



## COVER LETTER

June 30, 2021

Property Lease Manager – Financial Services Department  
City of Pensacola  
222 W Main Street  
Pensacola, FL. 32502

RE: Lots 4 & 5 Vince Whibbs Sr. Community Maritime Park Redevelopment Opportunity  
Pensacola, FL

To Whom It May Concern:

Inspired Communities of Florida, LLC (the Florida d/b/a of The Dawson Company) and EJ Smith Enterprises, LLC are pleased to submit the following formal response to the above referenced request for proposals. Our team shares the same vision and values as the City of Pensacola for creating an innovative, transformational, urban mixed-use project that benefits all Pensacolans.

You will find that our team's depth of experience, creative approach, success with similar projects, and commitment to Pensacola will support the delivery of an exceptional product for the City. Furthermore, as the developer selected to develop parcels 3, 6, 8 and 9, as well as the former ECUA site, we are well positioned to incorporate parcels 4 and 5 into our plans for maximum coordination and efficiency.

We have built a robust team of world-class firms that share a commitment to creativity, collaboration, and mutual respect; the power and benefits of inclusion; and the exceptional community benefits of sustainable building technologies. You will see that our team is uniquely qualified to deliver an exceptional project for the Maritime Park redevelopment project due to both our broad experience in the relevant project component types and our recent, specific experience with The Banks in Cincinnati, Lindbergh City Center in Atlanta, The Ashby Apartments in Pittsburgh, PA and our involvement in multiple recent projects in Pensacola including Maritime Place, Southtowne Apartments, and Inspire Apartments at The 52 on Nine Mile Road. Most of these projects share many of the same attributes of this project, including:

- An urban site with challenging development features;
- Structured parking shared by multiple users;
- A mix of uses;
- The need to consider the needs of a diverse community and constituents;
- A commitment to mixed-income and affordable housing
- Public-private cooperation; and
- An innovative financing structure leveraging our relationships with global capital providers.

We are confident that this combined expertise will result in a truly special development for the West Main District sites and make us uniquely qualified to shepherd this complex project through these tumultuous and uncertain times.



Our core team will bring national and international perspectives to this project, while seeking to engage local consultants and contractors to enhance the benefit of this development for the broader Pensacola economy. The long-term collaborative relationships we create with clients, partners, local municipalities, government officials, and various stakeholders are widely known.

Finally, as minority-owned firms, we eagerly accept, embrace, and commit to the Covenant with the Community. For over 50 years, the Dawson Company has been on the forefront and committed to inclusion and expanding opportunities and participation to historically unrepresented groups in the real estate industry. Furthermore, the historical significance and relevance of the project location is fully acknowledged by our team.

We are excited to undertake this transformational opportunity and work with the City of Pensacola to fully integrate and coordinate parcels 4 and 5 into our overall plan for the Maritime Park and seek an exclusive negotiating period to determine the ultimate financial structure. We look forward to a long-term rewarding partnership with the City of Pensacola and its residents.

Sincerely,

A handwritten signature in cursive script, reading 'Dennis Pemberton, Jr.'.

Dennis E. Pemberton, Jr.

A handwritten signature in cursive script, reading 'Emmitt J. Smith, III'.

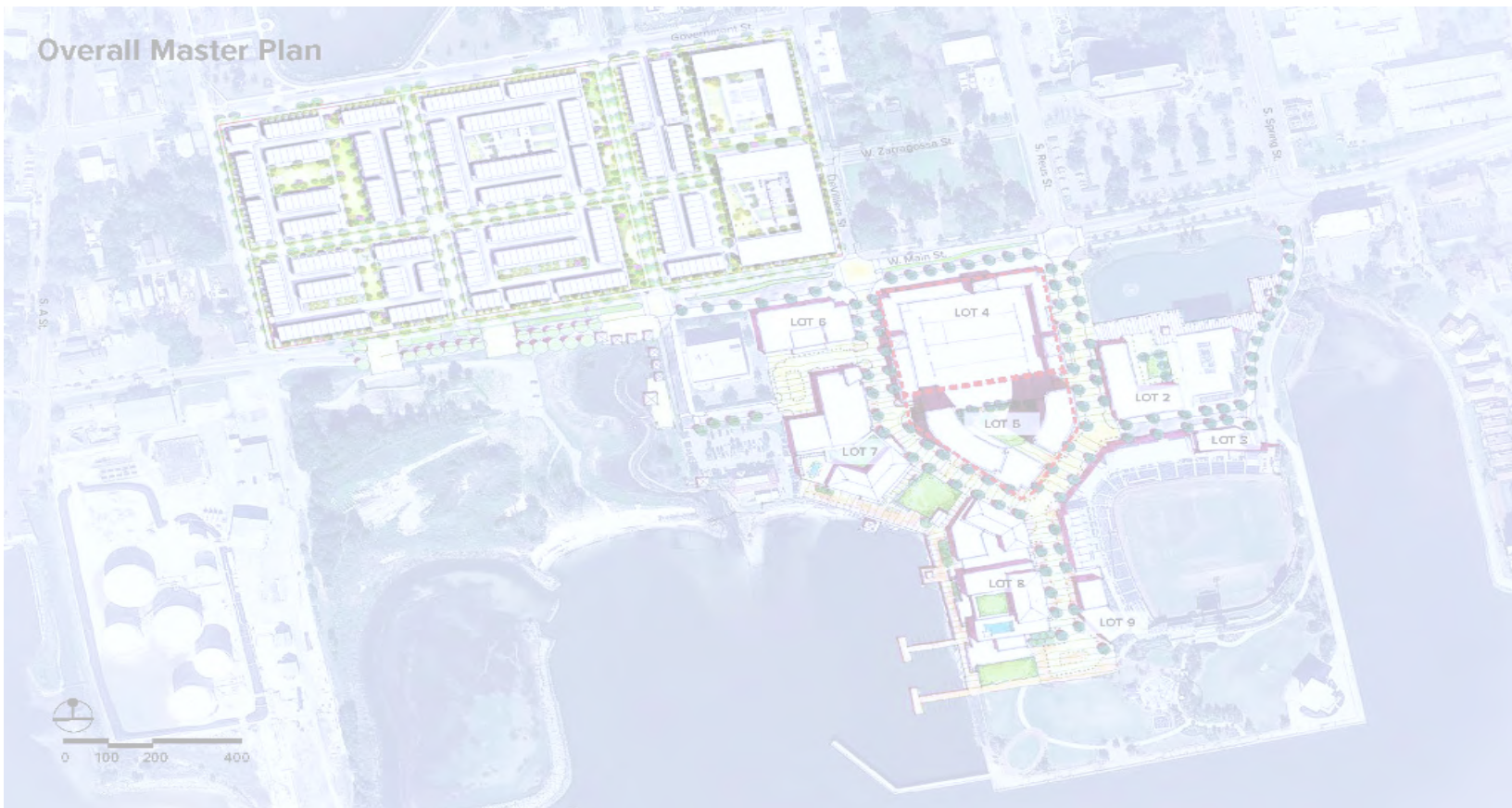
Emmitt J. Smith, III



# Proposal to Develop Historic Maritime Park Parcels 4 and 5

Submitted to City of Pensacola

June 30, 2021





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## PROJECT INTRODUCTION

The team of Inspired Communities of Florida and E. Smith Enterprises (the Sponsor) continues to be as excited as ever about the prospects for the development of the West Main Street District and incorporating parcels 4 and 5 into our plans. As we have proceeded with the design of parcels 3, 6, 8 and 9 and the former ECUA property, we have become even more familiar with the market demands and opportunities in this district. The vision we are presenting with this submission represents an evolution of our initial Project Concept to build upon the successes of downtown developments and to take advantage of trends in the national market for commercial real estate. With it, we are introducing a synergistic and symbiotic development to the West Main Street District master development program that incorporates different product types, minimizes project cannibalization, maximizes congruence, and reinforces the prospects for market success for each individual project on the former ECUA property and on the Maritime Community Park properties.

The Sponsor has assembled a world-class design, development and operations team to execute on the redevelopment of the Historic Maritime Park sites. **The Dawson Company**, an affiliate of the Sponsor, is headquartered in Pensacola, and has been one of the most active developers in Escambia County over the last six years. **Emmitt J. Smith, III** a principal of the Sponsor, is a Pensacola native with deep ties to the community. Furthermore, the Sponsor has assembled a team of recognized industry and subject matter experts. The collective Sponsor team has the proven capability, gravitas, and credibility to be a change-agent and lead the long-term development of the project.

*The Sponsor is uniquely qualified and perfectly positioned to successfully execute on this transformational development opportunity that could be game-changing for Pensacola.*

Over the last 6 years, the Sponsor, via its affiliate, has been involved in the successful development in several high-quality commercial and multifamily residential developments in the Pensacola area. This has enabled them to establish and maintain excellent regional resources and relationships. Additionally, the Sponsor has successfully introduced and brought significant sources of institutional investment capital to the market. Finally, as the developer awarded the development rights for parcels 3, 6, 8 and 9, as well as the former ECUA, we will incorporate parcels 4 and 5 into our plans, and thus will ensure full integration and coordination.

Based on our experience developing and operating assets in Pensacola and elsewhere, we are extremely confident that there is demonstrated demand for, and a dearth of supply of, appropriate mixed-income housing. We are eager to introduce high-quality housing developments to Pensacola that will expand opportunities and access to a broad range of Pensacolans, including those who have been historically left out and left behind. This will further the tremendous strides that the community leaders have achieved to date in making Pensacola a vibrant community for all its residents.

### **Our Edge**

***A key driver of the projects long-term success and viability will be the ability for the developer(s) to attract institutional capital to Pensacola.*** This is an area that the Sponsor and its strategic partners are well-versed, and well-suited, to be a conduit to domestic and international sources of capital to the projects. For the last five years, we have been actively engaged in, focused on, and successful at bringing real estate investment capital to Pensacola.

Even before the pandemic, Pensacola was viewed as a city that was not on the radar of most institutional capital sources. Despite the state of Florida's compelling growth and overall attractiveness to capital sources, Pensacola has largely remained outside of this flow of capital. Its reputation as a seasonal beach town, and as "east Alabama," with the myriad of perceptions and connotations that carries, have negatively impacted the City's ability to garner the attention experienced in other Florida markets.

The Sponsors' recent efforts have begun to alter these perceptions and we remain very optimistic about the long-term prospects for success of the West Main Street project and its ability to attract significant investment capital.



Based on our recent discussions with global capital sources, Pensacola has many attributes that make it increasingly appealing. The two most important characteristics include:

- **A Strong, Diverse, and Resilient Economy.** Pensacola is gaining recognition for its diverse economy, comprised largely 21st century, sustainable industries (such as cybersecurity) that are recession-resistant, and whose products and services benefit from relatively inelastic demand such as healthcare, military, higher education, global credit union for military families, and regional tourism. This differentiates Pensacola from other major markets in Florida that are highly dependent on global tourism.
- **A Community of “Doers”.** Despite the significant physical and social needs in the market, Pensacola is manageable and is relatively easy to understand. Unlike other markets with cumbersome political processes, Pensacola benefits from political and community leaders who tend towards action. There is a demonstrated coordination, sophistication, professionalism, and strong leadership in, among, and between the local public, private, corporate and non-profit sectors.



## PROJECT OVERVIEW

We are pleased to submit this proposal for the redevelopment of Lots 4 and 5 at the Vince Whibbs Sr. Community Maritime Park. We propose to integrate these two lots with the development of the other lots which have been awarded to us, based on our original submission dated, June 30, 2020. In general, the bulk of our prior proposal should still be understood to remain in place. As we work to identify the scope of each phase of development, we will fine-tune the team participants and financing structure for each project. Our commitment to the Covenant with the Community remains fully in place as does our commitment to the practical implementation of the Planning Documents that have been previously prepared and adopted by the City.

As we have proceeded with the redevelopment planning on parcels 3, 6, 8 and 9 and the former ECUA property and have followed the discussions regarding the redevelopment of these critical lots at the Community Maritime Park, our understanding of the market potential for the West Main Street District has deepened and our vision for the transformation of this area has broadened. Looking beyond the local market dynamics, we are also recognizing a post-pandemic surge in Florida in-migration that reaches beyond the traditional appeal to individuals, and now includes businesses looking to escape tax-burdened locales and seek lower cost of living and higher quality of life for their executives and employees. For example, several major northeastern financial sector businesses and other industries are moving and/or expanding into Florida and we believe that Pensacola is perfectly positioned to capitalize on this trend.

With the addition of parcels 4 and 5, we believe that we can create a catalytic globally competitive 21<sup>st</sup> century best-in-class development that includes best-in-class, Class A residential space paired with a Class A office center, that attracts and appeals to prospective national and international businesses and residents looking to move to, and invest in, Florida. By expanding the Master Plan's density, we can maximize leverage and generate the highest ROI of the substantial public dollars invested in the park and stadium by creating a high quality 18-hour district.

We believe that this proposal is consistent with the CRA plan's intentions to activate the District and bring economic development to the City. We acknowledge that full implementation of this vision will require expansion of some elements from the Master Plan that have been adopted into City ordinances. However, this approach is warranted in order to expand the long-term tax base for the City and County by adding jobs and residents, while also creating additional housing opportunities for households earning less than the area median incomes. Our team looks forward to working together with the Planning Department and the various other local boards with jurisdiction over this land, to find agreement on the most efficacious programs and designs to bring these benefits to the City of Pensacola.

There is an incredible opportunity to activate the Maritime Park site with, retail, entertainment, a range of housing options, and class-A office space. We aim to help the City of Pensacola live up to its full potential by building upon its existing strengths and preparing it for the future. Thus, we propose a mixed-use development that includes a variety of residential options, experiential and mercantile retail, commercial uses, community amenities and services.

The Sponsor has built a proven team that can steer the development into, and through, the uncharted resulting from the permanent structural and paradigm shifts from the pandemic. Employee and employer behavior, housing requirements and demands, space design, safety requirements, the new economic realities for families and workers, and global real estate capital flows are all in flux and we have strategized accordingly. Additionally, we can confidently adapt to the social change that is impacting how we live, and how we live together.

With the Sponsor's proven execution capability, commitment to Pensacola, staying power, and multi-generational commitment to driving social change, we are poised to be an ambassador for project and the capital it will require. The West Main Street District project's impact will be tangible and measurable, and will bolster Pensacola's trajectory of development, growth and economic expansion, therefore improving the lives of families for generations.



## TEAM OVERVIEW AND ORGANIZATION

Inspired Communities of Florida, LLC has assembled a versatile and highly experienced design, development, construction, finance, and operations team to deliver on the City of Pensacola’s ***vision of a transformational mixed-use development that maximizes the commercial, residential, retail, and entertainment potential of the ECUA and Historic Maritime Park properties while improving quality of life for all Pensacolans.***

Each of our team members has special capabilities that make them excellent partners for the City of Pensacola. Inspired Communities of Florida (ICF) has deep experience with mixed-use development and working in partnership with a broad range of constituents to implement visions for community development. We understand the market realities of where we work, but constantly strive to serve a larger purpose than the economics of an individual project. EJ Smith Enterprises, LLC, through its affiliates, has executed and participated in several transformational real estate transactions across the Country.

Inspired Communities of Florida (ICF) brings over 50 years of experience in real estate development, finance, design, construction, and management to the project, including extensive experience in mixed-use urban-infill development throughout the eastern United States, and multiple projects throughout Pensacola. As an African American owned business, founded during the height of the Civil Rights era, ICF has always driven M/ WBE inclusion on its projects, whether there is any public mandate to do so or not. ICF has provided guidance on and implemented creative, aggressive inclusion programs for public and private partners in Cincinnati, Baltimore, Pensacola, and Pittsburgh. As a private, for-profit developer, ICF has also remained focused on financial performance and execution efficiency on its projects, expertise that we bring to bear when leading this exemplary team. ICF includes in the Qualifications and Experience section below two of its most comparable completed projects, Lindbergh City Center in Atlanta and The Banks in Cincinnati. The projects:

- Were transformational for their communities;
- Involved significant public/private cooperation;
- Demonstrate our ability to execute complex, phased, master-planned developments;
- Implemented aggressive minority business inclusion and workforce development programs; and
- Were certified under various high-performance building rating systems and energy efficiency standards.

### **DEVELOPMENT TEAM OVERVIEW AND ORGANIZATIONAL STRUCTURE**

Our team strives to create places that are a unique blend of architectural distinction, destination appeal, and significant social inclusion, both financially and intergenerationally. As real estate development, construction, and management companies with significant experience, ICF/EJ Smith Enterprises have steady records of growth and expansion. we are widely recognized for our unparalleled ability to increase the value of the assets we develop, own, lease and manage.

The primary reasons why our team’s experience is perfectly suited to execute on this project include the following:

- I. We complement each other;
- II. We have done this before, and more than once;
- III. We recognize the transformational nature of this project;
- IV. We are experts at the art of mixed-use development;
- V. We are committed to Pensacola for the long-term;
- VI. We are a diverse team, and we are focused on building inclusion into the “DNA” of our work; and
- VII. We have extensive global capital relationships that make us fully capable of funding all aspects of the project.





With an impressive portfolio, our team has an outstanding track record and the expertise required to undertake complex mixed-use development. This allows us to create mixed-use properties that integrate residential, retail, and hospitality property types that provide benefits to all project stakeholders.

### ***INSPIRED COMMUNITIES OF FLORIDA (Dawson Company)***

Inspired Communities of Florida (the Florida d/b/a of The Dawson Company) is a Pensacola-based real estate company founded in 1969 by Harold Dawson, Sr. The Dawson Company has developed, renovated, and/or managed 5 million square feet of office, 1.5 million square feet of retail, and 15,000+ units of attached and multifamily housing. ICF is a vertically integrated real estate development firm providing inhouse solutions for development, acquisitions, design and construction management, strategic advisory, and asset management. ICF provides these services for ourselves, our joint venture partners, and third-party clients. ICF has a process driven platform led by high level, technically proficient real estate, design, finance, construction, and legal experts. The company has a business model primarily focused on urban multifamily and urban mixed-use. The company employs a business model that is research and econometrically driven with a focus on markets that have concentrations in the energy, education, healthcare, technology, science, and financial sectors of the economy.

Over the history of ICF, we have made a commitment to minority/disadvantaged business inclusion. ICF believes that inclusion is vital to the success of our developments and the communities in which they are located. ICF has been a leader in developing customized public and private sector economic inclusion programs for development projects. We have used programs of this type for our Banks development in Cincinnati, Ohio and Maritime Place in Pensacola, Florida. ICF has provided inclusions program services for both ICF projects and third parties. The Dawson Company was instrumental in helping the Pittsburgh Penguins develop an inclusion program for the redevelopment of a 28-acre site in downtown Pittsburgh.

As a second-generation African American owned company, ICF has been at the forefront of breaking down barriers for African Americans in real estate for five decades.

For the West Main District RFP project, the development team is committed to a minimum 20% minority and 5% woman owned business inclusion in the project and all primary development and construction team members have or will execute the Covenant with the Community. Furthermore, we will seek to fill a portion of the development's retail space with local and disadvantaged businesses.

### ***EJ SMITH ENTERPRISES AND ITS AFFILIATES***

EJ Smith Enterprises and its affiliates include a real estate solutions company that combines domain knowledge, experience, talent and strong relationships to create, finance, and execute the real estate solutions their client's demand. Founded by Emmitt J. Smith, III, a Pensacola native with deep and lasting ties to the community, the company is an active developer including as part of the master development team for the Science and Technology Park at Johns Hopkins in Baltimore, MD - \$1.6 billion, 20-year mixed-use revitalization project with funding from city, state and federal agencies, along with other philanthropies and private business owners. The planned community was previously known as Eager Park currently has delivered three commercial lab buildings, 800 units of housing, a five-acre park, a new K-8 school, retail and a hotel and will, upon completion include up to 1.6 million square feet of commercial lab and office space, 1,700 affordable and market-rate housing units, additional schools and 150,000 square feet of retail space and a hotel. EJ Smith Enterprises and its affiliates will be the lead developer(s) in charge of executing the commercial aspects of the project.

### ***TEAM ORGANIZATION***

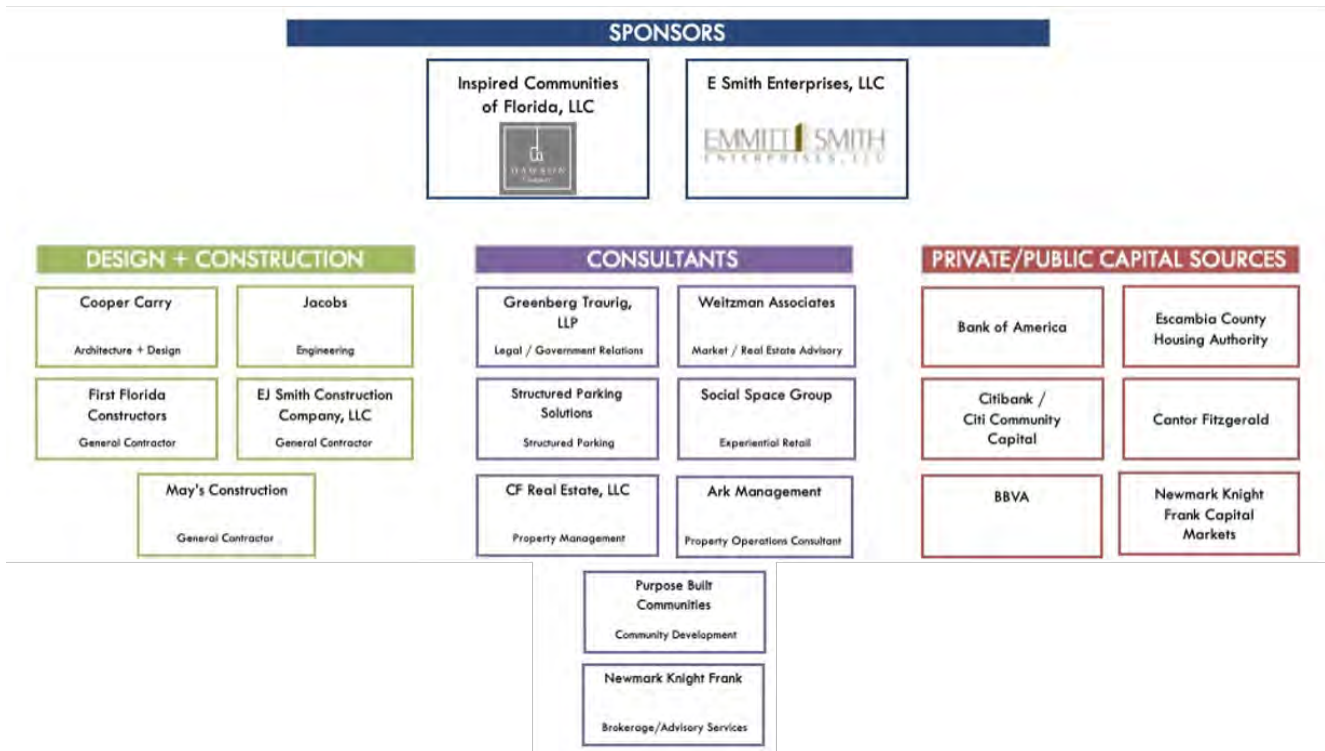
Endeavors of any positive significance are not achieved by a solitary entity or individual. Great projects demand great partnerships, The project partners include not just the development partners of ICF, EJ Smith Enterprises, but architects, engineers and consultants that share our commitments to excellence, outstanding work ethic, and inclusive



growth. These entities' positive reputations precede them — all bring to bear years of experience in their trade or craft and a breadth of experience. The level of familiarity based upon past projects enables the team to escape the confines of a typical business relationship, and its inherent economic and contractual restraints, and plumb the depths of creativity that only comes from years of professional collaboration and personal trust. At some level, these development partners have worked together on numerous occasions to deliver projects with goals substantially similar to this one. As the lead entity, Inspired Communities of Florida has ultimate legal and reporting responsibility for the team. The developer team is dedicated to engaging prominent local consultants that have the ability to augment the team as needed. With its impressive portfolio of comparable work, our design and construction team has an outstanding track record and the expertise required to undertake this complex mixed-use development. This will allow us to create and deliver an exceptional project for Studer Properties and the City of Pensacola.

We have initially selected Cooper Carry Architects and Jacobs Engineering to be the project designer, and First Florida Constructors to be the initial lead General Contractor with May Construction and EJ Smith Construction as additional General Contractors. These firms have a strong history of working in and/or a long-standing connection to, Pensacola, and we are confident in their ability to support the development team throughout this project.

Below we present an organizational chart outlining our broad team members and their responsibilities.



## PROJECT CONCEPT

Communities across the United States are continuously planning for their future – the City of Pensacola is no different. However, every place has unique assets. Pensacola has a diverse wealth of assets upon which to draw upon, including its economy, culture, and attractive location. In developing a project concept for the West Main Street District, we pursued a thoughtful approach to that could capitalize on all that Pensacola has going for it, while addressing its needs in order to build a more prosperous and just future.

### What Pensacola Needs



Perhaps the most defining feature of Pensacola is its orientation along the southwestern corner of the Florida panhandle. The City's vast ocean access, 18-miles of white sand beaches, panoramic views, and subtropical climate support a robust tourism industry. Its superb location was the primary draw for seafaring Spanish settlers, the first European inhabitants in America, who developed the area into a strategic military and trading asset in the mid to late 1500s. This history is well preserved in Pensacola's Historic District and the Saville Historic District, which is a 37-block neighborhood featuring museums, galleries, and several historic buildings, which include Victorian era buildings from the 19th Century and several plazas that date back to the Spanish settlements of the 17th and 18th

Centuries. Historic buildings are also found along Palafox Street, which serves as the North-South gateway to the City, terminating at the Palafox Pier Marina and Plaza de Luna. This downtown stretch of Palafox Street was named in the American Planning Association's 2013 list of "10 Great Streets" for its eclectic architecture and expansive medians, plazas, and tree-lined sidewalks.

Today, the City's ocean access provides a connection to its historical roots and is the lifeblood to the region's more than 2-million annual visitors, who spend more than \$940 million per year. It also supports the Naval Air Station Pensacola, a 14,000+ military personnel air and naval base in neighboring Warrington, Florida. The base is also home to the Navy Flight Demonstration Squadron (Blue Angels), the Naval Education and Training Command (NETC), the Naval Aerospace Medical Institute (NAMI), and the Department of Defense's Center for Information Dominance. The area's large military presence, which accounts for more than 10% of the metro area's labor force, has catalyzed a nascent cybersecurity industry, which has recently accelerated with development of the Center for Cybersecurity at the University of West Florida, which offers two- and four-year NSA and DHS accredited degrees and is designated a National Center of Academic Excellence in Cyber Defense Education.



Pensacola has made tremendous progress in its efforts to revive its downtown business and historic districts and to further diversify its economy and employer base. The City, non-profits, and private philanthropists have entered several fruitful partnerships to not only preserve Pensacola's historic assets but to further plan and develop large downtown parcels to promote new business investment, attract and grow future talent, and provide civic and cultural assets for locals and tourists alike. These efforts are most clearly seen in the Downtown Business District Plan, the Waterfront Framework Plan, and the West Main Street Plan (which this project, of course, responds to).



As Pensacola strives to advance its position in the region, it must look to both the City's land and strategic features as well as its historic and cultural assets for inspiration and authenticity in shaping its future. Successful developments will leverage these strengths to address areas where Pensacola must continue to grow. Key goals for Pensacola are as follows:

- I. Further **expanding and modernizing its economy** and labor force;
- II. **Fostering organic growth by expanding the urban core** through thoughtfully planned developments;
- III. **Attracting private investment, stimulating entrepreneurship, and retaining businesses;**
- IV. **Bolstering household growth** through housing production and community development; and
- V. Solidifying Pensacola's status as a great place to "live, work, and play" through the **development of avant-garde attractions and improving quality of life through access to urban amenities and services.**

### **Our Vision for the West Main Street District**

Pensacola has made great strides in revitalizing its historic downtown district but has had difficulty getting momentum on its west side. By redeveloping the West Main District, the Sponsor believes that it has an opportunity to propose the means for setting up a catalytic strategy for sound neighborhood evolution. The neighborhood needs more quality housing, without gentrification that would force out longtime residents. The waterfront needs a variety of attractors to activate the streets and sidewalks at Maritime Park and bring visitors to complement and multiply the effect that the Wahoo's Stadium and its home team has created on game days. This proposal outlines a strategy for the development of a diverse, mixed-income residential community, including retail and commercial space to serve new and existing residents, alongside the destination hotel to be developed by others, and experience driven retail to attract visitors and energize the waterfront with activities and services.

Our vision for the West Main Street District responds directly to the needs we addressed above. By way of an urban design foundation, it builds upon the Master Plan and Urban Design Guidelines prepared by DPZ and Speck & Associates in 2019. We recognize the parameters proposed by the Master Plan and have layered our own collective expertise to form a development plan that is marketable, feasible, inclusive, sustainable, and innovative. Furthermore, we have relied upon the market study prepared by Weitzman Associates to supplement our own knowledge of and experience working in the Pensacola market. We believe that the planning framework commissioned by Studer Properties put forth sound recommendations to create an attractive, successful mixed-use district; we will imbue the plan with our own expertise in order to make this vision a reality.

At Maritime Park, the primary strategy is to create a vibrant destination for visiting, working, and living. Maritime Park is a prime location that has not lived up to its potential.

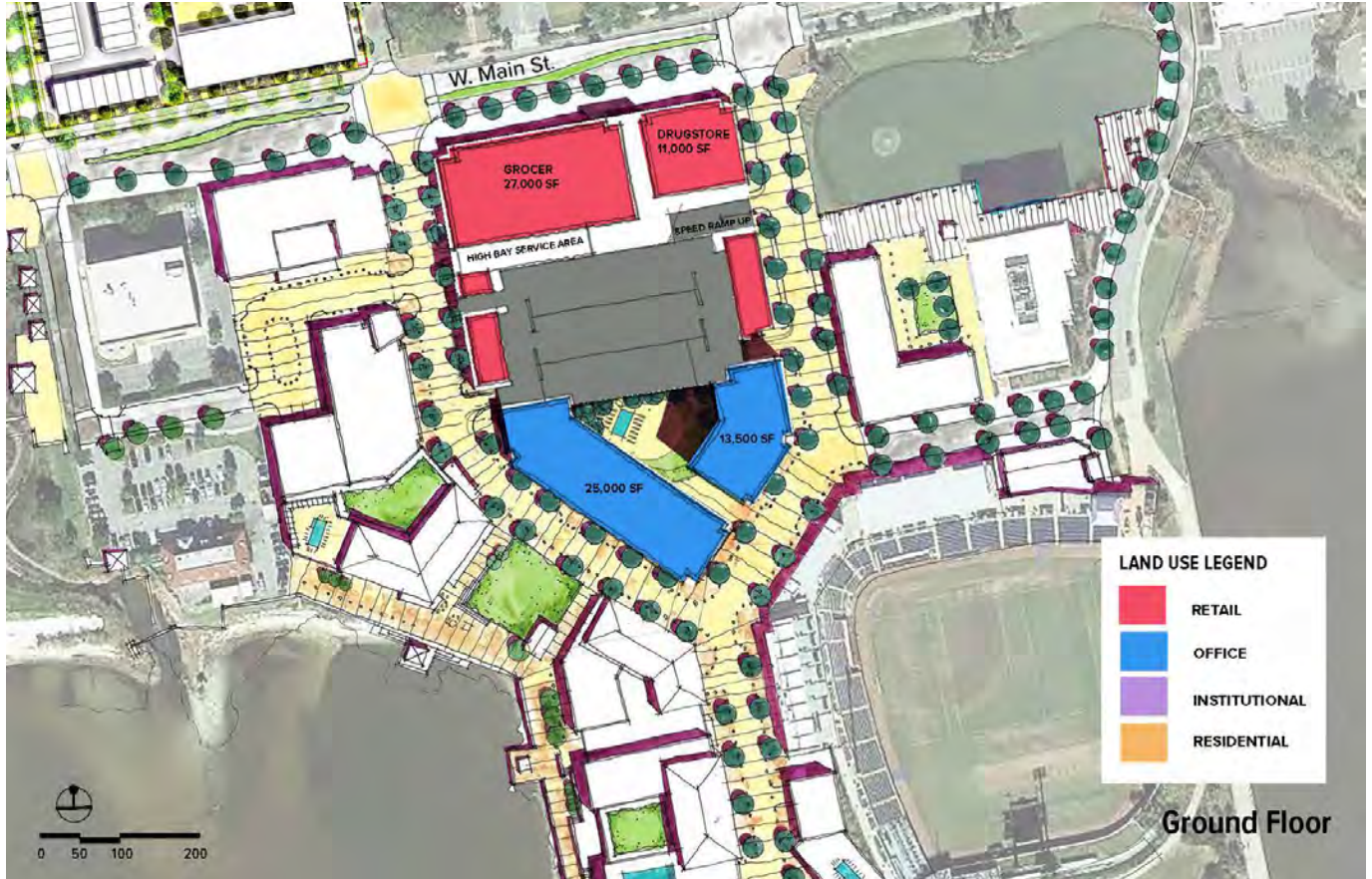
## OVERALL SITE PLAN (includes Parcels 4 and 5 and our controlled parcels)



The Master Plan above shows the entire West Main District including the former ECUA property, which is privately owned and is currently under a development agreement with the Sponsor, in the upper left quadrant and the City-owned Community Maritime Park lots in the center to the lower right of center. Lots 4 and 5 are illustrated in greater detail in the images below.

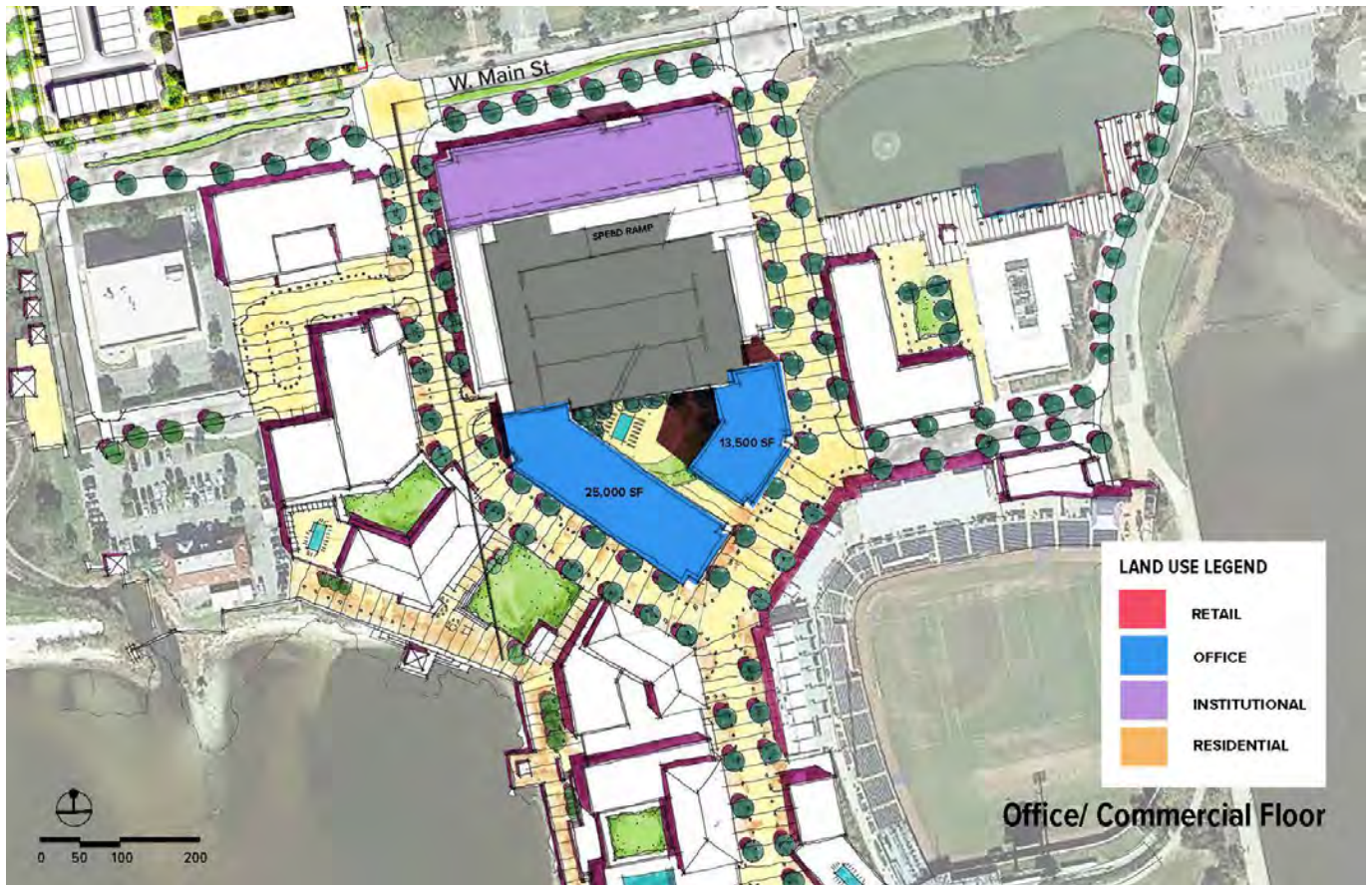
## OVERALL SITE PLAN: PROJECTS AND PHASES

The following images show the Sponsors' re-visioned proposal for Lots 4 and 5 in the general context of the Community Maritime Park. The former ECUA property is shown in the upper left corner, across Main Street.

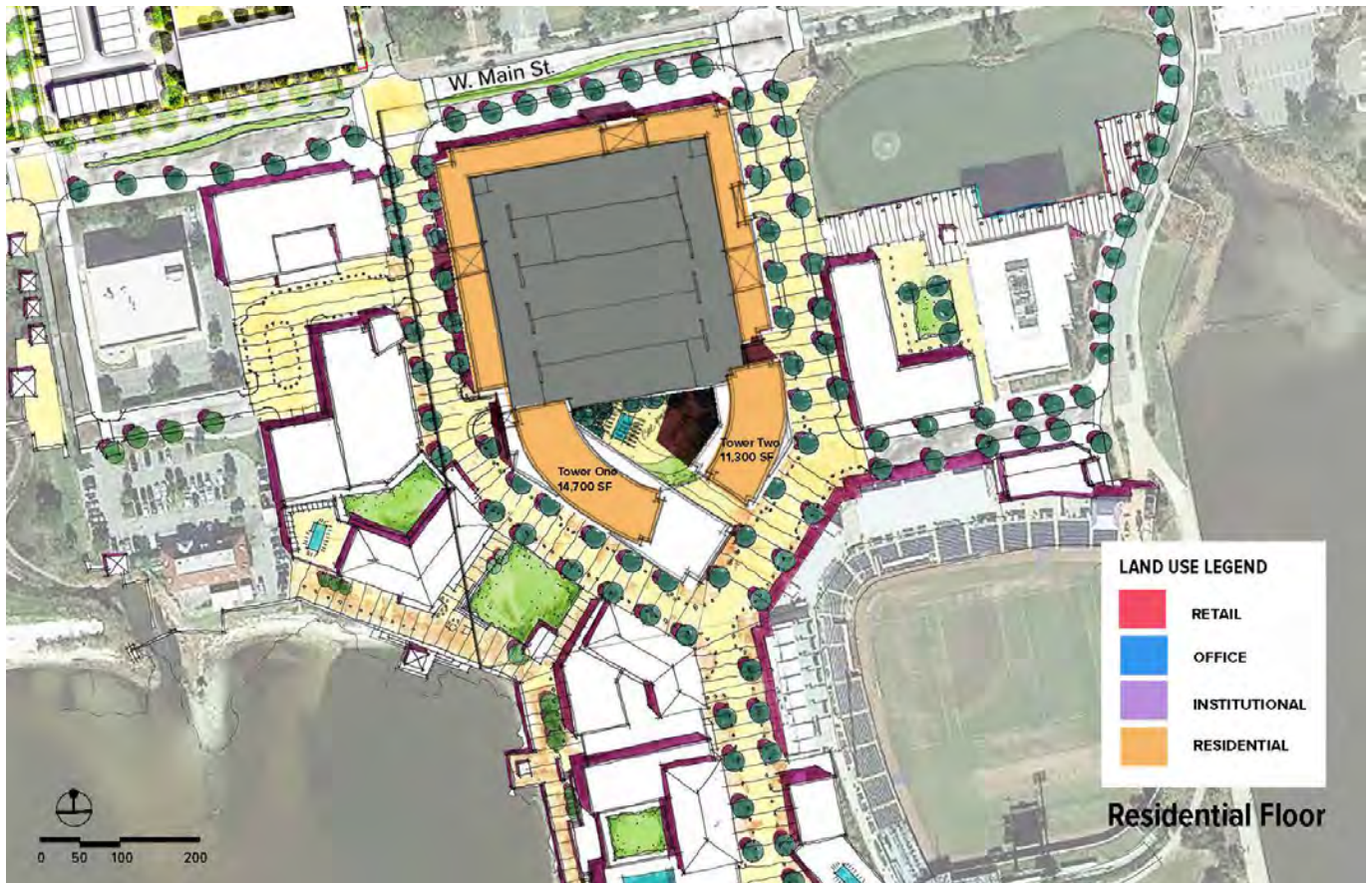


The street level development of the block that includes Lots 4 and 5 is dedicated to public uses opening to the sidewalks and to providing retail and business uses that will attract people to the site throughout the day and the week. The Sponsor has preliminary interest from Publix for a grocery store to serve the growing westside neighborhood and has sized the retail to accommodate their prototype.

Above the street level retail on Main Street, the plan includes the potential for an institutional user to create a public facility for community service or educational uses within the development. The southern point, Lot 5, has two

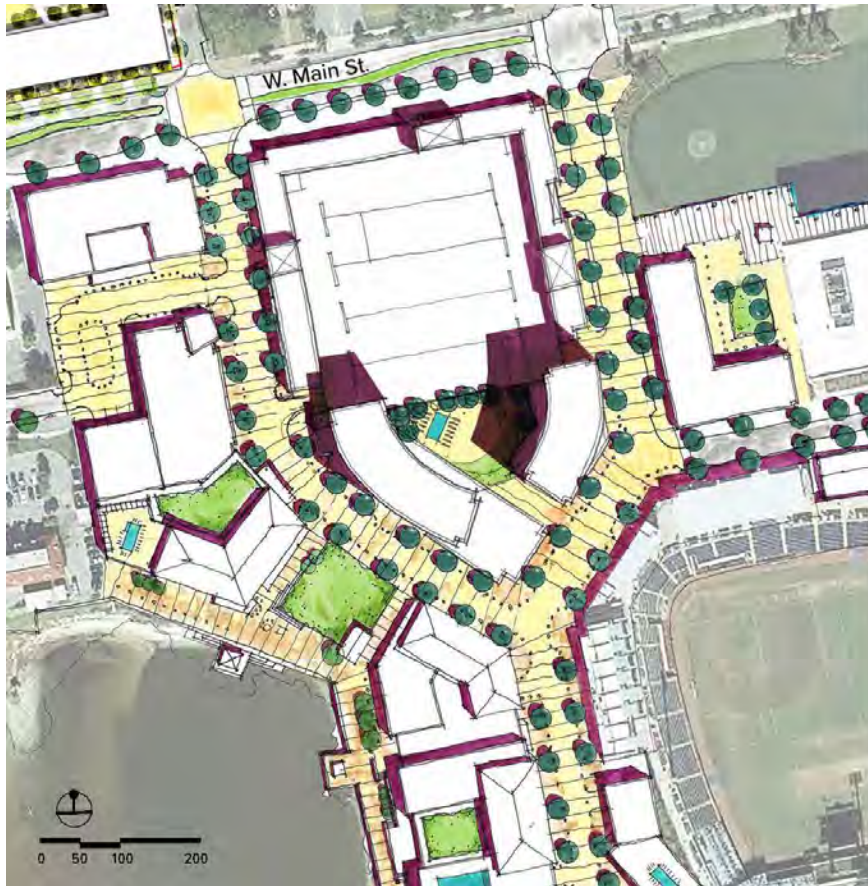


office blocks each programmed to rise three stories from the sidewalk with ground floors that could include retail and restaurant space of provide easy access to offices with public interfaces. They form the base for high-rises.



Above the lower levels of retail and commercial spaces, the entire block is wrapped with residential space. The central shared parking deck is enclosed within a mid-rise apartment wrapper offering mixed-income rentals with 10% of the units set aside for income qualified residents. The towers on Lot 5 rise above the office blocks and provide luxury apartments with views of the bay from every unit.





**Residential Units: 534 Units**

- (82% efficiency/ 900sf/unit)
- 30 Units/ floor (4 level wrap)= 120 units
  - Tower 1: 13 units/ floor (18)= 234 units
  - Tower 2: 10 units/floor (18)= 180 units

**Commercial/Retail: 47,000 SF**

- 27,000 SF Grocer
- 11,000 SF Drugstore
- 9,000 Inline retail

**Institutional / Commercial: 33,000 SF**

- One level up to 90' deep

**Office: 115,500 SF**

**Parking Provided: 1,483 Spaces**  
(7 level deck, G+6)

## Program

The overall program summary presented above lists only the contents of the proposal for Lots 4 and 5 which will be added to the program for the rest of Community Maritime Park previously submitted by the Sponsor and the awardee of the rights to Lot 7 who has proposed a hotel on the waterfront. At 21 stories in height, the upper floors of the two towers will see not only the Bay but be the only downtown homes with views of the Gulf.



## **Housing Strategy**

The current plan for the West Main Street District’s development includes a focus on rental housing with some inclusion of for-sale options. The Residential and Retail Marketability Report by Weitzman Associates projected the feasible development of over 1,800 dwelling units on the subject property but emphasized that the “residential development at the West Main Street Sites appeal to a broad spectrum of the potential market to maximize its overall marketability and contribute positively to the growth of Downtown by attracting a variety of household types.” The Weitzman study also calls for strategies that enhance absorption and respond to the market even as this development is implemented over time. Our proposal reflects our desire to reach people within the impacted community even as it provides desirable housing for people who want to come downtown but haven’t had housing options that met their needs and desires. Our goal is to provide housing options suitable for different age groups, household types, income levels and tenancy profiles.

The demand for market rate rental housing near downtown was amply demonstrated by the success of the Southtowne Apartments development and the Weitzman report indicates the market can support the addition of more housing of this type. However, simply repeating this past success does not create the kind of community this project can become. Yes, it is about housing production, but in a manner that does not push current residents out of the neighborhood. Urban redevelopment across America is causing cities that used to be considered affordable to become unaffordable. Our overall strategy includes multiple levels of affordable housing in it — for seniors, for families – as well as upscale housing for young professionals and successful retirees.

The range of products we propose includes housing specifically tailored to market-rate urban dwellers, moderate- and low-income residents, seniors, and families to ensure that the West Main Street District community will be demographically and economically reflective of the full spectrum of people Pensacola has to offer. We propose a diverse mix of product types in order to respond to market realities, but also to allow our team to execute multiple projects concurrently using alternative financing strategies to service diverse tenant groups. This is a risk management strategy (diversification is key) and a means to phase in the project more quickly. A diversity of product types avoids internal competition for development capital and for tenants. It is our belief that financing condominium / for-sale units is challenging in the Pensacola market at this time. However, this will likely change once the first few phases of the project have been delivered. Thus, we have designed the units such that about 30% of them will likely be eligible for condominium conversion in the future.

We believe that that this development can do more to accommodate all the people that make up the diverse Pensacola community. We believe that this is an opportunity to create housing for people like teachers, nurses and first responders and to create spaces and places for community organizations that bring services that enhance and serve the community. It’s an opportunity to build projects that are sustainable and eco-friendly, and projects that contribute to the overall fabric of the neighborhood. It is also a place for excitement and entertainment, for commerce and shopping. A place for people of differing means to live side-by-side and focus on their common interests, assets and desires.

### **Specific Lot 4 and 5 Proposal - Housing**

We are proposing to develop Lot 4 with a significant mid-rise apartment component, tied into the mixed-use building previously proposed for Lot 6, that will provide a total of 215 apartments, of which at least 10% will be set aside at rents affordable to income-qualified residents. The units on Lot 4 will wrap around the central parking facility,



which will be designed to accommodate the parking demand created by the development of these lots, including Lot 6, as well as the commitments the City has made to Maritime Place, Wahoos Stadium and the proposed hotel on Lot 7. These units, with an average size of 850 square feet, will all be finished as contemporary market-rate apartment units and will enjoy a competitive set of interior amenities, including some outdoor facilities located on top of the deck.

Lot 5 will be developed with twin high-rise apartment towers including 414 luxury residences rising above the base structures of the office blocks. These rental homes, with average sizes between 875 and 890 square feet per unit, will feature upscale finishes, state-of-the-art kitchens, name brand appliances and will enjoy world class interior and rooftop amenities. Built in two phases timed to proceed with the commercial buildings that form their bases, these towers will provide beach-front, quality water views from every apartment. From the water, they will stand as markers of Pensacola's arrival as one of Florida's premier cities.

### ***Specific Lot 4 and 5 Proposal - Commercial Components***

Our re-visioned development plan for Lot 5 incorporates several levels of prominent and attractive Class A office space, totaling 115,500 square feet of new commercial space, that will bring businesses to Pensacola and a daytime population to Community Maritime Park. The larger office space is strategically located facing the waterfront green between Lots 7 and 8 so that this public amenity will become a major attractor for corporate clientele. Both office blocks enjoy access to their own internal courtyard as well. Importantly, these two office buildings bring an all-day weekday population to Maritime Park and can help to support small scale local businesses that fill retail spaces below the apartment buildings and on the fringes of stadium by adding customers outside of the peak demands of game days and evenings.

Lot 4 also includes commercial space in the form of large street level retail space, potentially dedicated to a grocery store and a full-service pharmacy, as well as upper-level institutional space that can support the inclusion of continuing education and similar public enrichment programming to help the Pensacola population prepare for better jobs as the local economy diversifies and the demand increases for more people with advanced 21<sup>st</sup> century job skills. Accommodating this kind of facility in the development is one way in which the Inspired Communities team hopes to manifest the Covenant with the Community beyond the initial construction industry impacts the Covenant was initially created to impart.

### ***Retail Components***

The retail component of this proposal is anchored by a 27,000 square foot Publix grocery store in specific response to an expression of interest that the Sponsor has received. This is paired with an 11,000 square foot space to which we hope to attract a large tenant that will help create a critical mass of destination retail on West Main Street that will serve the west side neighborhood as well as commuter traffic headed to Warrington and Perdido Key. Capturing this traffic will help to support a smaller offering of small shops on the side streets that will also serve the new residents with necessary retail needs.

The Sponsor is continuing to work on an "experience retail" attraction for Lot 6 and resort retail for the boardwalk along Lot 8, which will include an upscale cigar bar and marina related retail as well as other boutique outlets. In addition, the southeastern corner of the former ECUA site has the potential for another 16,000 square foot space if the retail market can support it after the other spaces are stabilized.



## **Former ECUA Site Development Update**

*Although not a part of this proposal per se, our vision for Lots 4 and 5 is coordinated with, and driven by, the vision we have for the site immediately to the north of Maritime Park. On this property we have focused on serving the community by dedicating the majority of the land to modest scale, attainable family housing by planning 354 individual rental townhouses with attached garages, that will include at least 10% of the units for low-income residents under a program supported by an ECHFA bond issue. These 2-, 3- and 4-bedroom homes occupy a site designed in accordance with the planning principle established in the Master Plan for walkability, connectivity and view corridors that will open the Bay to the community.*

*The eastern portion of this site is planned to include stepped up apartment blocks, offering water views in each apartment building. On the southeast corner of the site, we propose a mid-rise building with 228 market-rate apartment units averaging 850 square feet and including 16,000 square feet of street level retail space, a self-contained parking facility and a community amenity center, serving all residents of the 18.5 acre development. The parking spans across the extension of Tarragona Street, creating an open tunnel, showcasing an ever-changing collection of local street artists for a dynamic expression of contemporary visions and messaging, like an underground version of the Winn Walls district in Miami or the Krog Street Tunnel in Atlanta.*

*On the northeast corner, another wrapped deck project serves as base to a high-rise apartment block with views over and around its shorter neighbor. Consisting of a similar type of apartment units but also including some larger duplex units with Bay views, this project will add 302 units to the complex.*



## Parking Strategy

Parking is an evolving part of the built environment, as more options for alternate transit, ride share, and work-from-home options increase. The overall parking strategy for both the ECUA and Community Maritime Park sites is multifaceted. On the ECUA site, the strategy involves private garages for each townhouse, built above the flood plain and structured parking for the apartments with some service areas and visitor parking below the flood plain and enough elevated parking for residents, while providing on street visitor parking for improved streetscapes and pedestrian safety. Streets will be graded to provide street level unit entries with stoops and landscaping to minimize the exposure of foundation walls that elevate the occupied floors. Parking for retail users driving to the ECUA site will be provided at retail level behind Main Street facing retail.

Given the higher density of commercial uses, and the existing commitments to provide parking for the Maritime Place office building and the stadium, a phased central parking structure, like the one envisioned in the master plan, will be constructed. This parking structure will provide almost 1,500 vehicular spaces, which will serve the new commercial uses, event parking for baseball, concerts, festivals, and other larger events, and the residential parking for Lots 4, 5 and 6 as well as the Hotel on Lot 7. A shared parking strategy will leverage this investment such that the right amount of parking is constructed and shared among the various entities in Maritime Park. This structure also provides replacement parking for the Maritime Park office building, and each beneficiary will contribute the cost of constructing and operating the deck. We will pursue a public-private partnership with the City of Pensacola to structure the financing of the shared parking strategy.

Lot 8 and the two high-rise condominium buildings on Lots 3 and 9 will have parking within their footprints using structured decks and multi-level automated parking solutions.

On-street parking is anticipated throughout both sites in keeping with the master plan vision. Strategies for peak demand on rideshare before and after games, concerts, and other larger events will be incorporated to provide safe, efficient, and reliable solutions. Our team is also thinking about transit strategies beyond these sites to leverage shuttle connections and other last mile solutions to link Downtown Pensacola more seamlessly to Maritime Park.



The following table breaks down the preliminary number of parking spaces in our proposal for the shared deck on Lot 4:

Lot 4 Shared Parking Deck						
			Plate	Levels	GSF	Total Sp
Lower	3 Aisle	300 x 180	54,000	3	162,000	442
Upper	5 Aisle	300 x 300	90,000	4	360,000	1,181
				7	522,000	1,623
Demand Factors						
	Resident	Retail	Office	Total		
Lot 4	133	47,000	33,000	390		
Lot 5	450		115,000	853		
Lot 6	95	20,000		155		
Lot 7 Hotel				150		
Maritime Place Office Buidling				200		
Ballpark				100		
	Total Parking Demand Factors			1,847		
	Total Shared Parking Provided			1,623		

The Urban Land Institute issued a manual on how to lower overall parking requirements factoring for spaces that can be used by different users at different times of day when the

88% Effective reduction per ULI Shared Parking method



## Proposed Development Schedule and Phasing for Entire West Main District

The phasing of the development activities depicted below is one potential option of how this multi-component, multi-faceted project can be implemented. Others exist and will be explored thoroughly once the actual development process begins. This version is based on our perception and understanding of both market demand for residential and commercial rental properties, which will determine how quickly new products can be absorbed, and the availability of capital for each type of investment. In addition, the phasing program is designed to stagger delivery of the projects that serve similar markets so that there is minimal internal competition for tenants and each project can reach stabilization prior to the next one opening for business.

Below we present a proposed phasing schedule, broken down by project.

Project		West Main Street District - Conceptual Development Timeline								Housing Summary
		2021	2022	2023	2024	2025	2026	2027		
	Sitework	ECUA Master Sitework	█	█	█	█	█	█		
1	ECUA 1	Family Townhouses	█	█	█	█	█	█		
	Residential Lease-Up					█	█	█		354 DU
2	ECUA 2	High-Rise Apartments	█	█	█	█	█	█		
	Residential Lease-Up						█	█		302 DU
3	Lots 4 & 6	Mixed-Income Apartments	█	█	█	█	█	█		
	Residential Lease-Up						█	█		215 DU
	Shared Parking Deck					█	█			
	Grocery / Pharmacy / In-Line Retail		█	█	█	█	█			47,000 SF
4	Lot 8	Luxury Waterfront Condos	█	█	█	█	█	█		
	Residential Sell Out						█	█		161 DU
5	ECUA 3	Mixed-Income Apartments			█	█	█	█	█	
	Residential Lease-Up							█	█	228 DU
6	Lot 5W	Luxury High-Rise Apartments 1		█	█	█	█	█	█	
	Residential Lease-Up							█	█	252 DU
	Office Build-Out			█	█	█	█	█		75,000 SF
7	Lot 5E	Luxury High Rise Apartments 2			█	█	█	█	█	
	Residential Lease-Up							█	█	198 DU
	Office Build-Out				█	█	█	█		40,500 SF
8	Lots 3 & 9	Luxury High-Rise Condos			█	█	█	█	█	
	Residential Sell Out							█	█	100 DU
									1810 DU	

The projects listed above include developments on sites previously awarded to the team plus the Lots that are the subject of this solicitation

**Project Phase Legend**

- █ Design / Engineering
- █ Permitting / Financing
- █ Construction Phase
- █ Lease-Up / Stabilization

06/30/21



## ***Commitment to Diversity, Community Engagement, and Inclusion***

As introduced earlier in this submission, ICF and EJ Smith are dedicated to using this project to enhance business opportunities for small and disadvantaged businesses in the Pensacola area and to provide jobs, training, and the chance for career advancement to the local workforce. In the past, we have benefited from programs like the Covenant for the Community. More recently, we have created programs in Baltimore and Pittsburgh that laid much of the groundwork for the Covenant for the Community, and, in fact, we helped draft the Covenant for the Community and successfully implemented it on the Maritime Place office building project.

The first step to the successful implementation of the Covenant's program is top to bottom buy-in. To demonstrate that buy-in, the Developer submitting this proposal has executed our own Pledge to the Covenant and has had its partners and lead contractors execute it as well. Like many innovative ideas that can benefit the development, design, and construction industries, it is important to commit to it early so the word gets out and the policies get embedded in every aspect of the Project from the start. It is much more difficult to adopt this kind of program after bids are in or without having done sufficient advance legwork to identify the businesses and people who have the capabilities and readiness that this program needs to be able to invite them to the table.

As we did for the development of the Maritime Place office building, we have engaged May's Construction to lead our team's efforts in the implementation of this program. They will participate actively in construction management and direct construction roles as well. When they reach out to the local small business community and the workers of Escambia and Santa Rosa Counties, they will do so with the entire Development Team's commitment to making sure that this project provides opportunities for local disadvantaged businesses and puts paychecks in the pockets of local workers. This is one of the many ways that we seek to make this Project impactful on Pensacola, and possibly the greatest impact it will have.

## ***Resiliency and Sustainability***

Our project team, which includes an industry leading infrastructure practice at Jacobs and Cooper Carry's practice in Green Buildings, views every project through a lens of sustainability and resilience to support infrastructure and sustainability objectives that benefit the developers, the community and the City. Beginning with infrastructure, this approach enhances project performance and lowers the cost of ownership. It focuses on a holistic evaluation of current and future threats and the development of adaptation strategies to mitigate those threats. By integrating these strategies in the civil design, it can integrate the appropriate level of asset hardening in an aesthetically pleasing design that blends in with the built and natural environments. This solutions-based approach results in projects that stand the test of time and deliver long-term value as Resilient Communities. This is achieved through a combination of incrementally enhancing design criteria, public policy and infrastructure as part of a comprehensive, integrated, inclusive and forward-looking approach to change management.

Following through on the individual project level, similar practices are applied early in the architectural design processes. We have generally found that a great deal of good can be done at relatively minimal costs by planning a protect for sustainability from the outset. ICF has completed notable projects under both the Earth Craft Multifamily program (2009 Project of the Year) and as a pilot project helping to create the LEED for Homes Mid-Rise program (Silver Certificate). Cooper Carry and Jacobs have also both completed numerous LEED certified projects. As a team, we are committed to promoting environmental stewardship combined with the risk reduction offered by a smart resilient site engineering approach to offer a high performing coastal development that its users will be proud of and that the owners will benefit from with a reduced cost of ownership.





# FINANCIAL AND NON-FINANCIAL RETURNS TO THE CITY OF PENSACOLA

## **FINANCIAL STRATEGY**

The Sponsor has been recognized for its ability to create bespoke financial structures that meet the objectives of the public and private landowners with whom it partners. Our keys to success in this regard are that we are flexible and open-minded, have decades of experience, and seek win/win outcomes.

As it relates to parcels 4 and 5 on the Historic Maritime Park site, we have contemplated multiple approaches for each. We have attempted to leverage our local knowledge to understand the objectives of the parties. However, we are open to other options as we learn more.

The Historic Maritime Park Site is owned by the City and may be subject to restrictions on land sales or land contributions. Consistent with how the Sponsor has structured multiple other transactions with the Metro Atlanta Rapid Transit Authority, the Port Authority of Allegheny County in Pennsylvania, and the City of Cincinnati, we are proposing a long-term land lease of the development parcels. A land lease structure will provide the City with annual cash payments to contribute to its operating budget. There are a wide range of specific lease structures and financial terms, but for illustrative purposes, we have modeled an annual lease payment for each parcel equal to 4% of the parcels' market value. Leasing the land rather than buying it upfront helps to lower the cash equity contribution on new projects and enhances cash flow available for debt service, enabling the developer to meet its inclusiveness goals.

In one recent transaction in Allegheny County, the annual lease payment was based on a percentage of appraised value and was adjusted at preset intervals – every ten years in that instance - via a new third-party appraisal.

We could also structure a potential purchase option by the lessee that would, among other things, help facilitate the future sale of condominiums. The Sponsor is confident that, based on its experiences, it can collaborate with the City to create a mutually beneficial structure that enables the City to meet its short- and long-term financial objectives.

In summary, the Sponsor remains very flexible on potential financial structures to facilitate the transaction and looks forward to negotiating with the City to find a mutually beneficial structure.

## **NON-FINANCIAL BENEFITS**

The development of the West Main Street District following the concepts outlined in this Proposal will greatly benefit the existing community where these projects will be located. There are both direct benefits in that certain facilities have been included in the development plans to specifically provide certain results and indirect benefits in that other facilities and activities provide opportunities for the residents of the community to live better. These benefits include enhance housing options, economic opportunities, improved community services and improved access to retail.

The housing strategy presented in this Proposal is conceived to broaden the array of housing options available within the community. Along with the many new market-rate apartments proposed in these development plans are projects that use financing that allows them to be mixed-income with dwellings set-aside for low- and moderate-income households. The demographically and economically diverse neighborhood this Proposal envisions will foster a strong community by preserving and growing social networks, by allowing people to remain in the neighborhood as their life circumstances evolve and by nurturing intergeneration interaction.

There are numerous soft economic benefits that will result from the proposed development, both during and after its construction. The development team is dedicated to the aggressive pursuit of the objectives of the Covenant for the Community, which means there will opportunities and mentoring for disadvantaged businesses and local workers so families in the community will prosper. Retail leasing will also be inclusive to ensure that a certain portion of the



commercial space being developed will be targeted to entrepreneurial businesses to allow creative businesspeople from the community to get a start with good support from the developers and the community.

The development program includes spaces for a variety of community services. These include spaces designed for and leased to child and health care providers, community organizations and the police department. Ready access to day care is a major determinant of family prosperity as is access to health care services, especially with Baptist Hospital moving north. Community facilities for use by charitable and non-profit groups that serve local families and individuals will be included and a proposed police substation would promote community policing so young people will know the officers that serve their neighborhood and families can rely on officers that they know.

Finally, the volume of retail space included in this proposal will bring goods and services to the heart of the community, including necessary outlets. The Proposal includes large spaces which will be marketed to a grocery store and a drug store and many smaller spaces for local vendors and service providers. To simply have stores within walking distance that can meet most residents' regular needs will make the community stronger, healthier, and happier, all of which are benefits of this Proposal.



## PAST PERFORMANCE

Below we have outlined key details, coupled with images, of past projects completed by our team that we believe demonstrate our preparedness to take on the Maritime Park site redevelopment project.

### Project #1: The Banks

<b>Project Name and Location</b>	The Banks Mixed-Use Development Cincinnati, Ohio
<b>Development Team Members</b>	<ul style="list-style-type: none"> <li>▪ Lead Entities: The Dawson Company and Carter</li> <li>▪ Master Planner: Cooper Carry</li> <li>▪ Project Architect: CR Architects with Moody Nolan</li> <li>▪ General Contractor: Brasfield and Gorrie</li> <li>▪ Lender: PNC Bank</li> </ul>
<b>Project Description</b>	A major mixed-use urban development in partnership with Carter Real Estate located in Cincinnati, Ohio. 18 acres (eight city blocks) of prime waterfront property along the Ohio River. 2.8 million square feet of new mixed-use development at full build out. This project was stalled for over 10 years until Dawson was able to bring the City, County, and various stakeholders together to move the deal forward.
<b>Financial Structure</b>	The Developers won the development rights in a public RFP and bought pad site, including some spaces in the public parking podium and were allowed to designate them for resident use only. Development also included construction of a private parking deck above the podium. Conventional financing with a consortium of local lenders due to loan size.
<b>Marketing strategy summary</b>	Project was designed as for rent apartments in an urban mixed-use development. Three hundred apartments were absorbed in six months.
<b>Design Excellence and Sustainable Design Features</b>	Current at The Banks was in the pilot program for LEED for Homes – Midrise. Current received a silver certification.
<b>Development Scope</b>	All Phases Land Area: 18 acres Gross Square Footage: 310,000 Construction Type: Wood-Frame
<b>Total Development Cost</b>	\$74,000,000
<b>Project Timeline</b>	Phase 1A completed in 2011





**Project #2: Lindbergh City Center**

<b>Project Name and Location</b>	Lindbergh City Center Transit Oriented Development Atlanta, GA
<b>Development Team Members</b>	<ul style="list-style-type: none"> <li>▪ Lead Entities: The Dawson Company and Carter</li> <li>▪ Project Architect: Rees Design Associates, Uptown Square</li> <li>▪ Project Architect: Smith Dalia, Eon at Lindbergh</li> <li>▪ Master Planner: Cooper Carry</li> <li>▪ General Contractor: Lane Construction, Atlanta</li> <li>▪ Lender: Regions Bank</li> </ul>
<b>Project Description</b>	Metropolitan Atlanta Rapid Transit Authority (MARTA) created the first transit-authority sponsored TOD in the United States, based around MARTA's Lindbergh Transit Station in Atlanta. Once completed, will include 1.2 million square feet of office space for AT&T, 200,000 square feet of retail space, 300,000 square feet of multi-tenant office space, a hotel and 2,000 residential units. Dawson developed 700 residential units as part of the \$500 million deal.
<b>Financial Structure</b>	Uptown Square was a on 99-year ground lease and was financed using City Housing Revenue Bonds. Lease included designated spaces within an existing parking deck. Construction costs included an additional private deck based on available spaces in existing deck and site geometry. The EON site was purchased outright to permit condominium sales, was conventionally financed and included a double parking podium.
<b>Marketing strategy summary</b>	EON was built as a condominium but opened as apartments in the Great Recession. Uptown Square was built as for rent apartments as part of a mixed-use development.
<b>Design Excellence and Sustainable Design Features</b>	EON, one of the projects at Lindbergh, received the 2009 award as Project of the Year from Southface. At the time, it was the largest multifamily project to become Earthcraft certified.
<b>Development Scope</b>	Land Area: 7 acres Gross Square Footage: 600,000 Construction Type: Wood-Frame
<b>Total Development Cost</b>	\$107,500,000
<b>Project Timeline</b>	Completed in 2018





**Project #3: The Ashby**

<b>Project Name and Location</b>	The Ashby Bethel Park (Pittsburgh), PA
<b>Development Team Members</b>	<ul style="list-style-type: none"> <li>▪ Lead Entities: The Dawson Company and SunCap Property Group</li> <li>▪ Project Architect: Desmone Architects</li> <li>▪ Master Planner: Glance Associates</li> <li>▪ General Contractor: Rycon Construction</li> <li>▪ Lender: First Niagara Bank</li> </ul>
<b>Project Description</b>	The Port Authority of Allegheny County issued an RFP for a Transit Oriented Development at the South Hill multi-modal transit station. Dawson and its partners won the development rights and developed a 300-unit, class-A apartment, elevator served complex in four building utilizing an existing detached parking deck and surface parking.
<b>Financial Structure</b>	Ground leased site for 53-years, including certain parking spaces within an existing parking deck and surface parking on site. Conventional loan.
<b>Marketing strategy summary</b>	The Ashby was built as for rental apartments with above market amenities and services and leveraged its adjacency to a regional mall and light rail station.
<b>Design Excellence and Sustainable Design Features</b>	EON, one of the projects at Lindbergh, received the 2009 award as Project of the Year from Southface. At the time, it was the largest multifamily project to become Earthcraft certified.
<b>Development Scope</b>	Land Area: 6.4 acres Gross Square Footage: 325,000 Construction Type: Wood-Frame
<b>Total Development Cost</b>	\$60,000,000
<b>Project Timeline</b>	Completed in 2018





**Project #4: Inspire Apartments**

<b>Project Name and Location</b>	Inspire Apartments Beulah (Pensacola), FL
<b>Development Team Members</b>	<ul style="list-style-type: none"> <li>▪ Lead Entity: The Dawson Company</li> <li>▪ Project Architect: Forum Architecture &amp; Interior Design</li> <li>▪ Master Planner: TSW Design</li> <li>▪ General Contractor: First Florida Constructors</li> <li>▪ Lender: Bank of America</li> </ul>
<b>Project Description</b>	Inspire Apartments is a best-in-class rental apartment community in unincorporated Escambia County located directly across the street from Navy Federal Credit Union’s corporate campus. The property consists of 350 units in 3 elevator served buildings.
<b>Financial Structure</b>	Commercial land condominium unit with development rights; conventional loan.
<b>Marketing strategy summary</b>	Inspire Apartments was built as for rent apartments with market leading features, amenities and services.
<b>Development Scope</b>	Land Area: 13.4 acres Gross Square Footage: 348,000 Construction Type: Wood-Frame
<b>Total Development Cost</b>	\$60,000,000
<b>Project Timeline</b>	Expected completion Q4 2021







**Project #5: Southtowne Apartments**

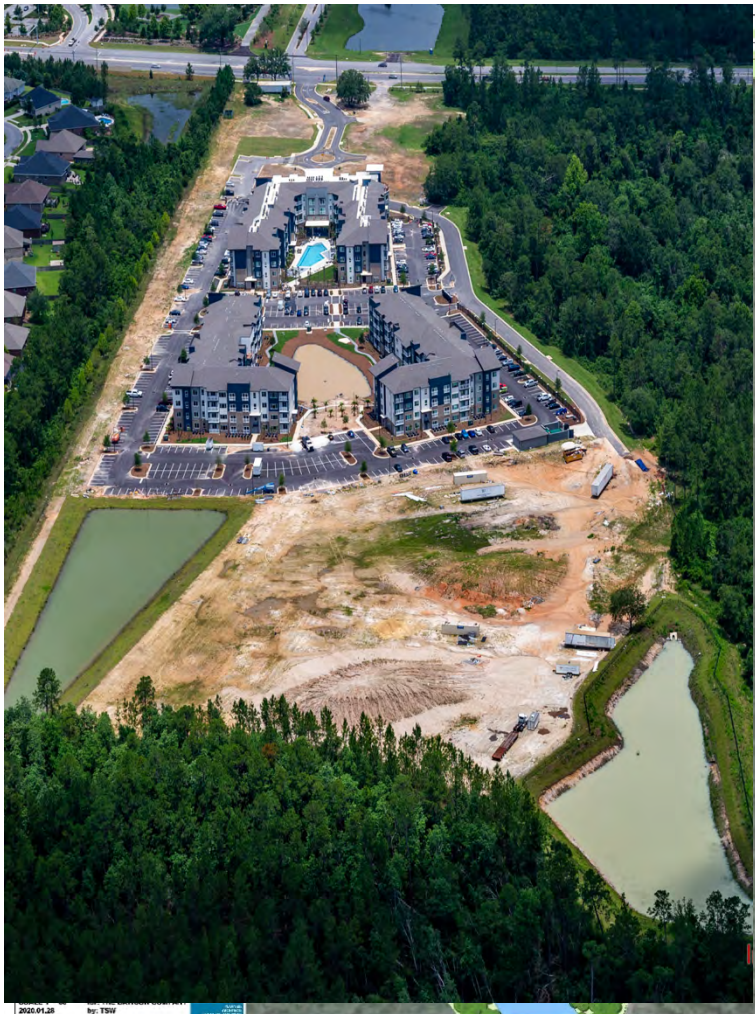
<b>Project Name and Location</b>	Southtowne Apartments Downtown Pensacola, FL
<b>Development Team Members</b>	<ul style="list-style-type: none"> <li>▪ Lead Entity: Studer Properties</li> <li>▪ Development Manager: The Dawson Company</li> <li>▪ Project Architect: Niles Bolton Associates</li> <li>▪ Master Planner: Lord Aeck Sargent</li> <li>▪ General Contractor: Doster Construction</li> <li>▪ Lender: Hancock Bank &amp; Trustmark</li> </ul>
<b>Project Description</b>	In 2013, Studer Properties purchased the old Pensacola News Journal building. In 2016, we broke ground on Southtowne, a mixed-use building complete with 258 apartment units in four and five story elevator served building wrapped around structured parking, 18,000 square feet of office and retail space. Units include 28 studio, 109 one bedroom, 109 two bedroom and 12 three bedroom.
<b>Financial Structure</b>	Private land ownership in mixed-use planned development. Shared parking deck with contributions from other users as cash equity. Conventional loan.
<b>Marketing strategy summary</b>	Launched a brand roll-out marketing campaign targeted to early adopters that resulted in an unprecedented 1,000+ person interest list/500+ person waiting list with deposits for 258 apartments. (50% Pre-leased) Launched a brand roll-out campaign targeted to early adopters through a sustained, interactive, collaborative, and consistent brand marketing effort via multiple touch points and channels.
<b>Development Scope</b>	Gross Square Footage: 334,000 Construction Type: Wood-Frame (Type 3B and 5A), CIP Podium, Pre-Cast Deck
<b>Total Development Cost</b>	\$52,000,000
<b>Project Timeline</b>	Completed 2018





**Project #6: The 52**

<b>Project Name and Location</b>	The 52 Beulah (Pensacola), FL
<b>Development Team Members</b>	<ul style="list-style-type: none"> <li>▪ Lead Entity: The Dawson Company</li> <li>▪ Master Planner: TSW Design</li> <li>▪ General Contractor: First Florida Constructors</li> </ul>
<b>Project Description</b>	52-acre master planned development including three phases of apartments and a town center style retail district featuring childcare facility and an outdoor chef-driven casual dining hall with full-service bar.
<b>Development Scope</b>	<p>Land Area: 25.84 Buildable Acres, net of wetlands, floodways, and easement restrictions.</p> <p>Gross Square Footage: 348,000</p> <p>Construction Type: Mixed, depending on building scope and use.</p>







**- APPENDIX -**



- APPENDIX A -  
FIRM PROFILES AND RESUMES



The Dawson Company d/b/a Inspired Communities of Florida, is a Pensacola-based real estate company founded in 1969 by Harold Dawson, Sr. in Atlanta, GA. It has developed, renovated, and/or managed 5 million square feet of office, 1.5 million square feet of retail, and 15,000+ units of attached and multifamily housing. The Dawson Company offers a vertically integrated real estate development platform and provides solutions for development, acquisitions, design and construction management, strategic advisory, and asset management drawings on in-house expertise. The Dawson Company lets you enter a strategic partnership with an established leader in urban development providing the same services for ourselves, our joint venture partners, and third-party clients.

The Dawson Company has a process driven platform led by high level, technically proficient real estate, design, finance, construction, and legal experts. The company's business model is focused on urban infill multifamily and mixed-use properties. Our approach is driven by research and econometric analysis with a focus on markets that have concentrations in the energy, education, healthcare, technology, science, and financial sectors of the economy. The Dawson Company is active in Northeastern, Midwestern, and Southern markets including New York, Pittsburgh, Baltimore, Cincinnati, Nashville, Charleston, Atlanta, Savannah, Pensacola, San Antonio, Baton Rouge, and Lafayette.

Harold A. Dawson, Jr  
President & CEO

Harold A. Dawson, Jr. serves as President and CEO of The Dawson Company. As its visionary and chief transaction strategist, Mr. Dawson's astute knowledge of finance and global market trends were instrumental in the Dawson Company becoming one of the first companies in the U.S. to establish mixed-use, transit-oriented as the core focus of its developments. Approaching deals from this perspective led to a paradigm shift in industry standards, which have enabled the company to exceed profit expectations every year since Mr. Dawson assumed the helm in 2004.

Mr. Dawson's distinguished career in development began in 1988 when he served as Director of Capital Markets for Trammell Crow Ventures. He is an esteemed graduate of Princeton University's Woodrow Wilson School of Public and International Affairs, while receiving his Master of Business Administration degree from Harvard Business School. He proudly joined the family-owned business that bears his name in 1992.

As a civic leader, entrepreneur and respected industry advocate, Mr. Dawson has been featured in numerous local and national publications including Business Week and the National Real Estate Investor. He has also been recognized as the American Diabetes Association's 2007 "Father of the Year", as a "True Ally" by Men Stopping Violence, "40 Stars of Tomorrow" by National Real Estate Investor and one of Atlanta's "100 Most Influential Atlantans" by the Atlanta Business Chronicle.



Dennis E. Pemberton, Jr  
Executive Managing Director

As Executive Managing Director of The Dawson Company, Mr. Pemberton is responsible for creating and implementing the acquisition strategy for the company.

Prior to joining The Dawson Company, Mr. Pemberton served as Founder and Chief Executive Office of Global Asset Alternatives, LLC (“GAA”). Prior to founding GAA, Mr. Pemberton served as a Managing Director of Shoptaw & Garrard, LLC, a boutique investment management firm.

Prior thereto, Mr. Pemberton was affiliated with Security Capital Group, Inc. (SCG), a global investment management and research organization. There he held several positions including: Vice President of an SCG affiliate, where he identified, analyzed and structured global investment opportunities; Associate, Security Capital Markets Group where he participated in raising public and private equity for SCG affiliates; and special assistant to the Vice Chairman where he analyzed and participated in several real estate related merger and acquisition transactions. Mr. Pemberton has also worked for CIGNA Investment Management as a real estate asset manager where he was directly responsible for a \$300 million national portfolio. Additionally, he has held positions at Lehman Brothers and the Prudential Realty Group.

Mr. Pemberton has a Bachelor of Arts degree in Business Administration from Morehouse College, having graduated with honors; an MBA from Harvard Business School; and an executive certificate in real estate development from Massachusetts Institute of Technology. Mr. Pemberton is very active in community and civic organizations.





Bailey Pope, AIA, LEED Green Associate  
Senior Vice President Design & Sustainability

Mr. Pope assists the development team with managing all aspects of design and construction activities during both initial project development and subsequent tenant improvement activities related to leased facilities. Mr. Pope has fifteen years' experience in architectural practice with established Atlanta architectural firms working as designer, detailer, project manager, project architect, associate and production manager. These varied roles have given him broad exposure to every aspect of programming, design, contract procurement and construction administration phases on a wide variety of residential and light commercial projects throughout the eastern United States.

Mr. Pope is responsible for all design and construction budgets, and for the oversight of design and construction processes for all new developments, renovations, and tenant interiors. Additionally, he coordinates regulatory reviews to ensure compliance with all legal requirements.

Mr. Pope earned his Bachelor of Arts from Princeton University and a Master of Architecture from the Georgia Institute of Technology. Mr. Pope is also a licensed architect in the state of Georgia.





Haniff Jackson  
Vice President - Finance

Education:

- Morehouse College
- Darden School - Univ of Virginia

Professional Experience:

- Solomon Smith Barney
- Global Asset Alternatives, LLC



Justin Terry  
Senior Project Manager

Education:

- Morehouse College

Professional Experience:

- Prudential Mortgage Capital Co.
- Ackerman Co.



Karen Dietrick  
Director, Operations

Education:

- BA, Towson University
- MA, American University

Professional Experience:

30+ years experience in project management,  
administration and operations

## EMMITT SMITH, CCIM

Chairman, E Smith Advisors



E Smith Advisors  
2515 McKinney Avenue  
Suite 1300  
Dallas, TX 75201  
[info@esmithadvisors.com](mailto:info@esmithadvisors.com)  
T 1 972 674-3124

### Years of Experience

12 Years

### Areas of Specialization

- ◆ Tenant Representation
- ◆ Acquisitions/Dispositions
- ◆ Portfolio Advisory
- ◆ Strategic Planning

### Professional Background

Emmitt Smith, CCIM, is Chairman of his namesake company, E Smith Advisors, a partnership with Newmark Knight Frank (NKF). Mr. Smith used his 12 years of experience as a real estate professional, and industry knowledge earned through his CCIM certification, to create a premier real estate solutions and services provider that is bringing a new level of integrity, innovation and insight to the commercial real estate industry. As Chairman, his role includes new business and client relationship development, overall company vision execution and service strategy development.

In partnership with NKF, E Smith Advisors is part of a global network with operations in more than 400 offices worldwide offering clients a wide array of commercial real estate services, with customized solutions that maximize returns for investors, tenants and landlords. The firm offers an integrated service platform to a diverse portfolio of clients and, as a minority-owned business, offers an inclusive company culture. Both E Smith Advisors and NKF excel at creating customized real estate solutions that take the intricate, unique needs of each client into account, a shared methodology that make the two firms perfect partners.

Prior to joining forces with NKF to form E Smith Advisors, Mr. Smith served as Chairman of E Smith Legacy Holdings, a position he holds today. E Smith Legacy Holdings combines domain knowledge and experienced professionals to create, finance and execute unique real estate solutions for a diverse client portfolio.

A visionary and servant-leader, Mr. Smith recognized the need to expand services to meet clients' ever-changing and unique requirements. Today, the firm offers an integrated service platform that includes everything from real estate development and construction to brokerage and finance.

Prior to his career in commercial real estate, Mr. Smith enjoyed an illustrious career as a running back in the National Football League with the Dallas Cowboys and Arizona Cardinals, earning such accolades as the NFL's All-Time Leading Rusher, Super Bowl XXVIII MVP and induction to the NFL Hall of Fame.

### Partial Client List

- ◆ The Zenith, Baltimore, MD
- ◆ Science & Technology Park, John Hopkins University Hospital, Baltimore, MD
- ◆ 414 Water Street, Baltimore, MD

### Professional Achievements

- ♦ Super Bowl XXVIII MVP, Dallas Cowboys, 1994
- ♦ NFL's All-Time Leading Rusher, Dallas Cowboys, 2002
- ♦ Induction to the NFL Hall of Fame, 2010
- ♦ Winner of *Dancing with the Stars*, 2006; also competed on the All-Star Season 15, 2012

#### **Professional Affiliations**

- ♦ Certified Commercial Investment Member (CCIM) Designation

#### **Personal Achievements**

##### **Education**

Mr. Smith graduated from the University of Florida and played football for the Florida Gators.

## DAVID MOSLEY

**President and Chief Executive Officer, E Smith Advisors**



E Smith Advisors  
2515 McKinney Avenue  
Suite 1300  
Dallas, TX 75201  
[info@esmithadvisors.com](mailto:info@esmithadvisors.com)  
T 1 972 674-3124

### Years of Experience

24 Years

### Areas of Specialization

- Business Development
- Business Analysis and Financial Management
- Franchising and Franchise Operations

### Professional Background

David Mosley serves as president and chief executive officer of E Smith Advisors, a partnership with Newmark Knight Frank (NKF). In this role, he is responsible for outlining the strategic direction for growth and expansion of the company's professional portfolio, including partnerships with national and global corporate entities committed to diversity and inclusion in commercial real estate. Throughout his career, Mr. Mosley has provided regional and national clients with a broad range of services in business development, business analysis and financial management, franchising and franchise operations.

In partnership with NKF, E Smith Advisors is part of a global network with operations in more than 400 offices worldwide offering clients a wide array of commercial real estate services, with customized solutions that maximize returns for investors, tenants and landlords. The firm offers an integrated service platform to a diverse portfolio of clients and, as a minority-owned business, offers an inclusive company culture. Both E Smith Advisors and NKF excel at creating customized real estate solutions that take the intricate, unique needs of each client into account, a shared methodology that make the two firms perfect partners.

Mr. Mosley, a proven expert and successful entrepreneur in franchise business models and franchise operations, also serves as chief operations officer for E Smith Legacy Holdings, where he uses his expertise to lead the expansion of the holding company's segments focused on commercial real estate and company infrastructure.

With over 24 years of experience prior to his entrepreneurial endeavors, Mr. Mosley was a commercial banker with First Union National Bank (now Wells Fargo), responsible for increasing minority lending. He also ran a successful home infusion therapy business. He currently resides in Maryland, where he oversees operations in Texas, Baltimore, Philadelphia and globally.

### Partial Client List

- The Zenith, Baltimore, MD
- Science & Technology Park, John Hopkins University Hospital, Baltimore, MD
- 414 Water Street, Baltimore, MD



### Education

Mr. Mosley graduated from Morgan State University

### **About E Smith Properties**

E Smith Properties is part of the master development team for the Science and Technology Park at Johns Hopkins in Baltimore, MD - \$1.6 billion, 20-year mixed-use revitalization project with funding from city, state and federal agencies, along with other philanthropies and private business owners. The planned community was previously known as Eager Park currently has delivered three commercial lab buildings, 800 units of housing, a five-acre park, a new K-8 school, retail and a hotel and will, upon completion include up to 1.6 million square feet of commercial lab and office space, 1,700 affordable and market-rate housing units, additional schools and 150,000 square feet of retail space and a hotel.

Since 2016 the project has seen additional investment and construction in the biotech and life-science space including the opening of a third lab building housing the Johns Hopkins Tech Ventures and Fast Forward accelerator. The Eager Park mixed-used development is one of the most economically, racially and generationally diverse communities in Baltimore with over 1100 residents, retailers including Walgreens, Harbor bank and higher-education notable Johns Hopkins University. This project set the highest participation goal in Baltimore's history for minority- and women-owned business participation in construction and equity.

### **OTHER PROJECTS**

#### **The Zenith - Baltimore, MD**

Known as the "Gateway to the West", The Zenith is a \$48 million project that boasts 191 luxury units and 6,000 square feet of retail space. This stunning 21-story building located on the West side of downtown Baltimore features a 200 space parking garage, a 7th-floor roof terrace, 2-story penthouse units, a business center, a fitness center, and party rooms, plus a 24-hour full-service concierge desk. The land was purchased as part of a successful competitive public bidding process.

#### **414 Water Street, Baltimore, MD**

Having purchased the air rights at this attractive downtown Baltimore location, the company developed 414 Water Street—a \$49 million project—into a successful residential project. 414 Water Street is a 31-story luxury condominium building offering breathtaking Inner Harbor views. With 312 units ranging in size from 650 to 1460 square feet, amenities include a two-level cascading outdoor pool, fitness center, business center, a fully-equipped party/entertainment room, and on-site parking.

## **About EJ Smith Construction**

Established in 2010, EJ Smith Construction is led by president and CEO Eugene Walker, established itself in the Texas market with high-profile projects focusing on infrastructure-heavy/highway and civil construction and commercial building construction. Projects include foundation-related construction at The Ford Center at The Star in Frisco, Texas – the 700,000 square-foot, \$115 million multi-use facility and new headquarters and practice facility for the Dallas Cowboys.

EJ Smith Construction continued with parking structures and concrete paving projects including Terminal-A Enhanced Parking Structure at Dallas Fort-Worth International Airport, the construction of the parking structure at Austin-Bergstrom International Airport, and the construction of the main parking structure at Toyota North America campus. Future projects include concrete work at entertainment venue *Texas Live*; heavy highway work for the Texas Department of Transportation and additional infrastructure projects.

# CAPABILITY STATEMENT

## **EJ Smith Construction Company, LLC**

1621 Falcon Drive. DeSoto, TX 75115

[www.ejsmithind.com](http://www.ejsmithind.com)

## **Eugene Walker, Jr.**

### **President and CEO**

Office: 469-206-7733

Email: [ewalker@ejsmithind.com](mailto:ewalker@ejsmithind.com)

## **ABOUT**

EJ Smith Construction, LLC is a privately held DBE/MBE and HUB certified firm that self performs a wide range of construction services including structural concrete and site paving. In addition, the company provides staff augmentation, general contracting and construction management services. Founded in 2010, our staff has over 102 years of combined experience in project management, general contracting and concrete construction.

Our mission is to deliver excellent construction services by continuously focusing on our core values and building bridges to opportunities by making a difference and being the difference.

## **SAFETY**

Safety is one of our core values, in fact, our company slogan is "Safety by Choice." Our Project Managers, Superintendents, and work force have the primary responsibility to provide our employees and the employees of our trade contractors with a safe, healthy and drug free work environment. The only acceptable number of injuries or accidents is zero – and zero is always our goal.

## **CORE COMPETENCIES**

Self-perform concrete, construction management and general contracting.

Sectors: healthcare, hospitality, retail, entertainment, higher education, transportation, civic and public work and sports facilities.

- ✓ Parking garages and parking lots
- ✓ Curb and gutter
- ✓ Topping slabs and elevated decks
- ✓ Foundations and barrier walls

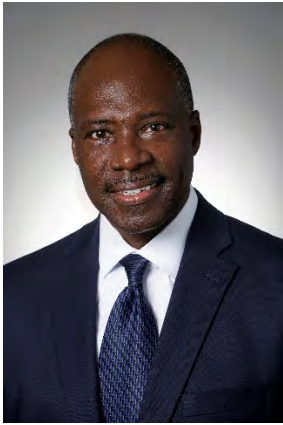


**Pensacola Main Street Pursuit Document from EJ Smith Construction Company LLC.  
6/29/2020**

**For questions contact**  
**Cherrie Fisher**  
[cfisher@ejsmithind.com](mailto:cfisher@ejsmithind.com)  
214.808.6743 cell

**Customer Contact**  
Dennis Pemberton  
[dennispemberton@thedawsoncompany.com](mailto:dennispemberton@thedawsoncompany.com)  
404-808-4418

**EJ Smith Construction Company – Resumes**



**Eugene Walker, Jr.**  
President/CEO and Founder  
EJ Smith Construction Company, LLC.  
Dallas, TX

**Education**  
Bachelor of Science Construction Management

**Years of Experience – 35**

**Years with EJ Smith – 10**

**Parkland Hospital Systems Outpatient Clinic Parking Garage, Dallas, TX**

\$28M contract value, EJ Smith scope of work \$12.7M.  
478,768 SF, 5 story parking structure. When complete the cast-in place structure will have 1453 parking spaces. Estimated completion 2021.

**American Airlines Hospitality Complex, Fort Worth, TX**

\$220M Contract value. 608 room 373,169 SF hospitality complex including a 140,610 SF parking structure, a 69,258 SF fitness center, with a ballroom, cafeteria and clinic. Performed

site concrete, retaining walls and foundations. Managed work of sub-trades. Estimated completion 2021.

**AT&T Discovery District, Dallas, TX**

\$100M Contract value. AT&T World headquarters upgrade including creation of retail space for restaurants. Addition of a flagship retail store, complete renovation of the hardscapes and landscapes, site lighting security upgrades and the installation of a high-rise media wall. Estimated completion date 2020.

**University of Texas, Arlington, West Parking Garage Foundation, Arlington, TX**

\$1.3M Contract value. 510,190 SF multi-level garage, Drilled Shaft Foundations. Provides additional parking for students, faculty, staff, event patrons, and visitors to the university. Designed with nine-foot-wide parking and angled spaces to create one-way traffic flow. Completed March 2018.

**Irving Convention Center Hotel: Parking Garage Foundations, Irving, TX**

\$2.2M contract value.  
256,000 SF Topping slabs. Scope consisted of drilled piers, ramp walls, grade beams and topping slabs. Completed June 2018.

**Texas Live! Development – Arlington, TX (May 2017 - August 2018)**

Multi-use entertainment building within a mixed-use development - \$6.2M contract value. EJ Smith managed the installation of the structural, core and shell (basement foundations, slab on metal deck, slab on grade, etc.) 280 piers drilled / 1,570 LF of walls / 5,377 LF of grade beams / 99,550 SF of slab on grade / 97,343 Sq. Ft. of slab on metal deck / 14,883 Sq. Ft. of structural slab.

**UT Southwestern Medical Center West Campus Phase I Academic Building, Dallas, TX**

\$1.3M Contract value. 392,000 SF parking garage Provides parking for students, teachers, and staff. Performed site and hardscape concrete. Completed March 2018.

**Baylor University L. Herrington School of Nursing Building, Dallas, TX**

\$488K Contract value. 112,000 SF. Project included a 250-seat auditorium, four 120-seat, two 60-seat capacity classrooms, a large multipurpose room and updated elevator lobbies with student lounges on each floor. Performed interior and exterior concrete work including installation of new stadium seating systems for auditorium and classrooms. Completed 2018.

**University of Texas, Dallas Parking Garage #4, Dallas, TX**

\$1.4M Contract value. 392,000 SF parking garage Provides parking for students, teachers, and staff. Performed site hardscape concrete, roadway removal and replacement. Completed March 2017.

**Toyota North America Headquarters Parking Garage 3, Plano, TX**

\$15.75M Contract value. 450,000 SF Served as general contractor for 5-level precast parking structure, which included roof mounted solar panels. In addition, self-performed concrete slab foundation work, including excavation backfill, piers, grade beams and topping slabs. Completed 2017.

**Frisco Event Center and Dallas Cowboy's Headquarters, Frisco, TX**

\$3.6M Contract value. Self-performed drilled piers, foundation grade beams and slab on grade. Completed 2015.

**Parkland Memorial Hospital: Medical/Surgical Center, Parking Garage, Dallas, TX**

\$8.8M Contract value. 330,000 SF, 6 level LEED Silver certified parking structure. Supported project in key leadership roles and self-performed site and structural concrete. Completed 2015.

**Parkland Memorial Hospital WISH Clinic, Dallas, TX**

\$330K Contract value. 134,816 SF, 4 story Women's and Infant's specialty hospital. The new facility occupies space on four floors of the new Parkland hospital. Self-performed interior concrete and provided project management support to Construction Management team. Completed August 2014.



### **Jonnie Henderson**

Sr. Estimator - Preconstruction  
EJ Smith Construction Company, LLC.  
Dallas, TX

Jonnie will be responsible for assisting in estimate development, preconstruction cost control, value analysis development and constructability program management. In addition, he will assist with identifying qualified and capable subcontractors, including M/WBE's. He has experience compiling preconstruction budgets and assisting in the buyout process.

### **Education**

Bachelor of Science Construction Management  
Purdue University

**Years of Experience – 23**

**Years with EJ Smith – 1**

### **Parkland Hospital Systems Outpatient Clinic Parking Garage, Dallas, TX**

\$28M contract value, EJ Smith scope of work \$12.7M.

478,768 SF, 5 story parking structure. When complete the cast-in place structure will have 1453 parking spaces. Estimated completion 2021.

### **American Airlines Hospitality Complex, Fort Worth, TX**

608 room hospitality complex, 373,169 SF lodge, 140,610 SF parking structure, 69,258 SF fitness center, ballroom, cafeteria and clinic.

### **AT&T Discovery District, Dallas, TX**

\$100M Contract value. AT&T World headquarters upgrade including creation of retail space for restaurants. Addition of a flagship retail store, complete renovation of the hardscapes and landscapes, site lighting security upgrades and the installation of a high-rise media wall. Estimated completion date 2020.

**Dallas Fort Worth International Airport – Sky-link – Fort Worth, TX**

2,500 lineal feet of elevated concrete super structure for the Sky-link Automated People Mover System at Terminals A, B, C and F.

**Texas A&M Agricultural Building, College Station, TX**

Project consisted of a five-story, 170,000 SF headquarters building and a two-story, 12,500 SF Visitor's Center (LEED Silver). \$49M contract value.

**New La Joya High School, La Joya, TX**

The project consisted of one two-story building which housed the administrative offices, science labs, classrooms and library. The three remaining buildings housed the cafeteria, the theatrical department, several gymnasiums and athletic training facilities.

**North Carolina Biotechnology Addition, Durham, NC**

20,500-SF, four-story, office addition to the existing North Carolina University Biotechnology Center.

**Methodist Lebonheur Medical Center, Memphis, TN**

14-story, 616,087-SF state-of-the-art children's hospital. The new hospital included 255 beds and has dedicated units for pediatric intensive care, cardiovascular intensive care and neonatal intensive care.

**Sarasota Memorial Hospital Bed Tower and Central Energy Plant, Sarasota, FL**

Phase 1 involved the construction of the new 40,000-SF central energy plant. Phase 2 included construction of the new 220,000-SF, ten-story patient tower and renovations to 98,000-SF of existing space.

# Lumon May



Lumon May, born to the late Reverend Theophalis and Mary May, was born, raised and continues to live in Pensacola. Lumon attended the local schools in Escambia County, Florida. He attended the University of West Florida, obtaining undergraduate and graduate degrees. He is state certified as a General Contractor and Home Inspector. Lumon is the founder of the Southern Youth Sports Association and the owner of May's Construction; the oldest African American owned construction company in Pensacola, Florida.

Lumon followed the model set by his parents and began serving the community from a young age. His parents taught him that he could change the world if he could change his neighborhood. Applying that lesson to his life, Lumon has served our local community through construction, volunteering, and civic engagement for more than 30 years. He has also continued the work and legacy his father through May's

Construction. Through construction work and

community activities, he has dedicated his life to improving the lives of all the citizens of Escambia County. Lumon's father, the late Theophalis May, was credited with rebuilding the Historic Downtown of Pensacola by renovating and reconstructing the many historic buildings in downtown Pensacola.

In 2016 May's Construction was named affordable builders of the year. Lumon has over 30 years of commercial and residential construction experience. His projects include the Greater Little Rock Baptist Church, the Build out of the Blue Wahoo's Stadium Store Front, Studer Building, Greater Union Baptist Church renovations, New Hope Missionary Baptist Church, 5 Sisters Blues Restaurant, Savoy Place in Historic Belmont Devillers Neighborhood and many more projects in the Pensacola community.

He is currently very active in training and mentoring future construction workers and construction managers. Lumon was instrumental in the development of the covenant with the community, which provides construction opportunities for minority construction companies and local minority workers. He continues to advance himself by continuing education in the most modern techniques of the construction industry. He is active in the community, serving on many community boards such as the Community Action Program, Community Drug Alcohol Commission, Council on Aging of Northwest Florida, Area Housing Commission, Pensacola State Board of Governance, NAACP, Public Safety Coordinating Council, and the Transportation Disadvantaged Coordinating Council.



## The May Group, LLC

3200 Martin Luther King Jr. Avenue SE  
3<sup>rd</sup> Floor  
Washington, DC 20032  
202.423.4137  
[LaRubyMay@gmail.com](mailto:LaRubyMay@gmail.com)

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LaRuby knows how to build things: campaigns, buildings, neighborhoods, trust. A native of Pensacola, Florida, LaRuby has spent most of her career advocating for underrepresented communities. Whether through public policy as a legislator or through community revitalization as a developer, LaRuby's work has guided change in and from both the public and private sector.

In 2017 LaRuby opened The May Firm, PLLC to serve the legal needs for small business and real estate development. In 2018 LaRuby opened The May Group, LLC (TMG) to continue her passion of participating in the development of her community.

Building on the foundation laid by her father Theophalis May, pastor, preservationist, general contractor and community leader from Pensacola Florida, LaRuby believes prosperity lies in the hands of the people. From watching her mother, the family cornerstone, she learned how to inspire, support and encourage good work.

That is why TMG is on a quest to help residents and the small businesses located in emerging corridors harness the power needed to invest in real estate opportunities and work with decision makers — making them partners in their own revitalization and economic growth.

Carrying on her father's legacy of planting roots in burgeoning communities slated for growth and opportunity, TMG is a resource for small businesses, developers, contractors and community-based organizations who need support navigating the components of every development project: government, compliance, and regulatory systems.

Replacing the late Honorable Marion Barry, LaRuby recently served as a member of The DC Council representing the residents of Ward 8. As the elected leader LaRuby negotiated with executive branch of the government to secure resources for her constituents. During her time in office LaRuby was able to help bring economic development to an overlooked community. As a leader on the Council, LaRuby led the women on the council to form the DC Council Women's Group (CWG) and became the group's first selected Chairman.

In addition to being a former elected official, LaRuby has served as a consultant to other elected officials. LaRuby has advised candidates ranging from neighborhood representatives to Mayor's of large cities. Most recently LaRuby was selected by Mayor

Muriel Bowser to be a member of the ReOpenDC Committee as a Co-Chair of the Government Operations, Public Safety, and Criminal Justice subcommittee.

As a real estate developer LaRuby is proud to have developed a 91-unit affordable senior housing project, named in honor of living legal legend Ms. Dovey Johnson Roundtree. In 2019 LaRuby was able to help lead a development team in a successful bid to develop property for the District of Columbia. Known as 2 Patterson, this is an over 500 unit apartment building just minutes away from the nation's Capitol.

LaRuby's commitment to low income housing was noticed by many in the District leading to her appointment to serve as the Chairman of the Board of Commissioners for the District of Columbia Housing Authority, becoming one of the youngest African American women in the country to lead a large urban housing authority. LaRuby's commitment to the development of disenfranchised communities does not stop with housing but integrates the importance of healthy living. LaRuby currently serves as the Chairperson of the United Medical Center, the only public hospital in The District of Columbia. Serving the needs of mostly poor Black and Brown patients, LaRuby has accepted the challenge to improve health outcomes for some of the Districts, poorest and most vulnerable residents.

LaRuby received her Bachelor of Arts degree in Human Development from Eckerd College, her Masters of Arts in Community Counseling from The George Washington University and her Juris Doctorate from The University of the District of Columbia, David A. Clark School of law. LaRuby is licensed to practice law in Florida and the District of Columbia. LaRuby is also one of the few African American women certified as a General Contractor in the State of Florida.



June 25, 2020

Attention:  
Emmitt Smith, ESmith Legacy Holding LLC  
Bailey Pope, Inspired Communities of Florida LLC

**Subject: West Main Development**

Dear Emmitt and Bailey,

Jacobs is excited to be a part of the ESmith Legacy Holdings, LLC and Inspired Communities of Florida, LLC team for the West Main Development and we are pleased to provide you with our qualifications materials to facilitate the team's response. If selected, our firms will have the opportunity to work together to create and deliver a bold vision and implementable plan that provides the City of Pensacola with a unique development that meets their goals for the community while maximizing value and return on investment. We are pleased to be able to offer comprehensive expertise along with deep local knowledge and are confident that we will work together to create a mutually acceptable agreement to achieve those goals.

The attached package of qualifications includes the following for your use:

- PDF (including Statement of Qualifications, Key Personnel Resumes and Project Descriptions)
- Native Word Files
  - Statement of Qualifications
  - Key Personnel Resumes
  - Project Descriptions

Our team appreciates the opportunity to be part of this landmark proposal, and we look forward to our continued collaboration.

Sincerely



Monte Wilson  
Principal-in-Charge



Scott Jernigan, PE  
Project Manager



**Jacobs**

# Statement of Qualifications

West Main District

Waterfront Development Opportunity

June 25, 2020



# What we do

At Jacobs, we're solving the world's most critical problems for thriving cities, resilient environments, mission-critical outcomes, operational advancement, scientific discovery and cutting-edge manufacturing, turning abstract ideas into realities that transform the world for good. We serve clients in over 40+ countries around the world and operate in multiple market sectors.

## Markets

- Advanced Facilities
- Aerospace
- Aviation
- Buildings
- Consumer Goods
- Energy
- Environmental
- Exploration
- Healthcare
- Infrastructure
- Life Sciences
- Mission Critical
- Mobility
- Process Manufacturing
- Security
- Smart Cities
- Sustainability
- Water

# How we work

We truly execute our projects in line with our firm vision to create a more connected, sustainable world, and bring that approach to our engagement in the West Main Development.

To create a more connected sustainable world.

We do things right  
We challenge the accepted.

We aim higher.  
We live inclusion.

## We do things right

From the way we operate our business, to the way we perform work with our clients and other organizations, we continue to look at ways we can make a positive environmental, societal, and economic difference for businesses, governments, and communities around the world. Acting with integrity – taking responsibility for our work, caring for our people, and staying

focused on safety and sustainability – allows us to better support our clients and our communities so we can grow together. Jacobs is focused on creating a more sustainable world, with initiatives to optimize our own corporate environmental footprint and help our customers seek solutions that integrate environmentally-friendly solutions into their capital projects and operations.

## We challenge the accepted

At Jacobs, we know that to create a better future, we must ask difficult questions, stay curious, and try new things.

We do not settle — always looking beyond to raise the bar and deliver with excellence. We are committed to our clients by bringing innovative solutions that lead to profitable growth and shared success.

## We aim higher

We craft solutions that affect the way people live. From accelerating the next generation of innovators to the world's first ultra-low emission zone, from helping communities recover to monitoring water quality to protect public health, we solve for better, never losing sight of our responsibility to each other.

## We live inclusion

We put people at the heart of our business. We have an unparalleled focus on inclusion, with a diverse team of visionaries, thinkers and doers. We embrace all perspectives, collaborating to make a positive impact.

One of the ways we demonstrate our commitment to inclusion is to expend the capabilities of local SBE/DBE firms where we work. We are focused on integrating social benefits into all infrastructure projects. Another social benefit we focus on that is critical to communities is Workforce Development (WFD). Jacobs can work with this team to explore ways to apply the concepts we have developed in WFD for similar projects along the Gulf Coast. The intent of WFD programs is to increase employment of currently unemployed, second chance, and vulnerable populations in target zip codes where the infrastructure is being planned, designed, built, and operated. The approach is to create a demand-led job placement program by working with local community-based organizations, local city, and state agencies. We identify the pool of available candidates, their skills, and employment interests. Next, we create an inventory of workforce needs to design, construct, and operate the infrastructure. Through our training ecosystem we can provide training, certification, and accreditation of existing available candidates so they are "job ready" to meet the infrastructure workforce needs. The system is managed using a WFD monitoring, tracking, and reporting tool with partner portals and a dashboard system that can be accessed by participating companies, job seekers and key stakeholders. The following table shows examples where Jacobs has successfully implemented WFD programs.

## Successful WFD Programs

	Capital Value	Define Vision, Goals, KPIs	Outreach Recruitment	Training/ Education	Job Placement Team	Apprenticeship	Monitoring/ Reporting
London 2012 Olympics, UK	\$11B	■	■	■	■	■	■
National Wester Center, CO	\$856M	■	■	■	■	■	■
Port Authority of NYNG Redevelopment of LGA/JFK	\$15B	■	■	■	■	■	■
Atlanta Re-entry Program for Second-Chance Citizens, GA	\$1.5B	■	■	■	■	■	■
Omaha Public Schools Bond Program, NE	\$410M	■	■	■	■		■
Louisville Water/MSD Equity Taskforce, KY	\$4.3B	■	■	■	■	■	■
London Tideway Program, UK	\$8.7B		■	■	■		■
Philadelphia International Airport, PA	\$2.4B	■	■	■	■		■
Hartsfield-Jackson Atlanta International Airport, GA	\$91M	■	■	■	■		■

## Services we offer to the team

Whether we're advising on smarter thinking in the planning phase of major infrastructure, thinking creatively about financing solutions and delivery methods or using technology to enable smarter decisions to be taken on investment choices – we're helping to pave the way for improved quality of life and empowered economic growth. Jacobs provides a full spectrum of professional services including consulting, technical, scientific and project delivery for the government and private sector:

- Master Planning:** Our systems-based approach integrates complex natural and man-made systems to achieve social, environmental, and economic sustainability. We are sensitive to the unique cultural and environmental needs of a site and formulate place-based responses. We leverage technology such as GIS, BIM, and VR to create, evaluate, and visualize master plans that are implementable.
- Civil Engineering:** Our knowledgeable team of Pensacola infrastructure engineers understands the complexities of the sites including the unique geotechnical design challenges and coastal resiliency needs. They are backed by a deep bench of supporting engineering disciplines.
- Design Management:** Design provides the details necessary for implementation of various integrated infrastructure solutions for smart cities. Our team develops detailed design and design guidelines specific to each unique solution area as required by the project. Our integrated design process is interactive and incorporates value engineering and optimizes total cost of ownership throughout the project life-cycle and beyond.
- Architecture Design/Building Solutions:** For the last seven decades, Jacobs has provided architectural solutions in different geographies and markets to our clients around the globe. Today, we are a leading architectural practice recognized for our innovative solutions. We come from diverse cultural and professional backgrounds, but we all share the same passion for excellence in design that is fully integrated with other disciplines, stakeholders, communities, and the environment.
- Entitlements and Land Use Advisory:** We have a team of legal, property, engineering, environmental, and negotiation specialists who deliver technical and management advice to multi-sector infrastructure projects. Our team provides full service, from identifying critical land constraints that influence Business Case development to working with the design team to ensure sufficient land rights are acquired to construct and maintain your assets.
- Landscape Architecture / Public Realm Design:** We work closely with our clients to achieve their technical and commercial objectives. We deliver cost effective masterplans,

design and mitigation proposals to maximize project potential. Our design and assessment advice is focused on delivering optimum solutions to secure planning approval for a wide range of projects. To support the delivery of projects the team works closely with many other Jacobs disciplines including Civil Engineers, Highway Engineers, Quantity Surveyors, Architects, Arboriculturalists and Environmental Specialists.

- **Coastal Resiliency and Sustainability:** Our resilience and sustainability experts bring leading edge, innovative solutions for strategic and technical challenges. Working together in a highly collaborative, workshop-based approach, we work closely with you to develop a solid, co-created plan. The resulting attention to economic stability, environmental health, and social equity will directly benefit and catalyze additional investment and have a significant multiplier effect in the West Main development and surrounding communities.
- **Connected, Secure & Smart Places:** A smart and connected place integrates technological and process innovations to improve the performance, efficiency, and convenience of managed assets and services, ultimately improving quality of life and empowering economic growth. We address pressing challenges faced by places across the globe relating to: governance, cross-departmental coordination, policy frameworks, funding, technology, and community engagement. We work with you, our partner networks, and our global platform of technologists, specialists, engineers, planners, and urban designers to create these smart and connected places. We provide integrated services including: planning, design, systems integration, networking, delivery, financing, and complete city and asset management operations services.
- **Transportation Planning & Automated Vehicles (AVs), Connected Vehicles (CVs):** Whether it is bus, or rapid, light, commuter, or heavy rail, Jacobs can meet any transit system's needs. Among our specialized services, we offer design for signals, communication systems, mechanical and electrification systems; and ballasted, direct fixation, and embedded trackwork including special trackwork. Jacobs has dedicated staff experienced in transportation planning and front-end services including: transport modelling, economic appraisal, business case development, transport strategy, as well as GIS capabilities.
- **Project Management / Construction Management:** We're one of the world's largest and most diverse providers of project management/construction management (PM/CM), Owner's Representative (OR) and other related professional technical services for large, complex projects. With full-service capabilities in-house, we execute one of the largest PM/CM workloads in the industry and offer design, consultancy and specialty services to support all project needs. The combination of a loyal client base and steady growth is what enables us to attract and retain the industry's top talent for delivery to our clients. We're proud that more than 90 percent of our work is repeat business from loyal customers, demonstrating the long-term relationships we build with our clients.

## Relevant projects & local experience

We have the depth of engineering resources across all disciplines to partner with the development team to provide design and engineering services for the West Main Development.

The project will be managed by Jacobs' local Pensacola office, with additional support from our regional offices. We understand the importance of providing prompt and complete responses to meet the needs of the team. For this reason, nearly all our team members are in our nearby offices in Florida and Georgia.

The local Jacobs team has been working in downtown Pensacola for over 20 years, and we have been involved in multiple projects that have shaped the downtown landscape. Working for both private entities and municipal agencies, the team has led planning efforts, developed infrastructure solutions, and oversaw construction as new facilities came to life. Members of this team were instrumental in the design for replacement of the Main Street wastewater treatment plant and the demolition of the old treatment plant basins. They were also heavily involved in the development of the Maritime Park and have a key understanding of the existing infrastructure in both the park and the ECUA locations. Jacobs is currently working with Studer to provide general consulting to finalize the planning efforts led by DPZ for the ECUA and Maritime parcels. This team understands development in Pensacola and has a proven history of bringing iconic projects to reality.

The following table of projects demonstrate our ability to provide the development team with the expertise required. Detailed descriptions of these projects are provided in Appendix 1.

## Firm Qualifications

	Planning & Design	Civil Engineering	Design Mgmt / Program & Construction Mgmt	Entitlements and Land Use Advisory	Landscape Architecture / Public Realm Design	Coastal Resiliency and Sustainability	Coastal / Seawall Engineering	Smart & Connected Places	Transportation Planning & AVs CVs
<i>Township 9 Master Plan Sacramento, CA</i>	■	■	■	■	■				■
<i>Village at Alys Beach Alys Beach, FL</i>	■		■						
<i>Integrated Water Management Plan City of Miami Beach, FL</i>	■	■			■	■	■		
<i>Navy Federal Credit Union, Recreational Facility Pensacola, FL</i>		■	■						■
<i>Miami Mixed-Use Development Miami, FL</i>	■	■			■	■			■
<i>Pensacola East Bay Oyster Habitat Restoration Pensacola, FL</i>			■			■	■		
<i>Innovation District Houston, TX</i>								■	

## Team structure and qualifications

Our team understands the goals of the project and we are ready to bring our history of work on each site and expertise in infrastructure design to solve the challenges associated with turning these concepts into concrete. We will utilize a collaborative approach to meet the needs of the development team, while engaging stakeholders such as Studer and the City of Pensacola. This team understands the nuances of working in the Pensacola area and the historical knowledge gained through previous work on each site allows us to provide insight into feasible infrastructure options to increase the economic return on investments. Our team has a deep bench of talented professionals that are ready to assist with any phase of the project, including planning and phasing of improvements, detailed design, or assistance with construction management. We realize the

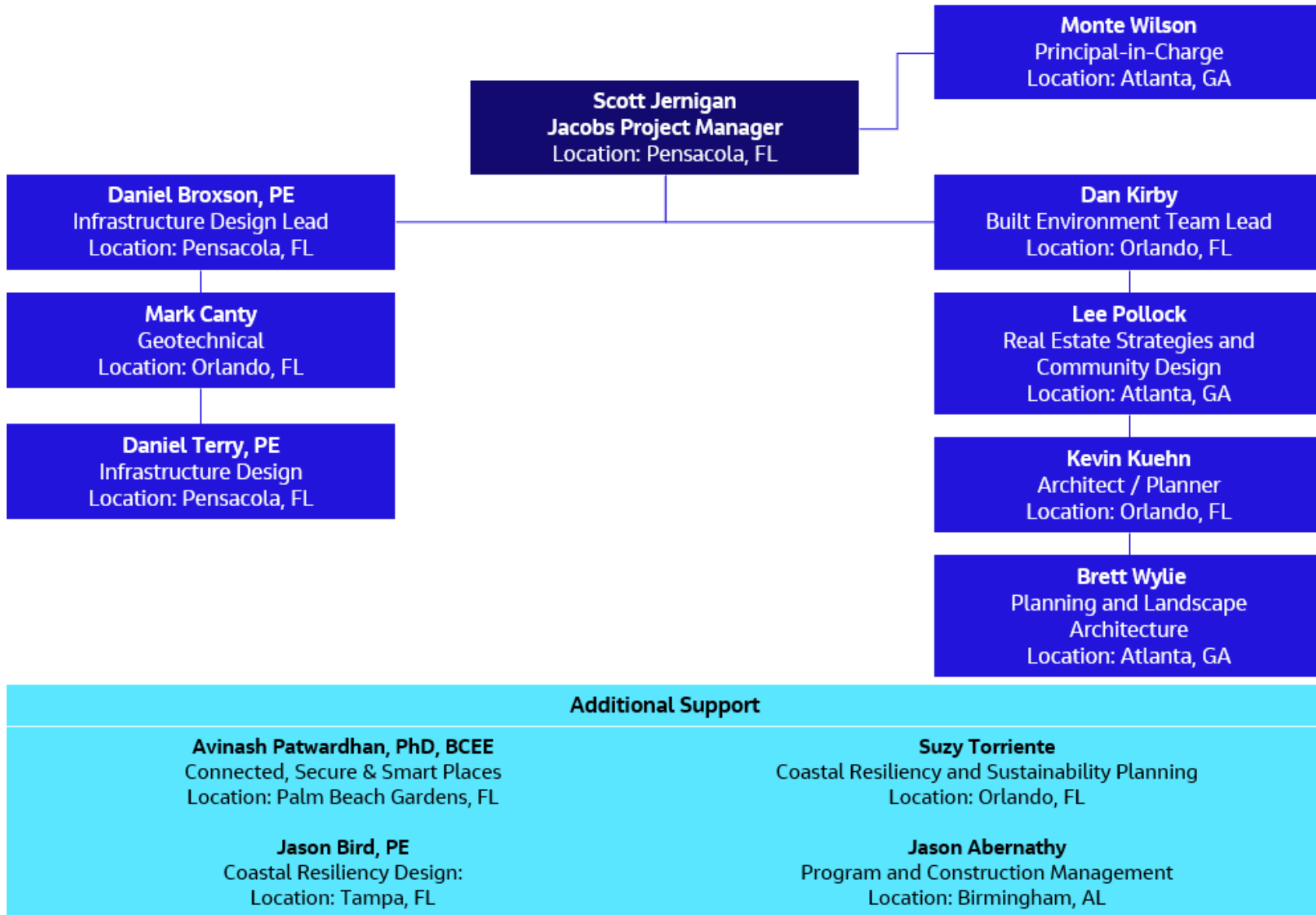
significance of this project, and our team stands ready to assist to make this an iconic project that shapes the face of downtown for generations to come.

Our proposed Jacobs project manager, Scott Jernigan, is a life-long Pensacola resident and has worked on this site and brings an unparalleled understanding of the area. He will lead our team of infrastructure and built environment professionals to deliver a successful project.

Our team organization chart is included on the following page. Resumes for our team are included in Appendix 2.

# Firm Qualifications

## Organization Chart







# COOPER CARRY

At Cooper Carry, we approach our work as a collaborative ecosystem. We offer sixteen studios and eight services that come together daily to provide each project the depth of knowledge needed to meet and exceed objectives. Our breadth of experience goes far beyond broad building types, allowing us to engage in more possibilities and offer more creative solutions.

Cooper Carry's leaders are advocates and authorities for their specialties, empowered by decades of expertise to make decisions that prioritize placemaking, civic space, and the greater good of communities, tenants, residents and visitors.

## THE CENTER FOR CONNECTIVE ARCHITECTURE

Since our very founding in 1960 we have always believed that the space between buildings and within buildings is as important as the buildings themselves. This is why connectivity is at the core of what we do. We design functional places that relate and react to those around them to create a cohesive, sustainable, experience-filled whole, all in service of our mission to enrich life for those who come to live, work, learn or play within the spaces we design.

## STEWARDS OF SUSTAINABILITY

Our firm strives to leave a legacy marked by good stewardship. As individuals and as a collective we recognize the critical part we play in shaping not only our environments and spaces, but the places that millions will encounter and inhabit daily. We are armed with both the knowledge and conviction to influence the design of the world for the better.

## OFFICES

ATLANTA  
NEW YORK  
WASHINGTON, DC

## DESIGN SERVICES

ARCHITECTURE  
BRANDING + MARKETING  
ENVIRONMENTAL GRAPHICS  
HISTORIC REHABILITATION +  
ADAPTIVE REUSE  
INTERIOR DESIGN  
LANDSCAPE ARCHITECTURE  
SUSTAINABLE DESIGN  
URBAN DESIGN + PLANNING

## DESIGN STUDIOS

ENVIRONMENTAL GRAPHICS  
GOVERNMENT  
HIGHER EDUCATION  
HOSPITALITY  
INTERIOR DESIGN  
INTERNATIONAL  
K-12 EDUCATION  
LANDSCAPE ARCHITECTURE  
MIXED-USE  
OFFICE WORKPLACE  
RESIDENTIAL  
RESTAURANT + BAR  
RETAIL  
SCIENCE + TECHNOLOGY  
TRANSIT + TOD  
URBAN DESIGN + PLANNING

# MANNY DOMINGUEZ, AIA, LEED AP

PRINCIPAL

As a Principal and Director of Design, Manny Dominguez connects with Cooper Carry's team of over 250 architects, landscape architects, planners, interior designers and graphic designers dedicated to creating connective architecture. His diverse experience in hospitality, mixed-use, convention centers and office projects help him lead and uplift the firm's design culture.

Manny's rich career at Cooper Carry and other firms has given him the opportunity to work on various project types throughout the world. With this experience, he has worked with a wide range of clients and time and again, has shown the utmost respect for their cultural traditions. The unique cultural features and design opportunities throughout each of these regions have enabled Manny to use a holistic approach that not only enhances the lives of the people who live and work in the built environment, but also merges beautifully into the regional aesthetic and cultural backdrop.

## HONORS AND AWARDS

Kimpton Hotel Charlotte, Special Achievement Award, Charlotte Center City, 2019  
Sea Pines Plantation Club House, Hilton Head, South Carolina, 2015 Club House of the Year, Golf Magazine, 2015  
Georgia Recreation and Park Association, Planning, Design and Development Outstanding New Park Award, Cherokee County Aquatic Center, 2013  
Rotana Arjaan, Best Built Mixed-Use, Dubai, City Scope, 2009  
Georgia Trend, 40 under 40, 2004  
Media City Mixed-Use Competition, Dubai, UAE, 2002  
Diagonal Mar Mixed-Use Competition, Barcelona, Spain, 2000  
National Institute for Architectural Education, 78th Paris Prize, Honorable Mention, 1991  
Distinguished Bronze Medal Design Award, University of Tennessee, 1990

## HOSPITALITY

Hilton Columbus Downtown, Columbus, OH  
Inn at Darden, University of Virginia, Charlottesville, VA  
Hyatt Centric, Atlanta, GA  
DREAM Atlanta, Atlanta, GA  
Mayson House, Sandy Springs, GA  
Marriott Hotel, University of North Carolina at Charlotte, Charlotte, NC  
Loews Kansas City, Kansas City, MO  
Ürümqi Guanghui Star Master Plan, Ürümqi, China  
Kimpton Tryon Park Hotel, Charlotte, NC  
AC Hotels by Marriott / Moxy Dual-Brand Hotel, Atlanta, GA  
Hilton Cleveland Downtown, Cleveland, OH  
Cobb Galleria Convention Center Hotel Study, Atlanta, GA  
East Gate Hotel & Office at Business Bay, Dubai, UAE  
TECOM Hotel, Dubai, UAE  
Granada Hotel Renovation, Mecca, Saudi Arabia  
Key West Collection, Key West, FL



## PRINCIPAL

### EDUCATION

BACHELOR OF ARCHITECTURE,  
UNIVERSITY OF TENNESSEE, 1990  
ASSOCIATE OF ARTS, MIAMI-DADE  
COMMUNITY COLLEGE, 1986

### REGISTERED ARCHITECT

GEORGIA #RA008181  
FLORIDA #AR98709  
NEW YORK #039582-1  
SOUTH CAROLINA #AR10414

### ACCREDITATIONS

LEED ACCREDITED PROFESSIONAL,  
USGBC

### ASSOCIATIONS

AMERICAN INSTITUTE OF ARCHITECTS  
(AIA)  
NATIONAL COUNCIL OF  
ARCHITECTURAL REGISTRATION  
BOARD (NCARB)



COOPER CARRY

# MANNY DOMINGUEZ, AIA, LEED AP

(CONTINUED)

Marriott Hotel & Lancaster County Convention Center, Addition, Lancaster, PA  
Maltepe Residences, Istanbul, Turkey  
Renaissance Club Sports Hotel, Dunwoody GA  
Shinas Resort, Master Plan, Shinas, Oman  
Swan Point Hotel, Edgemere, MD  
Plantation Golf Club House at Sea Pines Resort, Hilton Head, SC  
The Beach Club at Sea Pines Resort, Hilton Head, SC

## CENTERS

Cherokee County, Aquatic Center, Holly Springs, GA

## EDUCATION

Aspin Academy, Dubai, United Arab Emirates  
FAMU, Student Housing Facilities, Tallahassee, FL  
Georgia Southern University, Landrum & Lakeside Dining Halls, Statesboro, GA  
North Carolina State University, Talley Student Center Renovation  
& Addition, Registered LEED-NC Silver, Raleigh, NC

## PREVIOUS PROJECT EXPERIENCE

### HOSPITALITY

Cotton Bay Resort, Eluethra Island, Bahamas  
Diagonal Mar Hilton Hotel and Offices, Barcelona, Spain  
Esplanade Banyan Tree Hotel, Dubai, UAE  
Hyatt Regency Panama, Panama City, Panama  
Overland Park Sheraton and Convention Center, Overland Park, KS  
Puerto Carey Resort, Jalisco, Mexico  
Sun International Seychelles Resort, Mahe, Seychelles

### CONVENTION CENTERS

Boise Convention Center Feasibility Study, Boise, ID  
Milan Convention Center Competition, Milan, Italy  
Roberto Clemente Convention Center/Coliseum Expansion, Puerto Rico

### MIXED-USE

Al Sufouh Mixed-Use Development, Dubai, UAE  
Al Haschemy Mixed-Use Development, Abu Dhabi, UAE  
Esplanade Mixed-Use Development, Dubai, UAE  
Plaza Galleria Mixed-Use Development, Jakarta, Indonesia

### RESIDENTIAL

Cavendish Park Condominiums, Singapore  
Loyang Villa Townhome Development, Singapore  
Pavilion Park Apartments, Jakarta, Indonesia

### MASTER PLANNING



COOPER CARRY

Business Bay Master Plan, Dubai, UAE  
Georgia Tech Olympic Aquatic Center for the 1996 Olympic Games  
Old Town Master Plan, Dubai, UAE  
Shinas Resort & Spa Master Plan, Dubai, UAE  
Al Shuroog Master Plan, King Abdullah, Saudi Arabia

## **OFFICE**

Midtown Heights Office, Atlanta, GA  
Riverside Village, Post Properties, Atlanta, GA  
Southern Insurance Underwriters Offices, Alpharetta, GA  
Vision Tower, Dubai, UAE

## **RETAIL**

Galleria Mall, Guadalajara, Mexico  
Mundo E. Retail Mall, Mexico City, Mexico

# KYLE REIS, AICP, LEED AP

DIRECTOR OF PLANNING

Kyle joined Cooper Carry in 2006 and was named Principal in 2019. As the Director of Planning, Kyle leads Cooper Carry's Urban Design and Planning Studio. He utilizes his experience from across the U.S. and abroad; having worked on numerous public and private development projects. Kyle's architecture background and over 15 years of planning experience has led to his passion for quality urban design and place making. He strives for an inclusive design process in which the best ideas rise to the top, public spaces are made meaningful, and people have a diversity of options in their community. Kyle has extensive project management experience with complex mixed-use urban design projects that require knowledge of planning, architecture, urban design, development, and consensus-building.

## HONORS + AWARDS

ASLA Merit Award, Georgia Chapter, Trinity Avenue, Urban Farm, 2012  
Tri-State ASLA Award of Excellence, Georgia Multi-Modal Passenger Terminal (MMPT), 2014

## DESIGN GUIDELINES / PATTERN BOOKS

Capitol View Design Guidelines, Nashville, TN  
Oman Patterns Field Analysis, Shinas, Oman  
Savannah River Landing (Eastern Wharf) Pattern Book, Savannah, GA

## URBAN DESIGN + DOWNTOWN DEVELOPMENT

725 Ponce, Atlanta, GA  
1400 Lake Hearn Drive, Brookhaven, GA  
12401 West Broad Street, Richmond, VA  
Astroworld Mixed-Use Development, Houston, TX  
Bergen Town Center Expansion, Paramus, NJ  
BETA Master Plan, Umm Al Quwain, United Arab Emirates  
Brooklyn Park, Jacksonville, FL  
Bull Street Master Plan, Columbia, SC  
Capitol View Master Plan, Nashville, TN  
Carmel Mixed-Use Master Plan, Carmel, IN  
Cherokee 75- Oakgrove Master Plan, Cherokee County, GA  
Colony Park Master Plan, Jackson, MS  
Connecticut Post Mall, Milford, CT  
Covington Central Riverfront Strategic Master Plan, Covington, KY  
Dallas Re: Vision Competition, Dallas, TX  
Dammam, Jeddah, & Madinah Ministry of Housing Communities, Saudi Arabia  
Downtown Doral Mixed-Use Development, Doral, FL  
Downtown Lake Elsinore & Main Street Corridor Master Plans, Lake Elsinore, CA  
Eastern Wharf Master Plan, Savannah, GA  
Emory Point-Clifton Road Development, Atlanta, GA  
Ford Hapeville Plant Master Plan, Hapeville, GA



## PRINCIPAL

### EDUCATION

BACHELOR OF ARCHITECTURE,  
UNIVERSITY OF NOTRE DAME, 2006  
MASTER OF BUSINESS  
ADMINISTRATION, GEORGIA  
STATE UNIVERSITY, 2013

### ACCREDITATIONS

AMERICAN INSTITUTE OF  
CERTIFIED PLANNERS (AICP)  
LEED ACCREDITED PROFESSIONAL  
(LEED AP), USGBC

### ASSOCIATIONS

AMERICAN PLANNING  
ASSOCIATION (APA)  
CONGRESS FOR THE NEW  
URBANISM (CNU)  
GEORGIA PLANNING  
ASSOCIATION (GPA)  
URBAN LAND INSTITUTE (ULI)  
ULI TRAVEL EXPERIENCE AND TRENDS  
PRODUCT COUNCIL, MEMBER  
ULI CENTER FOR LEADERSHIP,  
CLASS OF 2016



COOPER CARRY

KYLE REIS, AICP, LEED AP  
(CONTINUED)

Georgia Multi-Modal Passenger Terminal (MMPT), Atlanta, GA  
Great Inagua Master Plan, Great Inagua, Bahamas  
Greensboro Greenway, Greensboro, NC  
Heritage Fields, Irvine, CA  
Historic Erie Canal Aqueduct & Broad Street Corridor Master Plan, Rochester, NY  
Jeffersonville Canal District Master Plan, Jeffersonville, IN  
King Abdullah Economic City Al Shurooq Master Plan, Saudi Arabia  
King Abdullah Economic City Al Waha Master Plan, Saudi Arabia  
KSA Ministry of Housing Master Plans, Saudi Arabia  
LaGrange Mixed-Use, LaGrange, GA  
Lakepoint Sporting Community Master Plan, Emerson, GA  
OCLC Master Plan, Dublin, OH  
Ovation Design Competition, Newport, KY  
Pacific & Third Development, Long Beach, CA  
Peachtree Dunwoody Pavilion, Atlanta, GA  
Pearl River Office Campus Redevelopment, Pearl River, NY  
Poplar Point Competition, Washington, D.C.  
Potomac River Green Master Plan, Alexandria, VA  
Ridgeway Center Redevelopment Planning/ Urban Design, Memphis, TN  
San Pedro Waterfront Development, Long Beach, CA  
Sanderlin Mixed-Use Master Plan, Memphis, TN  
Scioto Peninsula Mixed-Use Development  
Southpointe Town Center Master Plan, Canonsburg, PA  
Sweet Auburn Works Placemaking, Atlanta, GA  
University Arts & Retail District Plan, Case Western  
Reserve University, Cleveland, OH  
Village Square, North Omaha, NE  
West Bay Town Center, Panama City, FL  
Westshore Marina District, Tampa, FL  
Westside Tax Allocation District (TAD) Neighborhoods  
Strategic Implementation Plan, Atlanta, GA  
Zona Rosa, Kansas City, MO

## **HOSPITALITY MASTER PLANNING**

Andrew Young International Boulevard, Atlanta, GA  
Barnsley Gardens Resort Master Plan, Adairsville, GA  
Blue Horizon Development, Vieques, Puerto Rico  
Capitol View, Nashville, TN  
Channel Islands Master Plan, Ventura, CA  
Foxhall Resort and Sporting Club Master Plan, Douglasville, GA  
Jekyll Island Town Center, Jekyll Island, GA  
Lake Martin Resort Master Plan, Lake Martin, AL  
Ponte Vedra Master Plan, Ponte Vedra Beach, FL  
Poplar Hill Resort and Conference Center Master Plan, Farmville, VA  
Reunion Grand Resort Master Plan, Orlando, FL  
Shinas Resort and Spa Master Plan, Shinas, Oman



COOPER CARRY

KYLE REIS, AICP, LEED AP  
(CONTINUED)

Singer Island Resort Addition, Singer Island, FL  
Tryon Equestrian Center Resort Master Plan, Charlotte, NC  
Vinoy Renaissance St. Petersburg Master Plan, St. Petersburg, FL

### **CAMPUS MASTER PLANNING**

Athens Tech-Health Services Master Plan, Athens, GA  
Case Western University Arts & Retail District, Cleveland, OH  
Decatur Legacy Park Master Plan and Housing Study, Decatur, GA  
Hexagon Headquarters Campus Master Plan, Huntsville, AL  
Holy Spirit Preparatory School, Master Plan, Atlanta, GA  
Kennesaw State University, Architecture Studio, Marietta, GA  
Lotus Master Plan, Dubai, United Arab Emirates  
NASA, AOB-1 New Town Plan, Hampton, VA  
NASA Integrated Engineering Services Building, Hampton, VA  
Park Center, State Farm Atlanta Hub, Dunwoody, GA  
Roosevelt Warm Springs Institute for Rehabilitation, Warm Springs, GA  
TD Bank Corporate Campus, Greenville, SC  
US Border Patrol Museum Renovation, El Paso, TX

### **NEIGHBORHOOD MASTER PLANNING**

Aberdeen Proving Grounds Military Housing, Aberdeen, MD  
Fort Polk Military Housing, Fort Polk, LA  
Foundry Place, Augusta, GA  
Great Inagua Resort Vision Plan, Bahamas  
Strawberry Fields, Irvine, CA  
Turner Field, Summerhill Mixed-Use Master Plan, Atlanta, GA

### **TRANSIT + TOD**

Ashby MARTA Station Feasibility Study, Atlanta, GA  
Brookhaven Oglethorpe MARTA Station TOD, Atlanta, GA  
Fourth Plain BRT, Vancouver, WA  
Georgia Multi-Modal Passenger Terminal (MMPT), Atlanta, GA  
Heritage Fields Transit-Oriented Development (TOD), Irvine, CA  
LA CleanTech Corridor and Green District Competition, Los Angeles, CA  
Pomona North Metrolink Station, Pomona, CA  
QRAIL Al Doha Al Jadedda Station TOD Master Plan, Doha, Qatar  
QRAIL Al Sadd Station TOD Master Plan, Doha, Qatar  
QRAIL Al Waab Station TOD Master Plan, Doha, Qatar  
QRAIL Bin Mahmoud Station Transit-Oriented  
Development (TOD) Master Plan, Doha, Qatar  
QRAIL Legtaifiya Station TOD Master Plan, Doha, Qatar  
QRAIL West Bay Station TOD Master Plan, Doha, Qatar  
San Bernardino Intermodal Transit Station Village, San Bernardino, CA  
Ürümqi Guanghui Star Master Plan, Ürümqi, China



# GREGORY A. MILLER, AIA

PRINCIPAL-IN-CHARGE

Greg Miller joined Cooper Carry in 1985 and was made a Principal in 2004. He leads Cooper Carry's Mixed-Use and Residential specialty practice groups and has a strong understanding of many project types, including mixed-use development, master planned developments, residential, retail, and office facilities. Greg is committed to creating exceptional spaces that uniquely integrate a variety of building types into a single, connected environment. Many of his projects have received awards, including The Aramore Condominiums, which earned the Atlanta Regional Commission's Exceptional Merit Award for Mixed-Use in 2005.

Greg was involved in the master planning and architecture at Lindbergh City Center. Lindbergh City Center emerged to become Atlanta's first true Transit-Oriented-Development. Cooper Carry planned the 30-acre mixed-use development that has grown into a vibrant in-town center containing office, retail and residential uses. Well-organized public spaces and landscaped, pedestrian-friendly streetscapes link its parts into a neighborhood framework that connects to bordering neighborhoods and leverages the regional transportation systems serving the site. Lindbergh City Center has catalyzed new growth as residences, businesses and commercial developments continually emerge nearby.

## AWARDS

AIA Atlanta Residential Award, AMLI Arts Center, Atlanta, GA, 2018  
Southeast Construction's Best of 2009 Awards, Award of Excellence, The Astoria at the Aramore, Atlanta, GA  
Atlanta Regional Commission (ARC), Exceptional Merit Award for Mixed-Use Development, The Aramore, Atlanta, GA  
Georgia Downtown Association, Decatur, GA, Outstanding New Construction, The Artisan Phases I & II  
Build Georgia Awards Winner, Concrete Category, over \$1 Million, 905 Juniper Street Condominiums, Atlanta, GA  
ICSC Certificate of Merit, Renovation / Expansion of an Existing Project, Coastland Center Mall Renovation, Naples, FL, 1998  
SADI Renovated Enclosed Center, One level, Coastland Center Mall Renovation, Naples, FL, 1998  
Golden Aurora Award, The Madison at Soho, Naples, FL, 2001  
NAIOP, Merit Award, Summer Trees Place, Memphis, TN, 1988

## MIXED -USE/RESIDENTIAL

725 Ponce, Atlanta, GA  
Midtown Medical Northside Hospital, Atlanta, GA  
10 Terminus Place, Atlanta, GA  
60 North Market Street Condominiums, Asheville, NC  
123 West Franklin Street, Chapel Hill, NC  
905 Juniper, Atlanta, GA



## PRINCIPAL

### EDUCATION

BACHELOR OF ARTS IN  
ARCHITECTURE, UNIVERSITY  
OF TENNESSEE, 1983

### REGISTERED ARCHITECT

GEORGIA  
FLORIDA  
NEW YORK  
NORTH CAROLINA

### ASSOCIATIONS

AMERICAN INSTITUTE OF  
ARCHITECTS (AIA)  
NATIONAL COUNCIL OF  
ARCHITECTURAL REGISTRATION  
BOARDS (NCARB)  
URBAN LAND INSTITUTE (ULI)



COOPER CARRY



AMLI Arts Center, Atlanta, GA  
AMLI Flat Iron, Atlanta, GA  
AMLI 3464, Atlanta, GA  
Carillon Town Center, Tampa Bay, FL  
Emory Point Mixed-Use Development, Phase I, Atlanta, GA  
Emory Point Mixed-Use Development, Phase II, Atlanta, GA  
Gadsdenboro Park, Charleston, SC  
Historic Westside Village, Atlanta, GA  
Lindbergh City Center, Atlanta, GA  
Massalina Commons, Panama City, FL  
Milton Park, Alpharetta, GA  
Paces 325, Atlanta, GA  
Pavilion North Site at Lakeview, Durham NC  
Plaza Grand at Eagles Landing, Stockbridge, GA  
Post Allen, Atlanta, GA  
Post Alexander, Atlanta, GA  
Post Alexander II, Atlanta, GA  
Post Baldwin, Orlando, FL  
Post Riverwood, Atlanta, GA  
Post Wade, Raleigh, NC  
Richmond Town Center, Richmond, VA  
Savannah River Landing, Savannah, GA  
Solis Church Street, Decatur, GA  
Solis Downwood, Atlanta, GA  
Solis Interlock, Atlanta, GA  
Solis Parkview, Chamblee, GA  
Solis Parkview II, Chamblee, GA  
The Aramore, Phases I & II, Atlanta, GA  
The Artisan, Atlanta, GA  
The Astoria at the Aramore, Atlanta, GA  
The Banks, Phase 1B, Cleveland, OH  
The Madison at Soho Apartments, Tampa, FL  
The Aramore, Atlanta, GA

**OFFICE**

Midtown Medical Northside Hospital, Atlanta, GA  
725 Ponce, Atlanta, GA  
Center for Specialty Medicine at St. Joseph's Hospital, Atlanta, GA  
Europa Center, Raleigh, NC  
Humphreys Medical Office Building, Memphis, TN  
Memorial Herman Physicians Office Building, Houston, TX  
National Data Corporation, Atlanta, GA  
Park Forty Plaza, Raleigh, NC  
SummerTrees Place, Memphis, TN  
The Medical Arts Building Renovation, Atlanta, GA  
Woodfield IV, Indianapolis, IN



## **PARKING**

Ravinia III New Parking Deck, Dunwoody, GA  
Carillon Town Center, Tampa Bay, FL  
Center for Specialty Medicine, St. Joseph's Hospital, Atlanta, GA  
Coastland Mall Renovation, Naples, FL  
Europa Center, Raleigh, NC  
Historic Westside Village, Atlanta, GA  
Lindbergh City Center, Atlanta, GA  
Mizner Park Apartments, Boca Raton, FL  
Park Forty Plaza, Raleigh, NC  
Richmond Town Center, Richmond, VA  
Underground Atlanta Urban Redevelopment, Atlanta, GA

## **RETAIL**

3005 Peachtree, Atlanta, GA  
Civic Center Mall, Hartford, CT  
Coastland Mall Renovation, Naples, FL  
Humphreys Center Retail, Memphis, TN  
Rich's Department Store at North Point Mall, Alpharetta, GA  
Rich's Department Store, Lenox Mall, Atlanta, GA  
Underground Atlanta Urban Redevelopment, Atlanta, GA  
West Shore Plaza, Tampa, FL  
World Golf Village, Jacksonville, FL

## **RESEARCH & DEVELOPMENT**

1400 Perimeter Park, Morrisville, NC  
Perimeter Park West, Morrisville, NC

## **TRANSIT**

Lindbergh Center Transit Oriented Development, Atlanta, GA  
MARTA Ride Store Addition Study, Lindbergh City Center, Atlanta, GA  
Paces 325, Atlanta, GA  
Pavilion North Site at Lakeview, Durham, NC  
Plaza Grand at Eagles Landing, Stockbridge, GA  
Post Allen, Atlanta, GA  
Post Alexander, Atlanta, GA  
Post Alexander II, Atlanta, GA  
Post Baldwin, Orlando, FL  
Post Riverwood, Atlanta, GA  
Post Wade, Raleigh, NC  
Richmond Town Center, Richmond, VA  
Savannah River Landing, Savannah, GA  
Solis Church Street, Decatur, GA  
Solis Downwood, Atlanta, GA  
Solis Interlock, Atlanta, GA  
Solis Parkview, Chamblee, GA



GREGORY A. MILLER, AIA  
(CONTINUED)

Solis West Paces Ferry, Atlanta, GA  
The Aramore, Phases I & II, Atlanta, GA  
The Artisan, Atlanta, GA  
The Astoria at the Aramore, Atlanta, GA  
The Banks, Phase 1B, Cleveland, OH  
The Madison at Soho Apartments, Tampa, FL

**MASTER PLANNING**

Carillon Town Center, Tampa Bay, FL  
Central Park, Atlanta, GA  
Colonial Town Center, Orlando, FL  
Georgia Institute of Technology, Family Apartments, Atlanta, GA  
Historic Westside Village, Atlanta, GA  
Humphreys Center Master Plan, Memphis, TN  
Innsbrook Master Plan, Richmond, VA  
Lake Nona Mixed-Use Development Master Plan, Orlando, FL  
Lindbergh Center, Atlanta, GA  
Mayfaire Mixed-Use, Wilmington, NC  
Mizner Park, Phase II, Boca Raton, FL  
New River Center and Market Place, Ft. Lauderdale, FL  
Overton Square, Memphis, TN  
Paces Plaza, Atlanta, GA  
Richmond Town Center, Richmond, VA  
The Aramore, Atlanta, GA



COOPER CARRY

# KEITH A. SIMMEL, AIA, LEED AP

PRINCIPAL-IN-CHARGE

A principal in Cooper Carry's Hospitality studio, Keith Simmel directs the design of hospitality-related projects, including hotels, resorts and conference centers. His travels across the United States and around the world have guided his design approach that emphasizes connectivity within the spaces, with the surrounding lands and even with the transportation channels that link the site to the world around it. His projects have garnered multiple awards and accolades, such as a coveted 5-star award from Mobil for The Sanctuary at Kiawah Island, a 255-room hotel, spa and conference center and a NAIOOP award for Best Mixed-Use Project for the Westin Alexandria & Jamieson Condominiums in Virginia, a 320-key hotel with 79 condominium units.

Keith joined Cooper Carry in 1992 and was named Principal in 2008. He is licensed in 16 states as well as the US Virgin Islands, and is certified by the National Council of Architectural Registration (NCARB).

## HONORS & AWARDS

Dean's List, Cornell University, Art & Planning  
Participant in 'Cornell in Rome' Study Program, Rome, Italy, Fall 1989  
Six week program of study & design, Spain & Yugoslavia, Summer 1989

## PUBLICATIONS & ARTICLES

"iHotel: Reconfiguring Traditional Spaces to Emphasize Connectivity,"  
Hotel Business Review, Hotel Executive, 2015.  
"Hotels Bring Unique Brand Experiences to New  
Travels," Hotel Executive, April 2014.

## HOSPITALITY

Hyatt House, Peachtree Dunwoody, Atlanta, GA  
AC Hotel by Marriott Entitlements, Kierland, AZ  
AC Hotel by Marriott at Concourse, Atlanta, GA  
AC Hotel by Marriott / Moxy Dual-Brand Hotel, Atlanta, GA  
Barnsley Gardens Resort & Conference Center, Adairsville, GA  
Brasstown Valley Resort & Conference Center, Young Harris, GA  
Chesapeake Conference Center, Chesapeake, VA  
Cleveland Renaissance Hotel, Cleveland, OH  
Dallas-Fort Worth Airport Renaissance Hotel, Irving, TX  
Downtown Atlanta Homewood Suites & Canopy Hotel, Atlanta, GA  
The Eldred Preserve, Eldred, NY  
Four Season Atlanta Ballroom Renovation, Atlanta, GA  
Ft. Lauderdale Grande Hotel & Marina Renovation, Ft. Lauderdale, FL  
Gaithersburg Marriott Lobby Renovation, Gaithersburg, MD  
Georgian Terrace Hotel & Restaurant Renovation, Atlanta, GA  
Grand Hyatt Ballroom Renovation, Atlanta, GA  
Great Inagua Resort Master Plan, Bahamas  
Greensboro Airport Marriott Lobby Renovation, Greensboro, NC  
Greensboro Hyatt Place, Greensboro, NC  
Hotel Avalon & Alpharetta Conference Center, Alpharetta, GA



## PRINCIPAL

### EDUCATION

BACHELOR OF ARCHITECTURE,  
CORNELL UNIVERSITY, 1991

### REGISTERED ARCHITECT

ALABAMA #7475  
ARIZONA #64315  
CALIFORNIA #C-32678  
DELAWARE #S5-0008292  
FLORIDA #AR96105  
GEORGIA #RA10172  
MARYLAND #16535  
NEW JERSEY #21AI02069100  
NEW YORK #039179  
NORTH CAROLINA #12014  
OHIO #1015248  
RHODE ISLAND #4706  
SOUTH CAROLINA #8520  
TENNESSEE #105105  
TEXAS #26141  
US VIRGIN ISLANDS 1509-A  
WYOMING #C-2556



COOPER CARRY

Hyatt Place & Hyatt House Hotel, Charleston, SC  
Hyatt Atlanta Perimeter at Villa Christina, Atlanta, GA  
Lake Nona Residence Inn & Courtyard, Orlando, FL  
Marriott Marquis, Atlanta Downtown Ballroom Renovation, Atlanta, GA  
Marriott Atlanta Perimeter Center Guestroom & Lobby Renovation,  
Atlanta, GA  
Marriott City Center, Raleigh, NC  
Marriott's Tan-Tar-A Resort Repositioning & Master Plan, Osage Beach, MO  
Memphis Marriott Expansion, Memphis, TN  
Murfreesboro Resort & Conference Center Master Plan, Murfreesboro, TN  
Peninsula Point Hotel & Condominiums, Ventura, CA  
Portland Westin & Condominiums, Portland, ME  
Powers Ferry Wyndham Renovation, Atlanta, GA  
Ravallo Resort & Conference Center, Orlando, FL  
Rose Hall Resort Renovation, Montego Bay, Jamaica  
South Seas Island Resort Renovation, Captiva Island, FL  
The Sanctuary at Kiawah Island, Kiawah Island, South Carolina  
The Ritz Carlton Buckhead Whitley Conversion, Atlanta, GA  
The Ritz Carlton Lobby, Ballroom & Restaurant Renovations, Amelia Island, FL  
The Thayer Hotel Renovation & Expansion, West Point, New York  
Virginia Beach Hilton Hotel, Virginia Beach, VA  
West Sacramento Marriott, Sacramento, CA  
Westin Alexandria & The Jamieson Condominiums, Alexandria, VA  
Westin Buckhead Public Space Renovation, Atlanta, GA  
Westin Cincinnati, Lobby Bar Renovation, Cincinnati, Ohio  
Westin Peachtree Plaza Guestroom & Lobby Renovation, Atlanta, GA  
Wichita Hyatt Regency, Wichita, KS

#### **MIXED-USE**

Broadway & 19th Street, Nashville, TN  
Seven Calhoun Apartments, Charleston, SC

#### **CORPORATE/OFFICE**

Barnett Bank Office Park, Jacksonville, FL  
Coca-Cola Parking Deck No. 4, The Coca-Cola Company, Atlanta, GA  
Family Channel Design Competition, Virginia Beach, VA  
MCI Design Competition, Raleigh, NC

#### **EDUCATIONAL**

Collins Hill Area Middle School, Atlanta, GA  
Georgia State University, Student Center, Atlanta, GA  
SOF Language Training Facility at Ft. Bragg, Fayetteville, NC  
University of Georgia, Sanford Hall, Athens, GA  
University of Georgia, Brooks Hall Renovations, Athens, GA

#### **ACCREDITATIONS**

LEED ACCREDITED PROFESSIONAL,  
USGBC, 2009

#### **ASSOCIATIONS**

AMERICAN INSTITUTE OF ARCHITECTS  
(AIA)  
URBAN LAND INSTITUTE (ULI)  
NATIONAL COUNCIL OF  
ARCHITECTURAL REGISTRATION  
BOARD (NCARB)



# DANIEL SWEENEY, AIA, LEED AP

## PROJECT ARCHITECT

Daniel is a registered architect and LEED Accredited Professional at Cooper Carry with over 15 years in the industry. He is responsible for managing designs for projects, multiple project teams, and coordinating staffing, project contracts, and client expectations. In addition to planning and design, Daniel has an in-depth understanding of construction processes and uses his management skills in project collaboration with owners, consultants, contractors and governing authorities for successful projects. He engages his interpersonal skills and background to provide exceptional service and leadership in the sustainability stewardship of resources to his clients and the firm. Daniel is in our Retail Specialty Practice Group.

## HONORS & AWARDS

Georgia Trust For Historic Preservation Award, Excellence  
in Preservation for SCAD Museum of Art, 2013  
International Interior Design Association Georgia, Best of the Best Award, 2012  
Isp/Vm+Sd Award Winner, International Store Design Award  
for Paradies Shops at the Georgia Aquarium, 2007  
Georgia Asid Gold Award-Retail, for Paradies Shops  
at the Georgia Aquarium, 2006

## PUBLICATIONS

Architect: The Magazine Of The American Institute Of Architects,  
May Issue, "The SCAD Museum of Art" by Caia Hagel  
Architectural Digest: The International Design Authority, February Issue,  
"Discoveries: The Best In Design, Culture, and Style" by Taylor Antrim  
Proceed And Be Bold: Rural Studio After Samuel Mockbee, Andrea  
Oppenheimer Dean & Tim Hursley | A book celebrating the life and work of  
Sambo Mockbee with a chapter dedicated to my thesis, the HERO Center  
Tema Celeste Contemporary Art Magazine, February  
Issue, "Life After Mockbee" by David Moos  
Samuel Mockbee And The Rural Studio: Community Architecture,  
Andrea Oppenheimer Dean & Tim Hursley

## PROJECT EXPERIENCE

AT&T Discovery District, Dallas, Tx  
Brookhaven Marta Masterplan/Development, Brookhaven, GA  
Eldred Preserve Restaurant and B&B, Eldred, NY

## MIXED-USE

Lighthouse Point, Mixed-Use Development, Staten Island, NY  
Modera Decatur, Decatur, GA

## HIGHER EDUCATION-DINING

Georgia State University, Dobbs Dining Hall, Atlanta, GA



## ASSOCIATE PRINCIPAL

### EDUCATION

BACHELOR OF ARCHITECTURE,  
AUBURN UNIVERSITY, AUBURN, AL  
(2002)  
MASTERS OF BUSINESS  
ADMINISTRATION,  
EMORY, UNIVERSITY, ATLANTA, GA  
(2016)

### REGISTERED ARCHITECT

GEORGIA #RA012139  
NEW YORK #039995-1

### ACCREDITATIONS

LEED ACCREDITED PROFESSIONAL

### ASSOCIATIONS

AMERICAN INSTITUTE OF ARCHITECTS  
(AIA), INTERNATIONAL ASSOCIATE  
ARCHITECT MEMBER  
INTERNATIONAL COUNCIL OF  
SHOPPING CENTERS (ICSC)  
NATIONAL COUNCIL OF



COOPER CARRY

DANIEL SWEENEY, AIA, LEED AP  
(CONTINUED)

## MASTER PLANNING

ITCC Digital City Retail & Placemaking Strategy, Continued ITCC Promenade  
Study Schematic Design and Design Development/IFC, Riyadh, KSA  
Port Chester Town Center Repositioning,

ARCHITECTURAL REGISTRATION  
BOARDS (NCARB)  
URBAN LAND INSTITUTE (ULI)

## PREVIOUS PROJECT EXPERIENCE

Amlı Apartments, Atlanta, GA  
Bank Of America, South East Region, US  
Beltline Hotel, Atlanta, GA  
Beirut Master Plan, Beirut, Lebanon  
Commercial Street Center, Shuzuo, China  
Dubai Sports City, Dubai, UAE  
Meadowlands Town Center, Meadowlands, NJ  
Paradies Shops At The Georgia Aquarium, Atlanta, GA  
Ponce City Market, Atlanta, GA  
Promenade Shops At Shadow Creek, Pearland, TX  
SCADMuseum Of Art, Savannah, GA



COOPER CARRY

# NICOLIA ROBINSON, AICP

PLANNER/COMMUNITY ENGAGEMENT

Nicolia Robinson joined Cooper Carry's Urban Design and Planning studio in 2000 and brings to the firm a background in architecture and urban planning. She has managed projects focused on transit, mixed-use, downtown and neighborhood master planning for both public and private sector clients. In addition, she has organized and participated in numerous public outreach meetings, charettes, public presentations, community work sessions and stakeholder interviews.

## URBAN DESIGN + PLANNING

Anson, A New Town Plan, Anson, IN  
Augusta Downtown Master Plan, Augusta, GA  
Bellemeade Mixed-Use, Greensboro, NC  
Better Jacksonville Plan, Jacksonville, FL  
Blount Street Master Plan, Raleigh, NC  
Bull Street Master Plan, Columbia, SC  
Capitol View Master Plan, Nashville, TN  
Charlotte Mixed-Use, Charlotte, NC  
Covington Central Riverfront Strategic Master Plan, Covington, KY  
Downtown Doral Mixed-Use Development, Doral, FL  
Families First, Atlanta, GA  
Fayetteville Master Plan, Fayetteville, GA  
Festival Square, Omaha, NE  
Friendship Baptist Church Master Plan, Atlanta, GA  
Friendship Village Master Plan, Atlanta, GA  
Hill Center Mixed-Use Development, Brentwood, TN  
Jackson Center City Master Plan, Jackson, MS  
Jeffersonville Canal District Plan, Jeffersonville, IN  
LaVilla Master Plan, Jacksonville, FL  
Legacy Park Master Plan, Decatur, GA  
Lotus Master Plan, Dubai, UAE  
Mayfaire Town Center, Wilmington, NC  
Perimeter Town Center, Master Plan, Atlanta, GA  
QRAIL Al Doha Al Jadeda Station TOD Master Plan, Doha, Qatar  
QRAIL Al Sadd Station TOD Master Plan, Doha, Qatar  
QRAIL Al Waab Station TOD Master Plan, Doha, Qatar  
QRAIL Bin Mahmoud Station TOD Master Plan, Doha, Qatar  
QRAIL Legtaifiya Station TOD Master Plan, Doha, Qatar  
QRAIL West Bay Station TOD Master Plan, Doha, Qatar  
Raleigh Downtown Master Plan, Raleigh, NC  
Richmond Galleria Mixed-Use, Richmond, VA  
Village Square, Omaha, NE  
West Palm Beach Master Plan, West Palm Beach, FL



## SENIOR ASSOCIATE

### EDUCATION

MASTER OF ARCHITECTURE,  
STATE UNIVERSITY OF NEW  
YORK AT BUFFALO, 2000  
MASTER OF URBAN PLANNING,  
STATE UNIVERSITY OF NEW  
YORK AT BUFFALO, 2000  
BACHELOR OF DESIGN IN  
ARCHITECTURE, UNIVERSITY  
OF FLORIDA, 1996

### ACCREDITATIONS

AMERICAN INSTITUTE OF  
CERTIFIED PLANNERS (AICP)

### ASSOCIATIONS

AMERICAN PLANNING  
ASSOCIATION (APA)  
GEORGIA PLANNING  
ASSOCIATION (GPA)  
URBAN LAND INSTITUTE (ULI)



COOPER CARRY



## YEARS OF EXPERIENCE

30

## EDUCATION/QUALIFICATIONS

Bachelor of Landscape  
Architecture, Texas A&M  
University

REGISTRATIONS/  
CERTIFICATIONS

Registered Landscape  
Architect: GA

LEED Green Associate

American Society of  
Landscape Architects (ASLA)

Urban Land Institute (ULI),  
Past Executive Director

**Monte Wilson, ASLA**

## PRINCIPAL-IN-CHARGE

Monte is a Division Vice President and Director of the Advance Planning Group at Jacobs. In addition to his project and group leadership responsibilities, Monte is the Global Leader of the Cities and Places practice within Jacobs. His 30 years of experience includes a range of planning, urban design and landscape architecture projects for corporate, institutional, educational, hospitality and municipal clients with a particular focus on community building, urban redevelopment, multi-purposed infrastructure, city scale sustainability and resilience.

**Relevant Project Experience**

**Buckhead Green Vision Study; Atlanta, GA.** A vision plan and strategy for creating a nine-acre deck park over GA 400 at the heart of Buckhead. This creative concept integrates an existing Marta station with much needed publicly accessible open space. The park's proposed program includes a performance venue, restaurants, plazas, passive green spaces and increased pedestrian paths connecting to adjacent uses. The vision plan also identifies strategies for leveraging park capital investments for the realization of increased property values for surrounding land parcels.

**The Stitch Vision Master Plan; Atlanta, GA.** This Master Plan envisioned scenarios for capping the I 85/75 Connector, between West Peachtree Street and Piedmont Avenue, which currently divides downtown Atlanta from Midtown. By "stitching" together the City's urban fabric in this important area, new opportunities for catalyzing significant development can be realized. A number of important public park spaces are planned as well as an enhanced Civic Center Marta Station forming a major transit-oriented development opportunity.

**Principal in Charge; Atlanta Aerotropolis Blueprint; Atlanta, GA.** A 6-month strategic planning initiative focused around Hartsfield Jackson Atlanta International Airport. The study will provide a framework for growth and development through visioning with local stakeholders and developing an implementable action plan.

**Principal in Charge; Charlotte Douglas International Airport Area Strategic Development Plan; Charlotte, NC.** Currently working with CLT to develop a long-range strategic framework for growth that includes the identification of key catalytic sites and infrastructure improvements to unlock economic growth. Ongoing.

**Western Sydney Priority Growth Area (WSPGA) Economic and Spatial Framework; Sydney, Australia.** The WSPGA will be the home of the new Western Sydney Airport at Badgerys Creak, which has the capacity to catalyse significant growth and development within the area. The initial stage of this effort included a visioning and strategic positioning session with key stakeholders from all levels of government.

**Jingyue High Tech Industrial Development Zone, Tsinghua Finance and Sci Tech Park; Changchun, China.** A market responsive plan and planning development controls guide for a new innovation district in a financial ecosystem. Discreet mixed-use zones support multiple implementation strategies, allowing developers to react to market conditions.

## YEARS OF EXPERIENCE

18

## EDUCATION/QUALIFICATIONS

Bachelor of Civil Engineering,  
Auburn University

REGISTRATIONS/  
CERTIFICATIONS

Professional Engineer: FL, AL, MS,  
TX

## Scott Jernigan, PE

## PROJECT AND DESIGN MANAGER

Located in our Pensacola office, Scott has extensive planning, design, and construction experience delivering infrastructure projects in Pensacola and along the Gulf Coast. He has successfully led the planning, design, and construction administration efforts for multiple federal, municipal, and private clients, including providing infrastructure consulting services for the recent master plan for Studer. During these projects, he frequently worked with diverse teams of engineers, architects, and specialty consultants.

### Relevant Project Experience

**Project Manager, General Consulting Services, Studer Properties (Old Stinky), Pensacola, FL.** Studer Properties conducted a master plan for proposed developments on the 18.5-acre ECUA parcel and the remaining Maritime Park parcels located in downtown Pensacola. The project included infrastructure planning, specifically guidance on stormwater issues and geotechnical issues for each site, and coordination with the master plan consultant, DPZ.

**Design Leader, Main Street WWTP Demolition, ECUA, Pensacola, FL.** Design leader for the demolition of the Main Street WWTP located in downtown Pensacola. Project responsibilities included preparation of demolition plans, coordination with the City of Pensacola, stormwater permitting, and construction administration during the demolition.

**Project Engineer, CWRP, ECUA, Pensacola, FL.** This project is the replacement of the Main Street WWTP with the new 22.5-mgd CWRP. Responsibilities included layout of plant geometry, horizontal and vertical design for the 5,500-linear-foot access road, design of plant potable water system (including fire flow loop), design of plant sewer system, design of in-plant and offsite reuse pump systems, lead role for Escambia County DRC permitting process, site grading plan and design of stormwater treatment and conveyance systems, and stormwater permitting.

**Design Leader, Lift Station 236, Navy Federal Credit Union, Pensacola, FL.** Design leader for the upgrade to lift station 236, serving Navy Federal Credit Unions campus expansion. Project responsibilities included coordination with ECUA, infrastructure planning to identify potential growth areas, and design of the new infrastructure

**Project Manager, Generator Maintenance Building, ECUA, Pensacola, FL.** Project manager for the generator maintenance building at the ECUA CWRP. The building functions as headquarters for some of ECUA's field staff. Responsibilities included site work design and project management for building development.

## YEARS OF EXPERIENCE

25

## EDUCATION/QUALIFICATIONS

M.Arch., Architecture, University of Michigan

M.U.P, Urban Planning, University of Michigan

BDes, Architecture, University of Florida

REGISTRATIONS/  
CERTIFICATIONS

Registered Architect, Florida

National Council of Architectural Registration Boards (NCARB)  
Certified Architect

Fellow, American Institute of Architects

Fellow, American Institute of Certified Planners

LEED Accredited Professional with Specialty for Building Design and Construction

National Organization of Minority Architects

## Dan Kirby, FAIA, FAICP, LEED AP BD+C, NCARB, NOMA

### BUILT ENVIRONMENT STRATEGIES/DESIGN MANAGEMENT/ARCHITECTURE

Dan has translated a lifelong love of cities into a career as an architect, planner, and development consultant. His experience includes the planning, design, and development of successful mixed-use, office, hospitality, government, multi-family, and education projects. Dan has engaged in the real estate development process from all sides and brings an advanced understanding of the elements required to shape desirable and competitive projects. He has managed the design of projects with construction values of up to \$200M and led feasibility and planning studies for projects with an estimated value over \$1B.

### Relevant Project Experience

**Building Design Team Lead, SunTrax Connected and Autonomous Vehicle Testing Facility, Florida's Turnpike Enterprise, Auburndale, FL.** Situated on 475 acres in Central Florida, SunTrax is a large-scale, state-of-the-art facility dedicated to the research, development and testing of emerging transportation technologies in safe and controlled environments.

**Project Director - Design & Planning, 1000 N. Orange Avenue, Orlando, FL.** This 35-story mixed-use project includes over 500 assisted-living units, medical office building, labs, pharmacy, vertical farming, parking structure, retail, streetscape, and related offsite infrastructure improvements. The goal of this project is to redefine the urban aging-in-place experience through a holistic care model leveraging technology and sustainable systems to create an optimal environment.

**Senior Consultant, Future Ready Orlando Master Plan, Orlando, FL.** Project lead for the Jacobs scope of services as sub-consultant on effort to develop strategies for implementation of smart city technology addressing energy, connectivity, mobility, placemaking, health and safety, water, and materials.

**Development Manager, NorthBridge on Millenia Lake Mixed Use, Orlando, FL.\*** Conceptualized and managed the development of an innovative mixed-use project including 607 units of multi-family and 24,000 SF of retail space across two different ownership entities.

**Project Director, Sheraton San Diego Hotel & Marina, San Diego, CA.\*** Owner's Representative and Project Management Lead for major hotel repositioning including public spaces, 705 guest rooms, and office areas on an occupied property. Responsible for design team management, construction contract administration, cost management, bid process administration, hotel room night forecasting, project cost estimating, schedule administration, and on-site project administration.

*\*Project completed with previous firm*

## YEARS OF EXPERIENCE

26

## EDUCATION/QUALIFICATIONS

M.B.A. – Finance, Real Estate concentration, CUNY, Baruch College, Zicklin School of Business

Bachelor of Landscape Architecture, University of Georgia

REGISTRATIONS/  
CERTIFICATIONS

Registered Landscape Architect: GA

## Lee Pollock, RLA

### REAL ESTATE STRATEGIES/COMMUNITY DESIGN

Lee brings 26 years of experience as a planner/ landscape architect working on projects including high-density urban infill, mixed-use town centers/ villages, corporate, government, resort/ residential communities, transit-oriented developments as well as recreation projects. In addition, he has experience in the development of commercial and residential brownfield sites in the New York metro area. Lee provides value creation expertise helping clients optimize their real estate assets and has worked in various parts of the United States, Caribbean, & Mexico.

### Relevant Project Experience

**Principal and Design Lead, Resort World Miami Mixed-Used Development & Transit Strategy, Miami, FL.** Master Plan Development & Site Capacity Study for a 15.22-acre site along Biscayne Bay. The Transit-Oriented Development (TOD) included a multi-modals transit station accommodating the Metromover, monorail and relocated bus terminal. Total development consisted of 11.7M sf of space, encompassing luxury condominiums, hotels, offices, entertainment retail district and supporting parking. Jacobs was tasked to provide overall development framework for a public, private partnership organized for the project connecting current urban district with Miami Beach.

**Project Manager and Design Lead, Miramar Town Center, Miramar, FL.** Development of a built, 56 acre mixed-use, infill neighborhood in south Florida. This mixed-use town center has quickly become the heart of community life and civic activity for the City of Miramar. The development includes a mix of civic, retail, office, residential and recreation amenities that reflect the best of the historic towns of Florida. In addition, the project contains a transit hub serving the City of Miramar as well as mass transit for Broward County.

**Design Principal, Nexton, Summerville, SC.** Creation of a development strategy and community master plan for a 4,500-acre mixed-use community outside of Charleston, South Carolina. The plan is organized around an extensive “sustainable landscape” – a value-enhancing, whole-systems approach to circulation, infrastructure, community facilities, recreation, and environmental management. The community contains all the elements of the most successful urban environments – a series of walkable residential villages, employment centers, retail zones, and civic institutions.

**Project Manager and Lead Designer, The Green at Florham Park, Florham Park, NJ.** Led the planning and landscape architecture for the redevelopment of the former Exxon campus. The site currently houses the NY Jets training facility and the 300K sf BASF North American Headquarters. Future development will contain an additional 500k sf of office, corporate apartments, continuing care retirement community, market rate housing, and a limited service hotel.

**YEARS OF EXPERIENCE**

30 years

**EDUCATION/QUALIFICATIONS**MS, Environmental Planning;  
Arizona State UniversityBS, Architecture; University of  
Wisconsin**REGISTRATIONS/  
CERTIFICATIONS**

Registered Architect: AZ

**Kevin Kuehn, AIA, AICP**

ARCHITECT / PLANNER

Kevin is a Registered Architect and Planner with over 30 years of experience in Master Planning projects and is keenly aware of the intricacies of a multi-disciplinary planning team. His focus over the last 15 years has been the integration of public space into the built environment utilizing special definition through figure-ground studies, conceptual visualization and the economic ramifications of design.

**Relevant Project Experience**

**Senior Architect/Planner, Village at Alys Beach, Alys Beach, FL.** In collaboration with Porphyrios Associates, Jacobs provided: technical design development, building code review, and underground parking garage design during the design development and construction document phases for 16 buildings (3 mixed-use) across 14 blocks, a parking garage, and a pedestrian plaza. Kevin's responsibilities included design guidance, over-all critique and quality reviews for the residential units and town center.

**Master Planner, Vogelweh Elementary School Replacement, Vogelweh Housing Community, Kaiserslautern, Germany.** Produced 35% Design Documents for replacement of Vogelweh Elementary School to be located on a new site in the Vogelweh Housing Community in the Kaiserslautern, Germany. The main design objective for the Vogelweh Elementary School is to meet the 21st century learning objectives. The project was procured under an agreement with the German Bauamt allowing for development of the 35% design by our design team, which was transitioned to a Host Nation architect to complete construction documents.

**Master Planner, Real Property Development Plan (RPDP), Minnesota Army National Guard, Statewide.** Jacobs was selected by the MN ARNG to analyze and validate infrastructure costs associated with the phased build out of cantonment facilities on the Arden Hills Army Training Site (AHATS) Site Development Plan/Master Plan (SDP/MP). Infrastructure investments will support the development of a new 300-acre cantonment. Infrastructure investments shall provide the primary infrastructure required to support the mobilization and readiness training requirements. The infrastructure components include roadway improvements, curbing, fire protection, storm water management, and utilities (water, sanitary sewer, storm sewer, electric, communications, and gas). Size: 889,000 SF. Cost: \$20.6M.

**Master Planner, Installation-Wide Comprehensive Master Plan, Real Property Master Plan, Area Development Plans and DD1391 Programming, Fort Bliss, El Paso, TX.** Development of four Brigade Combat Team (BCT) support complexes on a greenfield site that required validation and master planning. Size: 5,000+ acres. Cost: \$4.4B. Supported program with all aspects of master planning, site development, site design, integrating all utilities and facilities, program and project management and construction management services.

## YEARS OF EXPERIENCE

28

## EDUCATION/QUALIFICATIONS

BLA, University of Georgia

REGISTRATIONS/  
CERTIFICATIONSRegistered Landscape Architect: GA,  
FL, NC, NY, SC, WACouncil of Landscape Architectural  
Registration Boards (CLARB)  
Certified

## Brett Wylie

## PLANNING &amp; LANDSCAPE ARCHITECTURE

Brett is a Senior Planner, Urban Designer and Landscape Architect. Focused on elevating the practice's design leadership, Brett has extensive experience in all aspects of urban design and landscape architecture for diverse public and private projects. Brett provides leadership on creative strategies for sustainable environmental design and green infrastructure. With a proven record of thoughtful design and thorough implementation, his diverse project experience includes mixed-use developments, Federal Government campuses and facilities, corporate and university campuses, urban regeneration strategies, and hospitality and resorts.

### Relevant Project Experience

**Master Planner/Landscape Architect, Downtown Doral (Miami), Doral, FL.**

A master plan and open space strategy for an approximately 150-acre site in the newly formed City of Doral. Becoming the new heart of the community, this mixed-use master plan directs the new residential, retail, office and civic spaces into an integrated, walkable community.

**Master Planner/Lead Landscape Architect, RiverPlace, Greenville, SC.**

A master plan and urban open space design strategy for a new development in the heart of downtown Greenville, at the crossing of the Reedy River and South Main Street. Office, hotel, restaurant and residential uses are all comprised on a four-block site taking advantage of direct access to both the downtown's vibrant urban scene, extensive park system and active main street.

**Master Planner/Lead Landscape Architect, The Mercato, Naples, FL.**

A master plan and open space strategy for a 60-acre area encompassing a new Whole Foods market, mixed retail, restaurants, residential, office, movie theater and public green. This signature mixed use development provides a new live, work and play experience for Naples residents.

**Master Planner/Urban Designer, Bellevue Urban Master Plan, Bellevue, WA.**

An urban master plan to create an exciting new public realm. The key organizing element is the creation of Bellevue Park, a public park that will bridge the highway and connect City Hall with the heart of new development to the east, leading to an expansion of the Central Business District. In addition to the city park, four office towers, a hotel, a residential tower, retail space will act as a significant catalyst for the downtown area while connecting to the city's light rail transit system.

**Master Planner/Urban Designer, Centers for Disease Control Campus**

**Master Plan, Chamblee, GA.** Responsible for integration of site facilities, sustainable environmental design strategies and urban design of campus exterior spaces. A physical master plan for existing CDC campus. The scope included a phased ten-year growth strategy for adding substantial new employees and numerous key facilities within the framework of the existing site. Strategies included phased implementation, environmentally sustainable design, enhanced infrastructure efficiencies and vehicular circulation, improved work environment with new spaces for employees and long-term flexibility allowing the CDC to adapt to future changes.

## YEARS OF EXPERIENCE

13

## EDUCATION/QUALIFICATIONS

M.B.A., University of West  
Florida

B.S., Civil Engineering,  
University of Central Florida

REGISTRATIONS/  
CERTIFICATIONS

Professional Engineer: FL, MS,  
LA

## Daniel Broxson, PE

## INFRASTRUCTURE

Located in our Pensacola office, Daniel has 12 years of experience aiding communities and private companies plans, design, and build critical infrastructure. Daniel's experience includes critical analysis to guide financial decisions around capital improvement plans, rate structures, demand forecasting, and debt issuances. He has provided water and sewer treatment facility and system master planning, stormwater management, system evaluations, feasibility studies, criticality analysis, modeling, and forecasting.

### Relevant Project Experience

**Project Engineer, Maritime Park, Hoar Construction, Pensacola, FL.** On the Maritime Park project, Daniel was the lead Civil Designer. The project included a 32-acre park with a AA baseball stadium, amphitheatre, recreational park, boat dock, sea wall, and out parcels to support commercial development. A comprehensive infrastructure plan was put in place to provide water, sewer, and stormwater management to all parcels in the park. The site presented many challenges including accounting for storm surge and differential settlement due to underlying soft soils.

**Project Engineer/Project Manager, Navy Federal Credit Union Expansion Phases 1, 2, and Recreational Area, Navy Federal Credit Union, Escambia County, FL.** The Navy Federal Credit Union consists of 8 office buildings, three parking garages, two energy plants, and three bridges that serve a buildout population of over 10,000 employees. Daniel began working on the project during the LEED certification of Building 4 and lead the stormwater planning effort for the over \$1B expansion of the campus onto the 4H property. He continues to support Navy Federal Credit Union as the lead Civil Engineer for the new recreational facility on the recently acquired OLF-8 property.

**Project Engineer, Central Water Reclamation Facility (WRF), Emerald Coast Utility Authority (ECUA), Escambia County, FL.** The Central Water Reclamation Facility was the relocation of the Main Street Wastewater Treatment Plant from downtown Pensacola north to a site near Cantonment. The relocation of the facility provided an opportunity for development in downtown Pensacola. The project also made the sewer infrastructure more resilient especially during large hurricanes.

**Project Engineer, 9th and Langley Intersection Improvements, Escambia County, Escambia County, FL.** The project included a preliminary design and engineering analysis and 30 percent design of the realignment of the intersection of 9<sup>th</sup> and Langley Avenue. The intersection is the confluence of four heavily trafficked roads that create dangerous crossing movements. Daniel was the lead engineer for drainage, maintenance of traffic, roadway design of the extension of McAllister Avenue, and signing and pavement marking.

**YEARS OF EXPERIENCE**

35

**EDUCATION/QUALIFICATIONS**

B.S., Geological Engineering,  
University of Arizona, 1985

Major course work in mining  
engineering. Student intern at  
underground nickel mine in Tucson.

**REGISTRATIONS/  
CERTIFICATIONS**

Professional Engineer: FL, AR

**Mark Canty, PE****GEOTECHNICAL**

Mark is a senior geotechnical engineer with 35 years of experience. He has worked on projects varying from high-speed train bridge foundations, underground mine design, highway bridge foundations, commercial buildings, retaining walls, water plant tank design, embankments over soft soils and design of stormwater treatment ponds. His responsibilities have encompassed review of construction phase soil improvements including dredged fill placement and surcharge, deep soil mix concrete columns and vibro-replacement stone columns, wharf pile foundation installation and sheet pile wall construction.

**Relevant Project Experience**

**Geotechnical Engineer, 6-Mile Water and Sewer Outfall Tunnel, Miami, FL.** Field engineer during concept phase design of 6-mile underground tunnel planned from west of downtown Miami to a water treatment plant at the Everglades. Field work included eight SPT borings and eight Sonic borings to 200 ft depth along alignment. Coordinated laboratory work including rock compressive strength tests and petrographic analysis. Identification of ancient coral reefs between 50 and 100 ft depth critical to tunnel design and construction techniques.

**Senior Geotechnical Engineer, Loxahatchee National Wildlife Refuge Levee, Palm Beach County, FL.** Geotechnical engineer responsible for design of approximate 1-mile levee across north tip of wildlife refuge. Subsurface conditions included organic soil deposits underlain by limestone. Analyzed levee seepage, global stability and settlement. Levee constructed with partial demucking and use of temporary sheet pile walls for embankment placement in open water. Gravel roadway built over levee for maintenance and access.

**Senior Geotechnical Engineer, Orange County and Seminole County Expressways, Orlando, FL.** Engineer evaluating design of bridge foundations, retaining walls, stormwater pond, and high fill embankments over soft organic soil deposits for over 20 miles of new expressway. Designed geosynthetic reinforced embankments with wick drains and surcharge over 100 ft thick organic deposits. Bridge foundation design included steel pipe and H-piles, pre-cast prestressed concrete piles and drilled shafts.

**Geotechnical Engineer, 3-Story Office Building, Lake Mary, FL.** Design of shallow foundations over very loose sand deposits requiring implementation of Deep Dynamic Compaction supplemented by stone column installation to densify soils and increase allowable bearing pressure.

**Geotechnical Engineer, Wekiva Parkway/ Orange, Lake, and Seminole County, FL.** Geotechnical engineering review for 7 miles of new 4-lane expressway including 25 bridges and ponds. Served as senior geotechnical project manager reviewing subconsultant reports for conformance with CFX policy and best engineering practices.



## YEARS OF EXPERIENCE

10

## EDUCATION/QUALIFICATIONS

University of South Alabama,  
Mobile, AL

B.S. Civil Engineering, 2010

REGISTRATIONS/  
CERTIFICATIONS

Registered Professional  
Engineer in the State of  
Florida

Registered Professional  
Engineer in the State of  
Alabama

FDEP Qualified Stormwater  
Management Inspector

FDOT Advanced Maintenance  
of Traffic

ADEM Qualified Credentialed  
Inspector

**Daniel Terry, PE**

## INFRASTRUCTURE

Located in Pensacola, Daniel is a civil engineer with nearly a decade of experience in the Gulf Coast area. During his career, Daniel has been exposed to a broad range of civil engineering with a focus on linear projects (e.g. roads, railroads), drainage, infrastructure, and site development projects. He has experience in planning, design, permitting, and construction inspection.

**Relevant Project Experience**

**Project Engineer, Navy Federal Credit Union (NFCU) Recreation Facility, Pensacola, FL.** As a result of NFCU's growth and expansion in recent years, the existing campus had a severe parking deficit. This \$15M project is a multi-discipline private commercial development intended to provide supplemental parking and two new recreation facilities at NFCU's newest headquarters/call center campus. Responsibilities included assisting with project management, team coordination, planning, design, and permitting of the civil portions of the design.

**Project Engineer/Civil Construction Manager, Navy Federal Credit Union (NFCU) Phase I and II Expansions, Pensacola, FL.** LEED certified multi-disciplinary and multi-phase expansion of NFCU's existing campus to develop a new headquarters and call center on a several hundred-acre site. Civil engineering included planning, permitting, design and construction inspection of roadways, utility infrastructure, site grading, stormwater management system, and other infrastructure to support development of three multi-story office buildings, two parking decks, one bridge, and infrastructure to connect multiple phases of construction for the campus. Approximate project value is \$1B+.

**Project Engineer, FOIL Economic Development Study, Pensacola, FL.** A high-level analysis of the best and most efficient use of several thousand acres of undeveloped land in northwest FL. Aimed at attracting big industry to the area which would create many jobs, the study included planners, engineers, public officials, and engaged the citizens as well. Project included planning-level analysis of the available land to include evaluation of developable areas within the study area, infrastructure availability and conceptual design, economic analysis, etc. Approximate project value is \$8M. Responsibilities included planning-level analysis of stormwater, water and sewer, road, bridge, and railroad elements.

**Civil Engineering Task Lead, Mobile Area Water and Sewer System (MAWSS) Dewatering Building, Mobile, AL.** Part of a multi-disciplinary team designing upgrades to an existing waste water treatment plant. Improvements include construction of a new dewatering and operations building and a new Chlorine/SO<sub>2</sub> building. Approximate value of project is \$30M. Project currently in design phase. Responsibilities include managing and coordinating with sub-consultants and other engineering/architectural disciplines, managing and working with civil team members, and coordinating permitting efforts. Design responsibilities include demolition and phasing, control and staking, site layout, grading and drainage, supporting infrastructure and yard piping, etc.

## YEARS OF EXPERIENCE

32

## EDUCATION/QUALIFICATIONS

PhD, Bio-Systems Engineering,  
University of Minnesota

MS, Agricultural Engineering,  
University of Manitoba, Canada

B.Tech, Agricultural Engineering,  
MPAU University

REGISTRATIONS/  
CERTIFICATIONS

Professional Hydrologist

National #1466

## Avinash (Avi) Patwardhan, PhD, BCEEM

### CONNECTED, SECURE & SMART PLACES

Avi is Managing Director of Jacobs' Global Smart Cities Practice. With 32 years of problem-solving, systematic thinking, and delivering high quality results using best-in-class collaborative style. With experience for 50+ clients in North America and overseas, his passion is spotlighting how emerging technologies are impacting cities, utilities and organizations as they plan, build, and manage infrastructure assets.

### Relevant Project Experience

**Senior Technical Consultant, Smart City Solutions, City of Orlando, FL.** Advising development of smart city solutions and road map aligned with City of Orlando Smart City Objectives, this includes development of phasing of solutions, identifying funding and prioritizing implementation.

**Senior Consultant, Miami Beach Smart Street Lighting, Miami, FL.** Developed a Smart Cities strategy with focus on smart lighting as the foundation and other bundled smart city services and alternatives, scheduling and financial options for implementation.

**Senior Consultant, Internet of Things Solutions, City of Peachtree Corners, GA.** Providing directions for the work and solutions being designed and implemented on the project and providing advice and recommendations of aligned technologies to be implemented for smart lighting, parking, IoT Gateways, City Command and Control Center and Kiosks.

**Senior Consultant, Smart City Application, City of Peachtree Corners, GA.** Providing technical guidance and advice of aligned technologies to be implemented for developing an APP for Citizens for all City Services; APP developed for IOS and ANDROID systems.

**Senior Consultant, Aurangabad City Roadmap and Delivery, Aurangabad Smart City Development Corporation Ltd (ASCDCL), Maharashtra, India.** Providing guidance in developing a connected places roadmap aligned with Smart Cities vision which will integrate various citizen services such as water, mobility, energy, waste management and connectivity with IoT enables solutions. Key objectives are to define projects with immediate ROI while considering future IoT Solutions.

**Senior Consultant, Capital City Amaravati. Andhra Pradesh Capital Regions Development Authority, India.** Engaged in reviewing and providing recommendations for Program Office Set Up, Governance documents, Work Break Down Structure. Review and develop Information and Communication Technology strategy and provide guidance to sub-consultants on smart city solutions, including an Integrated Operations Center.

**Senior Consultant, City of the Future-West Corridor Feasibility Study, Metropolitan District of Greater Cincinnati, OH.** Serves as a senior consultant and provided solutions for various green infrastructure solutions for the West Corridor Feasibility Study.

## YEARS OF EXPERIENCE

20

## EDUCATION/QUALIFICATIONS

Civil Engineering with Construction Management focus coursework, University of Central Florida

REGISTRATIONS/  
CERTIFICATIONS

Certified Floodplain Manager

## Jason Bird

### COASTAL RESILIENCY AND SUSTAINABILITY

Jason is a civil engineering professional with experience in planning, design, permitting, and construction administration for commercial, residential, public open space, utility, stormwater and transportation projects, with a focus on water resources, water conservation, green infrastructure and sustainability, including LEED, ENVISION evaluations for private and public facilities, master planned communities, and US federal facilities. He has applied his knowledge of infrastructure design and climate science to risk and vulnerability evaluations to develop and prioritize mitigation measures and adaptive strategies to protect and enhance capital investment and the overall resilience of built and natural assets.

### Relevant Project Experience

**Project Manager, The Nature Conservancy Living Shoreline Plan, Punta Gorda, FL.** Developed living shoreline plan and conceptual design for Four Points Sheraton Hotel coastline of Charlotte Harbor to enhance the performance of the coastline in providing ecological habitat, erosion protection and improved aesthetics for visitors to regional tiki bar restaurant along public waterfront promenade. This pilot project will be used to inform the application of living shorelines as nature-based solutions for coastal climate adaptation throughout Charlotte Harbor.

**Task Lead, Flood Mitigation and Resiliency Study, City of Miami Beach, FL.** Develop city-wide strategies to mitigate flooding of public and private property, for integration of resilience for buildings and critical infrastructure, including risk and vulnerability assessment, and developed a tool box of adaptive mitigation strategies and implementation guide to inform capital improvement projects and policy for future conditions on this award-winning project.

**Water Lead/Sustainable Systems Integration Model (SSIM) Modeler, SSIM Pilot Study, NAVFAC Midlant, Little Creek, VA.** Developed a methodology for evaluating base-wide assets and environmental impacts as they related to federal mandates for water use, energy, and carbon reductions. Evaluated water consumption, stormwater runoff quality, and reuse potential for 2,000-acre military installation with more than 400 buildings. Performed cost-benefit analysis of conservation and reuse packages to inform leadership decision making and developing roadmap for implementation.

**Task Lead, Downtown Waterfront Master Plan, St. Petersburg, FL.** Project included over 7 miles of waterfront in urban setting including downtown, airport, seaport, industrial and residential areas. As technical lead for sustainable infrastructure, provided infrastructure and asset review and high-level impact analysis for sea level rise and storm surge to inform adaptive strategies for integration into master plan.

**Resilience Task Lead, Tyndall AFB, Resilient Installation Facility Standards Development.** Evaluated coastal flood risk and other natural hazards to identify vulnerabilities to base operations and mission readiness and inform the development of "Base of the Future" design guidelines to be used to design and construct base reconstruction after devastating impacts from Hurricane Michael in Oct. 2018.

**YEARS OF EXPERIENCE**

29

**EDUCATION/QUALIFICATIONS**Master of Public Administration  
(MPA)Bachelor of Arts, English, University  
of Miami**REGISTRATIONS/  
CERTIFICATIONS**

N/A

## Susy Torriente

### COASTAL RESILIENCY AND SUSTAINABILITY

Susy is an organizational strategist with more than 29 years of local government experience in Florida. Her strength is breaking down complex issues into manageable solutions, fostering collaboration and directing organizational strategic planning. As assistant city manager in Fort Lauderdale and Miami Beach, her portfolio of departments included sustainable development (building, planning zoning), transportation and mobility, environment, public works, housing, economic development and parks. Susanne was invited to contribute in the National Academy of Science review the Fourth National Climate Assessment (NCA4) in 2017-2018. She co-chaired the Greater Miami Chamber of Commerce Resiliency Committee (2017-2019), is the current president of the Resilient Utilities Coalition (RUC) Board, a member of the Orange County, Florida Mayor's Sustainability & Resilience Committee, and Chair of the Resilient Utilities Coalition.

### Relevant Project Experience

**City of Miami Beach Assistant City Manager (ACM) & Chief Resilience Officer (CRO), Resilient 305, Greater Miami & the Beaches (GM&B), FL.** GM&B is a collaboration of Miami-Dade County, the City of Miami, and the City of Miami Beach, created to respond to the region's major challenges such as climate change, globalization and urbanization. One of three GM&B CRO's leading the development of this plan through all stages from preliminary risk assessment; stakeholder and expert interviews; communications, work group convenings; prioritization; strategy development (structure and content); and ultimate approval by the three governing bodies. More than 50 actions were identified, developed and organized for the Resilient305 Strategy into three overarching goal areas: Places, People, and Pathways.

**City of Miami Beach Assistant City Manager (ACM) & Chief Resilience Officer (CRO), Miami Beach Strategic Plan, Miami Beach, FL.** Miami Beach reinvented its Strategic Plan goals and objectives through the leadership of the City Commission, the experience of the management team, and the voice of the community. The resilience lens helps the city understand its shocks and stresses to reduce risk and create co-benefits in city services, operations and capital projects. As ACM/CRO created the vision, connected the dots, and led the team in crafting this unique strategic plan and resilience strategy in five vision areas with: City Commission goals, management objectives, and priority funded actions.

**City of Miami Beach Assistant City Manager (ACM) & Chief Resilience Officer (CRO), Urban Land Institute of the Miami Beach Stormwater Program, Miami Beach, FL.** As CRO, secured funding and resources through 100 Resilient cities and ULI for the review of the city's stormwater management program. Structured the interdisciplinary team of expert panelists; crafted the panel's scope mission and objectives; provided staff support and resources; and led the implementation of recommendations to improve the program through an interdepartmental team of directors and executive staff. The City Commission unanimously approved the recommendations.

## YEARS OF EXPERIENCE

20

## EDUCATION/QUALIFICATIONS

BS, Business Administration,  
Lee University

REGISTRATIONS/  
CERTIFICATIONS

Certified Construction  
Manager (CCM)

General Contractor License:  
AL, AR, NC

## Jason Abernathy, CCM

## PROJECT MANAGEMENT/CONSTRUCTION MANAGEMENT

Jason is a well-seasoned construction executive with a demonstrated history as a business unit leader with P&L, operational, and business development responsibilities in program management and construction management engagements. Skilled in all aspects of project delivery, Jason has served in various roles on a wide range of projects in the K-12 education, higher education, manufacturing, corrections, corporate, and sports and entertainment market sectors.

### Relevant Project Experience

**Vice President, Lane Parke, Evson Inc. Mountain Brook, AL.** 30-acre mixed-use residential and retail development included, 140,000 square feet of retail, 276 luxury apartments, and a 100-room boutique hotel. Phase by phase, the 30-acre development is taking over the space of the existing Mountain Brook Shopping Center, with architectural styling and materials that complement the surrounding area and neighborhood-friendly green space. Phase 1 of the project includes 276 apartments in the luxury Lane Parke Apartments complex and the 100-room Grand Bohemian Hotel, in addition to retail space anchored by a spacious, modern Western Supermarket. Phase 2 will add more retail space, bringing the total to 140,000 square feet and rounding out the mixed-use development.

**Senior Project Manager, Front Range Village Shopping Center, Bayer Properties, Fort Collins, CO.** Front Range Village is a unique center in southeast Fort Collins that offers a modern mix of stores, restaurants and entertainment venues, as well as 80,000 sf of office space. In addition, Front Range Village includes the Council Tree Public Library, a dog park and fitness concepts for just about any goal you might have. \$90M retail / mixed-use project.

**Director of Construction Services, Westin Hotel, Birmingham Jefferson Civic Center, Birmingham, AL.** Westin Hotel and Todd English Pub – Owners Rep Services for BJCC

**Project Manager, Extended Stay Hotel – Indianapolis, Extended Stay of America, Indianapolis, IN.** 3 story hotel

# First Florida Constructors



**Corporate Office**  
31 NW 23 ST  
Miami, FL 33127

**Tampa Office**  
3912 W Humphrey St  
Tampa, FL 33614

**FIRST FLORIDA**

ABOUT US

# About First Florida Constructors.

## Florida's Leading General Contractor

First Florida offers competitively priced commercial construction for discerning developers of multi-family housing.

Since our inception in 1963, we have built in every state in the Continental United States and the Caribbean. We have constructed over 14,000 units since 2010.

We are particularly proud of our ability to produce excellent results for our clients in both metropolitan areas and small counties.



We are the result of our hard work.

Our passion for what we do makes us leaders in our market.

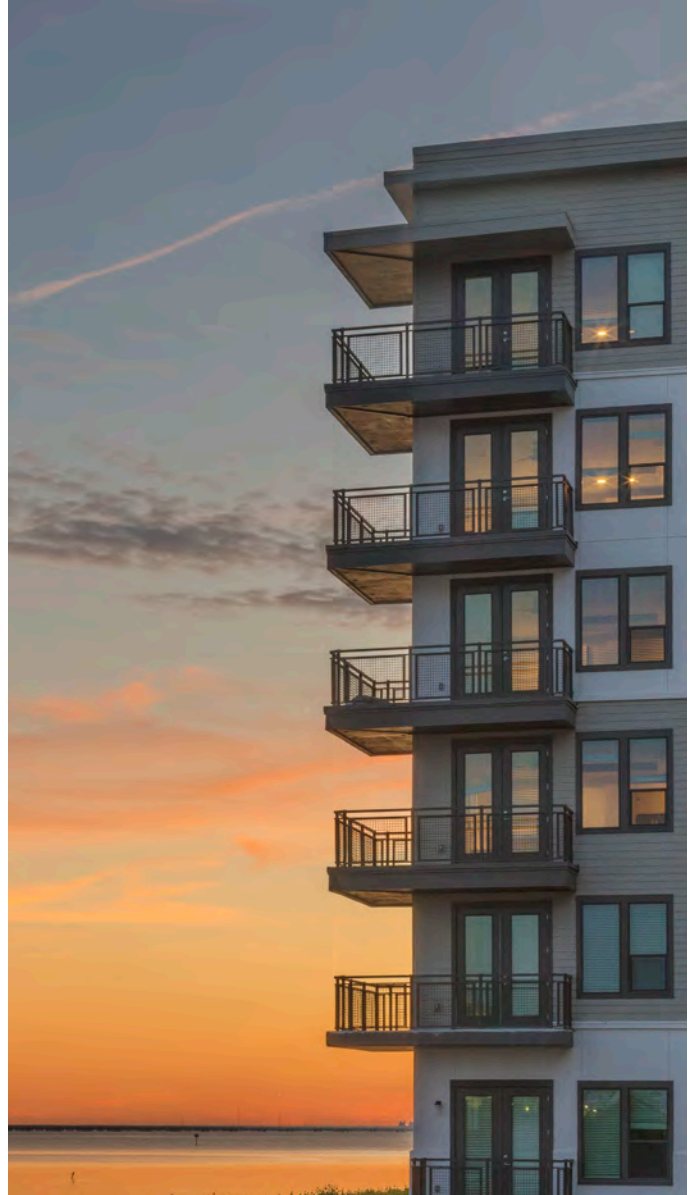
The stability of the market rate housing and mixed-use commercial projects has contributed to a bottom line at First Florida that is healthier than ever.

This results in a strong cash flow position and the ability to maintain a solid record of prompt payment to suppliers and subcontractors.

We are proud to work with some of the best subcontractors in Florida and we work hard to have them enjoy working with us.

Our bonding limits for single projects is \$150,000,000 and we have a total bonding capacity of \$350,000,000.

OUR GOAL IS TO  
MAKE THE BUILDING  
PROCESS FUN, EASY  
LESS STRESSFUL,  
LESS COSTLY AND  
EFFICIENT.



We have the experience, the people, the financial strength and the track record of success in building market-rate apartments, assisted living facilities, office, hotel, retail and affordable housing and we also have experience in apartment rehabilitation.

Talk to our clients and you will find that we bring projects in on budget and on time. We build HUD, 221, D-4, Davis Bacon and tax credit work. We perform negotiated work and hard bid projects. We have built Hi-Rise Concrete, Mid-Rise Concrete, Garden Concrete, Post-Tension Structures, Tunnel Form structures, Pre-cast structures, Wood Frame garden and Wood Frame wrap construction.

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**Rocky Point Apartments**

Completion 2019



# WE ARE COMMITTED TO OUR COMMUNITY



For almost 20 years, First Florida, has maintained a board member of Rebuilding Together Miami -Dade, a non-profit organization that restores homes for low-income, disabled and elderly homeowners through Miami-Dade County at no cost to the homeowners.

Working together with other local contractors, First Florida has helped over a hundred families receive repairs that include handicap access, new roofs, plumbing and electrical repairs.

We donate a substantial amount of staff time each year to helping improve the lives and homes of people in need.

We also support Breakthrough Miami which provides education opportunities to children in need, Give Kids a Chance which provides college scholarships to children who live in the affordable housing projects that we construct and local childrens sports organizations.

## Job Site Safety.

First Florida has been awarded OSHA's Sunshine State Safety Award for our proactive commitment to safety at 31 construction sites which leads all General Contractors in the State of Florida.

The Sunshine State Safety Award is given to companies that excel in their compliance with OSHA standards and regulations.

We employ a full-time safety manager who continuously monitors our jobs for compliance.

All First Florida Superintendents are required to have a 30-hour OSHA certification.



## Local & Minority Outreach.

First Florida encourages minority participation on all projects, including MBE/WBE subcontractors, suppliers and vendors.

We have extensive experience with Section 3 and community outreach programs and make it a goal to hire local workforce and subcontractors when possible.

# Our History.

First Florida is a Miami Based General contracting company incorporated in 1963.

It was started when the original owners of Burger King Corporation invited B.E. Miller to organize a construction company to build their restaurants throughout the United States.

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## The 1960s - 1980s.

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Between 1963 and 1983, First Florida constructed more than 1,200 restaurants for Burger King and its franchisees.

In the 1970s, First Florida expanded its customer base to include other national restaurant companies and became the general contractor for prestigious national chains including Wendy's, Sambos, Victoria Stations, El Toritos, WR Grace Restaurant Group, McDonalds, Hardees, Arby's, Sizzler's and Garcia's.

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## The 1980s - 1990s Expansion.

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By 1982, First Florida was the nation's largest restaurant builder.

During that time, First Florida expanded into the hotel industry as well and ultimately constructed thousands of rooms for the country's largest hotel chains including Marriott, Hilton, Holiday Inn, Sheraton and Hampton Inn. Continuing its aggressive expansion program, the company constructed large commercial and industrial projects throughout Florida.

High-rise apartments, office buildings, water treatment plants, refrigerated warehouses and banks were added to the company's projects.



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## First Florida Today.

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First Florida is presently managed by President, Gregory J. Wyka and Vice President, Andrew J. Lenahan and is the state's leading multi-family housing contractor, skilled in the construction of both market-rate and affordable apartment housing.

The State of Florida and the Office of Fair Housing and Equal Opportunity have approved First Florida as a contractor for all tax credit and HUD projects.

The high quality of our work demonstrates our expertise in affordable apartments, as well as elderly housing, which we build throughout the state of Florida.

We are particularly proud of our ability to produce excellent results for our clients in both metropolitan areas and small counties where these types of projects are often most needed. We also build market-rate housing and mixed-use commercial projects some of the area's largest developers, including ZOM Florida, Richman Signature Properties and Camden Development, Landmark Development, Royal Senior Care, Thor Equities and RedSky Capital.

We personally negotiate, estimate, subcontract and inspect each construction project. This allows for tighter controls and better interaction with clients and subcontractors. It also allows us to complete projects of a higher quality with fewer problems along the way.

By getting involved in the project early, we collaborate with our clients, design teams and subcontractors to maximize quality control and value engineering in order to deliver projects on time and on budget.

As a courtesy to our clients, we also provide Preconstruction services such as conceptual pricing and consulting with architects on project design.

## Our Leadership.



**Gregory J. Wyka**  
President

Greg Wyka has worked with First Florida since 1996, when he administered the construction management contract for Divi Resorts in Aruba.

Since then, as a Superintendent/Project Manager, Vice President and now President, he has managed more than 1 Billion dollars in construction projects and has personally overseen the construction of over 14,154 multifamily units. Greg is the principal and primary owner of the First Florida Companies.

Greg is an industry advisory board member for the University of Miami Masters in Construction Management Program.

As a recipient of the University of Florida's Gator 100 Award, Greg is leading First Florida to be one of the strongest Florida-based construction companies of the future.

#### Education & Licensure

University of Florida, B.S. in Civil Engineering  
General Contractor, State of Florida CG C061170

· CGC 1517868



**Andrew J. Lenahan**  
Vice President

As Vice President, Andrew oversees and is personally involved in all activities at First Florida including business development, estimating, preconstruction services, project management, warranty services, community outreach and leadership development. Andrew is committed to building award-winning projects using efficient teams that understand the client's objectives and create value at each step of the process.

While at First Florida, Andrew has worked on new and rehabilitation projects including a mix of multi-family, commercial, hospitality, office, assisted living and retail uses located in the Southeast. In his previous roles at the company, Andrew directly managed the delivery of more than 30 new construction projects, totaling over 5,000 residential units and 4 million square feet.

#### Education & Licensure

University of Miami, B.S. in International Finance and Marketing  
General Contractor, State of Florida CGC 1520602



**Dana W. Teeter**  
Vice President of Central FL

Dana W. Teeter began his career with First Florida in 2004. Beginning as an Assistant Superintendent and working his way up to Superintendent then Project Manager, Dana was most recently promoted to Vice President of Central Florida.

He is based out of our Tampa office, overseeing all the Central Florida projects. Dana is involved in all aspects of the construction process from Design to project close out and everything in between.

Dana has built over 7,500 multifamily units since his tenure with First Florida.

**Education & Licensure**

General Contractor, State of Florida CGC 1518750  
Certified Building Contractor, State of Florida CBC 1254016



**Yari Gonzalez**  
Director of Operations

Yari has been with First Florida for over nine years. As Director of Operations, she is responsible in establishing strategic and operational leadership and procedures including administrative operations. As well as, engage actively with clients and manage end to end client experience.

She provides insight to employees and oversight to the First Florida staff, applying the best practices to supervise all teams including development of all the following departments: contract administration, insurance, lien releases, bonds and accounts payables. She pursues new opportunities for business growth and adopts measurable improvements within the organization that promote a positive and energetic culture.

**Education**

She received her Bachelor of Arts in International Relations from Florida International University.

**Maria Guthrie**  
Chief Financial Officer



Maria has been with First Florida for over fourteen years. She is responsible for the company's accounting, treasury management, tax, auditing, financial reporting, budgeting and forecasting.

Maria co-founded the Miami-Dade chapter of the Construction Financial Management Association (CFMA) and was the chapter's president for four years. She serves on the Board of Directors for the Construction Financial Management Association.

**Education**

She received her Bachelor of Science in Accounting and her Bachelor of Science in Finance from North Carolina State University.



# First Florida Team - Pensacola

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## **Nick Romanies – Project Manager**

Nick Romanies has worked with First Florida since 2015. During this time a total of 8 projects, 2,366 apartment units and \$231M have been successfully completed for multiple clients. As a Project Manager, he oversees the development, estimating, preconstruction services, and project management through project completion. He is currently managing two projects, P52 Apartments in Pensacola totaling to \$42M and another in Sarasota – Sarasota Residences totaling to \$31M with a combined unit count of 572.

### **Education & Licensure**

- Virginia Polytechnic Institute and State University  
M.S. in Building Construction, Science and Management
- B.S. in Property Management
- General Contractor, State of Florida

### **Certifications**

- LEED Green Associate
- Certified Apartment Manager
- Urban Land Institute – Young Leaders Group

## **Completed Projects:**

- |   |                                       |
|---|---------------------------------------|
| • P52 Apartments, Pensacola, FL (Current)     | 4 Story Wood, 350 Units               |
| • Sarasota Residences, Sarasota, FL (Current) | 4 Story Wood, 222 Units               |
| • Azola at Magnolia, Tampa, FL                | 3 Story Garden, 330 Units             |
| • Rocky Point Apartments, Tampa, FL           | 5 Story Wood Mid-Rise Wrap, 323 Units |
| • Lenox at Bloomingdale, Tampa, FL            | 3 Story Wood Garden, 240 Units        |
| • Aurora Apartments, Tampa, FL                | 5 Story Wood Mid-Rise, 351 Units      |
| • Grady Square Apartments, Tampa, FL          | 4 Story Wood Mid-Rise Wrap, 300 Units |
| • Pierce at Pavilion, Ft. Pierce, FL          | 4 Story Wood Garden, 250 Units        |

### **John Strickland – Lead Superintendent**

John has over 40 years of construction experience and has directed all aspects of the job site construction process. As a superintendent, John has built in excess 2,200 units. He has also participated through various roles in construction including but not limited to safety, quality and risk management, budgets, and schedules. He currently resides in Pensacola, Florida

### **Completed Projects:**

- Artisan at Twickenham Square, Huntsville, AL.  
Four-story, 270,915 sq. ft, wood-framed apartment building with 246 units, 7,500 sq. ft of retail space, and a precast parking garage
- Park 35 on Clairmont, Birmingham, AL.  
325,000 sq. ft wood-framed apartment building; 271 units, 390-space precast parking deck, courtyard, and pool all located on a 4.5-acre site.
- UAB Parking Deck #4, Birmingham, AL.  
6-story east-in-place parking deck with a six-story medical office building on top.
- Birmingham Jefferson Convention Complex Skywalk and Exhibit Hall Renovations, Birmingham, AL.  
Addition of two pedestrian bridges, an elevated walkway around the perimeter of the north and south exhibit halls, and renovations of the north meeting area common areas and bathrooms.
- Birmingham Jefferson Convention Complex Concert Hall, Birmingham, AL  
50,000 sq. ft interior renovations of 3,000 seat BJCC Concert Hall; construction management.
- Literacy Council of Central Alabama Build-out, Birmingham, AL.  
Single-floor, 8,000 sq. ft interior build-out.
- 29 Seven- Mixed Use Building, Birmingham, AL.  
Four-story, 86,000 sq. ft mixed-use facility with three stories of apartments over 19,450 sq. ft of retail space.
- Vestavia Hills Public Library- Library in the Forest, Vestavia Hills, AL - Two-story library with 33,455 sq. ft of interior building and an additional 4,986 sq. ft of outdoor finish space, including a rooftop garden terrace and outdoor observation deck; LEED Gold certified.
- Palms of Perdida, Pensacola, FL.  
A 14-story, 145,000- sq. ft condominium complex with 23 three-to five-bedroom units, concrete frame, and two, two-story penthouse on the top floor.

### **Jim Gilliand – Superintendent**

Jim has over 22 years of construction experience and has directed all aspects of the job site construction process. As a superintendent, Jim works directly with the Project Manager and Lead Superintendent and is responsible for quality control, project layout, dimensional accuracy, interpretation of plans and specifications, communicating and establishing control lines for crafts and subcontractors, and tracking and reporting all daily job production. He currently resides in Pensacola, Florida and is currently part of the Project 52 team.

### **George Edward Hodgson – Assistant Superintendent**

George has over 30 years of construction experience and currently resides in Pensacola, Florida and is an integral member of the Project 52 team.

### **Austin J. Nelson – Assistant Superintendent**

Austin has over 10 years of industry knowledge and experience. He currently resides in Pensacola, Florida and is an integral member of the Project 52 team.

# First Florida Constructors

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## **Corporate Office**

31 NW 23 ST | Miami, FL 33127

305 - 665 - 1146

## **Tampa Office**

3912 W. Humphrey St. | Tampa, FL 33614

813 - 984 - 4600

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June 29, 2020

# **Presentation of Select Capabilities to The Dawson Company d/b/a Inspired Communities of Florida, LLC**

## **Re: RFP for West Main District**

Submitted by:

Brian J. Sherr  
Shareholder  
Fort Lauderdale  
+1 954.768.8247  
sherrb@gtlaw.com

Ernest LaMont Greer  
Co-President  
Atlanta  
+1 678.553.2420  
greere@gtlaw.com

June 29, 2020

Mr. Harold Dawson Jr.  
President & CEO  
The Dawson Company d/b/a Inspired Communities of Florida, LLC  
223 W. Gregory Street  
Pensacola, FL 32502

Dennis E. Pemberton Jr.  
Executive Managing Director  
The Dawson Company d/b/a Inspired Communities of Florida, LLC  
223 W. Gregory Street  
Pensacola, FL 32502

Re: West Main District

Dear Harold and Dennis:

Greenberg Traurig, P.A. (GT) is pleased to provide the enclosed overview of our Real Estate, Public Finance, and Government Law and Policy capabilities to The Dawson Company d/b/a Inspired Communities of Florida, LLC for your response with E Smith Enterprises, LLC to the RFP by Studer Properties for the development of West Main District.

We are proud to have a long history of working with both of you in your individual and joint business pursuits for over two decades. You have earned and enjoy the respect and admiration at the most senior levels of our law firm. We admire the skill and expertise that you are demonstrating at your current developments in Pensacola, Florida. The GT Team truly enjoys collaborating and working with your outstanding experienced professionals. Moreover, we are honored and excited to work with the rest of the parties that you have brought together to meet the unique challenges of this project.

GT will offer the resources and reach of one of the world's largest law firms for the West Main District should the development project be awarded to Inspired Communities of Florida, LLC and E Smith Enterprises. This will include among others, our top-ranked Real Estate Practice, our seasoned Public Finance Practice to facilitate tax-exempt bond financed housing initiatives and a dedicated and experienced Florida Government Law and Policy Team in Tallahassee to assist in the pursuit of state infrastructure funding, grant dollars or state economic development tools to be employed as part of the West Main financial capitalization.

### **About Greenberg Traurig**

With approximately 2200 attorneys and government law professionals in 41 locations globally, GT can provide you with prompt and cost-effective legal services in Pensacola, Florida that are critical to the West Main District Project.

GT was founded in Miami, Florida, in 1967 and over the past 50 years, the firm has grown rapidly, expanding from its strong local roots in South Florida where we have 7 locations – Miami, Fort Lauderdale, Boca Raton, West Palm Beach, Tampa, Orlando and Tallahassee.

We offer the resources and reach of one of the world's largest law firms, delivered with the personal attention and local knowledge of a boutique law practice. We also recognize that clients expect and are entitled to high quality legal work and, equally important, superior client service. Accordingly, we strive to provide our clients with the highest quality legal work and service at a reasonable cost.

## **Our Real Estate Practice**

Our U.S. Real Estate Practice is a recognized leader in the industry and consistently earns top rankings across a variety of organizations and publications. Our team is the largest real estate practice in the U.S. and consistently recognized for outstanding client service and successful completion of significant and complex transactions. Within the U.S., we counsel on the full-cycle of real estate investment from more than 20 key capital markets. The team draws upon the knowledge and experience of more than 400 real estate lawyers from around the world, serving clients from key markets in the United States, Europe, the Middle East, Asia and Latin America. Our select real estate rankings are provided on page 6.

In Florida, we work on all types of projects from initial project and (co-) investment structuring to preparing bid documents and negotiating contracts and assisting in completion procedures. Our integrated team is skilled in land development, infrastructure planning, environmental consideration, tax issues, project financing, joint venture structures, public-private partnerships, housing and management and leasing. We also work closely with public finance, tax and government law and policy attorneys.

## **Public Finance & Infrastructure Practice**

GT currently has more than 30 attorneys in the Public Finance & Infrastructure Practice in our Atlanta, Boston, Chicago, Denver, Houston, Miami, New York, Orlando, Philadelphia, Phoenix, Tallahassee, Washington D.C. and West Palm Beach offices.

GT's Public Finance & Infrastructure Practice has been serving the needs of state and local issuers throughout the country for more than 30 years and we are a leading law firm in nearly all aspects of local government finance. GT has served as bond counsel, disclosure counsel, special tax counsel and underwriter's counsel for virtually every type of public financing that has been undertaken. Since the beginning of 2010, GT's Public Finance & Infrastructure Practice has served as counsel on more than 2,350 public finance transactions in 37 states which aggregate over \$141 billion.

Members of the Public Finance & Infrastructure Practice have advised numerous governmental issuers, not for profit and private borrowers, lenders, and underwriters in all phases of general obligation and revenue bond financings, including private activity bonds. Specifically, the Public Finance & Infrastructure Practice has participated in financings involving such projects as education, health care, water and sewer, solid waste, resource recovery, single family housing, multifamily housing, industrial development, community development, capital equipment, transportation, mass transit, airport, seaport, public safety, criminal justice, roads and bridges, electric utility, electric power, pollution control, water management, convention, sports and trade facilities, university, redevelopment and municipal liability insurance.

GT consistently ranks among the top bond, disclosure and underwriter's counsel firms according to nationwide and statewide rankings compiled by Thomson Financial and reported in *The Bond Buyer*, a nationally recognized municipal finance publication.

## **Federal and State Low Income Housing**

GT attorneys are well-versed in all aspects of federal and state low income housing and rehabilitation tax credit programs. Our participation in these types of transactions has included the representation of developers, syndicators, investors and lenders in projects all around the country. This representation has included the application, origination and placement of tax credits as well as the negotiation of participation issues and the disposition of both ownership and real estate interests.

We have been involved in a variety of transactions involving federal, state and local subsidy programs, including the Section 8 Housing Assistance Payments Program, the HOME Program, the Community Development Block Grant Program, the Neighborhood Stabilization Program, the HOPE VI Program, and the public housing Capital Funds Program. Our lawyers have experience in the structuring of all types of subsidies including the payment of monthly rental subsidies, interest rate reduction subsidies and direct grants and loans.

Our attorneys have worked with Florida Housing Finance Corporation, Jacksonville Housing Finance Authority, Housing Finance Authority of Broward County, Orange County Housing Finance Authority, Arcadia Housing Authority, Orlando Housing Authority and the Tampa Housing Authority.

### **Government Law & Policy – Tallahassee Office**

Working at the intersection of business, government and the law, Greenberg Traurig's Tallahassee office is home to a multidisciplinary legal team with deep Florida roots. For more than 40 years, our attorneys and government policy professionals have provided clients with a wide range of practical legal counsel and services, from dispute resolution and transactional representation to governmental advocacy and corporate advice. Located one block from the state's Capitol and legislative buildings, and three blocks from Florida's Supreme Court, GT's Tallahassee office is our clients' immediate physical and political link to the heart of the nation's third largest state. In 2018, members of our team were included on the list of "The Most Influential People in Florida Politics," by The Influence 100.

GT's Tallahassee office includes a former legislator and deputy attorney general, a former senior staffer to both Governor Scott and Governor Bush, a member of the Constitution Revision Commission and Supreme Court Judicial Nominating Committee, and a former chief of staff to a Senate President. This deep experience from working inside state government, combined with many years of representing clients at the state level, allows GT to help its clients achieve their goals.

We have excellent relationships with leaders and senior staff at the Florida Housing Finance Corporation and the Department of Economic Opportunity, among other departments and agencies. Our focus areas include health care policy and regulation, insurance policy and regulation, gaming, financial services, transportation and infrastructure, local government and bonding, long term care, telecommunications, criminal justice, procurement, technology, and state appropriations.

### **Our team**

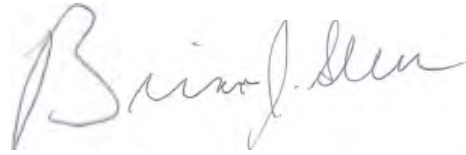
The GT team will be led by Brian J. Sherr and Ernest LaMont Greer. Brian is a senior member of the firm and Managing Shareholder Emeritus of the firm's Fort Lauderdale office. Brian practices law in the areas of real estate, residential and commercial development, condominiums, dispositions, partnerships and joint ventures, complex negotiations, disputes, workouts, transactional law, and strategic planning. Brian is listed in *Best Lawyers in America* in Real Estate Law from 2007 to 2020 and in the *South Florida Legal Guide* "Top Lawyers," from 2009 to 2020. He is also among the GT team members in the *Chambers USA* Award for Excellence, in Real Estate in 2017 and 2018.

As Co-President of Greenberg Traurig, Ernest plays a key role in the strategic direction of the firm and firmwide day-to-day operations. Ernest is dedicated to continuing to shape the firm's brand as a collaborative law firm providing high-quality legal work and excellent service to our clients and the communities we serve. Previously, Ernest served as Vice President of the firm, Co-Chair of the U.S. Strategic Committee, and Atlanta Managing Shareholder. During his tenure as Managing Shareholder, Ernest was instrumental in the growth and advancement of the Atlanta office. Ernest is not just a highly-accomplished business attorney, but he is an outstanding leader and champion for his community. He has also been integral to the growth and development of the firm's diversity and inclusion initiatives. His leadership, accomplishments, and legal practice have been recognized by many industry publications and organizations, including the *Atlanta Business Chronicle* 2020 Power 100, a list of Atlanta's most influential people as selected by the Chronicle's editors, the *National Law Journal's* Equality Trailblazers and *The Atlantian* as Philanthropist of the Year.

Our attorneys routinely draw upon the strength of attorneys in other practice areas or in strategic locations based on each client's unique situation and need. Collaboration is in our DNA at GT and, in that spirit, we have included a select team of attorneys to work with you. We have included biographies for attorneys with experience in real estate, public finance, government law and policy. We may include additional team members as needed, when authorized by you.

We are confident that GT offers an exceptional combination of business insight and legal services provided by talented attorneys for the West Main District. We appreciate the opportunity to share this overview with you and look forward to discussing your legal needs in greater detail.

Sincerely,

A handwritten signature in cursive script that reads "Brian J. Sherr". The signature is written in a dark ink and is positioned above the printed name and title.

Brian J. Sherr  
Managing Shareholder Emeritus in the Fort Lauderdale office  
Greenberg Traurig, LLP

Select Real Estate Rankings

The multidisciplinary capabilities of GT’s Real Estate Practice and the firm’s global platform enable us to provide value-added service to clients around the world. Our team has received numerous awards honoring outstanding legal service, distinction in real estate practice areas and achievements, excellence in client service, and contributions to the legal profession. Recognition received by our team includes:

	<ul style="list-style-type: none"> <li>• 2019, Law Firm of the Year, <i>REFI US Awards</i></li> </ul>
	<ul style="list-style-type: none"> <li>• 2019, Ranked number two for Real Estate - <i>Israel Desks</i></li> </ul>
	<ul style="list-style-type: none"> <li>• 2018, 2017, 2013, and 2010 Award for Excellence in Real Estate, <i>Chambers &amp; Partners USA</i></li> <li>• 2019 - 2007 Shortlisted, Award for Excellence in Real Estate, <i>Chambers &amp; Partners USA</i></li> </ul>
	<ul style="list-style-type: none"> <li>• 2018, 2015 Law Firm of the Year – Real Estate Law, <i>U.S. News – Best Lawyers®</i></li> <li>• 2018 - 2010, Garnered the most first-tier rankings U.S. News-Best Lawyers® “Best Law Firms” report</li> </ul>
	<ul style="list-style-type: none"> <li>• 2018, 2017, 2016, 2015, 2014, and 2013 Listed as Top-Tier in Real Estate, <i>The Legal 500 United States</i></li> </ul>
	<ul style="list-style-type: none"> <li>• 2018, Band 2, Real Estate, <i>Chambers Latin America Guide: Mexico</i></li> </ul>
	<ul style="list-style-type: none"> <li>• 2018, Law Firm of the Year for Fund Formation - Europe, <i>PERE Global Awards</i></li> </ul>



- 2018, 2017, 2016, and 2015, Ranked as Leading Firm and Top Tier firm across Europe in Poland, Germany, and UK for Real Estate and Construction, Investment Fund Formation and Management: Real Estate Funds and Commercial Property by *The Legal 500*



- 2018, 2017, 2016, 2015, Top Ranked in *Chambers & Partners Europe*

"A real estate powerhouse with unmatched coverage nationwide. Advises across the full spectrum of real estate, including acquisitions and dispositions as well as development-related matters. Also accomplished advisers on related restructuring matters and workouts, land use issues and cross-border transactions. Experienced handling a comprehensive array of asset classes, including commercial, retail and residential property projects."

*Chambers & Partners USA, 2018*

# Our Team



## Brian J. Sherr

SHAREHOLDER

sherrb@gtlaw.com

### FORT LAUDERDALE

401 East Las Olas Boulevard  
Suite 2000  
Fort Lauderdale, FL 33301  
+1 954.768.8247

## Real Estate

Brian J. Sherr is Managing Shareholder Emeritus of the firm's Fort Lauderdale office. Brian practices law in the areas of real estate, residential and commercial development, condominiums, dispositions, partnerships and joint ventures, complex negotiations, disputes, workouts, transactional law, and strategic planning.

Brian served on the Executive Committee of the Real Property Probate and Trust Law Section of the Florida Bar for nearly 20 years. He is also a former Chairman of the Real Property Section of the Broward County Bar Association. Brian is listed in the *Best Lawyers of America*, *Florida Super Lawyers*, *Chambers USA*, and *Marquis Who's Who in America*. He was selected by the *South Florida Legal Guide* in 2010 as one of the "Ten Distinguished Attorneys in the Region," for making a difference in the legal profession, in the community and in the lives of clients.

Brian has been a dedicated community leader for over 40 years and has been given several meaningful awards. The Jewish National Fund presented Brian with the Tree of Life Award and the Broward County Commission proclaimed May 12, 2006 as "Brian J. Sherr Appreciation Day." In 2002, American Friends of Ariel honored Brian at their 8th Annual Peace with Security Dinner.

In addition, Brian was the Founder and the Chairman of the Board for First Southern Bank in Boca Raton. He served on the first Board of Directors for the National Ben Gamla Charter School Foundation Inc. which has established the nation's first Hebrew-English charter school. He is the founder and member of the Board of Directors for the Daniel Cantor Senior Center in Tamarac, Florida. He is a former board member of the Florida Atlantic University Foundation; past president of the Jewish Federation of Greater Fort Lauderdale; former board member of the Broward Center for the Performing Arts; former member of the Board of Governors for the Museum of Art in Fort Lauderdale; past president of Jewish Family Service of Broward County; and former Board Member of American Friends of Ariel. He currently serves on the Board of the Boca Raton Museum of Art.

## Concentrations

- Real estate
- Strategic planning and structuring



- Partnership and joint ventures
- Disputes, resolutions, and workouts
- Residential and commercial development
- Condominium development
- Large-scale community developments
- Acquisitions, complex negotiations and dispositions
- Transactional law
- Banking

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## Recognition & Leadership

### Awards & Accolades

- Listed, *The Best Lawyers in America*, Real Estate Law, 2007-2020
- Team Member, *Chambers USA* Award for Excellence, Real Estate, 2017-2018
- Listed, *South Florida Legal Guide* "Top Lawyer," 2009-2020
- Listed, *Super Lawyers* magazine, *Florida Super Lawyers*, 2007, 2009, 2012 and 2015-2018
- Team Member, a U.S. News - Best Lawyers®, "Law Firm of the Year" in Real Estate Law, 2015
- Team Member, *The Legal 500 United States*, "Top Tier" Firm in Real Estate, 2013 and 2014
- Listed, Who's Who in America, *Marquis*, 2008-2014
- Member, Winning Team, Chambers USA Award for Excellence, Real Estate, 2010 and 2013
- Team Member, a *Law360* "Real Estate Practice Group of the Year," 2011-2013 and 2015
- Listed, Who's Who in American Law, *Marquis*, 2009-2011
- Listed, *South Florida Legal Guide* "Ten Distinguished Attorneys in our Region," 2010
- Listed, *Chambers USA Guide*, National - Real Estate Law, 2006-2009
- Listed, *Florida Monthly* magazine "The Best Lawyers in America," 2008
- Recipient, "Tree of Life Award," Jewish National Fund, 2006
- Honoree, "Brian J. Sherr Appreciation Day" via Proclamation, The Broward County Commission, May 12, 2006
- Listed, *Business Journal* "South Florida's Heavy Hitters," Real Estate, 2004-2005
- Award Recipient, American Friends of Ariel 8th Annual Peace With Security Dinner
- Rated, AV Preeminent® 5.0 out of 5.0

<sup>®</sup>AV®, AV Preeminent®, *Martindale-Hubbell Distinguished*<sup>SM</sup> and *Martindale-Hubbell Notable*<sup>SM</sup> are certification marks used under license in accordance with the *Martindale-Hubbell*® certification procedures, standards and policies.

### Professional & Community Involvement

- Member, Aish Hatorah Jerusalem Advisory Board
- Member, Board of Directors, Boca Raton Museum of Art

- Member, Board of Directors, Jewish Federation of Broward County
  - Past President, Jewish Federation of Greater Fort Lauderdale
  - Past President, Jewish Family Service, Broward County
  - Former Member, Board of Directors, Daniel D. Cantor Senior Center
  - Former Member, Board of Directors, Broward Center for the Performing Arts Foundation
  - Former Member, Board of Governors, Museum of Art, Fort Lauderdale
  - Former Member, Board of Directors, National Ben Gamla Charter School Foundation
  - Former Member, Board of Directors, Florida Atlantic University Foundation
  - Former Member, Executive Council, Real Property, Probate and Trust Law Section of The Florida Bar, for nearly 20 years
  - Former Co-Chairman, Condominium and Planned Development Committee of The Florida Bar for 15 years
  - Former Member, Advisory Committee, The University of Miami Law Center's Institute on Condominium and Cluster Development for 20 years
  - Former Chairman, Real Property Section of the Broward County Bar Association
- 

## Credentials

### Education

- J.D., Boston University School of Law, 1970
- B.A., Rutgers University, 1967

### Admissions

- Florida
- Supreme Court of the United States



## Ernest LaMont Greer

CO-PRESIDENT

greere@gtlaw.com

### ATLANTA

Terminus 200  
3333 Piedmont Road NE  
Suite 2500  
Atlanta, GA 30305  
+1 678.553.2420

## Litigation | Commercial Litigation | Construction Law | Pharmaceutical, Medical Device & Health Care | Arbitration & Mediation

Ernest Greer is Co-President of Greenberg Traurig, an international law firm of over 2,200 attorneys in 41 locations. Ernest plays a key role in the strategic direction of the firm and firmwide day-to-day operations. Ernest is dedicated to continuing to shape the firm’s brand as a collaborative law firm providing high-quality legal work and excellent service to our clients and the communities we serve. Previously, Ernest served as Vice President of the firm, Co-Chair of the U.S. Strategic Committee, and Atlanta Managing Shareholder. During his tenure as Managing Shareholder, Ernest was instrumental in the growth and advancement of the Atlanta office.

His leadership, accomplishments, and legal practice have been recognized by many industry publications and organizations, including the *National Law Journal* (Equality Trailblazer), *Atlanta* magazine (Atlanta 500 – The Most Powerful Business Leaders in Atlanta; Top 100 Attorneys in Georgia), *The Atlantian* (Philanthropist of the Year), *Atlanta Business Chronicle* (Most Admired CEO; Corporate Diversity Champion), the *Daily Report* (Distinguished Leader), National Bar Association (Sankofa Award), *Best Lawyers in America*, Chambers & Partners USA, *Georgia Super Lawyers* (Top 100 Lawyers in Georgia), and *Georgia Trend’s* “Legal Elite.” In 2018, Ernest was inducted into the Gate City Foundation’s Hall of Fame.

Ernest is not just a highly-accomplished business attorney, but he is an outstanding leader and champion for his community. He uses his global position to reflect the firm’s commitment to dedicating time and talents through active involvement in communities in which they live and work. In doing so, Ernest served as the Chairman of the Georgia Chamber of Commerce in 2014, where he was the first lawyer to serve in this capacity in the Chamber’s more than 100-year history. At present, he serves on the boards for Children’s Healthcare of Atlanta, the Atlanta History Center, Achieve Atlanta, Big Brothers Big Sisters of America, and Atlanta Police Foundation. Ernest also currently serves as the Director of Buckhead Coalition, and is a member of the Rotary Club of Atlanta, and the Atlanta Chapter of the National Association of Guardsman, Inc. Past board memberships include the Center for Civil & Human Rights, 100 Black Men of Atlanta, The Boys and Girls Clubs of Metro Atlanta, and The Carter Center’s Board of Councilors, which he joined at former President Carter’s request.

### Concentrations

- Class action litigation
- Employment litigation
- Contracts, including suits on account and guarantee/indemnity agreements

- Trademarks
  - Products liability
- 

## Recognition & Leadership

### Awards & Accolades

- Listed, *Atlanta Business Chronicle's* Power 100, a list of Atlanta's most influential people as selected by the Chronicle's editors. 2020
- Listed, *Atlanta* magazine, "Atlanta 500 – The Most Powerful Business Leaders in Atlanta," 2019-2020
- Named, Women Works Media Group, Law and Justice Awards, "Man of the Year" and "Georgia's Most Powerful and Influential Attorneys," 2019
- Listed, *National Law Journal*, "Equality Trailblazer," 2019
- Listed, *The Best Lawyers in America*, Commercial Litigation; Litigation – Construction; Litigation - Labor and Employment; Mass Tort Litigation / Class Actions - Defendants, 2013-2020
- Recognized, *JAMES Magazine*, "Georgia's Most Influential Politically-Connected Attorneys," 2019
- Listed, *Super Lawyers* magazine, *Georgia Super Lawyers*, 2007-2020
  - Listed, "Top 100 Lawyers in Georgia," 2011, and 2013-2020
  - Listed, "Rising Star," 2005-2006
- Inducted, Gate City Foundation, Hall of Fame, 2018
- Recipient, *The Atlantian*, "Philanthropist of the Year," 2018
- Selected, *The Atlantian*, "Lending Hands," 2018
- Selected, *Atlanta Business Chronicle* Diversity and Inclusion Awards, "Corporate Diversity Champion," 2018
- Team Member, *The American Lawyer's* "Regional Litigation Department of the Year - Georgia," 2018
- Listed, *Daily Report*, "Distinguished Leader," 2017
- Listed, *Atlanta* magazine, "Top 100 Attorneys in Georgia," 2016
- Listed, *Georgia Trend* magazine, "Legal Elite," 2008-2013 and 2015-2016
- Listed, *Savoy*, "Most Influential Black Lawyers," 2015
- Whitney M. Young, Jr. Service Award from the Atlanta Area Council, Boy Scouts of America, 2015
- Recipient, 16th Annual Justice Robert Benham Award for Community Service, State Bar of Georgia, 2015
- Listed, *Lawyers of Color*, "Power List," 2014-2015
- Recipient, National Bar Association, "Sankofa" Award, 2014
- Recipient, Gate City Bar, "A. T. Walden Outstanding Lawyer" Award, 2014
- Recipient, *The Atlanta Business Chronicle*, "Most Admired CEO – Professional Services," 2014
- Listed, *James* magazine, "100 Most Influential Georgians," 2014
- Honoree, Atlanta Hawks African-American Trailblazer Awards, February 4, 2014
- Named, *BTI Client Service All-Stars Report*, "Client Service All Star – Federal Regulations," 2014
- Team Member, a *U.S. News - Best Lawyers*® "Government Relations Law Firm of the Year" 2014

- Ranked, Tier 1 – Government Relations, Atlanta Metropolitan Area
- Ranked, Tier 1 – Administrative/Regulatory Law, Atlanta Metropolitan Area
- Listed, *Atlanta Business Chronicle*, "100 Most Influential Atlantans," 2012-2015
- Listed, *Atlanta Business Chronicle*, "Who's Who in Law and Accounting," 2012-2015

## Professional & Community Involvement

### Current

- Board Member, Big Brothers Big Sisters of America, Board of Directors, 2017-Present
- Member, Atlanta History Center, Board of Trustees, 2018-Present
  - Chair, 2017-2018
  - Vice Chair, 2016-2017
- Board Member, Atlanta Police Foundation, Board of Directors, 2016-Present
- Board Member, Achieve Atlanta, Board of Directors, 2015-Present
- Board Member, Children's Healthcare of Atlanta, Board of Trustees, 2015-2017
- Director, Buckhead Coalition
- Member, Rotary Club of Atlanta
- Member, Sigma Pi Phi Fraternity, Inc. (Kappa Boulé)
- Member, The National Association of Guardsmen, Inc., Atlanta Chapter
- Member, Kappa Alpha Psi Fraternity, Inc.

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## Credentials

### Education

- J.D., Northwestern Pritzker School of Law, 1991
  - Patricia Roberts-Harris Fellow (3-year full tuition fellowship)
  - Northwestern University Fellow
- A.B., Government, Harvard University, 1988
  - Letterman, Varsity Football

### Admissions

- Georgia

### Clerkship

- Hon. Damon J. Keith, U.S. Court of Appeals for the Sixth Circuit, 1991-1992



## Fred W. Baggett

SHAREHOLDER

baggett@gtlaw.com

### TALLAHASSEE

101 East College Avenue  
Tallahassee, FL 32301  
+1 850.425.8512

## Government Law & Policy | Gaming | American Indian Law | Infrastructure | Insurance | Insurance Regulatory & Transactions

Fred W. Baggett is the Chairman of the Tallahassee Office and a senior member of the firm's National Government Law & Policy Practice. For more than 30 years, Fred has represented a broad range of the general business community, associations and governmental entities before federal, state and local agencies, and legislative bodies. A significant portion of his practice focuses on matters relating to health care, insurance, environment regulation, banking and finance, and business and professional regulation. Fred's practice also includes policy development and advocacy as well as administrative litigation. Fred also focuses on the lobbying of insurance and other regulatory issues before the Office of Insurance Regulation and the Florida Legislature.

## Experience

### Representative Matters

- Led coalition to reduce Florida Aviation Fuel Tax.
- Primary participant in effort to adopt and implement Florida medical marijuana laws
- Member of Greenberg Traurig team that represented MAT Concessionaire, LLC and its sponsors, Meridiam Infrastructure Fund and Bouygues Travaux Publics, S.A., in the Port of Miami Tunnel project, one of the first greenfield public-private partnerships in the United States.
- Led coalition that repealed unitary tax law in Florida.
- Led coalition that repealed interstate and regional banking prohibitions in Florida.
- Primary participant in rewrite of Florida managed care laws.
- Primary participant in rewrite of Florida child support enforcement laws.
- Primary participant in the adoption of Florida's Unified Building Code.
- Created concept for issuance of \$500 million bond by Florida Insurance Guaranty Fund to aid Hurricane Andrew victims; successfully convinced Department of Insurance to accept, then drafted and successfully lobbied special session legislation to allow issue within 45 days.
- Primary participant in rewrite of Florida laws regulating the Nursing Homes industry.

### Previous Experience

- Executive Assistant, Chief Justice of the Supreme Court of Florida, 1970-1972
- 

## Recognition & Leadership

### Awards & Accolades

- Listed, *The Best Lawyers in America*, Government Relations Practice, 2007-2020
- Team Member, *Best Lawyers in America*, "Top Listed – Government Relations," 2018
- Listed, *Super Lawyers* magazine, *Florida Super Lawyers*, 2006-2012 and 2014-2018
- Team Member, *BTI Power Rankings*, "The 16 Strongest Firms for 'Go-To Outside Counsel' Insurance Work," 2016
- Team Member, a U.S. News - Best Lawyers® "Government Relations Law Firm of the Year," 2014
  - Ranked, Tier 1 – Government Relations, Tallahassee Metropolitan Area
- Listed, *Florida Trend* magazine, "Legal Elite," 2006
- Recognized Bond Counsel, Bond Buyer's *Red Book*
- Fellow, American Bar Foundation
- Rated, AV Preeminent® 5.0 out of 5

<sup>o</sup>AV®, AV Preeminent®, Martindale-Hubbell Distinguished<sup>SM</sup> and Martindale-Hubbell Notable<sup>SM</sup> are certification marks used under license in accordance with the Martindale-Hubbell® certification procedures, standards and policies.

### Professional & Community Involvement

- Board of Directors, Past Chair, United Way of the Big Bend
  - Board of Trustees, Big Bend Hospice Foundation
  - Member, American Bar Association
  - Member, International Bar Association
  - Secretary, Ounce of Prevention Fund of Florida
  - Board Member, Capital City Country Club
- 

## Credentials

### Education

- J.D., Florida State University College of Law, 1970
- B.A., University of Florida, 1967

### Admissions

- Florida



## Elizabeth H. Friedgut

SHAREHOLDER

friedgute@gtlaw.com

### CHICAGO

77 West Wacker Drive  
Suite 3100  
Chicago, IL 60601  
+1 312.456.1049



<https://www.linkedin.com/in/elizabeth-friedgut-32432828/>

## Real Estate | Real Estate Finance

Elizabeth Friedgut represents developers, lenders, investors, contractors, and property managers in the acquisition, financing, leasing, and management of affordable and market-rate multiple and single unit residential properties and health care facilities, as well as commercial and retail real estate projects, across the United States. Elizabeth advises clients on a range of federal, state, and local government real estate finance programs for the construction, financing, and restructuring of multifamily rental housing, including transactions involving HUD, Fannie Mae, Freddie Mac, and various conventional financial institutions using such financing vehicles as tax-exempt and taxable bonds, mortgage-backed securities, whole loan and contingent interest participations, loan modifications, workouts, partial payments of claim, mortgage insurance claims, and foreclosures.

Elizabeth counsels clients on transactions involving the acquisition and disposition of individual and pooled multifamily properties and mortgage loan portfolios, Section 8 multifamily and voucher rental assistance, public housing mixed finance rental and homeownership developments, and public housing Rental Assistance Demonstration (“RAD”) conversions as well as equity investments in, and restructurings of, ownership entities, and low income housing, historic rehabilitation, new markets and donation tax credit syndications.

Elizabeth’s practice includes the representation of clients in the resolution of adverse findings resulting from audits performed by the HUD Office of the Inspector General as well as other HUD investigations and disputes.

Previously, Elizabeth was employed as an attorney with the U.S. Department of Housing and Urban Development (“HUD”) in Washington, D.C., where she served as a senior transactional attorney in the HUD D.C. Field Office and as legislative and regulatory counsel to HUD before Congress and the Office of Management and Budget regarding numerous matters involving HUD multifamily and single financing programs and Section 8 and public housing rental subsidy programs.

## Concentrations

- Real estate finance programs
- Public housing and Section 8 rental assistance programs
- Tax credit syndications
- Governmental investigations and disputes
- Acquisitions and dispositions



- Property management
- 

## Experience

### Representative Matters

- Lead development and financing counsel to a development team in connection with the acquisition, substantial historic rehabilitation, and equity financing of a mixed-use project in Chicago, Illinois (the “City”), consisting of 239 units of mixed income residential rental housing, 50,000 square feet of commercial and retail space and certain ancillary facilities, known as Rosenwald Courts. Financing for the project included more than \$65 million in tax-exempt bonds issued by the City, \$25 million in TIF funds from the City, \$8.5 million in Neighborhood Stabilization Program funds from the City, \$17.6 million in capital funds from the Chicago Housing Authority, and approximately \$63 million in proceeds from the sale of federal low-income housing and historic rehabilitation tax credits and Illinois state donation tax credits.<sup>o</sup>
- Counsel to a low-income housing tax credit syndicator in connection with the restructuring of multiple limited partnerships and limited liability companies, including the litigation of claims against general partners, dispute resolutions, and debt restructurings with various lenders and governmental entities, and the stabilization of the real estate assets involved to facilitate their ultimate disposition.<sup>o</sup>
- Counsel to numerous borrowers and lenders in connection with the construction financing, refinancing, and debt restructuring of multifamily and health care projects utilizing HUD, Fannie Mae, Freddie Mac, and conventional financing vehicles.<sup>o</sup>
- Counsel to a major multifamily REIT in connection with its merger with a multinational real estate company, the procurement of various required approvals with lenders and governmental entities, including Fannie Mae and Freddie Mac, and the refinancing and equity syndication of its existing debt and equity.<sup>o</sup>
- Counsel to project owners in connection with the Mark-to-Market, Mark Up to Market, Opt-Out, transfer and preservation of Section 8 Housing Assistance Payments Contracts and the utilization of Section 8 project-based and housing choice vouchers.
- Counsel to multiple developers in connection with the Section 8 Rental Assistance Demonstration (“RAD”) conversion of public housing projects utilizing both new construction and rehabilitation models, as well as the development and financing of public housing projects using HOPE VI and capital funds.<sup>o</sup>
- Counsel to clients around the country in connection with the negotiation and resolution with federal, state and local governmental entities of a variety of regulatory and other legal enforcement matters.<sup>o</sup>
- Private counsel to Ginnie Mae through its master subservicers in the development and implementation of Ginnie Mae’s procedures for the modification, restructure, and ultimate disposition of its multifamily loan portfolio, including both current and defaulted loans, as well as the closing of a variety of permanent loan transactions around the country using such tools as tax-exempt and taxable financings, loan modifications, partial payments of claims, and reassignments in order to avert approximately \$400 million in claims against HUD’s mortgage insurance fund.<sup>o</sup>
- Private counsel to HUD as a subcontractor to its primary contractor in connection with the formation and documentation of a structure to effectuate the sale of a pool of approximately \$880 million of HUD-held multifamily mortgage loans secured by apartment projects around the country subject to Section 8 Housing Assistance Payments Contracts through the issuance of bonds by a special purpose Delaware business trust and the sale of equity interests in the trust, including the preparation of various disclosure documents regarding the HUD Multifamily Mortgage Insurance and Section 8 Housing Assistance Payments programs.<sup>o</sup>

- Counsel to a lender and servicer in the formation, documentation, and implementation of conduit loan pool programs in excess of \$500 million for multifamily, nursing home, and assisted living residential facilities around the country with “take-out” provided by the issuance and sale of Fannie Mae mortgage backed securities, and the creation of a corresponding REMIC.<sup>o</sup>

*<sup>o</sup>The above representations were handled by Ms. Friedgut prior to her joining Greenberg Traurig, LLP.*

### Government Experience

- U.S. Department of Housing and Urban Development
  - Senior Transactional Attorney, HUD Washington, D.C., Field Office
  - Legislative and Regulatory Counsel, HUD Washington, D.C., Headquarters

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## Recognition & Leadership

### Awards & Accolades

- Listed, Leading Lawyers Network, 2006-2020
  - Top 100 Real Estate-Related Lawyers in Illinois, 2015, 2017-2020
  - Top 100 Women Real Estate-Related Lawyers in Illinois, 2009-2020
  - Top 10 Women Real Estate-Related Lawyers in Illinois, 2019
- Rated, AV Preeminent<sup>®</sup> 5.0 out of 5.0

*<sup>o</sup>AV<sup>®</sup>, AV Preeminent<sup>®</sup>, Martindale-Hubbell Distinguished<sup>SM</sup> and Martindale-Hubbell Notable<sup>SM</sup> are certification marks used under license in accordance with the Martindale-Hubbell<sup>®</sup> certification procedures, standards and policies.*

### Professional & Community Involvement

- Member, District of Columbia Bar Association
- Member, Chicago Bar Association
- Member, American Bar Association Forum of Affordable Housing and Community Development Law

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## Credentials

### Education

- J.D., Washington University in St. Louis School of Law
- B.A., *cum laude*, Middlebury College

### Admissions

- Illinois
- District of Columbia



## Steven E. Goldman

SHAREHOLDER

goldmans@gtlaw.com

### MIAMI

333 SE 2nd Avenue  
Suite 4400  
Miami, FL 33131  
+1 305.579.0561

## Real Estate

Steven E. Goldman focuses his practice on general real estate matters, including commercial leasing.

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## Experience

### Representative Matters

- Representation of Riverwalk East Developments, LLC, an affiliate of G & G Business Developments LLC, in its \$200 million construction loan from Itau BBA International plc, the London affiliate of Banco Itaú BBA S.A., Latin America's largest corporate investment bank.
- \$260 million syndicated construction loan for high-rise residential condominium complex (lender)
- \$200 million restructuring for residential multi-state property portfolio loan (lender)
- \$110 million construction loan financing for hotel/office complex (lender)
- \$228 million of residential multi-state portfolio acquisition (developer)
- \$290 million senior and mezzanine financing for high-rise residential project (developer)

### Previous Experience

- Shareholder in Greenberg Traurig since 1985
- Representation of real estate developers in commercial real estate transactions
- Representation of institutions in credit origination, real estate development financings, loan acquisitions, workouts and restructuring of troubled credits, multi-bank syndications and participations, litigation-bankruptcy support
- Experience in completing hundreds of real estate and corporate transactions of all types, ranging in size from \$1 million to more than \$200 million

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## Recognition & Leadership

### Awards & Accolades

- Listed, *The Best Lawyers in America*, Real Estate Law, 2007-2020
- Team Member, Chambers USA Award for Excellence, Real Estate, 2010, 2013 and 2017-2018
- Team Member, a U.S. News - Best Lawyers®, "Law Firm of the Year" in Real Estate Law, 2015
- Team Member, *The Legal 500 United States*, "Top Tier" Firm in Real Estate, 2013-2015
- Team Member, a *Law360* "Real Estate Practice Group of the Year," 2011-2013 and 2015
- Rated, AV Preeminent® 5.0 out of 5.0

<sup>o</sup>AV®, AV Preeminent®, Martindale-Hubbell Distinguished<sup>SM</sup> and Martindale-Hubbell Notable<sup>SM</sup> are certification marks used under license in accordance with the Martindale-Hubbell® certification procedures, standards and policies.

### Professional & Community Involvement

- Adjunct Professor, University of Miami School of Law, Commercial Leasing
- Lecturer, Florida International University, International Real Estate Masters Program
- Lecturer, Northwest Center for Professional Education, Leasing
- Member, American Bar Association

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## Credentials

### Education

- J.D., University of Florida Levin College of Law, 1978
- B.S., Tulane University, 1975

### Admissions

- Florida



## David C. Jensen

SHAREHOLDER

jensend@gtlaw.com

### NEW JERSEY

500 Campus Drive  
Suite 400  
Florham Park, NJ 07932  
+1 973.360.7975

### NEW YORK

MetLife Building  
200 Park Avenue  
New York, NY 10166

## Construction Law | Cloud Computing and Digital Infrastructure Practice

David Jensen, an attorney with more than 20 years of experience, focuses his practice on construction contract negotiation and drafting and has represented numerous owner and developer entities in virtually every facet of construction. He has counseled owners and developers in construction projects including project delivery, risk allocation, bid preparation and project administration. David's representations include a diverse project base, including commercial, mixed-use and residential developments, public and public private partnership infrastructure projects, industrial and other specialized projects.

### Concentrations

- Construction contracting
- New Jersey Redevelopment Act
- Bankruptcy
- Workouts
- Mergers and acquisitions
- Corporate
- Financial services

### Experience

#### Representative Matters

- Represented Blue Wolf Capital Partners, LLC in connection with its acquisition of Kirlin Design Build LLC, one of the country's leading engineering and construction companies, focused on large, complex federal and private sector projects.
- Acted as construction counsel to Georgia Department of Transportation for design-build-finance procurement for Northwest Corridor Project, a 30-mile reversible managed lane highway project.
- Acted as construction counsel to *Fortune 100* company in connection with numerous capital improvement and expansion projects throughout the United States, including a new \$250 million national headquarters in New York.

- Acted as construction counsel to international conglomerate in connection with construction of a \$2 billion entertainment and retail complex, water park and amusement park and other expansion projects.
- Acted as construction counsel for New York developer for multiple new construction projects including (a) a \$70 million, 15-story, 240,000 sq. ft., mixed use project with approximately 213 residential apartment units in Brooklyn, NY, and (b) a \$60 million, 15-story, 265,000 sq. ft. mixed use project with approximately 205 residential units and 166 space indoor parking garage in Brooklyn, NY, both presently under construction.
- Acted as construction counsel to the developer of a 13-story, high-end residential apartment building in the landmarked Upper East Side district in Manhattan.
- Representation of a liberal arts college in drafting construction contracts for numerous capital improvements and new construction projects.
- Representation of a major New York private university in drafting and negotiating a project labor agreement and community benefits agreement to govern a long term university expansion project extending over 17 acres.
- Acted as construction counsel to a not-for-profit corporation in for the construction of a downtown youth center constructed with public and private financing. The representation included negotiation and closing of Community Capital Assistance Program Grant issued through the Dormitory Authority of the State of New York, as well as funding through New York City Economic
- Development Corporation and other New York City capital fund appropriations.
- Representation of owner/developer in design and professional consulting contracts (drafting and negotiation) for demolition and development of 260 guest room luxury hotel in midtown Manhattan.
- Representation of an owner/developer in drafting design and construction contracts relating to restoration and renovation of 326 guestroom premium hotel, including a night club, restaurant, lounge, lobby and other property amenities (179,000 square feet).
- Representation of an owner/developer in drafting and negotiating design and construction agreements for structural renovations to a parking garage and condominium conversion of an existing hotel in Syracuse.
- Representation of New York based cooperative market in negotiations and drafting of contracts for multiple design build/performance based improvement projects.
- Representations of numerous retailers, restaurants and other service industry clients in drafting design and construction contracts for new construction, renovation and expansion projects.
- Representation of several national franchisors to develop uniform design and construction agreements and programs.
- Representation of major NJ developer in multiple municipal turn-key, design-build projects utilizing New Jersey Redevelopment laws.
- Representation of major hotel and resort developers with respect to preconstruction, design, and construction of domestic and international projects.
- Representation of nationwide wireless communications company in pre-negotiated financial restructuring and recapitalization and numerous mergers & acquisitions consolidating the industry.
- Representation of publicly held media distribution and production company in sale of assets and financial restructuring.
- Representation of specialty metals manufacturer in Chapter 11 reorganization.
- Representation of investor group in acquisition of worldwide manufacturer and marketer of decorative surfacing materials.

### Noteworthy Experience

- Vice President, Capital Recovery Department, PNC Bank, N.A., 1989 - 2000
- 

## Recognition & Leadership

### Awards & Accolades

- Recommended, *The Legal 500 United States*, Real Estate - Construction (Including Construction Litigation), 2017-2019
- Member, Winning Team, *New Jersey Law Journal's* "General Litigation Department of the Year" award, 2013
- Team Member, Lexology's Client Choice Award USA & Canada, United States: New Jersey, 2013

### Professional & Community Involvement

- Member, New Jersey State Bar Association
  - Member, American Bar Association
- 

## Credentials

### Education

- J.D., Rutgers School of Law - Newark, 1999
- B.A., Economics, Rutgers College - New Brunswick, 1989

### Admissions

- New York
- New Jersey



## Noam Lipshitz

SHAREHOLDER

lipshitzn@gtlaw.com

### FORT LAUDERDALE

401 East Las Olas Boulevard  
Suite 2000  
Fort Lauderdale, FL 33301  
+1 954.768.5209

## Tax | Mergers & Acquisitions

Noam Lipshitz focuses his practice on U.S. federal income tax matters, with an emphasis on corporate and partnership transactions. He is experienced handling the tax aspects of mergers and acquisitions, investment partnerships, joint ventures, debt and equity restructurings and securities offerings. His clients include private equity funds, venture capital funds, private and public companies, REITs, individuals and tax-exempt organizations.

## Concentrations

- Mergers and acquisitions
- Private equity
- Investment funds
- Partnerships and limited liability companies
- Corporate taxation
- Real estate investment trusts

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## Experience

### Significant Representations

- Represented private equity funds in tax aspects of investment, acquisition and divestiture transactions.
- Represented public and private companies in tax aspects of mergers, acquisitions, securities offerings and joint venture transactions.
- Represented private companies, from entrepreneurial family businesses and start-up companies to industry leaders, in general tax matters.
- Provided tax advice in connection with tax-free spin-off transactions.
- Represented Vista Equity Partners (Vista), a leading private equity firm focused on software, data, and technology-enabled businesses, in its acquisition of Regulatory DataCorp, Inc. (RDC) from Bain Capital Ventures and others.



### Internship

- Judicial Intern, Hon. Donald L. Graham, U.S. District Court for the Southern District of Florida
- 

## Recognition & Leadership

### Awards & Accolades

- Listed, *The Legal 500 United States*, Tax - U.S. Taxes - Non-Contentious, 2018-2019
- 

## Credentials

### Education

- LL.M., New York University School of Law, 2012
- J.D., *magna cum laude*, Benjamin N. Cardozo School of Law, Yeshiva University, 2009
  - *Order of the Coif*
  - Associate Editor, *Cardozo Law Review*
- B.A., *magna cum laude*, Yeshiva University, 2004

### Admissions

- New York
- Florida



## Jonathan M. Perry

SHAREHOLDER

perryjo@gtlaw.com

### ORLANDO

450 South Orange Avenue  
Suite 650  
Orlando, FL 32801  
+1 407.999.2501

### ATLANTA

Terminus 200  
3333 Piedmont Road NE  
Suite 2500  
Atlanta, GA 30305

## Real Estate | Transportation

Jonathan M. Perry's practice includes the representation of real estate owners, developers, investment firms, institutional and private lenders, and business entrepreneurs in all phases of commercial real estate transactions. These undertakings include the acquisition, development, finance and disposition of commercial office buildings, hotels and resorts, transit-oriented developments, mixed-use developments, tax increment, and downtown and historic redevelopment and financing.

## Concentrations

- Real estate finance, including construction, mezzanine, bridge and permanent loans, tax-exempt financing, and hotel and resort financing and cash management
- Real estate acquisition, development, and disposition, including commercial and medical office buildings, portfolio property acquisition, hotels and shopping centers, and downtown and historic landmark redevelopment
- Transit-oriented developments
- Real estate workouts and restructurings, including distressed loans and distressed Community Development District (CDD) bond financing
- Real estate leasing, including office, retail, industrial, build to suit drug store and ground leases

## Experience

### Real estate acquisition, development, and disposition

- Represented private real estate investment firm in \$123 million acquisition and financing of portfolio of 32 office/industrial properties in Georgia, Florida and the Carolinas.
- Represent private real estate investment firm in \$383 million acquisition and financing of portfolio of 16 office properties in Georgia, Florida and Virginia.
- Represented private real estate investment firm in disposition of over \$100 million in office property assets in Georgia, Florida, Virginia and the Carolinas.
- Represented private real estate investment firm in acquisition of \$30 million apartment property in South Florida.

- Represented private real estate investment firm in service acquisitions of office properties totaling more than \$188 million in Georgia, Florida and the Carolinas.
- Represented New York institutional investor in the acquisition of an 80% membership interest in a newly formed joint venture for conversion and operation of condo hotel property, and negotiation of hotel management, pre-opening and technical services agreements for a \$56 million hotel conversion in South Beach, Miami.
- Represented private hotel company in acquisition of a loan for a hotel property located in New Orleans and workout/restructure of the loan with the borrower.
- Represented real estate development and management company in apartment component of \$500 million mixed-use transit-oriented development (TOD) in Atlanta, Georgia.
- Represented municipal development authority in \$27 million revitalization and redevelopment of historic downtown district in Atlanta, Georgia.
- Represented municipal development authority in connection with special tax increment funding with respect to \$500 million urban redevelopment project in Atlanta, Georgia.

### Real estate finance

- Represented public hotel company in \$285 million refinancing for hotel properties in New York and Los Angeles, California.
- Represented public hotel company in \$500 million construction and development financing for 1,000-room resort hotel, and 498-room luxury hotel, with condo-hotel component in Orlando, Florida.
- Represented public hotel company in \$400 million construction and development financing for 1,400-room hotel and conference center in Orlando, Florida.
- Represented private hotel company in \$160 million refinancing of three major hotel properties in California, Oregon and Texas.

### Real estate workouts and restructuring

- Represented indenture trustee and bondholders in real estate-related aspects of failed CDD projects in Florida, Alabama and South Carolina.

### Noteworthy Experience

- Free Agent, National Football League (NFL), Tampa Bay Buccaneers, 1993-1994

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## Recognition & Leadership

### Awards & Accolades

- Listed, *The Best Lawyers in America*, Real Estate Law, 2014-2020
- Team Member, *Chambers USA* Award for Excellence, Real Estate, 2010, 2013 and 2017-2018
- Team Member, a U.S. News - Best Lawyers®, "Law Firm of the Year" in Real Estate Law, 2015
- Recipient, "Champion of Education Award," United Negro College Fund, 2014
- Team Member, *The Legal 500 United States*, "Top Tier" Firm in Real Estate, 2013 and 2014
- Team Member, a *Law360* "Real Estate Practice Group of the Year," 2011, 2012 and 2013

### Professional & Community Involvement

- Board Member, ELEVATE ORLANDO, 2016-Present
- Council Member, United Negro College Fund, Inc. (UNCF), Leadership Council, 2009-Present; Chair, Leadership Council, 2011-2016 Chair
- Coach, Lake Nona Jr. Lions (Football), Youth Basketball Coach (AAU, YBOA and USSSA),YMCA Youth Sports (Basketball, Soccer and Flag Football), 2007-Present
- Committee Member, Mayor's MLK Commission, 2006-Present

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## Credentials

### Education

- J.D., Emory University School of Law, 1997
- B.S., Business Administration (Kenan - Flagler Business School), University of North Carolina at Chapel Hill, 1992
  - Team Captain, University of North Carolina at Chapel Hill Tar Heels, 1992-1993
    - Peach Bowl Champions, 1993

### Admissions

- Florida
- Georgia

### Languages

- Spanish



## David S. Pritzker

SHAREHOLDER

pritzkerd@gtlaw.com

### CHICAGO

77 West Wacker Drive  
Suite 3100  
Chicago, IL 60601  
+1 312.456.1027

## Real Estate

David is a shareholder in the Real Estate Practice Group in the Chicago office of Greenberg Traurig, LLP. He has wide-ranging experience in commercial real estate transactions, advising private equity funds, investors, sponsors, and operating companies on the formation of joint ventures to own, operate, develop, and finance a full range of property classes, including office, industrial, multifamily, hotel, and retail properties. David also has substantial experience representing clients in the acquisition, disposition, and financing of individual properties and multi-asset portfolios.

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## Recognition & Leadership

### Awards & Accolades

- Listed, Emerging Lawyer, Leading Lawyers Network, 2019-2020
  - Top 100 Emerging Real Estate-Related Lawyers in Illinois, 2019-2020
- Team Member, *Chambers USA* Award for Excellence, Real Estate, 2017-2018
- Team Member, a U.S. News - Best Lawyers®, "Law Firm of the Year" in Real Estate Law, 2015
- Team Member, *The Legal 500 United States*, "Top Tier" Firm in Real Estate, 2014
- Team Member, a *Law360* "Real Estate Practice Group of the Year," 2013 and 2015

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## Credentials

### Education

- J.D., Loyola University Chicago School of Law, 2007
- B.A., Emory University, 2002

### Admissions

- Illinois



## Jéan E. Wilson

SHAREHOLDER

wilsonj@gtlaw.com

### ORLANDO

450 South Orange Avenue  
Suite 650  
Orlando, FL 32801  
+1 407.999.2521

### TAMPA

101 East Kennedy Boulevard  
Suite 1900  
Tampa, FL 33602

## Public Finance & Infrastructure | Public Utilities | Transportation | Real Estate Finance

Jéan E. Wilson is Co-Managing Shareholder of the Orlando Office and Chair of the firm's Orlando and Atlanta Public Finance Practices. Jéan has broad experience as bond counsel, disclosure counsel, underwriters' counsel, bank counsel, trustee's counsel, borrower's counsel and purchasers' counsel in various types of tax-exempt and taxable financings, including housing, transportation, public utilities, general obligation, sales tax, revenue and tourist development tax issues, as well as tax increment, industrial development and downtown redevelopment financings.

## Experience

### Representative Matters

- Served as bond counsel, disclosure counsel or issuer's counsel on bond issues for various entities, including: City of Atlanta, City of Jacksonville, City of Orlando, Town of Braselton, City of Deltona, City of Sebastian, City of Winter Park, Miami-Dade County, Orange County, Broward County, Orlando Utilities Commission, Orlando-Orange County Expressway Authority, Greater Orlando Aviation Authority, Orange County Industrial Development Authority, Florida Housing Finance Corporation, Jacksonville Housing Finance Authority, Housing Finance Authority of Broward County, Orange County Housing Finance Authority, Arcadia Housing Authority, Orlando Housing Authority and the Tampa Housing Authority.
- Acted as lead bond and disclosure counsel in connection with a \$1.2 billion commercial paper note program for the City of Atlanta.
- Acted as lead disclosure counsel in connection with a \$1 billion transaction for the Orlando-Orange County Expressway Authority.
- Represented the purchasers of the \$9.48 million City of Atlanta, Georgia Tax Allocation Bonds (Eastside Project), Series 2005A (AMT) and \$38 million City of Atlanta, Georgia Tax Allocation Bonds (Eastside Project), Series 2005B (NON-AMT).
- Represented the purchasers of the \$21 million City of Atlanta, Georgia Tax Allocation Bonds (Princeton Lakes Project), Series 2006.

### Previous Experience

- Former Managing Partner, Office of Statewide Municipal Finance Firm, Orlando, Florida

## Recognition & Leadership

### Awards & Accolades

- Listed, *The Best Lawyers in America*, Public Finance Law, 2007-2020
- Listed, *Chambers USA Guide*, 2007-2019
- Listed, *Super Lawyers* magazine, *Florida Super Lawyers*, 2006-2020
- Nominated, *ONYX* magazine, "Black Men Honors," 2019
- Listed, *Florida Trend* magazine, "Metro Orlando Leadership," 2016
- Listed, *Orlando* magazine, "The Best Lawyers in Orlando," 2010
- Listed, *Florida Trend* magazine, "Legal Elite," Public Finance Law, 2009
- Voted, *Orlando* magazine, "One of the Six Most Respected and Admired Lawyers in Orlando," December 1997
- Rated, AV Preeminent® 5.0 out of 5.0

<sup>°</sup>AV®, AV Preeminent®, Martindale-Hubbell Distinguished<sup>SM</sup> and Martindale-Hubbell Notable<sup>SM</sup> are certification marks used under license in accordance with the Martindale-Hubbell® certification procedures, standards and policies.

### Professional & Community Involvement

- Board member, Central Florida Leadership Academy
- Board member, African American Chamber of Commerce of Central Florida
- Former Member, Fifth District Court of Appeal, Judicial Nominating Commission
- Former Member, Florida Chamber of Commerce, Board of Directors, Executive Committee
- Former Member, Senator Bob Graham's Federal Judicial Nominating Commission
- Former Member, The Florida Bar, Committee on Equal Opportunities in the Profession
- Past president of the Paul C. Perkins Bar Association and Florida Chapter of the National Bar Association
- Previously served as a board member of the Florida A&M University School of Law, Board of Visitors of the Valencia Community College Foundation, and the YMCA Black Achievers Program

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## Credentials

### Education

- J.D., *with honors*, University of Florida Levin College of Law, 1982
- B.S., *with honors*, Finance, DePaul University, 1980

### Admissions

- Florida

## NKF MULTIFAMILY TEAM BIOGRAPHIES - NORTH FLORIDA



### ERIK BJORNSON

SENIOR MANAGING DIRECTOR  
NKF MULTIFAMILY - NORTH FLORIDA  
M 904-699-7582  
erik.bjornson@ngkf.com

- Active in commercial real estate industry since 2003
- Over \$3B and 50,000 units sold throughout northeast Florida
- Bachelor degree in Business Administration from Ohio State University



### TYLER NILSSON

SENIOR MANAGING DIRECTOR  
NKF MULTIFAMILY - NORTH FLORIDA  
M 904-477-8929  
tyler.nilsson@ngkf.com

- Specializes in multifamily land brokerage throughout North Florida
- Over \$200M in land transactions completed
- Bachelor degree in Economics from the University of Calgary, Canada



### JOHN RUTHERFORD

DIRECTOR  
NKF MULTIFAMILY - NORTH FLORIDA  
M 904-228-0944  
john.rutherford@ngkf.com

- Primary market focus on Jacksonville and North/Central Florida markets
- Ranked #1 in a local Jacksonville firm prior to ARA Newmark
- Experience in the CRE industry in varying roles
- Bachelor of Business Administration in Management from University of Florida



### TOM MORGAN

DIRECTOR  
NKF MULTIFAMILY - NORTH FLORIDA  
M 904-465-5641  
tom.morgan@ngkf.com

- Primary market focus on North Florida & NW Florida
- Responsible for the execution of multifamily brokerage and advisory services, pricing strategies and client development
- Involved in the sale of over \$1B of apartments across Florida
- M.S.R.E. degree from University of Florida, B.S. degree from Florida State University, second generation CCIM Designee



### JAMES WILK

ASSOCIATE  
NKF MULTIFAMILY - NORTH FLORIDA  
M 904-307-8389  
james.wilk@ngkf.com

- Coordinate all aspects of the deal process including valuation, underwriting, financial modeling, market research and due diligence
- Over 15 years of experience in multifamily transactions, development, and asset management
- Bachelor of Science degree in Real Estate from The Florida State University



### KYLE SCHLITT

ASSOCIATE DIRECTOR  
NKF DEBT & STRUCTURED FINANCE  
M 407-222-0788  
kyle.schlitt@ngkf.com

- Assisting in the origination of debt and equity placements
- Participates in all aspects of debt and equity finance transactions focusing on multihousing, office, retail, industrial, hotel and mixed-use assets
- Structure various types of capital, including debt, bridge loans construction financing, joint venture and preferred equity



# WEITZMAN ASSOCIATES, LLC

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Weitzman Associates (“Weitzman”) is a nationally known and respected real estate advisory services firm that has been in business for 40 years. We provide full service real estate counsel incorporating many different disciplines that include market research and analysis, marketability and financial feasibility studies, investment counseling, development advisory and planning services, expert testimony, litigation support, marketing services, and project management and implementation.

## **Our work drives value creation throughout the life cycle of any real property asset.**

We have extensive expertise in assisting private sector developers, pension and private equity funds, institutions, and governmental agencies with both simple and complex real estate issues, providing diverse exposure in support of our client work. Over the past four decades, the firm has consulted on a broad range of properties, and prides itself on its ability to earn the trust of our clients. We are an extension of our client’s team, and protectors of their best interests.

Weitzman is expert in all property types, advising over 300 clients per year throughout the United States and beyond. Each year, we work in most major U.S. markets, as well as many secondary and tertiary locations throughout the United States. In addition, our professionals have experience in numerous international markets. Our work routinely includes:

- *Rental and for-sale housing of all types*
- *Branded luxury condominiums*
- *Hotels and resorts*
- *Office properties and industrial/flex properties*
- *Retail destinations of all types*
- *Major urban and master-planned mixed-use developments*
- *Specialty research, lab and data center properties*
- *Transferrable development rights*
- *Senior Housing, from IL to AL and CCRC*
- *Co-living, student, and affordable housing*

Our collaborative spirit pushes projects forward. We are motivated to inform and guide our clients toward ideal real estate solutions. We do not just check the box – we work to ensure that our clients achieve a deep and nuanced understanding of the factors shaping their potential.

Weitzman’s clients include major developers and institutions such as JP Morgan, Bank of China, Clarion Partners, Hines, LCOR, The Related Companies, UBS Realty Investors, Apollo Real Estate Advisors, The Carlyle Group, Barclays Capital, Invesco, Starwood Capital, Forest City Ratner Company, and The Cordish Company. We also routinely consult with many municipalities, counties, and state governments such as Westchester County (New York), New York State Empire State Development, the New York City Economic Development Corporation, Escambia County (Florida), and Michigan City (Indiana).

Our studies are based upon in-depth primary research, supplemented by secondary research and subjective analysis. We provide exceptional value in reviewing real estate opportunities and issues from multiple approaches, including insightful analysis and thoroughly-researched conclusions and recommendations. We pride ourselves on offering clients an unmatched depth of expertise tailored thoughtfully for the benefit of each individual project and situation.

**STRATEGIC REAL ESTATE ADVICE FOR  
EVERY CIRCUMSTANCE.**

**NEW YORK | CHICAGO | FLORIDA**



**WEITZMAN**  
Real Estate Consultants

**WEITZMANUSA.COM**



## **PETER BAZELI, MRICS** PRINCIPAL & MANAGING DIRECTOR



Peter Bazeli is a Principal and Managing Director of Weitzman. He joined the firm in 2004, and has since managed consulting assignments for real estate assets valued at well over \$50 billion. He consults on all property types, but specializes in market-based development planning, feasibility, and project management for residential and mixed-use developments, with particular focus on luxury, branded, and hotel-serviced housing. He has a significant depth of experience with adaptive re-use and landmark properties. Prior to becoming a consultant, his background in development and operations provided direct principal-side experience with the development or conversion of more than 2,000 residential units. He now consults throughout the United States with major developers, private equity and pension funds, and lenders seeking independent advice and assistance mitigating investment risk.

### **EDUCATION**

Bradley University  
Bachelor of Science  
(Business and Marketing)

### **WORK EXPERIENCE**

Weitzman Associates, LLC  
Principal & Managing Director  
2004 – Present

Draper and Kramer, Inc.  
Assistant Vice President  
1998 – 2004

### **MEMBERSHIP**

Urban Land Institute  
Royal Institute of Chartered Surveyors

### **GUEST LECTURER**

Cornell University  
Northwestern University  
University of Michigan  
New York University  
Bradley University

### **PROJECT EXPERIENCE**

#### **Revitalization of the Waldorf Astoria (New York, NY)**



At 1.65 million square feet, The Waldorf is New York City's largest privately-owned landmark property, and a masterpiece of art deco architecture completed in 1931. Weitzman's role began as feasibility advisor to Anbang Insurance Group on all aspects of the Waldorf's renovation into a mixed-use residential, hotel, and retail project. Weitzman continued to advise Anbang, and gained a central role in the project's conceptualization, feasibility, design, marketing, and public affairs. With construction underway and residential sales opening soon, and after more than four years of critical involvement in the project, Weitzman remains integral to the decision-making process that guides the project's path forward.

#### **Downtown West Main Street Masterplan Marketability Study (Pensacola, FL)**



In 2019, on behalf of Studer Properties, Weitzman conducted a thorough marketability study to inform the development of the "West Main Street Sites," a collection of parcels totaling 28 acres in downtown Pensacola, Florida. Weitzman reviewed the market for residential condominiums, rental apartments, retail, office, co-working space, daycare, and an aquarium to inform future development at the property. Weitzman recommended a mix of uses for the sites, and simultaneously collaborated with renowned international urban design firm DPZ to create a masterplan. The firms collectively presented the plan to city officials and the public. Redevelopment efforts are ongoing.

#### **Northpointe Site Marketability Study and Financial Feasibility Analysis (Pflugerville, TX)**



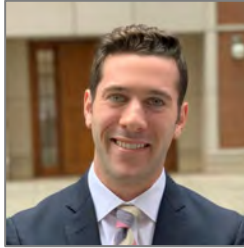
Weitzman was hired to provide development guidelines based on an in-depth marketability study and feasibility analysis for the redevelopment of a 120-acre site into a vibrant mixed-use community. Surveyed uses include residential, commercial, recreational, civic and not-for-profit elements (in collaboration with DPZ Architects). Weitzman was then engaged to assist the Developer with raising investment capital for the 10+ year phased development.

#### **Cole Street Marketability Study (New Jersey)**

On behalf of a property owner based in New Jersey, Weitzman conducted a residential and retail marketability study to inform the development of a three-block site comprising 1.35 million gross square feet of buildable space. Weitzman studied the multifamily rental and retail markets in Hoboken, New Jersey in order to craft development recommendations and provide accurate underwriting assumptions to the property owner. The project entailed extensive demand analyses and surveys of existing retail establishments in order to formulate a tenancing strategy that would maximize the project's competitiveness. Construction is scheduled to commence in late 2019.



**JOSHUA A. LEVITT**  
VICE PRESIDENT



Mr. Levitt joined Weitzman Associates in March 2019. He has a diverse background in real estate and urban planning that has included experience with acquisitions, development, asset management, hospitality, and consulting. Prior to joining Weitzman, Mr. Levitt was a member of the acquisitions and development team at MCR, a large owner-operator of hotels. While at MCR, he primarily supported the development, financing, and marketing of the TWA Hotel at JFK Airport. Simultaneously, he assisted with asset management of the High Line Hotel in West Chelsea and conducted due diligence to support the acquisition of Marriott and Hilton select-service properties across the United States. Mr. Levitt began his career at HR&A Advisors, a real estate and economic development consulting firm that provides strategy to developers, cities, institutions, and non-profits.

### EDUCATION

Harvard University  
Master in Urban Planning

Amherst College  
Bachelor of Arts  
Architecture / Art History

### WORK EXPERIENCE

Weitzman Associates, LLC  
Vice President  
2019 – Present

MCR Investors  
Acquisitions + Development Associate  
2017 – 2019

HR&A Advisors, Inc.  
Analyst  
2015 – 2017

### MEMBERSHIP

UJA Federation  
P/PREP (Public-Private Real Estate  
Professionals)

### GUEST LECTURER

Harvard Business School  
Amherst College

### PROJECT EXPERIENCE

#### North 60 Biotech / Mixed-Use Campus Market and Financial Feasibility Study



On behalf of Westchester County, New York, Mr. Levitt conducted a market and financial feasibility study for a 3 million square foot biotech and medical office campus, known as North 60. Weitzman studied the market for biotech space, medical offices, rental apartments, retail, a hotel, senior housing, and a museum. Further, we conducted a thorough financial feasibility analysis for the project. The purpose of the study was to structure a ground lease agreement between the County and a local developer to build a new biotech and medical office campus.

#### TWA Hotel Development (New York, NY)



While a member of the development and acquisitions team at MCR, a larger owner-operator of hotels across the United States, Mr. Levitt contributed to all aspects of the development of the TWA Hotel at JFK Airport. Responsibilities included development / construction management, budgeting, financing, marketing, and many other ad hoc tasks. The TWA Hotel opened in 2019, a public-private joint-venture partnership between MCR, JetBlue, the Port Authority of New York and New Jersey, New York City, and the State of New York.

#### Garden State Plaza Mall Redevelopment / Repositioning Strategy (Paramus, NJ)



On behalf of Westfield, Mr. Levitt conducted an extensive market and financial feasibility study in order to bolster the mall's retail offerings and determine how to best utilize its overflow parking lots. The study resulted in tenant mix recommendations (including recruiting an Amazon Books) as well as a development strategy to build a mixed-use neighborhood center on the parking lots.

#### Colonial Williamsburg Foundation Real Estate Strategy (Williamsburg, VA)



Colonial Williamsburg, the "world's largest living history museum" in Virginia, has been one of the most visited historic destinations in the United States since its creation over 90 years ago. While employed at HR&A Advisors, Mr. Levitt led a multidisciplinary team to prepare a real estate strategy for assets totaling 1,350 acres within CWF's property portfolio, taking into consideration market, development potential, infrastructure needs, phasing, implementation opportunities and challenges, and potential impact on visitation to the historic destination. The recommended strategy will help CWF increase revenues while preserving and strengthening Colonial Williamsburg's attractiveness as a destination.



JERRY PATE DESIGN, Inc.  
Landscape Architecture for West Main Project

Jerry Pate Design has been creating beautiful landscapes for over thirty years. Our guiding design principle is to enhance the quality of life in the communities we work by creating beauty on the outside, so we can live better on the inside.

We are firmly committed to place-making through the preservation of the natural habitats and functions of the site and its surrounds, the enhancement of the aesthetic experience of the site, and the employment of sustainable design principles. The result creates harmony between the new landscape and the surrounding environment that charms and inspires those who experience it. We are genuinely committed to support, service, and satisfy every client, building valued loyalty through integrity, professionalism, and quality workmanship.

The firm has been instrumental in the renaissance of downtown Pensacola, beginning with work at Admiral Mason Park, the Community Maritime Park, Main Street Road Diet and Admiral Fetterman Field at Blue Wahoo's Stadium. The firm continues to improve the landscape of Pensacola with projects such as Navy Federal Credit Union, additional road diets and beautification projects throughout downtown, and the Southtowne apartments.

Jerry Pate Design is very proud of our performances and history of maximizing the realized value of our projects and is always very honored for the opportunity to improve the landscape of our hometown community.

We are a certified small business enterprise in the City of Pensacola, Florida.

#### Firm Name and Contact Information

Jerry Pate Design, Inc.  
301 Schubert Drive  
Pensacola, FL 32504  
850-479-4653  
850-505-4884 fax  
Federal ID# 59-297-8292  
[www.jerrypatedesign.com](http://www.jerrypatedesign.com)

#### Primary Contact

Steve Dana  
[sdana@jerrypate.com](mailto:sdana@jerrypate.com)

#### Date of Establishment

August 19, 2011  
(originally Jerry Pate Enterprises, 1989)  
Firm has been in business for 31 years.

#### Type of Ownership

Corporation (State of Florida)



**Years in Profession**

- 24 +

**Education**

- B.A., Architecture.  
Princeton University

**Registered Landscape Arch.**

- FL License #6667043
- AL License #778
- MS License #625

**Affiliations**

- American Society of Landscape Architects
- American Planning Association

**Personal**

A registered landscape architect, Steve has lead the daily operations and design implementation of Jerry Pate Design since 1999 and has two decades of professional experience in the golf industry. Steve is a graduate of Princeton University where he earned a Bachelor of Arts degree from the School of Architecture. His studies focused on green architecture and sustainable development. He served as Captain of Princeton's golf team, was a two-time Ivy League Golf Champion, a two-time Academic All-American, and runner-up for the prestigious Ben Hogan Award.



***Representative Projects***

**Pensacola Community Maritime Park– Pensacola, FL – 2012** **Public - Commercial**

**Responsibilities: Project Facilitator/Owner's Representative**

The 40-acre project includes the construction of a Major League AA affiliated baseball stadium, a multi-use amphitheater, acres of community park space, and multiple development parcels. The site also includes roadways, boardwalks, and plazas. As owner's representative, JPD led and directed much of the design particularly with respect to the landscape and exterior spaces. JPD was also instrumental in the design of the Main Street road diet that borders the park to the north.

**East Garden District – Pensacola, FL - Current** **Private - Commercial**

**Responsibilities: Lead Landscape Architect**

The project includes a major road diet on North Jefferson Street to accommodate a new mixed-use residential and hospitality district in the downtown core. Narrowed travel lanes, street trees, ground plane treatments, and other pedestrian amenities will create a vibrant new destination for Pensacola.

**Southtowne Mixed-Use Residential – Pensacola, FL - 2019** **Private - Mixed Use Urban**

**Responsibilities: Lead Landscape Architect**

The project included a complete city block in downtown Pensacola. Jerry Pate Design provided landscape architecture for the streetscape of the entire development as well as the interior amenity courtyard to include swimming pool, outdoor grilling area and event space.

**Intendencia Street Woonerf – Pensacola, FL -- 2018** **Private - Commercial**

**Responsibilities: Lead Landscape Architect**

The project is the first of its kind in Pensacola--a street designed more for people than for cars. The Liberty Tree is the focal point of this street that slows cars to near walking speed and forces pedestrians and drivers to communicate and negotiate while enjoying the space. Rumble strips, planters, narrowed lanes, and interesting pavers complete the streetscape.

**Pensacola Downtown Improvement Board – Pensacola, FL – Current** **Public - Municipal**

**Responsibilities: Lead Landscape Architect**

This is a continuing services contract with the Downtown Improvement Board. Projects undertaken thus far include beautification on the Jefferson Street Parking Garage, and conceptual planning for the beautification and road diet of Jefferson Street between Garden and Government Streets to create a more pedestrian friendly and safe corridor.

**Navy Federal Credit Union – Pensacola, FL - Current** **Private - Commercial**

**Responsibilities: Lead Landscape Architect**

The project includes the design and construction of a corporate campus expansion. The campus expansion has a nearly \$1 billion project budget and includes an extensive network of interior boulevards, secondary roadways, parking lots, six office buildings, pedestrian and cycling connectivity, stormwater amenities, and exterior recreation facilities.

**Institute for Human and Machine Cognition – Pensacola, FL -- 2018** **Private - Commercial**

**Responsibilities: Lead Landscape Architect**

The project included a \$12 million addition to the corporate campus. Jerry Pate Design provided site planning, and landscape architecture services for the project to include many green infrastructure solutions to site stormwater.

**Studer Community Institute– Pensacola, FL -- 2019** **Private - Commercial**

**Responsibilities: Lead Landscape Architect**

The project includes a \$1 million revitalization of a blighted urban plaza into a community event space for the community. Inspired by Bryant Park in New York City, the plaza includes seating areas for gathering on the exterior and larger event areas on the interior.



**Years in Profession**

- 10 +

**Education**

- B.S., Landscape Architecture.  
Mississippi State University,  
Cum Laude

**Registered Landscape Arch.**

- FL License #6667399
- GA License #1795
- MS License #671
- CLARB: #42293

**Certified Irrigation Designer**

- Irrigation Association,  
CID #113188

**Affiliations**

- Big Brothers Big Sisters of Northwest Florida
- Echo Life Church Capital Planning Team
- OnBikes Pensacola
- EPA WaterSense Partner

**Personal**

Brad initiated his career after earning a B. Landscape Architecture from Mississippi State University. His design passions focus on pedestrian centered communities through intelligent design. He is a registered landscape architect, certified irrigation designer & an EPA Water Sense Partner. His talents in technical design & hydraulic analysis has granted him design opportunities from Florida to Japan.

***Representative Projects***

**East Garden District - Pensacola, FL - Current** **Private - Commercial**

**Responsibilities: Project Landscape Architect, Planning**

The project includes a major road diet on North Jefferson Street to accommodate a new mixed-use residential and hospitality district in the downtown core. Narrowed travel lanes, street trees, ground plane treatments, and other pedestrian amenities will create a vibrant new destination for Pensacola.

**Pensacola Downtown Improvement District - Pensacola, FL - Current** **Public - Commercial**

**Responsibilities: Lead Irrigation Designer, Landscape Architect**

Quality of life improvement projects for the DIB include the revitalization of a critical alleyway, now paseo, between a parking structure and the main entertainment district, road diets and other pedestrian improvements, and an urban dog park.

**Southtowne Mixed-Use Residential - Pensacola, FL - 2019** **Private - Mixed Use Urban**

**Responsibilities: Lead Irrigation Designer, Landscape Architect**

The project includes a complete city block in downtown Pensacola. Jerry Pate Design provided landscape architecture for the streetscape of the entire development as well as the interior amenity courtyard to include swimming pool, outdoor grilling area and event space.

**Intendencia Street 'Woonerf' - Pensacola, FL - 2018** **Private - Commercial**

**Responsibilities: Lead Irrigation Designer, Landscape Architect**

The Intendencia Street Woonerf brings vehicular traffic on grade with pedestrians and aids in the reduction of conflict points. The woonerf provides a comfortable and safe route of travel through busy downtown streets.

**Studer Family Hospital at Sacred Heart - Pensacola, FL - 2018** **Private - Healthcare**

**Responsibilities: Lead Irrigation Designer, Landscape Architect**

The Studer Family Hospital involved great depths of detail throughout the project. Many focal points in the ground plane consisting of decorative pavers, concrete, glow stones, "dune-scapes", shade structures, lighting, landscape and irrigation. The top floor balcony consists of greenroof structures, xeri-scape plant materials and drip irrigation.

**Navy Federal Credit Union - Phase 1 Expansion - Pensacola, FL - 2017** **Private - Commercial**

**Responsibilities: Lead Irrigation Designer, Landscape Architect**

Phase 1, including 5 structures, contain 400,000 workable square feet, and 1,200 parking spaces. The exterior improvements include +/- 40 acres of landscape, irrigation, protected wetlands and various means of pedestrian and vehicular transportation.

**Navy Federal Credit Union - Phase 2 Expansion - Pensacola, FL - Current** **Private - Commercial**

**Responsibilities: Lead Irrigation Designer, Landscape Architect**

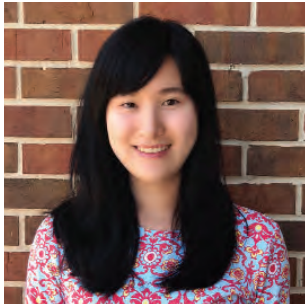
Phase 2, currently under construction, will contain over 1.1 Million gross square feet, over 4,500 parking spaces and +/- 80 acres. Jerry Pate Design is the Lead Landscape Architect for Phase 2 and continues to provide construction administration for landscape, irrigation, wetlands, courtyards, decorative concrete and much more. The total project construction cost is \$1 Billion.

**Pensacola State College - Charles W Lamar Studio Gallery - 2017** **Public - Institutional**

**Responsibilities: Lead Irrigation Designer, Landscape Architect**

The grand opening of The Charles W Lamar Studio Gallery was held in the fall of 2017. Jerry Pate Design was the lead landscape architect for this project. The project entailed landscape, irrigation design, pedestrian thoroughfares, parking islands and Florida DOT right of way improvements.





**Representative Projects**

**Years in Profession**

- 4 +

**Education**

- Master of Landscape Architecture, University of Michigan
- Bachelors of Engineering Landscape Architecture Tongji University

**Registered Landscape Arch.**

- FL License #6667468

**Affiliations**

- American Society of Landscape Architects

**Personal**

*Elsie Zhang is a graduate from the Landscape Architecture Master's program at the University of Michigan. Born and raised in Shanghai, China, she earned a Bachelor of Engineering degree in Landscape Architecture. Her focus is on ecological and sustainable landscape design with expertise in graphic design as well as digital representation.*

**Pensacola Downtown Improvement Board - Pensacola, FL - Current** **Public - Municipal**

**Responsibilities: Landscape Designer**

This is a continuing services contract with the Downtown Improvement Board. Projects undertaken thus far include beautification on the Jefferson Street Parking Garage, and conceptual planning for the beautification and road diet of Jefferson Street between Garden and Government Streets to create a more pedestrian friendly and safe corridor. Other quality of life improvements include the revitalization of a critical paseo in the entertainment district and an urban dog pocket park.

**Studer Community Institute Plaza - Pensacola, FL - 2019** **Private - Commercial**

**Responsibilities: Landscape Designer**

The project includes a 1 million renovation of the exterior space of the previous Suntrust Building. Jerry Pate Design provided landscape architecture for the plaza to promote urban interactions among tenants and patrons of the new SCI Building. Its renovation aims to activate the building's exterior with streetscaping, multi-use spaces, café-style seating and areas for shaded respite.

**Mother Seton Garden at Sacred Heart Hospital - Pensacola, FL - 2019** **Private - Healthcare**

**Responsibilities: Landscape Designer**

The project includes renovation of the existing outdoor space north of the Medical Office Building. Jerry Pate Design worked with Caldwell Architects to provide landscape consulting and planting design for the project. Its renovation aims to create therapeutic spaces that encourage patients and their visitors to interact with nature to aid the process of healing. An Alphabet garden is created with the challenge of limited direct sunlight throughout the whole site.

**Southtowne Mixed-Use Residential - Pensacola, FL - 2019** **Private - Mixed Use Urban**

**Responsibilities: Landscape Designer**

The project included a complete city block in downtown Pensacola. Jerry Pate Design provided landscape architecture for the streetscape of the entire development as well as the interior amenity courtyard to include swimming pool, outdoor grilling area and event space.

**Institute for Human and Machine Cognition - Pensacola, FL - 2017** **Private - Commercial**

**Responsibilities: Landscape Designer**

The project included a \$12 million addition to the corporate campus. Jerry Pate Design provided site planning, and landscape architecture services for the project.

**Studer Family Hospital at Sacred Heart - Pensacola, FL - 2018** **Private - Healthcare**

**Responsibilities: Landscape Designer**

The Studer Family Hospital involved great depths of detail throughout the project. Many focal points in the ground plane consisting of decorative pavers, concrete, glow stones, "dune-scapes", shade structures, lighting, landscape and irrigation. The top floor balcony will consist of greenroof structures, xeri-scape plant materials and drip irrigation.

**Pensacola State College - Baars Building - Current** **Public - Educational**

**Responsibilities: Landscape Designer**

Jerry Pate Design is the landscape architecture the Baars Technical Building in Pensacola, FL. The new structures and grounds around the designed project will provide PSC with a greater ability to offer skilled degrees as well as improve the heart of campus.



Chris is a Founder, Principal and CEO of ARK Leadership LLC. and is a proven entrepreneurial leader with more than twenty-eight years of business building and real estate leadership experience. He was a founding partner and principal who launched a real estate firm, Pegasus Residential based in Atlanta, Georgia, which subsequently grew into a multimillion-dollar company, operating in ten states and managing 24,000 units, in a short five years. He served as Vice President of Operations and new business development. After selling his interest, he subsequently launched ARK Leadership LLC, a business building company made up of uniquely multitalented entrepreneurs driven to improve all facets of business performance under the ARK umbrella. He has launched or improved over one hundred fifty multimillion-dollar residential communities in his career, essentially all small businesses, through his hands on and “in the trenches” personal leadership style. This experience has led ARK to successfully improve a variety of organizations in multiple industries ranging from national sales organizations to major metropolitan cities from the East Coast to the Midwest. Chris graduated from Virginia Tech with a bachelor’s in business administration and marketing and is also a successful real estate investor having interests in multiple projects in Alabama, Florida, Georgia and New York City.

Chris is additionally a speaker on both local and national platforms largely due to his enthusiastic and passionate delivery method infused with a great deal of humor centered around electrifying organizations culture and business performance. He has been a guest lecturer to The University of Georgia and Georgia Tech for over ten years, and is also a guest lecturer on entrepreneurship at his alma mater Virginia Tech.

His passion for youth led him to founding a youth organization that grew to receive national recognition in a short four years. He was elected to the AGLCC Board of Directors and served for two years, leading the Business Development Committee which organizes the University, Procurement Spotlights, Certifications as well as leading the alliance with the Small Business Administration (SBA). In 2018 he was elected to the Board of Advisors for FacilitatesONE Technologies, an expanding national technology group, and will continue in this advisory role through 2020.

He is proudly married to his husband, Thomas and lives in Atlanta Georgia with their son Noah who was the inspiration for the formation of ARK Leadership LLC.





- APPENDIX B -

EXAMPLES OF PAST PROJECTS

# Mixed-Use Development Project in Pensacola

## Southtowne Redevelopment – Pensacola, FL

- ❑ Part of a master planned \$80 million redevelopment located in heart of Pensacola's downtown core, main entertainment hub, and retail corridor.
- ❑ Southtowne will replace the Former Pensacola News Journal offices and printing plant with a Mixed-Used Redevelopment featuring Housing, Office, Retail, and State-of-Art YMCA.
- ❑ Southtowne is the first Multifamily Project in Downtown Pensacola to be built in nearly 30 years.
- ❑ It contains 258 apartment units, first floor retail and an attached 545-Car Structured Parking Garage
- ❑ Total Development Cost: \$52 million <sup>1</sup>



This project is under construction with an expected completion in 2<sup>nd</sup> Qtr. 2018.

# Southtowne Case Study

Launched a brand roll-out marketing campaign targeted to early adopters that resulted in an unprecedented 1,000+ person interest list/500+ person waiting list with deposits for 258 apartments. (50% Pre-leased)

Developer:	Studer Properties / The Dawson Company
Team:	Architect - Niles Bolton; Contractor - Doster Construction, Property Mgr. - Lincoln Properties
Product Type	Wood Framed, Mixed-Use, 258 Apts. 4 & 5 Story, Elevator Served, above ~18k SF of retail on the bottom floors; wrapped around Structured Parking
Development Cost:	~\$52,000,000
Lender:	Hancock Bank & Trustmark
Research/Feasibility:	Exhaustive, professional vetting/analysis/independent market research performed by the The Weitzman Group, Inc. a nationally respected real estate advisory services firm out of New York City.  Preliminary design, unit mix, rental rates, and amenity package substantiated by target market focus groups.
Catalyst/Adjacent Momentum:	Part of a master planned \$80 million redevelopment of the former Pensacola News Journal headquarters located in heart of Pensacola’s downtown core, main entertainment hub, and retail corridor; new state of the art YMCA facility serves as a built-in amenity to the residents; strong level of foot traffic creates an energized atmosphere around the apartments.
Strategy/Tactics:	Launched a brand roll-out campaign targeted to early adopters through a sustained, interactive, collaborative, and consistent brand marketing effort via multiple touch points and channels.

Under Construction (Estimated 1<sup>st</sup> Qtr. '18 Completion)



Rendering



Amenities: Rooftop terrace with views of the bay, access controlled multi-level parking garage, courtyard patio with fire pit & outdoor kitchen, electric car charging stations, easy access to the YMCA next door, shopping & dining on first Level, cyber café, etc.

Timing: Move-in's are under way.

## Urban Core – Pensacola, FL

- ❑ Part of a 6.4 acre \$80 million Master Planned Mixed-Use Redevelopment and major downtown revitalization in the heart of one of the most historic Gulf Coast cities.
- ❑ 39,813 SF of Office space; 11,030 SF of retail.
- ❑ Approx. 50,843 leasable SF

### Development Highlights:

- ❑ \$16 million Development Cost
- ❑ Development costs include a parking contribution for the parking deck of 1.6MM (Shared Parking)
- ❑ Executed lease agreement with credit tenants for top 2 floors – approx. 23,000 feet.

### Dawson Role:

- ❑ Development Manager



# \*Development Management Services

## YMCA – Pensacola, FL

- ❑ 52,000 square-foot state-of-the-art downtown Pensacola YMCA
- ❑ Part of a 6.4 acre \$80 million Master Planned Mixed-Use Redevelopment and major downtown revitalization in the heart of one of the most historic Gulf Coast cities.

### Development Highlights:

- ❑ The facility will feature an aquatics center, a Wellness Center, and a full gymnasium with full sized basketball courts and two half-sized courts for recreational play.
- ❑ \$16 million Development Cost

### Dawson Role:

- ❑ Development Manager



\*New Market Tax Credit Deal

# Dawson's Completed Pensacola Projects

## Maritime Place – Pensacola, FL

- ❑ 76,000 square foot office building development (100% leased).
- ❑ The building has two quality credit tenants (Studer Group & EmCare)

### Development Highlights:

- ❑ Mixed-use, public private development at the downtown Pensacola waterfront stadium home of the Blue Wahoos minor league baseball team (AA affiliate of the Cincinnati Reds).
- ❑ New Market Tax Credits (NMTC) were used as part of the capital stack for the office building (NMTC were also used as part of the financing for the stadium).

### Dawson Role:

- ❑ Development Manager



# Current Multifamily Transit-Oriented-Development Project

## The Ashby at South Hills Village – Bethel Park, PA

- ❑ The South Hills Village Transit Oriented Development (TOD) sponsored by the Port Authority of Allegheny County.
- ❑ The 6.43 acre site consists of an unused surface lot adjacent to Port Authority's South Hills Village light rail station and commuter parking deck in Bethel Park, Pennsylvania.
- ❑ Bethel Park is an affluent community located seven miles south of downtown.
- ❑ The planned development will be a 300–unit apartment complex.
- ❑ Total Development Cost: \$50 million
- ❑ Project being undertaken in partnership with SunCap Property Group.
- ❑ Construction will include approximately 80% union labor.



This project is under construction with an expected completion in 1<sup>st</sup> Qtr. '18.

# Completed Multifamily Development Project

## Museum Tower at Centennial Hill – Atlanta, GA

### Location:

Atlanta, GA  
Centennial Hill Area

### Development Highlights:

- ❑ 25 Stories
- ❑ 167 Condominiums
- ❑ 2,000 SF of Retail Space
- ❑ 30,000 SF Children's Museum
- ❑ \$55 MM Development Cost
- ❑ Units ranging from \$190K to \$700K

### Dawson Role:

- ❑ Principal Owner / Developer
- ❑ Development / Construction Manager





# Completed Multifamily Development Project

## Centerpoint— Baltimore, Maryland

### Development Highlights:

- ❑ 394 Apartment Units, including 225 unit high-rise and 100 units in Historic Preservation buildings
- ❑ 8 Historic Preservation Tax Credit buildings through adaptive reuse
- ❑ 35,000 SF of Retail Space
- ❑ \$104 MM Development Cost
- ❑ *P3 with BDC on the Land Acquisition; CRA Investment from Bank of America; Federal Historic Tax Credits*

### Dawson Role:

- ❑ Principal Development Partner
- ❑ Development Manager



# Completed Multifamily Development Project

## Lindbergh Transit Station— Atlanta, GA

- ❑ A 52-acre mixed-use Transit Oriented Development in Atlanta, Georgia built in partnership with Carter Real Estate.
- ❑ Dawson worked with the City of Atlanta and Metropolitan Atlanta Rapid Transit Authority (MARTA) to create the first transit-authority sponsored TOD in the United States, based around MARTA's Lindbergh Transit Station in Atlanta's Buckhead neighborhood.
- ❑ The Master Plan includes 1.2 million SF of office space, 200,000 SF of retail space, 300,000 SF of multi-tenant office space, a hotel and 2,000 residential units
- ❑ Dawson developed over 700 residential units in Phase 1, completed in 2009, as part of the eventual \$500 million deal.

Office  
and  
Retail



Uptown  
Square  
Apartments



Eon at  
Lindbergh  
Apartments



# Completed Multifamily Development Project

## The Banks – Cincinnati, Ohio

- ❑ A major mixed-use urban development in partnership with Carter Real Estate located in Cincinnati, Ohio
- ❑ 18 acres (eight city blocks) of prime waterfront property along the Ohio River
- ❑ \$700 million projected development costs
- ❑ 2.8 million square feet of new mixed-use development at full build out
- ❑ Phase IA was completed in Spring 2011
- ❑ Phase IB will include a 200,000 SF Operations Headquarters for GE
- ❑ Phase IC will be a select service hotel to be built by others
- ❑ Phase II which includes Apartments, Retail/Grocery Store to be constructed.
- ❑ This project was stalled for over 10 years until Dawson was able to bring the City, County, and various stakeholders together to move the deal forward



# Completed Mixed-Use Development Project

## Current at The Banks – Cincinnati, Ohio

**Current at The Banks** is located at Riverfront Park in downtown Cincinnati. The Banks is planned to include **Light Rail** and **Multi-Modal Facilities** when the eight-block Master Planned urban redevelopment project is completed.

### Current at the Banks Project Highlights:

- ❑ 300 luxury apartments situated atop 80,000 sq. ft. of street-level retail
- ❑ First phase of a \$800 million mixed-use development
- ❑ Directly adjacent to the Great American Ball Park (Cincinnati Reds' home base)
- ❑ Within walking distance of Cincinnati's Central Business District
- ❑ LEED for Homes Mid-Rise Silver Certified as Pilot Project
- ❑ PNC was lead syndicator of debt financing, and loan was paid off in full.
- ❑ 50/50 Joint Venture Partners with Carter Real Estate



Iconic Architecture to Make a new Urban Place



A new Urban Place on the project's Main Street



## **Southtowne**

At Southtowne, we studied the context of the site to understand how people use the site or why they don't use the site, how the project can impact and improve the greater context surrounding it, and how it can add to the quality of life and vibrancy of the greater community. We advocated for performing work within the city right of way to reduce the street width on Jefferson, increase the sidewalk width and provide street trees. The result is a safer and more vibrant street full of people.

Streets were narrowed and shade trees were installed to enhance the comfort and safety of the pedestrians on this urban mixed-use development that includes a mixed-use apartment complex, a YMCA, and a class A office building. Pocket parks and corner plazas were created to signal building entries and draw people into the spaces. Southtowne has changed the conversation in Pensacola regarding landscape architecture and the importance of quality exterior space in creating a vibrant downtown and community.

Not only did we design a wonderful interior amenity courtyard for the apartment residents, but we reimagined almost two full blocks of downtown Pensacola's streetscape. In order to make the streets pedestrian friendly we spearheaded the following:

- Narrowed the ultra-wide Jefferson Street corridor with corner curb bump outs
- Narrowed the ultra-wide Jefferson Street corridor with tree islands in old parking stalls
- Narrowed travel lane widths to 10.5 feet where possible
- Created street edge friction with landscape, planters, street trees
- Created rumble strips to signify entry into a pedestrian zone
- Widened sidewalks and used alternative ground plane materials for interest
- Painted utility infrastructure for artful whimsy
- Created Pensacola's first woonerf and planted The Liberty Tree as its iconic feature

The Southtowne streetscape is loved by all in Pensacola and many CivicCon speakers have identified this project as a prime example of how to create a walkable, vibrant, fun, and interesting downtown.





### **Vince J. Whibbs Community Maritime Park**

As Owner's Representative, Jerry Pate Design was involved in the day-to-day review and decision-making of the design development and construction of all aspects of the Community Maritime Park. The park project was a \$55 million community redevelopment project that includes a multi-use stadium, an outdoor amphitheater, a public park with passive recreation and accessible playground, and a waterfront promenade. The park won the Urban Land Institute's Open Space Award for Excellence North Florida—the first time a Florida project west of Tallahassee had ever won an Urban Land Institute award.

Our impact as owner's representative included:

- Redesigned field subdrainage system
- Value-engineered stadium MEP to save \$600,000
- Redesigned site stormwater to save money for field
- Redesigned amphitheater into functional and iconic structure
- Designed amphitheater berm to save \$100,000 in retaining wall
- Value-engineered landscape/hardscape to save \$4,000,000
- Redesigned stadium to allow for field maintenance facility and storage
- Reintroduced Sunset Plaza to plans that was on Sasaki's vision plan
- Simplified ramping and stairs at outfield to save \$100,000
- Total budget savings and/or re-allocations approximately \$6,000,000





## **Navy Federal Credit Union**

The Navy Federal Credit Union project is a 400-acre, \$1 billion corporate campus expansion that services over 10,000 employees. The site incorporates an existing lake, natural wetlands, and many new stormwater amenities. The campus is widespread which makes the pedestrian experience critical to the success of the campus. An extensive network of walkways and mixed-use trails connect the campus office centers, recreation areas, and parking areas. At many points along these pedestrian corridors there are areas of refuge and interest to make the walk comfortable. The stormwater facilities are designed as passive parks with recreation trails surrounding them. In addition, many courtyards are created to provide exterior classrooms, meeting spaces, and office space for all employees.



# MIDTOWN UNION

ATLANTA, GEORGIA



Rising from the north end of the Midtown tech corridor at 17th Street and Spring Street, Midtown Union will knit into the existing neighborhood fabric and leverage it into a more vibrant mixed-use place for people. Anchored by Invesco's new headquarters, the 5-acre site will include an extension of the Arts Center Way pedestrian and retail-focused street with offices, residences, a boutique hotel, parking facility and retail. From the site, people will find new pathways that will contribute to making the area more walkable. A short walk from the site, they will find easy access to the MARTA Arts Center rail station and the 17th Street bridge to Atlantic Station and the dynamic Spring Street tech corridor. Ample greenspace is woven throughout the site at the

street level, between the buildings and at elevated landscape decks. The Arts Center Way street changes 15 feet in elevation as it connects between Spring and West Peachtree Streets. We turned this into an opportunity to diversify the connection points into the site by integrating all the program components. This planning approach aims to draw people to the site and to provide a variety of places for people to meet or to just linger and relax. The new and vital street is a private sector investment into Midtown that also provides a direct connection to the Woodruff Arts Center and High Museum of Art. The project is currently under construction and will open in 2022. The office building component of the project is seeking WELL Building and LEED v.4 Silver certification.

## CLIENT:

METLIFE REAL ESTATE  
INVESTMENTS

## SCOPE:

600,000 SF OFFICE  
162,000 SF HOTEL  
WITH 250 KEYS  
375,00 SF MULTI-FAMILY  
RESIDENTIAL WITH  
350 UNITS  
50,000 SF RETAIL  
710,000 SF PARKING DECK

## SERVICES:

ARCHITECTURE  
INTERIOR DESIGN  
MASTER PLANNING  
LANDSCAPE ARCHITECTURE  
PROGRAMMING



COOPER CARRY





# MIDTOWN UNION

ATLANTA, GEORGIA







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RESIDENTIAL WITH  
350 UNITS  
50,000 SF RETAIL  
710,000 SF PARKING DECK

## SERVICES:

ARCHITECTURE  
INTERIOR DESIGN  
MASTER PLANNING  
LANDSCAPE ARCHITECTURE  
PROGRAMMING



COOPER CARRY



Invesco

Invesco



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METLIFE REAL ESTATE INVESTMENTS

## SCOPE:

600,000 SF OFFICE  
162,000 SF HOTEL WITH 250 KEYS  
375,00 SF MULTI-FAMILY  
RESIDENTIAL WITH 350 UNITS  
50,000 SF RETAIL  
710,000 SF PARKING DECK

## SERVICES:

ARCHITECTURE  
INTERIOR DESIGN  
MASTER PLANNING  
LANDSCAPE ARCHITECTURE  
PROGRAMMING



COOPER CARRY

# MIDTOWN UNION

ATLANTA, GEORGIA

## CLIENT:

METLIFE REAL ESTATE INVESTMENTS

## SCOPE:

600,000 SF OFFICE

162,000 SF HOTEL WITH 250 KEYS

375,00 SF MULTI-FAMILY

RESIDENTIAL WITH 350 UNITS

50,000 SF RETAIL

710,000 SF PARKING DECK

## SERVICES:

ARCHITECTURE

INTERIOR DESIGN

MASTER PLANNING

LANDSCAPE ARCHITECTURE

PROGRAMMING



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ATLANTA, GEORGIA

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METLIFE REAL ESTATE INVESTMENTS

## SCOPE:

600,000 SF OFFICE

162,000 SF HOTEL WITH 250 KEYS

375,00 SF MULTI-FAMILY

RESIDENTIAL WITH 350 UNITS

50,000 SF RETAIL

710,000 SF PARKING DECK

## SERVICES:

ARCHITECTURE

INTERIOR DESIGN

MASTER PLANNING

LANDSCAPE ARCHITECTURE

PROGRAMMING







CLIENT:

Boyle Investment Company  
Jeff Haynes  
615-550-5575  
jhaynes@boyle.com

SIZE:

32-Acres Master Plan  
1,000,000 SF of Office  
300,000 SF of Retail  
380 Units Residential

SERVICES:

Architecture  
Master Planning  
Environmental Graphic Design  
Interior Design

Capitol View is a dense, mixed-use development rising from an underutilized 32 acre section of land adjacent to Nashville's booming downtown area, known as the North Gulch. Cooper Carry provided master planning, design guideline, wayfinding, interior design and architecture services for this project.

Boyle Investment Company envisioned redeveloping this mostly vacant site in the shadow of the State Capitol into a thriving, vibrant, and dynamic place called Capitol View with 1.1 million square feet of office, 130,000 square feet of retail and restaurant space, 650 multifamily residences, more than 200 hotel rooms, and a new urban park connected to the Nashville Greenways trail system. With Boyle as the master developer, several different corporate owners, multiple design firms and more than 60 subcontractors, the sheer size and scope of the project required a unique master planning approach.

The master plan embraces the gritty, rugged nature of the site, connecting to adjacent re-purposed brick warehouses and embracing its proximity to elevated freight rail lines. It aims to create an energized main street with retail and restaurants as the social hub for Capitol View.



COOPER CARRY



COOPER CARRY





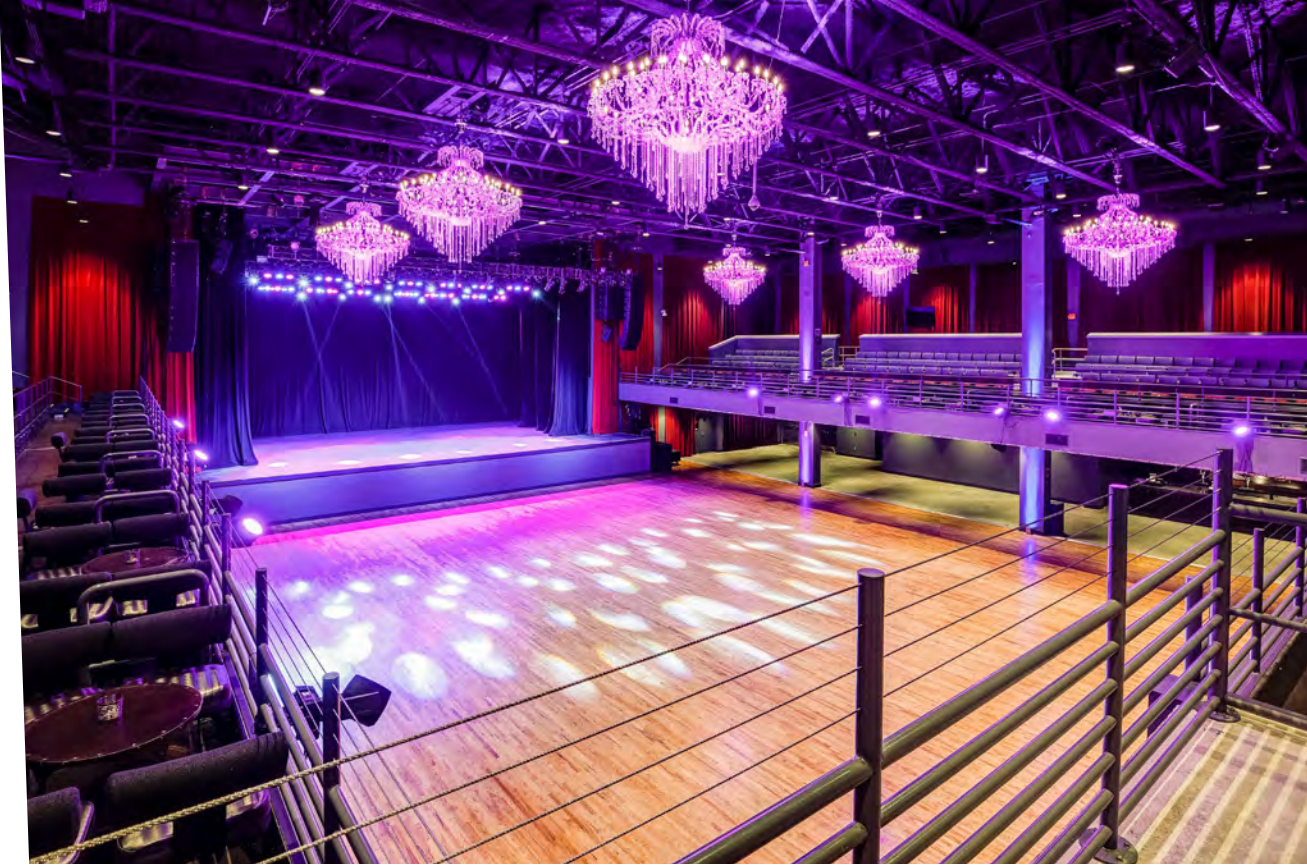
COOPER CARRY

CLIENT: Live Nation Entertainment The brand new Coca-Cola Roxy is aptly named after its predecessor that closed in Buckhead in 2008 with symbolic nods to the original design found in the music venue now located at Battery Park in Atlanta, a mixed-use development next to SunTrust

SCOPE: Park, home of the Atlanta Braves.  
53,000 SF

SERVICES: Architecture Interior Design The 53,000 SF site has the capability to host multiple kinds of events including live music, corporate meetings, and private events. COOPER CARRY designed the interiors including the Lobby, Concert Hall bars, and VIP Lounge. The Lobby is vibrant with hand-painted murals and a strong use of the color red as well as a musical connection throughout the design. There are Elvis and Elton John- themed bars located in the concert hall inspired by memorabilia from the previous Roxy. This plethora of memorabilia covers the deep purple walls in the VIP lounge including posters, records, and autographed clothing. Ambient light is provided by eccentric chandeliers at the entry and around the perimeter.

COOPER CARRY



COOPER CARRY



COOPER CARRY



# 60 MARKET STREET

ASHEVILLE, NORTH CAROLINA



Located in downtown Asheville, 60 Market Street is a mixed-use development within a short walk to an eclectic mix of shopping and dining nearby. The residences in the building affords fine views of the Blue Ridge mountains to the north and northeast of town.

The site spans through mid-block, connecting Market and Woodfin Streets, and shares a landscaped alley with the historic Thomas Wolfe Home and Visitor's Center. Ground floor retail space is available on both street fronts with dedicated sidewalk entrances and access to parking in the building.

The building is comprised of nine floors and seventy-five units in studio, one, and two bedroom configurations with two separate penthouse wings. The entry lobby is on Market Street, and nine ground floor town home units enjoy private entrances along the landscaped alley.

Private and public parking is provided in a two-story garage under the building with an elevator connecting the residential parking areas to every occupied floor.

## CLIENT

HALLIDAY PROPERTIES

## SCOPE

88,000 SF  
75 CONDO UNITS

## SERVICES

ARCHITECTURE  
INTERIOR DESIGN  
LANDSCAPE ARCHITECTURE



COOPER CARRY





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## SCOPE

88,000 SF

75 CONDO UNITS

## SERVICES

ARCHITECTURE

INTERIOR DESIGN

LANDSCAPE ARCHITECTURE



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ARCHITECTURE

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88,000 SF

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## SERVICES

ARCHITECTURE

INTERIOR DESIGN

LANDSCAPE ARCHITECTURE



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ASHEVILLE, NORTH CAROLINA

## CLIENT

HALLIDAY PROPERTIES

## SCOPE

88,000 SF

75 CONDO UNITS

## SERVICES

ARCHITECTURE

INTERIOR DESIGN

LANDSCAPE ARCHITECTURE





# HILTON GRANDE HOTEL & MARINA RENOVATION

FORT LAUDERDALE, FL

## CLIENT

THE BLACKSTONE GROUP

## SCOPE

589 GUEST ROOMS

## SERVICES

ARCHITECTURE



Formerly the Fort Lauderdale Marina Marriott, this beautifully renovated hotel is poised at the edge of Florida's Intracoastal Waterway. This luxurious hotel offers options for both business and pleasure, located across from the Broward County Convention Center and only 1.5 miles from the beautiful Fort Lauderdale Beach.

The hotel offers 589 guest rooms with various beautiful views of the waterway and the marina as well as 20,000 square feet of flexible meeting and event space, which includes 16 spacious rooms.

Recreational facilities include a swimming pool, jacuzzi, whirlpool, various water sports, fitness center, access to several nearby championship-style golf courses, and three restaurants serving delicious seafood cuisine.

# HILTON GRANDE HOTEL & MARINA RENOVATION

FORT LAUDERDALE, FL

## CLIENT

THE BLACKSTONE GROUP

## SCOPE

589 GUEST ROOMS

## SERVICES

ARCHITECTURE



## Village at Alys Beach

ALYS BEACH, FL

### CLIENT NAME

EBSCO

### CLIENT CONTACT

Jason Comer, President of Alys Beach (departed in 2012)

### OUR ROLE

Subconsultant

### CAPITAL COST

\$68,000,000 (est. in 2006)

### END DATE

Ongoing

### SIZE

175,000 SF

### RELEVANT SERVICES

Planning & Design

Design Management



### Project Description/Services Provided

Working in collaboration with Porphyrrios Associates (London) and Merrill Pastor and Colgan, Jacobs provided: technical design development, building code review, and underground parking garage design during the design development and construction document phases for 16 buildings (3 mixed-use), a parking garage, and a pedestrian plaza. With their white stucco walls and ridged roofs, the architecture of the Village at Alys Beach was influenced by Bermuda, Antigua, and Guatemala.

Alys Beach is a traditional neighborhood development nestled on 158 acres along the Florida panhandle. With a master plan led by Khoury Vogt Architects and the internationally acclaimed town planners Duany-Plater-Zyberk & Company, Alys Beach was planned as a showcase for the implementation of new urbanism principles making this a pedestrian-friendly environment created with respect for the natural habitat.

# Resiliency and Green Infrastructure Integrated Water Management Plan

CITY OF MIAMI BEACH, FL

## CLIENT NAME

City of Miami Beach

## CLIENT CONTACT

Roy Coley, MBA  
305-673-7380  
roycoley@miamibeachfl.gov

## OUR ROLE

Prime

## CAPITAL COST

\$600M – \$800M

## END DATE

Ongoing (est. 2022 plus optional extensions)

## SIZE

City of Miami Beach area: 15.2 square miles

## RELEVANT SERVICES

Planning & Design  
Civil Engineering  
Landscape Architecture / Public Realm Design  
Coastal Resiliency and Sustainability  
Coastal/Seawall Engineering



## Project Description/Services Provided

This resiliency plan for the City of Miami Beach is to develop blue-green infrastructure, road raising guidelines and neighborhood prioritization to implement, and be the framework for, policies to be included in sustainable flood mitigation projects. Our services include development of design criteria packages and owner's representative services during the implementation phase through construction. This project is a multi-disciplinary flood mitigation project focused on reducing flood risk through a comprehensive and integrated approach to managing water resources. Building on the previous surface water, groundwater management modeling and the City's Sustainability and Resilience programs, this project will develop an integrated water model that addresses flood pathways and adapts to increasing threats from sea level rise, extreme tides, extreme rainfall, and surge events.

Our team of leading international subject matter experts (SME) are utilizing an integrated approach which maximizes the value of every dollar invested through the capture of environmental and social co-benefits aligned with other City initiatives, while being tailored to meet the local neighborhood needs. The project will develop a community-based flood mitigation and sea level rise adaptation plan which will guide capital investment for immediate needs, near term activities and longer-term strategies to enhance the resilience of the City.

Each design criteria package project will incorporate a complete street approach including enhancements to pedestrian, bicycle and vehicular access, blue-green infrastructure for managing stormwater quantity and quality, water and sewer infrastructure, streetscape aesthetics, traffic calming, urban forestation, and dry and wet utility replacement while improving the road surface durability, elevation and resilience to flooding.

This 5- to 10-year program will set the industry standard for integrated approaches to mitigate current flood risk and adapt to future flood risk in coastal communities.

# Innovation District

HOUSTON, TX

## CLIENT NAME

Confidential

## CLIENT CONTACT

Confidential

## OUR ROLE

Prime

## CAPITAL COST

Under development

## END DATE

Ongoing

## SIZE

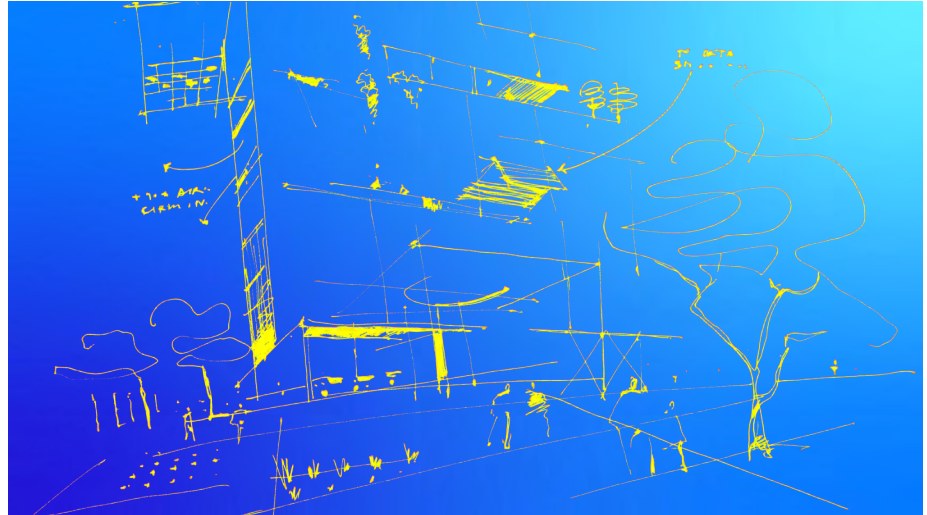
16 acres

## RELEVANT SERVICES

Smart & Secure Places

Planning

Sustainability & Resiliency



## Project Description/Services Provided

The vision for the 16-acres site, mixed-use innovation district includes commercial space, housing, active ground floor uses, and iconic public spaces. The project is centrally located at the intersection of innovation activity in Houston --within two miles of both Downtown and the Texas Medical Center. Midtown is adjacent to both the Montrose District and the Museum district, two of Houston's most desirable and lively neighborhoods.

Jacobs is providing strategic planning services. Realizing the vision for the site requires an ambitious strategy for integrated infrastructure that sets new standards for neighborhood and district scale development in terms of digital connectivity, sustainability, and resilience. The objectives of the project include:

- Facilitate a process for to begin to envision an Integrated and Connected Infrastructure strategy that aligns infrastructure investment planning with business vision, technology goals, sustainability values, operations targets and resilience needs.
- Identify benchmarks for innovative, forward thinking, cost-effective strategies, for development KPIs.
- Set the initial, high-level strategic framework and key performance metrics to guide and evaluate the subsequent detailed building and infrastructure project plans and RFPs.
- Provide recommendations for integration with overall Master Planning and a Roadmap for next steps in implementation, operations and maintenance.

# Miami Mixed-Use Development

MIAMI, FL

## CLIENT NAME

Confidential

## CLIENT CONTACT

Confidential

## OUR ROLE

Prime

## CAPITAL COST

TBD

## END DATE

2019

## SIZE

15.22 acres (site)

11.7M SF (development)

## RELEVANT SERVICES

Planning

Civil Engineering

Landscape Architecture / Public  
Realm Design

Coastal Resiliency and Sustainability

Transportation Planning & AVs CVs



## Project Description/Services Provided

The vacant Miami Herald site along Biscayne Bay has plans to transform into a Transit-Oriented Development (TOD) with luxury condominiums, hotels, offices, retail, and supporting parking. The 15.22-acre site is located on Biscayne Bay across the causeway from Miami Beach and adjacent to the Arts District and American Airlines Arena. The TOD concept includes a new transit station accommodating the Metromover and proposed Monorail, a relocated bus terminal, and a development program of 11.7 million SF. The proposed baseline scenario supports over 3,200 residential units; 926,000 SF of office; 270,000 SF of retail; over 900 hotel keys; and 7,700 parking spaces.

The extension of the existing Metromover to this site and the proposed new Monorail to Miami Beach are intended to revitalize this area and encourage live-work-play activity while alleviating traffic congestion by providing a convenient transit alternative.

The development plan follows the City of Miami form-based code with the creation of right sized, urban walkable blocks and provides access to the waterfront. The waterfront will be enhanced with a boardwalk connecting the site to downtown Miami. In addition, the waterfront will be enhanced with a marina and restaurants.

# Navy Federal Credit Union, Recreational Facility

PENSACOLA, FL

**CLIENT NAME**

Navy Federal Credit Union

**CLIENT CONTACT**

Elizabeth Snyder  
850.912.0111

**OUR ROLE**

Subconsultant

**CAPITAL COST**

\$15M

**END DATE**

Ongoing

**SIZE**

100 acres

**RELEVANT SERVICES**

- Civil Engineering
- Construction Management
- Transportation Planning



## Project Description/Services Provided

Navy Federal Credit Union (NFCU) has invested over \$1B in infrastructure in northwest Pensacola since the early 2000's, developing a campus that will house several thousand employees. As the campus has grown, new amenities have been planned to benefit the employees and the local community. The latest proposed development by NFCU is a recreational facility that will also provide additional parking for the campus.

Members of the Jacobs team have been assisting with this development since the construction of the original building and the team continues to support NFCU through our partnership with ASD|SKY on this latest project. The recreational facility includes multi-purpose fields, softball fields, playground areas, pavilion space, walking trails, and parking. The facility also includes parking that can be used by employees at the campus. The project is estimated at \$15M and project responsibilities included planning assistance, infrastructure design, and permitting.

# Pensacola East Bay Oyster Habitat Restoration

PENSACOLA, FL

## CLIENT NAME

The Nature Conservancy

## CLIENT CONTACT

Anne Birch  
321.610.3892  
abirch@TNC.org

## OUR ROLE

Prime  
(Design/Engineering Services)

## CAPITAL COST

\$10M

## END DATE

Ongoing

## SIZE

6.5 miles

## RELEVANT SERVICES

Design Mgmt / Project Mgmt or  
Construction Mgmt

Resiliency and Sustainability

Coastal/Seawall Engineering



## Project Description/Services Provided

The Nature Conservancy (TNC) and Jacobs forged a collaborative agreement to improve the resilience of coastal and inland habitats, protect and restore freshwater supplies, and promote urban conservation efforts. This collaboration brings together a global nonprofit leader in science and conservation with a global leader in innovative engineering design. Together, TNC and Jacobs invest in projects and thought leadership opportunities, partnering with innovative public and private entities.

Our team is assisting in planning, permitting, modeling, engineering, design, bid and construction services for a 6.5-mi. long oyster habitat restoration and living shoreline project. TNC identified this area of the bay for restoration due to years of decline in oyster production and coastal seagrass beds. Oysters and seagrass beds once flourished in this area of Pensacola Bay but have declined due to sedimentation, water quality changes, and other factors.

Due to potential material availability challenges, our team provided alternative bid options and designs to allow for flexibility during bid phase and construction. The design was completed on schedule and under-budget allowing the client to utilize the savings for additional out-of-scope work.

The project involves coordination with a wide variety of stakeholders including local environmental groups, state and federal permitting and oversight agencies, local government official, local fishermen and oystermen, and the funding agency. In order to include and incorporate input from the various agencies, a technical working group was established, and review meetings were held throughout the design process to provide information on the design and gain feedback on the path forward.

# Township 9 Master Plan

SACRAMENTO, CA

## CLIENT NAME

Confidential

## CLIENT CONTACT

Confidential

## OUR ROLE

Prime

## CAPITAL COST

Confidential

## END DATE

Ongoing

## SIZE

65 acres

## RELEVANT SERVICES

Planning & Design

Civil Engineering

Project Management and  
Construction Management

Entitlements and Land Use Advisory

Landscape Architecture / Public  
Realm Design

Transportation Planning & AVs CVs



## Project Description/Services Provided

Township 9 is a mixed-use, urban infill development located on the south bank of the American River in the River District of Sacramento, California. The site is generally bounded by the American River to the north, North 5th Street to the west, Richards Boulevard to the south, and North 7th Street to the east. Access to the region is provided via Interstate 5 (a half-mile to the west) State Route 160, (a half-mile to the east) and a future light rail line between downtown Sacramento and the Sacramento International Airport. Not only is the CBD within walking distance, alternatives to automobile also include future light rail and bus service and regional bicycle network access via Two Rivers Trail along the American River.

The plan transforms a 65-acre blighted cannery and warehouse brownfield site into a walkable, urban neighborhood that will include up to 3,000 housing units, 800,000 square feet of office space and 150,000 square feet of ground floor retail and more than 20 acres of public open space.

The vision for Township 9 is a vibrant mixed-use neighborhood developed to a human scale in accordance with principles of the New Urbanism and smart growth. Neighborhood parks, paseos, and tree-lined streets encourage walking and neighborhood interaction. The pedestrian environment and activated streets will be enhanced by tree-lined streets, on-street parking, a unified lighting concept, attractive site furnishings and pedestrian-scaled architecture.

Township 9 was selected to participate in the Leadership in Energy and Environmental Design (LEED) Neighborhood Development pilot program in 2007. LEED-ND integrates the principles of smart growth, new urbanism, and green building into the design and development of the community.





- APPENDIX C -  
LETTERS OF REFERENCE



ESCAMBIA COUNTY  
HOUSING FINANCE AUTHORITY  
[WWW.ESCAMBIAHFA.COM](http://WWW.ESCAMBIAHFA.COM)

700 South Palafox Street, Suite 310  
Pensacola, Florida 32502-5958

Phone: (850) 432-7077  
Fax: (850) 438-5205  
Toll Free: (800) 388-1970

*Serving 1<sup>st</sup> Time Homebuyers throughout Florida since 1982*

June 25, 2020

To Whom It May Concern,

Inspired Communities of Florida, LLC (an affiliate of The Dawson Company) (the “Developer”) has advised the Escambia County Housing Finance Authority (the “Authority”) that it is responding to a development RFP on West Main Street in downtown Pensacola, Florida. We understand that the Developer is submitting a proposal that may include, among other product types, workforce, affordable, and age-restricted multi-family housing.

The Developer has discussed its proposed development program consisting of approximately 500 total units of mixed income multi-family rental housing, including 100 units of inclusionary housing across three projects on the western half of the old ECUA water treatment plant site. The development projects tentatively include a 200-unit age-restricted development (62 or 55 and over), a 200-unit three-story stacked apartment development, and a 100-unit family-oriented townhome development. Each proposed development would be best-in-class, as evidenced by Dawson’s other projects in Escambia County, with the same finishes and access to amenities for the income-qualified residents as any other resident.

The Authority has statutory authorization to issue bonds to finance multi-family residential projects in Escambia County, including those located within the incorporated limits of the City of Pensacola, and would be pleased to accept an application for Multifamily Mortgage Revenue Bonds with 4% Low-Income Housing Tax Credits (LIHTC) to finance all or a portion of the above-mentioned projects. To qualify for tax-exemption, either 20% of the tax-exempt bond financed units must be set aside for residents making no more than 50% of the Area Median Income or 40% of such units must be set aside for residents making no more than 60% of the Area Median Income. Area Median Income is established annually based on current data and is adjusted for family size. Currently, the Authority has \$70 MM to \$80 MM of available private activity bond



We are an Equal Opportunity Lender

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Re: Dawson Letter of Interest

June 25, 2020

allocation and, historically, has had annual allocation available to carry forward into the following year. The Authority also has the ability to apply for additional allocation through the Florida Division of Bond Finance to accommodate individual projects if necessary.

The opportunity to participate in the financing of a mixed-income intergenerational development would further the mission of the Authority to help alleviate the shortage of affordable homes available to persons of moderate, middle, and low income. We would be pleased to participate in this type of development and are confident that it could have a significant a multigenerational socioeconomic impact on our city, county, and region.

Thank you. Please feel free to contact us if you have any questions or desire any further information.

**ESCAMBIA COUNTY HOUSING  
FINANCE AUTHORITY**



Patricia D. Lott  
Executive Director

Multi-Family\Dawson (Former ECUA Site)\Dawson LOI 6.25.20



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June 26, 2020  
VIA ELECTRONIC MAIL

Mr. Dennis E. Pemberton, Jr.  
Inspired Communities of Florida, LLC  
(an affiliate of The Dawson Company)  
223 W. Gregory Street  
Pensacola, FL 32502

Re: West Main District RFP

Dear Mr. Pemberton:

Citibank, N.A. ("Citi") is providing this letter in support of Inspired Communities of Florida, LLC ("Inspired Communities" or "Sponsor") response to the Studer Properties ("Studer") solicitation for West Main District ("RFP").

Citi Community Capital, a line of business within Citi, finances both flow project finance and highly structured transactions for non-profit and for-profit affordable and workforce housing developers, Community Development Financial Institutions, and state and local government agencies.

Based on Citi's preliminary review of the RFP and discussions with the Sponsor, Citi supports its submission under the RFP and may be interested in providing debt financing to the project (the "Project"), subject to Citi's internal loan review, underwriting and credit approval process.

This letter is not intended to be, and shall not constitute, a commitment to lend, syndicate a financing, underwrite or purchase securities, commit capital, or provide or arrange any portion of the financing for the Project. Such obligations would arise only under separate written agreements acceptable to Citi in its sole discretion. Furthermore, any such commitments would be subject to, among other things, (a) the satisfactory completion of Citi's customary due diligence review; (b) approval by Citi internal committees; (c) the receipt of any necessary governmental, contractual and regulatory consents or approvals in connection with the Project and the related financing; (d) the negotiation and documentation of the financing referred to above, including the terms and conditions of the financing, in form and substance satisfactory to Citi and its counsel; and (e) there not having occurred any disruption of or change in financial, banking or capital market conditions that, in Citi's judgment, could make it inadvisable or impractical to proceed with any portion of the financing of the Project.

Neither Citi nor any of its affiliates shall have any liability (whether direct or indirect, or in contract, tort or otherwise) to the Sponsor, the Project or any other person, claiming through the Sponsor or the Project, as the case may be, for or in connection with the delivery of this letter.

**In connection with this transaction, Citi will be acting solely as a principal and not as your agent, advisor or fiduciary. Citi has not assumed a fiduciary responsibility with respect to this transaction, and nothing in this transaction or in any prior relationship between you and Citi will be deemed to create an advisory, fiduciary or agency relationship between us in respect of the Project. You should consider carefully whether you would like to engage an independent advisor to represent or otherwise advise you in connection with the Project, if you have not already done so.**

Citi acknowledges that Inspired Communities may utilize this letter in connection with the submission of the Studer RFP.

Inspired Communities  
West Main District RFP  
June 26, 2020  
Page 2

Please feel free to contact Barry Krinsky at (561) 347-3254 / [barry.krinsky@citi.com](mailto:barry.krinsky@citi.com) with any specific questions or concerns.

Sincerely,  
Citibank, N.A.

A handwritten signature in black ink, appearing to be 'BK' with a long horizontal stroke extending to the right.

Barry Krinsky  
Vice President

June 30, 2020

Mr. Dennis Pemberton  
Executive Managing Director  
The Dawson Company  
223 W. Gregory Street  
Pensacola, FL 32502

Re: 52 VENTURES I, LLC – line of Credit – account ending in ...869

Dear Mr. Pemberton:

Per your request, I am providing you, as Executive Managing Director of The Dawson Company, (the “Client”) with this confidential letter of reference from Bank of America, N.A. (the “Bank”).

The Bank provided a \$43,600,000.00 construction loan to your affiliate, 52 Ventures I, LLC, in March 2019. Currently, the outstanding amount is \$20,932,046.38. Loan payments have been made in a timely fashion and this account has been handled as agreed.

If you have any additional questions, please do not hesitate to contact me at 303.575.5806.

Sincerely,

*Frederick A. Fischer*

Frederick Fischer  
Senior Vice President and Private Client Manager

*This verification is being delivered to you, our Client. Please note that the information set forth in this letter is subject to change without notice, and is provided in strict confidence to you for your own use only, without any responsibility, guarantee, commitment or liability on the part of the Bank, its affiliates or any of its or its affiliates' directors, officers or employees. In no event will the Bank be liable for any special, indirect, exemplary or consequential damages, including but not limited to lost profits. To the extent that you hold any amounts referenced above in joint accounts, the Bank and its affiliates make no representation as to your legal rights with respect to the joint accounts in the event of death, divorce or otherwise. The Bank cannot provide you with any credit ratings or opinions of the creditworthiness of you or any of your affiliates, and the above information does not constitute an opinion of the Bank of America or your affiliates' ability to successfully perform your or their obligations under any agreement you or they may enter into with the Bank or any other entity. Finally, the Bank undertakes no responsibility to update the information set forth in this letter.*



June 29, 2020

Studer Properties  
Andrew Rothfeder  
321 North Devilliers Street; Suite 103  
Pensacola, FL 32501

Dear Mr. Rothfeder:

I am writing to express our interest in learning more about the opportunity for holistic community development as part of the West Main District Waterfront Development Opportunity. We recognize the Studer Companies' longstanding commitment to investing in the Pensacola community, including early learning programs and the Covenant for the Community. Further, we have worked with Brinshore Development, one of the potential partners in the Dawson-led team, in several of our Network Member neighborhoods including Omaha and Kansas City, and know their product and customer service to be outstanding. Therefore, we believe that the Waterfront development has the potential to take shape in a way that is in alignment with the Purpose Built Communities model.

Purpose Built Communities is a philanthropically-funded nonprofit offering pro bono consulting services to local leaders engaged in long-term neighborhood transformation. We support local leaders as they implement the Purpose Built model of neighborhood revitalization in over 60 neighborhoods. The model includes "at scale" investments in three areas: a cradle-to-college education pipeline; mixed-income housing; and community health and wellness services and facilities. These investments are made under the guidance of a nonprofit "community quarterback" organization (CQB). The CQB, unique and central to our model, develops and maintains the trust of residents and institutionalizes local leadership to ensure all partners are focused on excellent outcomes over the long-term for both the neighborhood and the people who live there. We believe successful implementation of our model largely eliminates the sources of toxic stress in neighborhoods that impede the healthy development of children and creates the conditions out of which healthy, productive young adults can emerge. As the development plans evolve, if using the development as a catalyst to break the intergenerational cycle of poverty in surrounding communities emerges as a core objective, then our team would be interested in learning more about the opportunity and ways that we might share our experience from similar efforts around the country.

Please feel free to contact us if you have any questions. Thank you for your consideration.

A handwritten signature in blue ink that reads "Carol Naughton".

Carol Naughton  
President



Anthony Orso  
President | Capital Markets Strategies  
125 Park Avenue, 9<sup>th</sup> Floor New York, NY 10017  
T: 212-610-3622  
AOrso@ngkf.com  
[www.ngkf.com](http://www.ngkf.com)

Dennis Pemberton  
The Dawson Company  
223 W. Gregory Street  
Pensacola, FL 32502

June 26, 2020

Dear Mr. Pemberton,

As a President of Newmark Knight Frank Capital Market Strategies, I am endorsing the Smith-Dawson team in the redevelopment of the former Emerald Coast Utility Authority (ECUA) in Pensacola, Florida. In my role as president Newmark Knight Franks' liaison with Cantor Fitzgerald's commercial-backed mortgage securities (CMBS) business and advises the firm on its third-party debt business.

NKF Capital Markets is owned by Newmark Group, Inc., one of the world's leading commercial real estate advisory firms. Newmark Group, Inc., London-based partner Knight Frank, and independently-owned offices, together have 15,000 professionals and operate from more than 400 offices in established and emerging property markets on six continents. With roots dating back to 1929, Newmark Group, Inc.'s strong foundation makes it one of the most trusted names in commercial real estate.

NKF Capital Markets provides access to a wide range of services, including asset sales, sale leasebacks, mortgage and entity-level financing, equity raising, underwriting and due diligence. The transactions we broker involve vacant land, new real estate developments and existing buildings. We specialize in arranging financing for most types of value-added commercial real estate, including land, condominium conversions, subdivisions, office, retail, industrial, multifamily, student housing, hotels, data center, healthcare, self-storage and special use.

Sincerely,

Anthony Orso

*Anthony Orso*