

**Statements of Interest  
And  
Qualifications for  
Community Maritime Park  
Master Developer**

## **TABLE OF CONTENTS**

Introduction	Letter of Introduction
Section 1.	Background
Section 2.	Scope of Services
Section 3.	Minimum Qualifications
Section 4.	Personnel

April 6, 2007

Community Maritime Park Associates, Inc.  
c/o Edward E. Spears, Administrator  
Neighborhood & Economic Development Division  
City of Pensacola  
P. O. Box 12910  
Pensacola, FL 32521-0062

Re: RFQ for Proposed Mixed-Use Development, Downtown Pensacola

Dear Mr. Spears:

On behalf of Clifton C. James and Associates, Inc. (CJA) we are pleased to submit our qualifications for development services in response to Community Maritime Park Associates, Inc. (CMPA) and the City of Pensacola (CITY) as per the Request for Qualifications released on February 21, 2007.

CJA strength and experience bring to this project a unique capacity to achieve the objectives set forth by the CMPA in the RFQ for the proposed mixed-use development of 300 Block West Main Street in downtown Pensacola. This project requires a Developer with a comprehensive plan who is able to develop the parcel in accordance and collaboration with the CMPA and the CITY for economic vitality, land use, downtown character, and infrastructure and transportation. We believe that our team's development and management experience with complex, mixed-use projects, combined with our understanding of the decision making process and culture of the public/private sector, makes us uniquely qualified to undertake this development. The ability to manage and implement the entire design, marketing, development and finance process enables us to propose a public/private partnership to collaborate with the CMPA and CITY for this project.

As Master Developer, CJA will:

- Manage the public/private development process.
- Structure a complex public/private finance plan for all project components.
- Create a comprehensive architectural design and streetscape program.
- Establish design and development guidelines for the project.
- Promote a comprehensive and coordinated marketing plan and process.
- Coordinate the community outreach process.

We have convened this team in recognition not only of the business opportunity afforded by the project but also because of the possibility offered by this project to contribute to the positive growth of downtown and its continued recognition as the heart of the broader Pensacola community. We believe that our success in this project would be commensurate with equal success on the part of downtown Pensacola and the unique community that it represents.

Together, the CJA recognizes the significant role played by mixed-use development in fostering the smart growth of Main Street and downtown environments as well as the integral role that mixed-use development plays in defining the vital fabric of real communities in which buildings and their occupants contribute positively to a vibrant public realm. To achieve these goals we depend as much upon our capacity as developers as we do upon the ability of the exceptional Team Members with whom we choose to create alliances. We believe that our particular experience combined with the expertise of our unique team puts us in the best possible position to work with CMPA, the CITY, its citizens, and its partners to grasp shared goals and implement them in a fashion that will bring value to all of the participants in the development process. We will structure a fair and reasonable sharing of costs, risks, responsibilities, and economic return with the CMPA and the CITY. CJA pledges to implement a plan of action that ensures expedient negotiation and due diligence periods, and bring to our public partners everything necessary to solve problems and create value.

The members of CJA singularly and collectively have experience in structuring and implementing large real estate projects, and CJA is dedicated to working with the CMPA to create a model public/private venture. A successful methodology for fair, open and reasonable sharing of responsibilities, risks and rewards has gained our principals a national and international reputation.

We feel strongly that our creative team will provide enormous benefits to the process of redeveloping these unique assets into vibrant mixed-use and mixed-income projects. If you have any questions about our enclosed qualifications please do not hesitate to contact us at your convenience.

Sincerely,

A handwritten signature in black ink, appearing to read 'Clifton C. James', with a long horizontal flourish extending to the right.

Clifton C. James  
President and CEO  
Clifton C. James and Associates, Inc.

## **SECTION A: BACKGROUND AND PURPOSE**

The principals of Clifton C. James and Associates, Inc. (CJA) and its consultants have a keen understanding of urban community and its revitalization, which incorporates economic, social, political, cultural, and physical regeneration. Wise planning for a city must concern itself with all elements of the environment and all segments of the community, where all the stakeholders are brought to the planning table.

When information is gathered about people who use a place, and about their interests, needs, aspirations, behaviors, interactions and necessary environmental requirements to support those expectations, and when information is wisely used in the planning and design process, the place can become a tool, one that will help the Maritime Park achieve its purpose.

From our visit to the site in Pensacola on March 25, 2007, we saw the potential of the available property, and have visualized how the Community Maritime Park will develop into a world-class, signature mixed-use development. We also see how that development will establish a dynamic public waterfront as it features an expansive public waterfront park; a community multi-use facility suitable for baseball and other athletic events, festivals, and other community activities; conference center; university educational and office facilities; commercial; office; retail; residential; restaurant; entertainment; promenades; parking and all necessary ancillary uses, including infrastructure and site improvements.

CJA is a minority owned firm with a great deal of experience in creating architectural design guidelines, facility programming and budgeting, and schematic site design, programming and budgeting for complex mixed-use developments, as you will see in the following section.

## **SECTION B: SCOPE OF SERVICES REQUIRED**

### **General:**

The following approach has been utilized with great success by CJA and will prove itself to be a valuable tool for the city of Pensacola and the Community Maritime Park. Creating a world-class, mixed-use development must be planned as complementary to the environment in which it exists. The "Design" is the unifying element that creates the project character and in many instances, assures its success.

1. Initially, CJA will meet with CMPA Board and staff in order to develop an in-depth appreciation of the project, and promulgate one scheme.
2. CJA will meet with all stakeholders, and the development team will confer with end-using stakeholders to properly integrate their needs to the design.
3. CJA will collaborate with regulatory agencies regarding permitting and operation.
4. CJA will collaborate with consulting professionals, and other Maritime Park staff relevant to this process.
5. While a conceptual design currently exists for the Community Maritime Park, CJA will consult with other design professionals in order to develop that conceptual design, and bring the design concept to fruition.
6. The infrastructure of the Community Maritime Park will require attention to not only the usual concerns of HVAC and other utilities. Due to its prime location on the water of the Florida Panhandle, the Community Maritime Park will need adequate storm protection and should complement its environment and the existing development in the area. CJA will develop and produce conceptual and schematic site design documents that coordinate the results of space programming and budgeting.
7. The "Implementation Strategy" will detail the funding and phasing of this planned development. A successful implementation plan requires the assistance and commitment of city agencies, community groups, the CMPA Board, and the residents of Pensacola, Florida.
8. This plan, site and construction will be provided to ensure that the new development contains certain desired design elements and features. The recommendations regarding all aspects of the site and buildings, including safety and security, architectural character, circulation, infrastructure, and landscaping will be followed

## SECTION C: MINIMIM QUALIFACTION

### 1. Experience of the Firm and Staff:

CJA has been involved in revitalizing the urban fabric as a partner with government agencies as represented by the following projects:

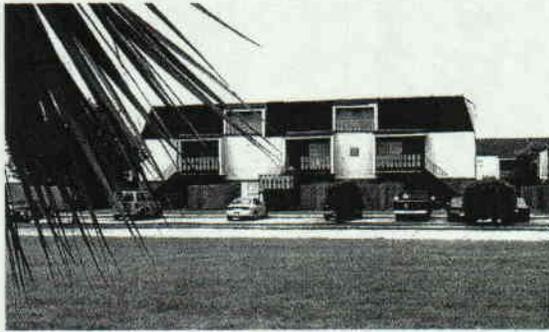
#### ➤ **Fischer Master Plan and Hope VI Project – New Orleans, LA**

- 50-acre HUD sponsored Fischer Master Plan and Hope VI project designed to include single-family units, 4 to 6-plex (multi-family) units, town houses, garden apartments, an elderly village and amenities, social services and improved infrastructure.



#### ➤ **Windsor Village Housing Revitalization – New Orleans, LA**

- Renovation and Addition Project to a foreclosed HUD property that lay dormant, dilapidated and drug-infested for over 10 years.
- With this 500-unit development of market-rate garden apartments and townhouses, we created a vibrant and interactive community, while bringing economic diversity to a previously rundown and depressed neighborhood.
- The development is equipped with such amenities as a gated security entrance, a pool, tot-lots and outside recreation areas, a health and fitness facility, a day-care center, an adult and child education and counseling center, and a youth-operated sweet shop and concession stand



➤ **National Slave Ship Museum – New Orleans, LA**

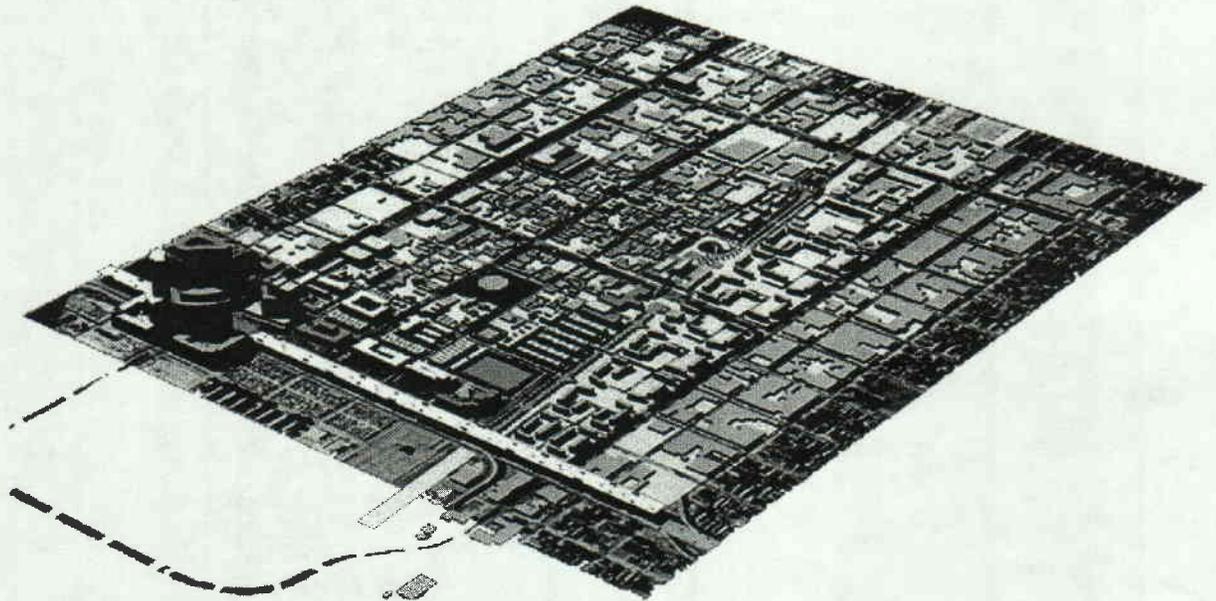
- The National Slave Ship Museum will recreate the saga of the African Diaspora and preserve the story of the slave trade in the United States along the Mississippi River, via the Port of New Orleans, Natchez, Mississippi, and the forks in the road, while examining historical events within the South.
- This museum will fulfill the educational and scientific vacuum on the slave trade in both the national and international community. Through research, ongoing programs in cultural exchange with African countries, creating interactive exhibits, tours, and activities the National Slave Ship Museum will provide the public with endless possibilities to enrich and increase their understanding of slavery and the slave trade.
- The buildings at the Market Street Sub-Station at 2600 South Peters Street will be developed with the National Slave Ship Museum and Southern University at New Orleans River Front Campus as part of a development, including the New Orleans Jazz Orchestra (NOJO), the Trust for Public Land (TPL), and other private entities surrounding the site. The inclusion of private development partners will create a synergy for success and inclusion.
- This mixed use residential and entertainment venue will be the nexus of the riverfront activity south of the Ernest N. Morial Convention Center and the gateway to the TPL Riverfront Park, including adequate parking decks, at Jackson Avenue. This site will be a destination for river taxis, riverboat tours, and the riverfront streetcar line connecting Audubon Park, Downtown, and French Quarter tourism.

➤ **New Orleans Planning District 4 Recovery Master Plan – New Orleans, LA**

- CJA surveyed residents and prepared a report on the economic and fiscal impacts of various redevelopment scenarios
- CJA prepared neighborhood plans for the neighborhoods in the City of New Orleans most significantly impacted by flooding from Hurricane Katrina:
  - Mid City
  - Bayou St. John
  - Tulane/Gravier
  - BW Cooper Housing Project
  - Gertown
  - Treme/Lafitte
  - 7<sup>th</sup> Ward
  - Fairgrounds
  - St. Bernard Housing Project
  - Iberville Housing Project

➤ **Bienville Corridor Revitalization Project and Strategic Master Plan – New Orleans, LA**

- Physically re-knit the community in order to enhance its identity and increase its political leverage within the larger city context.
- Provide opportunities (jobs) for current residents to improve their economic status in order to enjoy a better quality of life in the neighborhood.
- Establish an affordable and “authentic” inner city neighborhood that serves the current population and is inviting to new business and residents.
- Pursue sustainable, resource efficient design strategies that could serve as a model for responsible urban revitalization.
- Mitigate negative impacts of the I-10 elevated highway.
- Strengthen relationship between Bienville Corridor neighborhood and economic generators such as the CBD, the Hospital District, and the Convention Center.
- Take advantage of the new streetcar line.

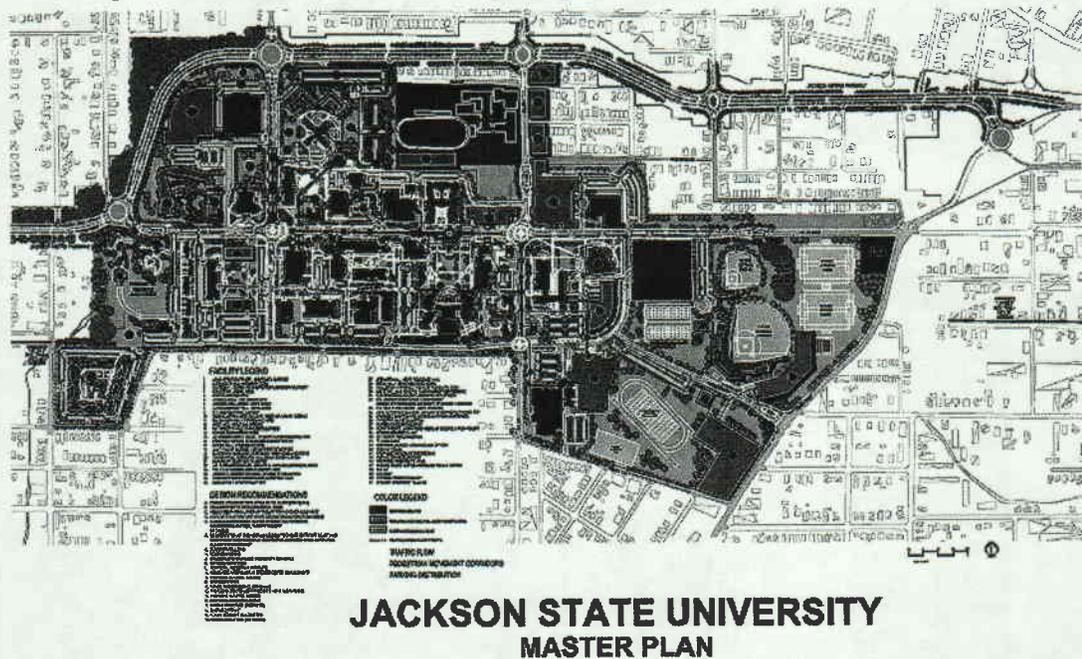


➤ **Jackson State University Master Plan – Jackson, MS**

- The vast number of parking lots that caused conflicts in pedestrian movement and creates a disorganized campus image, have been given up to student gathering spaces, while parking is contained at the periphery of the site
- With the combination of four strategically located parking structures, the campus shuttle system efficiently provides inter campus transportation.
- Three parking structures (1620 spaces) are accessed directly off South Perkins Street via the Jackson Metro Parkway.
- A fourth parking structure (1000 spaces), located on the eastern corner of Lynch and Dalton, is designed primarily for visitors and patrons of the retail and professional services.
- The remaining on grade parking lots have been assigned parking for faculty and staff.

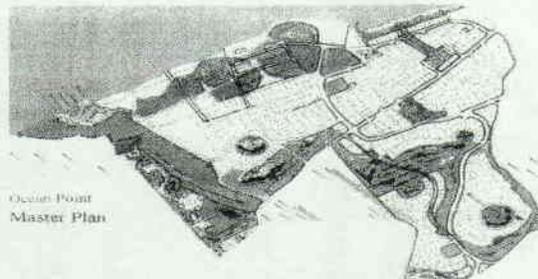
- The tertiary vehicular access way, parallel and south of the Lynch Street mall, was eliminated in favor of pedestrian movement.
- Access along Morehouse Avenue on the west, to the eastern portion of the campus, now bypasses the circuitous route through the parking lots adjacent to the Administration Tower, and the School of Liberal Arts. A more direct route is provided as Morehouse continues straight to Dalton, where a new entrance gate is delineated.
- Proposed new academic buildings have been positioned to form courtyards and people gathering places. The Engineering Building has been re-oriented to create an entry courtyard for the pedestrian traffic along the Lynch Street Mall. The Alcohol/Drug Students Center and Physical Therapy Facility have been positioned at the corner of Dalton and Lynch Streets to reinforce the retail potential, anchor the linear mall, and provide easy access to public outpatient services from a 1000 space-parking garage.

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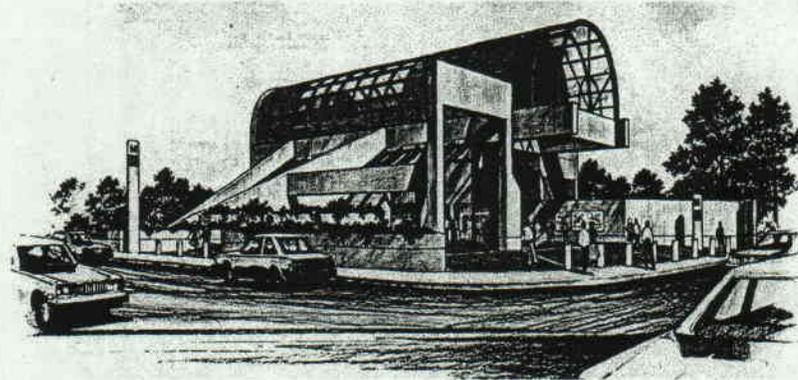
**rt and Marina Community – Duncan, Trelawny Parish, Jamaica, West Indies**

- Part of the “Expand-a-Village” government concept to improve cities and Townships throughout Jamaica.
- Ocean Point has improved the water distribution system for the resort while allowing residents and businesses to tap into the improved supply lines.
- Provides commercial/retail space for residents and the community as well as the development of a hospital.
- Provides 1500 single-family residences, a 250-slip marina, and affordable housing for local residents on inland sites.



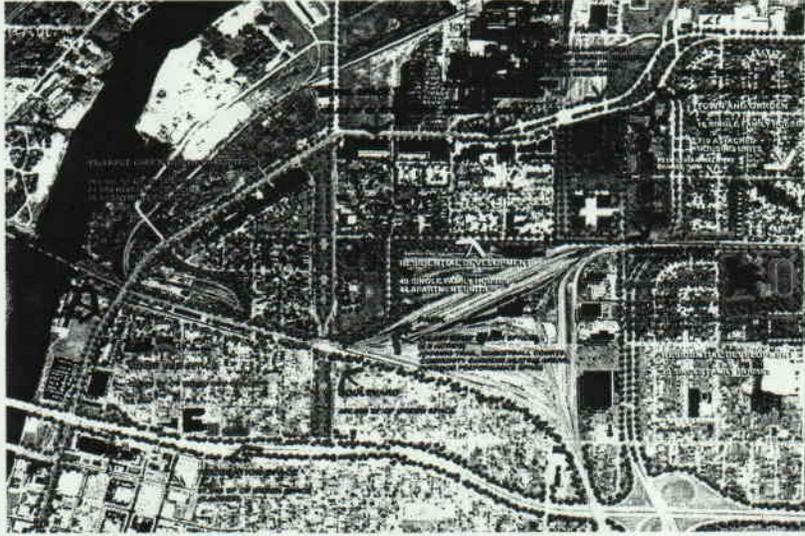
➤ **Underground Atlanta – Atlanta, GA**

- This subway station represents a mile long intermodal transportation structure, interfacing trains, cars, buses, and pedestrians, as thousands of Atlanta residents and visitors utilize the facility for shopping, informal dining, meeting friends, going “upstairs” to their offices, going to and from school or just people watching.
- Constructed of reinforced concrete with tiled floors, steel framed windows and skylights, Lenox Square provides an atmosphere of openness and space. It provides the superstructure for a multi story office building at the North Concourse and a pedestrian connection to the Luxurious Square Shopping Mall on Peachtree Street.



➤ **Northeast Saginaw Master Plan and Implementation Strategy – Saginaw, MI**

- The Northeast Saginaw Community Development plan sought to integrate the ideas, thoughts, and concerns of local residents and area businesses to create substantial amounts of housing, business and retail space knitted together through a network of green spaces, parks, buffers and boulevards.
- The Northeast Saginaw Community Development plan upgraded infrastructure, initiated tax incentives for new businesses, inspired job creation and training, homeownership training and counseling, increased mass transit and community services.
- The SHC recognizes that a workable redevelopment plan is sustainable over the long term only by involving a broad working coalition of public sector entities, private sector businesses and civic/religious leadership. By using a community approach, the SHC has developed a comprehensive, inclusive plan that is the foundation of the SHC’s Hope VI application.
- The site provided the opportunity to develop a mixed income/mixed financed community with excellent mixed-use residential/commercial development potential.



## **2. Harlem World Trade Center – New York, N**

- The Harlem World Trade Center is a two city block development incorporating a 300,000 square feet performance center, 480,000 square feet of retail space, 2 forty-story residential rental towers, a forty-story office tower and a hotel.
- The project also includes 6 levels of underground parking for 5,000 vehicles.
- This mixed-use development proposes to encourage businesses to locate and remain downtown.
- The development includes a performing art center will have a seating capacity of twelve to fifteen thousand people, street and lower level retail center, two 400 unit residential towers, an entertainment office tower 41 floors featuring a school of performing arts, music and recording studios, advertising and financial services, a Black Music Museum on the 41<sup>st</sup> floor and a forty story hotel tower.

## **Washington Addition Community Development Master Plan and Implementation Strategy – Jackson, MS**

- An assortment of institutions, agencies and community groups concerned about the future direction of the neighborhood formed the e-City Collaborative to develop an area-wide plan.
- Their goals included:
  - The stimulation of business and economic development
  - The reduction of neighborhood blight
  - The increase of affordable and market rate housing opportunities
  - The development of a coherent open space network, and the mitigation of negative environmental and physical influence
- Local residents of Washington Addition and other interested citizens of Jackson, Mississippi worked directly with the Urban Design Research Center of New Orleans. These individuals conducted personal interviews, collected data at city agencies, researched documents and events and engaged the people of Barrett Avenue.

- This consortium of concerned parties developed a viable strategy for revitalization.
- The plan included business and economic development, the reduction of blight, increased affordable housing opportunities, the development of open space, and the removal of negative environmental and physical influences through the development of a Revitalization Plan spearheaded by the Urban Design Research Center in Jackson.

The complexity and diverse issues associated with urban development require a comprehensive and multi-disciplinary team of experienced professionals working in concert with financial institutions, city agencies, state and local governments, with their feet firmly planted on the ground of reality and their eyes and minds open to objective creativity.

While the Community Maritime Park is situated on a key parcel of waterfront property in close proximity to an established residential development, it is also in the heart of an area of Pensacola that is in need of revitalization. The development of the Community Maritime Park will spark an urban renewal, an initiative which CJA is not only familiar, but leads the Southeast Region in development.

**a. References:**

- Ronald Mason, President, Jackson State University
  - 601 979 2323
  - 601 982 4771
- Dr. Gregory Thomas, New Orleans Community Involvement and Housing
  - 504 231 7925
- Paul Lambert, Lambert Advisory Committee
  - 305 439 1027

**b. Awards, Recognition, and Professional Organizations:**

Listed in: Outstanding Young Men of America  
 Who's Who Among U.S.A. Executives  
 Appointed by Caspar W. Weinberger, Secretary, H.E.W., to the National Advisory Council on Services and Facilities for the Developmentally Disabled. Authored 504 regulations.  
 President's Council on Handicapped Requirements  
 National Organization of Minority Architects

### 3. CJA Financial References

**Merrill Lynch & Co., Inc.**  
World Financial Center  
250 Vesey Street  
New York, NY 10080 USA  
Tel+1-212-449-10004

**Comerica Corporate Headquarters**  
Comerica Tower at Detroit Center  
500 Woodward Avenue  
Detroit, Michigan 48226  
800-925-2160

### 4. The Team

#### **DAG Architects**

Established in 1983, Bay Design Associates, Architects, P.L. specializes in the design of educational, health care, commercial and office facilities. The principals of the firm are committed to producing high quality work, regardless of the size or scope of the project. As a result of this commitment many clients return to Bay Design for additional services. The firm has over 60 years of combined experience providing creative design solutions for a broad spectrum of clients and project types.

#### ***Charles W Clary III, FAIA*** Architect of Record

Charles W. Clary III; FAIA, is a founding Principal for DAG Architects Inc., and has over twenty-five years of experience in design and project management. Charlie graduated from Auburn University with a Bachelor of Architecture and a Bachelor of Environmental Design, and has been registered in the State of Florida since 1983. He was elected to the Florida Senate in 1996, and served for 10 years until late 2006. While in the State Senate, Charlie worked closely with the Governor to create the Committee for a Sustainable Emerald Coast. He currently serves on the Committee for Sustainable Growth and Development.

The American Institute of Architects has recognized Charlie's contribution to architecture and public service first as a City Council member for the City of Destin and then as a State Senator by his elevation to Fellowship of the Institute in 2000; He also received a Component Excellence Award from the Institute in 1999.

The Florida Association of the American Institute of Architects presented him with their President's Award in 1997 and honored him again in 2001 with the "Charles W. Clary Service Award" for his advancement of the cause of good design and planning and his contribution to the dignity and value of the architectural profession as Florida's first architect to serve as a State Senator:

Relevant experience includes:

- Nature Walk Development, Seagrove Beach ~ Included in this master planned residential development is the Gathering Place, a recreational complex in a park-like setting
- Emerald Coast Technology and Research Campus Shalimar-master planning for 3 million SF of office and support space to be shared by university, defense contractors, and Eglin Air Force Base
- Beasley Park, Okaloosa Island- beachfront recreation facility beachfront expenses. Condominium, retail and commercial uses will be included in the development.

5. Wood + Partners, Inc.

**Perry L. Wood**

**FASLA**

Perry Wood, FASLA, is Founder and President of Wood +Partners, Inc., and is recognized as a leading authority in land planning, landscape architecture and urban design, as well as zoning and land use law. He has played a leadership role in a broad spectrum of project types for private and public sector clients ranging from 15,000-acre community master plans to urban design, streetscapes and community parks .. Over his 28-year career, Mr. Wood has practiced and applied environmental-based planning with an emphasis on Smart Growth, preservation and stewardship of the land.

Mr. Wood graduated from the University of Georgia with a Bachelor of Landscape Architecture. He is a registered Landscape Architect in Georgia, South Carolina and North Carolina.

Relevant experience includes:

- Statesboro, GA Streetscape Master Plan Swainsboro, GA Downtown Redevelopment
- The Conway Riverwalk, Conway, SC (2002 Honor Award for Design) Beaufort
- Downtown Master Plan Streetscape, Beaufort, SC
- Coastal Discover Museum Master Plan, Hilton Head, SC (ASLA)

6. **TEAMWORKnet, Inc.**

Harry J. Tittel, IEEE, AEE, ASNT, NFPA, Thermographer Level II  
Bachelor of Science Electrical Engineering (BSEE)

Relevant experience includes:

- Valparaiso 25kV Substation Design Build & Automation (Eglin AFB, FL)  
Demo, Design & Commission Substation. Design & install microwave automation. Prepare Contractor Bid package. Install new microprocessor-based multifunction relays. Purchase & install all equipment. Provide CADD drawings & personnel training.
- New Substation & Feeder Conversion MacDill AFB (Tampa, FL)  
Design UG electrical distribution system to replace OH system. Design & Commission new walking PCR with command & control. Performed Power System Studies. Prepare (& review) Contractor Bid packages. Purchase & install all equipment. Provide CADD drawings. Commissioning scheduled for April 2007.

a. **Ezra Incorporated**

JAMES T. MITCHELL, JR.

BSEE

Perform duties as electrical engineering in support of projects totally 100 million dollars and more for military facilities and infrastructure. Develop large projects some of which are multi-phased. Perform planning and design and project management work for substantial multi-phase new construction, renovation, projects for a variety of real property facilities, including utility systems, utilizing a professional knowledge of electrical engineering. Performs construction management, and operations and maintenance (O&M) functions. Develops and supports construction projects for new construction, renovations, and improvements to real property facilities from start to finish, including preconstruction site surveys to include completion of as-built drawings. Complies with health, safety, and environmental rules and procedures and performs work in a manner that enhances the safety of the work environment.

**7. Frederick W. Thomas (SBE)**  
**PRESIDENT/CEO**  
**ThomCo Enterprises**

Attended the University of Illinois, at Champaign-Urbana, graduating in 1985 with a Bachelor's Degree in Architecture. Upon graduation he attended Officer Training School to become an officer in the United States Air Force from 1985 to 1992 where he obtained the rank of Captain. He was honorably discharged in 1992. Fred continued his education and received his Master's of Business Management Degree in 1992. Fred Thomas started ThomCo Enterprises Inc. in 1993 which is a multi-million dollar construction firm based in Ft Walton Beach Florida. ThomCo has divisions in Panama City, Tampa, Ft Walton Beach, Florida as well as Georgia and affiliations with firms in New York, Illinois, Alabama, and Texas. Fred Thomas is also the founder of the Yolanda D. Thomas Scholarship Foundation which provides scholarships to local underprivileged students at Okaloosa Walton College.

**BUSINESS**

- PRESIDENT/OWNER of ThomCo Enterprises Inc, since 1993 a commercial, government construction and construction management firm as well as facility maintenance, and real estate development.
- OWNER of Fred Thomas Development Inc., development firm
- Holds Florida State Certified General Contractor License: CGC057095
- Authority to Transact in Illinois, Alabama and Georgia
- Incorporated, State of Florida, 21 December 1993
- Qualified Business LicenseQB2096

**EDUCATION**

- Bachelor of Architecture, 1985
- Masters of Business Management, 1992
- United States Air Force, Officer, 1985 – 1992
- State of Florida Certified General Contractor License, CGC 057095

**COMMUNITY INVOLVEMENT**

- Community Development Corporation (Past Chairman, Board of Directors)
- Okaloosa County Parade of Homes (Past Chairman)
- Economic Development Council (Past Small Business Task Force)
- Omega Psi Phi Fraternity (past basilus)
- Fort Walton Beach Housing Authority (Current Board of Commissioners)
- Okaloosa County, Florida Building Industry Association (Current Member)
- Okaloosa-Walton College Foundation (Current Board Member)
- Vanguard Bank & Trust (Current Trustee)
- Fort Walton Beach Medical Center (Current Board Member)

**CHARITABLE CONTRIBUTIONS:**

- Okaloosa County Boys & Girls Club of the Emerald Coast
- YMCA of Florida's Emerald Coast
- Okaloosa County Head Start Program
- S4P Synergy, Royal Development Generation
- NAACP and ACT-SO Okaloosa County Branch
- Okaloosa County Public Schools Foundation

**MALCOLM MILLER-JONES**  
**VICE PRESIDENT OF OPERATIONS**

2007 - Present

*ThomCo Enterprises Inc.*

**VICE PRESIDENT OF OPERATIONS**

Executive management responsibility for all levels of construction operations. Manages the financial performance and construction objectives. Facilitates the company's business development plans, as well as all aspects of construction, project management and customer satisfaction from bid lead through project turnover.

2000 to 2007

*Construction Management Support Miami, FL*

Providing independent consulting services to the Architectural and Construction industry. D/B services for portable replacements of 22 schools throughout county. Project utilized a new structural concrete method called "polyform systems" and provided hurricane resistant buildings with exceptional thermal characteristics. Cost: \$28 Million  
CMAR services for additions and alterations to existing elementary school for Dade Co. Provided overall executive leadership for construction and turn-over. Cost: \$3.5 Million

1998 to 1999

*Walton Construction Company Atlanta, GA.*

**Regional Vice President**

Increased regional operations from \$15 million to \$50 million in 9 months.  
Directed all business operations for Eastern Region  
Rebuilt office structure and expanded office into new markets  
Achieved 90% of Business Plan before office was sold to outside interest  
Reported to COO.

1992 to 1998

1969 to 1992

*Heery International, Inc. Atlanta, GA.*

**Vice President**

Created Company's Southeast Regional Construction Management Division  
Developed all systems and procedures for At-Risk CM and Design-Build  
Expanded staff from 0 -35; Construction sales volume to \$100 Million in 5 years  
Responsible for recruiting, hiring and training all staff for Division  
Clients: Motorola Energy Products Division; Fulton Co. Schools; Nortel; Monroe County Schools; University of Florida; Pinellas County Corrections.

*Turner Construction Company London, England*

**Managing Director**

Established and managed United Kingdom operation - \$350 Million  
Recruited and developed staff  
Managed operations and all new business initiatives  
Negotiated all contracts and business arrangements  
All projects completed within budget/time constraints: Birmingham International Convention Center; new Honda Automotive Assembly Plant; Sainsbury Foods

*Turner Construction Company (continued)*

**Project Executive Washington DC**

Managed all aspects of project operation from pre-construction, GMP, Construction and occupancy  
Provided total pre-construction and construction services for the following clients:  
Norfolk Southern Headquarters (23 story office); George Mason University (3 Academic Buildings and 6 Residence halls); Construction consulting for Hines Interests (\$70 Million Office); Windwood Center office building  
Position reported to the Vice President of Operations  
**Director, Correctional Facilities Division Washington DC**  
Organized and established new Division for Corporate Services Group  
Consulted with 30 Territory offices throughout the USA  
Positioned company in less than 2 years to successfully secure more than \$2 Billion of new corrections business  
Hired and trained new personnel; Reported to Executive VP, Corporate office

**Education**

Delehanty Design Institute, NYC M/E Drafting Certification  
Bowling Green State University, Industrial Arts in School of Education  
ICS International, Construction Technology

**Past Affiliations**

Urban Land Institute; Associated Builders and Contractors; Georgia Economic Developers, American Hospital Association, American Correctional Association, AMA

**DARRYL EMBREY**  
**PRECONSTRUCTION MANAGER**

2006 - Present

***ThomCo Enterprises Inc.***

Responsible for overall management of the preconstruction phase of negotiated commercial building projects including preparation of estimates and preliminary construction schedules; proposal preparation and/or presentation; and subcontractor bid solicitation.

2000 to 2007

***Project Manager/Estimator***

***The Weitz Company***

Overall joint management of multi-million dollar projects to include estimating, buy-out, scheduling, resource tracking, risk management, submittal processing, payment/billing controls, cost and quality controls. Administer project budgets of up to \$22 million.

1997 - 2005

***Webb Construction Inc.***

***Project Manager/Estimator***

Managed and directed all construction projects. Estimated time and material costs for projects ranging from \$1 million of up to \$20 million.

**Education**

Purdue University Calumet Hammond, IN, Construction Engineering, 2002

Florida A&M University, Tallahassee, FL, Mechanical Engineering, 1994

Indiana University Northwest, Gary IN, Associates Degree, English, 1998

US Army Corps of Engineers , Chicago IL, Construction Quality Management, 2000

**Project Listing:**

Duneland Village Apartments HOPE IV, St Louis MO, 2003, \$12,000,000

St. Edmunds Meadows Redevelopment Corporation, Chicago IL, 2003, \$6,700,000

Genesis Towers Exterior Renovations, Gary IN, 2002, \$5,900,000

Gary Baseball Stadium, Gary IN, 2002, \$6,200,000

Trump Inn at Buffington Harbor, Atlantic City, NJ, 1998, \$8,900,000

Willows on Clark Road/Renovations, Redevelopment Services LTD, Chicago IL, 1998,  
2,622,953

Lancaster Apartments Redevelopment, Gary IN, 2002, \$5,900,000

# **The Multidisciplinary Team**

Members of the Multi-Disciplinary Team

## **Member Firms**

### **Contractors**

#### **May's Construction**

Small/ Minority and Local Business Enterprises

Luman Mays  
Pensacola, Fl.  
850-723-9087

#### **PBS&J - Pensacola**

2401 Executive Plaza Road, Suite #2  
Pensacola, Florida 32504  
Phone: (850) 478-9844  
Fax: (850) 478-0620

#### **SheltonDean Incorporated**

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Joel Williams  
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### **Administration**

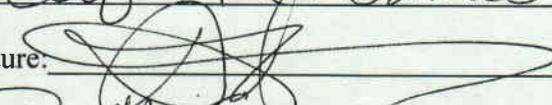
#### **Ironthunder Inc.**

Russell Spears  
850-698-2126

**52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment**

1. The Government suspends or debar Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of \$25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.
2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed \$25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.
3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:
  - A. The name of the subcontractor.
  - B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.
  - C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.
  - D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

Company Name: Clifton G. James's Associates (CJA)

Authorized Signature: 

Printed Name: Russell L. Spears

Date: 4/6/07