern District of Georgia, Savannah Division, Case No. 4:21-cv-00235-RSB-CLR.	 08/18/2021	Owner litigation for declaratory judgment/injunctive relief, and breach of contract, alleging mismanagement of Project, defective or incomplete work, and delays. Hunt denies that its conduct was negligent, deficient, and/or was the root cause of delays to the Project. The matter was resolved between the parties by way of an executed Settlement Agreement and subsequently dismissed with prejudice by the Court on 10/14/2022.
<b>Savannah Plant Riverside Hotel and West Garage Projects</b> Savannah, GA	CCK Construction Services, Inc. v. Hunt Construction Group, Inc. and Liberty Mutual Insurance Company	Chatham County, GA Superior Court Case No. SPCV21-00923-FR	 08/24/2021	Subcontractor non-payment litigation. Prior to Hunt's Answer due date, a settlement was negotiated on 10/13/2021, which resulted in dismissal of the lawsuit and release of CCK's lien claims.
<b>Savannah Plant Riverside West Garage Projects</b> Savannah, GA	Gorman Construction, Inc. v. Hunt Construction Group, Inc. and Liberty Mutual Insurance Company	Gwinnett County, GA Superior Court Case No. 20-A-07995-3	 11/30/2020	Subcontractor non-payment litigation. Settlement was negotiated at the Project level, and the matter was subsequently dismissed by the Court.
<b>USTA Arthur Ashe Stadium Roof, Substation &amp; Chiller Plant</b> Flushing Meadows, NY	Indian Harbor Insurance Company, as successor in interest to Caitlin Specialty Insurance Company, v. The Hunt Corporation	U.S. District Court, Eastern District of NY, Case No. 1:22-cv-07665	 12/16/2022	Declaratory Judgment Litigation filed by Hunt's insurance carrier. A settlement was reached and Indian Harbor voluntarily dismissed its Complaint with prejudice in March 2023.
	Hunt Construction Group, Inc. v. Matthew L. Rossetti, Architect, P.C.; et al.	New York County, NY Supreme Court Index No. 654365/2019	 07/01/2020; First Amended Complaint 10/21/2020	Breach of contract and design errors and omissions claim against subcontractor and design team. Discovery is on-going, and we are in the midst of electronic discovery harvesting. The case is not currently scheduled for trial.

 Resolved

 Pending

NOTE: This summary does not include workers compensation, personal injury, or other claims covered by insurance. Nor does this summary include employment matters, matters in informal or non-binding dispute resolution process, and civil administrative matters.



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# INSURANCE STATEMENT





# City of Gary

## 2024-2025 Commercial Accounts Summary for the City of Gary

Account Name	Type of Policy	Premium \$	Company	Effective Dates
City of Gary (Employees, Clerk & Controller)	Bonds	\$2,971.20	CNA Surety	01/01/2024-12/31/2024
Rochelle Robinson	Public Official Bond	\$300.00	Platinum Bonds	01/01/2024-12/31/2024
Judge Deidre L. Monroe	Judge Deidre L. Monroe/Bond	\$100.00	The Hartford	01/01/2024-12/31/2024
Baseball Stadium, Marquette Park, Hudson Campbell	Commercial General Liability	\$64,583.20	Evanston	01/25/2024-01/25/2025
City of Gary Redevelopment Authority	PEFPBP#4	\$132.00	CNA Surety	01/14/2024-01/14/2025
City of Gary	Inland Marine	\$8,078.10	Scottsdale	02/06/2024-02/06/2025
Dept of Community Development	Commercial Property/General Liability	\$3,358.93	Scottsdale Insurance	02/14/2024-02/14/2025
City Court of Gary	Commercial Auto	\$9,945.00	National Indemnity	04/07/2024-04/07/2025
General Service & Health Department	Commercial Property	\$43,507.50	Travelers	04/23/2024-4/23/2025
Gary Department of Redevelopment	Property/GL-Public Safety Facility	\$164,406.55	Axis/Associated Industries Insurance Company	04/25/2024-04/23/2025
Gary Department of Community Development	Commercial Property	\$3,573.15	Evanston	04/29/2024-04/29/2025
City of Gary-Fire Stations/Bldg. Contractors Equipment	Commercial Property	\$37,421.00	Travelers	05/18/2024-05/18/2025
Gary Park Department	Commercial Property		Travelers	06/26/2024-06/26/2025
Youth Services Bureau	General Liability			06/27/2024-06/27/2025
Gary Redevelopment Authority	Commercial Property/GL for City Hall		Scottsdale	07/14/2024-07/14/2025
Baseball Stadium	Commercial Property		The Hartford	09/01/2024-09/01/2025
	<b>Totals</b>	<b>\$338,376.63</b>		



# Hard Rock Casino Northern Indiana



## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
 9/25/2024

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

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

<b>PRODUCER</b> Brown & Brown RS Insurance Services, LLC 6 Concourse Pkwy, Ste 2300 Atlanta, GA 30328 www.bbinsurance.com	<b>CONTACT NAME:</b> Judith Boich <b>PHONE (A/C, No, Ext):</b> <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b> Judith.Boich@bbrown.com <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: left;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: left;">NAIC #</th> </tr> <tr> <td>INSURER A : Zurich American Insurance Company</td> <td>16535</td> </tr> <tr> <td>INSURER B : American Zurich Insurance Company</td> <td>40142</td> </tr> <tr> <td>INSURER C : American Guarantee and Liability Ins Co</td> <td>26247</td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Zurich American Insurance Company	16535	INSURER B : American Zurich Insurance Company	40142	INSURER C : American Guarantee and Liability Ins Co	26247	INSURER D :		INSURER E :		INSURER F :	
INSURER(S) AFFORDING COVERAGE	NAIC #														
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INSURER C : American Guarantee and Liability Ins Co	26247														
INSURER D :															
INSURER E :															
INSURER F :															

**INSURED**  
 Hard Rock Casino Northern Indiana  
 5701 Stirling Road  
 Davie FL 33314

**COVERAGES**      **CERTIFICATE NUMBER:** 82102408      **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Liquor Liability Included <input checked="" type="checkbox"/> SIR \$350,000 GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			GLO 3878476 16	3/1/2024	3/1/2025	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$ Excluded PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$5,000,000 PRODUCTS - COMP/OP AGG \$5,000,000 \$
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/>			BAP 3878478 16  Comp/Coll Ded \$2,500	3/1/2024	3/1/2025	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ GarageKeepers Liability \$Included
C	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED    RETENTION \$			SXS 7326644-04	3/1/2024	3/1/2025	EACH OCCURRENCE \$4,000,000 AGGREGATE \$4,000,000 \$
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		Y/N N/A	WC 3878474 17	3/1/2024	3/1/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Insured: Hard Rock Casino Northern Indiana, 5400 W. 29th Avenue, Hammond, IN 46320

Evidence of Insurance

<b>CERTIFICATE HOLDER</b> Hard Rock Casino Northern Indiana 5400 W. 29th Avenue Hammond IN 46320	<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE <b>Brown &amp; Brown RS Insurance Services, LLC</b>  Brown & Brown RS Insurance Services, LLC
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82102408 | 24 25 HR Indiana/Cincinnati | Judith Boich | 9/25/2024 6:13:56 PM (EDT) | Page 1 of 1





# AECOM

## INSURANCE SUMMARY

### General Liability

Carrier: ACE American Insurance Company  
 (AM Best rating: A++ XV)  
 Policy Period: 4/1/24 - 4/1/25  
 Limits: In excess of \$10,000,000 per occurrence/\$10,000,000 general aggregate

### Automobile Liability

Carrier: ACE American Insurance Company  
 (AM Best rating: A++ XV)  
 Policy Period: 4/1/24 - 4/1/25  
 Limits: In excess of \$5,000,000 CSL

### Umbrella Liability

Carrier: ACE Property and Casualty Insurance Co  
 (AM Best rating: A++ XV)  
 Policy Period: 4/1/24 - 4/1/25  
 Limits: In excess of \$2,000,000

### Professional Liability

Carrier: Illinois Union Insurance Company  
 (AM Best rating: A++ XV)  
 Policy Period: 4/1/24 - 4/1/25  
 Limits: In excess of \$5,000,000 per claim/aggregate

### Workers Compensation/Employers Liability

Carrier: ACE American Insurance Company  
 (AM Best rating: A++ XV)  
 Policy Period: 4/1/24 - 4/1/25  
 Limits: Statutory WC / Employer's Liability Limit of \$2,000,000 per incident

*Broker for the above coverages*  
 Marsh Risk and Insurance Services, Inc.  
 777 S. Figueroa Street  
 Los Angeles, California 90017  
 (213) 346-5620



## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
04/03/2024

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

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<b>PRODUCER</b> Marsh Risk & Insurance Services CA License #0437153 633 W. Fifth Street, Suite 1200 Los Angeles, CA 90071 Attn: LosAngeles.CertRequest@Marsh.Com CN101348564-STND-GAUE-24-25	<b>CONTACT NAME:</b> Marsh   U.S. Operations
	<b>PHONE (A/C, No. Ext):</b> 866-966-4664 <b>FAX (A/C, No.):</b> 212-948-0533 <b>E-MAIL ADDRESS:</b> LosAngeles.CertRequest@marsh.com
<b>INSURED</b> AECOM 1999 Avenue of the Stars, Suite 2600 Los Angeles, CA 90067	<b>INSURER(S) AFFORDING COVERAGE</b>
	<b>INSURER A :</b> ACE American Insurance Company <b>NAIC #</b> 22667
	<b>INSURER B :</b> ACE Property & Casualty Insurance Co.      20699
	<b>INSURER C :</b> Illinois Union Insurance Co      27960
	<b>INSURER D :</b>
	<b>INSURER E :</b>

**COVERAGES**      **CERTIFICATE NUMBER:** LOS-002383377-57      **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			HDO G47343045	04/01/2024	04/01/2025	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 5,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 5,000,000 PRODUCTS - COMP/OP AGG \$ 5,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			ISA H1073888A	04/01/2024	04/01/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 5,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED    RETENTION \$			XEU G46880043 007	04/01/2024	04/01/2025	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
A	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WLR C50718748 (AOS) SCF C50718852 (WI Retro)	04/01/2024 04/01/2024	04/01/2025 04/01/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 5,000,000 E.L. DISEASE - EA EMPLOYEE \$ 5,000,000 E.L. DISEASE - POLICY LIMIT \$ 5,000,000
C	<input type="checkbox"/> ARCHITECTS & ENG. <input type="checkbox"/> PROFESSIONAL LIAB.			EON G21654693 005 "CLAIMS MADE"	04/01/2024	04/01/2025	Per Claim/Agg 10,000,000 Defense Included

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**  
 EVIDENCE OF COVERAGE  
 Contractors Pollution Liability, Carrier: AIG Specialty Insurance Company, NAIC #26883, Policy #: CPL 1814870, Policy Term: 04/01/2024 - 04/01/2025, "Claims Made," Defense Included, Limit: \$5,000,000 Per Loss/Aggregate  
 Stop Gap is evidenced under the Workers Compensation policy in Monopolistic States.

<b>CERTIFICATE HOLDER</b> AECOM 1999 Avenue of the Stars, Ste. 2600 Los Angeles, CA 90067	<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE <i>Marsh Risk &amp; Insurance Services</i>
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POLICY NUMBER: HDO G47343045

Endorsement Number: 2

**COMMERCIAL GENERAL LIABILITY  
CG 20 10 12 19**

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

**ADDITIONAL INSURED – OWNERS, LESSEES OR  
CONTRACTORS – SCHEDULED PERSON OR  
ORGANIZATION**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

**SCHEDULE**

Name Of Additional Insured Person(s) Or Organization(s)	Location(s) Of Covered Operations
Any Owner, Lessee or Contractor whom you have agreed to include as an additional insured under a written contract, provided such contract was executed prior to the date of loss.	All locations where you are performing ongoing operations for such additional insured pursuant to any such written contract.

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

**A. Section II – Who Is An Insured** is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by:

1. Your acts or omissions; or
2. The acts or omissions of those acting on your behalf;

in the performance of your ongoing operations for the additional insured(s) at the location(s) designated above.

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

**B.** With respect to the insurance afforded to these additional insureds, the following additional exclusions apply:

This insurance does not apply to "bodily injury" or "property damage" occurring after:

1. All work, including materials, parts or equipment furnished in connection with such work, on the project (other than service, maintenance or repairs) to be performed by or on behalf of the additional insured(s) at the location of the covered operations has been completed; or
2. That portion of "your work" out of which the injury or damage arises has been put to its intended use by any person or organization other than another contractor or subcontractor engaged in performing operations for a principal as a part of the same project.

**C.** With respect to the insurance afforded to these additional insureds, the following is added to **Section III – Limits Of Insurance:**

If coverage provided to the additional insured is required by a contract or agreement, the most we

will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or
2. Available under the applicable limits of insurance;

whichever is less.

This endorsement shall not increase the applicable limits of insurance.





## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
8/30/2024

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

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

PRODUCER Arthur J. Gallagher Risk Management Services, LLC 595 Market Street Suite 2100 San Francisco CA 94105  License#: 0D69293 HUNTCO-04	CONTACT NAME: Certificate Department	
	PHONE (A/C, No, Ext): 925-299-1112	FAX (A/C, No): 925-299-0328
E-MAIL ADDRESS: CertRequests@ajg.com		
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A : Hartford Fire Insurance Company		19682
INSURER B : Twin City Fire Insurance Company		29459
INSURER C : Starr Indemnity & Liability Company		38318
INSURER D : Ironshore Specialty Insurance Co		25445
INSURER E : Allied World National Assurance Company		10690
INSURER F :		

COVERAGES CERTIFICATE NUMBER: 814724200 REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR	Y	Y	57CSEQU3251	9/1/2024	9/1/2025	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$2,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000 OTHER \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	Y	Y	57UENQU3252	9/1/2024	9/1/2025	COMBINED SINGLE LIMIT (Ea accident) \$2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ OTHER \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 0			1000585995241 03077891	9/1/2024 9/1/2024	9/1/2025 9/1/2025	EACH OCCURRENCE \$10,000,000 AGGREGATE \$10,000,000 2nd Layer - Occ/Agg \$15,000,000 X PER STATUTE OTH-ER WA & OH Stop Gap E.L. EACH ACCIDENT \$2,000,000 E.L. DISEASE - EA EMPLOYEE \$2,000,000 E.L. DISEASE - POLICY LIMIT \$2,000,000
B	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	57WEQU3250	9/1/2024	9/1/2025	E.L. EACH ACCIDENT \$2,000,000 E.L. DISEASE - POLICY LIMIT \$2,000,000
D	Pollution Liability	Y	Y	ICELLUW00160189	9/1/2024	9/1/2025	Ea Claim/Agg \$25,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
Above referenced policies are primary and non-contributory.

The Excess policy follows form over General liability, Auto liability and Employers liability policies.

RFP/RFQ Purposes Only

CERTIFICATE HOLDER  Hunt Construction Group, Inc.	CANCELLATION  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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ACORD 25 (2016/03)

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Policy Number: ICCELLUW00160189

## (1) Bodily injury:

- (a) To you, to your partners or members (if you are a partnership or joint venture) or to your members (if you are a limited liability company); or
- (b) For which there is any obligation to share damages with or repay someone else who must pay damages because of the injury described in Paragraph (1)(a) above.

## (2) Property damage or environmental damage to property owned, occupied or used by rented to, in the care, custody or control of, or over which physical control is being exercised for any purpose by you, any of your employees, volunteer workers, any partner or member (if you are a partnership or joint venture), or any member (if you are a limited liability company).

- b. Any person or organization having proper temporary custody of your property if you die, but only with respect to liability arising out of the maintenance or use of that property and until your legal representative has been appointed.
- c. Your legal representative if you die, but only with respect to duties as such. That representative will have all your rights and duties under this policy.
- d. Any person or organization you agree to include as an insured in a written contract, written agreement or permit, but only with respect to **bodily injury, property damage or environmental damage** arising out of **your work**.
- e. Any person or organization that has at least a 50% controlling interest in you but only with respect to **bodily injury, property damage or environmental damage** arising out of their financial control of you.

## SECTION III - LIMITS OF INSURANCE AND DEDUCTIBLE

- The Limits of Insurance shown in the Declarations and the rules below fix the most we will pay regardless of the number of:
  - Insureds;
  - Claims made or suits brought;
  - Persons or organizations making **claims** or bringing **suits**; or
  - Pollution incidents.
- The Policy Aggregate Limit is the most we will pay for the sum of all damages and **emergency response expense** under **Coverages A through D** inclusive.
- Subject to Paragraph 2. above, the Each Occurrence Limit is the most we will pay for the sum of all damages and **emergency response expense** under **Coverages A through D** inclusive because of all **bodily injury, property damage and environmental damage** arising out of any one **occurrence**.
- The Limit of Insurance applies in excess of the Deductible amount shown in the Declarations. The deductible amount applies to the sum of all damages and **emergency response expense** under **Coverages A through D** inclusive because of **bodily injury, property damage and environmental damage** arising out of any one **occurrence**.

We may pay any part or the entire deductible amount to effect settlement of any **claim** or **suit** or to pay **clean-up costs** or **emergency response expense** which may be covered under this policy and, upon notification of the action taken, you shall promptly reimburse us for such part of the deductible amount as has been paid by us.

- The Limits of Insurance apply to the entire **policy period**. If the **policy period** is extended after policy issuance for an additional period, the additional period will be deemed part of the last preceding period for the purposes of determining the Limits of Insurance.

## SECTION IV - CONDITIONS

## 1. Assignment

This policy may not be assigned without our prior written consent. Assignment of interest under this policy shall not bind us until our consent is endorsed thereon.

IE.COV.CELL.SELECT.001 (01/14) Includes copyrighted material of Insurance Services Offices, Inc. with its permission. Page 9 of 18



Policy Number: ICELLUW00160189

Except with respect to the Limits of Insurance and any rights or duties specifically assigned in this policy to the first Named Insured, this insurance applies:

- a. As if each Named Insured were the only Named Insured; and
- b. Separately to each insured against whom **claim** is made or **suit** is brought.

**20. Service of Suit**

Subject to SECTION IV – CONDITIONS, Condition 5. Choice of Forum above, it is agreed that in the event of failure of us to pay any amount claimed to be due hereunder, we, at the request of the insured, will submit to the jurisdiction of a court of competent jurisdiction within the United States. Nothing in this condition constitutes or should be understood to constitute a waiver of our rights to commence an action in any court of competent jurisdiction in the United States, to remove an action to a United States District Court, or to seek a transfer of a case to another court as permitted by the laws of the United States or of any state in the United States. It is further agreed that service of process in such suit may be made upon us and that in any suit instituted against us upon this contract, we will abide by the final decision of such court or of any appellate court in the event of any appeal.

Further, pursuant to any statute of any state, territory, or district of the United States which makes provision therefore, we hereby designate the Superintendent, Commissioner, Director of Insurance, or other officer specified for that purpose in the statute, or his or her successor or successors in office as its true and lawful attorney upon whom may be served any lawful process in any action, suit or proceeding instituted by or on behalf of the insured or any beneficiary hereunder arising out of this contract of insurance, and hereby designates the above named counsel as the person to whom the said officer is authorized to mail such process or a true copy thereof.

**X 21. Transfer Of Rights Of Recovery Against Others To Us**

If the insured has rights to recover all or part of any payment we have made under this policy, those rights are transferred to us. At our request, the insured will bring **suit** or transfer those rights to us and help us enforce them. However, if the insured has waived rights of recovery against any person or organization prior to a loss, we waive any right of recovery we may have under this policy against such person or organization.

**22. Transfer of Your Rights and Duties Under This Policy**

Your rights and duties under this policy may not be transferred without our written consent except in the case of death of an individual named insured.

If you die, your rights and duties will be transferred to your legal representative but only while acting within the scope of duties as your legal representative. Until your legal representative is appointed, anyone having proper temporary custody of your property will have your rights and duties but only with respect to that property.

**23. When We Do Not Renew**

If we decide not to renew, we will mail or deliver to the first Named Insured shown in the Declarations written notice of the nonrenewal not less than ninety (90) days before the expiration date. If notice is mailed, proof of mailing will be sufficient proof of notice.

**SECTION V - DEFINITIONS**

1. **Bodily injury** means physical injury, sickness, disease, building-related illness, mental anguish, shock or emotional distress sustained by any person, including death resulting therefrom. **Bodily injury** shall also include medical monitoring costs.
2. **Claim** means a demand, notice or assertion of a legal right alleging liability or responsibility on the part of the insured.
3. **Clean-up costs** means reasonable and necessary costs, charges and expenses incurred to investigate, remove, dispose of, abate, contain, treat, neutralize, monitor or test soil, surface water, groundwater or other contaminated media but only:
  - a. To the extent required by **environmental laws** governing the liability or responsibilities of the insured to respond to a **pollution incident**;
  - b. In the absence of a. above, to the extent recommended in writing by an **environmental professional**;

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Policy Number: 57UENQU3252

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

**ADDITIONAL INSURED AND RIGHTS OF RECOVERY AGAINST OTHERS**

This endorsement modifies insurance provided under the following:

**BUSINESS AUTO COVERAGE FORM**

- A. Any person or organization whom you are required by contract to name as additional insured is an "insured" for LIABILITY COVERAGE but only to the extent that person or organization qualifies as an "insured" under the WHO IS AN INSURED provision of Section II - LIABILITY COVERAGE.
- B. For any person or organization for whom you are required by contract to provide a waiver of subrogation, the Loss Condition - TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US is applicable.

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**AECOM Hunt**





POLICY NUMBER: 57CSEQU3251



THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

### ADDITIONAL INSURED - OWNERS, LESSEES OR CONTRACTORS - OPTION I

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

#### SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s):	Designated Project(s) Or Location(s) Of Covered Operations:
ALL	ALL

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

**A.** With respect to those person(s) or organization(s) shown in the Schedule above when you have agreed in a written contract or written agreement to provide insurance such as is afforded under this policy to them, Subparagraph **f.**, **Any Other Party**, under the **Additional Insureds When Required By Written Contract, Written Agreement Or Permit Paragraph of Section II – Who Is An Insured** is replaced with the following:

**f. Any Other Party**

Any other person or organization who is not an insured under Paragraphs **a.** through **e.** above, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

- (1) In the performance of your ongoing operations for such additional insured at the project(s) or location(s) designated in the Schedule;
- (2) In connection with your premises owned by or rented to you and shown in the Schedule; or

(3) In connection with "your work" for the additional insured at the project(s) or location(s) designated in the Schedule and included within the "products-completed operations hazard", but only if:

- (a) The written contract or written agreement requires you to provide such coverage to such additional insured at the project(s) or location(s) designated in the Schedule; and
- (b) This Coverage Part provides coverage for "bodily injury" or "property damage" included within the "products-completed operations hazard".

The insurance afforded to the additional insured shown in the Schedule applies:

- (1) Only if the "bodily injury" or "property damage" occurs, or the "personal and advertising injury" offense is committed:
  - (a) During the policy period; and
  - (b) Subsequent to the execution of such written contract or written agreement; and

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- (c) Prior to the expiration of the period of time that the written contract or written agreement requires such insurance be provided to the additional insured.
- (2) Only to the extent permitted by law; and
- (3) Will not be broader than that which you are required by the written contract or written agreement to provide for such additional insured.

With respect to the insurance afforded to the person(s) or organization(s) that are additional insureds under this endorsement, the following additional exclusion applies:

This insurance does not apply to "bodily injury", "property damage" or "personal and advertising injury" arising out of the rendering of, or the failure to render, any professional architectural, engineering or surveying services, including:

- (1) The preparing, approving, or failing to prepare or approve maps, shop drawings, opinions, reports, surveys, field orders, change orders, designs or specifications; or
- (2) Supervisory, inspection, architectural or engineering activities.

The limits of insurance that apply to the additional insured shown in the Schedule are described in the Limits Of Insurance section.

How this insurance applies when other insurance is available to the additional insured is described in the Other Insurance Condition in **Section IV – Commercial General Liability Conditions**, except as otherwise amended below.

**B.** With respect to insurance provided to the person(s) or organization(s) that are additional insureds under this endorsement, the **When You Add Others As An Additional Insured To This Insurance** subparagraph, under the **Other Insurance Condition of Section IV – Commercial General Liability Conditions** is replaced with the following:

#### When You Add Others As An Additional Insured To This Insurance

##### (a) Primary Insurance When Required By Contract

This insurance is primary if you have agreed in a written contract or written agreement that this insurance be primary. If other insurance is also primary, we will share with all that other insurance by the method described in Paragraph (c) below. This insurance does not apply to other insurance to which the additional insured in the Schedule has been added as an additional insured.

##### (b) Primary And Non-Contributory To Other Insurance When Required By Contract

This insurance is primary to and will not seek contribution from any other insurance available to an additional insured under your policy provided that:

- (i) The additional insured in the Schedule is a Named Insured under such other insurance; and
- (ii) You have agreed in a written contract or written agreement that this insurance would be primary and would not seek contribution from any other insurance available to the additional insured in the Schedule.

##### (c) Method Of Sharing

If all of the other insurance permits contribution by equal shares, we will follow this method also. Under this approach, each insurer contributes equal amounts until it has paid its applicable limit of insurance or none of the loss remains, whichever comes first.

If any of the other insurance does not permit contribution by equal shares, we will contribute by limits. Under this method, each insurer's share is based on the ratio of its applicable limit of insurance to the total applicable limits of insurance of all insurers.

All other terms and conditions in the policy remain unchanged.

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POLICY NUMBER: 57CSEQU3251

COMMERCIAL GENERAL LIABILITY  
CG 20 37 04 13

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

### ADDITIONAL INSURED - OWNERS, LESSEES OR CONTRACTORS - COMPLETED OPERATIONS

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART  
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART

#### SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s)	Location And Description Of Completed Operations
BLANKET WHERE REQUIRED BY WRITTEN CONTRACT OR AGREEMENT	

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

**A. Section II – Who Is An Insured** is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury" or "property damage" caused, in whole or in part, by "your work" at the location designated and described in the Schedule of this endorsement performed for that additional insured and included in the "products-completed operations hazard".

However:

- The insurance afforded to such additional insured only applies to the extent permitted by law; and
- If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

**B.** With respect to the insurance afforded to these additional insureds, the following is added to **Section III – Limits Of Insurance:**

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

- Required by the contract or agreement; or
- Available under the applicable Limits of Insurance shown in the Declarations;

whichever is less.

This endorsement shall not increase the applicable Limits of Insurance shown in the Declarations.

POLICY NUMBER: 57CSEQU3251

COMMERCIAL GENERAL LIABILITY  
CG 20 26 04 13

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

### ADDITIONAL INSURED - DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

#### SCHEDULE

<p><b>Name Of Additional Insured Person(s) Or Organization(s):</b> BLANKET WHERE REQUIRED BY WRITTEN CONTRACT OR AGREEMENT</p>
<p>Information required to complete this Schedule, if not shown above, will be shown in the Declarations.</p>

**A. Section II – Who Is An Insured** is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

- In the performance of your ongoing operations; or
- In connection with your premises owned by or rented to you.

However:

- The insurance afforded to such additional insured only applies to the extent permitted by law; and
- If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

**B.** With respect to the insurance afforded to these additional insureds, the following is added to **Section III – Limits Of Insurance:**

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

- Required by the contract or agreement; or
- Available under the applicable Limits of Insurance shown in the Declarations;

whichever is less.

This endorsement shall not increase the applicable Limits of Insurance shown in the Declarations.





POLICY NUMBER: 57CSEQU3251

COMMERCIAL GENERAL LIABILITY  
CG 20 28 04 13

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

### ADDITIONAL INSURED - LESSOR OF LEASED EQUIPMENT

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

#### SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s):

BLANKET WHERE REQUIRED BY WRITTEN CONTRACT OR AGREEMENT

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

**A. Section II – Who Is An Insured** is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your maintenance, operation or use of equipment leased to you by such person(s) or organization(s).

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

**B.** With respect to the insurance afforded to these additional insureds, this insurance does not apply to any "occurrence" which takes place after the equipment lease expires.

**C.** With respect to the insurance afforded to these additional insureds, the following is added to **Section III – Limits Of Insurance:**

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or
  2. Available under the applicable Limits of Insurance shown in the Declarations;
- whichever is less.

This endorsement shall not increase the applicable Limits of Insurance shown in the Declarations.

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The insurance afforded herein for any subsidiary not named in this Coverage Part as a named insured does not apply to injury or damage with respect to which such insured is also a named insured under another policy or would be a named insured under such policy but for its termination or the exhaustion of its limits of insurance.

#### 3. Newly Acquired Or Formed Organization

Any organization you newly acquire or form, other than a partnership, joint venture or limited liability company, and over which you maintain financial interest of more than 50% of the voting stock, will qualify as a Named Insured if there is no other similar insurance available to that organization. However:

- a. Coverage under this provision is afforded only until the 180th day after you acquire or form the organization or the end of the policy period, whichever is earlier;
- b. Coverage **A** does not apply to "bodily injury" or "property damage" that occurred before you acquired or formed the organization; and
- c. Coverage **B** does not apply to "personal and advertising injury" arising out of an offense committed before you acquired or formed the organization.

#### 4. Nonowned Watercraft

With respect to watercraft you do not own that is less than 51 feet long and is not being used to carry persons for a charge, any person is an insured while operating such watercraft with your permission. Any other person or organization responsible for the conduct of such person is also an insured, but only with respect to liability arising out of the operation of the watercraft, and only if no other insurance of any kind is available to that person or organization for this liability.

However, no person or organization is an insured with respect to:

- a. "Bodily injury" to a co-"employee" of the person operating the watercraft; or
- b. "Property damage" to property owned by, rented to, in the charge of or occupied by you or the employer of any person who is an insured under this provision.

#### \* 5. Additional Insureds When Required By Written Contract, Written Agreement Or Permit

The following person(s) or organization(s) are an additional insured when you have agreed, in a written contract, written agreement or because of a permit issued by a state or political subdivision, that such person or organization be added as an additional insured on your policy, provided the injury or damage occurs subsequent to the execution of the contract or agreement.

A person or organization is an additional insured under this provision only for that period of time required by the contract or agreement.

However, no such person or organization is an insured under this provision if such person or organization is included as an insured by an endorsement issued by us and made a part of this Coverage Part.

#### a. Vendors

Any person(s) or organization(s) (referred to below as vendor), but only with respect to "bodily injury" or "property damage" arising out of "your products" which are distributed or sold in the regular course of the vendor's business and only if this Coverage Part provides coverage for "bodily injury" or "property damage" included within the "products-completed operations hazard".

(1) The insurance afforded the vendor is subject to the following additional exclusions:

This insurance does not apply to:

- (a) "Bodily injury" or "property damage" for which the vendor is obligated to pay damages by reason of the assumption of liability in a contract or agreement. This exclusion does not apply to liability for damages that the vendor would have in the absence of the contract or agreement;
- (b) Any express warranty unauthorized by you;
- (c) Any physical or chemical change in the product made intentionally by the vendor;
- (d) Repackaging, except when unpacked solely for the purpose of inspection, demonstration, testing, or the substitution of parts under instructions from the manufacturer, and then repackaged in the original container;
- (e) Any failure to make such inspections, adjustments, tests or servicing as the vendor has agreed to make or normally undertakes to make in the usual course of business, in connection with the distribution or sale of the products;
- (f) Demonstration, installation, servicing or repair operations, except such operations performed at the vendor's premises in connection with the sale of the product;
- (g) Products which, after distribution or sale by you, have been labeled or relabeled or used as a container, part or ingredient of any other thing or substance by or for the vendor; or



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(h) "Bodily injury" or "property damage" arising out of the sole negligence of the vendor for its own acts or omissions or those of its employees or anyone else acting on its behalf. However, this exclusion does not apply to:

(i) The exceptions contained in Sub-paragraphs (d) or (f); or

(ii) Such inspections, adjustments, tests or servicing as the vendor has agreed to make or normally undertakes to make in the usual course of business, in connection with the distribution or sale of the products.

(2) This insurance does not apply to any insured person or organization, from whom you have acquired such products, or any ingredient, part or container, entering into, accompanying or containing such products.

#### b. Lessors Of Equipment

(1) Any person(s) or organization(s) from whom you lease equipment; but only with respect to their liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your maintenance, operation or use of equipment leased to you by such person(s) or organization(s).

(2) With respect to the insurance afforded to these additional insureds this insurance does not apply to any "occurrence" which takes place after the equipment lease expires.

#### c. Lessors Of Land Or Premises

Any person or organization from whom you lease land or premises, but only with respect to liability arising out of the ownership, maintenance or use of that part of the land or premises leased to you.

With respect to the insurance afforded these additional insureds the following additional exclusions apply:

This insurance does not apply to:

1. Any "occurrence" which takes place after you cease to lease that land; or

2. Structural alterations, new construction or demolition operations performed by or on behalf of such person or organization.

#### d. Architects, Engineers Or Surveyors

Any architect, engineer, or surveyor, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or

omissions of those acting on your behalf:

(1) In connection with your premises; or

(2) In the performance of your ongoing operations performed by you or on your behalf.

With respect to the insurance afforded these additional insureds, the following additional exclusion applies:

This insurance does not apply to "bodily injury", "property damage" or "personal and advertising injury" arising out of the rendering of or the failure to render any professional services by or for you, including:

1. The preparing, approving, or failing to prepare or approve, maps, shop drawings, opinions, reports, surveys, field orders, change orders or drawings and specifications; or

2. Supervisory, inspection, architectural or engineering activities.

This exclusion applies even if the claims against any insured allege negligence or other wrongdoing in the supervision, hiring, employment, training or monitoring of others by that insured, if the "occurrence" which caused the "bodily injury" or "property damage", or the offense which caused the "personal and advertising injury", involved the rendering of or the failure to render any professional services by or for you.

#### e. Permits Issued By State Or Political Subdivisions

Any state or political subdivision, but only with respect to operations performed by you or on your behalf for which the state or political subdivision has issued a permit.

With respect to the insurance afforded these additional insureds, this insurance does not apply to:

(1) "Bodily injury", "property damage" or "personal and advertising injury" arising out of operations performed for the state or municipality; or

(2) "Bodily injury" or "property damage" included within the "products-completed operations hazard".

#### f. Any Other Party

Any other person or organization who is not an additional insured under Paragraphs a. through e. above, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

(1) In the performance of your ongoing operations;

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(2) In connection with your premises owned by or rented to you; or

(3) In connection with "your work" and included within the "products-completed operations hazard", but only if

(a) The written contract or agreement requires you to provide such coverage to such additional insured; and

(b) This Coverage Part provides coverage for "bodily injury" or "property damage" included within the "products-completed operations hazard".

However:

(1) The insurance afforded to such additional insured only applies to the extent permitted by law; and

(2) If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

With respect to the insurance afforded to these additional insureds, this insurance does not apply to:

"Bodily injury", "property damage" or "personal and advertising injury" arising out of the rendering of, or the failure to render, any professional architectural, engineering or surveying services, including:

(1) The preparing, approving, or failing to prepare or approve, maps, shop drawings, opinions, reports, surveys, field orders, change orders or drawings and specifications; or

(2) Supervisory, inspection, architectural or engineering activities.

This exclusion applies even if the claims against any insured allege negligence or other wrongdoing in the supervision, hiring, employment, training or monitoring of others by that insured, if the "occurrence" which caused the "bodily injury" or "property damage", or the offense which caused the "personal and advertising injury", involved the rendering of or the failure to render any professional services by or for you.

The limits of insurance that apply to additional insureds is described in Section III - Limits Of Insurance.

How this insurance applies when other insurance is available to the additional insured is described in the Other Insurance Condition in Section IV - Commercial General Liability Conditions.

No person or organization is an insured with respect to the conduct of any current or past partnership, joint venture or limited liability company that is not shown as a Named Insured in the Declarations.

### SECTION III - LIMITS OF INSURANCE

#### 1. The Most We Will Pay

The Limits of Insurance shown in the Declarations and the rules below fix the most we will pay regardless of the number of:

- Insureds;
- Claims made or "suits" brought; or
- Persons or organizations making claims or bringing "suits".

#### 2. General Aggregate Limit

The General Aggregate Limit is the most we will pay for the sum of:

- Medical expenses under Coverage C;
- Damages under Coverage A, except damages because of "bodily injury" or "property damage" included in the "products-completed operations hazard"; and
- Damages under Coverage B.

#### 3. Products-Completed Operations Aggregate Limit

The Products-Completed Operations Aggregate Limit is the most we will pay under Coverage A for damages because of "bodily injury" and "property damage" included in the "products-completed operations hazard".

#### 4. Personal And Advertising Injury Limit

Subject to 2. above, the Personal and Advertising Injury Limit is the most we will pay under Coverage B for the sum of all damages because of all "personal and advertising injury" sustained by any one person or organization.

#### 5. Each Occurrence Limit

Subject to 2. or 3. above, whichever applies, the Each Occurrence Limit is the most we will pay for the sum of:

- Damages under Coverage A; and
- Medical expenses under Coverage C because of all "bodily injury" and "property damage" arising out of any one "occurrence".

#### 6. Damage To Premises Rented To You Limit

Subject to 5. above, the Damage To Premises Rented To You Limit is the most we will pay under Coverage A for damages because of "property damage" to any one premises, while rented to you, or in the case of damage by fire, lightning or explosion, while rented to you or temporarily occupied by you with permission of the owner.

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- (3) Any manager, if you or the additional insured is a limited liability company;
- (4) Any "executive officer" or insurance manager, if you or the additional insured is a corporation;
- (5) Any trustee, if you or the additional insured is a trust; or
- (6) Any elected or appointed official, if you or the additional insured is a political subdivision or public entity.

This duty applies separately to you and any additional insured.

### 3. Legal Action Against Us

No person or organization has a right under this Coverage Part:

- a. To join us as a party or otherwise bring us into a "suit" asking for damages from an insured; or
- b. To sue us on this Coverage Part unless all of its terms have been fully complied with.

A person or organization may sue us to recover on an agreed settlement or on a final judgment against an insured; but we will not be liable for damages that are not payable under the terms of this Coverage Part or that are in excess of the applicable limit of insurance. An agreed settlement means a settlement and release of liability signed by us, the insured and the claimant or the claimant's legal representative.

### 4. Other Insurance

If other valid and collectible insurance is available to the insured for a loss we cover under Coverages A or B of this Coverage Part, our obligations are limited as follows:

#### a. Primary Insurance

This insurance is primary except when b. below applies. If other insurance is also primary, we will share with all that other insurance by the method described in c. below.

#### b. Excess Insurance

This insurance is excess over any of the other insurance, whether primary, excess, contingent or on any other basis:

##### (1) Your Work

That is Fire, Extended Coverage, Builder's Risk, Installation Risk or similar coverage for "your work";

##### (2) Premises Rented To You

That is fire, lightning or explosion insurance for premises rented to you or temporarily occupied by you with permission of the owner;

### (3) Tenant Liability

That is insurance purchased by you to cover your liability as a tenant for "property damage" to premises rented to you or temporarily occupied by you with permission of the owner;

### (4) Aircraft, Auto Or Watercraft

If the loss arises out of the maintenance or use of aircraft, "autos" or watercraft to the extent not subject to Exclusion g. of Section I - Coverage A - Bodily Injury And Property Damage Liability;

### (5) Property Damage To Borrowed Equipment Or Use Of Elevators

If the loss arises out of "property damage" to borrowed equipment or the use of elevators to the extent not subject to Exclusion j. of Section I - Coverage A - Bodily Injury And Property Damage Liability;

### (6) When You Are Added As An Additional Insured To Other Insurance

Any other insurance available to you covering liability for damages arising out of the premises or operations, or products and completed operations, for which you have been added as an additional insured by that insurance; or

### (7) When You Add Others As An Additional Insured To This Insurance

Any other insurance available to an additional insured.

However, the following provisions apply to other insurance available to any person or organization who is an additional insured under this coverage part.

#### (a) Primary Insurance When Required By Contract

This insurance is primary if you have agreed in a written contract or written agreement that this insurance be primary. If other insurance is also primary, we will share with all that other insurance by the method described in c. below.

#### (b) Primary And Non-Contributory To Other Insurance When Required By Contract

If you have agreed in a written contract, written agreement, or permit that this insurance is primary and non-contributory with the additional insured's own insurance, this insurance is primary and we will not seek contribution from that other insurance.

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Paragraphs (a) and (b) do not apply to other insurance to which the additional insured has been added as an additional insured.

When this insurance is excess, we will have no duty under Coverages A or B to defend the insured against any "suit" if any other insurer has a duty to defend the insured against that "suit". If no other insurer defends, we will undertake to do so, but we will be entitled to the insured's rights against all those other insurers.

When this insurance is excess over other insurance, we will pay only our share of the amount of the loss, if any, that exceeds the sum of:

- (1) The total amount that all such other insurance would pay for the loss in the absence of this insurance; and
- (2) The total of all deductible and self-insured amounts under all that other insurance.

We will share the remaining loss, if any, with any other insurance that is not described in this Excess Insurance provision and was not bought specifically to apply in excess of the Limits of Insurance shown in the Declarations of this Coverage Part.

### c. Method Of Sharing

If all of the other insurance permits contribution by equal shares, we will follow this method also. Under this approach each insurer contributes equal amounts until it has paid its applicable limit of insurance or none of the loss remains, whichever comes first.

If any of the other insurance does not permit contribution by equal shares, we will contribute by limits. Under this method, each insurer's share is based on the ratio of its applicable limit of insurance to the total applicable limits of insurance of all insurers.

### 5. Premium Audit

- a. We will compute all premiums for this Coverage Part in accordance with our rules and rates.
- b. Premium shown in this Coverage Part as advance premium is a deposit premium only. At the close of each audit period we will compute the earned premium for that period and send notice to the first Named Insured. The due date for audit and retrospective premiums is the date shown as the due date on the bill. If the sum of the advance and audit premiums paid for the policy period is greater than the earned premium, we will return the excess to the first Named Insured.
- c. The first Named Insured must keep records of the information we need for premium

computation, and send us copies at such times as we may request.

### 6. Representations

#### a. When You Accept This Policy

By accepting this policy, you agree:

- (1) The statements in the Declarations are accurate and complete;
- (2) Those statements are based upon representations you made to us; and
- (3) We have issued this policy in reliance upon your representations.

#### b. Unintentional Failure To Disclose Hazards

If unintentionally you should fail to disclose all hazards relating to the conduct of your business that exist at the inception date of this Coverage Part, we shall not deny coverage under this Coverage Part because of such failure.

### 7. Separation Of Insureds

Except with respect to the Limits of Insurance, and any rights or duties specifically assigned in this Coverage Part to the first Named Insured, this insurance applies:

- a. As if each Named Insured were the only Named Insured; and
- b. Separately to each insured against whom claim is made or "suit" is brought.

### 8. Transfer Of Rights Of Recovery Against Others To Us

#### a. Transfer Of Rights Of Recovery

If the insured has rights to recover all or part of any payment, including Supplementary Payments, we have made under this Coverage Part, those rights are transferred to us. The insured must do nothing after loss to impair them. At our request, the insured will bring "suit" or transfer those rights to us and help us enforce them.

#### b. Waiver Of Rights Of Recovery (Waiver Of Subrogation)

If the insured has waived any rights of recovery against any person or organization for all or part of any payment, including Supplementary Payments, we have made under this Coverage Part, we also waive that right, provided the insured waived their rights of recovery against such person or organization in a contract, agreement or permit that was executed prior to the injury or damage.

### 9. When We Do Not Renew

If we decide not to renew this Coverage Part, we will mail or deliver to the first Named Insured shown in the Declarations written notice of the



THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT**

**Policy Number:** 57WEQU3250 **Endorsement Number:** 23  
**Effective Date:** 9/1/2024 Effective hour is the same as stated on the Information Page of the policy.  
**Named Insured and Address:** THE HUNT CORPORATION  
7720 N 16TH ST, SUITE 100  
PHOENIX, AZ 85020

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule.

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

**SCHEDULE**

ANY PERSON OR ORGANIZATION FROM WHOM YOU ARE REQUIRED BY CONTRACT OR AGREEMENT TO OBTAIN THIS WAIVER FROM US.  
ENDORSEMENT IS NOT APPLICABLE IN KY, NH, NJ OR ANY MO CONSTRUCTION RISK.

Countersigned by Swan, S. Castaneda  
Authorized Representative

Form WC 00 03 13 Printed in U.S.A.  
Process Date:

Policy Expiration Date:



THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT - CALIFORNIA**

**Policy Number:** 57WEQU3250 **Endorsement Number:** 24  
**Effective Date:** 9/1/2024 Effective hour is the same as stated on the Declarations of the policy.  
**Named Insured and Address:** THE HUNT CORPORATION  
7720 N 16TH ST, SUITE 100  
PHOENIX, AZ 85020

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

You must maintain payroll records accurately segregating the remuneration of your employees while engaged in the work described in the Schedule.

The additional premium for this endorsement shall be 2.0 % of the California workers' compensation premium otherwise due on such remuneration.

**SCHEDULE**

**Person or Organization** **Job Description**  
ANY PERSON OR ORGANIZATION FROM WHOM YOU ARE REQUIRED BY WRITTEN CONTRACT OR AGREEMENT TO OBTAIN THIS WAIVER OF RIGHTS FROM US.

Countersigned by Swan, S. Castaneda  
Authorized Representative

Form WC 04 03 06 Printed in U.S.A.





THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

TEXAS WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

Policy Number: 57WEQU3250 Endorsement Number: 25
Effective Date: 9/1/2024 Effective hour is the same as stated on the Information Page of the policy.
Named Insured and Address: THE HUNT CORPORATION
7720 N 16TH ST, SUITE 100
PHOENIX, AZ 85020

This endorsement applies only to the insurance provided by the policy because Texas is shown in Item 3.A. of the Information Page.
We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule, but this waiver applies only with respect to bodily injury arising out of the operations described in the Schedule where you are required by a written contract to obtain this waiver from us.
This endorsement shall not operate directly or indirectly to benefit anyone not named in the Schedule.
The premium for this endorsement is shown in the Schedule.

Schedule

- 1. ( ) Special Waiver
Name of person or organization
(x) Blanket Waiver
Any person or organization for whom the Named Insured has agreed by written contract to furnish this waiver.
2. Operations:
ALL TEXAS OPERATIONS
3. Premium: INCLUDED
The premium charge for this endorsement shall be 2.0 percent of the premium developed on payroll in connection with work performed for the above person(s) or organization(s) arising out of the operations described.
4. Advance Premium: INCLUDED

Form WC 42 03 04 B Printed in U.S.A.
Process Date:

Policy Expiration Date:



THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

UTAH WAIVER OF SUBROGATION ENDORSEMENT

Policy Number: 57WEQU3250 Endorsement Number: 26
Effective Date: 9/1/2024 Effective hour is the same as stated on the Information Page of the policy.
Named Insured and Address: THE HUNT CORPORATION
7720 N 16TH ST, SUITE 100
PHOENIX, AZ 85020

This endorsement applies only to the insurance provided by the policy because Utah is shown in Item 3.A. of the Information Page.
We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)
This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule. Our waiver of rights does not release your employees' rights against third parties and does not release our authority as trustee of claims against third parties.

Schedule

ANY PERSON OR ORGANIZATION FROM WHOM YOU ARE REQUIRED BY WRITTEN CONTRACT OR AGREEMENT TO OBTAIN THIS WAIVER OF RIGHTS FROM US.

Countersigned by Susan C. Castaneda
Authorized Representative

Form WC 43 03 05 Printed in U.S.A.



# APPENDICES

- A1 Variance in Proposal from Updated Feasibility Study
- A2 Convention and Event Center Use
- A3 Ownership Structure
- A4 Operating Plan
- A5 Operating Budget
- A6 Vendor Agreement, Leases, Partnership, and Financing
- A7 Real Estate Agreement, Leases, and Letters of Intent
- A8 Hotel Accommodations
- A9 WBE/MBE Commitment
- A10 Letters of Support





A1

# Variance in Proposal from Updated Feasibility Study

AECOM conducted a thorough review of the Lake County, IN Convention Center Market Study Update published by Johnson Consulting in March 2024. Based on Johnson Consulting's review of the original study (2018) by Conventions, Sports & Leisure titled Feasibility Analysis of a Potential Convention Center in Lake County and Johnson's own analysis of the market, AECOM generally finds the recommended facility program, demand projections, and financial performance projections to be reasonable.

However, AECOM located multiple mathematical errors in the financial projections (page 142) of the proposed convention center. Errors are listed below.

- 10-Year Total and 20-Year Total columns in the Financial Project - Lake County Convention Center table exclude Food Service (Gross), underrepresenting revenues (by 45% in both columns) and net operating income by \$31.9 million and \$80.5 million, respectively.
- Space Rental revenues are overrepresented by 40-45% annually due to double counting of event days before multiplication by daily rental rate assumptions.
- Reimbursable Expenses and Other revenue is directly tied to Space Rental revenue, so it is also overstated due to error #2.
- Food Service (Gross) "per cap" assumptions were not inflated at the same 3% annual growth rate by which all other assumptions were.

Lake County Convention Center Operating Pro Forma (Johnson Assumptions, AECOM Corrections)

Revenue (000s)	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 20	10-Year Total	20-Year Total
Corrected Space Rental	\$ 790	\$ 1,138	\$ 1,521	\$ 1,867	\$ 2,218	\$ 2,285	\$ 2,354	\$ 2,424	\$ 2,497	\$ 2,572	\$ 3,456	\$ 19,666	\$ 50,033
Corrected Food Service (Gross)	\$ 1,552	\$ 2,187	\$ 2,948	\$ 3,636	\$ 4,366	\$ 4,632	\$ 4,914	\$ 5,214	\$ 5,531	\$ 5,868	\$ 10,598	\$ 40,848	\$ 123,250
Corrected Reimbursable Expenses and Other	\$ 237	\$ 341	\$ 456	\$ 560	\$ 666	\$ 685	\$ 706	\$ 727	\$ 749	\$ 772	\$ 1,037	\$ 5,900	\$ 15,010
<b>Total</b>	<b>\$ 2,579</b>	<b>\$ 3,666</b>	<b>\$ 4,926</b>	<b>\$ 6,063</b>	<b>\$ 7,250</b>	<b>\$ 7,603</b>	<b>\$ 7,974</b>	<b>\$ 8,365</b>	<b>\$ 8,777</b>	<b>\$ 9,211</b>	<b>\$ 15,091</b>	<b>\$ 66,414</b>	<b>\$ 188,293</b>
Johnson's Original Total Revenues	\$ 3,021	\$ 4,202	\$ 5,520	\$ 6,713	\$ 7,911	\$ 8,148	\$ 8,392	\$ 8,644	\$ 8,904	\$ 9,171	--	\$ 70,626	\$ 178,911
<b>Difference due to corrections</b>	<b>\$ (442)</b>	<b>\$ (536)</b>	<b>\$ (594)</b>	<b>\$ (650)</b>	<b>\$ (661)</b>	<b>\$ (545)</b>	<b>\$ (418)</b>	<b>\$ (279)</b>	<b>\$ (127)</b>	<b>\$ 40</b>	<b>\$ --</b>	<b>\$ (4,212)</b>	<b>\$ 9,382</b>
<b>Utilization %</b>	<b>28%</b>	<b>39%</b>	<b>49%</b>	<b>59%</b>	<b>68%</b>	<b>68%</b>	<b>68%</b>	<b>68%</b>	<b>68%</b>	<b>68%</b>	<b>68%</b>		
<b>Expenses (000s)</b>	<i>Exp Ramp Up</i>	6.25%	12.50%	18.75%	5.25%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
Salaries, Wages & Benefits	\$ 1,879	\$ 2,057	\$ 2,243	\$ 2,439	\$ 2,644	\$ 2,723	\$ 2,805	\$ 2,889	\$ 2,976	\$ 3,065	\$ 4,119	\$ 25,720	\$ 61,911
Corrected F&B Cost of Goods Sold (70%)	\$ 1,086	\$ 1,531	\$ 2,063	\$ 2,545	\$ 3,056	\$ 3,243	\$ 3,440	\$ 3,650	\$ 3,872	\$ 4,108	\$ 7,419	\$ 28,593	\$ 86,275
Contract Labor	\$ 251	\$ 336	\$ 431	\$ 492	\$ 552	\$ 568	\$ 585	\$ 603	\$ 621	\$ 640	\$ 860	\$ 5,079	\$ 12,631
Utilities	\$ 245	\$ 351	\$ 454	\$ 563	\$ 669	\$ 689	\$ 709	\$ 730	\$ 752	\$ 775	\$ 1,042	\$ 1,578	\$ 1,625
Repairs & Maintenance	\$ 57	\$ 82	\$ 106	\$ 131	\$ 156	\$ 161	\$ 165	\$ 170	\$ 176	\$ 181	\$ 243	\$ 368	\$ 379
General & Admin	\$ 231	\$ 302	\$ 383	\$ 424	\$ 464	\$ 478	\$ 492	\$ 507	\$ 522	\$ 538	\$ 723	\$ 4,341	\$ 10,693
Supplies	\$ 63	\$ 82	\$ 104	\$ 116	\$ 127	\$ 130	\$ 134	\$ 138	\$ 142	\$ 147	\$ 197	\$ 1,184	\$ 2,916
Insurance	\$ 98	\$ 101	\$ 104	\$ 107	\$ 111	\$ 114	\$ 117	\$ 121	\$ 125	\$ 128	\$ 172	\$ 1,127	\$ 2,643
Marketing	\$ 164	\$ 169	\$ 174	\$ 179	\$ 184	\$ 190	\$ 196	\$ 202	\$ 208	\$ 214	\$ 287	\$ 1,879	\$ 4,404
Management Fee	\$ 219	\$ 239	\$ 261	\$ 284	\$ 259	\$ 253	\$ 261	\$ 269	\$ 277	\$ 285	\$ 383	\$ 2,606	\$ 5,973
Other	\$ 86	\$ 105	\$ 126	\$ 146	\$ 164	\$ 171	\$ 178	\$ 186	\$ 193	\$ 202	\$ 309	\$ 1,557	\$ 4,121
<b>Total</b>	<b>\$ 4,379</b>	<b>\$ 5,355</b>	<b>\$ 6,450</b>	<b>\$ 7,426</b>	<b>\$ 8,386</b>	<b>\$ 8,720</b>	<b>\$ 9,084</b>	<b>\$ 9,465</b>	<b>\$ 9,864</b>	<b>\$ 10,282</b>	<b>\$ 15,754</b>	<b>\$ 79,410</b>	<b>\$ 210,177</b>
Johnson's Total Expenses	\$ 4,289	\$ 5,179	\$ 6,169	\$ 7,009	\$ 7,859	\$ 8,095	\$ 8,337	\$ 8,588	\$ 8,845	\$ 9,111	--	\$ 73,480	\$ 181,056
<b>Difference due to corrections</b>	<b>\$ 90</b>	<b>\$ 176</b>	<b>\$ 281</b>	<b>\$ 417</b>	<b>\$ 527</b>	<b>\$ 625</b>	<b>\$ 747</b>	<b>\$ 877</b>	<b>\$ 1,019</b>	<b>\$ 1,171</b>	<b>\$ --</b>	<b>\$ 5,930</b>	<b>\$ 29,121</b>
<b>Net Operating Income</b>	<b>\$ (1,800)</b>	<b>\$ (1,689)</b>	<b>\$ (1,524)</b>	<b>\$ (1,364)</b>	<b>\$ (1,135)</b>	<b>\$ (1,117)</b>	<b>\$ (1,110)</b>	<b>\$ (1,100)</b>	<b>\$ (1,087)</b>	<b>\$ (1,070)</b>	<b>\$ (663)</b>	<b>\$ (12,996)</b>	<b>\$ (21,883)</b>
Capital Reserves	\$ 77	\$ 110	\$ 148	\$ 182	\$ 218	\$ 228	\$ 239	\$ 251	\$ 263	\$ 276	\$ 453	\$ 1,992	\$ 5,649
<b>NOI after Replacement Reserve</b>	<b>\$ (1,878)</b>	<b>\$ (1,799)</b>	<b>\$ (1,672)</b>	<b>\$ (1,545)</b>	<b>\$ (1,353)</b>	<b>\$ (1,345)</b>	<b>\$ (1,349)</b>	<b>\$ (1,351)</b>	<b>\$ (1,350)</b>	<b>\$ (1,347)</b>	<b>\$ (1,115)</b>	<b>\$ (14,989)</b>	<b>\$ (27,532)</b>
Johnson's NOI (corrected 10&20-yr totals)	\$ (1,268)	\$ (976)	\$ (649)	\$ (295)	\$ 52	\$ 53	\$ 55	\$ 57	\$ 58	\$ 60	--	\$ (2,853)	\$ (2,145)
<b>Difference due to corrections</b>	<b>\$ (532)</b>	<b>\$ (713)</b>	<b>\$ (875)</b>	<b>\$ (1,069)</b>	<b>\$ (1,187)</b>	<b>\$ (1,170)</b>	<b>\$ (1,165)</b>	<b>\$ (1,157)</b>	<b>\$ (1,145)</b>	<b>\$ (1,130)</b>	<b>\$ --</b>	<b>\$ (10,143)</b>	<b>\$ (19,738)</b>

Source: Johnson Consulting, AECOM corrections

The implications Johnson shared regarding the financial projections (page 141) lack critical context. Johnson's projections produced a net operating deficit in Years 1-4. While net operating income was projected to become positive in Year 5 and remain so through Year 20, the (corrected) 20-year total shows an operational loss of \$2.15 million due to the six- and seven-figure losses projected in Years 1-4. This model necessitates outside funding as a backstop for projected and additional potential operating losses; losses that would not be offset directly by subsequent operating profits (in a 20-year timeline).

AECOM agrees with Johnson's assertion that their corrected financial projections are achievable assuming a "revenue-driven operations strategy". It is important to note implementing a strategy focused on bottom line results often comes at the expense of economic and fiscal impacts generated outside the walls of the convention center. This is a policy decision that must be made by governing entities. If an impact-driven strategy is desired, top line revenues may decrease as a result, yet increased innkeeper's tax collections and other fiscal impacts could be used to directly offset operating shortfalls.

In both Johnson's and CS&L's reports - AECOM found the methodology and certain assumptions utilized for the economic and fiscal impact analyses did not meet industry standards or best practices. In light of this, AECOM will produce an updated and enhanced economic and fiscal impact analysis based upon the recommended facility program and performance projections within Johnson's report, supplemented by the proposed on-site development, as well as the adjacent proposed West End Development (across 29th Avenue). This impact analysis will also explore the additional fiscal benefits of the convention center being located adjacent to the Hard Rock Casino Northwestern Indiana and the potential uplift from an increase in the County's Innkeeper's Tax.

Due to AECOM's corrections, based on Johnson's original assumptions, 20-year revenues increased by \$9.4 million, expenses increased by \$29.1 million, and net operating income (NOI) decreased by \$19.7 million. The Lake County Convention Center's corrected 20-year NOI based on Johnson's operating assumptions is -\$21.9 million. The short fall increases to -\$27.5 million after funding the capital reserve.





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## Lake County Convention Center Operating Pro Forma (Corrected Revenues, Updated Expenses)

Revenue (000s)	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 20	10-Year Total	20-Year Total
Rent	\$ 790	\$ 1,138	\$ 1,521	\$ 1,867	\$ 2,218	\$ 2,285	\$ 2,354	\$ 2,424	\$ 2,497	\$ 2,572	\$ 3,456	\$ 19,666	\$ 50,033
Food Service (Gross)	\$ 1,552	\$ 2,187	\$ 2,948	\$ 3,636	\$ 4,366	\$ 4,632	\$ 4,914	\$ 5,214	\$ 5,531	\$ 5,868	\$ 10,598	\$ 40,848	\$ 123,250
Reimbursable Expenses and Other	\$ 237	\$ 341	\$ 456	\$ 560	\$ 666	\$ 685	\$ 706	\$ 727	\$ 749	\$ 772	\$ 1,037	\$ 5,900	\$ 15,010
<b>Total</b>	<b>\$ 2,579</b>	<b>\$ 3,666</b>	<b>\$ 4,926</b>	<b>\$ 6,063</b>	<b>\$ 7,250</b>	<b>\$ 7,603</b>	<b>\$ 7,974</b>	<b>\$ 8,365</b>	<b>\$ 8,777</b>	<b>\$ 9,211</b>	<b>\$ 15,091</b>	<b>\$ 66,414</b>	<b>\$ 188,293</b>
<b>Expenses (000s)</b>	<i>Exp Ramp Up</i>	6.25%	12.50%	18.75%	5.25%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
Salaries, Wages & Benefits	\$ 1,093	\$ 1,196	\$ 1,304	\$ 1,418	\$ 1,537	\$ 1,583	\$ 1,631	\$ 1,680	\$ 1,730	\$ 1,782	\$ 2,395	\$ 14,954	\$ 35,995
F&B Cost of Goods Sold (40% Gross)	\$ 621	\$ 875	\$ 1,179	\$ 1,454	\$ 1,747	\$ 1,853	\$ 1,966	\$ 2,085	\$ 2,212	\$ 2,347	\$ 4,239	\$ 16,339	\$ 49,300
Contract Labor	\$ 188	\$ 252	\$ 323	\$ 369	\$ 414	\$ 426	\$ 439	\$ 452	\$ 466	\$ 480	\$ 645	\$ 3,809	\$ 9,474
Utilities	\$ 245	\$ 351	\$ 454	\$ 563	\$ 669	\$ 689	\$ 709	\$ 730	\$ 752	\$ 775	\$ 1,042	\$ 5,937	\$ 15,088
Repairs & Maintenance	\$ 43	\$ 61	\$ 79	\$ 99	\$ 117	\$ 120	\$ 124	\$ 128	\$ 132	\$ 136	\$ 182	\$ 1,039	\$ 2,640
General & Admin	\$ 173	\$ 227	\$ 287	\$ 318	\$ 348	\$ 358	\$ 369	\$ 380	\$ 392	\$ 403	\$ 542	\$ 3,256	\$ 8,020
Supplies	\$ 63	\$ 82	\$ 104	\$ 116	\$ 127	\$ 130	\$ 134	\$ 138	\$ 142	\$ 147	\$ 197	\$ 1,184	\$ 2,916
Insurance	\$ 98	\$ 101	\$ 104	\$ 107	\$ 111	\$ 114	\$ 117	\$ 121	\$ 125	\$ 128	\$ 172	\$ 1,127	\$ 2,643
Marketing	\$ 164	\$ 169	\$ 174	\$ 179	\$ 184	\$ 190	\$ 196	\$ 202	\$ 208	\$ 214	\$ 287	\$ 1,879	\$ 4,404
Management Fee	\$ 129	\$ 183	\$ 246	\$ 303	\$ 363	\$ 380	\$ 399	\$ 418	\$ 439	\$ 461	\$ 755	\$ 3,321	\$ 9,415
Other	\$ 56	\$ 70	\$ 85	\$ 99	\$ 112	\$ 117	\$ 122	\$ 127	\$ 132	\$ 137	\$ 209	\$ 1,057	\$ 2,798
<b>Total</b>	<b>\$ 2,873</b>	<b>\$ 3,567</b>	<b>\$ 4,341</b>	<b>\$ 5,025</b>	<b>\$ 5,728</b>	<b>\$ 5,961</b>	<b>\$ 6,206</b>	<b>\$ 6,462</b>	<b>\$ 6,730</b>	<b>\$ 7,010</b>	<b>\$ 10,666</b>	<b>\$ 53,902</b>	<b>\$ 142,692</b>
Johnson Corrected Total Expenses	\$ 4,379	\$ 5,355	\$ 6,450	\$ 7,426	\$ 8,386	\$ 8,720	\$ 9,084	\$ 9,465	\$ 9,864	\$ 10,282	–	\$ 79,410	\$ 210,177
<b>Difference</b>	<b>\$ (1,506)</b>	<b>\$ (1,788)</b>	<b>\$ (2,109)</b>	<b>\$ (2,401)</b>	<b>\$ (2,658)</b>	<b>\$ (2,759)</b>	<b>\$ (2,878)</b>	<b>\$ (3,003)</b>	<b>\$ (3,134)</b>	<b>\$ (3,272)</b>	<b>–</b>	<b>\$ (25,508)</b>	<b>\$ (67,485)</b>
<b>Net Operating Income</b>	<b>\$ (294)</b>	<b>\$ 99</b>	<b>\$ 585</b>	<b>\$ 1,038</b>	<b>\$ 1,523</b>	<b>\$ 1,641</b>	<b>\$ 1,768</b>	<b>\$ 1,903</b>	<b>\$ 2,048</b>	<b>\$ 2,201</b>	<b>\$ 4,426</b>	<b>\$ 12,512</b>	<b>\$ 45,601</b>
<b>NOI %</b>	<b>-11%</b>	<b>3%</b>	<b>12%</b>	<b>17%</b>	<b>21%</b>	<b>22%</b>	<b>22%</b>	<b>23%</b>	<b>23%</b>	<b>24%</b>	<b>29%</b>	<b>19%</b>	<b>24%</b>
Capital Reserves	\$ 77	\$ 110	\$ 148	\$ 182	\$ 218	\$ 228	\$ 239	\$ 251	\$ 263	\$ 276	\$ 453	\$ 1,992	\$ 5,649
<b>NOI after Replacement Reserve</b>	<b>\$ (371)</b>	<b>\$ (11)</b>	<b>\$ 437</b>	<b>\$ 856</b>	<b>\$ 1,305</b>	<b>\$ 1,413</b>	<b>\$ 1,529</b>	<b>\$ 1,652</b>	<b>\$ 1,784</b>	<b>\$ 1,925</b>	<b>\$ 3,973</b>	<b>\$ 10,519</b>	<b>\$ 39,952</b>

Source: Hard Rock Casino Northern Indiana

AECOM combined the corrected revenue projections from Johnson's report with expected expense reductions from Hard Rock. Expense reductions are proposed for six of 11 expenses projected in Johnson's report, which are highlighted in light green above. In total, Hard Rock's expected expense savings would eliminate \$67.5 million in operating expenses for the LCCC during the 20-year period compared to Johnson's projections. Reductions in salaries & benefits could save the LCCC \$25 million over 20 years, due to the Hard Rock's ability to allocate a majority of managerial and executive staff, much of which already exists, to the Hard Rock Casino. Hard Rock also expects to serve food and beverage for events with cost of goods sold accounting for 40% of gross F&B revenue, saving the LCCC another \$37 million. Lastly, Hard Rock assumes a management fee that is 5% of total revenue, decreasing this expense during the stabilization period compared to Johnson's assumption of a flat \$250,000 fee while also incentivizing greater revenue generation throughout their contract.

Operational revenues and expenses will ultimately vary from these projections, so it is critical that the greatest level of efficiency be implemented by any operator. Doing so will drive better financial performance for the Lake County Convention Center and allow for more competitive pricing, especially when attempting to attract the most impactful events and competing to book business during eventual economic downturns.





A2

# Convention and Event Center Use

The proposed Lake County Convention Center is designed to provide a variety of flexible space types enabling the facility to host a diverse type of meetings and social events. Space types include an exhibit hall, ballrooms, and multiple small, medium and large conference rooms which can accommodate groups of all sizes – from intimate board meetings to large-scale events and conferences. These spaces will be perfect for hosting local, regional and state events including:

- State Association Meetings
- Regional Conferences
- Trade Shows (ie Chamber of Commerce, employee fairs, etc)
- Cultural Events
- Conventions
- Weddings
- Banquets
- Galas (fundraising events)
- Fairgrounds Type Events
- Social Events
- Consumer Shows (gems, trading cards, memorabilia, etc)
- Festivals (Brats & Beers Fest, Uncorked, etc)
- Corporate Events (holiday or employee appreciation events)

Committed to making this convention center a success, Hard Rock's Sales Team has started to pull together a list of local businesses, educational institutions, and economic development to target for convention center business. We also plan to reach out to local chambers of commerce, business directories, or event planning companies in the area.

## Potential Convention Center Business Targets

### Manufacturing Companies and other companies

- Cleveland Cliff
- U.S. Steel
- Cummins Inc.
- DLZ
- Consolidated Fabrication and Constructors Inc.
- Midwest Refrigeration

### Healthcare Organizations

- Franciscan Health
- Community Healthcare System
- Northshore Health Centers
- Oak Street Health
- Methodist Hospital
- University of Chicago
- Rush

### Distributors

- Hitachi Global Air Power Us. LLC
- G.W.Berkheimer

### Educational Institutions

- Purdue University Northwest
- Ivy Tech Community College
- Valparaiso University
- Indiana University Northwest
- Indiana Wesleyan University
- Calumet College of St. Joseph

### Financial Services

- Centier Bank
- First Midwest Bank
- First Financial Bank
- Horizon Bank

### Technology Firms

- RSM US LLP
- TechPoint

### Logistics and Transportation Companies

- FedEx
- UPS
- CSX Transportation
- ATP Trucking

### Tourism and Hospitality

- Visit Region Indiana
- South Shore Convention Visitor Authority – receiving RFPs for conventions.

### Nonprofits and Community Organizations

- United Way of Porter County
- Habitat for Humanity of Northwest Indiana
- Laine Fluellen Breast Cancer
- Tradewinds Gala
- Girls on the Run
- DAV – Disable American Veterans
- Marines Corps
- NWI Forum
- Kappa Alpha PSI
- MSD Warren Township
- YWCA of Northern Indiana

### Government Agencies

- Local city councils and county offices
- State and federal agencies holding public meetings

### Economic Development & Professional Associations

- Northwest Indiana Business Roundtable (NIBRT)
- Lake County Chamber of Commerce
- Greater Gary Chamber of Commerce
- Indiana Chamber of Commerce
- Northwest Indiana Workforce Board
- Indiana Association of Realtors
- Northwest Indiana Society of Human Resource Management (NWISHRM)
- Indiana CPA Society
- American Society of Civil Engineers (ASCE) - Indiana Section
- Indiana Manufacturers Association
- Northwest Indiana Health Care Network
- Crossroad Northwest Indiana
- Local trade and business associations
- NWI Dental Association
- The Times – Best of Region
- Northern
- DAV ( Disable American Veterans )
- Marine Corps Ball



A3

## Ownership Structure

Per the RFP requirements, we have included audited financial statements from the City of Gary, project sources of financing, and information on the proposed partnerships (including ownership and operations). This includes proposed ownership percentages and structure ownership with the Lake County Convention Center Authority as a separate document in the sealed white envelope marked 'Financial Information'.



## A4 Operating Plan



# Set List

290	Branded Hard Rock venues
70	Countries
7.8 bn	System-wide revenues
50,000	System-wide employees
140 m	Annual guest experiences
35,000	Live music events per year
18,984	Hotel rooms in 37 hotels
31,825	Gaming positions in 16 casinos
19.1 m	Merchandise items sold
87,000+	Priceless memorabilia icons







# WHAT WE DO

**World Class Service**

**Food & Beverage**

**Entertainment**

**Gaming**

**Hospitality**

**Retail**







# Global Recognition





# Global Recognition



**U.S. Best Managed Company**

**2023, 2022 & 2021**



**Land-Based Operator of the Year**

**2022, 2020 & 2018**





# Global Recognition

## JD Power Award - Upper Upscale Hotel

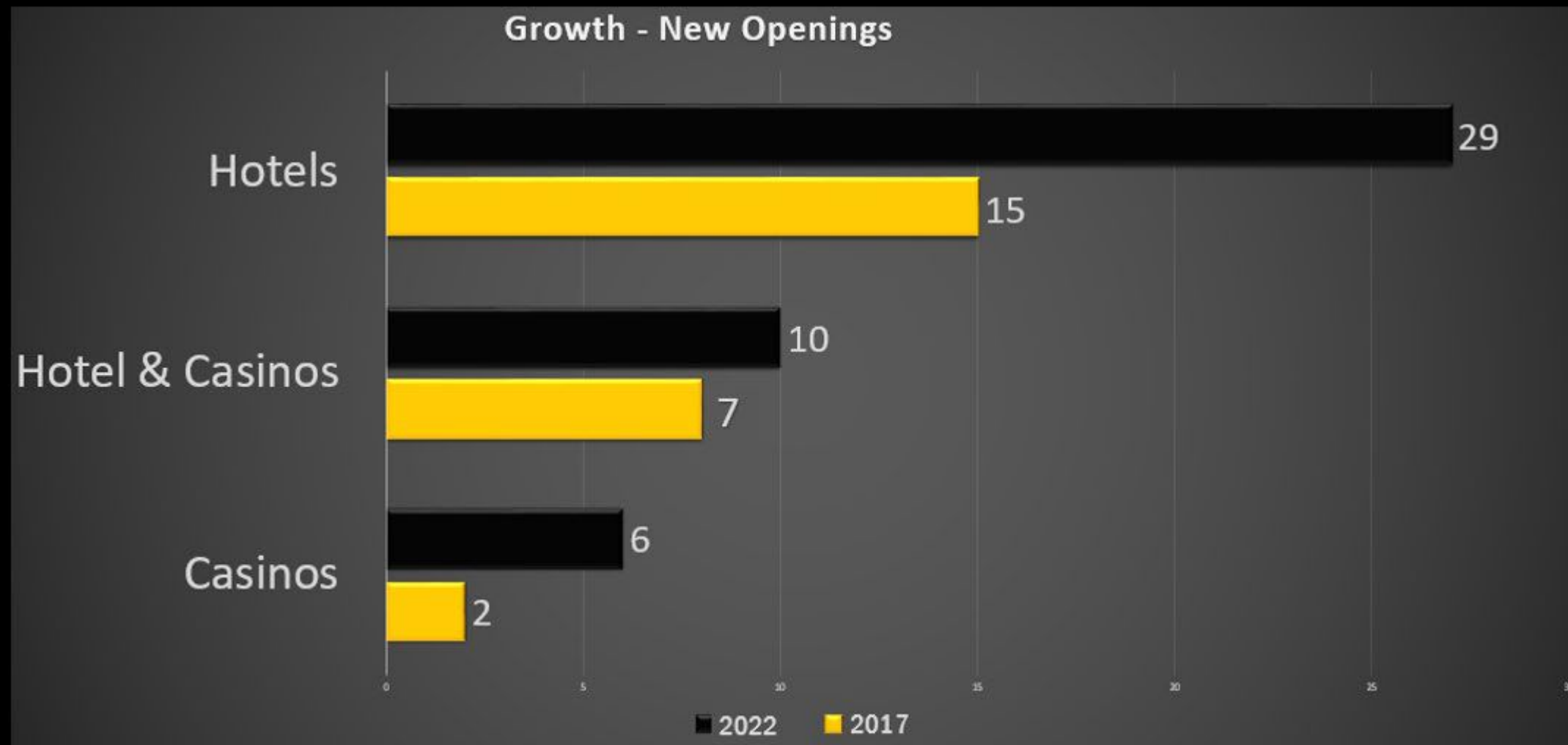
✓ J.D. Power Award Winner  
2022, 2021, 2020 & 2019 for  
Upper Upscale Hotels





# Portfolio Growth

## Hotels, Hotel & Casino, Casinos





# HARD ROCK NORTHERN INDIANA

## Property/Grounds Footprint

- 175,529 square foot building
- 49 acres of developed property
- 3,000+ Parking Spaces

## World Class Gaming Areas

- Over 1,758 Slots Machines & 76 Table Games
- Hard Rock Sportsbook

## Restaurant/Kitchens include:

- Council Oak Steakhouse
- Constant Grind
- Hard Rock Cafe
- YouYu Noodle Bar
- Fresh Harvest Buffet

## State of the Art Entertainment Venue

- Hard Rock Live Venue
- 20,000 Square Foot Event Space
- 2,000 Seats

## Retail

- Rock Shop
- Unity Store



# HARD ROCK NORTHERN INDIANA

## Facilities Services

- Maintenance of All Building Systems (HVAC, Electrical, Plumbing, Kitchen/Bar Equipment, Utilities)
- Grounds, Including Snow Removal and Landscaping
- Environmental Services





# HARD ROCK NORTHERN INDIANA

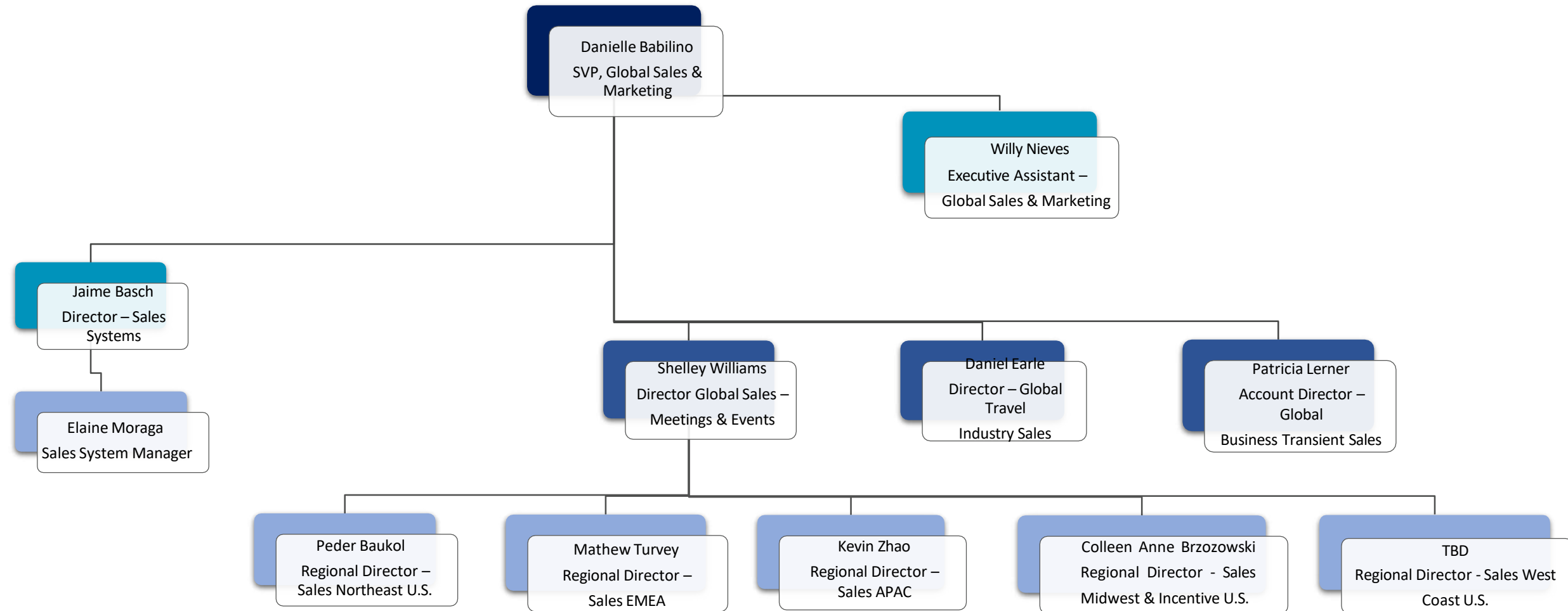
## Facilities Team

- In House Team of Facilities Professionals
- Facilities Education, Certification, and Experience
- Trade Journeyman on Staff
  - Electrician
  - Painter/Wallcoverings
  - Carpenter
  - HVAC Tech
- Licensed Stationary Engineers
- Licensed Building Facility Engineers
- Licensed Chief Engineer





# Global Sales Office Organizational Chart





# Global Sales & Marketing Scope





# Global Sales Office Overarching Priorities

## DRIVE AWARENESS

SIGNATURE EVENTS  
KEY TRADE SHOW PRESENCE  
FAM TRIPS  
ENHANCED SALES TOOLS;  
WEBSITE, UPMAIL,  
CVENT MICROSITE

## ELEVATE POSITIONING

BRAND PROGRAMS  
KEY INDUSTRY AWARDS  
BRAND ELEVATION

## DRIVE REVENUE

LEAD CONVERSION  
STRATEGIC SELLING  
TIS PARTNER MARKETING  
RK GDS MARKETING  
TIS GLOBAL PARTNERSHIPS  
PREFERRED MICE  
PARTNERSHIPS

## BUILD RELATIONSHIPS

KEY ACCOUNTS  
INDUSTRY INVOLVEMENT  
HRI VENDOR SOLICITATION  
PORTFOLIO RELATIONSHIPS  
CROSS-SELLING  
QUARTERLY BUSINESS REVIEWS

## DELIVER THE EXPERIENCE

MEETING PLANNER SURVEY  
PREMIER EXPERIENCES  
OPENING SUPPORT  
SALES TRAINING  
TRAVEL AGENT PROGRAM  
PHILANTHROPY

## BUILD LOYALTY

NEWSLETTER CREATION  
SALES CAMPAIGNS  
UNITY PLATFORM FOR B2B  
DATABASE GROWTH  
TRAVEL AGENT PORTAL



# Sales Brand Programs



# BREAKOUT Premier Experiences



INTERACTIVE EVENTS



JEFF NOLAN / HARD ROCK  
MUSIC & MEMORABILIA  
Consultant



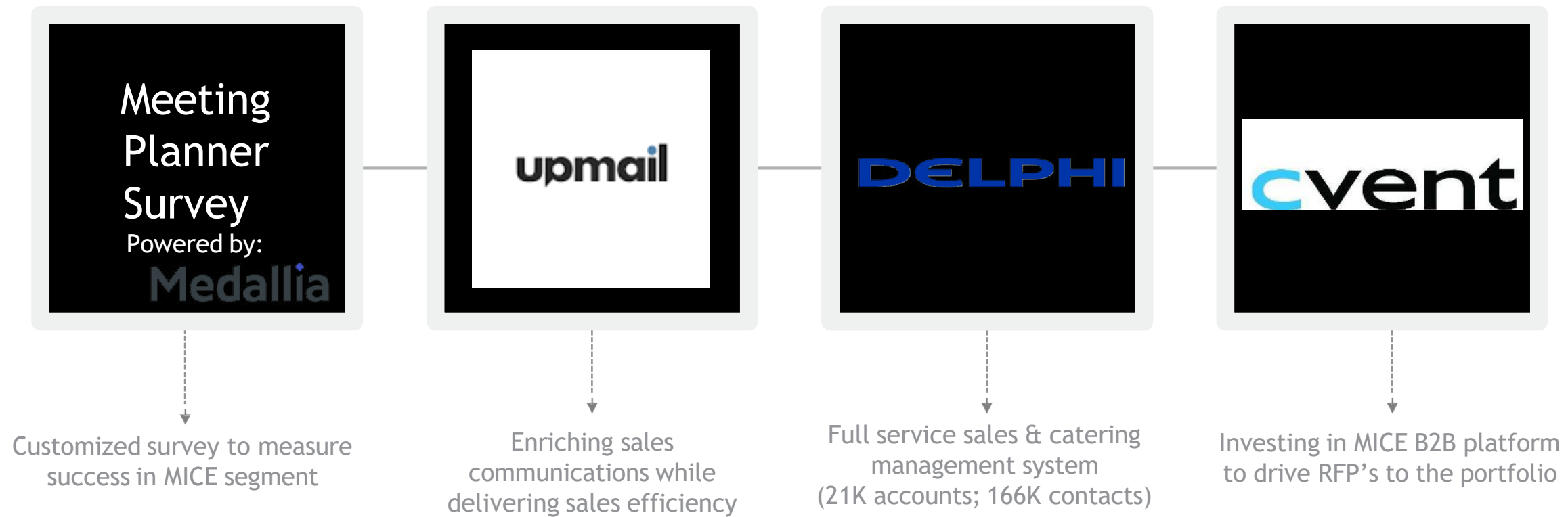

Clean the World™

**BREAKOUT**  
MEETINGS AT HARD ROCK HOTELS

EXPERIENCE HARD ROCK AS IT WAS MEANT TO BE

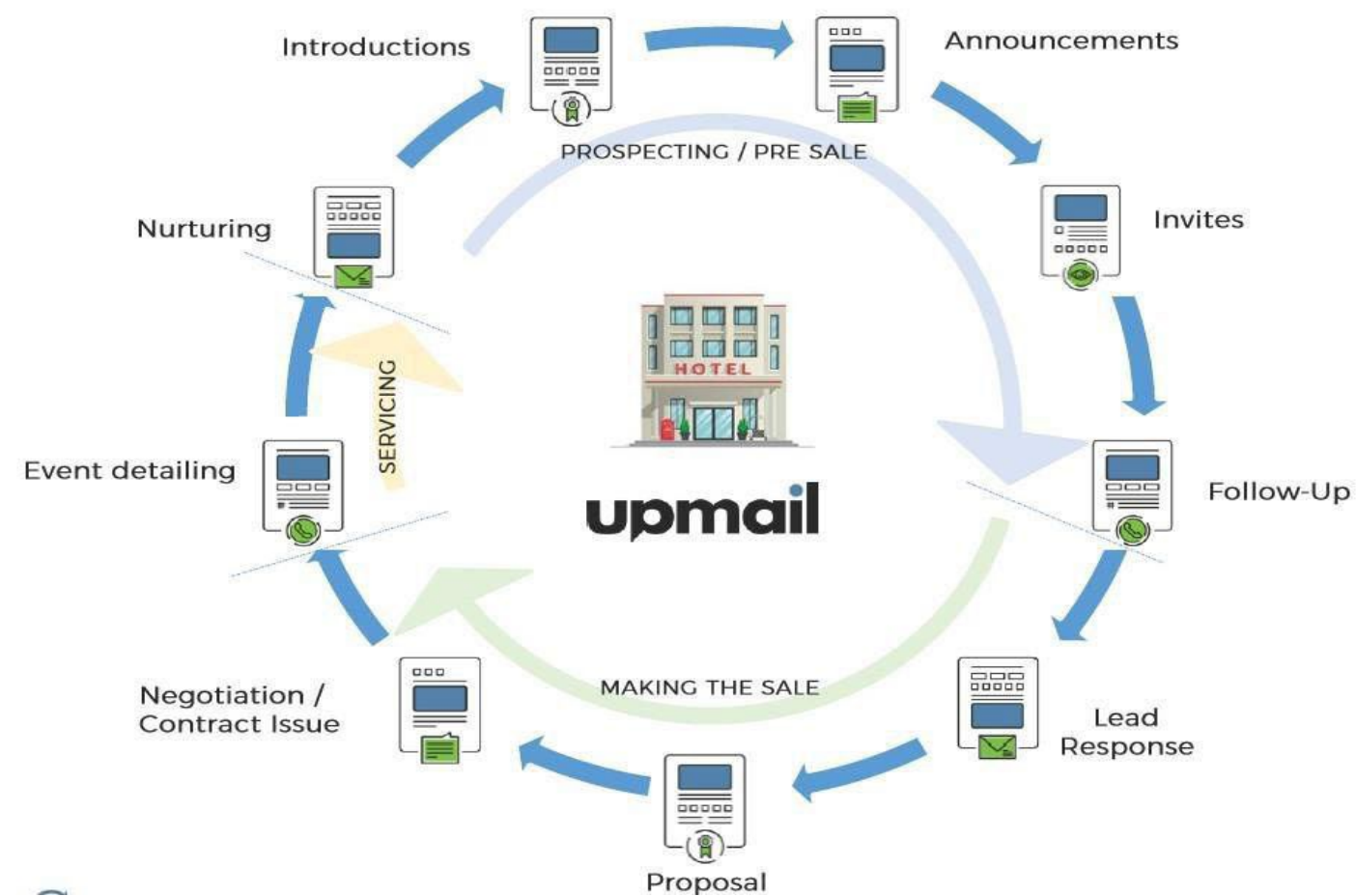


# Sales Tools



# UPMAIL: Branded Communication Platform

ENABLING YOUR TEAM AT EACH STEP OF THE SALES CYCLE



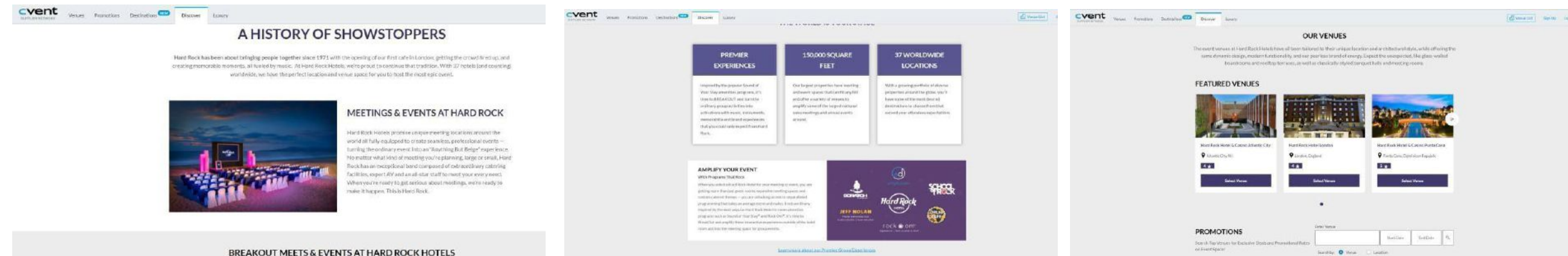
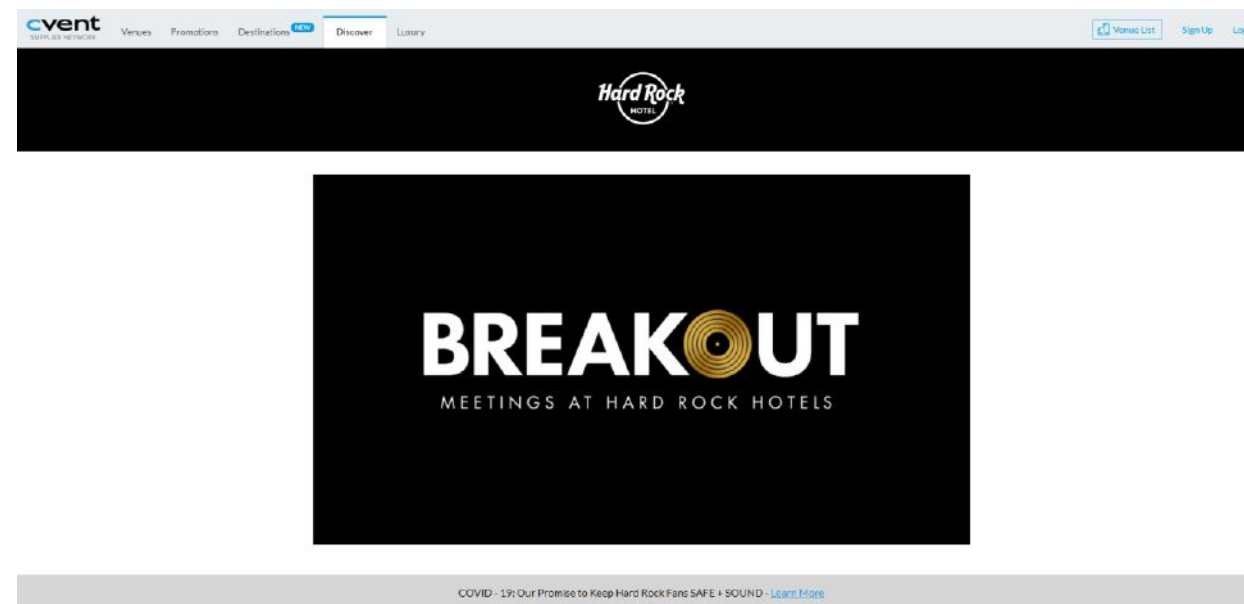
## upmail BENEFITS

- ✓ Drive sales and brand consistency
- ✓ Enable your team to be more productive
- ✓ Optimise your customer journey
- ✓ Shorten your sales cycle
- ✓ Boost sales conversion
- ✓ Upsell through event servicing



# B2B Platform: CVENT

Hard Rock presence on branded microsite to drive RFP's and leads



# B2B Platform APAC: 1000 Meetings



## Partnership to Promote Hard Rock Hotels

Key clients in search of destinations and meeting hotels for their corporate events

### Sales Team Support

Bridge between your hotels and prospective clients

### Hotel Priority Listings

On 1000Meetings website & white label solution

### E- Campaigns

Promote Hard Rock Hotels to 1000Meetings client base

### MICE Showcase

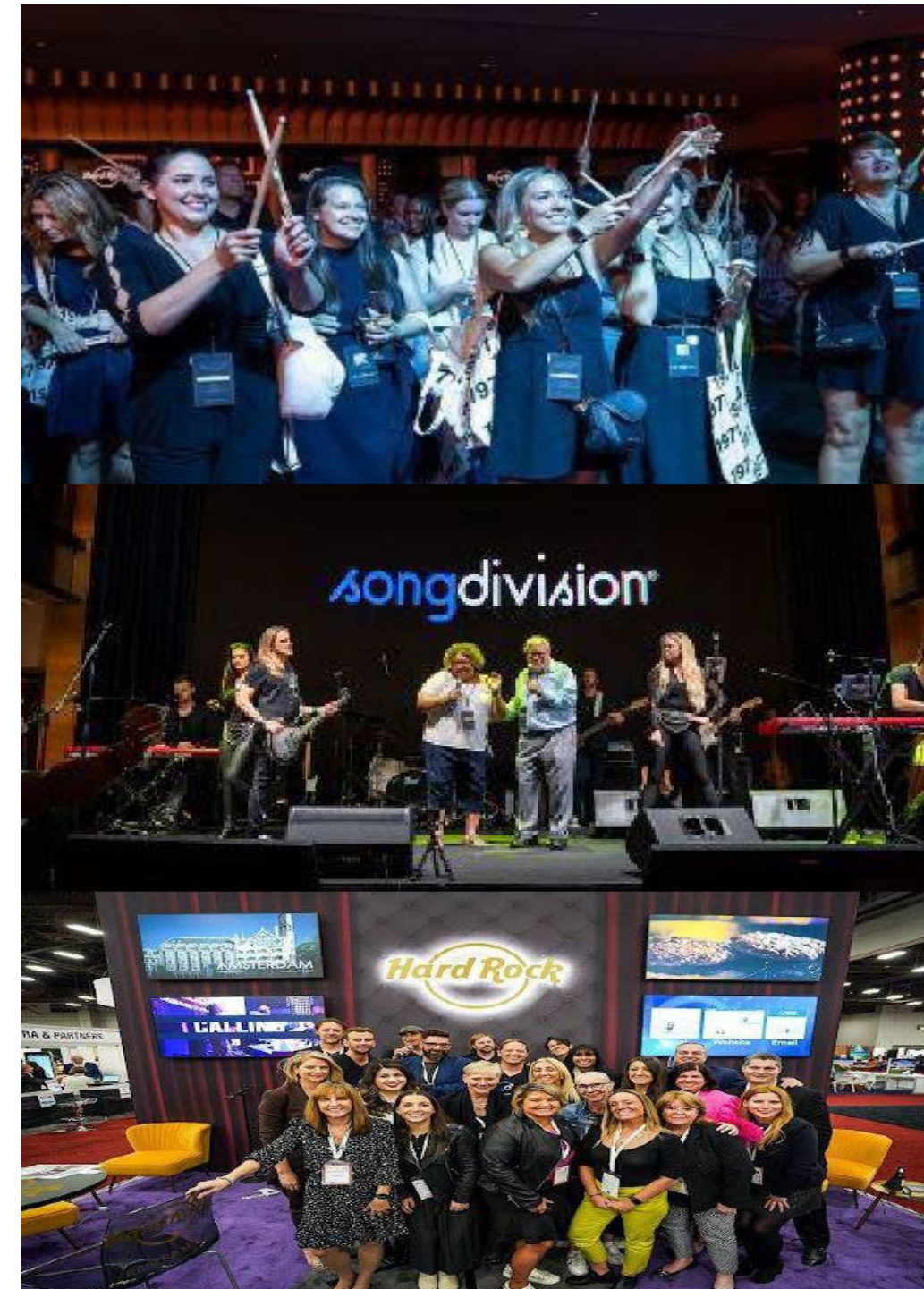
Connect In person with 1000Meetings clients in Shanghai and Singapore



# Meetings & Events Global Sales

## KEY SUPPORT & STRATEGIES

- Elevate brand awareness and create business opportunities at unique venues & experiences
- Leverage our global footprint via our Regional Directors, key brand partners & the brand cross selling program
- Provide a broader reach to the portfolio through the GSO in key feeder markets while being the single source contact for the meeting professional
- Develop strong relationships and preferred brand partnerships with large meeting organizations and third parties
- Grow qualified lead production via strategic alignment with top producers
- Aggressively grow our global client database
- Strengthen hotel partnerships through ongoing communication with the GSO as well as provide pre-opening support
- Lead the property sales development through a customized Hard Rock training program to drive maximum revenue increase and minimize staff turnover
- Provide single point of contact oversight of sales/ catering management system to include implementation, training, standards of database integrity and trouble shooting



# Global Sales Engagement- Meeting and Events (MICE) SALES

The Global Sales Office drives brand awareness; creates and strengthens key relationships with highly valued clients to stay at the top of the consideration set through continually showcasing the brand's unique differentiators which are deeply rooted in music and philanthropy. With 36+ properties with bespoke meeting & event spaces and venues, we leverage our team to find the best in class programs.





## GSO MICE Brand Partners



- 1300 Associates
- 55 Countries
- \$1 billion
- 1300 Agents
- Majority EMEA + NORAM
- \$1.2 billion
- 325 Associates
- 8 Countries
- \$780 Million
- 6000 Corporate Customers
- APAC
- 150 Associates
- 29 Countries
- 150K room nights

## Pipeline

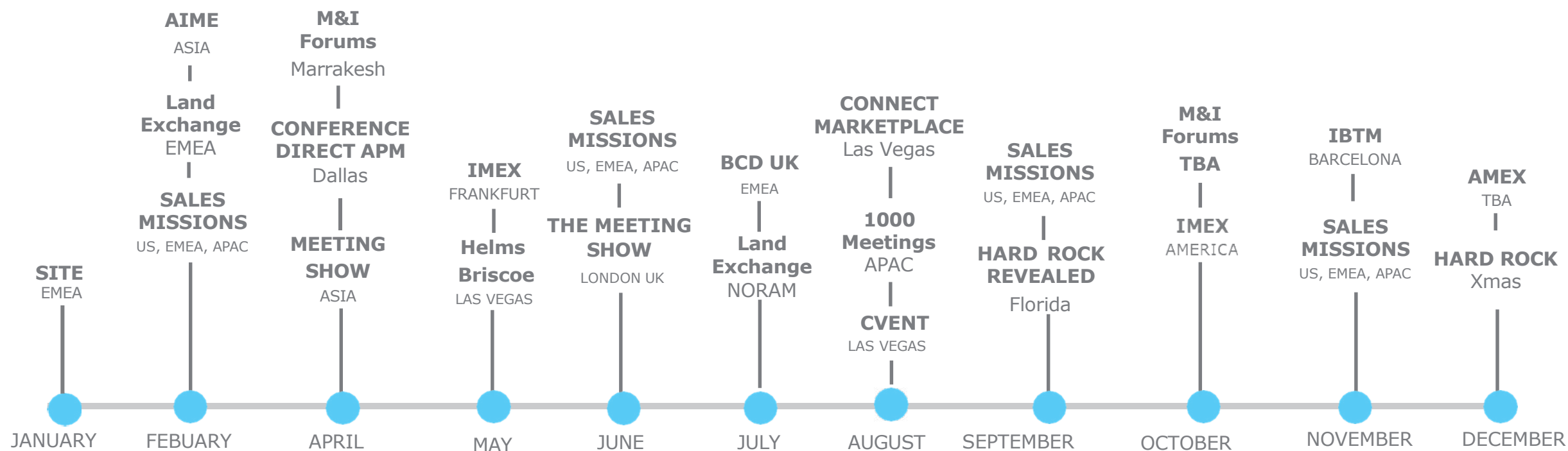




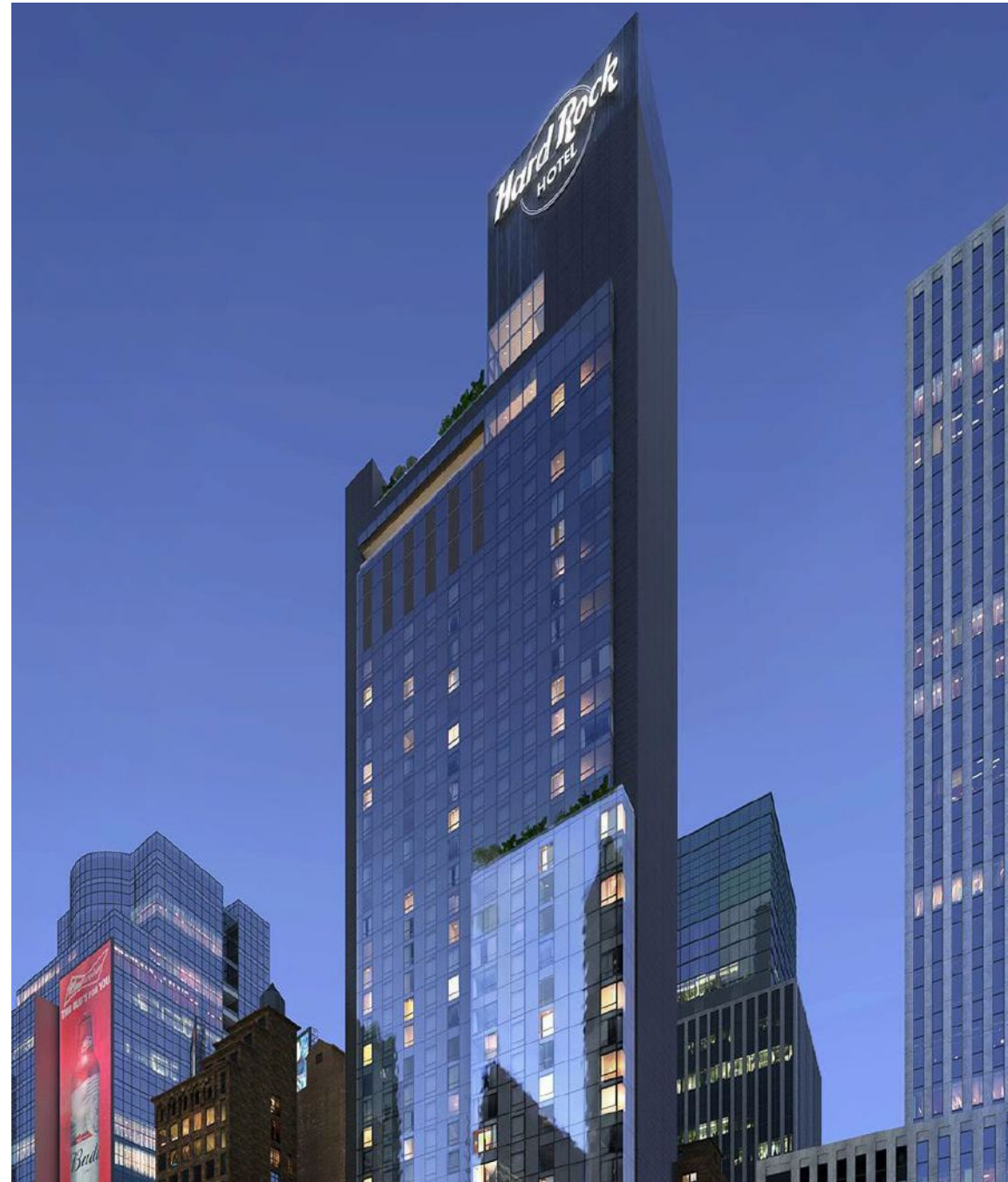
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# Global Sales Engagement - Trade Shows/Initiatives 2024

## MEETINGS & EVENTS







# Business Transient Global Sales

## KEY SUPPORT & STRATEGIES

- Contract targeted global accounts by leveraging relationships, our “escape routine” experience and urban portfolio
- Develop brand awareness and create business opportunities at property level to support hotels during pre-opening prior to sales team being in place
- Develop and execute strategic sales focusing on accounts that have production globally in key markets as well as leveraging existing MICE or property level relationships
- Creatively engage with TMC agents to ensure the promotion of the Hard Rock Brand while trying to uncover the corporate end user

# Global Sales Engagement - Business Transient Sales

The Global Account Director identifies and coordinates corporate RFP's for the brand and each property; leverages the portfolio as a resource to the client; and represents each property in the bidding cycle. Through global contracting we provide hotels with access to the top corporate business providers in the world.





# Global Partnerships - Business Travel Sales





# Travel Industry Global Sales

## KEY SUPPORT & STRATEGIES

- Contract targeted global accounts in the wholesale, OTA, consortia and entertainment segments by leveraging relationships and our global portfolio
- Steal market share and drive brand awareness through all channels (trade shows, call center trainings, sales missions) with continued focus on fostering relationships
- Create dedicated Travel Advisor communications and brand programs
- Develop brand awareness and create opportunities for business at property level to support hotels during pre-opening prior to sales team being in place
- Strengthen hotel partnerships through communication with the GSO:
  - Broader reach through GSO representation
  - Ability to leverage Hard Rock International's strong brand
  - Discounted program participation fees/margins
  - Preferred call center access
  - Discounted promotional opportunities



# Global Sales Engagement- Travel Industry Sales

The Director – Global Travel Industry Sales identifies and negotiates global brand contracts with channel partners that drive leisure room night volume to our global portfolio of hotels.

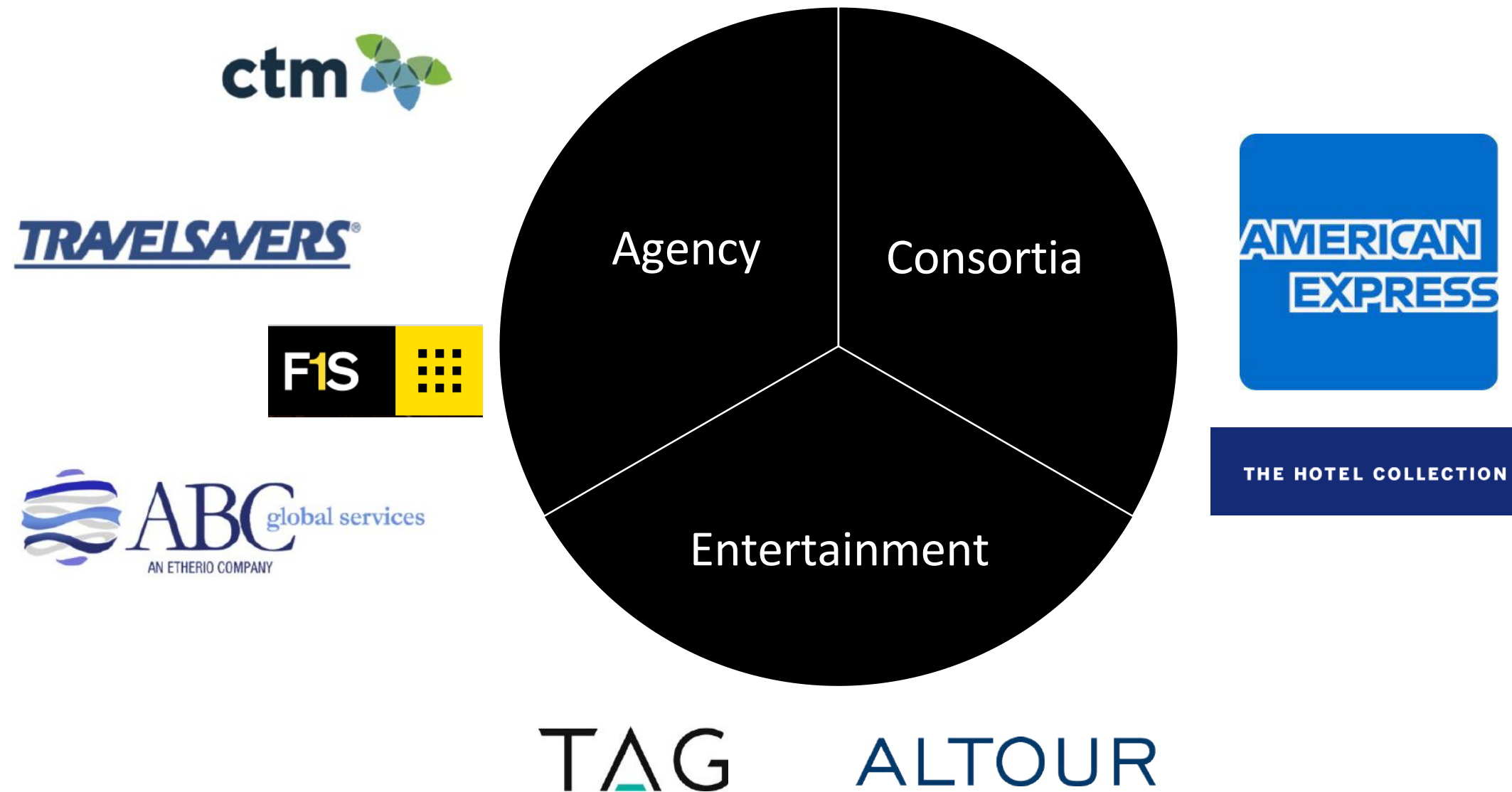


# Global Partnerships - Travel Industry Sales



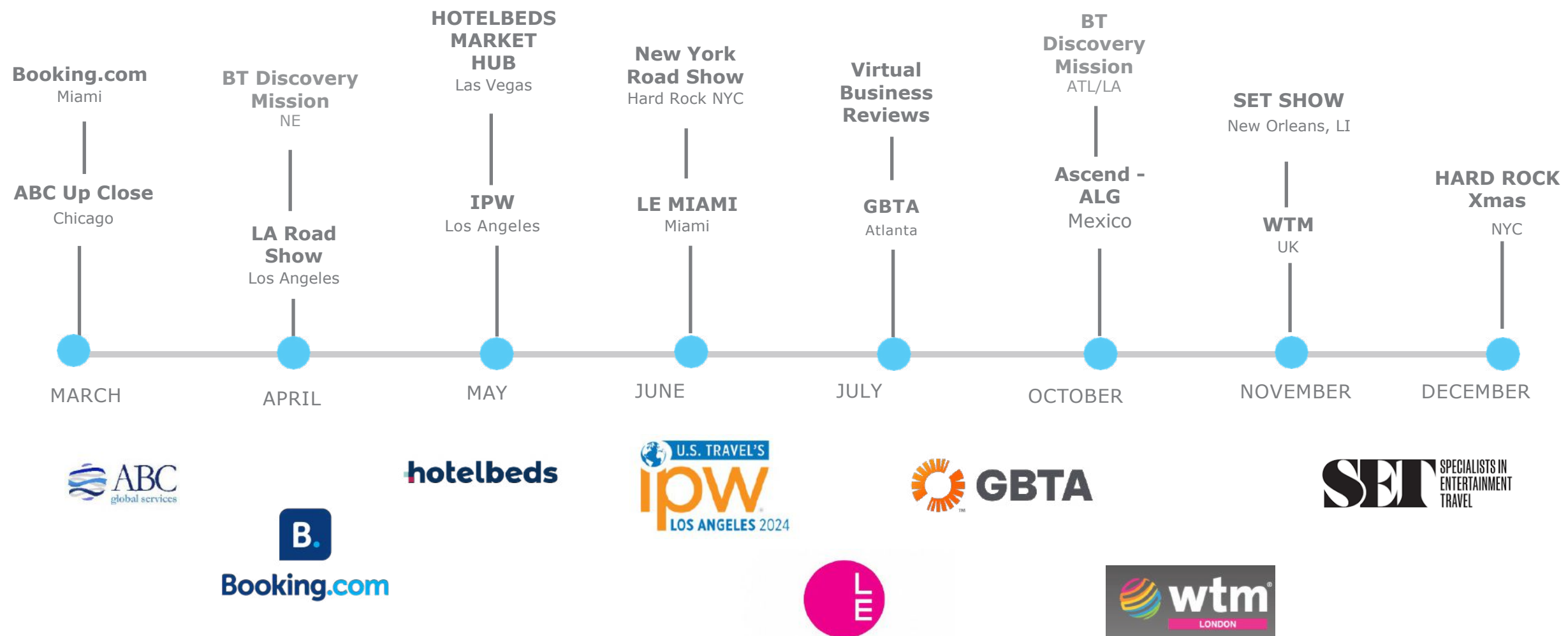


# Global Partnerships - Travel Industry Sales



# Global Sales Engagement - Trade Shows 2024

## TRAVEL INDUSTRY AND BUSINESS TRANSIENT SALES







# BREAKOUT

MEETINGS AT HARD ROCK HOTEL  
HOLLYWOOD | FL



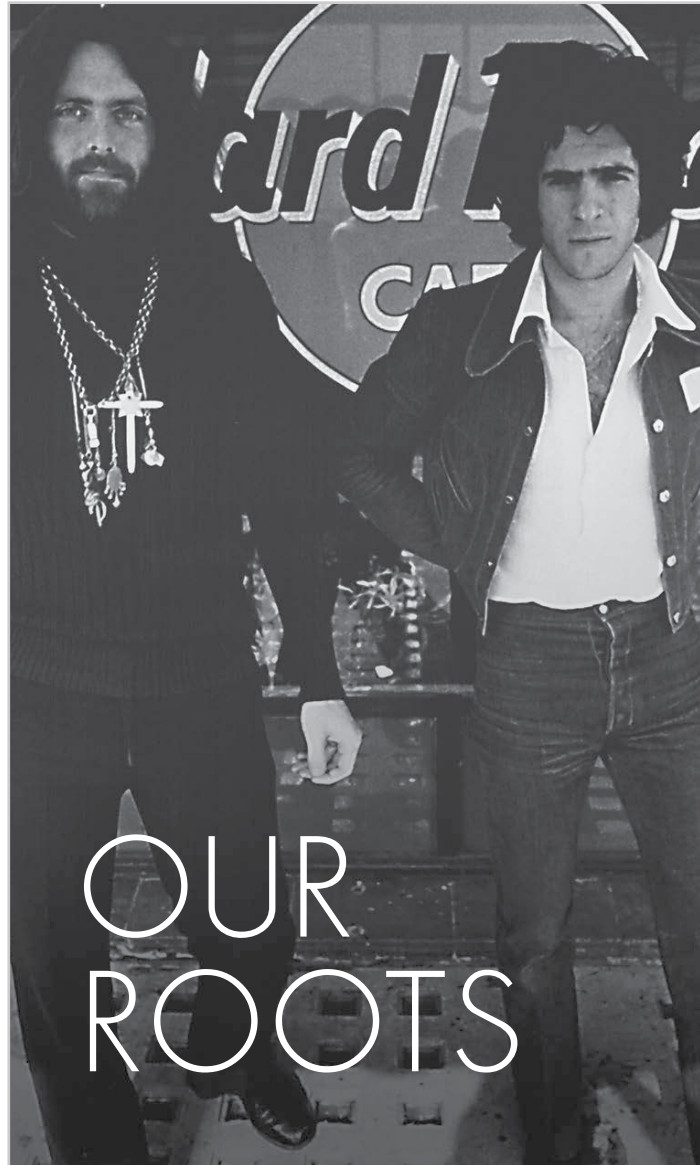
THE GUITAR HOTEL



HOLLYWOOD, FL

1 SEMINOLE WAY | HOLLYWOOD, FL 33314 | HARDROCKHOLLY.COM | 800.937.0156





In 1971, two shaggy-haired Yanks opened an American diner in an old Rolls Royce dealership in London. It had nothing to do with market studies or target audiences. It didn't even have anything to do with memorabilia. That was just a goof: Clapton wants to save his favorite table - sure, we'll put the guitar on the wall. Four decades, 68 countries, 180+ Hard Rock Cafes and 35 hotels later, we're still saving tables for our rock star friends, and for millions upon millions of their fans.



While music is the heart of Hard Rock, philanthropy is its soul, and Hard Rock International is committed to making a difference through a wide variety of philanthropic causes and activities. For more than 45 years, Hard Rock International has made it both its business and abiding passion to make the earth a safer, healthier and better place to live. Since opening in 1971, Hard Rock International has been committed to two consistent brand pillars: music and philanthropy. In 2016 Hard Rock International launched the Hard Rock Heals Foundation, a global charity that aims to improve lives through the power of music. Hard Rock's guiding principle, "Love All - Serve All," encompasses the brand's dedication to its core mantras - "Save The Planet," "Take Time To Be Kind" and "All is One."

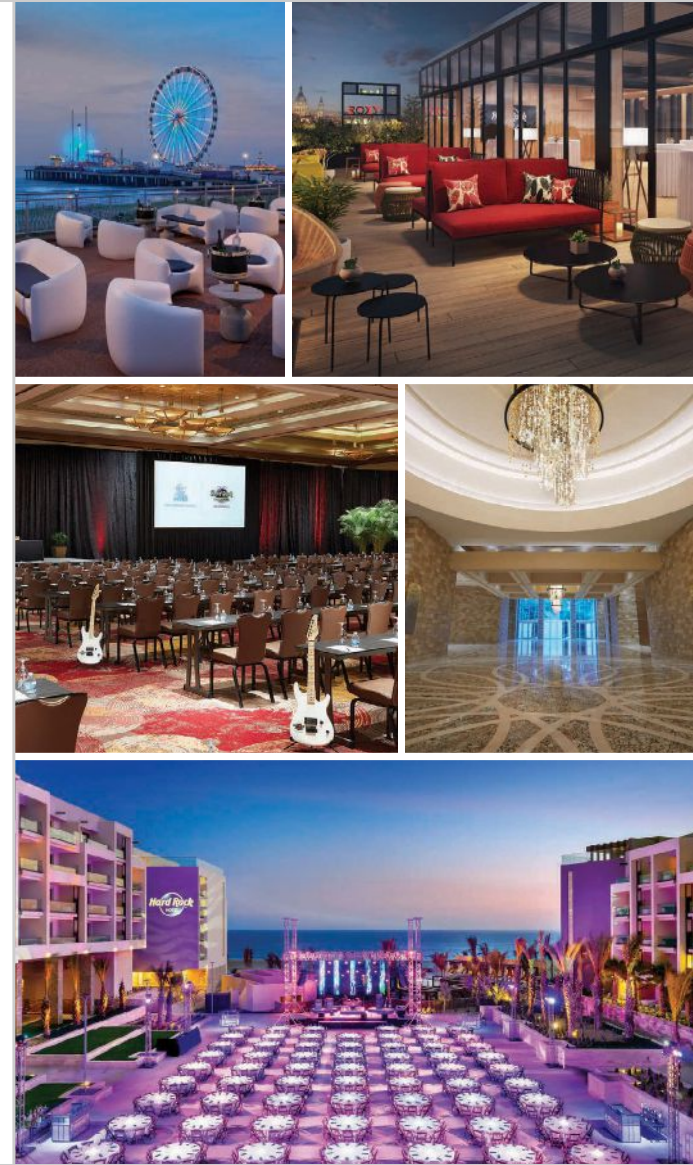
LOVE ALL—SERVE ALL  
TAKE TIME TO BE KIND  
ALL IS ONE  
SAVE THE PLANET





Music is our essence. It can create moods and memories. It can make you move you to the floor or tuck you into bed. Music has a powerful effect on creativity. It can make you want to leave, or it can make you want to stay. Ignore it at your peril, as it is our potent brand differentiator and we take it very seriously. Our guests should not leave us and hear the same tracks at the mall or an airport food court that they have heard at our hotels. Hard Rock Hotel playlists are bespoke, lovingly hand crafted by our team of musical magicians. Remember that mix tape you made for your high school crush? Well our DJ's are crushing on our hotels. And their record collections are huge. But love is a two-way street, and that's one reason why our Vibe Managers, whom we refer to as the Visionary Individuals Behind the Experience, at each property are vital. Their input and expertise, their physical presence on the ground, is crucial in properly executing the music program.

MUSIC IS OUR ESSENCE.  
IGNORE IT AT YOUR PERIL.



EVERYONE  
HAS SPACES,  
WE HAVE  
VENUES

From setup to sundown, our team of professionals is here to provide all you need to produce an unforgettable and unparalleled event. This is different with purpose, engaging with energy, and uniquely designed to inspire.

- Unparalleled service and accommodations
- Contemporary, luxury design
- Expert AV and technological integration
- Dynamic event facilities
- Business Center
- World-class food & beverage



# PREMIER MUSIC & CULTURAL EXPERIENCES FOR MEETING & EVENTS

Hard Rock Hotels promise unique meeting experiences and spaces around the world, all fully equipped to create seamless, professional events – turning the ordinary into an "anything but beige" experience.

Our BREAKOUT programs are inspired by the most popular Hard Rock Hotel in-room amenity programs such as Sound of Your Stay® and Rock Om®. All designed to amplify your next meeting or event with curated music, memorabilia and brand experiences. We've partnered with the most innovative brand partners to develop experiences designed to inspire your team, strengthen bonds and create a deeper connection to your organization.



## PREMIER MUSIC & CULTURAL EXPERIENCES FOR MEETINGS & EVENTS

Inspired by the most popular Hard Rock Hotel in-room amenity programs such as Sound of Your Stay® and Rock Om®, it's time to BREAKOUT and amplify these experiences for group events.

### TRACKS®

SONG SLAM  
TEAM ANTHEM  
INSTA HITS  
ROCKIN' RECEPTION

### WAX®

SPIN ART

### MEMORABILIA

TREASURES OF HARD ROCK TOUR  
WE ARE THE CHAMPIONS GAME SHOW  
SCAVENGER HUNT  
TED-STYLE TALKS

### PICKS®

THE BAND:  
GROUP GUITAR LESSONS

ROCK YOUR RIFF:  
GUITAR ENSEMBLE

### MOTTOS

ALL IS ONE:  
DRUM CIRCLE CREATING UNITY  
THROUGH MUSIC

### MIX®

LEARN TO BE A DJ  
WINE RIFFS  
SILENT DISCO

### SOUNDBODY

ROCK OM® EXPERIENCE

BOOK THESE EXCLUSIVE PROGRAMS FOR YOUR NEXT EVENT.






# WHEN THE SPOTLIGHT IS OURS THE MOMENT IS YOURS

Every success story can trace its way back to an experience, one that changed those bold enough to be a part of it. These are BREAKOUT moments, our specialty. And on this stage is where you'll find yours.

So when you're ready to get serious about meetings, we're ready to make it happen. This is Hard Rock. And this is an event performance like no other.



Seminole Hard Rock Hotel & Casino Hollywood is home to the iconic Guitar Hotel, unveiled in October 2019 as part of a resort-wide expansion. With guitar faces, necks and brightly lit strings reaching 450 feet into the sky, The Guitar Hotel is one of the world's most recognizable landmarks.





## RECREATION

Boasting 18 acres of water, Seminole Hard Rock Hollywood is home to six pools across the integrated resort, including a stunning 13.5 acre pool at the Guitar Hotel. Hard Rock Hotel's award winning 4.5-acre pool is nestled into a towering rock mountain and provides a dramatic backdrop to a 182-foot waterslide. The pool features dramatic waterfalls and hot tubs.

Enjoy a setting that sets us apart

- Team building exercises at a large water lagoon that is nearly as long as three football fields and offers water activities such as paddle-boarding, kayaking and more.
- Breakout sessions with a view by reserving a poolside cabana equipped with wi-fi, personalized butler service & covered seating
- Networking event under the sun, poolside reception, entertainment and privacy options.





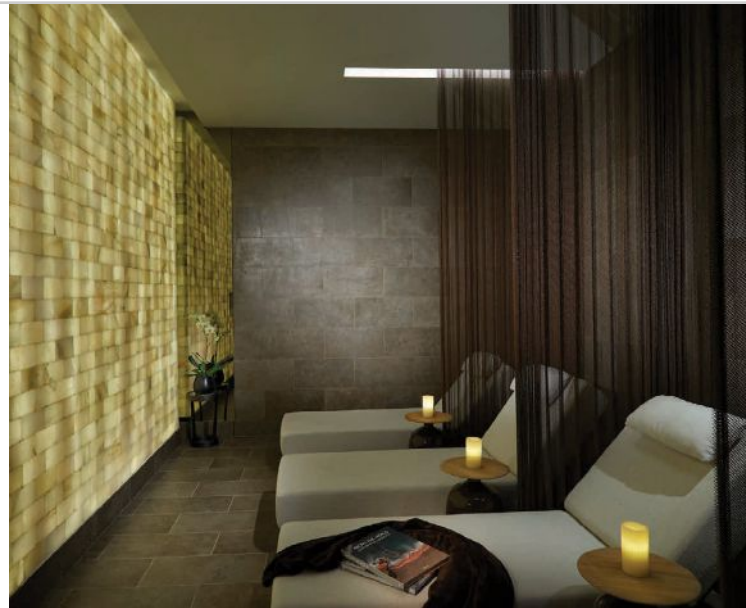
## ROCK SPA® & SALON

Unwind like a true rock star with 21 ultra-lux treatment rooms surrounding a soothing green atrium with an overhead skylight. A full-service wellness-focused retreat, Rock Spa® & Salon includes a 3,300-square-foot fitness center outfitted with Technogym equipment and a 3,600-square-foot salon offer complete hair and nail services.

### Breakout for relaxation

- Incentivize attendees with an array of treatments and services.
- Customize giveaways to amp up your guests.
- Reenergize and refuel pre or post meeting/event with a massage or facial.





DELUXE KING



DELUXE QUEEN

## ROOMS

### DELUXE KING

Setting the stage for an encore performance, our 450-square-foot Deluxe King guest room is the perfect rock and roll retreat. Enjoy a sleek, modern sanctuary with plenty of amenities like state-of-the-art electronics and a leather-enhanced seating area. In the Deluxe King, you'll live and lounge in a room that's sensual and stylish.

### DELUXE QUEEN

In our Deluxe Queen, every single design detail has been orchestrated to deliver an authentic experience that rocks! This 450-square-foot contemporary haven features two queen-sized beds outfitted in the highest quality signature linens that are ideal for lounging around or just plain groovin'. High-end interactive touches and lush extras make this a perfect choice for two or more to play.

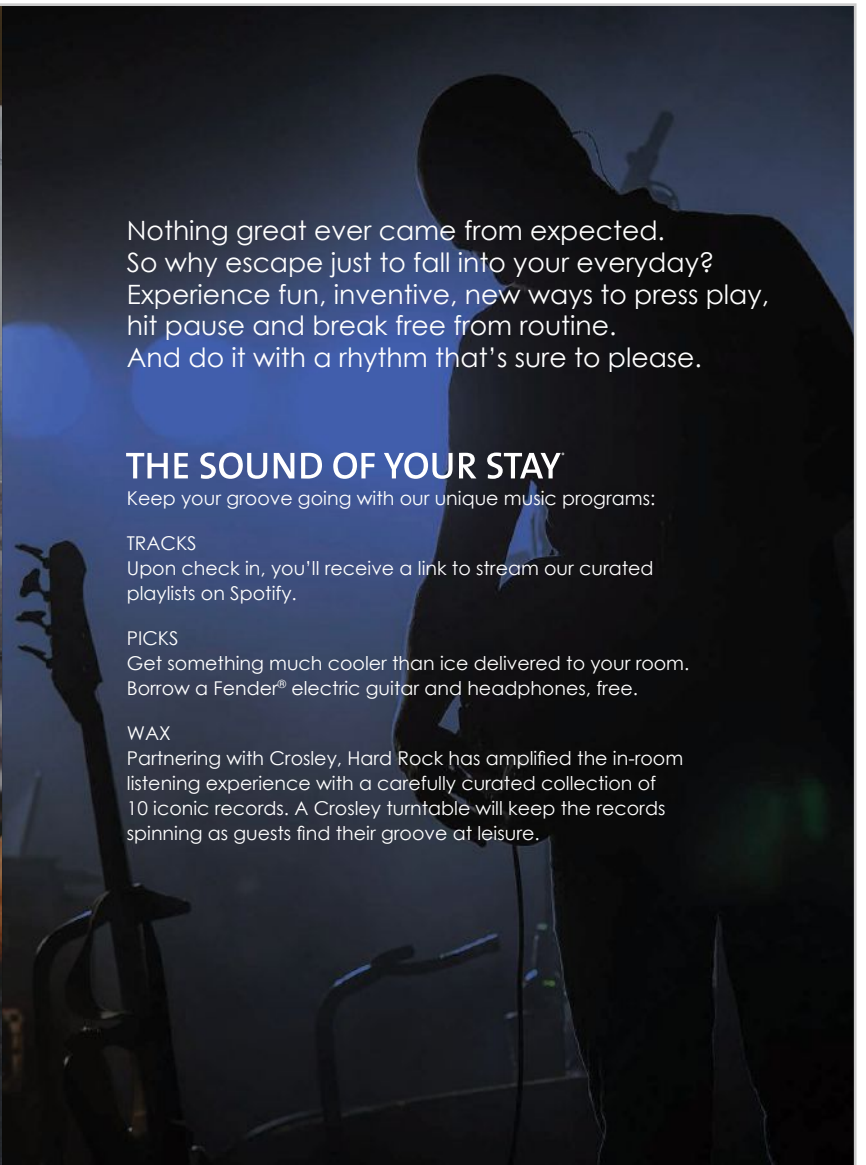


## JUNIOR SUITE

Deserving of only the finest of rock royalty, our 550 sq. ft. Junior Suite is off the charts in luxury. Plug-in or chill out with high-definition options in your private digital domain. Sink into super soft signature bedding and stretch out with more room to move and groove amidst a variety of upgrades furnished in Hard Rock style.

## PLATINUM SUITE

Surround yourself in the ultimate play space with our Platinum Suite spanning from 750 square feet. With a spotlight on lavish details, this suite exudes extravagance from the tip of its appointed headboard to the edge of its custom designed plush carpeting. This generously sized suite features a king bed, dining room table, digitally enhanced electronics and the finest views this side of South Florida.



Nothing great ever came from expected. So why escape just to fall into your everyday? Experience fun, inventive, new ways to press play, hit pause and break free from routine. And do it with a rhythm that's sure to please.

### THE SOUND OF YOUR STAY™

Keep your groove going with our unique music programs:

#### TRACKS

Upon check in, you'll receive a link to stream our curated playlists on Spotify.

#### PICKS

Get something much cooler than ice delivered to your room. Borrow a Fender® electric guitar and headphones, free.

#### WAX

Partnering with Crosley, Hard Rock has amplified the in-room listening experience with a carefully curated collection of 10 iconic records. A Crosley turntable will keep the records spinning as guests find their groove at leisure.





# CULINARY DISTINCTION PERFORMED DAILY

## ABIKA

The wood fire grill restaurant showcases solid fuel, open fire grilling inspired by South Florida's unique, bold flavors. Abiaka celebrates live fire and solid fuel grilling, using both orangewood and white oak charcoal to bring the natural flavors of the ingredients to the forefront.

## BEACH CLUB BAR & GRILL

Poolside dining done right, Beach Club serves up classic favorites with a tropical twist. Using locally sourced products, the menu features a mix of small plates and large shareable plates, and tropical takes on classic cocktails, perfect for beachside dining.

## CIPRESSO

A contemporary twist on Italian-American fare, Cipresso offers a menu of time-honored classics based on old world traditions. Approachable dishes include creative, unique interpretations of handmade pasta, sauces, breads, pizza and specialty dishes.

## COUNCIL OAK STEAKS & SEAFOOD

Sophisticated dining serving only the finest cuts of dry-aged U.S. prime beef and the freshest seafood from local waters. An award-winning wine selection and nightly live entertainment is offered in a separate lounge area.



# DINING





## HARD ROCK CAFE

Proud home to cafe number 119, the Hard Rock Cafe highlights a newly-designed open-kitchen concept with a contemporary menu of time-honored classics, and state-of-the-art entertainment and stage. A staple of the Hard Rock brand, music memorabilia line the walls telling stories of music past and present.

## HARD ROCK SPORTS BAR

A next-level approach to sports and entertainment, Hard Rock Sports Bar highlights a massive wall of LED TVs providing 360 degrees of live sports action. Enjoy elevated classic American cuisine or crack open a cold one with friends while enjoying top sports action, or experience the thrill of live Blackjack at one of 12 tables located inside the Sports Bar.

## KURO

Kuro is the resort's luxe and socially vibrant Japanese restaurant. The new-style Japanese concept features handcrafted cuisine and cocktails using both locally sourced and imported ingredients.

## POOL BAR & GRILL

Set along an opulent 4.5 acre tropical lagoon-style pool, nestled into a towering rock mountain in the center of the pool is Pool Bar & Grill. Pool Bar offers a menu of refreshingly cool cocktails, food hot off the grill, tasty appetizers and refreshing salads.

## RISE KITCHEN & DELI

Located at the base of The Guitar Hotel, Rise offers incredible views of the resort's pool lagoon through its floor-to-ceiling glass windows. The 24-hour contemporary American Diner/Deli celebrates fresh, seasonal produce with menu favorites and options for any palate.



# BAR

## CENTER BAR

Center Bar is the elevated showpiece bar in the heart of the casino featuring an 18-karat gold sculptural design that delineates the bar from the casino offering an intimate transition from the gaming floor. The menu at Center Bar is a Florida-based produce menu celebrating the state's offerings with unique cocktails created with fresh juices and herbs, craft beers from local partners and a boutique selection of curated wines.

## L BAR

An intimate lounge and cocktail bar, L Bar offers handcrafted cocktails using fresh, seasonal produce, house-made syrups and inventive techniques for a menu that's progressive yet nostalgic and ever-evolving. Offerings include classic and contemporary drinks, a specialized menu of premium tequilas and unaged, unoaked mezcals, as well as craft and imported beer, wine and champagne.

## OCULUS BAR

Located centrally in The Guitar Hotel lobby, Oculus Bar features an open layout giving guests prime sightlines to the resort's water attraction, the Oculus. Oculus Bar offers a unique take on a classic wine bar with a focus on curated wines and signature cocktails where aperitifs, amaros and vermouths take center stage. On draught are both local craft beer and unique imported brands. From the wrap-around bar to plush lounge seating, there's not a bad seat in the house.



# PROPERTY OVERVIEW

## UNWIND

- Three hotel tower experience: 1,271 total rooms
- 638 luxury guestrooms and suites in the 34-story Guitar Hotel
- 168 luxury guestrooms and suites in the seven-story Oasis Tower at Seminole Hard Rock Hotel & Casino with swim-up ground level suites
- 465 luxury guestrooms and suites in the 12-story Hard Rock Hotel
- Accommodations span from 430 – 4,000 square feet
- 42,000-square-foot Rock Spa® & Salon with 21 treatment rooms
- 18 acres of recreational waterscape that includes pools and a lagoon

## ENTERTAINMENT

- 7,000-capacity, state-of-the-art Hard Rock Live venue
- 26,000 square feet of boutique storefronts at The Shoppes at the Guitar Hotel
- Three-level DAER South Florida complex including DAER Nightclub, DAER Dayclub and Rooftop Live
- Entice Ultra Lounge 7,500-square-foot nightclub with multiple full bars and lounge seating
- Hard Rock Sports Bar offers 360 degrees of sports action with live gaming and classic sports fare

## PLAY

- 150,000-square-foot casino floor
- More than 2,800 of the most popular slots
- 208 table games
- 45-table poker room
- High-Limit slots and tables
- Non-smoking gaming

## EAT & DRINK

- Abiaka
- Aubi & Ramsa
- BAE Korean Grill
- Beach Club Bar & Grill
- Center Bar
- Ciproso
- Constant Grind
- Council Oak Steaks & Seafood
- Davidoff Cigar Lounge
- Hard Rock Cafe
- Kuro
- L Bar
- Marky's Caviar Lounge
- Oculus Bar
- PLA Sports Bar
- Pool Bar & Grill
- Rise Kitchen & Deli
- The Bōl

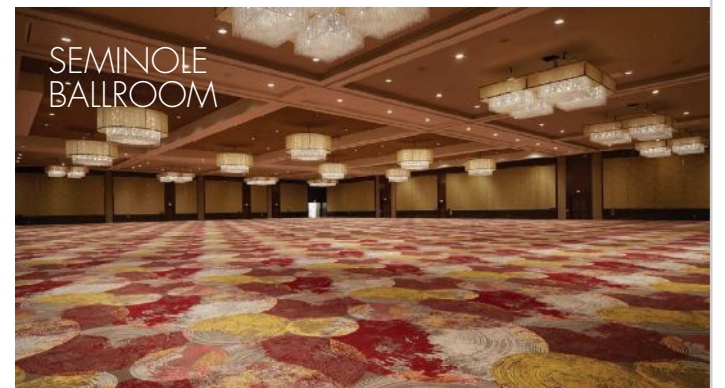
## MEET

Featuring 120,000 square feet of meeting space, including a 38,000-square-foot, carpeted exhibition hall - perfect for hosting tradeshow, association conventions, large corporate groups and social events. Adjacent is a luxe pre-function space that features vaulted ceilings, chandeliered ballrooms and marbled atriums. This opulent and sophisticated setting offers the perfect location for the most productive business events and elegant social affairs. The flexible meeting space can be reconfigured to accommodate groups as large as 5,000 attendees or smaller, more intimate meetings for 15 individuals, and everything in between.

The integrated resort is located on 87 acres of tribal land and supported by a world-class team of event, culinary and service professionals ensuring every event is executed with precision and poise.

## HIGHLIGHTS

- Easy to navigate meeting space, all first floor level
- Dedicated loading dock at street level
- Business Center
- In-house audio/visual team
- Complimentary self-parking. Valet options also available
- Complimentary resort-wide Wi-Fi





# MEETING SPACES



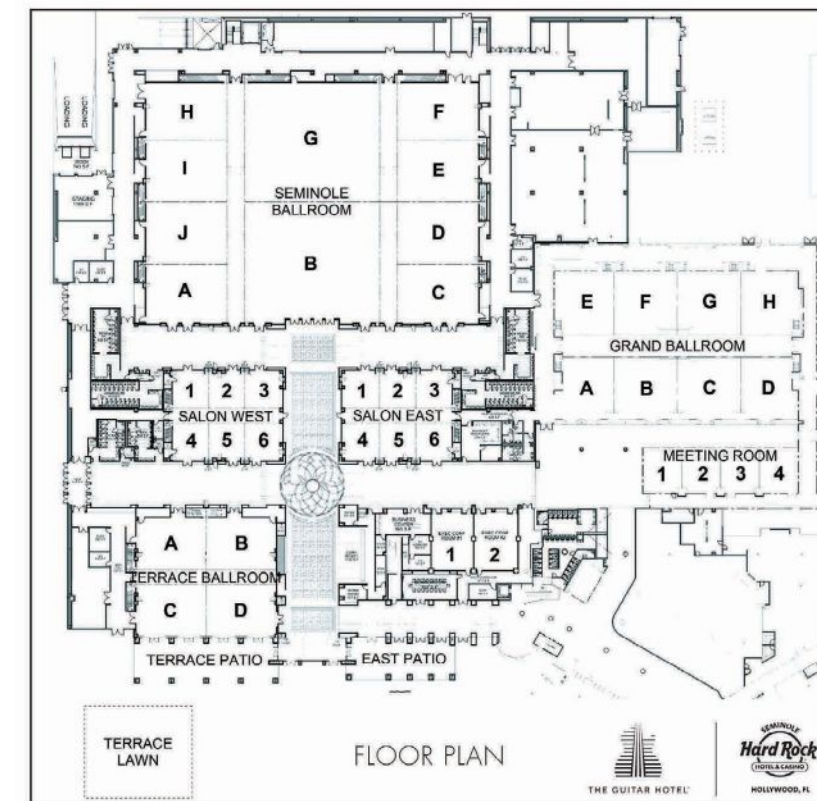
The SAFE + SOUND program has been developed by a team of hospitality and gaming experts in collaboration with worldwide health and sanitation specialists, such as Ecolab and NSF. It also includes directives of key agencies, such as the World Health Organization (WHO) and the U.S. Center for Disease Control and Prevention (CDC). SAFE + SOUND is focused on enhanced cleaning practices, social interactions and workplace protocols, while ensuring transparency through the Guest and Team Member journey.

As part of the program, every Hard Rock Hotel & Casino around the world is required to

## PASS THE SAFE+SOUND 262 POINT INSPECTION

independently assessed by NSF. We look forward once more to welcoming through our doors the millions of Hard Rock fans around the world, in the safest environment.

To learn more [click here](#).





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ROOM	DIMENSIONS	SQUARE FEET	BANQUETS	THEATER	CLASSROOM	RECEPTION	CONFERENCE	CEILING HEIGHT
<b>GRAND BALLROOM</b>	160x100	16000	1080	1700	1080	1680		20'
Grand Ballroom A	40x42	1680	110	150	100	150	44	20'
Grand Ballroom B	40x42	1680	110	150	100	150	44	20'
Grand Ballroom C	40x42	1680	110	150	100	150	44	20'
Grand Ballroom D	40x42	1680	110	150	100	150	44	20'
Grand Ballroom E	40x42	1680	110	150	100	150	44	20'
Grand Ballroom F	40x42	1680	110	150	100	150	44	20'
Grand Ballroom G	40x42	1680	110	150	100	150	44	20'
Grand Ballroom H	40x42	1680	110	150	100	150	44	20'
Grand Ballroom A/M	40x58	2320	150	220	120	200		20'
Grand Ballroom B/M	40x58	2320	150	210	130	200		20'
Grand Ballroom C/M	40x58	2320	150	200	130	200		20'
Grand Ballroom D/M	40x58	2320	140	200	125	200		20'
Grand Ballroom E/M	40x58	2320	140	200	125	200		20'
Grand Ballroom F/M	40x58	2320	150	200	125	200		20'
Grand Ballroom G/M	40x58	2320	150	200	125	200		20'
Grand Ballroom H/M	40x58	2320	140	180	110	200		20'
Grand Ballroom A/B	80x42	3360	220	320	170	225		20'
Grand Ballroom B/C	80x42	3360	220	320	170	225		20'
Grand Ballroom C/D	80x42	3360	220	300	170	225		20'
Grand Ballroom E/F	80x42	3360	200	300	170	225		20'
Grand Ballroom F/G	80x42	3360	220	300	170	225		20'
Grand Ballroom G/H	80x42	3360	200	320	170	225		20'
Grand Ballroom A/B/M	80x58	4640	280	410	240	325		20'
Grand Ballroom B/C/M	80x58	4640	280	410	240	325		20'
Grand Ballroom C/D/M	80x58	4640	280	410	240	325		20'
Grand Ballroom E/F/M	80x58	4640	280	410	240	325		20'
Grand Ballroom F/G/M	80x58	4640	280	410	240	325		20'
Grand Ballroom G/H/M	80x58	4640	280	410	240	325		20'
Grand Ballroom A/B/C	120x42	5040	330	480	280	410		20'
Grand Ballroom B/C/D	120x42	5040	330	480	280	410		20'
Grand Ballroom E/F/G	120x42	5040	330	480	280	410		20'
Grand Ballroom A/B/C/M	120x58	6960	400	540	340	500		20'
Grand Ballroom B/C/D/M	120x58	6960	400	540	340	500		20'
Grand Ballroom E/F/G/M	120x58	6960	400	540	340	500		20'
Grand Ballroom F/G/H/M	120x58	6960	400	520	340	500		20'

\*Estimated MAX capacities do not account for head tables, stages, dance floors or audio visual. Ceiling heights are measured from chandeliers.

ROOM	DIMENSIONS	SQUARE FEET	BANQUETS	THEATER	CLASSROOM	RECEPTION	CONFERENCE	CEILING HEIGHT
Grand Ballroom A/B/C/D	160x42	6720	400	540	340	500		20'
Grand Ballroom E/F/G/H	160x42	6720	380	510	320	500		20'
Grand Ballroom A/B/C/D/M	160x58	9280	540	875	560	750		20'
Grand Ballroom E/F/G/H/M	160x58	9280	540	825	540	750		20'
Grand Ballroom A/E/M	40x100	4000	220	350	200	275		20'
Grand Ballroom B/F/M	40x100	4000	240	380	220	275		20'
Grand Ballroom C/G/M	40x100	4000	240	380	220	275		20'
Grand Ballroom D/H/M	40x100	4000	220	350	200	275		20'
Grand Ballroom A/B/E/F/M	80x100	8000	540	850	540	840		20'
Grand Ballroom B/C/F/G/M	80x100	8000	540	850	540	840		20'
Grand Ballroom C/D/G/H/M	80x100	8000	540	850	540	840		20'
Grand Ballroom A/B/C/E/F/G/M	120x100	12000	740	1200	800	1200		20'
Grand Ballroom B/C/D/F/G/H/M	120x100	12000	740	1200	800	1200		20'
Grand Ballroom Corridor	160x16	2560						20'
Grand Ballroom Pre-Function		4878						
<b>MEETING ROOM</b>	106x30	3180	200	280	148	200		13'
Meeting Room 1	26x30	780	50	70	37	50	24	13'
Meeting Room 2	26x30	780	50	70	37	50	24	13'
Meeting Room 3	26x30	780	50	70	37	50	24	13'
Meeting Room 4	26x30	780	50	70	37	50	24	13'
Meeting Room 1 & 2	52x30	1560	100	140	74	100	40	13'
Meeting Room 2 & 3	52x30	1560	100	140	74	100	40	13'
Meeting Room 3 & 4	52x30	1560	100	140	74	100	40	13'
Meeting Room 1/2/3	78x30	2340	150	210	111	150	60	13'
Meeting Room 2/3/4	78x30	2340	150	210	111	150	60	13'
<b>OUTDOOR FUNCTION POOL DECK</b>								
Outdoor Function Pool Deck 1								
Outdoor Function Pool Deck 2								
Outdoor Function Pool Deck 3								
Outdoor Function Pool Deck 4								
<b>SEMINOLE BALLROOM</b>	226x166	37516	2490	3600	1500	5000		26'
Seminole Ballroom A	55x42	2310	150	180	100	200		26'
Seminole Ballroom B	90x84	7560	500	640	320	720		26'
Seminole Ballroom C	55x42	2310	120	190	100	200		26'
Seminole Ballroom D	55x42	2310	150	200	100	210		26'
Seminole Ballroom E	55x42	2310	150	200	100	210		26'
Seminole Ballroom F	55x42	2310	120	180	100	200		26'

\*Estimated MAX capacities do not account for head tables, stages, dance floors or audio visual. Ceiling heights are measured from chandeliers.





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ROOM	DIMENSIONS	SQUARE FEET	BANQUETS	THEATER	CLASSROOM	RECEPTION	CONFERENCE	CEILING HEIGHT
Seminole Ballroom G	90x84	7560	500	640	320	780		26'
Seminole Ballroom H	55x42	2310	120	180	88	200		26'
Seminole Ballroom I	55x42	2310	150	200	96	210		26'
Seminole Ballroom J	55x42	2310	150	200	96	210		26'
Seminole Ballroom A/J	55x84	4620	250	400	188	420		26'
Seminole Ballroom A/J/I	55x126	6930	380	540	284	500		26'
Seminole Ballroom A/J/I/H	55x166	9130	500	900	373	840		26'
Seminole Ballroom A/B/J/M	171x84	14364	740	1200	510	1100		26'
Seminole Ballroom A/B/J/G/H/I/M	171x166	28386	1500	2400	1017	2300		26'
Seminole Ballroom A/B/C/D/J	226x84	18984	1080	1700	698	2000		26'
Seminole Ballroom B/G	90x166	14940	1288	1600	644	1800		26'
Seminole Ballroom B/C/D/M	171x84	14364	740	1250	510	1100		26'
Seminole Ballroom B/C/D/E/F/G/M	171x166	28386	1500	2400	1017	2300		26'
Seminole Ballroom C/D	55x84	4620	250	400	188	420		26'
Seminole Ballroom C/D/E	55x126	6930	380	540	284	500		26'
Seminole Ballroom C/D/E/F	55x166	9130	500	900	373	840		26'
Seminole Ballroom West Corridor	13x166	2158						
Seminole Ballroom East Corridor	13x166	2158						
8x10' Booths - 220								
10x10' Booths - 180								
Seminole Ballroom Pre-Function	259x29	7511				800		
<b>SALON WEST</b>	75x61	4575	250	400	200	300	80	20'
Salon West 1	24x26	624	40	50	26	50	15	20'
Salon West 2	24x26	624	40	50	26	50	15	20'
Salon West 3	24x26	624	40	50	27	50	15	20'
Salon West 4	24x26	624	40	50	26	50	15	20'
Salon West 5	24x26	624	40	50	26	50	15	20'
Salon West 6	24x26	624	40	50	27	50	15	20'
Salon West 1,2	48x26	1248	80	100	52	100	30	20'
Salon West 1,2,3	75x26	1950	120	170	80	140	45	20'
Salon West 2,3	48x26	1248	80	100	53	100	30	20'
Salon West 4,5,6	75x26	1950	130	180	90	140	48	20'
Salon West 4,5	48x26	1248	80	100	52	100	30	20'
Salon West 5,6	48x26	1248	80	100	53	100	30	20'
Salon West Corridor	75x9	675						
Salon West Pre-Function	132x31	4092						

\*Estimated MAX capacities do not account for head tables, stages, dance floors or audio visual. Ceiling heights are measured from chandeliers.

ROOM	DIMENSIONS	SQUARE FEET	BANQUETS	THEATER	CLASSROOM	RECEPTION	CONFERENCE	CEILING HEIGHT
<b>SALON EAST</b>	75x61	4575	250	400	200	300	80	20'
Salon East 1	24x26	624	40	50	26	50	15	20'
Salon East 2	24x26	624	40	50	26	50	15	20'
Salon East 3	24x26	624	40	50	26	50	15	20'
Salon East 4	24x26	624	40	50	26	50	15	20'
Salon East 5	24x26	624	40	50	26	50	15	20'
Salon East 6	24x26	624	40	50	26	50	15	20'
Salon East 1,2	48x26	1248	80	100	52	100	30	20'
Salon East 1,2,3	75x26	1950	120	170	80	140	45	20'
Salon East 2,3	48x26	1248	80	100	52	100	30	20'
Salon East 4,5,6	75x26	1950	120	170	80	140	45	20'
Salon East 4,5	48x26	1248	80	100	52	100	30	20'
Salon East 5,6	48x26	1248	80	100	52	100	30	20'
Salon East Corridor	75x9	675						
Salon East Pre-Function	134x31	4154						
<b>TERRACE BALLROOM</b>	95x81	7695	500	640	520	600	186	25'
Terrace Ballroom A	47x35	1645	120	150	100	150	40	25'
Terrace Ballroom B	47x35	1645	120	150	100	150	40	25'
Terrace Ballroom C	47x35	1645	110	140	90	140	36	25'
Terrace Ballroom D	47x35	1645	110	140	90	140	36	25'
Terrace AB	95x35	3325	220	320	170	225		25'
Terrace CD	95x35	3325	220	320	170	225		25'
Terrace AC	47x81	3807	220	320	170	225		25'
Terrace BD	47x81	3807	220	320	170	225		25'
Terrace Corridor	95x11	1045						
Terrace Patio	97x31	3007	180	250		230		
Terrace Lawn	85x50	4250	220	380		300		
Terrace Pre-Function	35x103	3605						
Rotunda	35x31	1085						
Executive Conference Room 1	25x38	950	70	90	48	100	28	10'
Executive Conference Room 2	27x38	1026	70	90	48	100	28	10'
Executive Board Room	37x19	703					18	
East Patio	73x29	2117	140	160		180		
<b>CONFERENCE REGISTRATION DESK</b>	28x1							
Conference Registration Office		151						
Conference Registration Work Room		177						

\*Estimated MAX capacities do not account for head tables, stages, dance floors or audio visual. Ceiling heights are measured from chandeliers.



# BREAKOUT

HOLLYWOOD | FL

## STEP OUTSIDE AND STEP IT UP

Stretching 450 feet into the sky, it's hard to miss The Guitar Hotel when you touch down at Fort Lauderdale Hollywood International Airport only 8 miles away. From your hotel room you're only a few minutes away from the pristine white sand and warm turquoise blue ocean of Florida's famous beaches. You'll feel the stress of the world melt away as your toes flirt with the sand and you become immersed in the soothing, gentle waves of the Atlantic Ocean.

The area has something for everyone...Everglades National Park, the largest subtropical wilderness in the US; Sawgrass Mills, the largest retail outlet destination in the US; Hollywood Beach Boardwalk, a 2.5 mile pedestrian promenade and Wynwood Art District, home to art galleries & museums.

800-937-0156 • [hardrockholly.com](http://hardrockholly.com) • 1 Seminole Way, Hollywood, FL 33314



Known as the "Unconquered" Seminole Tribe of Florida, because it never signed a peace treaty with the United States government, the Seminole Tribe has long been recognized for its gaming industry innovations and success. It was the first Indian Tribe in North America to open a high-stakes bingo hall and casino, which debuted in 1979 and became the forerunner of the Indian Gaming movement. The original high stakes bingo hall is now the Seminole Classic Casino.

The Seminole Tribe expanded its gaming operations throughout the 1980s and 1990s with the opening of Seminole Brighton Casino, Seminole Casino Immokalee, Seminole Casino Coconut Creek, and Seminole Casino Tampa, which was transformed into Seminole Hard Rock Hotel & Casino Tampa in 2004. That same year, the Seminole Tribe opened Seminole Hard Rock Hotel & Casino Hollywood.

The Seminole Tribe acquired Hard Rock International in March 2007 for \$965 million, making the Seminoles the first North American Indian Tribe to purchase a major international corporation. Through its Seminole Hard Rock Entertainment subsidiary, the Tribe continues its global control of Hard Rock, one of the world's most recognized restaurant, hotel and casino brands.

In October 2019, Seminole Gaming capped a \$2.1 billion capital investment program with the grand openings of the Guitar Hotel at Seminole Hard Rock Hotel & Casino Hollywood and a major expansion of Seminole Hard Rock Hotel & Casino Tampa. They are among the most successful casino complexes in the world.





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# Operating Budget

AECOM combined the corrected revenue projections from Johnson's report with expected expense adjustments from Hard Rock. In total, Hard Rock's expected expense savings would eliminate \$67.5 million in operating expenses for the LCCC during the 20-year period compared to Johnson's projections. Reductions in salaries & benefits could save the LCCC \$25 million over 20 years, due to the Hard Rock's ability to allocate a majority of managerial and executive staff, much of which already exists, to the Hard Rock Casino. Hard Rock also expects to serve food and beverage for events with cost of goods sold accounting for 40% of gross F&B revenue, saving the LCCC another \$37 million. Lastly, Hard Rock assumes a management fee that is 5% of total revenue, decreasing this expense during the stabilization period compared to Johnson's assumption of a flat \$250,000 fee while also incentivizing greater revenue generation throughout their contract.

Based on Johnson's revenue projections and Hard Rock's adjustments to expenses, the LCCC could produce significantly positive NOI beginning in Year 3. This level of performance would allow the LCCC to fully fund the Capital Reserve and avoid external funding to subsidize operational shortfalls. Still – operational losses are possible, especially during stabilization (first five years in this case), so funds should be identified that could be made available in case LCCC revenues do not cover all expenses.

Lake County Convention Center Operating Pro Forma (Johnson Assumptions, AECOM Corrections)

Revenue (000s)	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 20	10-Year Total	20-Year Total
Rent	\$ 790	\$ 1,138	\$ 1,521	\$ 1,867	\$ 2,218	\$ 2,285	\$ 2,354	\$ 2,424	\$ 2,497	\$ 2,572	\$ 3,456	\$ 19,666	\$ 50,033
Food Service (Gross)	\$ 1,552	\$ 2,187	\$ 2,948	\$ 3,636	\$ 4,366	\$ 4,632	\$ 4,914	\$ 5,214	\$ 5,531	\$ 5,868	\$ 10,598	\$ 40,848	\$ 123,250
Reimbursable Expenses and Other	\$ 237	\$ 341	\$ 456	\$ 560	\$ 666	\$ 685	\$ 706	\$ 727	\$ 749	\$ 772	\$ 1,037	\$ 5,900	\$ 15,010
<b>Total</b>	<b>\$ 2,579</b>	<b>\$ 3,666</b>	<b>\$ 4,926</b>	<b>\$ 6,063</b>	<b>\$ 7,250</b>	<b>\$ 7,603</b>	<b>\$ 7,974</b>	<b>\$ 8,365</b>	<b>\$ 8,777</b>	<b>\$ 9,211</b>	<b>\$ 15,091</b>	<b>\$ 66,414</b>	<b>\$ 188,293</b>
<b>Expenses (000s)</b>	<i>Exp Ramp Up</i>	<i>6.25%</i>	<i>12.50%</i>	<i>18.75%</i>	<i>5.25%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>		
Salaries, Wages & Benefits	\$ 1,093	\$ 1,196	\$ 1,304	\$ 1,418	\$ 1,537	\$ 1,583	\$ 1,631	\$ 1,680	\$ 1,730	\$ 1,782	\$ 2,395	\$ 14,954	\$ 35,995
F&B Cost of Goods Sold (40% Gross)	\$ 621	\$ 875	\$ 1,179	\$ 1,454	\$ 1,747	\$ 1,853	\$ 1,966	\$ 2,085	\$ 2,212	\$ 2,347	\$ 4,239	\$ 16,339	\$ 49,300
Contract Labor	\$ 188	\$ 252	\$ 323	\$ 369	\$ 414	\$ 426	\$ 439	\$ 452	\$ 466	\$ 480	\$ 645	\$ 3,809	\$ 9,474
Utilities	\$ 245	\$ 351	\$ 454	\$ 563	\$ 669	\$ 689	\$ 709	\$ 730	\$ 752	\$ 775	\$ 1,042	\$ 5,937	\$ 15,088
Repairs & Maintenance	\$ 43	\$ 61	\$ 79	\$ 99	\$ 117	\$ 120	\$ 124	\$ 128	\$ 132	\$ 136	\$ 182	\$ 1,039	\$ 2,640
General & Admin	\$ 173	\$ 227	\$ 287	\$ 318	\$ 348	\$ 358	\$ 369	\$ 380	\$ 392	\$ 403	\$ 542	\$ 3,256	\$ 8,020
Supplies	\$ 63	\$ 82	\$ 104	\$ 116	\$ 127	\$ 130	\$ 134	\$ 138	\$ 142	\$ 147	\$ 197	\$ 1,184	\$ 2,916
Insurance	\$ 98	\$ 101	\$ 104	\$ 107	\$ 111	\$ 114	\$ 117	\$ 121	\$ 125	\$ 128	\$ 172	\$ 1,127	\$ 2,643
Marketing	\$ 164	\$ 169	\$ 174	\$ 179	\$ 184	\$ 190	\$ 196	\$ 202	\$ 208	\$ 214	\$ 287	\$ 1,879	\$ 4,404
Management Fee	\$ 129	\$ 183	\$ 246	\$ 303	\$ 363	\$ 380	\$ 399	\$ 418	\$ 439	\$ 461	\$ 755	\$ 3,321	\$ 9,415
Other	\$ 56	\$ 70	\$ 85	\$ 99	\$ 112	\$ 117	\$ 122	\$ 127	\$ 132	\$ 137	\$ 209	\$ 1,057	\$ 2,798
<b>Total</b>	<b>\$ 2,873</b>	<b>\$ 3,567</b>	<b>\$ 4,341</b>	<b>\$ 5,025</b>	<b>\$ 5,728</b>	<b>\$ 5,961</b>	<b>\$ 6,206</b>	<b>\$ 6,462</b>	<b>\$ 6,730</b>	<b>\$ 7,010</b>	<b>\$ 10,666</b>	<b>\$ 53,902</b>	<b>\$ 142,692</b>
<b>Net Operating Income</b>	<b>\$ (294)</b>	<b>\$ 99</b>	<b>\$ 585</b>	<b>\$ 1,038</b>	<b>\$ 1,523</b>	<b>\$ 1,641</b>	<b>\$ 1,768</b>	<b>\$ 1,903</b>	<b>\$ 2,048</b>	<b>\$ 2,201</b>	<b>\$ 4,426</b>	<b>\$ 12,512</b>	<b>\$ 45,601</b>
<b>NOI %</b>	<b>-11%</b>	<b>3%</b>	<b>12%</b>	<b>17%</b>	<b>21%</b>	<b>22%</b>	<b>22%</b>	<b>23%</b>	<b>23%</b>	<b>24%</b>	<b>29%</b>	<b>19%</b>	<b>24%</b>
Capital Reserves	\$ 77	\$ 110	\$ 148	\$ 182	\$ 218	\$ 228	\$ 239	\$ 251	\$ 263	\$ 276	\$ 453	\$ 1,992	\$ 5,649
<b>NOI after Replacement Reserve</b>	<b>\$ (371)</b>	<b>\$ (11)</b>	<b>\$ 437</b>	<b>\$ 856</b>	<b>\$ 1,305</b>	<b>\$ 1,413</b>	<b>\$ 1,529</b>	<b>\$ 1,652</b>	<b>\$ 1,784</b>	<b>\$ 1,925</b>	<b>\$ 3,973</b>	<b>\$ 10,519</b>	<b>\$ 39,952</b>

Source: Hard Rock Casino Northern Indiana, AECOM

Lake County Convention Center Operating Pro Forma (Corrected Revenues, Updated Expenses)

Fiscal Impact - Tax Impacts from Spending (000s) - Conference/Convention Center												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 20	Total
<b>Capturable Taxes</b>												
State Sales Tax (7%)	\$ 4,436	\$ 488	\$ 650	\$ 800	\$ 950	\$ 978	\$ 1,008	\$ 1,038	\$ 1,069	\$ 1,101	\$ 1,480	\$ 25,518
County Local Income Tax (1.5%)	\$ 1,172	\$ 145	\$ 196	\$ 240	\$ 285	\$ 294	\$ 303	\$ 312	\$ 321	\$ 331	\$ 445	\$ 7,504
County Innkeeper's Tax (5%)	\$ 110	\$ 152	\$ 197	\$ 242	\$ 288	\$ 296	\$ 305	\$ 314	\$ 324	\$ 334	\$ 448	\$ 6,500
Property Tax (3%)	\$ 3,600	\$ 3,708	\$ 3,819	\$ 3,934	\$ 4,052	\$ 4,173	\$ 4,299	\$ 4,428	\$ 4,560	\$ 4,697	\$ 6,313	\$ 96,733
School District	\$ 1,138	\$ 1,172	\$ 1,207	\$ 1,244	\$ 1,281	\$ 1,319	\$ 1,359	\$ 1,400	\$ 1,442	\$ 1,485	\$ 1,996	\$ 30,579
Lake County	\$ 360	\$ 371	\$ 382	\$ 393	\$ 405	\$ 417	\$ 430	\$ 442	\$ 456	\$ 469	\$ 631	\$ 9,666
City of Gary	\$ 114	\$ 117	\$ 121	\$ 124	\$ 128	\$ 132	\$ 136	\$ 140	\$ 144	\$ 148	\$ 199	\$ 3,056
Township	\$ 36	\$ 37	\$ 38	\$ 39	\$ 40	\$ 42	\$ 43	\$ 44	\$ 46	\$ 47	\$ 63	\$ 966
Library	\$ 11	\$ 12	\$ 12	\$ 12	\$ 13	\$ 13	\$ 14	\$ 14	\$ 14	\$ 15	\$ 20	\$ 305
State Wagering Tax (35%, marginal)	\$ 1,738	\$ 2,554	\$ 3,471	\$ 4,268	\$ 5,063	\$ 5,215	\$ 5,372	\$ 5,533	\$ 5,699	\$ 5,870	\$ 7,889	\$ 114,097
Supplemental Wagering Tax (3.5%)	\$ 174	\$ 255	\$ 347	\$ 427	\$ 506	\$ 522	\$ 537	\$ 553	\$ 570	\$ 587	\$ 789	\$ 11,410
NWI Regional Development Auth.	\$ 8	\$ 12	\$ 17	\$ 21	\$ 25	\$ 25	\$ 26	\$ 27	\$ 28	\$ 28	\$ 38	\$ 553
City of Gary	\$ 52	\$ 77	\$ 104	\$ 128	\$ 152	\$ 157	\$ 162	\$ 167	\$ 172	\$ 177	\$ 237	\$ 3,435
Lake County	\$ 55	\$ 81	\$ 110	\$ 135	\$ 161	\$ 165	\$ 170	\$ 175	\$ 181	\$ 186	\$ 250	\$ 3,619
Lake County CVB	\$ 5	\$ 8	\$ 10	\$ 13	\$ 15	\$ 16	\$ 16	\$ 17	\$ 17	\$ 18	\$ 24	\$ 342
NWI Law Enforcement Training Ctr	\$ 1	\$ 1	\$ 1	\$ 1	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 3	\$ 38
State Fair Commission	\$ 9	\$ 13	\$ 17	\$ 21	\$ 25	\$ 26	\$ 27	\$ 28	\$ 28	\$ 29	\$ 39	\$ 571
Div. of Mental Health and Addiction	\$ 6	\$ 9	\$ 12	\$ 14	\$ 17	\$ 17	\$ 18	\$ 18	\$ 19	\$ 20	\$ 26	\$ 380
State General Fund	\$ 38	\$ 55	\$ 75	\$ 92	\$ 110	\$ 113	\$ 116	\$ 120	\$ 123	\$ 127	\$ 171	\$ 2,472
<b>Total</b>	<b>\$ 11,231</b>	<b>\$ 7,303</b>	<b>\$ 8,680</b>	<b>\$ 9,911</b>	<b>\$ 11,144</b>	<b>\$ 11,479</b>	<b>\$ 11,823</b>	<b>\$ 12,178</b>	<b>\$ 12,543</b>	<b>\$ 12,919</b>	<b>\$ 17,363</b>	<b>\$ 261,762</b>
Includes construction impacts												

Source: AECOM



**A5**

During a 20-year period - Lake County Convention Center could produce: nearly \$1 billion in spending, \$429 million in new earnings, up to 264 new permanent jobs, and \$262 million in new tax collections. More than 84% of tax collections would come from state wagering tax and local property taxes.

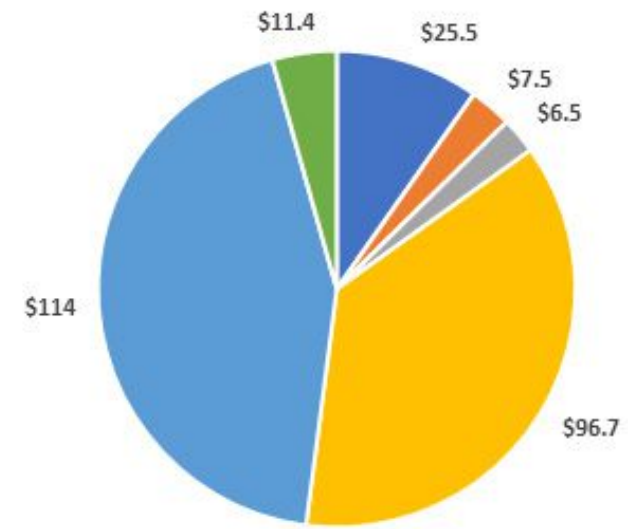
State of Indiana is projected to collect \$142 million during the 20-year period, while Lake County could collect \$26 million, and City of Gary collects another \$6 million. The remaining \$86 million would go to 8 other local and state entities.

Construction of the Lake County Convention Center and the 300-room headquarters hotel is estimated to cost \$260 million. Construction of the project could generate 744 construction jobs in Lake County with an average annual wage of \$96,000.

20-Yr. Summary of Impacts Conference/Convention Center	
<b>Net New Spending</b>	<b>(millions)</b>
Direct	\$632
Indirect	\$206
Induced	\$151
<b>Total</b>	<b>\$989</b>
<b>Net New Earnings</b>	<b>(millions)</b>
From Direct	\$242
From Indirect	\$101
From Induced	\$85
<b>Total</b>	<b>\$429</b>
<b>Net New FTE Jobs</b>	<b>Actual</b>
From Direct	174
From Indirect	50
From Induced	40
<b>Total</b>	<b>264</b>
<b>Capturable Taxes</b>	<b>(millions)</b>
State Sales Tax (5%)	\$25.5
County Local Income Tax (1.5%)	\$7.5
County Innkeeper's Tax (5%)	\$6.5
Property Tax (3%)	\$96.7
State Wagering Tax (35%, marginal)	\$114
Supplemental Wagering Tax (3.5%)	\$11.4
<b>Total</b>	<b>\$262</b>

Source: AECOM

Fiscal Impacts by Type (\$ millions)  
Construction & 20-Year Operations

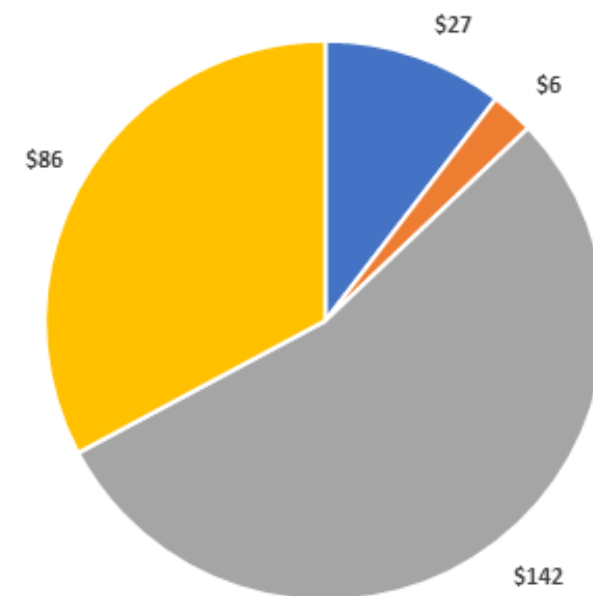


- State Sales Tax (5%)
- County Local Income Tax (1.5%)
- County Innkeeper's Tax (5%)
- Property Tax (3%)
- State Wagering Tax (35%, marginal)
- Supplemental Wagering Tax (3.5%)

One-Time Construction Impacts Convention Center & Casino Hotel	
<b>Development Cost (000s)</b>	
Labor (55%)	\$ 143,000
Materials (45%)	\$ 117,000
<b>Total</b>	<b>\$ 260,000</b>
% Labor in County	50%
% Labor in City	25%
% Materials in County	50%
% Materials in City	20%
Total Local Earnings Generated (000s)	\$71,500
Total Local Job-Years	744
Avg. Annual Wage	\$96,000
<b>Taxes Generated (000s)</b>	
State Sales Tax (7.0%)	\$ 4,095
County Local Income Tax (1.5%)	\$ 1,073

Source: AECOM

Fiscal Impacts by Collecting Entity (\$ millions)  
Construction & 20-Year Operations



- Lake County
- City of Gary
- State of Indiana
- Other Entities





A6

## Vendor Agreement, Leases, Partnership, and Financing

As a global company, Hard Rock has partnerships with hundreds of vendors and manufacturers locally and across the nation. Many of the larger vendors provide rebates due to Hard Rock's purchasing agreements and purchasing volumes across their portfolio of properties resulting in meaningful discounts and rebates on good and services purchased. Hard Rock also has many local relationships including companies such as Andy Frain Security, Blue Line Security, Drape Kings as well as every hotel, local linen and party rental company which supports the local economy.

Hard Rock will leverage these partnerships to the benefit of the Lake County Convention Center. Some of the national partnerships include:

Acorn Distributors Inc	Grainger	Rentokil Pest Solutions
Airgas	Greco & Sons	Red Bull
Alpha Baking	Hormel	RNDC
AUI Fine Foods	Icelandic Water	Sherwin Williams
Calumet Brew	Indiana Beverage	Southern Glazer
Chef's Warehouse	Johnson Brothers	Skyline Provisions
Cintas	Kraft Heinz	Sunbelt Rentals
Coke – Reyes Coca-Cola Bottling	Lamar Billboards	SuperSave
Cora Italian	MARS Foodservice	Supreme Lobster
COWM – Chicago Oriental Wholesale	Midwest Imports	Sysco Chicago
Edward Don	Midwest Produce	Terborg Distributing Inc
Ecolab	Montelimar Baking	Testa Produce Inc
Farmers Bros Coffee	OneSource Retail and Tobacco	Tillamook Cheese
Ferrazzuolo Foods	OneSource Distribution	Trimark
Festive Foods	Piazza Produce & Specialty	Tyson Foods
Fortune Fish	Pleasant View Dairy	US Foods
	Purely Meats	World Link Trading LTD

### 2024 REBATES TO DATE

Atlantic City	\$65,673.27
Sacramento	\$19,597.33
Cincinnati	\$109,048.92
Northern Indiana	\$63,011.00
Rockford	\$27,936.61
Bristol	\$33,379.26
Las Vegas	\$374,977.99
NYY Steak	\$286.17
New York Hotel	\$23,316.12
Cafes	\$1,958,265.99
Other Properties	\$34,442.16

**Total** **\$2,709,934.82**



A7

**ATTACHMENT "A"**

COUNCIL PENDING ORDINANCE NO. 2019-48  
 ORDINANCE NO. 9288  
 AS AMENDED \_\_\_\_\_  
 CERTIFICATION DATE \_\_\_\_\_  
 FAVORABLY \_\_\_\_\_  
 UNFAVORABLY \_\_\_\_\_

**AN ORDINANCE AMENDING TITLE 15 ENTITLED "LAND USAGE" CHAPTER 123 ENTITLED "ZONING CODE" OF THE CODE OF ORDINANCES OF THE CITY OF GARY, INDIANA TO ESTABLISH THE GARY CASINO PLANNED UNIT DEVELOPMENT DISTRICT**

WHEREAS, an Application has been filed to establish an Ordinance ("Gary Casino PUD Ordinance") to amend the Zoning Ordinance of the City of Gary, Indiana ("Zoning Ordinance"), to establish on certain property located in the City of Gary, Indiana, the legal description of which is attached hereto and marked Exhibit A (the "Property"), a casino planned development district to be known as the Gary Casino Planned Unit Development District ("Casino PUD District"); and,

WHEREAS, the Advisory Plan Commission (the "GPC") and the Board of Zoning Appeals (the "BZA") of the City of Gary, Indiana have conducted the public hearings as required by law in connection with the Application for a change in the zoning map for the City of Gary, Indiana; and,

WHEREAS, when it adopts a zoning ordinance, the legislative body shall act for the purposes of (1) securing adequate light, air, convenience of access, and safety from fire, flood, and other danger; (2) lessening or avoiding congestion in public ways; (3) promoting the public health, safety, comfort, morals, convenience, and general welfare; and (4) otherwise accomplishing the purposes of Indiana Code Section 36-7-4; and,

WHEREAS, in preparing and considering proposals under the 600 SERIES ZONING ORDINANCE, the plan commission and the legislative body shall pay reasonable regard to (1) the comprehensive plan; (2) current conditions and the character of current structures and uses in each district; (3) the most desirable use for which the land in each district is adapted; (4) the conservation of property values throughout the jurisdiction; and, (5) responsible development and growth; and,

WHEREAS, a PUD district ordinance may employ (1) written text; (2) a plan or other drawing; or (3) any combination of the items listed in (1) and (2) in specifying the permitted uses and development requirements that apply to a planned unit development district; and,

WHEREAS, the adoption and amendment of a PUD district ordinance is a legislative act; and,

WHEREAS, the GPC has sent a recommendation relating to such Application to the City of Gary Common Council (the "council") dated the 23rd day of July, 2019;

WHEREAS, the BZA has sent a recommendation relating to such Application to the council dated the 30th day of July, 2019;

NOW, THEREFORE, BE IT ORDAINED by the Common Council, meeting in regular session, that the Zoning Ordinance and the Zone Map of the Zoning Ordinance are hereby amended in accordance with the provisions of this Gary Casino PUD Ordinance.

PASSED BY THE COMMON COUNCIL of the CITY OF GARY, INDIANA this 27<sup>th</sup> of August, 2019.

PRESIDING OFFICER

ATTEST:

CITY CLERK

Presented by me to the MAYOR for her signature this 27<sup>th</sup> day of August, 2019.

CITY CLERK

APPROVED and SIGNED by me this 27 day of August, 2019.

MAYOR KAREN FREEMAN-WILSON, CITY OF GARY, INDIANA

RECOMMENDED FOR APPROVAL BY: PLAN COMMISSION & BOARD OF ZONING APPEALS

PETITIONER: Spectacle Entertainment  
 111 Monument Circle, Suite 777  
 Indianapolis, Indiana 46204

PREPARED BY: THE CITY OF GARY PLANNING AND ZONING DEPARTMENT  
 SPONSORED BY: PLAN COMMISSION & BOARD OF ZONING APPEALS

C.P.O. 19-48/9288  
 COMMITTEE ASSIGNMENT Planning REPORTED-OUT DATE 8 / 7 / 19  
 1<sup>ST</sup> READING DATE 8 / 7 / 19 COMMITTEE HEARING DATE 8 / 13 / 19  
 2<sup>ND</sup> READING DATE 8 / 7 / 19 PUBLIC HEARING DATE 8 / 20 / 19  
 3<sup>RD</sup> READING DATE 8 / 20 / 19 FINAL HEARING DATE 8 / 27 / 19  
 PASSED DATE 8 / 27 / 19 DEFEATED DATE \_\_\_\_\_  
 TABLED DATE \_\_\_\_\_ OVERDUE DATE \_\_\_\_\_ ADOPTED DATE \_\_\_\_\_

Real Estate Agreement, Leases, and Letters of Intent



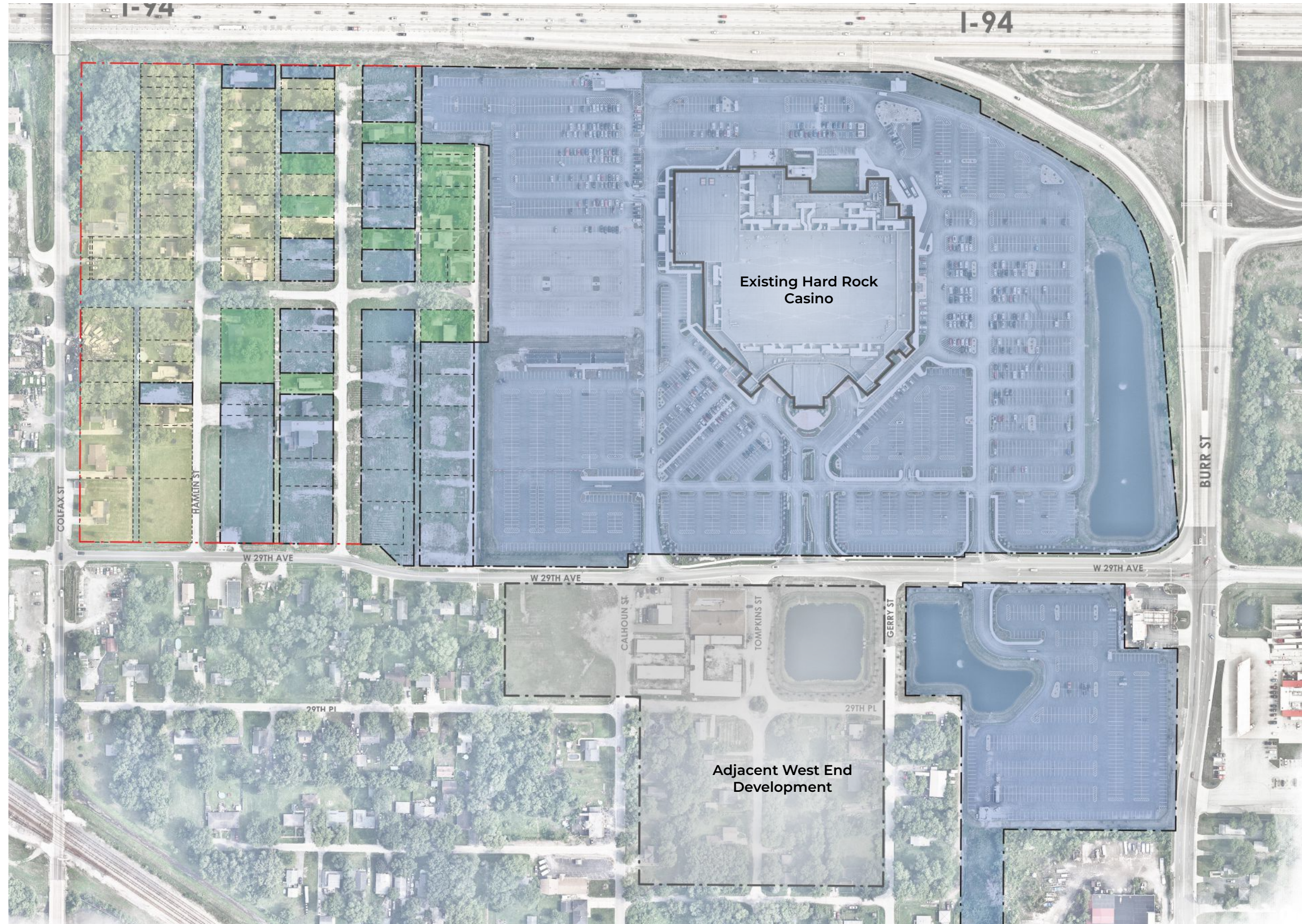


A7

# Hard Rock Casino Northern Indiana

## Real Estate Holdings

- Owned/Under Contract
- In discussion
- No discussion



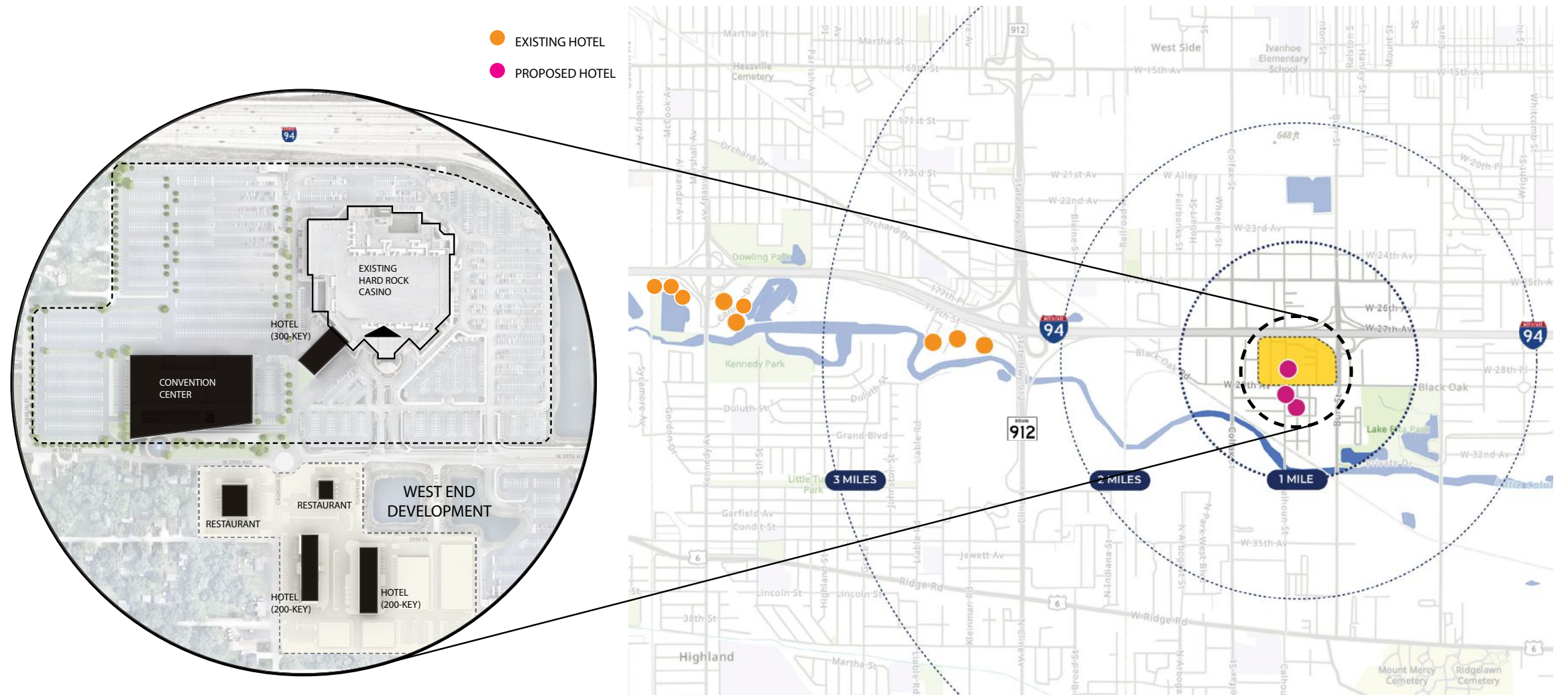


A8

# Hotel Accommodations

While the proposed site does not currently have sufficient hotels nearby, Hard Rock is committed to building a new 300-key hotel on premises and First Metropolitan Builders, Inc. is planning to build two new 200-key hotels as part of their proposed West End Development across the street. The Hard Rock hotel will be connected to the existing casino and have a pedestrian bridge connection to the new convention center in the future. First Metropolitan Builders, Inc. has been in discussions with the City of Gary and Hard Rock regarding their plans for the proposed West End Development. One of the hotels is planned to be a Hard Rock Reverb Branded hotel. There are also several hotels within Shuttle distance which will support the needs of the convention center.

Any convention center relies on its headquarters hotel and surrounding hotel partners to provide room blocks in order to attract large groups; without available room blocks, the financial performance and economic and fiscal impacts are severely limited. Understanding this, the ownership group representing the Hard Rock Hotel and two properties proposed within the adjacent West End Development are committed to consistently offering available room blocks for groups booking the Lake County Convention Center.



WEST END DEVELOPMENT RENDERING  
(BY EXTERNAL DEVELOPERS)



FUTURE HARD ROCK HOTEL  
(BY HARD ROCK)





A9

## WBE/MBE Commitment

Our team is committed to exceeding the MBE/WBE Participation Requirements as set forth in (IC 36-7.5-7-11) and to utilizing Indiana businesses when possible.

Hard Rock works to integrate inclusion into their daily business operations and critical business decisions. These efforts are important in achieving their company aspirations to be the employer of choice for diverse talent, to cultivate a culture of inclusion, and to be recognized for equitable and responsible practices within the industry in Indiana. Committed to this goal, Hard Rock is currently tracking at 5.82%/8.75%, respectively.

When building their teams, AECOM strives to build diverse teams. They select their partners based on the expertise they bring to a project team and their ability to leverage the work to develop their staff and expand their business through meaningful work. AECOM's track record working with MBE/WBE firms nationwide is outstanding. Recent metrics show AECOM distributed over \$72 million in spending to MBE/WBE partners on their projects, exceeding their contractually required goals by \$26.5M for MBE and \$16.1M for WBE.

AECOM hosts an annual M/W/DBE and VOSB outreach event to connect with potential partners and learn more about the various services each firm provides. These events are strongly attended with more than 150 organizations from the local industry in attendance regularly.

AECOM Hunt will supplement our construction management team for this project with expertise from Power & Sons Construction Company (Power & Sons). Power & Sons will lead the Community Engagement and provide local support.

In addition to partnering with Power & Sons, AECOM Hunt will implement a vigorous outreach effort that will include both general and project-specific outreach events. It is our goal to utilize MBE and WBE firms to the fullest extent possible in all phases of work, including construction contracts, material supplies and professional service contracts.

Emphasis is placed on creating contracting opportunities that are consistent with the contracting capacity and expertise of these firms. The goal is to make these firms stronger and more competitive. All contractors who wish to participate on an AECOM Hunt project are strongly encouraged to adopt a similar philosophy

Firm Name	Indiana Business	Address	Role	Estimated MBE/WBE %
City of Gary	●	401 Broadway # 201, Gary, IN	Development	
Hard Rock Northern Indiana	●	5400 W 29th Ave, Gary, IN	Operations	
Taft Stettinius & Hollister LLP	●	1 Indiana Sq # 3500, Indianapolis, IN	City of Gary Advisor	
Bose, McKinney & Evans	●	111 Monument Cir #2700, Indianapolis, IN	City of Gary Advisor	
Comer Capital Group			City of Gary Advisor	
AECOM	●	101 West Ohio Street, Suite 810 Indianapolis, IN	Project Management, Architecture, Interior Design, Mechanical, Fire Protection / Fire Alarm and Plumbing Engineering, Sustainability, Security	
Milhouse Engineering		333 S Wabash Ave #2901, Chicago, IL	Electrical Engineering	<b>MBE 11.5%</b>
JPS Consulting Engineering	●	9365 Counselors Row, Indianapolis, IN	Structural	<b>MBE 7%</b>
Robinson Engineering		125 Mooney Drive, Suite 1, Bourbonnais, IL	Municipal Engineering, Civil Engineering, Survey	
GGLD		1440 W Taylor St, Chicago, IL	Lighting Design	<b>WBE 1.5%</b>
RLR Associates	●	1302 N Illinois St, Indianapolis, IN	Signage / Wayfinding	<b>MBE 1%</b>
Design 27	●	1650 E 49th St, Indianapolis, IN	AV/IT & Acoustics	<b>WBE 2.5%</b>
Advanced Engineering Services	●	844 169th St, Hammond, IN	Geotechnical	<b>MBE 1%</b>
Site Design Group		888 S Michigan Ave Suite PH1, Chicago, IL	Landscape Architecture	<b>MBE 1.5%</b>
Cini-Little		200 Howard Ave #212, Des Plaines, IL	Kitchen	<b>WBE 1%</b>
AECOM Hunt	●	2450 South Tibbs Avenue, Indianapolis, IN	Construction Management, General Contractor	
Power & Sons	●	2636 W 15th Ave, Gary, IN	Construction Management, General Contractor	<b>MBE 25%</b>



## Hard Rock Community Engagement

Gary, IN

### Workforce Development

Our community engagement plan outlines our commitment to engaging with the local community in Gary, Indiana, to provide job opportunities, foster diversity, and build lasting relationships with local schools, community centers and municipalities. Our goal is to create a sustainable workforce that reflects the community we serve while ensuring that our projects positively impact the local economy.

Our team's shared vision is to create long-term opportunities for community hires beyond this proposal. To achieve this, we aim to partner with subcontractors who share our vision. We will target to increase minority, women, and local hiring and promotion within skilled trades positions. At the onset of the project, subcontractors will be required to identify positions available in addition to providing a sustainable career track per position as part of their commitment to the local community.

Our comprehensive workforce development program will focus on prioritizing local and diverse hiring from within the city of Gary, Indiana. Our team has well-established relationships with community-based, faith-based, workforce development and pre-apprenticeship programs throughout the city of Gary and the local surrounding area. We understand that the importance of local and diverse hiring goes beyond reaching goals, and we will ensure to expand our efforts to maximize these opportunities for local residents. Our detailed workforce plan includes the following

### Worker Identification

- Use existing community partners to create a pipeline to employment for Gary residents
- Conduct a local talent search via social media, community news outlets, and professional referrals
- Engage with local unions to get a comprehensive list of eligible workers
- Obtain list of eligible workforce from local Gary Common Council.
- Organize job fairs in partnership with local community centers, targeting residents for open positions.

### Community Engagement

- Continue partnering with assist agencies, community-based organizations, and training programs.
- Hosting events featuring assist and training programs, highlighting their work and how they can be of benefit for the community and the project.
- Establish a liaison with city officials to discuss how this project can address community needs.
- Attend city council meetings and community forums to ensure transparency and gather feedback.

### Subcontractor Engagement and Training

- Build local community training alternates into each work scope
- Develop a series of training opportunities so local workforce and laborers are equipped with necessary skills to work on the project
- Collaborate with external local resources to assist with job and skills training
- Create a list of local workforce and share with awarded subcontractors to assist with local hiring
- Create monthly check-ins with subcontractors to ensure they are maintaining their local hiring commitments

### Youth Engagement

- Invest in programming with local schools to introduce youth to professional and trade career opportunities.
- Build on our partnerships with John Will Anderson Boys and Girls Club and YWCA Northwest Indiana and provide hands-on experiences and skills training to students.
- Offer site visits for students to learn about the construction process and potential career paths.
- Participate in career days to provide information about job opportunities and industry pathways.

### Monitoring Progress

- Set benchmarks for hiring, diversity, and community engagement, with regular reporting to stakeholders.
- Conduct surveys and focus groups with employees and community members to gather input and assessment
- Publish an annual report detailing our engagement efforts, job creation statistics, and diversity metrics.
- Use this report as a tool to communicate our commitment to the community, local municipalities, and client.

By implementing this community engagement plan, our team aims to create meaningful job opportunities, promote diversity, and foster strong relationships with the residents of Gary, Indiana. We believe that our success is intertwined with the prosperity of this community, and we are dedicated to being a responsible and engaged partner in local development.







An Affiliate of the National Urban League

## URBAN LEAGUE OF NORTHWEST INDIANA, INC.

3101 Broadway  
Gary, Indiana 46409  
P (219)887-9621  
F (219)887-0020

**Dr. Vanessa Allen-McCloud**  
President/CEO

**Website**  
<http://ulofnwi.org>  
**Email**  
[info@ulofnwi.org](mailto:info@ulofnwi.org)

Empowering Communities  
Changing Lives

**Executive Committee**  
Yolanda Davis  
Chair  
Center Bank

R. Louis Gonzalez  
Vice-Chair, Internal Affairs  
Retired Chancellor

M. Celita Green  
Treasurer

Chancellor Kenichi Iwama  
Secretary  
Indiana University Northwest

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Valparaiso University

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Horizon Bank

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NZINGA Mind and Heart LLC

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Methodist Hospitals

Eric Evans  
Regional Care Group

Cameron H. Eveland  
BP America Corp.

Natalie McDaniel Hicks  
WDS Group

Chancellor Kenneth C. Holford  
Purdue University Northwest

Rev. Dr. Rameen Jackson  
St. Timothy Community Church

Tillwanner Jackson  
Ameristar Casino Hotel

Gisele Jones  
Big Shoulders Fund

Adrian Wells Lucas  
Gary Game Changers

Joshua Nash  
NIPSCO

Guillermina Perez  
Hard Rock Casino Northern Indiana

Marcos Rodriguez  
Ivy Tech Community College

Michael L. Suggs  
City of Gary

Christina Wagner  
Peoples Bank

October 8, 2024

Mayor Eddie Melton  
Office of the Mayor of the City of Gary  
401 Broadway  
Gary, IN 46402

Re: Letter of Support – City of Gary & Hard Rock Northern Indiana  
Proposal for Lake County Convention Center

Dear Mayor Melton:

On behalf of myself, as President and CEO of the Urban League of Northwest Indiana, and the entire organization, we provide this letter of support for the proposal submitted by the City of Gary and Hard Rock Casino Northern Indiana in response to the RFP/RFQ issued by the Lake County Board of Commissioners for a Lake County Convention Center.

The Urban League of Northwest Indiana supports the proposal, as we believe the proposal illustrates the insightful commitment that this is the best home for a Lake County Convention Center. It is our position that the strong partnership between the City of Gary and Hard Rock presents the best opportunity for Lake County to become home to a well-run convention center that will bring about opportunities for the surrounding municipalities, Lake County businesses, residents, and community organizations.

The Urban League of Northwest Indiana is the premier agency that supports and promotes neighborhood community collaborations towards the improvement, capacity building and awareness of citizens in areas of education, financial literacy, health/wellness, civic/civil leadership, and diversity throughout Lake, Porter and LaPorte counties which would encourage a better quality of life. Visit [www.urbanleagueofnwi.org](http://www.urbanleagueofnwi.org) for more information.

Our hope is that, in selecting the winner of the RFP/RFQ, the Board of Commissioners you will consider our proposal and recommend approval of this Proposal. The Commissioners may feel free to contact me with any related questions.

Sincerely,

**Vanessa Allen-McCloud**

Dr. Vanessa Allen-McCloud  
President and CEO



## STATE OF INDIANA HOUSE OF REPRESENTATIVES

THIRD FLOOR STATE HOUSE  
INDIANAPOLIS, INDIANA 46204

EARL L. HARRIS JR.  
ASSISTANT DEMOCRATIC FLOOR LEADER  
200 W. WASHINGTON STREET.  
INDIANAPOLIS, IN 46204

COMMITTEES:  
WAYS AND MEANS  
GOVERNMENT AND REGULATORY REFORM  
ROADS AND TRANSPORTATION RMM

October 9, 2024

Mayor Eddie Melton  
Office of the Mayor of the City of Gary  
401 Broadway  
Gary, IN 46402

Re: Letter of Support – City of Gary & Hard Rock Northern Indiana Proposal for  
Lake County Convention Center

Dear Mayor Melton:

As the State Representative for Indiana House District 2, I am writing to express my enthusiastic support for the proposal submitted by the City of Gary and Hard Rock Northern Indiana in response to the RFP/RFQ issued by the Lake County Board of Commissioners for a Lake County Convention Center.

I believe that the City is the best home for a Lake County Convention Center to benefit the entire region. It is my position that the strong partnership between the City and Hard Rock presents the best opportunity for Lake County to become home to a well-run convention center that will bring about opportunities for all surrounding municipalities, Lake County businesses, residents, and organizations like ours.

This Proposal stands out for several reasons. First, the strategic location of the convention center in Gary will provide easy access for visitors, enhancing Lake County's visibility and appeal as a prime destination for events. Additionally, the expertise that Hard Rock brings to the table, with its proven track record in hospitality and entertainment, ensures that the facility will meet high standards of service and management. Moreover, this initiative will create significant job opportunities for our community, fostering workforce development and supporting local businesses.

My hope is that, in selecting the winner of the RFP/RFQ, the Board of Commissioners will consider our support of this Proposal. The Commissioners may feel free to contact me with any related questions. Thank you for your consideration.

Sincerely,

Earl L. Harris, Jr.  
State Representative  
House District 02



A10



CITY OF GARY  
401 Broadway, Suite 209  
Gary, IN 46402-1209

# Gary Common Council

## TAI ADKINS

### 4th District Councilwoman



Office: (219) 881-1315 Fax:  
(219) 881-1339  
Email: tadkins@gary.gov

October 15, 2024

Lake County Board of Commissioners  
2293 N Main St  
Crown Point, IN 46307

Dear Commissioners:

As President of the Gary Common Council, I am writing to express my support for the City of Gary's proposal to develop a convention center within our city, in partnership with the Hard Rock Casino. This public-private partnership represents a transformative opportunity not only for Gary, but for the entire region.

Our city has the potential to be the hub for economic activity in Lake County. The development of a world-class convention center will solidify our role as a destination for both business and leisure within the region. The Hard Rock organization has demonstrated a significant commitment to the city, creating jobs, stimulating local business, and fostering community engagement. Their involvement in this project, combined with the City of Gary's strategic vision for growth, positions us to deliver a dynamic, sustainable facility that will attract visitors, host large-scale events, and generate long-term economic benefits for our region.

The proposed convention center would not only revitalize Gary's economy, but it would also enhance Lake County's overall competitiveness. With easy access to major transportation hubs and proximity to Chicago, this project will open new avenues for commerce and tourism, providing a venue capable of hosting conferences, concerts, trade shows, and a variety of other large-scale events.

As President of the Common Council, I am committed to working closely with Mayor Melton, our city administration, and our private sector partners at Hard Rock to ensure that this project is executed successfully. The majority of the Council fully endorses the Mayor's efforts, and is prepared to offer all necessary legislative support to ensure this proposal meets its full potential.

We believe that this partnership aligns perfectly with our long-term goals of economic development, job creation, and enhancing the quality of life for the residents of Lake County. I respectfully urge you to give favorable consideration to this proposal, which we believe will have a lasting positive impact on our entire community.

Thank you for your consideration, and we look forward to collaborating with the Lake County Commissioners to make this vision a reality.

Sincerely,

Tai A. Adkins  
President  
Gary Common Council

"Reviving the Heartbeat of the City"



STATE OF INDIANA  
HOUSE OF REPRESENTATIVES  
THIRD FLOOR STATE HOUSE  
INDIANAPOLIS, INDIANA 46204

DR. VERNON G. SMITH  
P.O. Box 64622  
GARY, IN 46401  
219-805-6040

COMMITTEES:  
EDUCATION, R.M.M.  
FINANCIAL INSTITUTIONS  
LOCAL GOVERNMENT

October 8, 2024

Mayor Eddie Melton  
Office of the Mayor of the City of Gary  
401 Broadway  
Gary, Indiana 46402

**Re: Letter of Support – City of Gary & Hard Rock Northern Indiana Proposal for Lake County Convention Center**

As the State Representative for Indiana's 14<sup>th</sup> House District, I write to express my enthusiastic support for the joint proposal submitted by the City of Gary and Hard Rock Northern Indiana in response to the Lake County Board of Commissioners' RFP/RFQ for a new Lake County Convention Center.

A convention center in Gary, championed by this unique partnership, presents an invaluable opportunity to stimulate economic growth, promote tourism, and enhance the quality of life for residents across Lake County. Hard Rock's proven track record in hospitality and entertainment complements the City's vision of revitalization, creating a partnership that brings both experience and a shared commitment to regional prosperity. This proposal aligns with the values of our community, emphasizing the potential for high-quality jobs, increased investment, and a revitalized local economy.

Gary's selection for this project would not only benefit the city but extend lasting opportunities to businesses and residents throughout the region. The potential for a convention center here would serve as a catalyst for further investment and growth across Lake County.

I encourage the Lake County Board of Commissioners to carefully consider this promising proposal. Please feel free to reach out if I can provide further insight into why the City of Gary and Hard Rock Northern Indiana offer the best home for this important initiative.

Respectfully yours,

Dr. Vernon G. Smith  
State Representative  
House District 14

Cc: Dr. Vernon G. Smith

Letters of Support





A10



Northwest Indiana  
Council Office

1560 East 70<sup>th</sup> Court  
Merrillville, IN 46410

October 14, 2024

Mayor Eddie Melton  
Office of the Mayor of the City of Gary  
401 Broadway  
Gary, IN 46402

**Re: Letter of Support – City of Gary & Hard Rock Northern Indiana Proposal for Lake County Convention Center**

Dear Mayor Melton,

On behalf of the Central Midwest Regional Council of Carpenters, I am writing to express our support for the proposal submitted by the City of Gary and Hard Rock Casino Northern Indiana in response to the RFP/RFQ issued by the Lake County Board of Commissioners for the Lake County Convention Center.

We believe the City of Gary is an ideal location for the Convention Center, which will greatly benefit the entire region. The partnership between the City of Gary and Hard Rock Casino Northern Indiana presents a tremendous opportunity for Lake County to establish a well-run convention center that will create economic growth and job opportunities for the surrounding municipalities, Lake County businesses, and residents—including our union members and their families.

With the support of the Central Midwest Carpenters, we are confident this project will generate many more career opportunities, providing stability and growth for our members, their families, and friends throughout Lake County.

We strongly urge the Board of Commissioners to give careful consideration to this Proposal, and we look forward to working together to ensure its success. Please feel free to contact me with any questions.

Sincerely,

Travis Williams  
Representative  
Central Midwest Regional Council of Carpenters  
[twilliams@cmrcc.com](mailto:twilliams@cmrcc.com)



Affiliated with the  
Building and Construction Department, AFL-CIO  
**NORTHWESTERN INDIANA  
BUILDING AND CONSTRUCTION  
TRADES COUNCIL**

October 14, 2024

**Ron Ware**  
President

**Matt Rhoades**  
Vice President

**Brian Keane**  
Secretary - Treasurer

**Mike Toth**  
Sergeant - At - Arms

**Jason Struzik**  
Trustee

**Tom Elkins**  
Trustee

**Kreg Homoky**  
Trustee

**Randy Palmateer**  
Business Manager

Mayor Eddie Melton  
Office of the Mayor of the City of Gary  
401 Broadway  
Gary, IN 46402

Re: Letter of Support – Hard Rock Northern Indiana Proposal for Lake County Convention Center

Dear Mayor Melton:

We provide this letter of support for the proposal submitted by the Hard Rock Northern Indiana (“Hard Rock”) in response to the RFP/RFQ issued by the Lake County Board of Commissioners for a Lake County Convention Center (the “Proposal”).

NWIBCTC supports the Proposal, as we believe that the City is the best home for a Lake County Convention Center to benefit the entire region. It is our position that the Hard Rock, which was all union built, presents the best opportunity for Lake County to become home to a well-run convention center that will bring about opportunities for all surrounding municipalities, Lake County businesses, residents, and organizations like ours.

Our hope is that, in selecting the winner of the RFP/RFQ, the Board of Commissioners will consider our support of this Proposal. The Commissioners may feel free to contact me with any related questions.

Sincerely,

NWIBCTC

Office: 219.762.2951 • Fax: 219-762-2947 • 6570 AmeriPlex Drive • Portage, IN 46368  
Peggy Parkinson, Office Manager • email: [peggy@nwibctc.com](mailto:peggy@nwibctc.com) • [www.nwibuildingtrades.com](http://www.nwibuildingtrades.com)



Letters of Support

Lake County Indiana Convention Center

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