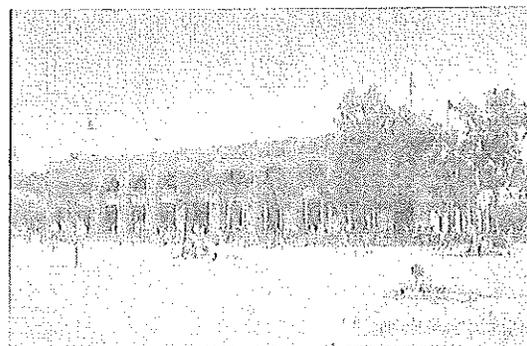
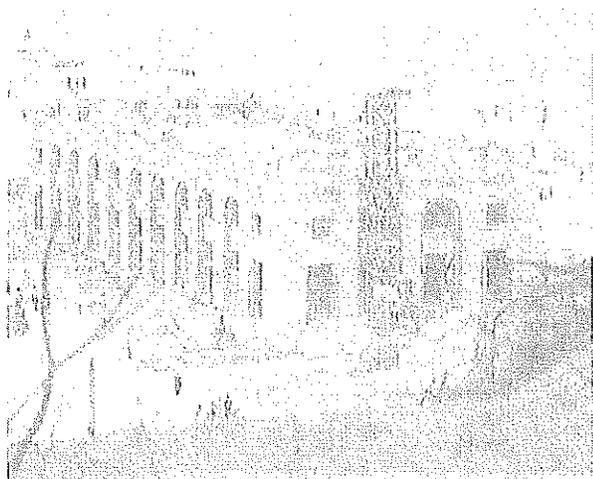


# Dunes Pavilion Renaissance, Inc.

850 East Adelaide Road,  
Chesterton, Indiana 46504



1	COVER LETTER
2	PROPOSAL
3	CONCEPTUAL DRAWINGS
4	INCORPORATION DOCUMENTS
5	RESUMES
6	LETTERS OF RECOMMENDATION
7	ARCHITECTURAL ASSESSMENT
8	ARCHITECTS BROCHURE
9	CERTIFICATION REGARDING DISBARMENT, SUSPENSION, PROPOSED DISBARMENT, INELIGIBILITY, OR VOLUNTARY EXCLUSION FROM A PUBLIC TRANSACTION
10	

DELIVERED BY HAND

**Sawyer & Williams, LLP**

*Richard F. Ruby, Of Counsel*

830 East Sidewalk Road

Chesterton, Indiana 46304-9662

P: (219) 926-4200 F: (219) 926-4225 www.epaclaw.com

205 North Michigan Avenue, Suite 2600  
Chicago, Illinois 60601-5943  
P: (312) 856-9741 (800) 905-9940 F: (312) 856-9743

1740 Ridge Avenue, LL 15B  
Evanston, IL 60201  
P: (847) 570-0700 F: (312) 856-9743

February 29, 2012

Director  
Indiana State Parks and Reservoirs  
402 W. Washington Street, Room W298  
Indianapolis, IN 46204

Re: Accompanying Proposal of Dunes Pavilion  
Renaissance Inc., a Non-Profit Indiana Corporation,  
for the Adaptive Reuse of the Indiana Dunes Pavilion in  
Chesterton, Porter County, Indiana

Dear Sir:

As one of the five founding members and initial directors of the above-referenced non-profit Indiana corporation, speaking as a principal on behalf of all those members and directors, I hereby warrant that the facts set forth in the accompanying proposal are true to the best of my information, knowledge, and belief.

  
\_\_\_\_\_  
Michael T. Sawyer

enclosure: Adaptive Reuse Proposal

ADAPTIVE REUSE PROPOSAL OF DUNES PAVILION RENAISSANCE INC. FOR THE  
INDIANA DUNES STATE PARK PAVILION

---

February 29, 2012

**2. The Developer/Operator's Intentions**

(a)(1) In lieu of the marina contemplated by the Prospectus, Dunes Pavilion Renaissance Inc. (hereinafter, collectively with its proposed wholly-owned, single-purpose operating subsidiary to be formed to enter into the proposed Lease, "DPR"), intends that one of the sublessees of a small portion of the first-floor space in the Pavilion Building would be a kayak rental and waterways tour guide company, thus facilitating public access to and recreational use of Lake Michigan itself and not merely the adjacent beach. On days when the Lake was too rough for inexperienced kayakers, the same concessionaire could take customers on kayak tours of the nearby rivers. Kayaking has recently become increasingly popular in northwestern Indiana as evidenced by, among other things, the recent establishment of the Lake Michigan Water Trail. The presence of a reputable locally-based kayaking company in the Pavilion Building, with tasteful window and other signage fronting on the beach, not to mention the appearance of numerous kayakers in the waters off the beach (on days safely suitable for public kayaking), would simultaneously enhance the appeal of the State Park to kayakers, further enhance the popularity of kayaking in northwestern Indiana, and underscore the unique location of the Pavilion.

Because of kayakers' light weight and ease of transport, no marina would be required for them. There are already several excellent marinas in the area that could be readily expanded and others planned at suitable locations, whereas a marina in front of the Pavilion would only detract from the beauty of the lakefront there and pollute the surrounding water. Therefore, DPR does not at this time propose to develop a marina in conjunction with its proposed adaptive reuse project.

DPR is cognizant of IDNR's long-standing prohibition of water craft in the shallow water next to the beach but believes that a benign minor exception might properly be made in this case so that kayakers could launch and land at the beach, accessing the Lake Michigan Water Trail offshore via a marked path defined by line-buoy barriers. The marina contemplated by the Prospectus would entail a much larger exception in any case.

(a)(2) DPR, being a community-based charitable group, is entirely willing to cooperate in IDNR's architectural review process throughout its proposed development program and to obtain such other State and other government approvals as may be needed.

(b) DPR proposes to develop and manage for sublease to a single user of the highest quality, reputation, and permissible revenue return to DPR, consistent with its charitable purposes, a Destination year-round restaurant and banquet facility with liquor service, on the second floor of the Pavilion Building and with elevator access to a year-round sheltered rooftop

ADAPTIVE REUSE PROPOSAL OF DUNES PAVILION RENAISSANCE INC. FOR THE  
INDIANA DUNES STATE PARK PAVILION

---

February 29, 2012

deck and bar, offering uniquely spectacular views of the Dunes and Lake Michigan. On the ground floor, in addition to the above-mentioned kayak rental and touring facility, DPR would develop and manage among other compatible uses, a bicycle rental shop (preferable twinned with another at the Dunes Park railway station, and taking maximum advantage of the newly established Dunes/Kankakee Trail for bicycles, the northern terminus of which will be the Pavilion); a beach furniture rental shop (renting umbrellas, chairs, and similar beach equipment) similar to those at numerous other beach resorts throughout the world; a gift shop; an information and historical display concerning, among other things, the Indiana Dunes conservation movement, the Lake Michigan Water Trail, and the Dunes/Kankakee Trail (for walkers as well as bicyclists); thoroughly renovated (and at last properly maintained) public restrooms; a lifeguard equipment storage locker; and two (2) food service facilities: one, a fast-food walk-up and snack shop serving its customers at an exterior counter, operated presumably by the same operator as at present until the end of his (or its) existing concession from the State, but relocated to the western end of the Pavilion Building and required to provide improved standards of food and service in accordance with the Developer/Operator's plan for the restoration of the Pavilion; and the other, a high-quality, sit-down casual dining facility entered at the same end of the Building, with seasonal extension tents and bench seating on the adjacent concrete pad, similar to the ones that have proven so popular at Ravinia Park, Millennium Park, and the Oak Street Beach and North Avenue Beach Pavilions in Chicago, Illinois. Beachgoers could go to that new seasonal casual-dining facility (which would not offer alcoholic beverages) without change of their attire.

Public shower facilities would be free-standing, outside of the Pavilion Building, situated beyond the present concrete pad, to the east.

Outdoor lockers would also be installed at an unobtrusive location.

Bicycle racks would be installed as unobtrusively as possible to the south and west of the Pavilion Building beyond the concrete pad, in marked and designated areas of the parking lot.

The charges projected for these services to the public would be market-rate, with the Developer/Operator receiving a resulting stream of rent revenues, particularly from the above-mentioned single-user Destination restaurant, banquet and meeting facility on the second floor, and roof-top deck and bar. These revenues would be applied to amortize any debt incurred by the Owner/Operator in order to carry out the proposed improvements of the Premises - - any such costs not paid directly by the sublessees - - and to maintain the Premises in the finest condition after they have been elegantly renovated and reused in accordance with the Developer/Operator's plan. Common area maintenance ("CAM") charges would also be imposed on all the sublessees in order to ensure the highest level of maintenance.

ADAPTIVE REUSE PROPOSAL OF DUNES PAVILION RENAISSANCE INC. FOR THE  
INDIANA DUNES STATE PARK PAVILION

---

February 29, 2012

(c) The exterior architectural style and size of the facility would be the same as the original style and size of the existing Pavilion Building, which would be beautifully restored as a part of the Developer/Operator's proposed adaptive reuse. The interior would be reconfigured consistent with the above-described multi-subtenant use of the ground floor and single-subtenant use of the second floor and rooftop deck.

(d) The construction sequence proposed by the Developer/Operator is, first, to reconfigure the interior of the western part of the Building so as to accommodate the proposed relocated (and improved) walk-up grill and snack shop as well as the high-quality sit-down casual dining facility there with its seasonal exterior tents. This initial phase of the work would be commenced this summer and would be financed by a combination of charitable contributions, grants, "soft" loans from private foundations to the Developer/Operator's solely owned low-profit limited liability company (L3C) operating subsidiary, and sublease revenues from the window-counter snack shop and the sit-down restaurant.

The anticipated construction cost of this phase, including the upgrading of the ground-floor restrooms, is approximately Two Hundred Thousand Dollars (\$200,000.00) on the assumption that the sit-down restaurant would purchase and install its own kitchen equipment and trade fixtures.

The second phase of the work, consisting of the build-out of the remainder of the ground-floor spaces with related exterior restoration, would commence as soon as appropriate additional subleases are in place to help finance that construction cost. This phase would include the reopening of the original central walkway, thus providing indoor access to the western downstairs dining room, the gift shop and information area, and subsequently the elevator. The gift shop/information booth would have a full-time attendant who could thus monitor the elevator's use. This work would also be financed by a combination of charitable contributions, grants, "soft" loans from private foundation, and only if and as necessary loans from local banks.

The anticipated construction cost of this phase of the work is approximately Four Hundred Thousand Dollars (\$400,000.00).

The third phase of the work would consist of the remodeling of the entire second floor, the construction of the sheltered roof-top deck, the installation of a new three-stop elevator to the roof, the installation of a new HVAC system for the entire Building, extensive electrical upgrading, and the completion of the exterior restoration. This work would commence upon the completion of the second phase and the execution of an appropriate long-term sublease with the above-described top-quality restaurateur. This work would primarily be financed by that

ADAPTIVE REUSE PROPOSAL OF DUNES PAVILION RENAISSANCE INC. FOR THE  
INDIANA DUNES STATE PARK PAVILION

---

February 29, 2012

restaurateur as a Tenant Improvement paid for by the user. To the extent it was not, it would be financed by the same combination of means as the second phase.

The anticipated construction cost of this final phase of the work, excluding the Tenant Improvement Work to be paid for entirely by the sublessee, is approximately Four Hundred Thousand Dollars (\$400,000.00).

Consistent with the premier quality of the anticipated single-user restaurant/banquet/meeting/bar/entertainment facility on the second floor and the rooftop, the anticipated cost of the Tenant Improvement Work paid for by that subtenant (and not paid for by the Developer/Operator) is at least One Million Five Hundred Thousand Dollars (\$1,500,000.00).

(e) DPR proposes to pay to the IDNR rent of Ten Dollars (\$10.00) per year, plus the rent presently paid by the existing concessionaire, for the lease of the entire Premises including the concrete pad surround the Building.

In addition, DPR will directly remit to IDNR vehicle entrance fees for all special events, thus facilitating private parties' easy access to those events while ensuring full fee collections.

(f) DPR is in the process of obtaining estimates of the rent revenues that it can expect to receive from the multiple proposed sublessee users of the ground floor. The operating expenses of the Building are expected to be paid by the subtenants as part of those rents, and any surplus rents will be applied to construction debt amortization and the creation of an operating reserve. The charity's own internal expenses for its paid staff, consisting of a single Executive Director who will also serve as the Manager of its wholly-owned L3C operating entity, and at most one full-time assistant, will be relatively slight and paid for by member contributions and fundraising gifts.

(g) Because DPR does not know the terms of the present concessionaire's arrangement with the IDNR, any "transition plan" must be hypothetical. The quality of the present concession's food and service must be upgraded, however, in order to be compatible, even as a take-out stand, with the high-quality casual seasonal dining establishment to be located next to it at and in the western end of the Building.

(h) DPR will create added value and benefits for the surrounding community and visitors to the State Park by recreating a beautiful iconic centerpiece and activities center for the beachgoers and dune hikers. It will draw many additional bicyclists to the Park and the beach and increasing numbers of kayakers as well. It will draw visitors and events (doubtless including many wedding receptions) from the entire Michiana and Chicago metropolitan region to enjoy

ADAPTIVE REUSE PROPOSAL OF DUNES PAVILION RENAISSANCE INC. FOR THE  
INDIANA DUNES STATE PARK PAVILION

---

February 29, 2012

this spectacular location, which will offer the only premier dining and banquet event venue on the Indiana Lakefront. It could also enhance the overnight draw of a potential nearby Dunes Park State Lodge, from which it would reciprocally benefit. It would be, in a real sense, the culmination of the IDNR's just completed parking area and watercourse improvement project leading up to the historic Pavilion.

(i) DPR, being a newly formed, broadly supported local charity formed for the sole purpose of carrying out this adaptive reuse project, has no "equity capital" at present. However, it is confident that it can raise the amount of its anticipated construction costs through the combination of means described above to complete the proposed project in the three proposed phases. It should be noted in this connection that its chairman of the board, Clifford Fleming, has himself successfully carried out much larger development projects before (see Section 3 below).

(j) The IDNR is welcome to investigate, if necessary, the Developer/Operator's financial ability to develop and operate the proposed facilities, and the required letter of authorization for any such investigation is attached.

ADAPTIVE REUSE PROPOSAL OF DUNES PAVILION RENAISSANCE INC. FOR THE  
INDIANA DUNES STATE PARK PAVILION

---

February 29, 2012

**3. Information about the Development Team**

a. The operator's firm name is: Dunes Pavilion Renaissance Inc., 830 E. Sidewalk Road, Chesterton, Indiana 46304, Contact: Mr. Jim Ton, 

b. The operator's proposed form of organization is an Indiana not for profit 501 c (3) corporation named Dunes Pavilion Renaissance Inc. The organization consists of all Porter County, Indiana residents interested in the preservation of the pavilion for the purpose of continued and enhanced enjoyment of the dunes and lakeshore by visitors and citizens of the State of Indiana.

c. The principals who would participate in the members of the proposed development team are: T. Clifford Fleming, Mary K. Kaczka, Barbara L. Mort, Ronald L. Ralph, Michael T. Sawyer and James G. Ton. All members of the development team are community volunteers. They will oversee the development of architectural and engineering drawings and sublease proposal submission and selection. Barbara L. Mort will serve as the on-site operational manager. She will oversee the renovation, operation and maintenance of the development.

d. We have attached documentation in Tab 9 certifying that no member of the development team currently or in the last three years appears on the State Suspended Vendors list or the Excluded Parties List System (EPLS). To the best of our knowledge none of the individuals seeking participation have been debarred, declared ineligible or voluntarily excluded from public transactions by any state agency or within the three years prior to submission of this proposal none of the individuals have been convicted of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public transaction or contract under a public transaction, or for violation of federal or state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification or records, or making false statements.

e. Development team members name, SSN and birth date:

T. Clifford Fleming

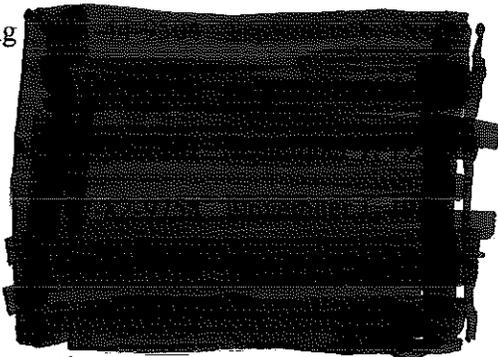
Mary K. Kaczka

Barbara L. Mort

Ronald L. Ralph

Michael Sawyer

James G. Ton



ADAPTIVE REUSE PROPOSAL OF DUNES PAVILION RENAISSANCE INC. FOR THE  
INDIANA DUNES STATE PARK PAVILION

---

February 29, 2012

f. There is no marina facility proposed and therefore i – iii is not applicable.

g. Technical and/or management staff available to the operator in carrying out the proposed development are: Kenneth Blaney, food service and restaurant consultant; Janet Cypra, grants writer; Cliff Fleming, attorney/real estate developer; Dan Plath, Northwest Indiana Paddling Association; Ron Ralph, CPA; Michael Sawyer, attorney; Jim Smith, architect and Tiffany Tolbert, Northern District-Indiana Historic Landmark. We would work cooperatively with Lorelei Weimer, Porter County Convention and Tourism and Heather Ennis, Duneland Chamber of Commerce for promotion and marketing.

h. The operator is a newly formed entity. Individual members bring extensive experience in real estate development, redevelopment and management. Reference letters are attached in Tab 6.

i. – k. The operator, Dunes Pavilion Renaissance Inc. (DPR) proposes to sub lease the operation of the food service/banquet service, café, and kayak and bicycle services. DPR will require sub leases to submit as part of their proposal customer service training programs and policies, the type of background checks utilized and where appropriate the status of industrial certifications.

l. Architectural services.

i. Jim Smith, Crown Point, Indiana will provide architectural services. He will prepare design concepts, construction plans and specifications. See Tab 3 for conceptual drawings.

ii. Attached in Tab 8 find published material illustrating designs previously executed by Jim Smith.

m. As stated at the outset of this Proposal, the parent non-profit corporation, Dunes Pavilion Renaissance Inc., intends to form a wholly-owned, single-purpose operating subsidiary to enter into the proposed long-term lease from IDNR, to enter into subleases with the various proposed subtenants, and to oversee the continued fine-quality maintenance and further enhancement of the Pavilion over the years to come. This subsidiary would be an Illinois low-profit limited liability company (L3C), formed under the recently added provisions of the Illinois Limited Liability Company Act governing such entities and duly qualified to do business in Indiana. Thus, not only would the parent entity be a public charity under Section 501 (c) (3) of the United States Internal Revenue Code (assuming that its application for such tax-exempt status is approved) but its proposed wholly-owned, single-purpose operating entity, the L3C, would also share the same purpose. Indeed, for federal income tax purposes, the operating entity would be disregarded and treated as exactly the same entity as the parent.

ADAPTIVE REUSE PROPOSAL OF DUNES PAVILION RENAISSANCE INC. FOR THE  
INDIANA DUNES STATE PARK PAVILION

---

February 29, 2012

One of the several additional benefits of using an L3C as the operating subsidiary is that loans to it, and not merely grants, could be made by private foundations and still qualify as "program-related investments" that would count toward their five percent (5%) annual payout requirements for charitable purposes.

Thus, DPR believes that it will be able to persuade various private foundations to make extremely low-interest or, indeed, no-interest loans to defray part of the anticipated construction costs as needed.

DPR also believes that such loans would not taint the rents paid to it by the sublessees as "Unrelated Business Taxable Income" because the charitable purpose in this case is precisely to restore, renovate, and reuse the Pavilion for the benefits described in the Prospectus and in DPR's Articles of Incorporation. See Tab 4.

As previously stated, the Executive Director of the parent charity would also serve the Manager of its L3C.

n. - q. DPR intends to carry out this project through sub leases. Through the sub lease selection process DPR will require that each sub lease proposal include financial statements, bank references, whether the proposer has been adjudicated as bankrupt and whether there have been any judgments, suits, or claims pending against the proposer.

r. Other participants would be sub leases to DPR who have not been determined

s. Resumes attached in Tab 5.

t. Ronald Ralph, CPA and Treasurer of DPR will set up the accounting system to the standards necessary for annual audits by INDR or the State Board of Accounts. He will also complete the necessary documentation for the 501 c (3) not-for-profit status. The Board of Directors of DPR will be responsible for the overseeing of the financial operations of the development. Daily control will be the responsibility of the on sight executive director who will report to the Board of Directors of DPR.

u. Comment cards will be readily available for guests and visitors and staff will encourage their use. We also plan to ask assistance of the Purdue Westville Culinary School and the soon to be built Dean White Culinary School on the Purdue Hammond campus to conduct an annual onsite customer satisfaction survey to be conducted by students of the culinary schools.

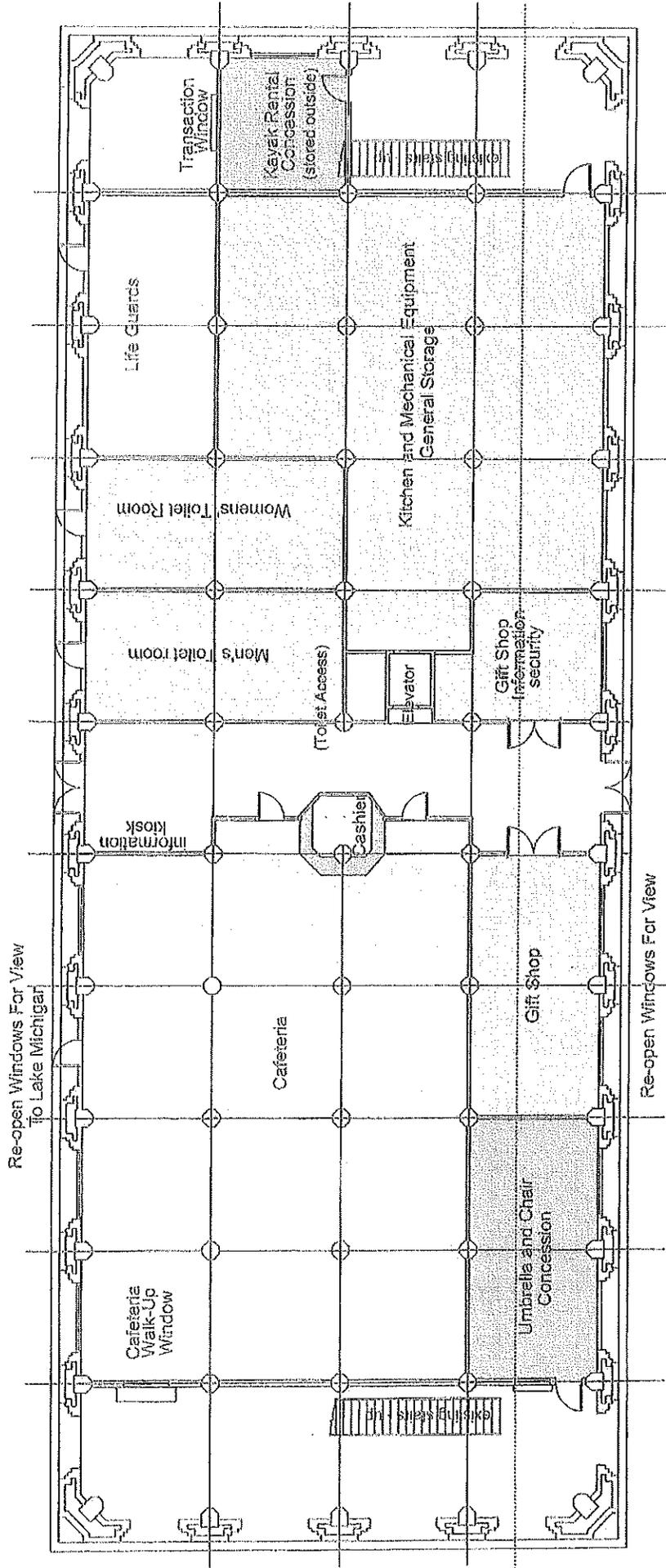
v. The sub leases would include high standards of maintenance and the public use space would be contracted with a local professional corporation.

ADAPTIVE REUSE PROPOSAL OF DUNES PAVILION RENAISSANCE INC. FOR THE  
INDIANA DUNES STATE PARK PAVILION

---

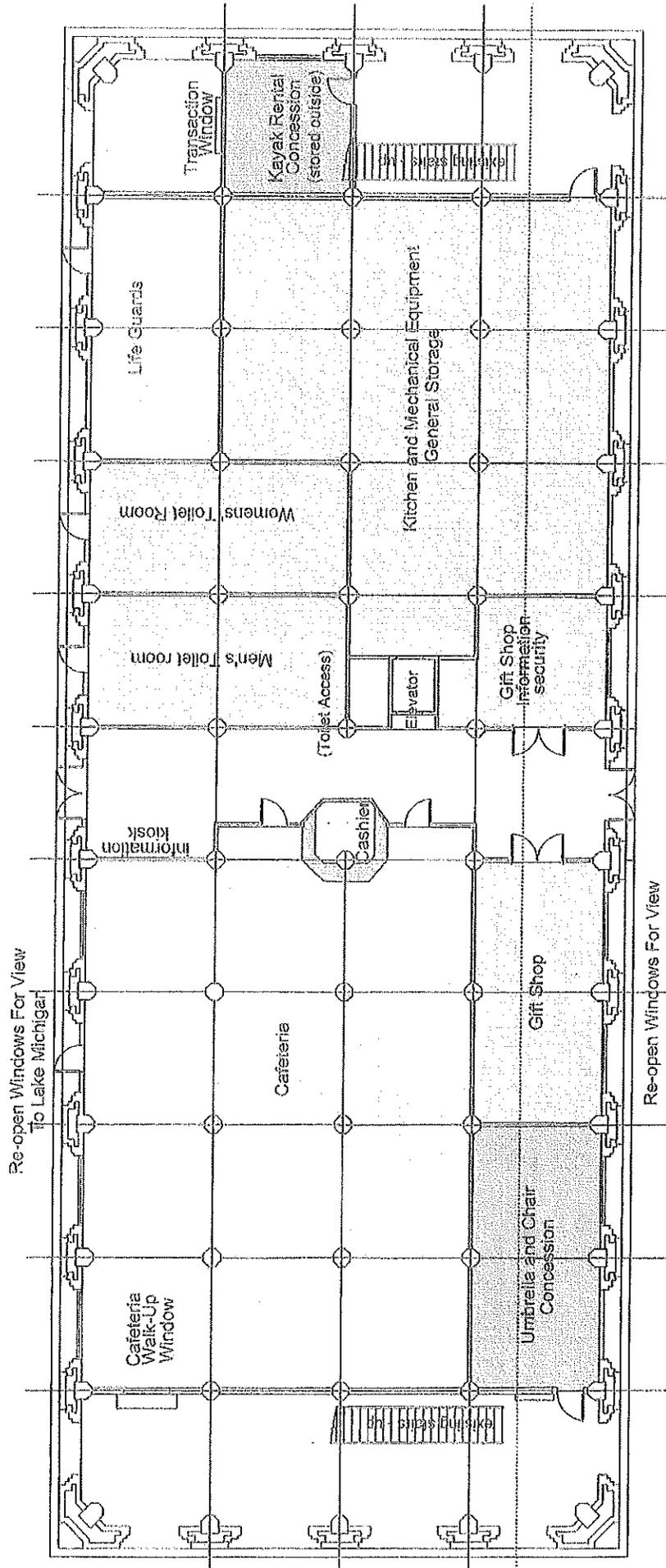
February 29, 2012

w. The initial DPR Board of Directors bring years of legal, development, business operations and management to the table. They also have a high desire to put a shining star on the beach at the Dunes State Park. The members of the Board are all highly respected and well known local community leaders as well as in northwest Indiana. They already have the support of many talented community members willing to donate their time and talents to the success of the DPR. Please refer to "Item g" for the names of those ready to assist. The Duneland and surrounding communities will be ready to support in every way possible.



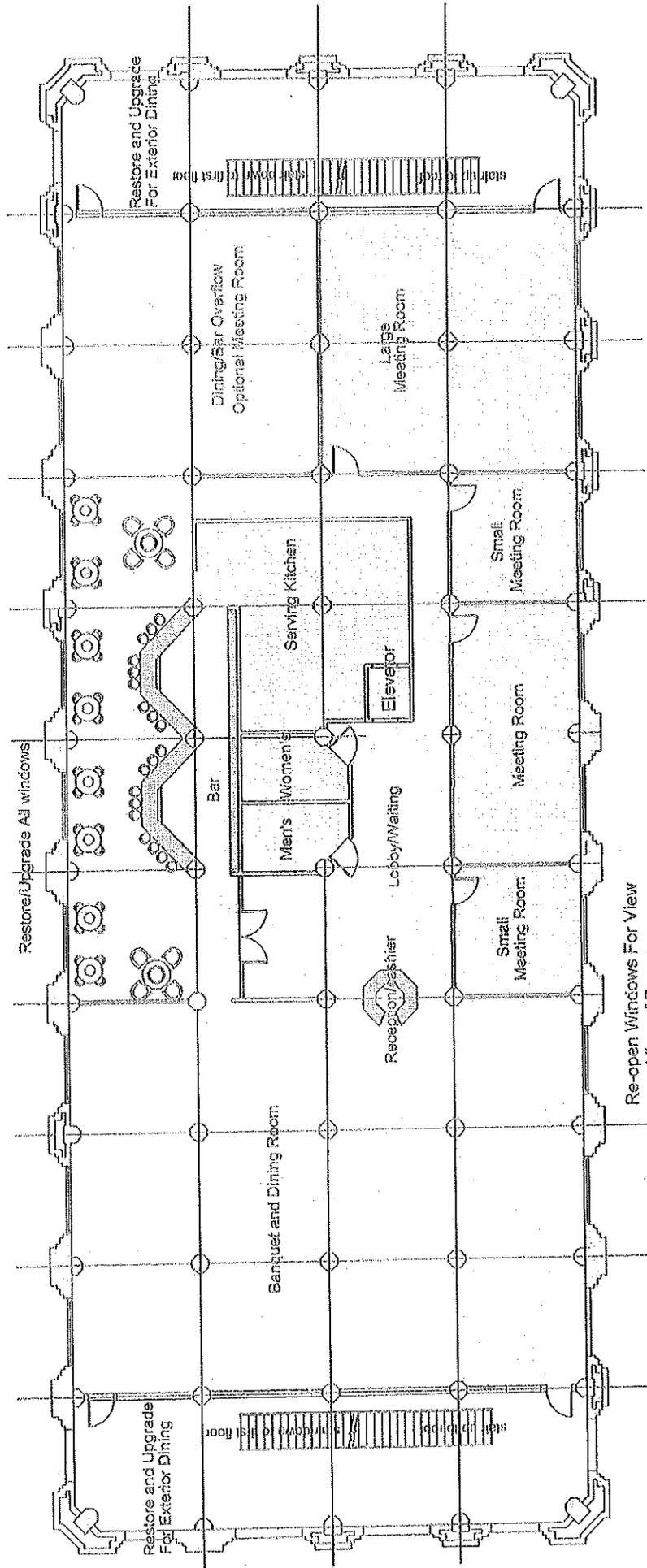
Existing Sand Showers to be Maintained in Present Location

PROPOSED FIRST FLOOR PLAN



PROPOSED FIRST FLOOR PLAN

Existing Sand Showers to Be Maintained in Present Location



PROPOSED SECOND FLOOR PLAN

Re-open Windows For View  
View of Dunes

Restore/Upgrade All Windows

Restore and Upgrade  
For Exterior Dining

Restore and Upgrade  
For Exterior Dining

Dining/Bar Overflow  
Optional Meeting Room

Banquet and Dining Room

Bar

Men's

Women's

Serving Kitchen

Lobby/Waiting

Elevator

Reception/Receptionist

Lobby/Waiting

Men's

Women's

Reception/Receptionist

Lobby/Waiting

Elevator

Stair Up/Down to 1st floor



**State of Indiana  
Office of the Secretary of State**

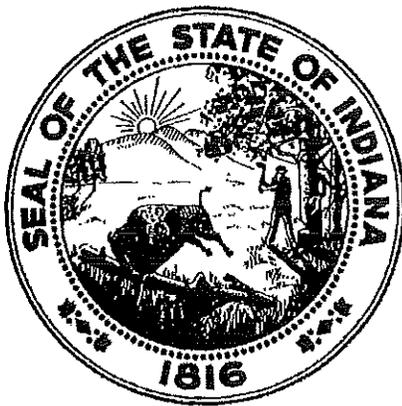
**CERTIFICATE OF INCORPORATION**

of

**DUNES PAVILION RENAISSANCE INC.**

I, Jerold A. Bonnet, Secretary of State of Indiana, hereby certify that Articles of Incorporation of the above Non-Profit Domestic Corporation has been presented to me at my office, accompanied by the fees prescribed by law and that the documentation presented conforms to law as prescribed by the provisions of the Indiana Nonprofit Corporation Act of 1991.

NOW, THEREFORE, with this document I certify that said transaction will become effective Tuesday, February 28, 2012.



In Witness Whereof, I have caused to be affixed my signature and the seal of the State of Indiana, at the City of Indianapolis, February 28, 2012

A handwritten signature in black ink, appearing to read "J. Bonnet".

JEROLD A. BONNET,  
SECRETARY OF STATE

State of Indiana  
Office of the Secretary of State

CERTIFICATE OF INCORPORATION  
of

DUNES PAVILION RENAISSANCE INC.

I, Jerold A. Bonnet, Secretary of State of Indiana, hereby certify that Articles of Incorporation of the above Non-Profit Domestic Corporation has been presented to me at my office, accompanied by the fees prescribed by law and that the documentation presented conforms to law as prescribed by the provisions of the Indiana Nonprofit Corporation Act of 1991.

NOW, THEREFORE, with this document I certify that said transaction will become effective Tuesday, February 28, 2012.



In Witness Whereof, I have caused to be affixed my signature and the seal of the State of Indiana, at the City of Indianapolis, February 28, 2012

A handwritten signature in black ink, appearing to read "J. A. Bonnet".

JEROLD A. BONNET,  
SECRETARY OF STATE

**RÉSUMÉ OF  
T. CLIFFORD FLEMING**



**PERSONAL DATA**

Birth Date:



Birth Place:

Gary, Indiana

Family Status:

Married on June 15, 1968 to Joyce Ann Fallo of St. Charles, Illinois, a graduate of Valparaiso University. Five children: Lisa, age 41 years (Husband Tom, children Elliott and Emersyn) of Valparaiso, IN; Patrick, age 39 years (Wife Candice, sons Quinn and Sullivan) of Valparaiso, IN; T.C., age 37 years (Wife Heather) of New York, NY; Timothy, age 34 years (Wife Lisa, step children Elaine and Roland) of Mill Valley, CA ; and Edward, age 29 years of Burns Harbor, IN.

Military Status:

Honorably discharged from U.S. Army Reserve on May 15, 1970.

Health:

Excellent; 6'0"; 180 lbs.

**EMPLOYMENT HISTORY**

September, 1990 to Present:

Attorney with T. Clifford Fleming & Associates, P.C. in Merrillville, Valparaiso and Burns Harbor, Indiana; concentrating in business entities, estate planning and real estate law.

May, 1979 to August, 1990:

Attorney with Walker, Fleming, Corbin & Greenberg, P.C. in Merrillville, Indiana; concentrating in business entities, estate planning, tax and real estate law.

April, 1978 to May, 1979:

Attorney with Roth, Yonover, Pinkerton, & Fleming in Highland, Indiana and Merrillville, Indiana; concentrating in corporate, estate planning, tax and real estate law.

May, 1973 to April, 1978:

Associate Attorney with Lucas, Clifford & Holcomb in Merrillville, Indiana; engaged in the general practice of law, with a concentration in corporate, estate planning, tax, estate and probate law.

September, 1971 to May, 1973:

Treasurer and Director of Batteast Construction Company, Inc. in South Bend, Indiana. Served as Chief Financial Officer, and was responsible for corporate planning. Assisted in the development of accounting system, and incorporation of the company in 1971. Coordinated negotiations for government contracts, and served as Equal Opportunity Officer, responsible for developing affirmative action programs for government contracts. Company had grown from sales of \$250,000 in 1970 to 54 million dollars for fiscal year 1984.

May, 1971 to Sept., 1971:

Staff Assistant to the Chairman of the Board of Directors, Associates Corporation of North America. Responsible for the development of a Minority Enterprise Small Business Investment Company (MESBIC). Assisted several small business firms in developing business plans and securing necessary capital to implement these plans. Worked extensively with government programs in an effort to secure capital for small minority entrepreneurs. Developed program at Notre Dame's Law and Business Schools whereby students would provide consulting service to minority businessmen.

May, 1969 to February, 1971:

Staff accountant with Price Waterhouse & Co., in South Bend, Indiana. Engaged primarily in auditing, EDP and management advisory services. Assisted in a feasibility study which led to the acquisition of a computer time-sharing terminal. Also aided in the development and maintenance of programs for the terminal written in BASIC and Advanced BASIC languages. Developed EOQ (Economic Order Quantity) formula tailored for a large mobile home manufacturer. Responsible for verification of Pension, Annuity and Stock Option Plans for a "Fortune 500" company, and also assisted in the preparation of the prospectus for a \$150 million debt offering for that company.

January, 1969 to June, 1969:

Assisted Professor D. Novotny, University of Notre Dame, in a feasibility study culminating in the adoption of a direct access line, communications system by a large job order manufacturer.

June, 1968 to September, 1968:

Assistant Cost Analyst with United States Steel Corporation, Gary, Indiana. Engaged in cost analysis and job order scheduling. Developed system to measure labor efficiency in a job order manufacturing operation.

### EDUCATION

University of Miami  
School of Architecture

CNU Accredited Member, December 2009

Urban Land Institute

Real Estate Development Certificate, June 1998

University of Notre Dame

Juris Doctor degree received in May, 1973. Concentration Law School: estate planning, business entities, and tax law. Graduated in upper quartile. Honors: University of Notre Dame Law School Faculty Recognition Grant, 1972; Department of Commerce Recognition Award, 1971.

University of Notre Dame:

Master of Business Administration degree received in May, 1969. General Program with concentration in the areas of finance, management, and quantitative analysis.

Valparaiso University:

Bachelor of Science in Business Administration received in May, 1967. Major area of study in marketing and accounting with a minor in economics.

St. Bede Junior College:

Associates of Arts degree received in May, 1964. Major area of study in liberal arts with emphasis in philosophy.

**ACTIVITIES AND MEMBERSHIPS:**

- University of Notre Dame Alumni Association
- Valparaiso University Alumni Association
- St. Bede College Alumni Association
- Southlake YMCA Founding Board of Directors  
President, 1974-1978
- Southlake Mental Health Center, 1976-1984  
President, 1984  
Treasurer, 1976-1983
- American Bar Association Tax, Estate Planning,  
and Real Estate Section
- ABA Professional Corporation Sub-Committee
- Indiana State Bar Association
- Southlake County Bar Association:  
President, 1977-1978  
Vice President, 1976-1977  
Secretary-Treasurer, 1975-1976
- City of Crown Point Library Board  
Treasurer, 1976-1979  
President, 1980
- City of Crown Point Board of Zoning Appeals, 1986-1990
- Duneland Chamber of Commerce, 1991-Present  
Member - Board of Directors 1991 - 1996  
Member - Executive Committee 1993 - 1996
- Chesterton-Porter Rotary Club, 1993-2004
- Merrillville Chamber of Commerce, 1978-2003
- St. Paul's Catholic Church Parish Council, 1995-2001
- Catholic Diocese of Gary Finance Council, 1996-2005
- Opportunity Enterprises, Inc.  
Board of Directors, 1999-2006  
Board Chairman 2004-2006  
Vice Chairman 2002-2004  
Treasurer, 2000-2002
- Visiting Nurses Association Foundation  
Board of Directors, 2000-2006
- Shirley Heinze Land Trust Advisory Board, 2002-2008
- Centier Bank  
Board of Directors, 1998-Present  
Member of Trust Committee  
Member of Investment Committee  
Member of Community Reinvestment Act Committee  
Member of Retirement Plan Committee
- Town of Burns Harbor  
Councilman - 2008 to present  
Redevelopment Commission - President  
Economic Development Commission - President  
Plan Commission 2008-2009
- Northwest Indiana Regional Planning Commission  
Board of Directors 2008-2009  
Executive Board 2009  
Economic Development Commission - Chairman 2009

**Mary K. Kaczka, MBA, EDPF, CEcD**

**Professional Experience**

**Real Estate and Capital Financing**

- Redeveloped downtown building into \$ 1.3 million Towle Community Theater, creating a multi use community performing arts facility in downtown Hammond.
- Designed and implemented a successful third party tax credit real estate project resulting in the elimination of a blighted manufacturing facility, creating 25 jobs and putting the property back on the tax rolls in the City of East Chicago, In.
- Acquired, re-zoned and sub-divided nine acre site in City of Hammond, In resulting in creating a conservation easement for the adjacent neighborhood and locating an expanded business on the site.
- Acquired, renovated, marketed, leased and managed over 250,000 square feet of commercial office space in downtown Hammond, In resulting in over 20 new commercial business leases in the downtown area.
- Initiated the development of an artist loft live/work project in downtown Hammond, In using federal, state, and bank financing.
- Redeveloped an old, vacant, elementary school in Michigan City, In into the "Community Service Center" using Lily Endowment and local funding resulting in the co-location of five not for profit agencies and the elimination of blight in the neighborhood.
- Developed downtown fiber and wireless internet networks in Hammond and Highland, In.

**Economic Development**

- Responsible for administering property tax abatement applications for the City of East Chicago and Michigan City, Indiana.
- Successfully applied for and received state grant program to create GIS project for building/site inventory.
- Administered Michigan City Urban Enterprise Zone program resulting in a tripling of funding to the program and a broader use of zone tax incentives.
- Completed state applications for work force training and capital investment tax incentives resulting new and retained jobs of approximately 60 jobs in Burns Harbor, In.
- Initiated the concept of AngelNet to Northwest Indiana.
- Initiated the Certified Technology Park concept in City of Hammond, In resulting in a \$ 1.1 million grant to the city and the potential to capture incremental income taxes to fund tech led economic development.
- Provided assistance to businesses in northern Indiana in the area of government contract procurement.

### **Economic Development Marketing**

- Created from concept to production, "Where Business Works" brochure and ad campaign for City of East Chicago, In.
- Created from concept to production, "If Our Business Were as Hot as Our Business Climate...." two part, targeted mail marketing campaign for City of Michigan City, In.
- Created from concept to production and distribution, three part brochure set promoting Business Builders program for City of Hammond, In resulting in attracting over 300 clients.
- Created from concept to production and distribution a two part campaign utilizing personalized post cards and print ads promoting tech led economic development event called "First Friday" resulting in attracting over 250 participants to monthly events.
- Downtown web site development for downtown Elkhart, In. downtownelkhart.org.
- Created from concept to production and distribution newspaper insert for "Livin it Up Downtown" a showcase of downtown living in Elkhart, In resulting in attracting over 300 participants.

### **Loan Packaging/Entrepreneurship**

- Provided SBA 7(a) loan guarantee application assistance as part of downtown revitalization project in City of East Chicago.
- Introduced SBA 504 loan program to Northwest Indiana. Promoted the program, packaged, closed and serviced seven loans in partnership with local banks, creating or retaining several hundred jobs.
- Launched from concept to implementation, Business Builders loan program for women and minority entrepreneurs in City of Hammond, Indiana resulting in closing over \$ 1.0 million in funding to over 30 entrepreneurs.
- Created Business Builders business plan writing program utilizing the NxLevel curriculum.

### **Partnership Development/Organization Management**

- Partnered Downtown Hammond Council and Hammond Development Corp. to design and implement downtown promotion events.
- Partnered with organizations and minority church to promote and implement business planning classes in City of Hammond.
- Partnered Hammond Chamber of Commerce and Hammond Development Corp. to own and redeveloped office facilities.
- Partners Hammond Development Corp. and Neighborhoods Inc to utilize HOME funding for artist loft project in downtown Hammond, In.
- Supervised up to three person staff and operating and capital project budget totaling over \$ 2.0 million.

## **Employment History**

### **Partners in Contracting Corp.- Hammond, In 46320**

2007 - Present  
Executive Director

### **Leading Edge Development LLC - Valparaiso, In 46383**

2004 - 2007  
Community and economic development consulting practice.

### **Hammond Development Corporation - Hammond, In 46320**

1997 - 2004  
Executive Director

### **Michigan City Chamber of Commerce - Michigan City, In 46360**

1991 - 1996  
Executive Director, Economic Development and Urban Enterprise Assoc.

### **City of East Chicago, Indiana 46312**

1980 - 1991  
Executive Director, Economic Development

### **Calumet College, Valparaiso University, Purdue University North Central, Indiana University Northwest**

1982 - 2009  
Adjunct Instructor, Business courses including financial management, small business management, entrepreneurship, intro. to business

## **Education**

**University of Chicago**, Chicago, Illinois - Certificate - E-Business Strategy 2001  
**Western Illinois University**, Macomb, Illinois - Master of Business Administration, 1980  
**Calumet College**, Whiting, Indiana - Bachelor of Arts Psychology and Economics, 1978

## **Certifications**

**International Economic Development Council** - CEcD (Certified Economic Developer), 2006, 2009  
**National Development Council** - EDFP (Economic Development Finance Professional). 1982

## **Other**

**Former Member** -Chesterton Advisory Plan Commission  
**Former Licensed Real Estate Sales Person**

Barbara L. Mort

Email [REDACTED]

## Professional Experience

**2001-2011 Rotary International District 6540 District Administrative Assistant**  
The office is located in my home. I am an independent contractor. Each year a new district governor is elected and I provide services which change with the skills, needs, time availability and goals of each governor. There are 55 clubs and approximately 2800 members in District 6540 located in the northern third of Indiana. I am considered the go to person to field questions and needs of members, attend meetings, take minutes, bill and collect club dues semi-annually, publish a monthly newsletter and an annual district directory of club presidents, secretaries, all district officers' names and contact information, calendar of events, etc. Also, maintain members' records on the website.

**1986-2001 Ralph Electrical Services, Schererville, Indiana.** I assisted the owner with all aspects of starting a new business. Establishing incorporation documents, determining insurance needs, set up the accounting system etc. I continued working evenings and weekends did all invoicing of services provided, paid statements, bi-monthly payroll, completed quarterly tax forms and provided all documentation to accounting firm for federal and state tax returns to be completed.

**1995 retired from banking profession.**

Major responsibilities during the branch banking years included construction lending, during construction in process reviewed on site to determine paying out of construction loan draws.

**1988-1995 Northern Indiana Savings and Loan, Chesterton, Indiana** as vice-president and manager of the Michigan City branch.

**1985-1988 Indiana Federal,** managed the home office branch in downtown Valparaiso as vice-president. There was a staff of thirty employees.

**1983-1985 First Federal of Valparaiso aka Indiana Federal, Chesterton, Indiana** branch.

**1976-1985 Harborside Condominiums Association, Lake Wawasee,** served as secretary of board, was paid property manager, collected dues, paid expenses, managed daily full time maintenance man, assisted treasurer preparing financials for annual meeting and audit.

**1975-1983 First Federal of Wabash** received charter approval to build a branch in Syracuse, Indiana. I traveled there regularly to begin developing mortgage lending, overseeing construction and equipping the office, hired staff, assisted with training and we opened May, 1976 and I was given the title of vice-president.

**1972-1975 First Federal Savings and Loan of Wabash (now Crossroads)** at the North Manchester, Indiana branch as a teller and became assistant manager.

### **Previous Not For Profits Established**

**1989 Community Development Corporation, Michigan City, Indiana**

Chaired the organizing committee of 18 community leaders, formed the corporation of nine members and served as president until retiring from bank in 1995.

**1983 Duneland Development Corporation**

Chaired the organizing committee, counseled and worked under the guidance of the State of Indiana Chamber of Commerce and served as president until started managing Valparaiso office for Indiana Federal.

**1980 Syracuse/Wawasee Development Corporation, Syracuse, Indiana**

Chaired the organizing committee, counseled and worked under the guidance of the State of Indiana Chamber of Commerce and served as president until moving from Syracuse.

### **Professional and Civic Organizations**

During my employment with Indiana Federal office I was expected to develop business in La Porte County as there were plans to build an office there and I was to be the branch manager.

Rotary Club of Chesterton/Porter  
Porter County Board of Realtors  
Porter County Builders Association  
La Porte County Board of Realtors  
La Porte County Builders Association, Board of Director  
Duneland Chamber of Commerce  
Valparaiso Chamber of Commerce  
Duneland YMCA, Board of Director  
Porter County Cancer Society, Board of Director  
Co-chaired Porter County Sesquicentennial Women's Events  
Porter County United Way Team Leader

During my employment with Northern Indiana Savings and Loan in Michigan City I was again an active member of all the related and similar business and community organizations.

## **Certifications**

1975 Dale Carnegie Speech and Memory Course

1978 Dale Carnegie Management Course (Received a scholarship, as they were encouraging businesses with women in management to participate in their programs.)

1980 Indiana State Real Estate Broker License (lapsed in 2001)

1982 Completed H & R Block tax course.

## **Previous Family, Civic and Community Involvement**

I grew up in North Manchester, Indiana, have three married children and one granddaughter in first year of IU medical school. Service and involvement in the community are of high importance to me. I spent a total 25 years as a girl scout, enjoyed leadership roles with my daughters and after going to work became the Wabash County Chair. Other community leadership roles include president of North Manchester chapter of Tri Kappa, board secretary of the United Methodist Church, co-chair of the United Way Community drive, campaign chair for the first women to run and be elected to the school board and co-chaired a community fundraiser to build an indoor swimming facility.

A life goal is when I leave each community it is a better place for families and our youth to be safe, healthy and have an appreciation of their opportunities.



Ronald L. Ralph, CPA  
Executive, Healthcare Services Group



### Experience

Ron is an Partner in Crowe Horwath's Health Care practice. He joined Crowe in 1987 after graduating from St. Joseph's College. He is involved in healthcare finance/regulatory serving health systems, community hospitals, physician group practices, ambulatory surgery centers, imaging centers, revenue cycle/transaction processing organizations and managed care organizations in public, private, for-profit and not-for-profit settings. He provides these clients with counsel in areas such as benchmarking and financial performance analysis, financial reporting, financial and accounting management, revenue cycle performance improvements, third party reimbursement and due diligence on business acquisitions.

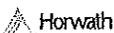
- Provided financial assurance services – audits, reviews, compilations, internal control and system testing, substantive testing; reporting, accounting research and accounting management.
- Conducted due diligence projects associated with potential acquisitions. Work consisted of review of matters such as financial, operations and strategic/market. Financial areas reviewed including analyzing quality of earnings, cash flow projections, performance benchmarking, contingency reviews, asset valuation, quality of financial reporting and internal control analysis.
- Conducted benchmarking analysis relative to financial performance, including comparisons to rating agency measures, external national/regional financial and operational benchmarkings and trend analysis. Strategies to strengthen financial performance were developed around revenue management, operational and managed care performance.
- Assisted multiple organizations in revenue cycle performance improvement including strategies around:
  - Financial modeling and risk analysis of revenue mix,
  - Charge Master/APC performance reviews,
  - Departmental operational assessment (encounter forms, charge entry, information flow, charge capture),
  - Pricing (market, resource and formula-based),
  - Reimbursement
  - Business office process improvement (denial management, billing backlog reduction),
  - Organizational structure (free-standing vs. provider-based) assessment,
  - Organizational/departmental training,
  - Strategic joint venture modeling and structure.

### Education

St. Joseph's College  
Bachelor of Science in Accountancy and Finance

### Professional Certifications and Memberships

Certified Public Accountant  
American Institute of Certified Public Accountants  
Illinois CPA Society  
Healthcare Financial Management Association (HFMA)



## James G. Ton

### PROFESSIONAL EDUCATION

University of Indianapolis, BA, cum laude  
Purdue University, MA  
Purdue University, MS Ed.  
Purdue University, Certificate Personnel Services  
K - 12 Guidance—Life License  
7 - 12 Administration—Life License  
6 - 12 Teaching—Life License

### PROFESSIONAL EMPLOYMENT

<i>Principal, Chesterton Middle School (925)</i>	<i>2001-2010</i>
<i>Principal, Westchester Middle School (750)</i>	<i>1986- 2001</i>
<i>Assistant Principal, Westchester Middle School</i>	<i>1980- 1986</i>
<i>Part-time Instructor, Valparaiso University</i>	<i>1989- 1990</i>
<i>Asst. Principal/Guidance, Liberty Middle School</i>	<i>1977- 1980</i>
<i>Teacher/Dir. of Adult Ed., Chesterton High School</i>	<i>1973- 1977</i>
<i>Assistant Principal, Emerson High School (Gary)</i>	<i>1972-1973</i>
<i>Teacher, Emerson High School (Gary)</i>	<i>1968-1972</i>

### PROFESSIONAL ORGANIZATIONS AND ACTIVITIES

- Indiana Association of School Principals - Charter Member
- Indiana Middle Level Education Association
- Indiana Principal's Leadership Academy
- Indiana Principal's Leadership Graduate Academy
- IP Technology Training Program
- Midwest Regional Drug Abuse Prevention Training Center Program
- Fairbanks Hospital, Interventions Systems Training
- Indiana Dept. of Ed. Consultant-Middle School Advisory Program
- Indiana Dept. of Ed. PBA Site Inspector Training Program
- North Central Association Visitation Committees and Chairperson (9 visits)
- American Association of Counseling and Development

James G. Ton

**PROFESSIONAL ORGANIZATIONS AND ACTIVITIES**  
**(CONTINUED)**

- AdvancEd, Indiana State Committee, present
- NCA-CASI, Past Chair, Board of Directors
- NCA-CASI, Chair, Board of Directors (2003 - 2004)
- NCA-CASI, Chair Elect, Board of Directors (2002 - 2003)
- NCA-CASI Member Board of Directors, (1999 - 2002)
- Community Oriented Policing Program, Program Graduate (2002)
- North Central Association, Indiana State Committee, (1998 - present)
- IASP, Indiana Association of School Principals
- NCA Program Presenter, Annual Meeting, Chicago, (1997)
- NCA National Convention - Reviewing Committee Participant, and Program Evaluator, (1988 - 2002)

**AREAS OF COMPETENCE**

- Differentiated Instruction
- Professional Learning Communities-Teams
- Positive Behavioral Supports
- RtI
- School Improvement Strategies
- Middle School Scheduling Operations
- Instructional Strategies and Learning Styles (Multiple Intelligences)
- Reality Therapy and Rational Emotive Therapy (Clinical Orientation)
- Substance Abuse Prevention Techniques

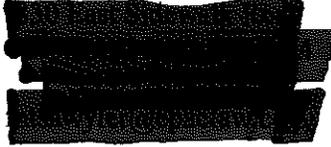
**PERSONAL RECOGNITIONS**

- Rotary Foundation of Rotary International—Paul Harris Fellow (2010)
- John W. Vaughn Award—Excellence in Education Award (Annual Conference) by North Central Association, Commission on Education (2008)
- Indiana Association of School Principals - "Principal of the Year" (2008)
- Outstanding Administrator for the Indiana Music Educator's Association (2004)
- Community Oriented Policing Services—"COPS" Certificate (2002)
- Indiana Association of School Principals - "Principal of the Year" (1996)
- Indiana Recipient of the US Dept. of Ed. National Award-Safe and Drug Free School, Awarded by President Clinton in Washington, DC, (1995)
- IN Dept. of Ed. State Recognition for Excellence, Awarded in Indianapolis, (1990)
- Indiana Recipient of the US Dept. of Ed. National Recognition for Excellence, Awarded by President Reagan in Washington, DC, (1983)

**POLITICAL ACTIVITIES**

- Chesterton Town Council (1985-1991)
- Police Commissioner, Town of Chesterton (1991-2003)
- Chesterton Town Council (2003 - present)
- Graduate, Valparaiso Police Department Citizen's Academy

**Michael T. Sawyer, J.D., LL.M., LL.M. (Tax)**



***Education:***

- John Marshall Law School, LL.M. Tax, 2000
- Yale University Law School, LL.M., 1973
- University of Chicago Law School, J.D., 1972 (Law Review)
- Harvard University, A.B., *magna cum laude*, 1969

***Admissions:***

- Illinois, 1972
- New York, 1974
- District of Columbia, 1974
- California, 1976
- U.S. District Court, Northern District of Illinois, 1977
- U.S. Court of Appeals, Seventh Circuit, 1981
- Indiana, 1983
- U.S. Supreme Court, 1984
- Texas, 1989
- Michigan, 2010

***Member:***

- Porter County Bar Association, Trusts, Estates and Real Estate Section
- Indiana Bar Association
- Michigan Bar Association
- Wealth Counsel Advisors Forum
- Chesterton/Duneland Chamber of Commerce

***Experience of Michael T. Sawyer:***

**Representative estate and business planning practice**

- Diverse business and transactional law practice extending for almost 40 years (corporate, limited liability company, partnership, tax, real estate, financing) (highest professional quality rating by Martindale-Hubbell)
- Asset protection, including family limited partnerships, family LLCs, and domestic asset protection trusts
- Bankruptcy practice

- Decedents' estates, guardianships, and special needs trusts
- Preparation of estate and gift tax returns
- Trust administration
- Preparation and implementation (including funding) of a Qualified Domestic Trust (QDOT), Qualified Conservation Contribution Easement, Multi-Corporate General Partner Family Limited Partnership, and numerous estate plans utilizing A-B revocable trusts, pour-over wills, and powers of attorney
- Preparation and implementation (including funding) of irrevocable life insurance trusts and dynasty trusts
- Preparation of wills, codicils, and testamentary trusts
- Counsel for retirement plan benefits and distributions, beneficiary designations (including multi-generational IRAs), buy-sell agreements, and charitable remainder trusts
- Counsel for sundry charities

### **Representative real estate practice**

- Advising about, negotiation, and drafting of numerous leases and construction contracts (commercial and residential)
- Advising about, negotiation, drafting, and closing of numerous real estate sales contracts (commercial and residential), including office buildings, stores, restaurants, an industrial plant, a motel, vacant parcels, and apartment buildings
- Mortgage refinancing of 676 St. Clair office building (Chicago, Illinois) and other commercial properties
- Negotiation of sale of institutional mortgage loan portfolio
- Landmark ordinance (zoning) litigation for East Lake Shore Drive Association (Chicago, Illinois)
- Limited Partnership Syndication
- Townhouse Development
- Tax counsel re sundry matters
- Eminent domain matters (as an Illinois Special Assistant Attorney General)

ELI LILLY (1885-1977)  
Founder

OFFICERS

HON. RANDALL T. SHEPARD  
Hon. Chairman

MICHAEL L. W. RODMAN  
Chairman

TIMOTHY S. SHELLY  
Vice Chairman

MARSH DAVIS  
President

NANCY L. MUMILLAN  
Secretary

THOMAS H. ENGLE  
Assistant Secretary

RALPH G. NOWAK  
Treasurer

H. ROLL McLAUGHLIN, FAIA  
Chairman Emeritus

JUDY A. O'BANNON  
Secretary Emerita

J. REID WILLIAMSON, JR.  
President Emeritus

DIRECTORS

KATRINA BASILE  
Indianapolis

PARRER BEAUCHAMP  
Wabash

DWIGHT BUCHER  
Aurora

DUNCAN CAMPBELL  
Muncie

CARL A. COOK  
Bloomington

HON. W. TIMOTHY CROWLEY  
Vincennes

SARAH D. E. GARNER  
Indianapolis

PHILLIP J. GICK  
Greensboro

MELISSA GLAZE  
Roanoke

JOSEPH L. HUNTZINGER  
Indianapolis

CHRISTINE H. KRICK  
Evansville

LINDA L. KLINCK  
Logansport

BILL LATOZA  
Miffler Beach

RICHARD E. MCKNIGHT  
New Castle

CLAYTON C. MILLER  
Indianapolis

FRED J. NATION  
Terre Haute

ANDREW S. POTTS  
Washington, DC

JOE ROHLER  
Jasper

MARYA MERNITZ ROSE  
Indianapolis

ERIC ROWLAND  
Indianapolis

AMOS SCHWARTZ  
Geneva

KRYSTINE K. TUCKER  
Evansville

JANE T. WALKER  
Indianapolis

GENE WARRIN, JR.  
Evansville

TURNER J.R. WOODARD  
Indianapolis



INDIANA LANDMARKS

Northwest Field Office

608 East Third Street, Hobart, IN 46342

219 947 2657 / 800 450 4534 / [www.indianalandmarks.org](http://www.indianalandmarks.org)

February 27, 2012

Dunes Pavilion Renaissance, Inc.  
C/o Michael Sawyier  
830 Sidewalk Road  
Chesterton, IN 46304

Re: Indiana Dunes State Park Pavilion and Beach House Rehabilitation

Dear Mr. Sawyier,

I am writing in support of the rehabilitation of the Indiana Dunes Pavilion and Beach House. As you know, the pavilion is one of Northwest Indiana's finest architectural treasures and has stood as the most significant building in the park since 1925. Therefore I am encouraged to hear of your proposal to preserve the pavilion by its adaptive reuse for dining and entertainment purposes. Additionally, after reviewing your proposal, I am pleased that it includes recommendations for both floors of the building as well as rooftop access. Having visited the park many times I know this will only serve to enhance the experience of visiting the pavilion and Lake Michigan.

As we preserve historic buildings it is not only important to ensure that their distinctive architecture is maintained, but we must also be proactive in making sure they remain suitable for modern use. Indiana Landmarks is always pleased to support the preservation of historic resources in keeping with our mission to revitalize communities, reconnect us to our heritage and save meaningful places. The proposed project has the potential to not only preserve a historic resource but highlight the fact that with proper planning our historic buildings can continue to serve the local community for a variety of new uses.

Finally, Indiana Landmarks is always pleased to support local preservation efforts and we are more than willing to assist with available resources as they apply to this project. If you are in need of any assistance as your project progresses please feel free to contact me at (219) 947-2657 or [ttolbert@indianalandmarks.org](mailto:ttolbert@indianalandmarks.org).

Sincerely,

  
Tiffany Tolbert  
Director, Northwest Field Office

February 29, 2012

**Memo**

To: Indiana Department of Natural Resources

From: Jenny Orsburn  
[REDACTED]

Subject: Recommendation for Cliff Fleming

Please accept this letter of recommendation for Cliff Fleming for the project concerning the development of the Indiana Dunes State Park pavilion. I have known Mr. Fleming for over 5 years, primarily as a forward thinking green neighborhood developer and Town Council member for the Town of Burns Harbor. What I admire about Cliff is that he reaches out to a variety of partners in an effort to seek out innovation and creativity in community planning and development. He strives to reach consensus and understanding, and through his work in Burns Harbor and in the Duneland community he has shown to be a passionate defender our sense of place, and our place is our amazing Lake Michigan shoreline. Cliff understands the valuable assets that we have at our doorstep.

I have had the great pleasure of working in Indiana Dunes State Park for over 11 years, and have a true appreciation for the hard work and dedication it takes to run that incredible lakefront facility. Now in my new capacity as a Park Superintendent, actually managing a lakefront facility, I know firsthand the opportunity that exists to showcase Lake Michigan to residents and visitors. I can say with confidence that Cliff Fleming understands this as well.

It is my pleasure to highly recommend Mr. Fleming for any position that he might apply for. If you have any questions about Cliff, please do not hesitate to give me a call at [REDACTED] or email at [REDACTED].

Sincerely,

Jenny Orsburn

## DENNIS TERRY

---

February 29, 2012

Director  
Indiana State Parks and Reservoirs  
402 W. Washington Street, Room W298  
Indianapolis, Indiana 46204

Re: Mary K. Kaczka/Adaptive Reuse of the Indiana Dunes Pavilion.

Dear Director:

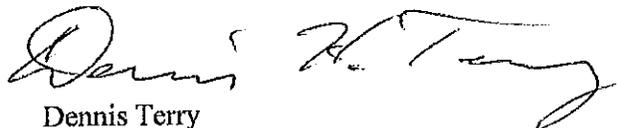
I worked extensively with Ms. Mary Kaczka at the Hammond Development Corporation, a not for profit corporation responsible for developing downtown Hammond, between 2007 – 2003. I was chairman of the board when Ms. Kaczka was executive director.

While Ms. Kaczka was executive director she acquired, rehabbed and maintained 250,000 square feet of commercial and office space for the development corporation. The development included several restaurant spaces, a community theater and Certified Technology Park. The development corporation managed \$ 15.0 million in assets during her tenure.

I believe that Ms. Kaczka has the knowledge and skills and expertise to make this a successful project.

Please contact me if you have any questions or if I can provide additional details.

Sincerely,

  
Dennis Terry

**Duane W. Dedelow, Jr.**

[REDACTED]

---

February 29, 2012

Director  
Indiana State Parks and Reservoirs  
402 W. Washington Street, Room W298  
Indianapolis, Indiana 46204

Re: Mary K. Kaczka/Adaptive Reuse of the Indiana Dunes Pavilion.

Dear Director:

I was Mayor of the City of Hammond when Ms. Kaczka worked as executive director of the Hammond Development Corporation, a not for profit development corporation, from 2007 – 2003. The Hammond Development Corporation received approximately \$ 10.0 million of gaming revenue to be used for the acquisition and renovation of commercial office space, primarily in downtown Hammond.

She successfully attracted tenants to the downtown area and rehabbed several thousand square feet of space for the use by restaurants, commercial office space and community theater.

I have every confidence that Ms. Kaczka can complete this project as proposed. If you have any questions please contact me at [REDACTED]

Sincerely,



Duane W. Dedelow

**MEMO**

**To: Whom it may concern  
From: Floyd A. Lancia  
Re: Barbara Mort  
Date: February 29, 2012**

**I have known Barbara Mort since 2006 when I was president of our Rotary Club. Since that time I have had the opportunity to work closely with her, for several years, when she had the responsibility of Administrative Assistant to Rotary District 6540 and I was in a variety of leadership positions.**

**I have found Barbara to be a hard working individual with all the traits necessary to carry on the duties that require independent work. In her position as Administrative Assistant there were occasions that required her to devote considerable amounts of time to get the job done. Barbara is the type of person that knows no end of the day when an assignment needs to be complete. She works tirelessly to get the job done--even at the sacrifice of her own personal activities.**

**Without question, Barbara is as sincere, dedicated, and honest as anyone could be--and for this reason, I recommend her to whatever avenue of employment she peruses.**

February 29, 2012

**Memo**

To: Indiana Department of Natural Resources

From: David A. Teal

[REDACTED]  
[REDACTED]  
[REDACTED]

Subject: Recommendation for Ron Ralph

Please accept this letter of recommendation for Ron Ralph in reference to the project concerning the development of the Indiana Dunes State Park pavilion. I am a retired Officer of the United States Air Force Reserve, and a current Captain for a Major Airline. I understand what is required to lead a successful organization and Ron Ralph embodies the qualities that are desired.

I have known Ron on a personal level for over 10 years. During that time I have witnessed Ron display the following qualities:

- 1) Service Before Self: Ron has spent countless hours volunteering his time as a coach for youth sports. His players learn the right way to play – work hard, take responsibility, be disciplined, and play for the TEAM.
- 2) Integrity: I never question anything Ron states. He will present the facts in a logical manner and be willing to listen to alternate views.
- 3) Respect: Ron grants all around an equal amount of respect. He never forces his views on others.
- 4) Likeability: Ron has an inherent ability to make all around him feel welcome. I have never met an individual who has a better knack for making everyone he meets feel like they already know him.

It is my pleasure to highly recommend Ron Ralph for any position that he might apply for. If you have any questions about Ron, please do not hesitate to give me a call at [REDACTED] or email me at [REDACTED]

Sincerely,

David A. Teal  
Major, USAFR, Retired

SHYAM S. AMLADI

[REDACTED]

[REDACTED]

=====

February 29, 2012

To the Indiana Department of Natural Resources:

I have known Michael Sawyer for many years as both a close family friend and a fine attorney. He is an expert and dedicated estate planning, real estate and business attorney, and my family and I have called upon his professional expertise numerous times in a wide range of such matters.

For merely the most recent example, he and his firm's very able Chicago associate attorney recently formed a business finance company for various business associates of mine and me and documented its entire initial receivables financing.

I have complete confidence that he will ably represent Dunes Pavilion Renaissance Inc. and its about-to-be formed L3C operating subsidiary in all aspects of its proposed project to restore and adaptively reuse the Indiana Dunes State Park Pavilion.

Very truly yours,



Shyam Amladi

February 29, 2012

Memorandum

To: Indiana Department of Natural Resources  
From: Town Manager, Chesterton, Indiana  
Subject: Recommendation for James Ton

I am writing this letter of recommendation today at the bequest of Mr. James Ton in reference to the Indiana Dunes State Park pavilion's future development. I am a retired Chief US Park Ranger and Chief of Operations with the US National Park Service. I have over 30 years of public and military experience in a variety of key roles. I recognize traits essential to executive leadership and would like to offer my observations of Jim Ton. You then can determine if he fits your needs.

I have known Jim for just over three years in my capacity as town manager of Chesterton, Indiana. Jim is one of five long standing town council members that I interact with on a regular basis. The town council is the executive who make the important decisions that affect all aspects of our municipality. He recently retired as the Chesterton Middle School principal where he served for many years requiring keen management and people skills to be successful. Jim demonstrates solid character exhibiting honesty, integrity, a focused moral compass with a high degree of accountability and thoroughness. All of these skills are demonstrated in his role as town councilman, member and current President of the Chesterton Redevelopment Commission and member of Rotary International. Jim also serves on the executive committee of the Northwest Indiana Regional Plan Commission and Save the Dunes Council Board of Directors.

It is my extreme pleasure to highly recommend Jim Ton for any position that he might apply for. If you have any questions about Jim Ton, please do not hesitate to give me a call at [REDACTED] or email at [REDACTED]

Sincerely,

C. Bernard Doyle

## Suspended Vendors List



<b>Vendor's Name</b>	<b>Suspension Period</b>
A & D International	2/14/95 - Indefinite
Center for Applications of Psychological Type, Inc. (CAPT)	9/8/94 - Indefinite
FSG Industries	5/7/96 - Indefinite
FSG Industries - Jim Owens	5/7/96 - Indefinite
Magazine Connection Corp	3/8/95 - Indefinite
Midwest Signs	7/25/00 - Indefinite
Numark Security, Inc.	9/8/04 - Indefinite
Steel City Ford	8/16/95 - Indefinite
Sun Press of Castleton	7/7/98 - Indefinite

### Links:

- [Excluded Parties List System: The Federal Government's Suspended Vendor List](#)

# EPLS

Excluded Parties List System

**Search Results Excluded By  
Exact Name : Barbara L. Mort  
SSN/TIN as of 27-Feb-2012 12:31 PM EST**

---

**Your search returned no results.**

# EPLS

Excluded Parties List System

**Archive Search Results Excluded By  
Individual : Barbara Mort  
Action Dates : JAN 1, 2009 to FEB 1, 2012  
as of 27-Feb-2012 12:35 PM EST**

---

**Your search returned no results.**

# EPLS

Excluded Parties List System

**Archive Search Results Excluded By  
Individual : Mary Kaczka  
Action Dates : JAN 1, 2009 to FEB 1, 2012  
as of 27-Feb-2012 12:29 PM EST**

---

**Your search returned no results.**

# EPLS

Excluded Parties List System

**Search Results Excluded By  
Exact Name : mary k. kaczka  
SSN/TIN as of 27-Feb-2012 12:17 PM EST**

---

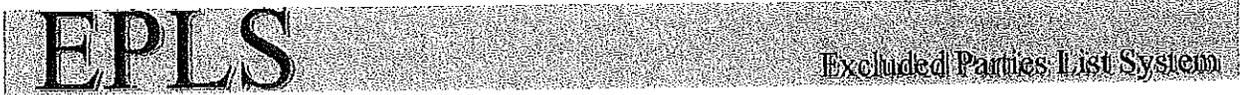
**Your search returned no results.**



**Search Results Excluded By  
Exact Name : Jim Ton  
SSN/TIN as of 29-Feb-2012 1:51 PM EST**

---

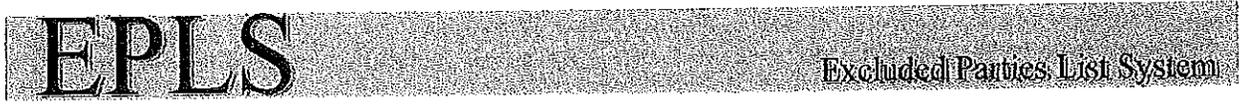
**Your search returned no results.**



**Archive Search Results Excluded By  
Individual : Jim Ton  
Action Dates : JAN 1, 2009 to FEB 1, 2012  
as of 29-Feb-2012 1:52 PM EST**

---

**Your search returned no results.**



**Search Results Excluded By  
Exact Name : Michael Sawyer  
SSN/TIN as of 29-Feb-2012 1:47 PM EST**

---

**Your search returned no results.**

**EPLS**

Excluded Parties List System

**Archive Search Results Excluded By  
Individual : michael Sawyer  
Action Dates : JAN 1, 2009 to FEB 1, 2012  
as of 29-Feb-2012 1:48 PM EST**

---

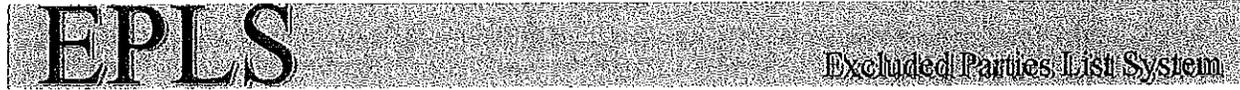
**Your search returned no results.**



**Archive Search Results Excluded By  
Individual : cliff fleming  
Action Dates : JAN 1, 2009 to FEB 1, 2012  
as of 29-Feb-2012 1:58 PM EST**

---

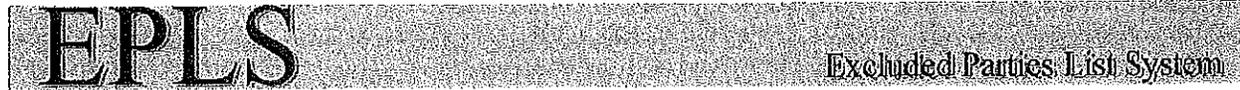
**Your search returned no results.**



**Search Results Excluded By  
Exact Name : Cliff Fleming  
SSN/TIN as of 29-Feb-2012 1:49 PM EST**

---

**Your search returned no results.**



**Search Results Excluded By  
Exact Name : Ronald Ralph  
SSN/TIN as of 29-Feb-2012 2:00 PM EST**

---

**Your search returned no results.**



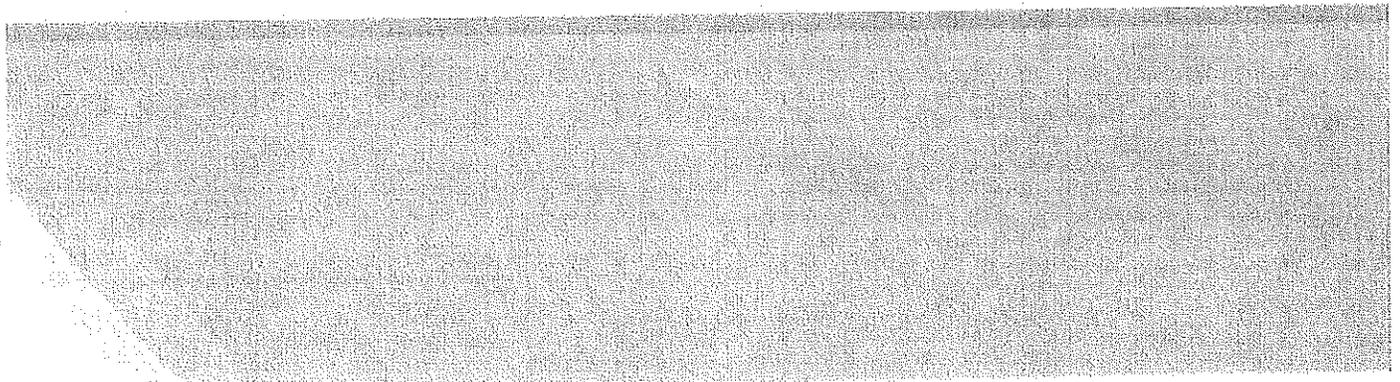
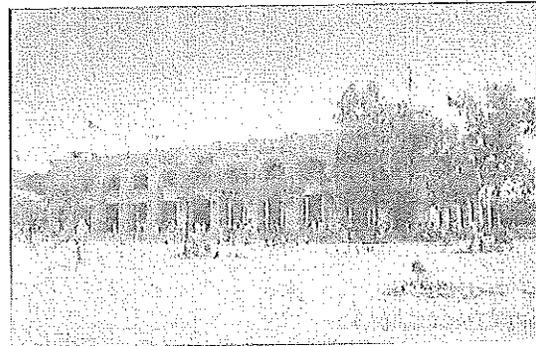
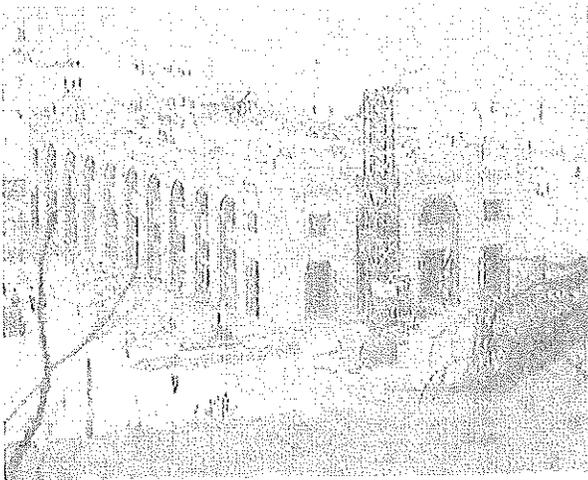
**Archive Search Results Excluded By  
Individual : Ronald Ralph  
Action Dates : JAN 1, 2009 to FEB 1, 2012  
as of 29-Feb-2012 2:01 PM EST**

---

**Your search returned no results.**

James Douglas Smith, AIA Architects Inc  
1001 Merrillville Road  
Crown point, Indiana 46307  
February 24, 2012

## Adaptive Reuse of the Indiana Dunes Pavilion, Chesterton, Indiana



James Douglas Smith, Architects, Inc.

1001 Merrillville Road

Crown Point, Indiana 46007

## Preliminary Development Report

### Initial Observations and Suggested Actions

On February 16, 2012 I was contacted by Barbara Mort concerning plans to develop the Dunes Pavilion. A meeting was planned for Tuesday February 22, 2012 to meet at the site to tour the building and discuss the ground plans for submission of a proposal to the Indiana Department of Natural Resources.

Prior to the meeting I reviewed the prospectus distributed by the State for "A Business Opportunity For The Development and Operation for the Adaptive Reuse Project for the Indiana Dunes Pavilion, Chesterton Indiana, Porter County" and a standard lease agreement between the DNR and the successful developer/lease. I also studied existing site and building photographs, new articles sent to be by Ms. Mort as well as on line research of the building and its' history.

Our site meeting on Tuesday 02/22/12 gave me a good insight into the condition of the building, how a program might be structured to restore and improve the structure and immediate grounds to accomplish the spirit of the State prospectus for building reuse.

#### My observations of the building:

- My first impression of the building was it is a pleasantly designed 20<sup>th</sup> century eclectic combination of art deco with classic Romanesque arch elements, designed in 1929 by the Indianapolis firm of Bishop, Knowlton and Carson, Architects, and constructed between 1929 and 1930. This firm had an impressive portfolio of park pavilions throughout Indiana.
- The building location, at the axis of the end of the park entrance road, framed by dunes on the east and west with the expanse of the lake to the north is striking.
- From reports news articles and historical accounts from Jim Ton, member of the development team and long time area resident, the building has been in active use and well loved throughout its' existence.
- The original dining room, kitchen and gift shops were replaced over the years and the first floor interior was cut up and partitioned to make way for shower and locker rooms which have been abandoned and used only for storage. Open arcaded areas on the east and west ends were closed in for concession stands with unattractive results and many of the original windows were bricked in. The original open and airy feeling of the original design has been lost, however all of the changes made appear to be reversible. The formally open second level was enclosed for dining and a kitchen which was closed shortly after opening because of the economics of not being a year round operation. This is an important factor to be considered in the new adaptive re-use plan.
- On examination of the exterior and interior of the structure, I saw only minor deterioration. The building is in excellent condition except for the insensitive remodeling work done over the years to "modernize" it as outlined above.
- There is an 800 amp service to the building that seems to be functional. Heating of the building is by very unattractive space heaters and some ducted systems above a retrofit lay in ceiling which conceals the beautiful original column caps and ceiling decoration. A major redesign consideration is to rework these systems and remove the dropped ceilings. There is an elevator but it is small, not accessible and not well functioning. Replacement is high on the list of improvements.

James Douglas Smith, Architects, Inc.

1001 Herrinville Road

Crown Point, Indiana 46307

## Scope of DRN Proposal/Prospectus

Suggestions for the development team proposal:

- The scope of work addressed in the DNR document is focused on the building and immediate surroundings. While there were some excellent ideas expressed at our on site meeting for additional pavilions and functions, the "statement of Intent" on page four of the prospectus and the "Statement of Purpose" on page three clearly directs all efforts towards improvements to the pavilion proper. The statement of purpose does allow for "limited additional developments and services". However these should not interfere with the primary goals.
- The obvious historic ties and love for this building expressed by the development team needs to be expressed in the proposal. The DNR specifically addresses the need for sensitivity to the historic nature of the building and the development and use of the park over the years. The teams obvious use and connection over the years must be emphasized.
- Two of the existing functions of the building will need to be maintained. The lower level lifeguard station and the concessions are the only current active uses and must be incorporated in the new plan.
- The primary building uses proposed by the development team and implied by the DNR includes:
  - Fine dining on the upper level. Existing kitchen and dining room need extensive reworking to expose the original historic ceiling and columns while providing heating and cooling system and lighting to allow the building use all year round.
  - Meeting rooms are required in the scope. The floor plan is completely open except for the existing kitchen and some small meeting rooms. The new plan will reestablish these locations to better suit the multifunction use. Updates to the mechanical and electrical systems are important here as well. For meeting rooms, consideration of wireless internet service is an important feature and draw for business use. Some of the lower level may be used for meeting rooms or may be the primary location for meeting rooms, leaving the upper area for kitchen dining only.
  - Schedule of the dining facility needs to include banquet and private party as well as street traffic. The new floor plan will be designed to accommodate that need.
  - While not specifically mentioned in the DNR document, to complete the ADA accessibility, a new elevator must be installed. We all experienced the questionable qualities of the existing unit. Function and size are not adequate.
  - The new plan should investigate opening the ground floor center passage that originally separated the dining room from the gift shops. This would be historically desirable and would allow for an accessible elevator location.
  - The existing snack bar concessions detract from the historic character of the building and need to be rethought. The DRN document discusses possible partnership with the concession operators. The repurposing plan should offer them optional functions, possibly running a snack concession that would be accessible from the re-opened central walkway using what is now unused locker/shower space on the east side. The west could be reused for merchandise and possibly meeting rooms.
  - Restroom facilities are to be maintained, but locker and shower rooms are a liability within the building. The new design should include exterior sand showers and lockers similar to those found at water parks (such as Deep River) more self supervision and less opportunity for inappropriate activity.
  - Gate fees are not negotiable but with the easing of alcohol sales and the draw of the year round fine dining and meeting rooms, it should be a non-issue.

James Douglas Smith, Architects, Inc.

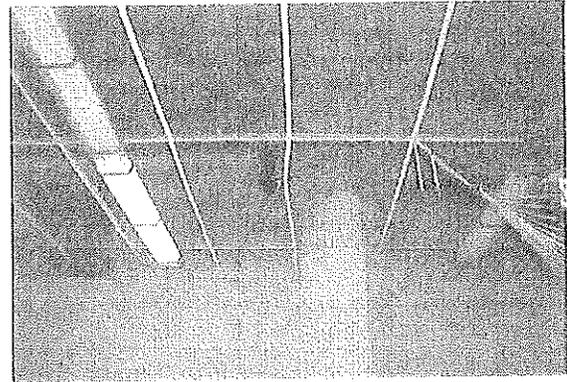
1001 Henlville Road

Crown Point, Indiana 46037

## Scope of Proposed Construction



View of Dining Room in 1930



Present view of same area

## Proposed Remodeling Cost Scope and Estimates.

### Building characteristics:

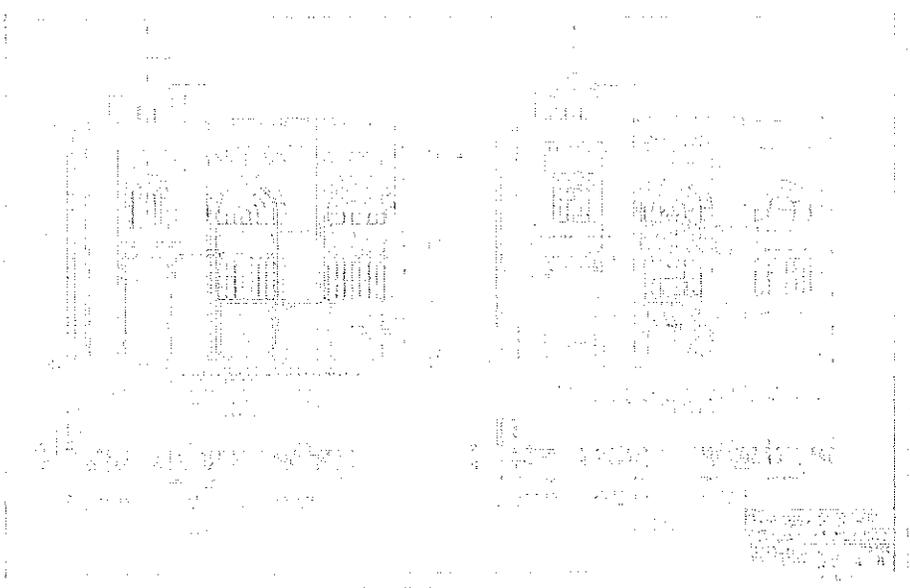
- The existing building structure is reinforced concrete with columns 15'-0" on center in both directions. The overall length is 170'-0" east to west and width is 65'-0" north to south. First and second floor gross floor area 11,050 square feet each, 22,100 square feet total.
- The first floor to second floor height is 15'-0" and height from second floor to roof deck is 13'-0". The floors are concrete slabs with connecting beams and are structurally sound
- All exterior walls are sold stone and brick masonry. Gross surface area of the north and south is approximately 5,440 square feet per side, 11,840 total. East and west are 2,080 sq ft. each, 4,160 square feet total.
- Most of the first level windows have been filled in with brick closing the once open dining and shop windows that looked to the lake and the dunes. As much as possible of the openness will be restored by the new work.
- Many of the second floor arches were originally open and are now enclosed with brick and windows. Most of this will remain in the new plan since the upper level will be all dining area.
- The roof deck was originally accessible for viewing and as part of the phased construction, will be used for viewing and outdoor dining, Existing stairs to the roof are in excellent shape and can be easily restored. The elevator will be extended to service the roof.
- Electrical service is adequate but needs updating and relocation. HVAC is not adequate and must be re-engineered and replaced.
- Elevator is not placed for best use, is too small and must be replaced with modern and ADA accessible equipment

Probable costs for the proposed work scope:

- Restore exterior brick and stone work, including removal of some areas for new first floor and second floor dining, shop and meeting room uses. Remove concession windows and open the original arcades.  
Assume approximately 25% involvement, est. \$45,000
- Provide new insulated glass windows and frames. Approximately 20 round top units 8'-0" wide x 5'-0" high, est. \$27,000 Ground floor windows, open brick and add 12 new 8'-0"-x12'-0" windows est. \$47,500.
- Remodel first level to remove unused locker and shower areas, convert to new café and shops. Re-open central through walkway. Restore ceiling and columns where feasible, Provide new, historically correct floor and wall finishes Est..\$185,00.00
- Remodel second level for new kitchen equipment, dining and meeting rooms. Include allowance for partitioning to allow for private banquet room and public dining area. Remove dropped ceiling, restore decorative columns and ceiling, provide new soffits and chases for electrical and mechanical changes, provide new wall and floor surface treatments. \$210,000.00
- Provide new hydraulic elevator, three stop from main floor to roof. Including new hoistway and demolition of existing elevator Est \$175,000.00
- Electrical service entrance upgrade, new wiring and lighting for new uses on both floors and exterior lighting \$96,200.00 est.
- New HVAC system for entire building \$144,300.00 est.
- Upgrade toilet room finishes and fixtures \$45,000.00est.
- Repair or replace exterior doors and hardware \$37,500.est.
- Safety and aesthetic remodeling of roof deck for public use, \$26,500.00 est.

Total estimated cost for all work: \$993,500.00 approximately \$41.00/sq.ft.





1000 Woodlark Road, Chevy Chase, Indiana 46007 W 219-963-0500 Fx 219-963-0300  
JRE Inc. www.jreinc.com

---

**James Douglas Smith, AIA**

Jim graduated with honors from the University of Illinois at Champaign/Urbana. Additional studies included a year of architectural instruction in France and engineering courses at the Illinois Institute of Technology. Graduate studies have included courses at the University of Illinois



and at the Harvard University Graduate School of Design. Jim is a licensed Architect in seven states—Indiana,

Illinois, Michigan, Missouri, New York, Florida and Kentucky. NCARB certified, he has been a practicing architect for over 25 years. He is a licensed Indiana Real Estate Broker and an adjunct professor at Purdue University.

Design and management experience includes major civic and private sector works for which he has received several design awards. The firm has a qualification certificate to provide architectural design and construction management services to the State of Indiana

Jim is a Board Member and Architect for civic organizations involving historic restoration; the Lake Court-house, the Indiana Ballet Theatre NW Classical Arts Centre and is President of the Wellington A. Clark Homestead Society.

---

James Douglas Smith, AIA  
architects, inc.

1001 Merrillville Road  
Crown Point, IN 46307-2746

---

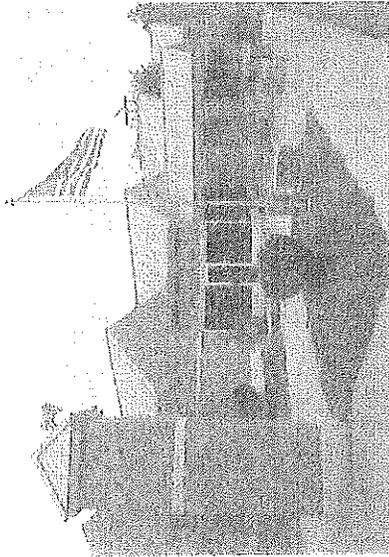
*James Douglas Smith, AIA*  
*architects, inc.*

---



*\*Architecture*  
*\*Construction*  
*Administration*  
*\*Design*

---



---

Wildermuth Branch Library, Gary, IN

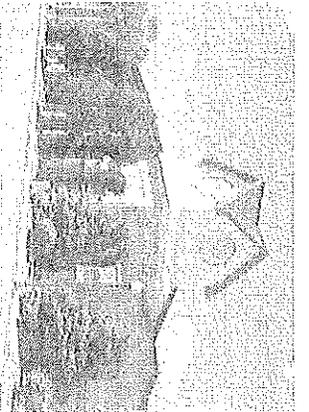
1001 Merrillville Road  
Crown Point, Indiana 46307-2746

Voice 219-662-0381  
Fax 219-226-3306  
jdsino@ameritech.net  
www.linkedin.com/in/jamesdsmitia

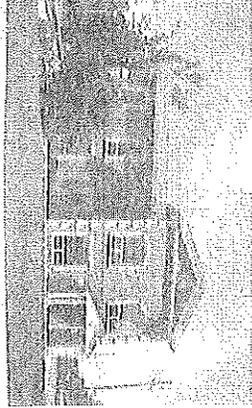
*"Out of clutter, find simplicity; from discord, find harmony; in the middle of difficulty, lies opportunity"*

-Albert Einstein

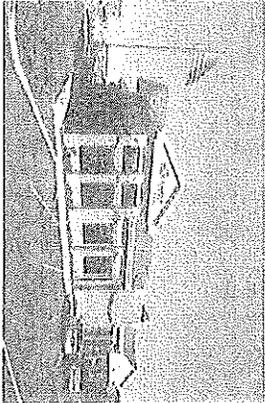
# *Simplicity, Harmony, Opportunity*



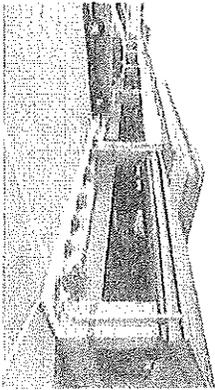
Dyer Emergency Services



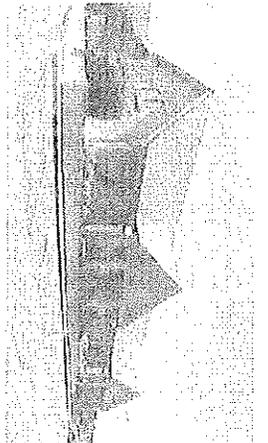
Pace Century 21, Crown Point



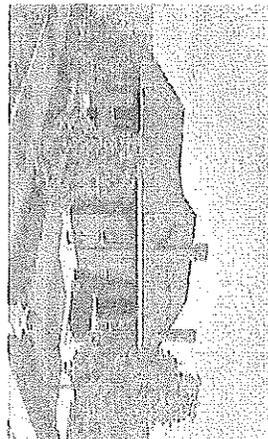
Providence Bank, Schererville  
*With VRA Architects Inc.*



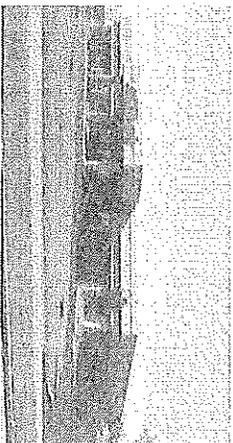
Ivy Park, Merrillville, IN



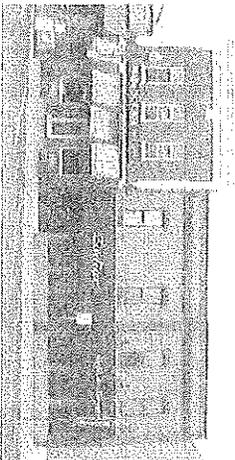
Federal Park, Merrillville, IN



Carnegie Arts Center, East Chicago, IN  
Historic restoration

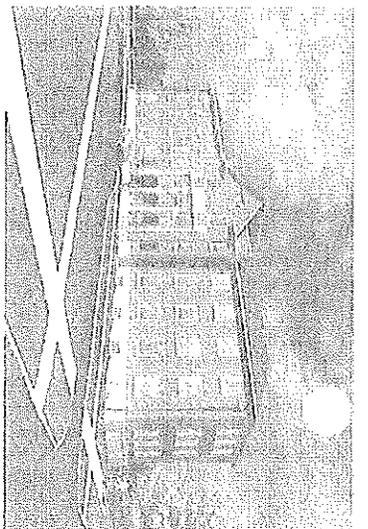


A.G. Edwards Office, Merrillville, IN

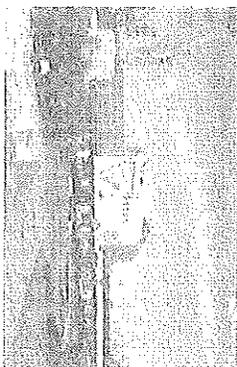


Restaurant Restorations, Crown Point, IN

## *James douglas smith, aia, architects, inc.*



Indiana Ballet Theatre, Crown Point, IN  
Historic Restoration



Adam Benjamin Center, Gary, IN



Lake Court House, Restoration

### **Contact:**

**James D. Smith, AIA**

1001 Merrillville Road  
Crown Point, IN 46307-2746

Phone: 219-662-0381

Fax: 219-228-9505

[jdsinc@ameritech.net](mailto:jdsinc@ameritech.net)

[www.linkedin.com/in/jamesdsmithtna](http://www.linkedin.com/in/jamesdsmithtna)