



Statements of Interest and Qualifications  
for Community Maritime Park Master Development

RFQ No. 2007-02

04.05.07



LAND CAPITAL  
GROUP®



April 4, 2007

Community Maritime Park Associates, Inc.  
Neighborhood & Economic Development Division  
City of Pensacola  
P.O. Box 12910  
Pensacola, FL 32521-0062

Re: Statements of Interest and Qualifications for Community Maritime Park Master Developer  
RFQ No. 2007-02

Dear CMPA Board Members,

Land Capital Group respectfully submits for your consideration our response to your Request for Qualifications for the Master Developer for the Community Maritime Park project.

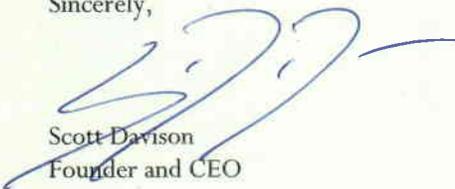
A world class development like the Community Maritime Park becomes a reality through the collaboration of a world class development team. Land Capital Group has assembled a peerless group of professionals that has the experience, talent, and desire to transform vision into reality.

As you review the team's qualifications, you will note that in addition to the expected presence of renowned architects, planners, engineers and others, we have been fortunate enough to include three strategic visionaries excited to participate in the Gulf Coast's revival: Michael Buckley of Halycon, LTD, Henry Beer of Communication Arts Design, and Karin Bacon of Karin Bacon Events. These individuals and their firms are the best of the best when it comes to designing and creating an authentic sense of place ensuring that Community Maritime Park becomes an essential part of Pensacola. Their iconic designs melding beauty and functionality have inspired others around the world.

A project of this scope and magnitude has the potential to lead the western half of Downtown Pensacola in an economic and cultural renaissance. The opportunities to enhance the education and economic vitality of small, local, and minority businesses is integral to the success of the development. The vision that the voters of Pensacola embraced and entrusted to your leadership is one that is within reach. We passionately believe that the level of the project's success can extend beyond the community's expectations to become a model for waterfront revitalization developments for years to come. The Community Maritime Park will live up to its name and become the center of community where residents and visitors alike can enjoy the immense beauty of Pensacola as they live, work, shop, and play in a landmark destination on the bay.

Thank you for your valued time and consideration.

Sincerely,

  
Scott Davison  
Founder and CEO

1850 SIDEWINDER DRIVE  
2ND FLOOR  
PARK CITY, UT 84060  
T 435.214.5555  
F 435.214.5500  
WWW.LANDCAPITAL.COM

# STATEMENTS OF INTEREST AND QUALIFICATIONS FOR COMMUNITY MARITIME PARK MASTER DEVELOPER



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## DEVELOPMENT TEAM

### Master Developer

Project Manager – Harold DeBlanc

Land Capital Group, Inc.

### Strategic Vision

Senior Development Strategist  
Placemaking Visionary  
Image Creation and Event Programming

Halycon LTD  
Communication Arts Design  
Karin Bacon Events

### Market Research & Economic Analysis

Economic Research Associates

### Marketing

Marketing  
Commercial Photography  
Commercial Retail & Restaurant Leasing

AC Advertising Agency  
Al Henderson  
Saxet Realty, Inc.

### Site Planning & Architecture

Coordinating Planner/Architect  
Stadium Architect  
Architect

Cline Design Associates  
HKS Architects, Inc.  
Caldwell Associates Architects, Inc.

### Engineering

Coordinating Civil Engineer  
  
Traffic and State Entity Coordination

Baskerville - Donovan  
Engineering & Planning Resources  
Company

### Financing

Federal & State Subsidized Public Financing Specialists  
Private Financing

The Normandy Group  
JP Morgan Asset Management  
Darden & Associates, LLC

### Insurance

Quinn Insurance

### Covenant with the Community Consultants

Gulf Coast African American Chamber of  
Commerce

**MASTER DEVELOPER**



**Land Capital Group, Inc.**  
1850 Sidewinder Drive, 2<sup>nd</sup> Floor  
Park City, UT 84060  
Office: 435.214.5600  
Fax: 435.214.5544  
[www.landcapital.com](http://www.landcapital.com)

**Scott Davison**  
Chief Executive Officer

**Role: Master Developer**

*Transforming Visions into Reality*

Land Capital Group is a full service real estate development firm with nine offices throughout the United States. Formed in 1998, Land Capital Group enjoys a unique position in the industry combining entrepreneurial innovation and flexibility with institutional strength and discipline.

Our innovative real estate developments start with the visions of civic leaders, residents and tenants. We explore unique solutions to the needs of both the community and the marketplace through creative approaches to design and planning. These visions are then brought to life by Land Capital Group's team of committed, experienced professionals.

Our institutional capital resources give us the strength to see projects through from inception to completion. Our development history includes 42 completed projects with 25 currently under development. This proven ability to perform has made Land Capital Group a recognized leader in the real estate development field.



## MASTER DEVELOPER

### Silver Cloud Partners, Inc.

2557 Lower Lando  
Park City, UT 84098  
Office: 435.658.5367  
Fax: 435.658.0264  
[hdeblanc@xmission.com](mailto:hdeblanc@xmission.com)

**Harold DeBlanc**  
Project Manager

### Role: Master Developer

Leading and managing development projects; recruiting the necessary talent and expertise to the development team; partnering with private capital and public entities; producing credible feasibility analysis for decision-making; accomplishing financial closings and project starts; getting business done in the best interest of owners based on his prior experience as an owner/developer. These are some of the roles Mr. DeBlanc performs on behalf of owners. He is unwavering in his commitment to the successful completion of project assignments; and he has the experience, capability, and relationships to deliver.

Founded by Harold J. DeBlanc, III, Silver Cloud Partners is a development, asset management and capital solutions company. Mr. DeBlanc provides key consulting services to owners of real estate, public infrastructure, and other income generating property. He often performs as an owner's Development Executive with primary responsibility for all aspects of a project from sourcing and concept development through completion of construction and stabilized operations.

Mr. DeBlanc's major clients include Lehman Brothers Holdings Inc.; Trimont Real Estate Advisors, Inc.; Forest City Enterprises, Inc.; and LCOR Incorporated. Representative assignments include a 5.2 million sf mixed-use, waterfront development; the complete redevelopment of a 700,000sf regional mall; expansion and upgrading of a 300,000sf power strip center; asset management for a motor sports raceway; procurement of a major life sciences and mixed-use development opportunity.

In addition to comprehensive development services, Mr. DeBlanc performs defined responsibilities - including for example: market, program, and financial analysis; and capital recruitment - in support of owners' efforts to understand new opportunities, close transactions and develop property.



STRATEGIC VISION

Halcyon Ltd  
Real Estate, Business and Development Solutions



**Halcyon LTD**

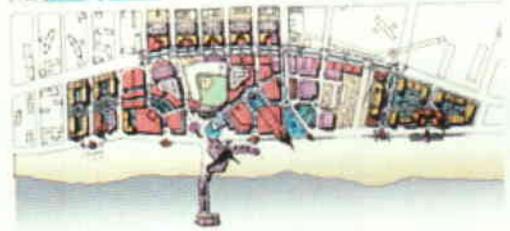
377 Saint Ronan Street  
New Haven, CT 06511  
Office: 212.595.7862  
[www.halcyonltd.com](http://www.halcyonltd.com)

**Michael Buckley**  
President

**Role: Sr. Development Strategist**

Halcyon LTD provides consulting services to Developers, Designers, Government Agencies, and Financial Institutions. Our services are focused on real world market responsive solutions to Reposition Underperforming assets, create Strategic Plans for urban areas and to assist in creating viable Mixed-Use/Retail concepts.

Our advisory services are dedicated to assisting development teams on complex multi-component and multi-phase projects—and on unique, yet implementable Mixed-Use environments. Since 1975 Halcyon has served clients at each stage of the real estate development process, from concept and feasibility to design validation and occupancy. Our services are specifically dedicated to identify and solve our client's most critical problems.



STRATEGIC VISION



Communication Arts Design

1112 Pearl Street  
Boulder, CO 80302  
Office: 303.447.8202

[www.commarts-boulder.com](http://www.commarts-boulder.com)

**Henry G. Beer**

Co-Chairman

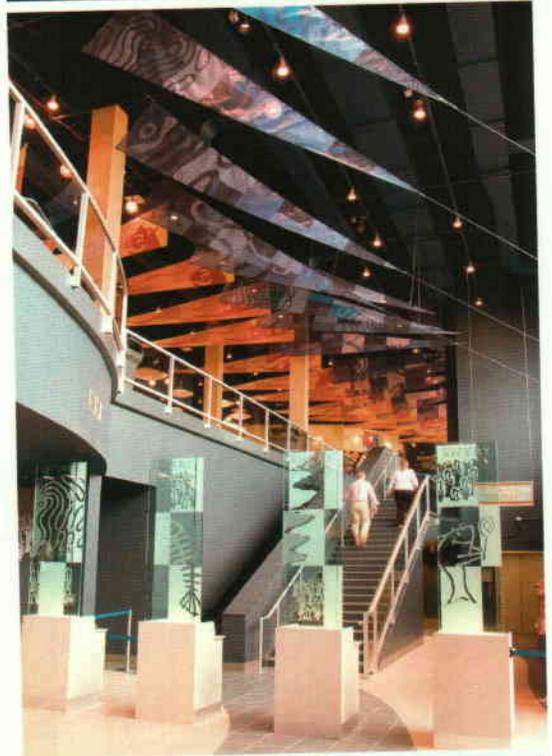
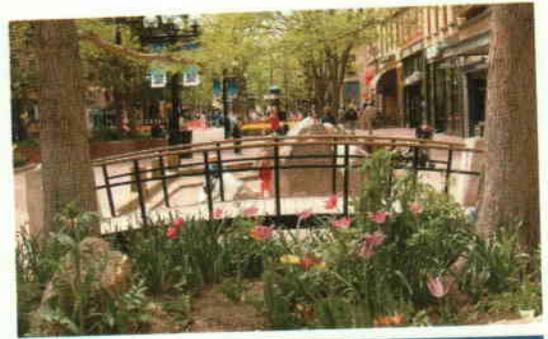
**Role: Placemaking Visionary**

CommArts is a full service, multi-disciplinary firm that applies design as a strategic service in shaping the client's vision, differentiating a project or product, and attracting patronage to increase the client's market share. Services offered include qualitative research, needs assessment, master planning, visioning, design, identity and branding, environmental graphics and placemaking within retail, urban, resort, sports and hospitality environments.

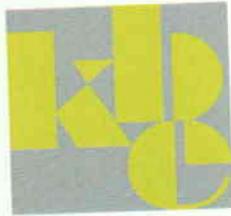
The Boulder, Colorado firm was founded in 1973 by Principals Henry Beer and Richard Foy, both former employees of The Office of Charles Eames. Managing Partner Janet Martin joined the firm in 1977. Today the staff is composed of 55 full-time employees, with backgrounds and education in environmental graphics, print graphics, architecture and interior design.

CommArts is typically responsible for the development of overall project character as well as planning and design for retail environments and urban and mixed-use projects. CommArts connects people, places, cultures and markets by weaving project stories that entice peoples' curiosity and invite participation. Project successes include Diagonal Mar in Barcelona; Staples Center in Los Angeles; Park Meadows Mall, Denver; Tokyo Midtown, Tokyo, Japan; Bugis Junction, Singapore; JFK International Airport Terminal 4; the Downtown Boulder Mall, Prudential Center, Boston, and Madison Square Garden, New York City. As a firm working in many cities, careful attention is paid to the distinguishing market characteristics that lead to unique and memorable solutions.

CommArts' projects have been recognized with awards from the Urban Land Institute, the Department of Housing and Urban Development and the International Council of Shopping Centers. The firm's identity and marketing programs have been honored by the New York Art Directors and The Art Directors Clubs of Denver, Houston and Los Angeles and have been published in Print, and Communication Arts magazines.



STRATEGIC VISION



karin bacon events

**Karin Bacon Events**

630 Ninth Avenue  
 Suite 701  
 New York, New York 10036  
 Office: 212.307.9641  
 Fax: 212.307.9663  
[www.karinbaconevents.com](http://www.karinbaconevents.com)

**Karin Bacon**

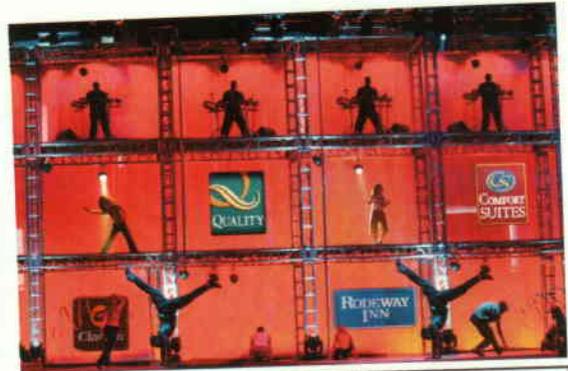
President/Creative Director

**Role: Image Creation and Event Programming**

Karin Bacon Events (KBE) is an event planning and production company that specializes in designing on-of-a-kind live experiences such as seasonal festivals, civic celebrations, launches, promotions, openings, and anniversaries for a wide range of corporations, government, and cultural institutions. From concept to conclusion, KBE has creates a wide variety of visually striking and effective events from outdoor spectacles attended by thousands of people to elegant parties for invited guests.

Drawing on over thirty years of experience in the worlds of fashion, media, entertainment, and the arts, KBE consults with architects and developers on ways to bring vitality to public spaces. We develop long-range strategies, unique to every project that may include arts, entertainment, recreation, sports and signature celebrations. Our public space programs for real estate developments, shopping malls, plazas, parks and waterfronts not only generate visitation at all times of day and in all seasons of the year, but also develop a sense of community, enriching the quality of life for tenants and tourists alike.

The team at Karin Bacon Events, known for its creativity and high quality of production includes some of the most innovative and respected producers, performers, and designers working in the world of entertainment. KBE events have consistently attracted positive press coverage in print and broadcast media.



**MARKET RESEARCH AND ECONOMIC ANALYSIS**



**Economic Research Associates**

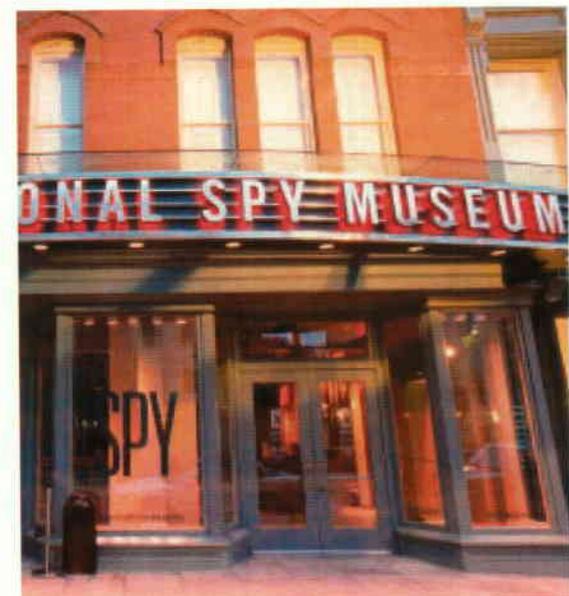
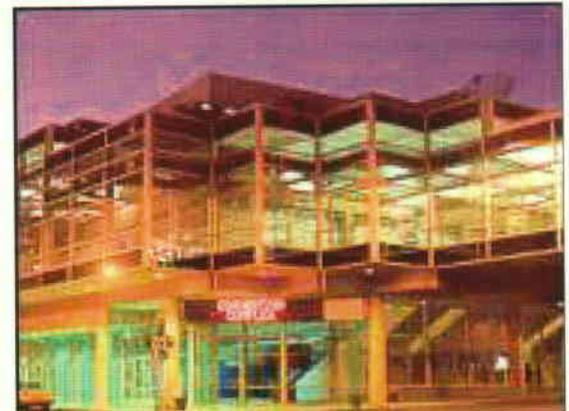
1101 Connecticut Avenue N.W., Suite 750  
Washington, D.C. 20036  
Office: 202.496.9870  
Fax: 202.496.9877  
[www.econres.com](http://www.econres.com)

**Patrick Phillips**  
President

**Role: Market Research and Economic Analysis**

Economics Research Associates is an international consulting firm focused on economic analysis for the entertainment and leisure industry, real estate development, public-policy analysis, tourism, and economic development. Since its founding in 1958, ERA has completed over 15,000 assignments yielding unmatched experience in land use economics. In the process, the firm has made important contributions to some of the World's most innovative and successful development projects. Our projects span the globe and range from repositioning single land uses to New Towns planned over 30 years.

In broad terms, ERA assists private developers and public agencies in assessing the future economics and outcomes of real estate projects and economic development plans. ERA offers a diverse array of economic analysis and tools to answer complex problems.



**MARKETING**

**AC Advertising Agency**

Post Office Box 12592  
Pensacola, FL 32503-2592  
Office: 850.437.3301  
Fax: 850.437.0179

**Audra Carter**

Owner/Broker

**Role: Marketing**

The founding of AC Advertising is the culmination of Ms. Carter's 25-year career as a sales executive in the insurance, hospitality and media industries. Her civic and business experience in the Northwest Florida community give her unique leadership ability to be a network and relationship builder, a key component in growing an advertising and promotions agency.

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**Al Henderson**

Post Office Box 19076  
Pensacola, FL 32523  
Office: 850.791.1838  
Fax: 850.473.6634

**Al Henderson**

Principal

**Role: Commercial Photography**

Al Henderson formed his company in 1997. His photographs have appeared in various media including newspapers, magazines, DVD & CD covers, calendars, postcards, catalogs, and posters. He has photographed over one hundred weddings, formal events and other special occasions. Mr. Henderson licenses images for commercial and editorial use. He currently uses the Fuji S2 Pro Digital Camera.



**MARKETING**



**Saxet Realty, Inc.**

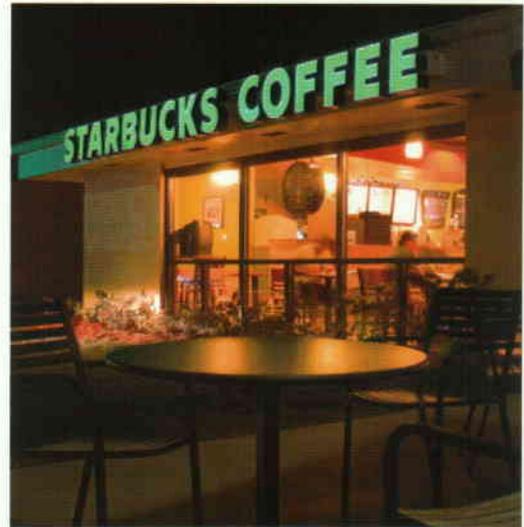
222 S. Navy Blvd  
Pensacola, FL 32507  
Office: 830.935.3691  
Fax: 830.935.3692

**Cynthia M. Griffin**

Broker/President

**Role: Commercial Retail and Restaurant Leasing**

Founded in 1987, Saxet Realty, Inc. provides professional leasing services for select developers, landlords, and national retailers throughout Florida and the Gulf Coast.



**SITE PLANNING AND ARCHITECTURE**



**Cline Design Associates**

CDA – Raleigh Office  
125 N. Harrington Street  
Raleigh, NC 27603  
Office: 919.833.6413  
Fax: 919.836.1280  
[www.clinedesignassoc.com](http://www.clinedesignassoc.com)

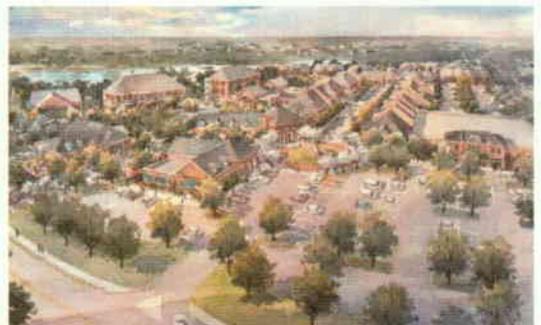
**John Feldon, AIA**

Senior Principal, Director of Design

**Role: Coordinating Planner / Architect**

Since 1989, Cline Design has taken a multi-disciplinary design approach to the built environment that combines our expertise in architecture, urban design, land planning, landscape architecture and interior design. With over 80 staff members in our Raleigh, NC and Wilmington, NC office, Cline Design has Studios that specialize in a range of markets including: multi-family and single-family residential, student housing, corporate facilities, office, retail, mixed-use developments, restaurants, golf clubhouses, recreation and sports facilities, academic institutions and hospitality.

In 2002, Synthesis Architects of Wrightsville Beach, North Carolina combined forces with Cline Design Associates to form Cline Design Associates of Wilmington, PLLC. They have been providing architectural design services to the Wilmington, North Carolina area since 1974.



SITE PLANNING AND ARCHITECTURE

**HKS**

**HKS Architects, Inc.**

225 East Robinson Street

Suite 405

Orlando, FL 32801

Office: 407.648.9956

Fax: 407.648.9976

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

**Mike Woolen**

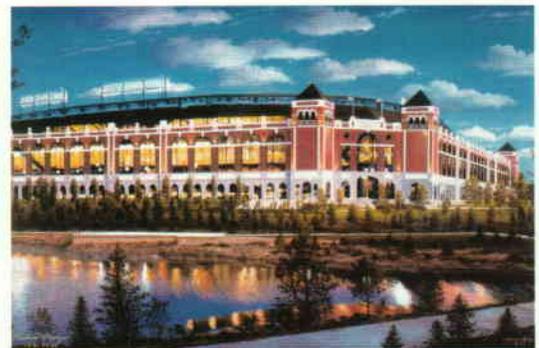
Vice President

**Role: Stadium Architect**

For more than 65 years, the top-four national architectural firm has nurtured a culture that reveres both invention and customer focus. Today, HKS is a leader among U.S. architectural design firms recognized for its unique ability to both create and deliver buildings of distinction through award-winning architectural, planning, structural engineering, and interior and graphic design services.

The firm, headquartered in Dallas, has offices in Atlanta, Denver, Detroit, Fort Worth, Las Vegas, Los Angeles, Orange County, Orlando, Phoenix, Richmond, Salt Lake City, San Francisco, Tampa, Washington DC, Mexico City, and London. Our project experience includes corporate headquarters, office buildings, healthcare facilities, sports facilities, hotels and resorts, banks, justice and aviation facilities, religious, public buildings, multi-family housing, educational facilities, retail, and industrial projects located in 758 cities located in 46 states, the District of Columbia, and 41 foreign countries.

A four-person executive committee including Ronald L. Skaggs, FAIA, FACHA, chairman; H. Ralph Hawkins, FAIA, FACHA, president and chief executive officer; Nunzio M. De Santis, AIA, executive vice president; and Craig Beale, FAIA, FACHA, CHE, CHC, executive vice president, manages the firm. These individuals are committed to creativity, continued learning, client satisfaction, and the ability to invite diversification and change into our firm. HKS is constantly striving to provide the best services, further the industry, and support the community.



**SITE PLANNING AND ARCHITECTURE**



**Caldwell Associates Architects, Inc.**

116 N. Tarragona Street  
Pensacola, FL 32501  
Office: 850.432.9500  
Fax: 850.438.6537  
[www.caldwell-assoc.com](http://www.caldwell-assoc.com)

**H. Miller Caldwell Jr.**  
Principal

**Role: Architect**

Caldwell Associates, located in downtown Pensacola, was founded in 1986 by H. Miller Caldwell, Jr. Since then, we have established a reputation of excellence based on service to our clients and a philosophy of quality design and construction within the unique constraints of each project.

Our rich heritage, combined with a vision for the future and our reputation of excellence, professionalism and integrity, has allowed us to successfully meet our clients planning, design and architectural needs for the past fifteen years. For these reasons, we continue to be ranked as one of the top architectural firms in the area.



**ENGINEERING**



**Baskerville-Donovan, Inc.**

449 West Main Street  
Pensacola, FL 32502  
Office: 850.438.9661  
Fax: 850.433.6761  
[www.bdi-ae.com](http://www.bdi-ae.com)

**Dave Hemphill**

Vice President/Sr. Landscape Architect

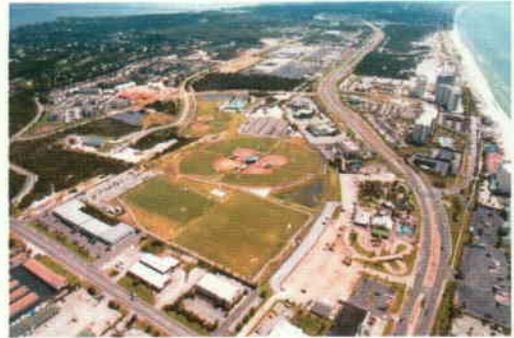
**Role: Coordinating Civil Engineer**

BDI has begun its eighth decade of professional service to Florida and Alabama. The firm traces its origins to 1927 when its founder, Russell G. Patterson, served as Project Engineer for the financing, design, and construction of the first bridge across Pensacola Bay. Over the course of time, the company has undergone extensive growth and corporate change, but it retains the pioneering spirit and innovation of its origins.

In addition to its corporate headquarters in Pensacola, BDI has regional offices in Sarasota, Panama City, Tallahassee, Destin, Apalachicola, Brevard County, and Pasco County Florida, as well as in Mobile, Alabama. With this geographic coverage we are able to provide our clients with a local familiarity and a quick response time that complements the strength of our professional abilities.

As a multidiscipline professional firm, BDI provides comprehensive services to more than 200 clients in the public, private, and industrial sectors. We are proud to have been ranked among the "Top 500 Design Firms" in the United States by *Engineering News Record* magazine.

BDI takes great pride in its excellent client relationships. We have the resources and the experience to handle the largest engineering projects, but we also have the professional sensitivity to serve the smallest client in an efficient and cost-effective manner. We are committed to providing quality service to each and every one of our clients.



### ENGINEERING

#### Engineering and Planning Resources Company

1515 East Silver Springs Boulevard  
Ocala, FL 34470  
Office: 352.629.0211

#### Bonita Player

Owner/President

#### Role: Traffic and State Entity Coordination

Engineering & Planning Resources, P.C. was formed in 2004 to provide specialty professional engineering and planning services to both public and private sector clients. ERP, a DBE/WBE firm, offers expertise in transportation planning, public involvement, community and site planning, water resources, stormwater drainage, traffic analysis, traffic design, roadway lighting design, as well as environmental permit and environmental justice studies. The principals of ERP are located and have experience in both Florida and Virginia. It is the mission of ERP to be a strong industry design, analysis, and planning resource to the engineering community. A summary of EPR's profession experience and qualifications are as follows:

#### TRANSPORTATION PLANNING

EPR's staff has extensive experience on a wide variety of transportation and land use linked projects such as corridor studies, traffic impact studies, transportation demand analysis, bicycle and pedestrian planning studies, travel surveys, and long range transportation plans. Certain staff members have also participated in a wide variety of transit planning studies, including: station area planning, intermodal transportation feasibility studies, and intermodal facility planning studies. Also worked on a number of long-range regional transportation planning projects, including statewide transportation policy plans, development of access management standards, statewide bicycle and pedestrian planning, regional transportation plan updates.

#### PUBLIC INVOLVMENT

EPR's staff has participated in the consensus building process for many planning projects. Their involvement has included identifying stakeholders, orchestrating and moderating public or stakeholder's meetings, stakeholder's workshops, participation in focus groups, along with other consensus building techniques. These efforts have been an integral part of both planning projects and final design projects.



#### TRAFFIC ENGINEERING

EPR's staff has an extensive background in traffic engineering design. Combined they have designed over 80 traffic signals, 50 roadway/area lighting plans, numerous signing and marking plans, maintenance of traffic plans, and minor roadway geometric improvement project throughout their career.

This design work included preliminary design analysis through final design and was for facilities ranging from minor arterials to major interchanges. In addition to design staff members have also provided construction phase services including providing review of shop drawings and conducting field inspection and final sign-off of construction projects.

#### COMMUNITY AND SITE PLANNING

EPR's staff has provided services related to area-wide impact projects including long range transportation plans, campus planning studies, and development of access management guidelines and traffic calming guidelines for localities.

## FINANCING



### The Normandy Group, LLC

888 16th Street, NW, Suite 530

Washington, D.C. 20006

Office: 202.223.8950

Fax: 866.488.4697

### Louie Dupart

Managing Partner

### Role: Federal and State Subsidized Public Financing Specialists

The Normandy Group is a Washington, D.C. based Government Affairs firm with a well-respected, bi-partisan legislative practice group. The Normandy team is comprised of former Congressional staff in both the House and Senate that have served in major policy and political positions as legislative operatives and committee staff. The firm represents a host of diverse clients such as Fortune 500 companies, medium and small businesses, local governments, healthcare institutions, colleges and universities, and not for profit organizations. The firm has decades of experience in securing federal funding for large and medium scale development projects.

The Normandy Group has been very successful. It has secured anywhere from \$600,000 to \$7.2 million per year for individual development projects. The firm has also helped our clients develop strong and meaningful relationships with Member Congress, Congressional staffs, Administration officials, and public and private organizations. Moreover, we have proposed innovative and creative ideas for our clients, for example creating partnerships which have provided additional revenue for the project. All of this has raised the stature of the project and the company in Washington, DC putting them in a position to secure federal funding each year. Producing tangible results is critical, and we work aggressively with each client with that goal in mind.

**FINANCING**



Asset Management

**J.P. Morgan Asset Management**

245 Park Avenue  
Mail code: NY1-Q210  
2nd Floor  
New York, NY 10167  
Office: 212.648.2106  
Fax: 212.648.2262

**Frederick Sheppard**  
Managing Director

**Role: Private Financing**

JPMorgan Asset Management delivers financial expertise and solutions to governments, corporations, endowments, foundations and individuals worldwide. We manage more than \$1 trillion in assets globally, with nearly \$560 billion in institutional assets, placing us among the largest institutional money managers in the world. At JPMorgan Asset Management, our legacy has been built original insight and translating that insight into results. Today, our advice, insight and intellectual capital drive a growing array of innovative strategies powered by new ideas, sophisticated analytics and a relentless focus on generating results for each institutional client.

**Darden & Associates, LLC**

321 Devilliers Street, Suite 306  
Pensacola, FL 32501  
Office: 850.433.0300  
Fax: 850.433.0020

**Oliver M. Darden**  
Managing Owner

**Role: Private Financing**

Founded in 2004, Darden & Associates consists of two employees. Darden & Associates is an investment firm.

**INSURANCE**

**Quinn Insurance**

3340 East Olive Road  
Pensacola, FL 32514  
Office: 850.494.2267

**Rodney Quinn**

Owner

**Role: Insurance Broker**

Rodney Quinn is a local insurance broker approved to provide insurances from Zurich and Lloyds of London, among other carriers.

**COVENANT WITH THE COMMUNITY CONSULTANTS**



AfricanAmerican  
Chamber of Commerce

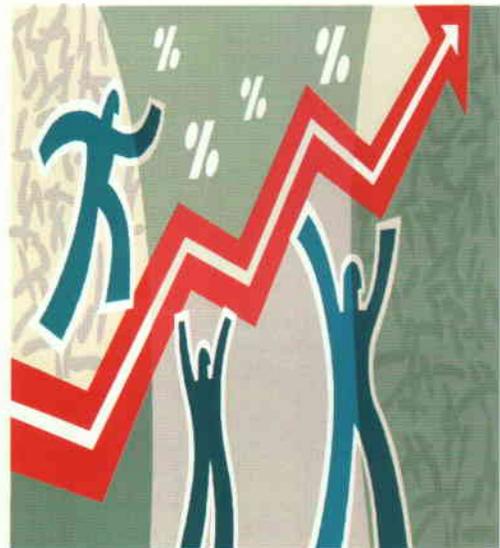
**Gulf Coast African American Chamber of  
Commerce**

17 West Maxwell Street  
Pensacola, FL 32501  
Office: 850.433.0593  
[www.gcaacc.biz](http://www.gcaacc.biz)

**Darnell Simms**

Executive Director

The vision of the Gulf Coast African American Chamber of Commerce is to be the leading advocate and beacon for African American and minority-owned businesses for economic development, business development, and wealth creation and distribution along the Gulf Coast.



**Scott Davison**  
**Chief Executive Officer**  
**Land Capital Group, Inc.**

Scott Davison is the Founder and CEO of Land Capital Group. He is responsible for formulating the strategic vision of the company and seeing it through to its execution. Mr. Davison is an expert in real property development with a special emphasis on retail. Mr. Davison also has extensive experience in strategic business planning, consensus building management, competitive analysis and penetration strategies for new markets. Under Mr. Davison's direction, Land Capital has successfully grown into a vertically integrated national development firm.

Prior to forming Land Capital, Mr. Davison was the Vice President of Development for Hollywood Entertainment, Corporation, where he led a successful development team into new markets throughout nine southeastern states. Prior to Hollywood, Mr. Davison was a Senior Real Estate Manager for PepsiCo's Taco Bell brand where his responsibilities included market analysis, penetration strategy, site selection and acquisition of new sites. Mr. Davison started his career at Sanvista Development Company as a Project Manager and subsequently as Director of Development.

Mr. Davison holds a Bachelor of Science in Business Administration from the University of Southern California with a concentration in Finance/Real Property Development and attended the Graduate School of Urban and Regional Planning at USC.

**Harold DeBlanc**  
**Project Manager**  
**Silver Cloud Partners, Inc.**

A graduate of University of Colorado, Boulder, B.S. Business Administration - Finance, *Magna Cum Laude*, 1985, Mr. DeBlanc offers more than 18 years of project development and investment experience working for The First Boston Corporation (now Credit Suisse First Boston); The Linpro Company and LCOR Incorporated (related private development companies with early ties to Lincoln Property Company); Pacific Development Inc. (the real estate subsidiary of PacifiCorp, a Fortune 100 company); and other development and investment firms as a self-employed consultant. He has directed, or contributed materially to, the planning and development of projects representing several billion dollars of total cost and investment. His experience includes office, retail, multi-family, condominium, mixed-use, transit oriented development, land development and relatively unique projects including airport passenger facilities, life sciences and technology buildings, and a NASCAR/IRL race track.

**Michael Buckley**  
**President**  
**H\_Halcyon LTD Real Estate Advisors and Development Consultants**  
**Director, Columbia University Real Estate Development Program**

As President of Halcyon Ltd, a Development Advisory firm, Michael Buckley has an international reputation for Mixed-Use Retail and Strategic Planning for under-utilized sites such as Washington's SE Federal Center, Moscow's Manezhnaya shopping complex, Puerto Rico's San Juan Harbor and the new Knowledge Corridor, and the revitalization of Coney Island. Buckley is currently advisor on a mixed-use complex in Quindao China, for a destination themed Hotel fronting San Juan harbor, and for a new Science City targeted to Bio-Science in Puerto Rico. Buckley has also advised on disposition strategies for Fortune 50 Corporations such as Citibank, AT&T, PPG Industries, Mead Corp, Pitney Bowes, and for international Pension Funds such as KLM, Phillips and Hexalon. Prof. Buckley sits on the Board of Interlink, a Caribbean developer of Residential Resorts and Hotels.

Michael Buckley is Director of Columbia University's MSc in Real Estate Development Program (MSRED), and heads the Center for High Density Development (CHDD), a new Columbia research initiative to prove the benefits of Density. Prof. Buckley is responsible for curriculum development, managing the MSRED Faculty and teaching three core courses in Asset Repositioning, Real Estate Trends, and the Case Study Studio. In addition he teaches the CHDD Senior Seminar and directs the Independent

Research course, directed the recent Global Development Incentives Study to analyze international Urban Regions, Mega Projects and Science Cities.

A Former ULI Trustee and Chairman of ULI's Urban Mixed-Use Council, Prof Buckley ran the ULI Program Committee, responsible for all sessions at the bi-annual ULI Conferences. He is a member, and former chairman, of the Real Estate Roundtable's Research Group. Prof. Buckley is a frequent speaker on Trends for the AIA, APA, NAREIM, ULI, and the ICSC in the USA, MIPIM in France, SAPOA South Africa, Immotour in Spain, ULI Global Conferences in Paris and Barcelona, E&Y in Australia, for Columbia MSRED Program in Berlin and Frankfurt, for CODI in Costa Rica, and for BOMA in New Zealand. He holds BA and BSc Degrees from Rice University, and a Masters Degree in Advanced Studies from MIT. He is Past President of the Connecticut Society of Architects and Author of numerous articles on Retail Mixed-Use and Urban Revitalization. He was chosen as a Fellow of the American Institute of Architects, and was recently named Fellow, the Royal Institute of Chartered Surveyors.

### **Henry G. Beer**

#### **Co-Chairman**

#### **Communication Arts Design**

California-born and raised Henry Beer co-founded Communication Arts with Richard Foy in 1973. The two met at the Office of Charles and Ray Eames in Venice, California and began their Colorado practice in 1973. Thirty-one years later they, along with president and partner Janet Martin, head a staff of fifty-two architects, industrial, interior, graphic, and environmental graphic designers in their downtown Boulder, Colorado office. With projects in over 15 countries, the practice has changed the way people experience the public realm.

Mr. Beer has completed over four hundred projects for national and international clients. He has been published in numerous professional and public interest magazines and journals. He is a frequent speaker on design and business at universities, professional schools and national conferences including the Urban Land Institute, American Institute of Architects and the International Council of Shopping Centers. He has appeared on CBS, NBC and was heard on National Public Radio discussing issues related to design and culture.

He has won many national design awards and has served on design juries, including the AIA National Honor Awards and the NEA National Design Awards Committee.

### **Karin Bacon**

#### **President/Creative Director**

#### **Karin Bacon Events**

A recognized specialist in animating parks, streets, waterfronts, plazas, and shopping environments, Karin Bacon works with architects and developers to bring life to new projects and revitalize existing ones. Through public space strategies involving events, entertainment, recreation, public art, and culture, Karin Bacon works to create vibrant places for people to live and work. Each public space program is designed to reinforce and enhance the unique character of a particular project.

Karin Bacon is involved from the conceptual stage of a development project through implementation to assure that the site design and infrastructure will accommodate a full range of events and site activities. In addition to developing a sense of community and continuity among the users, these highly visible programs work to attract new tenants and increase visitation.

Karin Bacon has created innovative signature celebrations, entertainment programs, openings, exhibitions, and promotions for cities, cultural institutions, corporations, and private clients throughout the United States and abroad. Her broad range of experience includes projects as diverse as major public celebrations for the City of New York, store openings for Saks Fifth Avenue, family festivals for the Bronx Zoo, and consulting on the redevelopment plan for Lower Manhattan. An innovative producer, she brings to every project a vivid imagination and practical knowledge gained from over thirty years of experience.

**Patrick Phillips**  
**President**  
**Economic Research Associates**

Patrick Phillips coordinates all aspects of ERA's organization, strategy, business development, and service delivery. After serving as managing director of ERA's Washington D.C. regional office since 1993, he was named President of the firm in January 2000. His professional practice focuses on market and economic analysis, strategic planning, and transaction-related services for real estate investors and developers, public agencies, financial institutions, and non-profit organizations. His clients have included Hines, American Electric Power, Samsung, Forest City, Plum Creek Timber Co., Centex, Crosland, PepsiCo, NBC News, The Port Authority of New York and New Jersey, Belz Enterprises, Alcoa, Pulte Homes Corporation, CNL, and The American Red Cross.

**Cynthia Griffin**  
**Commercial Real Estate Broker**  
**Saxet Realty, Inc.**

As a licensed real estate broker in the states of Florida, Texas and Alabama, Ms. Griffin has over 20 years experience in the real estate industry. During this tenure, she has represented both landlords and tenants throughout the southeast with a special emphasis in the Florida panhandle. She has represented numerous national retailers on an exclusive basis including Ruby Tuesdays, Starbucks, Office Depot, Cold Stone Creamery, Raving Brands, Hollywood Video, Radio Shack. Ms. Griffin has a Bachelor of Science and a Master of Science in Land Development from Texas A & M University. She is also Certified General Real Estate Appraiser.

**John Feldon, AIA**  
**Senior Principal, Director of Design**  
**Cline Design Associates**

As Director of Design for CDA, John is responsible for overseeing the design process, encouraging and challenging staff and acting as a catalyst for design discussions. He has built a reputation for mixed-use expertise along with residential and retail design. John has 22 years experience and is a member of the American Institute of Architects, the Urban Land Institute, and the National Council of Architectural Registration Boards. He is currently serving on the Durham Appearance Commission. John also was a speaker at the 2002 National Home Builders Association National Conference, and was a member of the 2002 North Carolina AIA Urban Design Assistance Team. John graduated from the University of Tennessee at Knoxville in 1981 with a Bachelor of Architecture in the Design and Planning Tract.

**Mike Woolen**  
**Vice President**  
**HKS Architects, Inc.**

Mike Woolen has specialized in sports and public assembly projects for the last 22 years. He has directed sports facilities groups for two other major firms prior to joining HKS in 2000. He is responsible for business development, design, and project management responsibilities in HKS's Sports and Entertainment Group. Mike is actively involved in all phases of projects, but has special expertise in the initial planning stages. His professional experience in sports and public assembly facilities provides him with a comprehensive understanding of all development aspects of projects, including master planning, programming, project budgeting and cost estimating, financial feasibility, operational and functional elements, and design and technology.

His most recent major projects include the development for new soccer stadiums for the Corinthians Club in Sao Paulo, Brazil; the Rayados Club in Monterrey, Mexico; the Dallas F.C. MLS Team in Dallas, Texas; and D.C. United MLS soccer stadium and mixed-use development in Washington, D. C. Recent ballpark projects include master planning for a new AAA ballpark and mixed-use development in Richmond, Virginia and facility and brand enhancements for the Baltimore Orioles. Recent indoor facilities include design studies for an indoor performance center for Disney and a new Orange County Arena for the Orlando Magic.

### **H. Miller Caldwell Jr.**

#### **Principal**

**Caldwell Associates Architects, Inc.**

Mr. Caldwell's 33 years of experience covers a broad array of services on a variety of complex projects. He has an extremely thorough understanding of the Community Maritime Park and the project requirements. His familiarity with CPMA offers unique insight into the overall needs of all stakeholders. Miller Caldwell's experience includes master planning, conceptual studies, schedule/budget control, and document production for all aspects of project delivery.

### **Dave Hemphill**

#### **Vice President/Senior Landscape Architect**

**Baskerville-Donovan**

Mr. Hemphill is a Vice President and the Senior Landscape Architect for BDI and provides technical expertise and project management on a variety of tasks. His experience includes large-scale resort developments and permitting through local, state, and federal agencies. He has served as project manager for federal projects involving airport runways, wastewater treatment plants, roadway repairs after Hurricane Opal, and military training facilities. In addition, he has provided technical services including site planning, subdivision design, park design, and planting and irrigation designs on projects throughout the Florida panhandle. He serves as project manager and coordinator on numerous projects for the firm's key long-term clients with his responsibilities ranging from conceptual design through construction administration. He has a long-standing working relationship with the Santa Rosa Island Authority and Escambia County to stabilize the infrastructure at Pensacola Beach. Mr. Hemphill is a graduate of *BSLA, Landscape Architecture*, Iowa State University.

### **Bonita Player**

#### **President**

**Engineering & Planning Resources Company**

Ms. Player has over 13 years of experience in Civil/Transportation Engineering. Ms. Player has developed multi-discipline civil engineering experience in the areas of Traffic Engineering and Transportation Planning. Ms. Player's experience in the Traffic Design includes complete responsibility for design and development of lighting plans, maintenance of traffic plan, signing and pavement marking plans, DMS design, and signalization production and design. Lighting design experience includes photometric analysis, plans production, special details and report production.

Transportation Planning experience encompasses traffic impact studies, certain aspects of site design, construction cost estimating and PD&E studies. She has prepared and written several traffic impact studies for private developers involving state roadways. She has monitored and maintained Escambia County's Traffic Concurrency program and manage traffic study projects for Escambia County. She has assisted in the preparation of traffic impact studies, sign inventory studies, PD&E alternative studies and utility relocation plans.

Ms. Player has had complete responsibility for the establishment of public involvement plans which included determining avenues for notification, developing notification materials, preparing sites for meetings, organizing and scheduling speakers, and meeting with involved local groups and preparing a final document detailing public involvement activities. Ms. Player was responsible for development and production of public involvement and notification materials, preparing construction cost estimates, compiling corridor study research, and report preparation.

**Louie Dupart**  
**Managing Partner**  
**The Normandy Group, LLC**

Mr. Dupart is the Managing Partner at The Normandy Group, L.L.C and represents a diverse group of Fortune 500 companies, principally on antitrust and competition issues, and colleges, universities, and companies on federal legislative and appropriations matters. Mr. Dupart has more than 20 years of government and legislative experience including 11 years on Capitol Hill as the Chief Counsel for the House Intelligence Committee and the Senate Judiciary Committee, Subcommittee on Antitrust and Business Competition. Mr. Dupart managed a wide range of important intelligence, IT, intellectual property, business competition, and antitrust issues. Mr. Dupart also served as the Deputy Assistant Secretary for Inter-American Affairs at the Department of Defense for then-Secretary of Defense Richard Cheney. Mr. Dupart has excellent contacts throughout the Congress and the Bush Administration, including the National Security Agency, Central Intelligence Agency, and the U.S. Department of State, formed through his years in service on Capitol Hill, the U.S. Department of Defense, and with the Central Intelligence Agency. Mr. Dupart has successfully developed and implemented legislative strategies for clients working with various federal departments, commissions, and agencies. Mr. Dupart has excellent relations with the European Commission and its principal competition agency, Directorate General for Competition. Mr. Dupart has a BA cum laude from Wagner College and a JD from American University. Mr. Dupart also attended the University of Geneva and the Graduate School for European Studies in Geneva, Switzerland.

**Frederick Sheppard**  
**Managing Director**  
**J.P. Morgan Asset Management**

Frederick Sheppard, managing director, is the Acquisition Midwest/South Team Leader. With JP Morgan since 1996, he is responsible for the acquisition of office, industrial, multi-family and retail product in the Midwestern, South-Central and Southeastern United States. Prior to joining the firm, he was employed by Bankers Trust Company, where he focused on originating and underwriting participating mortgage loans and real property equity investments for the Real Estate Finance Group. He is an active member of the Urban Land Institute. Rick holds a B.A. and an M. Arch. from Princeton University.

3. RELEVANT PROJECT EXPERIENCE

**Land Capital Group, Inc.**

Shoppes at Rangeline	Tillmans Corner	AL	Aberdeen Crossing	Aberdeen	MD
Coconut Groves	Mesa	AZ	Hickory Promenade	Hickory	NC
Yuma Marketplace	Yuma	AZ	Statesville Station	Statesville	NC
Gilroy Commons	Gilroy	CA	Sigmon Commons	Wilmington	NC
Berkeley Square	Auburndale	FL	Alamogordo Supercenter	Alamogordo	NM
Brandon Square	Brandon	FL	Dickson City Commons	Dickson City	PA
Crestview Center	Crestview	FL	Ashley River Plaza	Charleston	SC
Coconut Trace Plaza	Estero	FL	Goose Creek Commons	Goose Creek	SC
Cervantes Plaza	Pensacola	FL	Cherrydale Point	Greenville	SC
Creighton Commons	Pensacola	FL	Rock Hill Plaza	Rock Hill	SC
Fairfield Crossing	Pensacola	FL	Augusta Commons	West Columbia	SC
Port Charlotte - Sandhill	Port Charlotte	FL	Corsicana Marketplace	Corsicana	TX
Sandhill Crossing	Port Charlotte	FL	Eagle Pass Crossing	Eagle Pass	TX

### 3. RELEVANT PROJECT EXPERIENCE

Port Richey Plaza	Port Richey	FL	Gateway Plaza	El Paso	TX
St. Lucie Square	Port St Lucie	FL	Lone Star Pavilion	Grapevine	TX
HEC Port St. Lucie	Port St. Lucie	FL	Shoppes at Bissonnet	Houston	TX
Rienhart Plaza	Sanford	FL	Vernal Marketplace	Vernal	UT
Rinehart Commons	Sanford	FL			

#### Silver Cloud Partners, Inc.

South East Federal Credit Union	5,500,000 SF	\$1.5 Billion	Mixed-Use	Washington DC
Washington Area Metro Transit Authority	900,000 SF	\$300 Million	Mixed-Use	Washington DC Colorado Springs, CO
Pikes Peak International Raceway -NASCAR				
New East Baltimore	1,500,000 SF	\$500 Million	Mixed-Use	Baltimore, MD
Five Property Luxury Condominium		\$45 Million	Equity Placement	Los Angeles, CA
Five Property Luxury Condominium			Equity Placement	Portland, OR
Eastwood Mall	700,000 SF		Redevelopment/ Disposition	Birmingham, AL
Village East Shopping Center	250,000 SF		Redevelopment/ Disposition	Birmingham, AL

#### Holycon LTD

Southeast Federal Center Waterfront Plan	50+ Acre Waterfront Parcel	Mixed-Use	Washington DC
Riverfront Redevelopment		Mixed-Use	Budapest Hungary
Coney Island Revitalization Strategy		Mixed-Use	New York City, NY

#### Communication Arts Design

29th Street Mall, Boulder, CO	Miami International Airport, Miami, FL
Adventure Aquarium, Camden, NJ	Monmouth Mall, Monmouth, NJ
Aloha Towers Marketplace, Honolulu, HI	Nicollet Mall, Minneapolis, MN
Annapolis Mall, Annapolis, MD	Northridge Mall, Salinas, CA
Arizona Center, Phoenix, AZ	Ocean Journey, Denver, CO
Bayside Marketplace, Miami, FL	Ontario Mills, Ontario, Canada
BerlinLive, Berlin, Germany	Opry Mills, Nashville, TN
The Block, Orange, CA	Pacific View, Buena Ventura, CA
Bridgewater Commons, Bridgewater, NJ	Park Meadows Mall, Denver, CO
Bugis Junction, Singapore	Park Place Lexus, Dallas, TX
Cherry Creek Mall, Denver, CO	Park Place Motors, Dallas, TX
City of Aspen Retail Analysis	Pearlridge Center, Honolulu, HI
Clearspring Pharmacy, Denver, CO	Perimeter Mall, Atlanta, GA
Colorado Mills, Lakewood, CO	Prudential Center, Boston, MA
Denver Museum of Natural History, Denver, CO	Redmond Town Center, Seattle, WA
Diagonal Mar, Barcelona, Spain	Rivercenter, San Antonio, TX
Dolphin Mall, Miami, CA	Riverwalk, New Orleans, LA

### 3. RELEVANT PROJECT EXPERIENCE

Downtown Boulder Mall, Boulder, CO	Sam Goody, U.S.A.
Fidenza Village, Fidenza, Italy	Santa Monica Place, Santa Monica, CA
Ford City, Chicago, IL	The Shops at Tabor Center, Denver, CO
The Gallery at Harborplace, Baltimore, MD	South Street Seaport, New York, NY
Great Lakes Crossing, Auburn Hills, MI	Snyder's Jewelers, Longmont, CO
Gurnee Mills, Chicago, IL	Sportsgirl Centre, Melbourne, Australia
Int'l Collection @ Denver Design Center	St. Louis Union Station, St. Louis, MO
JFK Int'l Arrivals Terminal 4, New York, NY	Stony Point Fashion Park, Richmond, VA
Knoxville Center, Knoxville, TN	Uptown Houston, Houston, TX
LA Live, Los Angeles, CA	Walters & Hogsett Jewelers, Boulder, CO
LondonLive, London, England	West Acres, Fargo, ND
Maasmechelen Village, Brussels, Belgium	Westlake Center, Seattle, WA
Mall of Georgia, Atlanta, GA	The Westminster Promenade, Westminster, CO
Madison Square Garden, New York, NY	Wertheim Village, Wertheim, Germany

#### Karin Bacon Events

Coney Island Strategic Plan	New York City Economic Development Corporation	Brooklyn, NY
Carlyle Design Charette	Carlyle Community Development Corporation	Alexandria, VA
South East Federal Center	Forest City Washington	Washington DC

#### Cline Design Associates

Riverfront Master Plan	Master Plan of 40-acres downtown Wilmington	City of Wilmington NC	Wilmington, NC
Bal Gra Harbor	Master Plan Harbor Community	Peter Cozens, Forest City	Edenton, NC
DeGraffen Riverfront Residences & Yacht Club	Mixed Use		New Bern, NC
Barefoot Village at Barefoot Resort	Master Planning, conceptual architectural	C&S Commercial	Myrtle Beach, SC
Meadowmont Village Center	400-acre master planning	York Properties, Inc. Capital Broadcasting Co.	Chapel Hill, NC
Diamond View II & III	5-story office; plaza and street level retail		Raleigh, NC

#### HKS Architects, Inc.

Rangers Ballpark	270 AC - 1.4MM SF	Completed 1994	Arlington, TX
Diamond Renovations for Richmond Braves	12,000 seats	Completed 2001	Richmond, VA
Dr. Pepper/ Seven Up Ballpark	200,000 SF	Completed 2003	Frisco, TX
Joker Marchant Stadium Renovation	8,500 seats	Completed 2003	Lakeland, FL
Banner Island Ballpark	150,000 SF	Completed 2005	Stockton, CA North Little Rock, AR
Arkansas Travelers Ballpark	206,000 SF	Completion: 2007	
Richmond Braves Ballpark and Mixed-Use Development	10,000 seat ballpark	Completion: TBD	Richmond, VA
D.C. United Soccer Stadium	1,000 club seats, 30,000 seats in concert	Completion: 2009	Washington, DC

### 3. RELEVANT PROJECT EXPERIENCE

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#### Baskerville-Donovan

Bay County Utility Services	Water Treatment Facility	Panama City, FL
Destin Water Users, Inc.	Development of Master Plan	Destin, FL

### 4. FINANCIAL RESOURCES

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#### FINANCIAL RESOURCES

Land Capital Group currently enjoys a joint venture relationship with JP Morgan Asset Management whereby Land Capital Group provides development expertise and capital and JP Morgan and its institutional partners provide the remaining equity capital required for Land Capital Group developments. Under the agreement, JP Morgan and its institutional partners also co-guaranty with Land Capital Group the debt financing required for the developments. The combined net worth of the JP Morgan Asset Management fund contributing to the Land Capital Group joint venture and the accompanying institutional partner's pension fund valuation exceeds two billion dollars.

Additionally, in keeping with the *Covenants with the Community*, Land Capital Group will make available opportunities for small, local, and minority businesses involved in the investment and banking industry to participate as investors in portions of the development.

### 5. REFERENCES

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#### Land Capital Group, Inc.

Irena R. Edwards	Relationship Manager, AVP	Wells Fargo Bank	Salt Lake City, UT	(801) 246-1554
Kevin Cowper	Director, Community Development	City of Pensacola	Pensacola, FL	(850) 435-1670
Bill Weeks	Inspection Services Administrator	City of Pensacola	Pensacola, FL	(850) 435-1748

#### Silver Cloud Partners, Inc.

Tom Henneberry	COO	Forest City Washington	Washington D.C.	(202) 496-6620
James A. Ratner	CEO	Forest City Commercial	Cleveland, OH	(216) 416-3207
Kurt Eichler	EVP & Principal	LCOR	New York, NY	(212) 760-0060

#### Communication Arts Design

John R. Breeding		Uptown Houston District	Houston, TX	(713) 621-2011
Molly Winter	Director	City of Boulder	Boulder, CO	(303) 413-7300

## 5. REFERENCES

### Karin Bacon Events

Alex Nyhan		Forest City Washington	Washington, DC	(202) 496-6626
Tim Delorm		EDAW		(646) 871-8432
Mara Olguin	VP, Marketing	Charles E. Smith Commercial Realty		(703) 769-1244

### Saxet Realty, Inc.

Neil Nash	VP	Martines Corporation	Pensacola, FL	(850) 429-8640
Sandy Bell	CEO	Ruby Tuesday's, Inc.	Maryville, TN	(865) 379-5700

### Cline Design Associates

Mike Hill		Capitol Broadcasting Co.		(919) 821-8730
John Florian		RAM Development		(919) 834-7579
Sid Camden		Almont Shipping		(910) 341-5700

### HKS Architects, Inc.

Mr. Reid Ryan		Round Rock Baseball, Inc.		(512) 255-2255
Mike Adams	Program Manager	Walt Disney World, Facility Asset Management	Mike.Adams@disney.com	(407) 934-6175
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Jim Kersey	Manager	Real Estate Collaborative, LLC	JKersey@recollaborative.net	(407) 398-6656

### Baskerville-Donovan

Al Garza, PE			Pensacola, FL	(850) 436-5540
Steve Sorrell, PE		ECUA	Pensacola, FL	(850) 969-3300

### The Normandy Group

Albert Ratner	Co-Chairman of the Board	Forest City		(216) 416-3200
Randi Thomas	VP of Institutional Relations	Miami University		(513) 529-4151

### COVENANT WITH THE COMMUNITY

Land Capital Group (LCG) applauds the Community Maritime Park Associates (CMPA) and the City of Pensacola for their commitment to the education and economic vitality of the diverse residents of Pensacola. LCG is also committed to continuing to assemble a team that will extend that same commitment and work with other local partners who also envision the achievement of significant education and associated economic opportunity. Further, LCG has specific plans to provide both education and economic opportunities.

From an educational point of view, LCG is committed to establishing and operating a vibrant and valuable Contractor's Academy. The Academy will partner with both the local academic and small business communities. There is tremendous opportunity, given the proper team and organization, to greatly enhance existing educational programs in Pensacola. The University of West Florida (UWF), Pensacola Jr. College, and George Stone Technical Center all have programs that could not only benefit from direct access to participating in the Community Maritime Park development project, but the project will be more successful with that type of educational participation. These local institutions not only have students seeking applied experience and training, but also have established programs that can be enhanced by interacting with seasoned professionals on a major project in their own community; however, the success of these educational plans assumes efficient and effective systems to partner these existing institutions and the Community Maritime Park development.

The Contractor's Academy will provide the systems and programs to pair students and existing education programs with planners, trades, and business functions associated with the development of this exciting project. The existing educational programs in the community offer training that can be immediately supported with actual work on this project and from direct mentoring and supervision from seasoned professionals. These will include important trades such as carpentry and plumbing, as well as necessary business components including plan reviews, budgeting, and scheduling. It is LCG's view that combining the classroom education that is already taking place with field training and actually doing work on this major Community Maritime Park project will provide skills and opportunities that will benefit a broad range of diverse backgrounds and interests for their entire careers.

LCG is further committed to making an immediate positive economic impact to the local business community, especially for small and minority businesses and business owners. Not only will the Contractor's Academy be available to these groups as well as students, but there will be direct contract opportunities for qualified local small and minority businesses. These opportunities can be provided in a variety of ways. Conceptually, the opportunities can be provided by taking the large overall development opportunity and dividing it into smaller pieces so that a larger number of smaller businesses can participate. Since there are a number of uses within the project, various components can naturally be contracted on a smaller scale than normal which will allow smaller businesses to participate on the contracts. Dividing the project into smaller components allows for smaller crews and lower bonding requirements, for example. Further, as the Master Developer, LCG and / or its affiliates can facilitate bonding to assist the smaller sub-contractors that may not be able to obtain bonding.

Lastly, LCG wants to assure the CMPA and the City of Pensacola that these educational and economic opportunities are not only implemented but highly effective. The most significant way to ensure the success of most ventures is to assemble the best team to accomplish those objectives. In the case of the Community

## 6. COVENANT WITH THE COMMUNITY

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Maritime Park development, LCG strongly believes that the team must include a range of local and diverse organizations and individuals that are part of the community that these objectives are intended to serve. Team members already assembled are summarized below.

### *Small, Local and Minority Team Members*

<u>Organization</u>	<u>Team Member</u>	<u>Organization Type</u>
AC Advertising	Audra Clark	Local, Minority
Engineering & Planning Resources	Bonita Player	Local, Minority
Saxet Realty, Inc.	Cynthia Griffin	Local, Minority
Al Henderson Photography	Al Henderson	Local, Small, Minority
Caldwell Associates Architects, Inc.	H. Miller Caldwell Jr.	Local
Baskerville – Donovan		Local
Karin Bacon Events	Karin Bacon	Minority
Darden & Associates	Oliver Darden	Local, Minority
Quinn Insurance	Rodney Quinn	Local, Minority
Gulf Coast African American- Chamber of Commerce (GCAACC)	Darnell Simms	Regional, Minority