STATEMENT OF INTEREST AND QUALIFICATIONS FOR
COMMUNITY MARITIME PARK MASTER DEVELOPER

COMMUNITY MARITIME PARK

PENSACOLA, FLORIDA

APRIL 6, 2007

SUBMITTED BY:

Hammes Company

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Lambeau Field - Green Bay, Wisconsin

THE WALL STREET JOURNAL

"After a $295 million expansion and renovation, Lambeau has become a lucrative year-round attraction." ***September, 2004***

1.0 EXECUTIVE SUMMARY

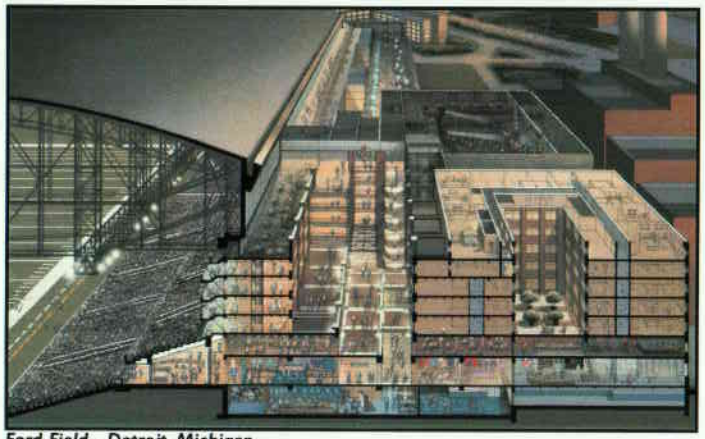
Hammes Company ("Hammes") is pleased to submit the following qualifications statement in response to the "Request for Qualifications – Master Developer of the Community Maritime Park Project" dated February 21, 2007.

Hammes is proposing to act as the Master Developer for the purpose of: a) assisting the Community Maritime Park Associates ("CMPA") to realize the vision for the Project, b) overseeing the development of planned public improvements, and; c) executing the planning, development, finance, marketing and operations of a mixed-use development that may include residential, hotel, retail, commercial, office and other complimentary uses on the site (the "Project"). Hammes has a unique set of qualifications to meet the specific challenges associated with the Project and will bring several key advantages to the role of Master Developer working in conjunction with the CMPA, including:

Development and Project Management Experience: Hammes is one of the nations leading real estate development and project management firms with current assignments totaling more than $3.5 billion. Hammes specializes in the development of large-scale, complex development projects. Our firm is experienced in executing projects with challenging site conditions (e.g. remediation, pile construction, wet lands/flood plain mitigation), significant infrastructure requirements (e.g. parking, roadways, utilities) and which integrate both public and private uses within the same site and/or facility. Hammes has the capabilities to oversee all aspects of a project from its inception including planning, design, engineering, finance, construction and operations. Hammes has developed numerous projects under public-private ventures and is able to contract for services under a project guarantee structure.

Sports Anchored, Mixed-Use Development Experience: Hammes has developed its practice with a focus on sports-anchored, mixed-use development projects that create a destination and sense of place within the community. Hammes has successfully executed some of the most notable sports-anchored developments completed in recent years that integrate retail, entertainment, commercial and public uses to realize dynamic 365-day environments.

Public / Private Financing Experience: One of the greatest strengths Hammes can bring to a project is our expertise and knowledge of the public and private financing structures. Our experience in public projects has given us a unique skill set in identifying funding opportunities and executing projects in manner that will realize the optimal fiscal-economic benefit to the public. Additionally, our extensive experience as a private developer gives us the knowledge, expertise and extensive network



Ford Field - Detroit, Michigan

REAL ESTATE & CONSTRUCTION REVIEW

"Ford Field is a different kind of building...(it) creates an opportunity for development beyond the stadium use for commercial, office, restaurant, retail and entertainment uses that can keep the entire facility open for much more than just football games"
Michigan Construction Review, 2004

of financial relationships necessary to secure competitive financing structures on mixed-use development projects.

Approach to Design and Construction: Realizing the goals and objectives of the CMPA and City of Pensacola are paramount to the successful execution of the Project. The integrated and complex nature of the Project requires a coordinated design and contracting effort to ensure that there is a seamless transition between the public and private components.

Hammes has had a great deal of experience coordinating multiple design, engineering and contracting partners on large-scale, complex development projects. If selected as Master Developer, Hammes will work with the CMPA to develop the scope of work for each phase of the Project and will utilize our relationships with local, regional and national design, engineering and contracting firms to identify the best possible Project Team to realize the vision for the Project.

Project Execution: The ability to manage Projects within an established framework is critical to the success of a development. Hammes will work to oversee every facet of the Project and will coordinate its work with the CMPA, architects, engineers, contractors and other Project Team partners through a proprietary project management system – PROJECTrac – which Hammes has developed to specifically address the issues, requirements and reporting mechanisms that are inherent with complex development projects. This system establishes sophisticated cost modeling and reporting mechanisms that track the scope, schedule and costs against established benchmarks on a real-time basis. This system is a proven project delivery system that has been used to successfully implement development assignments on our own behalf and on behalf of our clients.

Successful Execution of M/WBE and LBE Programs: Hammes is committed to a demographically diverse workforce in its Projects. Hammes has established a track record for successfully implementing Minority/Women Business Enterprises ("M/WBE") and Locally Based Enterprise ("LBE") practices on our projects to promote and encourage active and meaningful participation and employment of minority and locally owned businesses and individuals.

COMPANY CONTACT
Hammes Company
5712 Odana Road
Madison, WI 53719
Phone: (608) 274-7447
Fax: (608) 274-7442

2.0 DEVELOPER PROFILE

Founded in 1989, Hammes Company is a national real estate development company with 18 offices and more than 250 employees located in primary markets throughout North America. Hammes is currently involved in real estate development and fee-for-service engagements with an aggregate value exceeding $3.5 billion.

Hammes differentiates itself in its experience executing projects that become the focal point of the communities and regions in which we work. Hammes has built its expertise in four primary market segments – sports and entertainment, commercial, healthcare and government and academic. Our mission is to develop projects that anchor the community, create a strong economic and fiscal benefit and which realize a successful investment platform for our clients, investors and partners.

Hammes develops projects for its own portfolio and engages in fee-for-service assignments on behalf of both public and private clients. When operating in a fee-for-service engagement our services are tailored to meet the specific challenges and organizational demands of each project and include:

Development Advisory Services - Hammes is engaged under a professional services agreement to prepare a comprehensive Development Plan that measures project feasibility and establishes deal structuring parameters.

Project Management - Hammes functions in a fee-for-service contracting format to provide our clients with the comprehensive services for all aspects of project delivery.

Program Management - Hammes performs the project management functions described above under a total project guarantee contractual format.

Development Management - Hammes functions under a development agreement with our clients to provide the real estate development and investment resources associated with ancillary real estate components.

Hammes is a full-service real estate company with expertise in the key disciplines of real estate development. A list of our primary services and capabilities follows.

2.0 DEVELOPER PROFILE

Development

Hammes is involved in the oversight of every aspect of a project from its inception through operations and asset management. Hammes has core expertise in several key areas of development including:

- Project Management
- Development Planning
- Deal Structuring
- Design Management
- Construction Administration
- Site Analysis and Selection
- Master Planning
- Public & Regulatory Approvals
- Master Project Budgets
- Project Schedule / Phasing
- Procurement Services (i.e. FF&E)
- Accounting and Cost Control
- Contract Negotiation
- Contract Administration
- Change Order Avoidance
- Reporting & Communication

Finance & Investment

Hammes is involved in structuring the ownership and disposition strategy for real estate portfolios on our own behalf and on behalf of our clients. Hammes has core expertise in several key areas of finance and investment including:

- Project Feasibility Analysis
- Development Strategies
- Economic Base Analysis
- Program Verification
- Value Analysis
- Project Due Diligence
- Financial Feasibility
- Asset Investment & Advisory
- Debt & Equity Placement
- Sale-Leaseback Financing
- Ancillary Development Analysis
- Ownership Structuring
- Tax Structuring
- Financial Management

Leasing & Marketing

Hammes has been involved with the marketing and leasing of medical, commercial office, retail and entertainment space in both regional and national markets. Hammes has core expertise in several key areas of marketing and leasing including:

- Market Research
- Feasibility Analysis
- Program Development
- Sponsorship Sales
- Sponsorship Activation
- Theme / Brand Development
- Retail Concept Development
- Strategic Partnering
- Site Assessment
- Demand Analysis
- Fiscal/Economic Analysis
- Leasing / Brokerage
- Transaction Management
- Signage Plan / Strategy
- Marketing / Web Site
- Public Relations / Media

Management

Hammes manages commercial, retail and health-care related assets on its own behalf and on behalf of our clients. Hammes has core expertise in several key areas of management including:

- Portfolio Strategy
- Asset Management
- Property Management
- Property Accounting
- Operations Contracting
- Capital Investment Strategy
- Operating Budgets
- Vendor Contracting
- Facilities Analysis
- Contract Services
- Technology Development
- Acquisitions / Dispositions
- Tax Structuring
- Operating Company / Advisor

3.1 Developer Personnel

The knowledge, experience and training of our senior staff and project personnel are some of our greatest strengths Hammes can bring to a development assignment. Collectively, the Project Team possesses specialized skills which encompass the needs of the Project including experience in:

- Developing Projects under Public-Private Structures
- Sports-Anchored, Mixed-Use Developments
- Site, Parking and Infrastructure Development
- Implementation of Affirmative Action / EEO Practices on Public Projects
- Real Estate Development
- Real Estate Finance and Investment
- Marketing and Leasing
- Operations and Asset Management

Hammes will lead the development efforts of the Project and will assign its most senior development and project management staff to the Project. Robert Dunn, Amy Supple and Stuart Zadra will serve as the senior management team assigned to the Project with responsibilities for oversight and Project execution. Amy Supple will be the primary point of contact and liaison between the CMPA, City of Pensacola, Hammes and other parties with interests in the Project.

A description of the roles and experience of the key members of the Development Team follows. All will be engaged at the Project inception and will remain actively involved in each phase of the development.

Lambeau Field
Green Bay, Wisconsin

ROBERT P. DUNN

PRINCIPAL-IN-CHARGE

Robert P. Dunn is a Managing Principal and President of Hammes Company. Mr. Dunn has been active in the real estate development and construction industries for 19 years and affiliated with Hammes for over 11 years. Mr. Dunn is responsible for the management of operation of the firm's Sports & Entertainment Division, which focuses on development, finance, marketing and operation of major sports and entertainment projects throughout the United States and abroad. Mr. Dunn has been directly responsible for sports, entertainment and mixed-use commercial real estate development projects valued in excess of $4.5 billion.

Mr. Dunn will serve as the Principal-In-Charge of the Project. He will direct all facets of the Project and will have primary responsibility for the implementation of the Development Agreement, debt-equity financing and the oversight of project implementation and for the long-term operations of the Project.

Ford Center
Detroit, Michigan

AMY SUPPLE

DEVELOPMENT DIRECTOR

Amy Supple has been active in the real estate development industry for over 11 years, focusing on sports and entertainment projects for the last 6 years. Ms. Supple is a Development Director with Hammes Company and oversees the development planning, feasibility / market analysis, entitlements, market/leasing and sponsorship activities for Hammes' sports, retail, entertainment, commercial and mixed-use development projects.

Ms. Supple will serve as the Development Director for the project and will facilitate the design, development planning, entitlements, leasing and marketing efforts for the Project.

Lambeau Field
Green Bay, Wisconsin

Los Angeles Memorial Coliseum
Los Angeles, CA

STUART J. ZADRA

PROJECT DIRECTOR

Stuart J. Zadra is a Vice President and Principal with Hammes Company. Mr. Zadra has been active in the real estate development industry for 21 years, specializing in sports and entertainment projects for over 7 years. Mr. Zadra is responsible for managing the design, development, financing and construction of major sports projects throughout the United States.

Mr. Zadra will serve as the Project Director and will oversee the design and construction phases of the Project and will be responsible for oversight of the budget, schedule, contracting and risk management programs to ensure compliance with the established Project parameters.

ERIC J. DE WALD

DEVELOPMENT MANAGER

Eric De Wald is a Development Manager with Hammes. Mr. De Wald's primary responsibilities are to oversee the development planning process and to evaluate/assess the design, feasibility, market conditions and financial performance of the developments.

Mr. De Wald will serve as the Development Manager for the project and will facilitate preliminary budgeting, financial and market analysis during the initial phases of the Project.

DARREL P.K. CHRISTIAN

DESIGN MANAGER

Darrel Christian is the Design Manager with Hammes. His background includes over 30 years of executive level oversight of building projects throughout the United States. Mr. Christian has a broad base of experience in design and construction with a special emphasis in construction costs.

Mr. Christian will guide the design team in providing an economically viable design. He will also provide guidance to the project team for oversight of construction operations as well as budget and schedule compliance.

Meadowlands Stadium
East Rutherford, New Jersey

NFL - Los Angeles
Anaheim, California

JAMES R. HUGHES

CONSTRUCTION MANAGER

James R. Hughes is a Construction Manager with the Hammes Company. His background includes project management and leadership of building projects of various sizes throughout the United States. Mr. Hughes has a broad base of experience in the construction industry that spans over 20 years. He has been subcontractor, general contractor, construction manager, architect, program manager and owner's representative on a wide variety of construction projects throughout the United States.

Mr. Hughes will be directly responsible for daily oversight of construction operations and the Architect's construction administration activities. This includes control and monitoring of construction costs, quality assurance and adherence to the Master Project Budget and Schedule.

PHILIP A. SAUTEBIN

FINANCIAL MANAGER

Philip A. Sautebin is the Financial Manager of Hammes Company and its related entities. Mr. Sautebin has played an active role in the successful completion of many high profile, complex projects for over 7 years.

Mr. Sautebin will be directly responsible for the financial management and risk management of the Project, including creating and monitoring the Master Project Budget and Cash Flow, contracting, reviewing of Project information to determine insurance requirements, and financial reporting.

4.0 PROJECT TEAM EXPERIENCE

The following section provides project profile sheets summarizing the qualifications and experience of the Project Team Members. Our selected project experience as shown in this section includes sports, academic. conference center, retail, medical, commercial and mixed-use experience. All of the projects presented in this outline have been delivered and/or operated with the highest level of quality and within strict budget and schedule parameters.

LAMBEAU FIELD & LAMBEAU FIELD ATRIUM

GREEN BAY, WISCONSIN

ROLE: DEVELOPER (FEE)

This project included an approximately $295 million renovation of Lambeau Field and the addition of more than 1.1 million square feet of mixed-use development along the west sideline of the stadium. The mixed-use elements of the project include premium club and suite spaces for the stadium, approximately 60,000 square feet of retail and restaurant space, 25,000 square feet of museum / exhibit attractions, 60,000 square feet of office space and more than 200,000 square feet of meeting and conference facility spaces.

ESPN THE MAGAZINE

In a 2005 survey of 30,000 sports fans nationally, ESPN ranked Lambeau Field as the number one stadium experience in all of professional sports.

Hammes Company

LAMBEAU FIELD

NEW MEADOWLANDS STADIUM

EAST RUTHERFORD, NEW JERSEY

ROLE: DEVELOPER (FEE)

This project includes the development of a more than 2 million square foot, 81,000 seat professional football stadium to be shared by the New York Giants and New York Jets. In addition to the stadium development the project will also include the development of a 100,000 plus square foot training complex for the New York Giants and, potentially more than 500,000 square feet of mixed-use development to be located on 70-acres surrounding the stadium. The stadium and training complex are planned to be completed in 2010.

Hammes Company

ny

JETS

FORD FIELD

DETROIT, MICHIGAN

ROLE: DEVELOPER (FEE)

This project included the development of an approximately 2 million square foot new stadium and mixed-use development in downtown Detroit, Michigan. The mixed-use components of the project include approximately 250,000 square feet of commercial office, retail and hospitality space integrated within the fabric of the stadium structure. Additionally, another 100,000 square feet of office space and a 700 stall parking garage are located on the stadium grounds.

Hammes Company

Ford

FORD FIELD

AMBULATORY CARE CENTER
MERCY HOSPITAL

MIAMI, FLORIDA

ROLE: PROGRAM MANAGEMENT

This project included a 90,000 square foot ambulatory care center and 600 stall parking garage completed in late 2002. The facility includes an ambulatory surgery center (jointly owned by Mercy Hospital and Physicians) diagnostic imaging, a women's center, and a nuclear cardiology laboratory.

Hammes Company

MERCY Hospital

FLUNO CENTER

MADISON, WISCONSIN

ROLE: DEVELOPER (FEE)

This executive education facility includes 100 guest rooms and more than 40,000 square feet of meeting space including classrooms, conference rooms, an auditorium, case study rooms, banquet and reception rooms.

FT FINANCIAL TIMES

In a survey of 66 executive education schools from around the world, the Fluno Center has been ranked as the top institution for food and accommodations in custom programs for three consecutive years. – ***Financial Times (May 15, 2006)***

Hammes Company

FLUNO CENTER
FOR EXECUTIVE EDUCATION

OVIEDO HEALTH CENTER
ORLANDO REGIONAL HEALTHCARE SYSTEM

ORLANDO, FLORIDA

ROLE: DEVELOPER (FEE)

Hammes Company has provided development services to the Orlando Regional Healthcare System for its Oviedo Health Center.

The 73,000 square foot facility includes an ambulatory surgery unit, urgent care center, community meeting room, pharmacy, physician offices and diagnostic services.

Hammes Company

ORLANDO REGIONAL HEALTHCARE
When it matters most.

MILLER PARK

MILWAUKEE, WISCONSIN

ROLE: DEVELOPMENT ADVISOR

This project included a 1.2 million square foot ballpark (43,000 seat) built on a 265-acre site for the Milwaukee Brewers. Hammes was involved in this project early in the development stages representing the State of Wisconsin in evaluating the site, design, program, budget and schedule assumptions associated with the Project. Hammes transitioned off the Project upon the establishment of the Wisconsin Baseball Park District which took over the management of the Project in 1997.

Hammes Company

Miller Park

THE SHOPS AT PABST FARMS

OCONOMOWOC, WISCONSIN

ROLE: DEVELOPMENT ADVISOR

Hammes developed the retail strategy to anchor his more than 1,500 acre Master Plan Community. The Development Plan includes an approximately 100,000 square foot neighborhood center and a 700,000+ square foot regional shopping center. The first phase of the Project was completed in 2005.

Hammes Company

PABST FARMS
THE SHOPS

TWO PIERCE PLACE

ITASCA, ILLINOIS

ROLE: DEVELOPER

This 25 story office tower is part of the Chancellory Place Corporate Center in Itasca, Illinois,. The Development Features an emphasis on urban-style hardscape with an outdoor plaza connecting to a 250-room Wyndham Hotel.

Hammes Company

AURORA MEDICAL CAMPUS

OCONOMOWOC, WISCONSIN

ROLE: DEVELOPER (FEE)

Development of a regional Aurora Hospital and mixed-use medical campus on 43-acres of land at Pabst Farms. This project is currently in the final design and entitlements phase relates to the hospital components.

Hammes Company

Aurora Health Care

FORD CENTER

DETROIT, MICHIGAN

ROLE: DEVELOPER (FEE)

This Project included the development of more than 200,000 square feet of office space, 140,000 square feet of hospitality space and 25,000 square feet of retail space integrated as part of Ford Field and the Ford Field Complex in downtown Detroit, Michigan.

Hammes Company

FORD CENTER

NFL STADIUM & SPORTSTOWN SITE (ANAHEIM)

LOS ANGELES, CALIFORNIA

ROLE: DEVELOPMENT ADVISOR

Developed a Master Plan strategy for a 47 acre site in Anaheim, California that includes an NFL Stadium and more than 1.3 million square feet of commercial, retail and residential components.

Hammes Company

NFL

BROOKFIELD LAKES CORPORATE CENTER

BROOKFIELD, WISCONSIN

ROLE: DEVELOPER

This development is situated on a 160-acre campus in one of the prime commercial development corridors outside of Milwaukee, Wisconsin. The project includes more than 500,000 square feet of office and retail space and 41-acres of conservancy land which serve as an amenity to the corporate office park. In 2006, the occupancy rate for the entire portfolio exceeded 92%.

Hammes Company

5.0 FINANCIAL RESOURCES

Hammes has experience in the financing of projects under both public and private structures. Our experience with public projects has given us a unique skill set in identifying public funding opportunities and executing projects in a manner that will realize the optimal fiscal-economic benefit to the public.

As a real estate development and investment company Hammes has an extensive network of financing relationships that are familiar with the nuances of the integrated mixed-use, public-private structures under which we work. Hammes has the ability to fund the equity commitment for the private development components through internal source or may rely on one of its existing relationships with an outside investment partner. As a private company Hammes does not prepare a consolidated financial statement for the Company or its affiliates. Hammes will provide financial references as requested by CMPA and will establish a definitive commitment of all equity financing at the time an agreement is executed with CMPA.

REFERENCES

Tommy Thompson has been personally involved with several large projects with which Hammes Company has had significant involvement including Lambeau Field, Miller Park and the Kohl Center.

Mr. Tommy G. Thompson – Former Secretary U.S. Department of Health & Human Services Former Governor of Wisconsin
Partner, Akin Gump Strauss Hauer & Feld LLP
Robert S. Strauss Building
1333 New Hampshire Ave, NW
Washington, DC 20036
(202) 887-4000

Mr. Harlan worked with Hammes Company through the development, finance, design, construction and opening of the Lambeau Field Redevelopment.

Mr. Robert Harlan - Chairman / CEO, Green Bay Packers
1265 Lombardi Avenue
PO Box 10628
Green Bay, WI 54304
(920) 569-7500

Hammes Company works closely with Mr. Tisch on the development the New Meadowlands Stadium for the New York Giants and the New York Jets.

Mr. Steven Tisch – Owner, New York Giants
Loews Corporation
667 Madison Avenue
New York, NY 10021
(212) 521-2828

Hammes Company has worked closely with Ms. Lampen on the New York Yankees parking project.

Ms. Barbara Lampen – Senior Vice President, Strategic Planning & Development, New Jersey Sports & Exposition Authority
Meadowlands Sports Complex
50 State Route 120
East Rutherford, NJ 07073-2160
(201) 842-5227

Hammes Company has worked with Mr. Blaum on the Wachovia Arena project in Wilkes-Barre, Pennsylvania.

Mr. Kevin Blaum – Luzerne County Convention Center Authority / Former State Senator from Pennsylvania
Wyoming Seminary
201 North Sprague Avenue
Kingston, PA 18704-3593
(570) 270-2160

COVENANT WITH THE COMMUNITY

Realizing the goals and objectives outlined in the Covenant with the Community will be a critical to the success of the Project. Hammes will work with the CPMA and the City of Pensacola to realize the primary goals outlined in the Covenant with the Community as follows:

7.1 Demographic Diversity

The Development Team is committed to the principal philosophy of Minority/Women Business Enterprise ("M/WBE") and Locally Based Enterprises ("LBE") practices to promote and encourage active and meaningful participation and employment of minority and locally owned businesses and individuals.

We are committed to meeting or exceeding a W/MBE goal of 20% for this Project, including ensuring that minorities and women are adequately represented in the construction workforce.

Construction and Permanent Job Compliance Plan

Realization of the minority participation goal requires dedication to the involvement of M/WBE and LBE businesses and individuals in all facets of the development process - professional services, contracting for construction and the project workforce and the ongoing management and operations teams. We propose to established a minority participation program tailored to the unique requirements of each phase of participation.

Construction Compliance Plan

Based on our experience, professional services will represent approximately 30% of the total costs associated with the proposed project. We believe a commitment toward minority and local participation within the Professional Services Team is important to the overall commitment to meaningful M/WBE participation on the Project.

Contracting for construction will represent approximately 70% of the total costs associated with the proposed development. Our ability to realize M/WBE and LBE goals is dependent on our ability to establish and implement an effective outreach program and to structure the assignments in a manner that permit subcontracting and joint-venture relationships with M/WBE and LBE enterprises.

Our contracting program is based on past programs that have been successfully implemented and includes:

- MBE Contracting Manual
- Monthly Progress Reports
- Maintenance of Records and Utilization Reports
- Local Market Assessment
- Technical Clearinghouse
- Project Awareness Sessions
- Certification Review and Assistance
- Subconsultant Identification Assistance
- Subcontractor Bidding and Award Assistance
- Contract Monitoring
- Business Assistance Program
- Mobilization Assistance Program
- Contract Close-Out

The project workforce will represent a significant portion of the of the total project costs. The project workforce will be employed by the General Contractor and its Sub-Contractors. We will implement an EEO and technical assistance program to support efforts of project participants in achieving participation goals, monitoring performance and accessing trained labor in the local marketplace. The EEO program would include:

- Monthly Progress Reports
- Maintenance of Records and Utilization Reports
- Labor Market Assessment
- Workforce Clearinghouse
- Workforce Database
- Workforce Monitoring
- Job Placement Program
- Workforce Training Programs
- Workforce Retention
- Contract Compliance Monitoring

Ongoing Operations Plan

The Project Team proposes to include a diverse workforce for the ongoing operations of the Project as a goal in the Operations Plan that will be developed for the Project.

Community Outreach Plan

The commitment to M/WBE and LBE participation in the Project requires an active and ongoing commitment to community outreach by the Development Team members. During the construction and throughout the ongoing operations of the Project, the Development Team will designate a member of the team to act as the "community liaison officer" charged with building community relationships and coordinating hiring activities. This community liaison officer will also document and report the status of M/WBE and LBE participation to the CMPA, City and other public agencies as required.

The Project Team plans to implement a community outreach plan that includes several strategies to inform and involve the community in all phases of the Project. Our firm maintain strong working relationships with many of the region's most active and progressive community based organizations. We will utilize our broad network of relationships with these organizations to streamline the involvement of minority owned businesses and individuals.

The Development Team shall also actively purse notification, advertisements and promotion of opportunities at the Project through newspapers, community groups and other procurement and hiring outreach resources.

Project Case Studies

The combined resources found within the Development Team provide a tremendous foundation of experience for the development and implementation of our minority and women owned business participation program. The experience and success of our organizations in leading minority business initiatives is noteworthy. The following case studies provide a brief overview of several of our most recent accomplishments on similar projects.

Ford Field, Detroit, Michigan

During the development of Ford Field the Detroit Lions were very committed to the philosophy of business participation and workforce development involving minority, disadvantaged, women and locally owned businesses and individuals. The City of Detroit and Wayne County goal of 30% participation was adopted by the Lions as a priority for the project. In response, Hammes Company prepared a comprehensive Targeted Business Participation and Workforce Diversity Program which met or exceeded the program requirements by implementing the processes and procedures we are proposing for the Project. The successful results for the project included:

MBE Goal:	25%	Actual:	30%
WBE Goal:	5%	Actual:	6%
DBBE Goal	30%	Actual:	37%
WCBB Goal	30%	Actual	35%
Overall Goal:	30%	Actual:	36%

Lambeau Field – Green Bay, Wisconsin:

For the Lambeau Field project the Green Bay Packers made a strong commitment to business participation and workforce development involving minority, disadvantaged, women and locally owned businesses and individuals. This commitment was challenging given the relatively small number of Minority Business Enterprises (MBE), Women's Business Enterprises (WBE) and Disadvantaged Business Enterprises (DBE) in Northern Wisconsin.

At the onset of the project Hammes set in place the community outreach initiative for targeted business. Through this initiative, Hammes was able to exceed all targeted business goals. Similar results were achieved on workforce diversity goals. The successful results for the Project included:

MBE Goal:	15%	Actual:	16%
WBE Goal:	5%	Actual:	7%
Overall Goal:	20%	Actual:	23%

7.2 Community Programming and Activation

A critical element to the success of this Project is the ability to establish it as an anchor destination within the Community. To achieve this, the development must be programmed in a way to encourage the activation of the site for multiple events of all sizes on a 365-day a year basis.

Hammes is uniquely qualified to assist the CMPA in realizing this Covenant with the Community. Over the last ten years our work has been focused on taking community assets - mainly sports facilities - that have sat idle during a large portion of the year and finding ways to activate them into year-around destinations.

Hammes is committed to working with the CMPA to realize the Covenant with the Community and will work to establish programs and strategies with the CPMA that exceed the expectations of the Greater Pensacola community.

8.1 PROJECT APPROACH AND MANAGEMENT

The ability to manage the Project within an established framework is critical to the success of the development. Hammes will organize its Development Team to oversee the project and control financial decisions to ensure the project parameters are consistent with the structure that is established by the CMPA.

In the initial phase of the development, Hammes will complete a comprehensive Development Plan to establish framework for the development and set the benchmarks against which the Project is measured throughout its lifecycle. Figure 9.1 illustrates how these plans are implemented to control various disciplines of the Project. These Development Plan will include:

Master Plan: Establishes the conceptual design, preliminary master project budget, preliminary master project schedule and other key elements that will drive the development.

Finance Plan: Establishes the financial structure and financial framework for the Project.

Project Management Plan: Establishes the project policies, controls and procedures that will be used to administer the project.

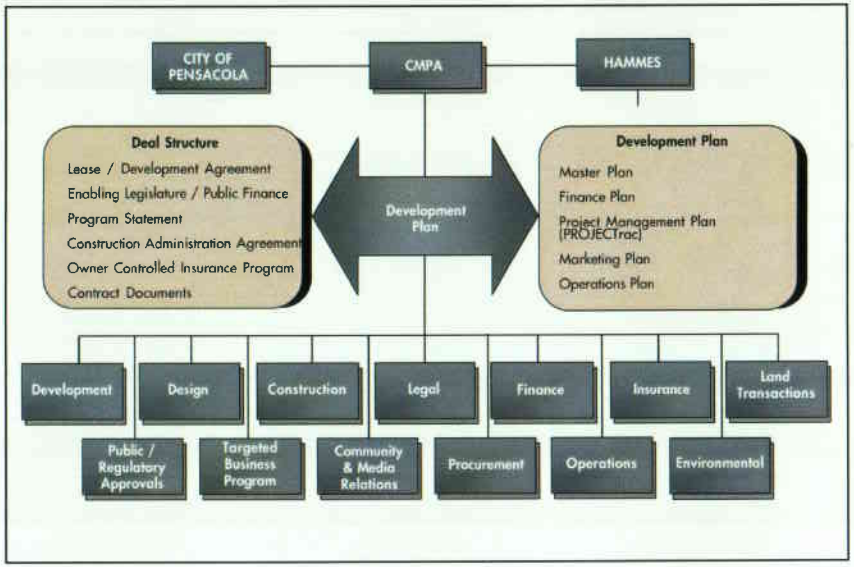


Figure 8.1

Operations Plan: Establishes the preliminary operating parameters for the project. The Operations Plan will include an operations pro forma which will be used to assist in establishing the financial projections for the Project.

Marketing Plan: Establishes the preliminary leasing parameters, tenant mix, public relations and marketing plans for the project. The marketing plan will include an estimated pre-operations and operations budget which will be used to assist in establishing the financial projections for the Project.

Once established, the Development Plan is used to establish the baseline assumptions for the Project. Hammes then tracks the status of the Project with a proprietary management system known as PROJECTrac. The CMPA will receive monthly updates of the status of the public components in the the PROJECTrac reporting formats. A description of the system and key deliverables of this system are included in the section that follows.

PROJECTrac System

The outline provided below summarizes how the software elements of the PROJECTrac system are utilized in the critical areas impacting development, including:

Design and Scope Management

Project scope and design must be aggressively managed in order to mitigate project risks. The Project scope and detailed cost estimates will be defined in the Development Plan which is completed in the first phase of the Project.

Hammes will utilize PROJECTrac to provide continuous and immediate cost and impact analysis throughout the Project. This analysis is generated into sophisticated cost modeling and reporting mechanisms that track the scope and project costs against the baseline established in the Development Plan on a real-time basis.

Risk Management

Hammes will establish a complete contract and insurance administration program to mitigate financial risks and exposure. PROJECTrac will be used to establish a Risk Assessment Report, Owner Protective Program, and Cash Flow Management Report.

Construction Management

The Project Team will work together to oversee each facet of the Project to ensure proper oversight and management of the development process. PROJECTrac will be used to coordinate the development decisions and to provide a system for tracking Project status through the lifecycle of the Project.

Procurement Management

Hammes will control procurement of all facets for the project to assure complete design and proper buyout. Hammes will coordinate the efforts between the Contractor and Architect to ensure the complete scope of the project is included in the Contractor's schedule of values. Contractors are required to coordinate their own schedule of values with the PROJECTrac format to ensure the full scope of work is accounted for in the Master Project Budget and tracked through the Financial Management System.

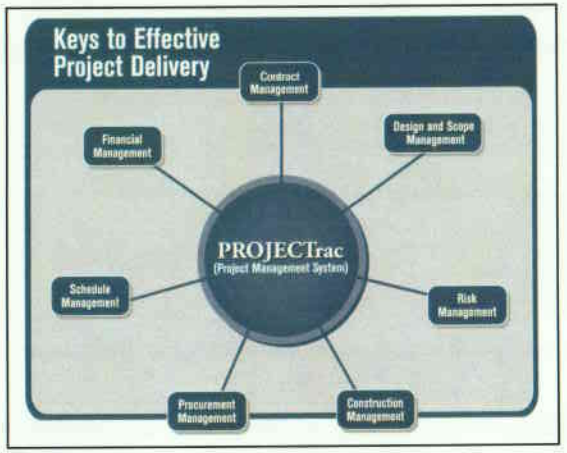


Figure 8.2

Schedule Management

PROJECTrac provides a dynamic scheduling resource to measure and control the project schedule using time, labor and monetary measures. PROJECTrac will be used to identify variances in the Project schedule and to review these against the scope, contracts and budget controls embedded in the system.

Financial Management

Hammes will provide a comprehensive financial management system geared toward the unique requirements of the Project in both the development and operations phases of the Project. In the development phases of the Project, Hammes will administer a project cost control system which provides for the preparation of a schedule of values, maintenance and records of payment, preparation of payment requests, and review of expense data. Hammes will also routinely review accounting and cost control reports generated by the Contractor. PROJECTrac continuously monitors project costs and establish comparisons to the established Master Project Budget.

In the operations phases of the Project, Hammes will use PROJECTrac to continuously monitor payments, receivables and expenses of the Project within an established reporting format of the partnership. Hammes will issue monthly statements and a financial overview as part of the annual Operations Plan for the Project.

Contract Management

Similar to the Financial Management systems, the Contract Management Systems are established to control both the development and operations phases of the Project. In the development phase the PROJECTrac system will be used to establish a Master Contract and Master Application for Payment system for the Project. All contracts, including sub-contracts, will be administered within an established payment system which is embedded in the contracts and provides a high level of control over payment.

Hammes will use PROJECTrac to evaluate and confirm the completion of each scope of work and administer the payments according to the terms and conditions outlined in the contract documents.

In the operations phase the PROJECTrac system will manage vendor contracts, procurement-payment schedules and the general expenses associated with the operations of the Project. Hammes will incorporate updates related to the contract status, revisions, amendments in the monthly reports generated to the Partnership.