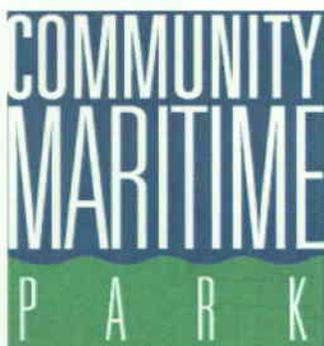


# Response to Request for Qualifications Master Developer for the Community Maritime Park Project

Proposal No. 2007-02



April 6, 2007





# I. Carter Overview



## CARTER OVERVIEW

Founded in 1958, Carter is the Southeast's oldest and largest privately held full-service commercial real estate firm. Carter's 400 associates provide a diverse range of commercial real estate services, including investments, development, transaction services, and property and facility management, to all types of real estate users and investors.

Within these four business units, the following specific services are offered:

### Development

Carter is a multi-disciplined equity and fee developer with the experience and expertise gained from developing over 62 million square feet of product. We continue to demonstrate that long-term relationships and a multifaceted approach to doing business are the key to success.

In 2005, Carter received several industry awards for various development projects, in addition to being ranked as the second-largest office developer in the nation by *National Real Estate Investor* magazine.

Industry awards included:

- Development of Excellence Award from the Urban Land Institute for the BellSouth Metro Plan in Atlanta, Georgia
- Outstanding Office Development award for CNL Center II in Orlando, Florida, from the National Association of Industrial and Office Properties (NAIOP), Central Florida Chapter
- Outstanding Special Use Building award for the research and multi-tenant buildings at the University of South Florida in Tampa, Florida, from the National Association of Industrial and Office Properties (NAIOP), Central Florida Chapter



From concept through construction, Carter brings an ownership perspective to the development process that is focused on excellence and the creation of long-term value.



### Investments

Carter has been an active real estate investor since 1958. Principals of the company have recently transacted more than \$5 billion of investment volume and are active investors, alongside our financial partners, in many types of co-investment activities.



Carter Investments' strategy is to add value by selectively sourcing and screening unique opportunities. We do this by utilizing our breadth of market coverage and the relationships we have developed through our development, transaction services, and property and facility management services.

From concept through construction, Carter brings an ownership perspective to the development process that is focused on excellence and the creation of long-term value.

### Transaction Services

Carter is the largest privately held full-service brokerage firm headquartered in the Southeast. In 2006, Carter's associates closed transactions totaling more than \$1 billion in volume. Companies such as AT&T, Sony, UTi, Per-Sé Technologies and Goodyear continue to rely on Carter to negotiate transactions on their behalf.



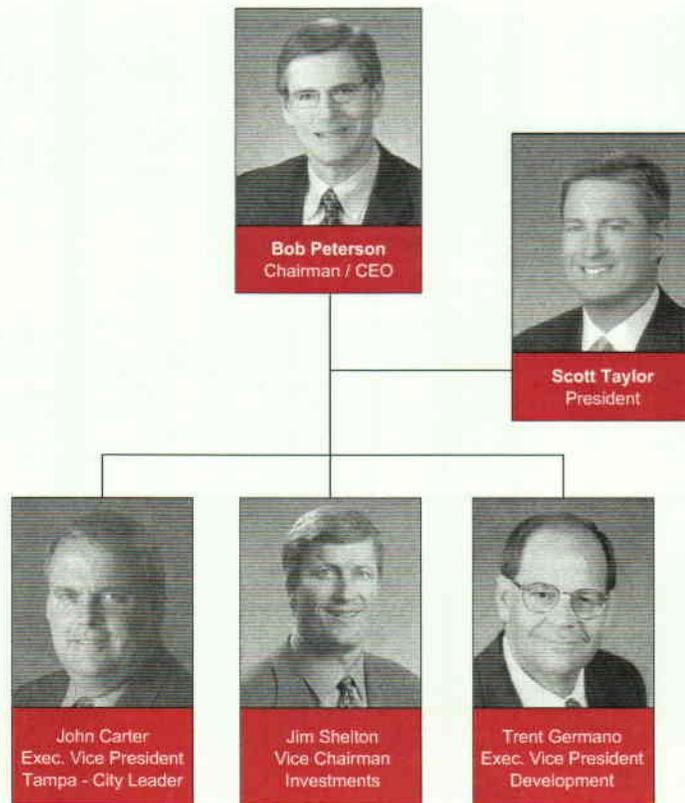
### Property and Facility Management

As fee managers of a nearly 30 million-square-foot portfolio of office, retail, healthcare, industrial, banking and special-use properties located throughout the Southeast, Carter's management professionals provide corporate facility management, and technical and lease administration services. State-of-the art technology and a hands-on approach ensure superior levels of preventive maintenance and cost containment, while also being responsive to each owner's specific requirements.

Carter would bring a number of strengths to the Community Maritime Park project team. As a firm, and as individuals, we are experienced and have a proven track record for delivering several mixed-use projects. Furthermore, as owners and managers of real estate, our project managers are accustomed to looking at clients' projects as if they were our own. To the benefit of our clients, we focus on the lifecycle cost of an asset, not just the initial capital cost, drawing on the expertise of our facility management group. As a full-service commercial real estate firm Carter has a depth of resources in each of our business units, as outlined above.

### Principals

Carter is a privately held company with five partners, all of whom are actively involved in the day-to-day operations and strategic direction of the company. Carter partners and their active roles in the organization are as follows:





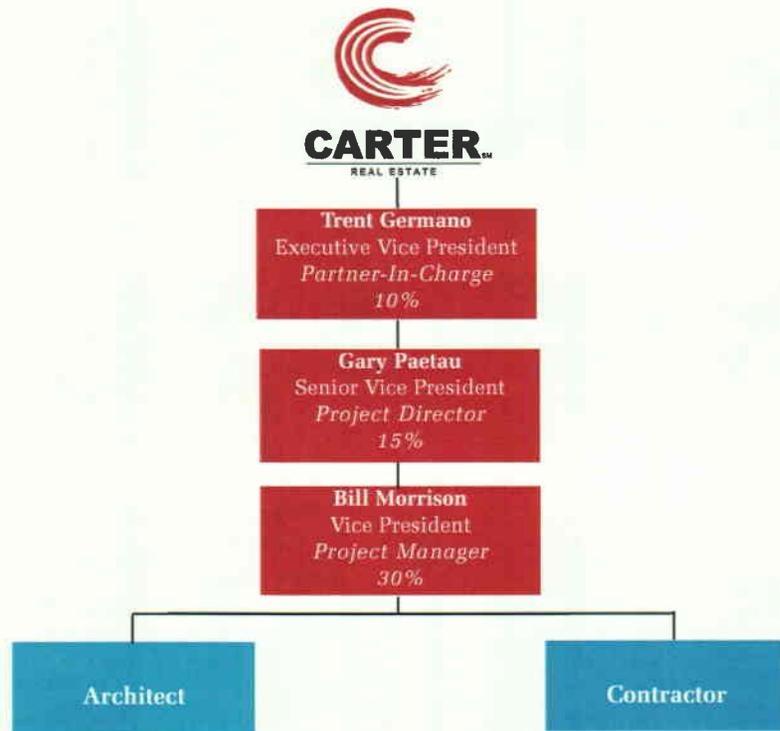
## II. Key Personnel



### KEY PERSONNEL

A development as large in scope as the Community Maritime Park project demands a special group of committed people for its successful execution. We place a great deal of importance on assembling the best, most efficient and effective team, specific to the project at hand. We employ motivated people with a passion for what they do, while creating an environment where we challenge one another to grow, excel and improve every day.

Given that the success of any operation is dependent on the people involved, we would propose the following highly qualified, committed individuals to form the backbone of the Carter team. Team members and the percentage of their total time which would be devoted to the Community Maritime Park project include:





These team members have specific mixed-use, athletic and educational facilities experience, and will therefore be able to quickly initiate this project at the direction of CMPA. The subsequent pages outline a selection of their experience, background and qualifications.

The Carter team brings a wealth of knowledge and experience in all facets of development, including architecture, engineering, site planning, budgeting, scheduling, financing, bonding, project accounting and reporting. We will enlist the expertise of Carter's in-house property management group for property management and operations services.

The Carter team will guarantee success, and we are confident that we would exceed Community Maritime Park Associates' and the City of Pensacola's highest expectations.

#### **Architects, General Contractors, Landscape Architects and Engineers**

If selected as Master Developer for the Community Maritime Park project, Carter would request an initial meeting with CMPA to discuss in much greater detail the specific objectives of the project to determine the 'best fit' with regards to architect and contractor selection. It is critical that the appropriate team be in place to deliver a development of this magnitude.

We determined long ago that it was beneficial in the long-run to gain a clear understanding of a project and to assess our clients expectations prior to team selection. Carter has a wealth of experience in forming the most qualified teams, unique to the project at hand, as a result of regularly working with nationally recognized architects and contractors. Having been in the development business for almost 50 years, Carter has longstanding professional relationships and experience with various architects, general contractors, engineers and landscape architects throughout the Southeast, the majority of whom have a presence and are licensed to conduct business in Florida.



## TRENT GERMANO

Executive Vice President  
Development

### Education

Master of City Planning, Georgia Institute of Technology

Master of Civil Engineering, Georgia Institute of Technology

B.S., Civil Engineering, Worcester Polytechnic Institute

### Affiliations

Registered Professional Engineer, Georgia National Association of Industrial and Office Properties (NAIOP)



As executive vice president of Carter's Development Group, Mr. Germano is responsible for the operational oversight of a 32-member team of development and support professionals who are currently managing the development of nearly five million square feet of office, industrial, educational and medical projects throughout the southeastern U.S. Mr. Germano joined Carter in 1988 and was named partner in 1997.

His project experience includes the following:

The Banks  
2 MSF mixed-use waterfront development  
Cincinnati, Ohio

Lindbergh City Center  
47-acre Transit-Oriented Development at MARTA  
Lindbergh Station  
2.3 MSF- Phase I  
Atlanta, Ga.

BellSouth Metro Plan  
Three business centers totaling 3 MSF  
Atlanta, Ga.

Blue Cross/Blue Shield Campus  
1 MSF  
Jacksonville, Fla.

Georgia Tech Athletic Association  
\$76 million football and baseball stadium  
expansion and renovation  
Atlanta, Ga.

Atlanta Plaza  
675,000 SF  
Atlanta, Ga.

600 Northpark Town Center  
450,000 SF  
Atlanta, Ga.

Computer Power Inc.  
450,000 SF  
Jacksonville, Fla.



## **GARY PAETAU**

Senior Vice President  
Development

### **Education**

B.S., Architecture, University of Illinois

### **Affiliations**

Registered Architect

American Institute of Architects

The Society for College and University  
Planning

National Association of Independent  
Schools

National Association of College and  
University Business Officers

Association of Higher Education Facilities  
Officers



Gary specializes in development services as the owner's representative for educational institutions, providing a range of services from project inception to move-in. He directs all project phases, including site purchase, contract negotiations, consultant selection, design, bidding, construction and move-in. Since joining Carter in 1993, Gary has been responsible for more than 5 million square feet of various educational facilities.

Gary has more than 30 years of development, design and construction experience in a broad range of projects, including educational facilities, corporate office buildings, hospitals, airports and new-town developments. As leader of Carter's Educational Real Estate Services Group for the past 12 years, Gary has completed more than \$1 billion in construction of educational facilities. His project experience includes:

Agnes Scott College: \$115 million campus renovation and expansion program

University of Georgia Performing Arts Complex: 200,000 sf, \$36.5 million

Georgia Tech Athletic Association: \$75 million football and baseball stadiums expansion and renovation

University of Georgia Complex Carbohydrate Research Center: 125,000 sf, \$36 million

University of South Florida Research Foundation: 90-acre research park

Georgia State University: 2000-bed privatized student housing program

Sears Tower: 110-story headquarters

Jeddah International Airport: \$7 billion

AT&T Regional Data Center: 650,000 sf

Prior to joining Carter, Gary held senior positions with national architectural and engineering firms, including Skidmore, Owings & Merrill, and Cooper Carry & Associates.



## **BILL MORRISON**

Vice President of Real Estate Development

### **Education**

M.B.A., Goizueta Business School,  
Emory University

B.S.B.C., Georgia Institute of Technology

Continuing Education in Laboratory Design,  
Harvard University

Continuing Education in Laboratory  
Systems, MIT

### **Affiliations**

National Association of College and  
University Business Officers

Association of Higher Education Facilities  
Officers (APPA)

Society of College and University Planning



Bill specializes in development services as owner's representative for government and educational institutions, providing services ranging from project inception to move-in. He directs all project phases, including feasibility studies, site selection, contract negotiations, consultant selection, design, bidding, construction and move-in.

Bill has more than 17 years of development, facilities management and construction experience in a broad range of projects, including research laboratories, hospitals and data centers. His projects include:

University of South Florida Research Park,  
Tampa Florida

140,000-sf Laboratory Building

100,000-sf Office Building and Incubator

Atlantic Station, Atlanta, Georgia  
\$207 million mixed-use project

Georgia Tech, Atlanta, Georgia  
New Baseball Stadium  
\$76 million Football Stadium Renovation

Berry College, Rome, Georgia  
\$32.5 million Student Athletic Center

Georgia Perimeter College, Georgia  
\$25 million new campus and first building

Inhibitex, Alpharetta, Georgia  
New corporate headquarters and R and D facility  
for growing pharmaceutical company  
Emory University, Atlanta, Georgia  
Laboratories, Library, Classroom Buildings

Prior to joining Carter in 1999, Bill was a senior manager with Deloitte & Touche, overseeing corporate real estate and capital program consulting in the southeastern U.S. He also assessed corporate construction departments for companies and universities in Texas, California, and New England.



### III. Firm Experience



### **FIRM EXPERIENCE**

Carter has a long list of project experience relevant to the Community Maritime Park project. The following pages highlight a selection of our mixed-use experience as well as additional office building, athletic stadium, educational facility and parking structure experience. We strongly believe that we are uniquely qualified to master develop. We would encourage you to contact our client references to gain a first hand account the value Carter brings to a project.



## ATLANTIC STATION

Atlanta, Ga.



### SCOPE OF SERVICES

- Project Management
- Leasing
- Property Management

### PROJECT SIZE

- 12 million s.f.

### RELATIONSHIP MANAGER

- Trent Germano  
404.888.3156  
tgermano@carterusa.com

### CARTER SERVES AS PROJECT MANAGER AND PROVIDES LEASING AND MANAGEMENT SERVICES TO ATLANTIC STATION

Atlantic Station is a 138-acre environmental redevelopment of the former Atlantic Steel Mill at the nexus of Interstates 75 and 85 in Midtown Atlanta. The development, which opened in 2004, is projected to ultimately include 12 million square feet of retail, office, residential and hotel space as well as 11 acres of public parks.

In early 2004, Carter was awarded the contract to lease and manage all office space in the Atlantic Station community, which will include more than six million square feet when fully built out. Companies such as Wachovia and Arnall Golden Gregory are already tenants in the first building, 171 Seventeenth Street.

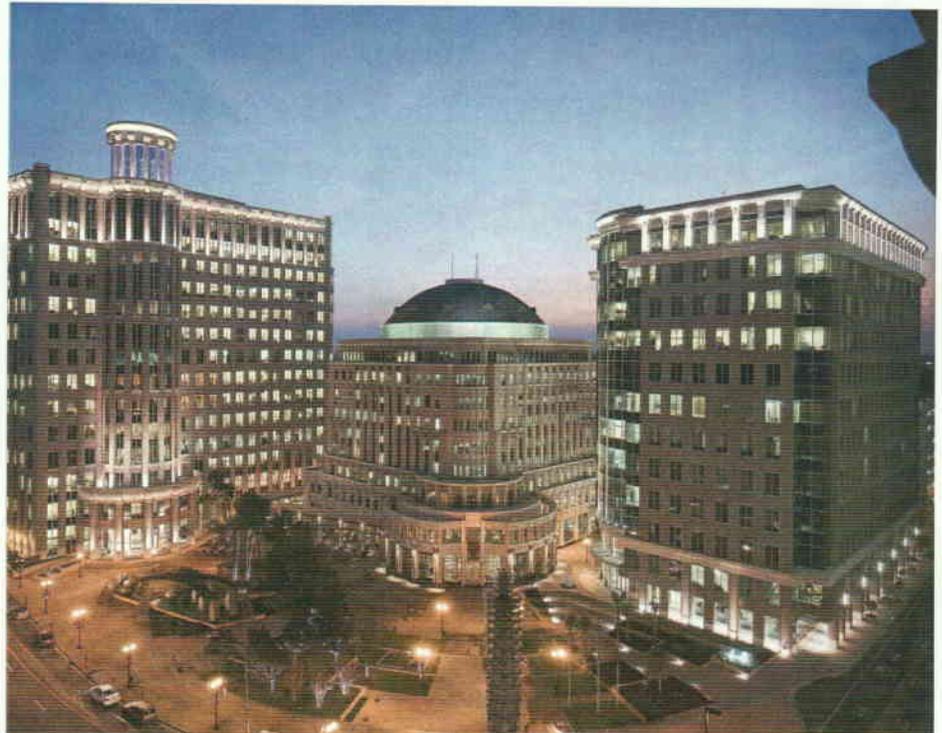
In addition to leasing and managing all the office space in Atlantic Station, Carter provides project management services for the Town Center area, which includes over 800,000 square feet of open-air retail and entertainment, as well as six mixed-use retail buildings with shops and restaurants.

Currently Carter is managing the development of a new 350,000 square foot, Class A office building which is currently under construction.



**CNL INC.**

Orlando, Fla.



SCOPE OF SERVICES

- Development
- Leasing
- Property Management

PROJECT SIZE

- 290,000 sf

CARTER CONTACT

- Trent Germano  
404.888.3156  
tgermano@carterusa.com

**CARTER CONTINUES CNL RELATIONSHIP WITH THE DEVELOPMENT OF CNL II**

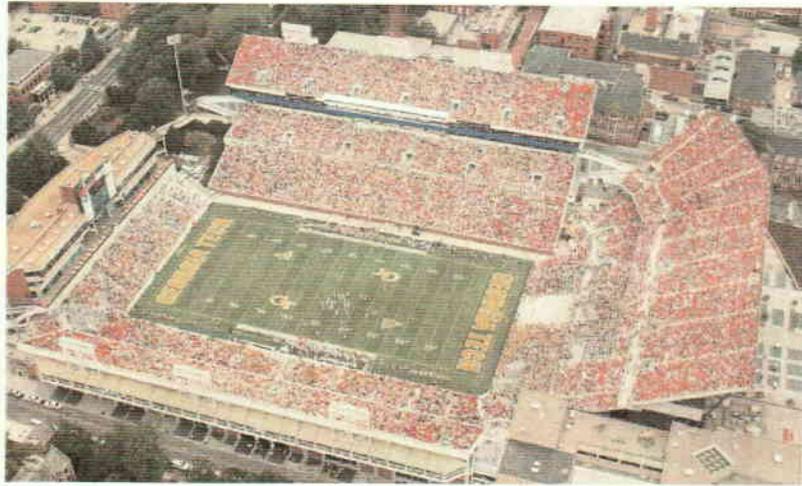
In the spring of 2000 Carter was chosen to lease and manage CNL I, a 346,248-square-foot, 14-story office tower in the Orlando Central Business District, which serves as CNL Inc.'s headquarters.

After years of a successful relationship, CNL and Carter jointly developed CNL II. Construction started in the summer of 2004 and was completed in fall 2005. CNL II is a mixed-use development that surrounds City Hall Plaza to the east, and includes Orlando's performing arts center, apartments, 290,000 square feet of office space and parking. In addition to co-developing CNL II, Carter handled the leasing of space and also provided property management services.



## GEORGIA TECH'S BOBBY DODD FOOTBALL STADIUM AND RUSS CHANDLER BASEBALL STADIUM

Atlanta, Ga.



### SCOPE OF SERVICES

- At-Risk Program Design and Construction Management Services

### PROJECT SIZE

- \$76 million

### ARCHITECT

- HOK Sports

### CONTRACTOR

- Turner Construction Company

### CARTER CONTACT

- Bill Morrison  
404.888.3080  
wmorrison@carterusa.com

### CLIENT CONTACT

- Shawn Teske, Director of Facilities  
Georgia Tech Athletic Association  
404.894.6668

### CARTER PROVIDES AT-RISK PROGRAM MANAGEMENT SERVICES FOR GEORGIA TECH'S \$76 MILLION STADIUM EXPANSION/RENOVATION PROJECTS

Continued national recognition led to the Georgia Tech Athletic Association's decision to expand the Bobby Dodd Stadium/Grant Field facilities while simultaneously rebuilding the Russ Chandler Baseball Stadium. For the projects, Carter served as program manager at-risk in a joint venture with Turner Construction.

Primary among the project's many challenges was the team's ability to complete construction prior to the start of the football and baseball seasons. The Russ Chandler baseball stadium renovation commenced in June of 2001 and more than doubled the seating capacity from its former 1,800 seats to over 4,500.

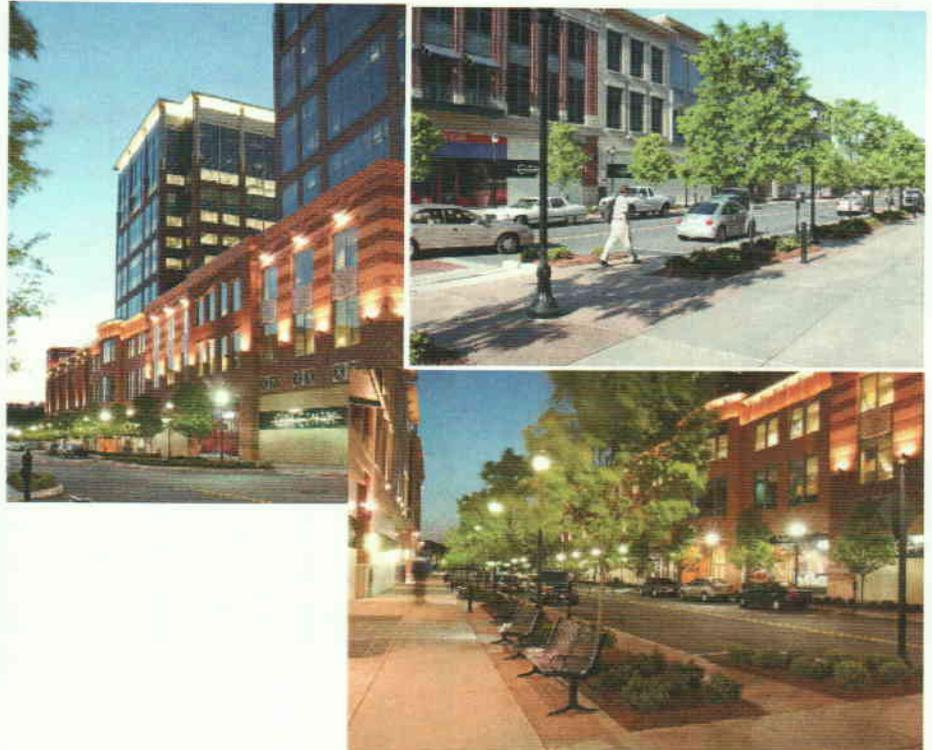
Additionally, a new press box, a concession stand, restrooms and locker rooms, and indoor batting tunnels were constructed.

Construction and expansion of the football stadium were completed in two phases. Phase I included the addition of 36 new suites and 2,100 club-level seats. Phase II of the project, included the relocation of the coaching staff's offices to the new stadium as well as completion of the north upper-level seating of the stadium, increasing seating capacity from 42,000 seats to 55,000 seats. Both projects were completed on budget and on time for the start of the 2003 sports seasons.



## LINDBERGH CITY CENTER

Atlanta, Ga.



### SCOPE OF SERVICES

- Site Acquisition
- Design Management
- Construction Management
- On-Site Project Coordination
- Close-Out
- Project Accounting
- Property Management
- Leasing

### PROJECT SIZE

- 4.8 million sf

### CARTER CONTACT

- Trent Germano  
404.888.3156  
tgermano@carterusa.com

### CARTER LEADS TEAM ON INNOVATIVE TRANSIT-ORIENTED, LIVE, WORK, PLAY DEVELOPMENT

In early 1998 the Metropolitan Atlanta Rapid Transit Authority (MARTA) selected Carter to undertake an innovative transit-oriented development on 47 acres surrounding the MARTA Lindbergh Station. A mixed-use, pedestrian-friendly environment in which people can live, work, shop and entertain, the project is located in a prime but underutilized location in Buckhead, Atlanta's premier residential, office and retail district. The development is visually anchored by a Main Street concept, with street-level retail underlying offices and apartments above.

As master developer, Carter conceived the concept for Lindbergh City Center and developed the master plan. Carter is also overseeing all aspects of the development, including 380,000 square feet of retail and 2,400,000 square feet of office space, 400 apartment units, 288 condominium units, hotel, and a parking deck. Planned retail includes a grocery store, several restaurants and other high-end merchants. When completed, the project will be a model for other transit-oriented developments across the country.

In order to create a neighborhood atmosphere, the storefronts of the buildings are three to four stories tall, with traditional architecture. Set off from the street, the buildings are taller, to meet the demands of office users and to maximize utilization of the MARTA system.



## FLOYD COUNTY BASEBALL STADIUM

Rome, Ga.



### CARTER TEAM DEVELOPS ATLANTA BRAVES STADIUM

#### SCOPE OF SERVICES

- Site Selection
- Project Planning
- Financial Budgeting
- Design Management
- Construction Management
- Project Accounting

#### PROJECT SIZE

- \$15 million

#### CARTER CONTACT

- Bill Morrison  
404.888.3080  
wmorrison@carterusa.com

#### CLIENT CONTACT

- Kevin Poe  
706.583.0718

In late 2001, voters in Floyd County, Ga., passed a special-use tax to finance the development of a minor-league baseball stadium. In the spring of 2002, Floyd County Commissioners were successful in negotiating an agreement with the Atlanta Braves to relocate one of their minor-league teams to Rome. Floyd County then engaged Carter to manage the development program to deliver the Braves' new stadium in a one-year time frame required for the 2003 baseball season.

The Carter team established an overall project schedule and project budget. Carter then guided the commissioners through an intensive site-selection process and procurement of a 22-acre site. Carter solicited and led the selection of the design and construction team, assisted the county administration in the finalization of the lease agreement with the Braves, led public information sessions and meetings with public stakeholders, arranged for and managed all zoning variances required for the project, and managed the design and construction of the facility

Completed in time for the opening season game in April 2003, the stadium has a capacity of more than 5,000 people, with 4,100 fixed seats, berm seating for 1,000 spectators, 14 corporate suites, corporate pavilions and party facilities, a club restaurant, a beer garden, concessions, a novelty store, picnic and family entertainment areas, a scoreboard/videoboard, three batting/pitching tunnels, clubhouses, broadcast facilities, team administrative offices, and parking for 1,300 cars.



## POST PROPERTIES CORPORATE HEADQUARTERS

Atlanta, Ga.



### SCOPE OF SERVICES

- Development
- Property management
- Leasing

### PROJECT SIZE

- 235,000 s.f.

### CARTER CONTACT

- Trent Germano  
404.888.3156  
tgermano@carterusa.com

### CARTER DEVELOPS POST CORPORATE HEADQUARTERS ON BANKS OF CHATTAHOOCHEE RIVER

In 1996, Post Properties, the nation's leading multi-family REIT, had acquired a beautiful 85-acre site along the banks of Atlanta's Chattahoochee River. This site was selected by Post for the development of a Post apartment community and a new corporate headquarters building for Post Properties.

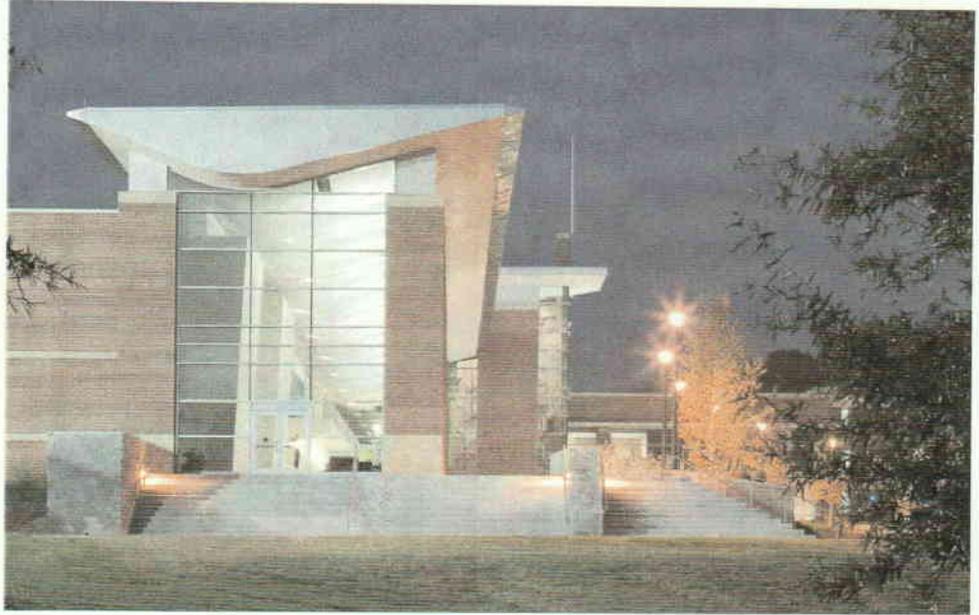
The company sought a development manager for the office and retail portions of the project. Carter was selected and worked closely in a team effort to design a 235,000-square-foot, nine-story building that would accommodate the space needs of Post Properties and other non-related tenants. The adjacent 225,000-square-foot parking deck has 861 spaces. Surrounding an active urban courtyard are 20,000 square feet of retail occupying the ground floor of the office and residential buildings.

Carter acted as team leader, coordinating the architect, engineers, contractors, and other design and construction professionals on behalf of Post Properties. Carter was also responsible for managing the design and construction of tenant improvements, office building leasing, and property management for the office and retail portions of the facility.



## UNIVERSITY OF WEST GEORGIA STUDENT CENTER

Carrollton, Ga.



### SCOPE OF SERVICES

- Program Management
- Architect Selection
- Contractor Selection
- Design Management
- Construction Management

### PROJECT SIZE

- 105,000 square feet

### CARTER CONTACT

- Gary Paetau  
404.888.3010  
gpaetau@carterusa.com

### CARTER EXPANDS AND RENOVATES UNIVERSITY OF WEST GEORGIA STUDENT CENTER

To accommodate the rapidly increasing student body, the University of West Georgia set out to renovate and expand its existing student center. Serving as program manager for the project, Carter oversaw the design and construction of the new facility as well as assisted the university in choosing an underwriter, architect and contractor.

The renovation of the student center encompassed 44,000 square feet, and the new construction consisted of 86,000 square feet. Men's and women's locker rooms, a 50-foot climbing wall, a 12,000-square-foot fitness area, a ballroom, a basketball gym, meeting and board rooms, staff offices, student activity offices, an indoor track and an outdoor plaza are a few of the new features. In order to avoid disruption to the school's basketball season, Carter coordinated the timing of the renovation of the basketball courts and fitness facility to accommodate the home games and practice.

Carter delivered the project on-time and within budget in August 2006.



## USF TECHNOLOGY CENTER RESEARCH AND DEVELOPMENT PARK

Tampa, Fla.



### SCOPE OF SERVICES

- Master Developer
- Site Acquisition
- Project Finance
- Design Management
- Construction Management
- Close-Out
- Property Management
- Leasing

### PROJECT SIZE

- 1.1 million s.f.

### ARCHITECT

- Perkins & Will
- Schenkel Shultz

### CONTRACTOR

- Skanska

### CARTER CONTACT

- Trent Germano  
404.888.3156  
tgermano@carterusa.com

### CLIENT CONTACT

- Rod Casto, PhD.  
813.974.7364  
rcasto@research.usf.edu

### CARTER ASSISTS UNIVERSITY OF SOUTH FLORIDA IN ACHIEVING VISION OF WORLD-RENOWNED RESEARCH PARK

The USF Research Foundation wished to re-energize the development of research facilities in the University Technology Center Research and Development Park. The 87-acre park had remained dormant for several years.

Carter was selected as managing partner and master developer to promote the research activities of the university's world-renowned researchers in all of its colleges. Ongoing research is being conducted in the areas of bioscience, oceanography, neuroscience, microelectronics, and satellite communications and mapping.

For the project, Carter will ensure that the park is designed and developed to accommodate freestanding research and development buildings for university and private-industry research, as well as multi-tenant structures for smaller, compatible operations. Consistent with this, Carter produced a master development plan, arranged financing and deal structure, is managing project construction and is developing project budgets and schedules. Carter will also act as facilities and leasing manager for the new buildings. USF corporate partners will benefit from the opportunity to collaborate with world-renowned faculty involved in leading-edge research. Carter has fully committed the time, energy and assets to ensure the success of this long-term endeavor.



## HILLSBOROUGH COMMUNITY COLLEGE

Tampa, Fla.



### SCOPE OF SERVICES

- Real Estate Consulting
- Project Conceptualization
- Financial Analysis
- Master Planning
- Developer Selection
- Design Management
- Construction Management

### PROJECT SIZE

- 60 acres

### ARCHITECT

- Various Firms

### CONTRACTOR

- Various Firms

### CARTER CONTACT

- Gary Paetau  
404 888.3010  
gpaetau@carterusa.com

### CLIENT CONTACT

- Rob Wolf  
813.253.7144

Hillsborough Community College is a 35-year-old public institution serving 44,000 students each year on four campuses in metropolitan Tampa. The college's Dale Mabry campus has specialized educational programs in the areas of Culinary Arts, Hospitality Management, Health, Wellness and Amateur Sports, Information Technology in Tourism, and Commerce. The college is seeking to establish a public-private partnership with a developer to create a mixed-use development on 60 acres of vacant land at its Dale Mabry campus.

This project is envisioned to advance the educational objectives of the college, the business objectives of the partners, the redevelopment of the campus neighborhood, and the needs of the greater Tampa Bay area for facilities, goods and services. The project will provide employment, internship and training opportunities to the college's students and graduates, while fostering successful, profitable and sustainable enterprises to the mutual and collateral benefit of all parties. The college will establish "Institutes of Study" with its business partners, in which the business model and the educational and workforce training model are highly integrated, branded and promoted. A major goal of the project is to increase the college's visibility in the business community. The college will continue to own the project parcels and generate revenue from the ground lease while supporting the academic mission of the institution.

Carter is serving as development advisor to the college, providing overall guidance and project management, from project inception through development and operation. Carter is orchestrating project activities, including due diligence, a market study, master developer selection, project approvals and incentives, and, ultimately, management of the design and construction process.



## PERFORMING AND VISUAL ARTS COMPLEX UNIVERSITY OF GEORGIA

Athens, Ga.



### SCOPE OF SERVICES

- Design Management
- Construction Management
- Close-Out
- On-Site Project Coordination
- FF&E Purchase and Coordination
- Move Management
- Project Accounting

### PROJECT SIZE

- 200,000 s.f.

### ARCHITECT

- Thompson, Ventulett and Stainback

### CONTRACTOR

- Brasfield and Gorrie

### CARTER CONTACT

- Gary Paetau  
404.888.3010  
gpaetau@carterusa.com

### CLIENT CONTACT

- Linda Daniels, Vice Chancellor of  
Facilities, University System of Georgia  
404.656.2249

### CARTER MANAGES DEVELOPMENT OF \$36.5 MILLION PERFORMING AND VISUAL ARTS COMPLEX

In 1993, the Georgia Board of Regents elected to build new educational facilities at eight state universities as part of the Governor's "Georgia Rebound Program" to stimulate the state economy. The entire program included more than 600,000 square feet of new educational space, with a budget of over \$110 million.

In May 1993, Carter was selected by the State of Georgia in a highly competitive process as the program manager for the Georgia Rebound Program. The largest of the eight projects was the development of the \$36.5 million University of Georgia Performing and Visual Arts Complex, which included three new buildings – the 100,000-square-foot School of Music, the 45,000-square-foot Performance Hall and the 55,000-square-foot Georgia Museum of Art. Carter managed the selection of the construction management firm, using a blend of qualifications and price to meet the political mandate to obtain the lowest bid while allowing Carter to also select the most qualified firm.

Under Carter's leadership, the design and construction of the UGA Performing and Visual Arts Complex was completed on a fast-track schedule, within budget, along with seven other projects in the Georgia Rebound Program.



## CARLTON STREET PARKING DECK THE UNIVERSITY OF GEORGIA

Athens, Ga.



### SCOPE OF SERVICES

- Site Acquisition
- Design Management
- Construction Management
- On-Site Project Coordination
- Close-Out
- FF&E Purchase & Coordination
- Move Management
- Project Accounting

### PROJECT SIZE

- 820-Car Parking Deck

### ARCHITECT

- Smallwood, Reynolds, Stewart and Stewart

### CONTRACTOR

- Choate Construction

### CARTER CONTACT

- Gary Paetau  
404.888.3010  
gpaetau@carterusa.com

### CLIENT CONTACT

- JoAnn Chitty, Former President  
UGA Real Estate Foundation  
706.552.3497

### CARTER TEAM COMPLETES 820-SPACE PARKING DECK IN RECORD FOUR MONTHS

The University of Georgia, facing increasing enrollment and a shortage of on-campus parking, engaged Carter to provide program management services for the construction of its new Carlton Street Parking Deck. The deck had to be completed by August of 2001 in order to accommodate that year's incoming class.

The Carter team was engaged in January of 2001 to commence the development process. It was determined that the initial design and location were not in keeping with the original campus master plan. The decision was made to relocate and redesign the parking deck. Further complicating the project, the redesign contained a pre-cast material that needed to be special-ordered, which put the construction deadline at risk.

In addition to the design, the team encountered several other unforeseen challenges. A 48-inch storm-water line had to be relocated and rebuilt, a variety of soil conditions necessitated deep foundation supports in the form of auger-cast piles and, finally, there were two weeks of heavy rain during the final construction phase. Despite these unforeseen circumstances, the deck was completed within budget and on time for the grand opening ceremonies in August of 2001. While a more conventional timeframe for construction of a similar parking deck was seven to eight months, the Carter team completed the project in just four-and-one-half months.



**CARTER.**  
REAL ESTATE

## IV. Financial Resources



## FINANCIAL RESOURCES

Throughout its 49-year history, Carter has maintained a solid financial position through smart investments and development projects. Carter and the principals of Carter have extensive financial resources available for the proposed project both from internal and equity investment partners.

As a company, Carter has relationships with several substantial, high-quality institutional sources, including USAA, Northwestern Mutual, Morgan/Stanley, TMW, European Investors, Property Industrial Advisors, plus other sources. Carter also has extensive construction financing sources and relationships with Wachovia Bank, SunTrust, Bank of America, and Wells Fargo. In addition, Carter has the ability to invest equity in real estate transactions through the Carter Real Estate Fund I. The Carter Real Estate Fund I invested in eight properties with an aggregate value of over \$300 million.

Carter has the ability to provide the equity and debt for a wide range of projects. Most importantly, we have the financial resources to complete a quality project which will serve as a showpiece for the city of Pensacola and will drive economic redevelopment of the entire area.

## V. References



## REFERENCES

We are proud to provide the following list of references and encourage you to contact each individual. Carter has completed significant programs for each of these clients, most of whom we have completed multiple programs for and have longstanding relationships with.

### **AT&T (formerly BellSouth)**

Mr. Richard Gilbert  
Former Director of Corporate Real Estate  
770.632.9112  
770.597.3303

### **University of South Florida**

Dr. Rod Casto  
Associate Vice President for Research &  
Executive Director of the USF Research Foundation  
813.974.7364

### **201 17th Street-Atlantic Station**

Mr. David M. Zanaty  
AIG Global Real Estate Investment Corp.  
404.876.2616

### **University of West Georgia Student Center**

Mr. Mike Renfrow  
Assistant Vice President, Campus Planning and Facilities  
678.839.6385

### **Georgia Tech Bobby Dodd Football Stadium & Russ Chandler Baseball Stadium**

Mr. Paul Griffin  
Senior Associate Director of Athletics  
404.894.3780



Section VI.  
Achieving Goals of  
the Covenant &  
Small, Minority and  
Local Business  
Participation



### **Achieving Goals of the Covenant**

Carter realizes the economic importance of the Community Maritime Park project to the City of Pensacola and its many stakeholders. We will fully commit ourselves to ensuring that the project is a complete success, from design through construction, and will work diligently and creatively to ensure that the goals of the covenant are met.

The Pensacola waterfront is a commodity and should be enjoyed to the fullest extent by the local community, students, business professionals and visitors. We will work with CMPA to ensure that the the Community Maritime Park concept comes to fruition and that it is a place where people want to go-for entertainment, to shop, socialize, live, work and learn. Carter has be very successful in creating a similar 'Live, Work, Learn' environment in Atlanta's notable Atlantic Station mixed-use development, formerly a steel mill, which had been vacant for many years.

Carter would also work together with the University of West Florida and other educational groups to ensure that all educational facilities and classrooms were conducive to learning for all educational programs and users.

Carter will strive to master plan a development in accordance with the CMPA's job creation goal of 1,500. Additionally, we will examine strategies in which to incrementally increase that figure that would be sustainably proportionate to the areas population growth.

### **Small, Minority and Local Business Inclusion**

Carter recognizes the importance of inclusion of small, minority and local business enterprises (SMLBE). For the Community Maritime Park project, Carter would set ambitious, sustainable goals of inclusion and continually strive to form partnerships with other companies that uphold similar values.

Partnering with firms that recognize the importance of inclusion results in a greater opportunity for small business and disadvantaged business enterprises to build on their experience.



Carter's historical performance of inclusion of SMLBE:

<u>Project</u>	<u>Rate</u>	<u>Type</u>	<u>Size/ Project Value</u>	<u>Locations</u>
Atlantic Station	25%	Mixed-Use	12 msf/ \$750 mil.	Atlanta, Ga.
Georgia Rebound Program	24.14%	Education	600,000 sf/ \$110 mil.	Georgia (various)
Lindbergh City Center	23.8%	Mixed-Use	1 msf/ \$104 mil.	Atlanta, Ga.
Two Progress Plaza	20%	Mixed-Use	400,000 sf/ \$95 mil.	Raleigh, NC
BellSouth Metro Plan	20%	Office	3.1 msf/ \$800 mil.	Atlanta, Ga.

Carter would propose that the following be considered in an effort to increase participation of small/minority business enterprises in Escambia County:

- 1) Together with CMPA, Carter would construct an SMLBE Plan for The Community Maritime project, committing to implement specific procedures to integrate the plan into the project outlining agreed upon inclusion rates. Carter deems an inclusion rate of 25% to be attainable and realistic.
- 2) Promote openings through local presentations and symposiums aimed at the SMLBE community to create opportunity for future working relationships. In addition to those aimed at the contracting community, we will deliver presentations and symposiums in the economically deprived areas of the county to promote the project and enlist qualified workforce participation. Job fairs and website posting will also be used to communicate opportunities.
- 3) Identify and contact qualified SMLBE through channels representing the local community, minority community and minority contractors/suppliers such as the National Association of Minority Contractors, the National Association of Women in Construction, city and county disadvantaged business departments and local minority development centers. Carter would collaborate with the city of Pensacola and Escambia county to access databases of registered SMLBE to target for participation in the project. Organizations to be considered for SMLBE prospecting purposes would include but would not limited to the Gulf Coast African-American Chamber of Commerce and the Pensacola Branch of the NAACP. In turn, we would ensure that this information was provided to all contractors.



- 4) All participating contractors would be required to develop participation plans with agreed inclusion goals. The plans would outline their outreach efforts; invitations to bid or solicitations to quote directed to SMLBE. Procedures would be put in place to ensure that complete information is provided to all SMLBE and that all inquiries, reviews and requests for information are handled promptly and thoroughly.
- 5) Implement a monthly reporting system for monitoring contractors' performance in accordance with the plan. The report will include evidence of the amount of work available for subcontractors: the amount of sub-contract work performed by SMLBE; the amount of work available for future SMLBE subcontracts; and explanations of the bidding process used.
- 6) Exclude from further participation in the project any contractors who fail or refuse to comply with their agreed participation plan.
- 7) Establish a mentoring program partnering SMLBE sub-contractors with non-SMLBE contractors. We strongly believe that by creating these mentor programs we enable SMLBE to enhance their business practices, craftsmanship and overall systems. This provides them the opportunity to highlight their strengths and further solidify working relationships in hopes of creating opportunities for future work.

Carter believes that by implementing the above plan, there would be long-term value for all participants of The Community Maritime project. By providing an opportunity for SMLBE, particularly on a project of this scale, we enable these businesses to compete for future business they might not have an opportunity to compete for otherwise.