

Master Developer Proposal
Community Maritime Park, Pensacola, FL
May 30, 2008



Exhibit #1
CONCEPTUAL SITE PLAN
Note: building design and location may vary

May 30, 2008

**Community Maritime Park Associates, Inc.
c/o Edward E. Spears, Administrator
Neighborhood & Economic Development Division
City of Pensacola
5th Floor, City Hall
222 West Main Street
Pensacola, FL 32521-0062**

RE: Response to Request for Proposal – Master Developer - Community Maritime Park

Dear Edward:

The Trinity / Weston / Smith Cypress team is pleased to present this proposal for the Maritime Park Project. Our proposal is a “**Preferred Proposal**” as it complies with the required Phase 1 Deliverables per the Design Criteria developed by the Design Criteria Team.

The focus of our team’s proposal is to enable the CMPA and City of Pensacola to achieve the objectives of the effort put forth by the Design Criteria Team and the CMPA’s guidance. We feel that the considerable time, effort and community input given to the Design Criteria Team has been well thought out, well executed and will deliver a legacy project for the benefit of the City of Pensacola.

A key component of our proposal is focused on the opportunity to deliver a environmentally and sustainable project that will be a world-class example for sustainable public/private initiatives. The focus on a “Green” initiative for the Maritime Park project also presents the opportunity to seek alternative funding sources that will enable the team to deliver on the Phase 1 requirements and set the stage for the ultimate mixed-use development as envisioned by the CMPA and City of Pensacola.

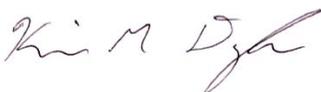
The TWC approach is based on a collaborative effort to work with the CMPA as a partner in delivering the Maritime Park Project. Given the instability in the Capital Markets and overall lending parameters, we feel that there will be a considerable effort to seek out all avenues of alternative funding sources for this project given the cost estimates our team has derived. Our team is extremely equipped, experienced and capable of working as a collaborative partner with the CMPA and City of Pensacola to deliver the necessary site infrastructure and Phase 1 improvements. The team has looked at various methods of value engineering to the requirements in order to provide creative alternatives while keeping with the overall design objectives. Many of these alternatives are presented in our proposal and will be a collaborative exercise in determining how to best deliver the project within budget and scope constraints.

It is important to point out that the individual team members have existing relationships and have substantial project experience together.

The TWC Team has read and understands all the requirements as presented by the Request for Proposals and has done our best to adhere to these guidelines and principles. Furthermore, we acknowledge that all terms and conditions contained herein may be incorporated into the Development Agreement and that the individual signing this letter is authorized to represent the legal entity submitting this proposal. The individual who will execute the development agreement is legally authorized to do so as a representative of the legal entity submitting this proposal.

We look forward to presenting our team in person on June 13th and beginning our collaborative process with the CMPA and City of Pensacola in helping achieve the vision for the Maritime Park Project.

Regards,



Kevin M. Doyle, CCIM
President, Trinity Capital Advisors, LLC

General Development Team Information

The Trinity Weston Cypress (TWC) Team is pleased to submit this proposal for master developer of the Maritime Park project in Pensacola, Florida. The TWC Team, consisting of Trinity Capital Advisors, LLC (Trinity); Weston Solutions, Inc. (WESTON®); and Smith Cypress/Staubach (Cypress), possesses a unique combination of experience, creativity, and financial resources necessary to provide a world class approach and execution for developing the Maritime Park in conjunction with the City of Pensacola and Community Maritime Park Associates (CMPA). The TWC Team represents leaders in real estate development, marketing, management, environmental risk mitigation, sustainability, and value creation. The Team has a unique combination of national reach and local presence within a framework providing a best-in-class approach to development and execution. The Team has extensive experience in developing mixed-use developments while working with municipalities and communities to achieve their objectives. In addition, the individual team members have existing business relationships and projects where they are working together to achieve client-focused objectives. Since our original response to the Request for Qualifications, the TWC team has benefited with the addition of several key team members. This enhanced team now includes Sasaki, HKS Architects, Dant Clayton Corporation, Hatch Mott MacDonald and Greenhut Construction. These specialty firms enable the TWC team to cover a myriad of disciplines while leveraging a substantial knowledge base, familiar with the intricacies, history, goals and dynamics of the Maritime Park Project. The TWC team brings a world class team together for the purposes of meeting and exceeding the expectations of the CMPA and City of Pensacola.

The TWC proposes a comprehensive and proactive approach which is centered on a **Partnership** to allow the TWC Team, the CMPA, and the City of Pensacola to develop an **integrated** and **sustainable** redevelopment plan that includes close **collaboration with the community**. Our approach will also provide the **City** with **maximum control** over the design and redevelopment, while also providing the **maximum return**. Using these themes as our guiding principles, TWC understands the importance of the Maritime Park project to the future of the City of Pensacola, and is committed to working in conjunction with the project stakeholders, the CMPA, and the City of Pensacola to deliver a mixed-use development within the design, budget and timing parameters as set forth in the Phase 1 objective for the project. In addition, TWC understands the importance of the Maritime Park's public uses, and is committed to working with the community and CMPA to ensure that the goals and objectives are met to create a mixed-use development that benefits the entire community.

The TWC Team has relevant experience and capabilities to carry out all professional services required to deliver on a project of this scale, including, but not limited to: architecture, engineering, sustainability, site planning, landscape architecture, scheduling, budgeting, financing, permitting, construction management, quality control, bonding, insurance, accounting, reporting, legal, public relations, marketing, leasing, tenant coordination, and ongoing property management. The TWC Team has the unique capability of bringing national resources and expertise with local project delivery capabilities in Pensacola through our unique, team-based approach. TWC anticipates further enhancements to the team through the inclusion of local, minority and women-owned businesses at a variety of levels. This combination of national resources and expertise with local delivery through experienced professionals and trusted leaders will ensure that the TWC Team will successfully engage local talent and resources as described below:

- Architects (including landscape architects) who are registered to practice in the State of Florida possess working knowledge of the site and are known to the City of Pensacola and a CMPA.
- Engineers (in addition to WESTON who has an office in Panama City, Florida) who are registered to practice in the State of Florida, possess working knowledge of the site, and have a recognition for the important role this development plays for the future of the City of Pensacola.
- Small and Minority Business partners who are known and familiar to the City and CMPA to provide a variety of services ranging from planning, design engineering/contamination services to site operation, maintenance services, and marketing services.

The TWC Team recognizes the critical importance of addressing environmental remediation and liability issues effectively to realize the maximum value from the redevelopment. As an integral member of the TWC Team, WESTON will take full responsibility for environmental remediation and integrate remediation and redevelopment to create higher value for the real estate development. WESTON has experience on nearly

\$200 million in environmental liability transfer projects that are designed to enable real estate transactions. Weston's experience and expertise in public/private partnerships and environmental liability projects will allow the City of Pensacola and CMPA to realize best value to the taxpayers by addressing the following key aspects: experienced risk transfer team; demonstrated innovative environmental remediation solution; complete cost and schedule certainty; permanence of solution; full compatibility with the redevelopment; insurability of the project; and flexibility in business terms.

The TWC Team embraces the goals of CMPA and is committed to providing full support to achieve these goals with CMPA. Specifically, the TWC Team will re-establish and re-connect the community with a dynamic public waterfront that features an expansive public waterfront park; a community multi-use facility suitable for athletic events; festivals, and other community activities; conference center; university education and office facilities; commercial; office; retail; residential; restaurant; entertainment; promenades; parking and all necessary ancillary uses, including infrastructure and site improvements.

In summary, the TWC Team is committed to fully align itself with the goals and objectives of the City of Pensacola and CMPA, and realize the maximum value from the redevelopment of site from multiple perspectives—economic, social, political, cultural and educational.

The TWC Team consists of over 3,000 full-time professionals located across the United States and other parts of the World. Specifically, the TWC Team has the capabilities in place in Pensacola to lead and deliver the project with local resources in a timely, cost efficient, and safe manner. Our team includes specialists in development, financing, infrastructure, environmental remediation, marketing, retail development, environmental liability transfer, and legal liability. Our team leaders have the required and necessary experience to be successful in accomplishing the goals and objectives of CMPA. The depth and diversity of the team allows us to be responsive to the client's need, respond locally to site issues, produce high quality work, a safe work environment, and supply specialty expertise. A brief synopsis of the TWC Team and the proposed project organization team is presented below. It is noteworthy that the proposed key team members have experience in Florida and will deliver the project locally using an optimum combination of experience, local presence, and small/minority business inclusion. In addition, these key team members are recognized by their clients as delivering superior results and service as demonstrated by the highlighted project experience.

Trinity Capital Advisors, LLC ("TCA") is a full-service commercial real estate firm headquartered in Suburban Philadelphia, PA. TCA's unique institutional experience in brokerage, development, financing, and property management allows TCA to deliver comprehensive solutions for a wide range of real estate needs. Founded in 2000, TCA has assembled a dynamic team of proven professionals with the sole purpose of providing the highest quality services to TCA's clients and investors. To ensure the delivery of a full range of services to our clients, TCA has assembled a network of the most respected service providers for each project. TCA's "Best-in-Class" network includes national brokerage, specialty development/construction, and financial services firms from around the country. TCA's expanding property portfolio and development capabilities have created a powerful and diverse real estate company, driven by an expanding real estate team assembled to maximize value for TCA's clients and partners.

TCA understands the importance of the Maritime Park project to the City of Pensacola and its residents. For this reason, TCA has assembled a local team of experienced real estate partners in Pensacola, Florida which will leverage the extensive TCA platform, while ensuring a hands-on, local approach to managing and coordinating the Maritime Park Project. TCA Pensacola's local presence will create and maximize efficiencies to make certain that the project is directed in conjunction with budget and timing parameters to meet the needs of The City of Pensacola and CMPA. TCA Pensacola will also provide a liaison to local contractors, engineers, architects, and vendors to comply with the requirements for small, minority, and local business participation in the project.

Weston Solutions, Inc. ("WESTON") is a leading redevelopment, infrastructure, environmental, and sustainability firm delivering comprehensive solutions to complex problems for government and industry worldwide. WESTON has 50 years of experience in environmental remediation, redevelopment, and infrastructure design/construction with annual revenues of approximately \$500 million. WESTON built a reputation as a pioneer and innovator in its industry, and is recognized by its clients for the ability to deliver total solutions to complex environmental and redevelopment issues. Weston's staff of 2,000 personnel is located in over 50 offices worldwide with headquarters in West Chester, PA. The network of 50 offices

allows WESTON to deliver services to clients locally while bringing to bear expertise and experience from other parts of the country in a seamless manner.

Mr. Peter Ceribelli, Senior Vice President of Weston's Integrated Redevelopment and Infrastructure Solutions (IRIS) division, will provide the leadership for this project for the City of Pensacola and Community Maritime Park Associates. Weston's IRIS divisions' vision is to provide complete solutions to clients that integrate real estate redevelopment, and related infrastructure, environmental remediation, and sustainability. WESTON recognizes the immense value in enabling value creation in real estate redevelopment through innovative, timely, and cost-effective elimination of environmental issues. WESTON has also found that integration of "green" solutions at project inception provides for design incorporation of community connectivity, stormwater runoff minimization, integrated alternative energy solutions, minimization of natural resource use, and much more. To that extent, WESTON maintains a team of LEED accredited professionals who have facilitated client achievement of LEED certification on their projects.

As a key team member of the TWC Team, WESTON will undertake the full responsibility for the environmental remediation and associated liabilities under an Environmental Liability Transfer Arrangement (ELTA) along with relevant infrastructure development and integrating sustainable solutions with the redevelopment. WESTON will utilize its vast experience to integrate remediation and redevelopment to create the highest value from the redevelopment process for the stakeholders of the project.

WESTON has completed over \$500 million of project work over the past years consisting of environmental liability transfer, and infrastructure/redevelopment solutions. One specific example is a WESTON-TCA partnership forged to address environmental and related infrastructure issues on the Girard Redevelopment Project in Philadelphia.

SmithCypress Partners ("Cypress") is a Joint Venture of former Dallas Cowboy Emmitt Smith and Cypress Equities, launched in May of 2005. SmithCypress operates as a Minority Business Enterprise and combines the development experience and proven success of Cypress Equities, led by 22-year retail industry veteran Chris Maguire, and the "get-it-done" commitment and relationship-building skills of Emmitt Smith. SmithCypress focuses on ground-up multi-tenant and single-tenant properties located in high-growth areas across the country. SmithCypress Partners operates as a Minority Business Enterprise with Emmitt Smith serving as president and actively engaged in day-to-day business. Through the partnership of SmithCypress, the company has approximately \$100 million in committed equity to develop retail properties around the country. SmithCypress Partners offers development and capital services including build-to-suit, project development, and other development services specific to retail and mixed use properties.

Cypress Equities was founded in 1995 and headquartered in Dallas, Texas. Cypress is the retail, resort and mixed use development affiliate of The Staubach Company. Cypress is currently developing over \$1.7 billion in projects across the country through its five development offices.

Today the Staubach Company has over 1,370 employees in 64 offices, and is the largest company in North America that only represents users of space.

As the retail development arm, Cypress gains unparalleled access to retailers through Staubach Retail. Staubach Retail focuses exclusively on retailers and their real estate needs to position and grow their store base. Staubach Retail has 21 offices, represents over 500 retailers and has 204 professionals working for them.

The TWC Team has added key team members since our response to the RFQ. These team members have been involved in the Design Criteria Team and have a substantial knowledge base for the project. The addition of the following specialty team members will enable the TWC Team to "hit the ground running" and deliver on the requirements of the CMPA and City of Pensacola.

- **HKS Architects**
- **Sasaki**
- **Dant Clayton Corporation**
- **Hatch Mott MacDonald**
- **Greenhut Construction**

Information and relevant case studies, bios and corporate information can be found in the appendix of this proposal.

Brief Professional Profiles of Key Team Members

Kevin M. Doyle, CCIM, Principal-In-Charge. As President of Trinity Capital Advisors (“TCA”), Kevin Doyle brings over 10 years of experience in real estate development, brokerage, management, investment, and planning. He has developed over 1 million square feet of all types of projects, including office, industrial, retail, hotel, golf course, resort, and multi-family. Since forming the TCA, he has been helping clients maximize the financial impact of each real estate division. Kevin Doyle’s extraordinary leadership is exemplified by TCA being ranked in the “Philly 100” as the # 4 fastest Growing Privately Held Company in the Philadelphia Region from 2002-2004. He continues to expand the breadth and depth of the company by providing additional services across the country and adding key team members to meet the expanding needs of clients. Other successes are demonstrated through raising both private and institutional equity, including a significant investment from GE Capital Corp. Doyle’s myriad of experience includes tenant representations such as *GE Small Business Solutions* and acquisitions and dispositions.

Joe Endry Real Estate Consultant / Local Project Leader

Joe Endry has been a resident of Pensacola Florida since 1944 and is presently in his 38th year as a real estate broker. In 1984 he founded JME Realty which evolved into a regional real estate leader. In 1998 JME Realty purchased the Coldwell Banker franchise and by 2006 Coldwell Banker JME Realty had grown to 650 agents in 22 offices along the gulf coast and had become the 7th largest Coldwell Banker in the world. In 2007 Joe Endry sold Coldwell Banker JME Realty to Coldwell Banker United which is now the largest Coldwell Banker in the world. Joe Endry currently is the President of Builder Developer Services at Coldwell Banker United for the gulf coast region. Endry is also a partner of 1559 Development, a real estate development company based in Pensacola, Florida. Joe Endry / Coldwell Banker United will serve as the primary real estate consultant for the proposed leasable commercial and residential property for the Maritime Park project. Joe Endry’s inclusion on the Trinity Capital Master Developer Team brings invaluable national and local real estate knowledge, experience, and exposure to the project.

Wayne Dunlop, Development Manager. Demonstrating exemplary leadership in planning, preconstruction, and construction of TCA’s projects, Wayne Dunlop has a proven track record of providing excellent client service. As Vice President of Construction and Development for Tower Investments, Dunlop is responsible for planning, preconstruction, and construction for \$200 million in projects in Philadelphia. Prior to Tower Investments, Dunlop served as President for Skanska Mid-Atlantic Division Overseeing Offices in Blue Bell, PA; Rockville, MD; and Harrisburg, PA. Dunlop was responsible for a volume of \$410 million primarily in healthcare, pharmaceuticals, and higher education. Dunlop also served as Executive Vice President, Project Executive, Project Manager, and Project Engineer for various organizations.

Peter A. Ceribelli, Principal Redevelopment and Infrastructure. Mr. Ceribelli, Senior Vice President of Integrated Redevelopment and Infrastructure Solutions (IRIS) Division, has developed and negotiated innovative remediation and property transfer contracts with over \$175 million in environmental cost cap and pollution legal liability insurance coverage. He has served as a Program Manager for over \$200 million in combined remediation/redevelopment programs involving guaranteed fixed price remediation supported by cost containment insurance. Prior to the IRIS Division, Mr. Ceribelli spearheaded a \$95 million/year Construction Remediation Division for 7 years. Mr. Ceribelli has extensive experience developing business structures and relationships including teaming arrangements, joint ventures, limited liability companies, and public/private partnerships.

Emmitt Smith, President/CEO –SmithCypress Partners. Emmitt Smith is president of SmithCypress Partners, a joint-venture of Mr. Smith and Cypress Equities. SmithCypress Partners offers development and capital services including build-to-suits, project development, and other development services specific to the needs of local and nationally recognized retailers. As president, Emmitt combines his “get-it-done” commitment and relationship-building skills with the development experience and proven success of Cypress Equities.

Kenneth E. Kearns. Vice President / Overall Project Team Coordinator - Mr. Kearns is responsible for marketing, leasing, transaction, investment and consulting services for Trinity’s Development and

Brokerage Divisions. Mr. Kearns is responsible for the sourcing and marketing of Trinity's largest redevelopment project, Girard Square, a full city block of Philadelphia's East Market retail district. When completed, Girard Square will be the largest mixed-use development project in the history of Philadelphia. Prior to Trinity Capital Advisors, Mr. Kearns served a variety of roles for one of the region's largest adaptive-reuse real estate development companies, Preferred Real Estate Investments. Mr. Kearns started his career as a Project Manager for PriceWaterhouseCoopers (PwC). During his tenure at PwC, he was instrumental in developing and operating The Zone, PwC's Management Consulting Services Global Solution and Data Center. Mr. Kearns has a Bachelor of Science Degree in Business Administration and Marketing from Villanova University and is currently a candidate for CCIM (Certified Commercial Investment Manager) designation. Mr. Kearns is a member of the National Association of Realtors, the Tri-State Realtors Commercial Alliance and has been a featured speaker at the International Council of Shopping Centers (ICSC) retail convention and RealShare Commercial Real Estate Conferences. Mr. Kearns serves on the boards of Wireless Philadelphia and The East of Broad Improvement Association in Philadelphia.

Olin M. Belsinger, Development Financing. In 2003, Mr Belsinger merged Westglen Developments, Inc. into Trinity Capital Advisors, LLC. Mr. Belsinger will serve as President of TCA Development Services, LLC and TCA Management Services, LLC. Since 1972, Mr. Belsinger has been involved in commercial real estate development. Since 1991, Mr. Belsinger has served as President of Westglen Developments, Inc. Mr. Belsinger's diverse experience has touched on many facets of real estate, specializing in development, management, and private equity placement for real estate investment.

Tosh Belsinger > Community Liaison / Project Coordinator / Internship Maritime Park Director

Tosh Belsinger has been in the development business for eleven years. In 1997 he took a position at Fazio Golf Course Designers, Inc. under world renowned golf architect Tom Fazio. For nine years as a Design Associate and Project Manager Belsinger was integral in designing, implementing, and managing over \$70 million of improvements along the east coast. In 2006 Belsinger moved to Pensacola Florida and founded 1559 Development, LLC, a real estate development company focused on distinctive commercial, residential, and mixed use development opportunities. Belsinger is currently a member of the Pensacola Young Professionals and sits on two PYP committees: the Government Affairs Committee and the Fund Raising Committee for the Maritime Park Museum. He also sits on the fundraising committee for Celebrate Pensacola. As a resident of Pensacola and a member of the Trinity Capital Master Developer Team, Tosh Belsinger will serve as a conduit for the Pensacola community and the Master Developer Team to assure that the Community Maritime Park Covenant is upheld. In addition, he will serve as the Project Coordinator for development operations as well as the Director of Internship Maritime Park. Internship Maritime Park is a program that will be developed to ensure that the people of the greater Pensacola area and the Gulf Coast region are provided an opportunity to learn, participate, and advance themselves as a result of the Community Maritime Park project.

Mr. Jay Motwani, P.E., Remediation. Mr. Motwani has over 25 years of experience in the environmental remediation and sustainability solution arena. These unique capabilities include developing innovative technical, regulatory, and community acceptable environmental remediation solutions that integrate key redevelopment attributes to create added value for the real estate development. He has hands-on experience working with public/private partnerships and assisting clients with complex environmental Liability Transfer solutions.

Marcia Dohne LEED-AP, Sustainability Consultant will oversee sustainability integration in the project. Ms. Dohne is accredited by the US Green Building Council (USGBC) as a LEED-AP. As an integral team member of the design and construction phases, Ms. Dohne will work with the team to identify and implement greening opportunities and to ensure environmental impacts are kept to a minimum prior to, during, and after site redevelopment. Ms. Dohne has extensive experience in Brownfield redevelopment, green procurement, and green building concepts. A broad range of sustainability expertise is critical in Ms. Dohne's role as chairperson of the Delaware Valley Green Building Council's (DVGBC) Educational Programs Committee. In this role, Ms. Dohne works with regional and national sustainability experts to develop green building and sustainability training throughout the eastern Pennsylvania, southern New Jersey, and Delaware regions

Brad Gerken, P.E., Engineering Construction Manager. Mr. Gerken has over 21 years of engineering, construction, and business management experience and over 15 years of project management experience. He has served as a Program Manager for Facilities and Infrastructure group with over \$100 million in

construction revenue for 2004. His prominent leadership skills are demonstrated by his experience as a Project Manager for an overseas project involving over 3,000 subcontractor personnel for building a city for over 3,000 military personnel on a remote, austere, high risk site in Iraq. Gerken's strong collaboration and integration skills are exemplified by his work with AFCEE to operate in a logistically challenging partnership between multiple project stakeholders including the Coalition Military Assistance Training Team (CMATT), the Multi-National Security and Transitional Command-Iraq (MNSTC-I), and the U.S. Army and USACE.

John D. Pauling, P.E., DEE, Ports and Waterways Leader. John Pauling brings more than 26 years of unique experience in the service delivery to maritime industry, port authorities, and federal agencies, including USACE, Navy, DOE, and Air Force, and structural engineering in the environmental/engineering consulting industry. As Director in Weston's Ports and Waterways Program, he coordinates projects designed to demonstrate the use of innovative remediation technologies and innovative dredged material management approaches. With a background in civil engineering with broad-based environmental design and construction project experience, specific dredge sediment technology review, process study, and site study experience, Pauling is a key asset to the TWC Team.

Jeff Coker, Director of Development. Jeff joined Cypress Equities in July 1998 and is responsible for the development process for Cypress Equities Nationwide. His responsibilities include oversight of the development process for projects throughout the country. His construction and development background gives him a broad understanding of the important principles that must be incorporated into a transaction. His specialties include: Acquisitions, Anchor Retailers, Commercial Real Estate, Development & Capital Services, Fashion and Lifestyle Retailers, Food and Drug Retailers, Junior Anchor Retailers, Restaurants and Entertainment.

Tamela Thornton, Retail and Mixed Use Vice President of Development. Ms. Thornton will provide strategy and development services for the team. Her varied background of real estate expertise includes site selection, market analysis for new business development, store location planning, lease negotiation, and construction project management. Her unique experience base has evolved from a variety of work experiences with corporate entities, private developers, and public agencies. This broad range of experience has cultivated her keen business acumen, as well as a unique perspective that helps her clearly place the needs of business owners into the overall development objectives typically found in municipal planning environments.

Gary Frazier, Director of Construction. Mr. Frazier will serve as leader of Retail Construction. Gary joined Cypress in 2007 as Director of Construction. He has spent his entire career in construction and will be responsible for ensuring accurate construction budgets and schedules, monitoring an efficient design development process, and maintaining positive relationships with our contractor partners. Gary came from Lee Lewis Construction, Inc. where he served as Vice President and Regional Manager of the Dallas office for the previous nine years. He began his career in 1983 with Charter Builders also of Dallas.

Ed Coury, Director of Leasing. Mr. Coury brings unique experience for leading retailers such as Chico's and The Gap. His primary responsibilities include presenting development projects to retailers on a national level, as well as managing the regional leasing teams.

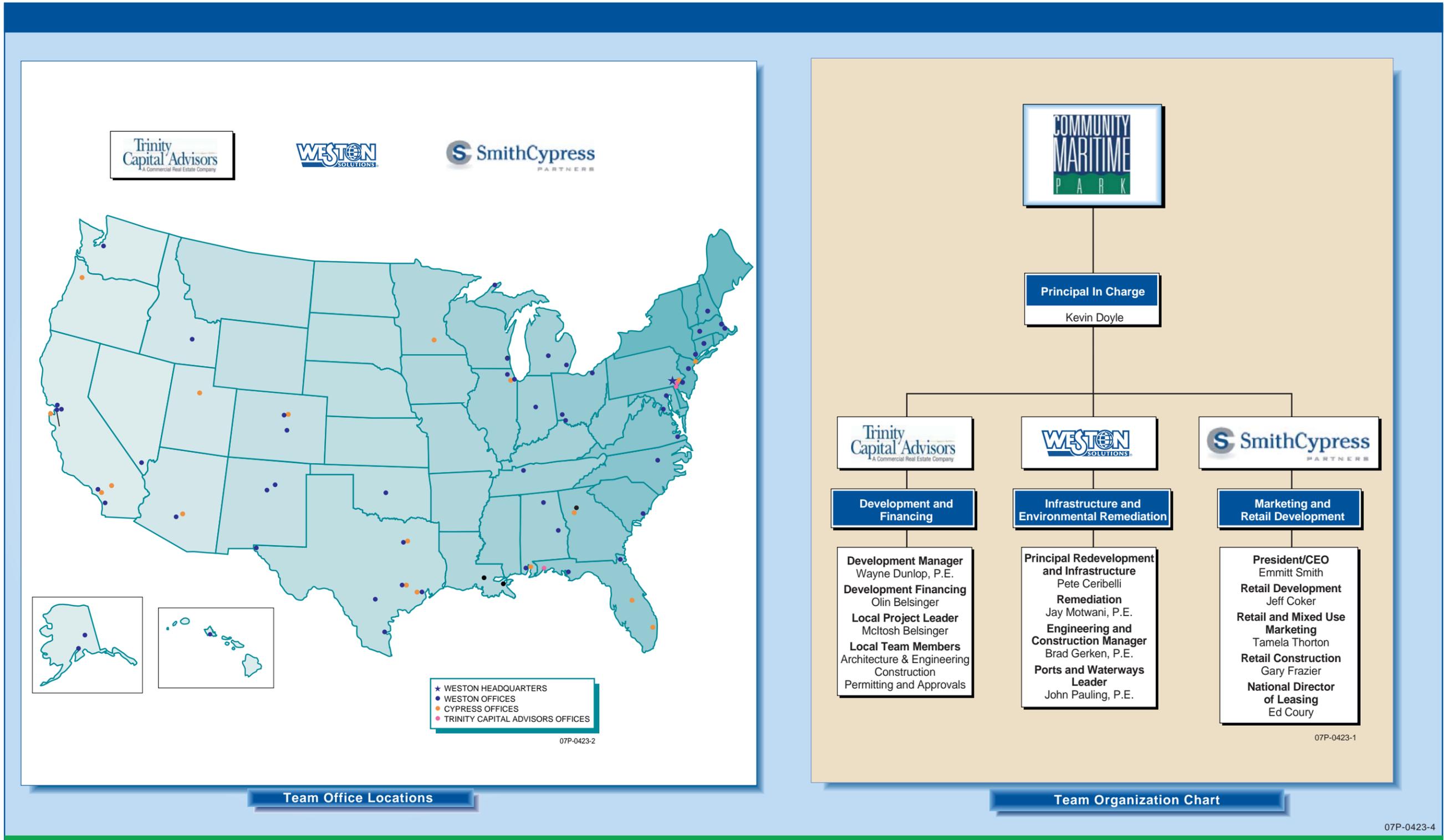


Figure 2-1 Geographical Strength and Diversity of the Team and Proposed Project Team Organizational Chart

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.

Developer Experience

The TWC Team has the demonstrated track record to fully achieve the objectives of the CMPA. Specifically, our experience reflects the following:

- Innovation and creativity in developing maximum value for the clients.
- Keen understanding and sensitivity to the clients' needs and objectives.
- Ability to create mixed-use developments successfully with municipalities and communities in a collaborative way.
- Demonstrated track record in local leadership and delivery by using local team members in landscaping, architecture, engineering, permitting, construction, sales, and leasing.
- Demonstrated track record integrating small/minority owned businesses to achieve project goals.
- Ability to integrate financial resources, leadership, and management expertise.

The TWC Team brings forth the unique benefit with Weston Solutions, Inc. performing remediation and infrastructure development that is fully integrated with the overall development of the site. WESTON has the proven project experience for accepting full responsibility regarding environmental remediation through early environmental liability transfer and acquisition.

TRINITY CAPITAL ADVISORS PROJECTS



Project: **Development of Girard Square**

Client: **Philadelphia, Pennsylvania**

Trinity Capital Advisors has been selected by the City of Philadelphia as the master developer of Girard Square, a 4.5-acre full city block that is considered one of the most important pieces of real estate in the City of Philadelphia. Girard Square is “the front door of Philadelphia” as it is situated directly across from the main entrance to the expanding PA Convention Center and Market East Regional Rail Hub. In addition, its proximity to Thomas Jefferson University, City Hall, Philadelphia’s hotel concentration, and the major historic tourist destinations make the site’s potential development possibilities virtually unlimited. The City of Philadelphia has controlled the property since 1807, and through a competitive bid process selected Trinity as the master developer for this key location. The site will be developed to yield +/-4,000,000 square feet of high-density urban mixed-use development, making it potentially the largest development in Philadelphia’s history. The development will include a convention hotel, 1.2M square feet of office and 400,000 square feet of retail. Girard Square will be designed to LEED certification and sustainable design principles. Trinity has taken a unique approach in collaboration with the City of Philadelphia and neighboring stakeholders and residents to employ an approach to development and planning that is focused on creating a legacy landmark project for the future of the City.



Project: Office Park Development

Client: Cassford Corporate Center Berwyn, Pennsylvania

In 1987, TCA developed the first two (2) 16,000 square foot buildings. From 1987 to 2002, Cassford Corporate Center grew to five (5) buildings totaling 132,000 square feet. Vertex continues to occupy the entire campus. TCA developed the buildings for Vertex and now manages the buildings for Vertex. TCA continues to catalogue inventory of available buildings for Vertex's next expansion.



Project: Golf Course Development

Client: Hartefeld National Golf Club Avondale, Pennsylvania

Hartefeld National, known as the one of the best public courses in PA, is a semi-private course offering public play and private golf memberships during its transition to a private golf club. Trinity Capital Advisors and Tom Fazio have developed a challenging and entertaining course for golfers of all abilities. The conditions on the course are among the best in the country, on par with some of the finest private courses in the region.

Features:

- 18 hole, Tom Fazio designed championship course.
- Elegant banquet and meeting rooms.

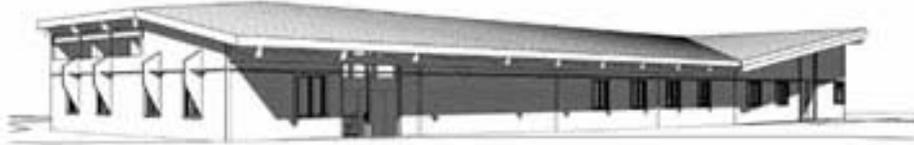
Awards and Accolades:

- "Best New Public Course" 1996 Golf Digest
- "Top 10 you can play", Golf Magazine, 1996
- One of the top 25 courses in North America for quality customer service and golf course maintenance Landscape Management Magazine
- "Best Public Course in Delaware", Delaware Today 2000, 2002
- PGA Merchandiser of the Year for 1998

WESTON SOLUTIONS PROJECTS

Project: Design of Environmentally Sustainable Building
Fort Hood, Texas

Client: US Air Force, Fort Hood Department of Public Works, Fort Hood, Texas



WESTON is responsible for designing and developing a full set of construction plans and specifications for a new Leadership in Energy and Environmental Design (LEED)-Silver-Rated Environmental Building, to be located adjacent to Building 4612-A on the main cantonment of the Fort Hood Army Post.

Background: The Environmental Building is a 5,000 square foot structure that will house 32 personnel. It will include a conference room, break room, and bathrooms, and have an architectural theme similar to the adjacent buildings. WESTON is designing the Environmental Building under the U.S. Green Buildings Council's LEED Rating System to meet the LEED Silver Standard, at a minimum.

Work Scope: The professional services being provided by WESTON include the following:

1. Conducted a design charrette and project kick-off meeting to establish the program requirements and design parameters.
2. Performed a topographical survey.
3. Preparation of concept design (35%) with renderings and ROM Cost Estimate.
4. Prepared 65% design documents incorporating review comments.
5. Conducted a geotechnical investigation.
6. Prepared 95% and 100% design documents.
7. Prepared and submitted a detailed quantity estimate and a detailed cost estimate, based on both 2006 RS Means and local market research.
8. Resolved and incorporated all review comments received.

WESTON is preparing complete, detailed drawings for all design disciplines (architectural, civil, MEP, and fire protection) for use in the construction contract of this project. Final drawings will be based on approved designs and layouts by the client and will provide for the solicitation of bids and award of a construction contract in accordance with the provisions of the construction contract specifications. Final drawings will be stamped by a registered professional engineer and a registered fire protection engineer.

Project: Ping Tom Park Site Development

Client: Chicago Park District

WESTON provided engineering and construction management for the Chicago Park District in the conversion of this 6-acre Brownfield site into a viable recreational park. WESTON prepared the design including grading plans, utility plans (storm sewers), as well as the landscape plans for a baseball field and soccer field. The project involved closing the Brownfield site under the Illinois Environmental Protection Agency (IEPA) Site Remediation Program. WESTON interfaced with IEPA to gain approval of the Remedial Action Plan and submitted the Remedial Action Completion Report for a Comprehensive No Further Remediation Letter. The park construction was completed in September 2003.



**Ping Tom near the end of remedial activities, looking northeast.
(9/18/03)**



**Site conditions at start of Ping Tom remedial activities, looking north.
(5/19/03)**

Project: Stearns Quarry Site Redevelopment

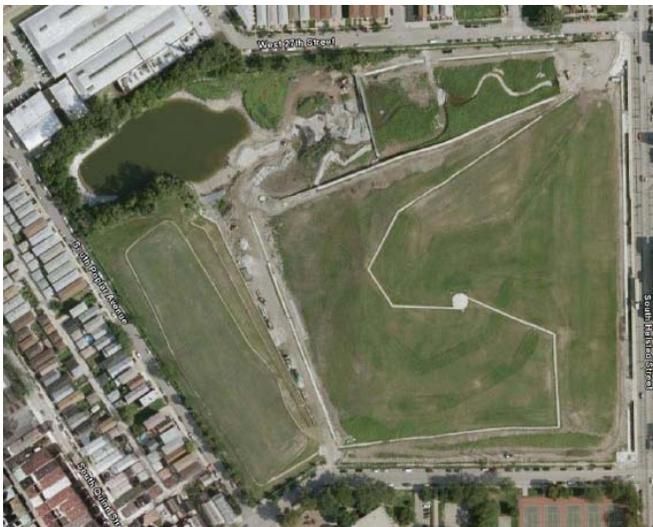
Client: Chicago Department of Environment

WESTON led the original design team for this important project. WESTON designed the post-closure modification plans for this existing closed landfill and provided construction administration. The 27-acre landfill was originally a limestone quarry that Chicago Department of Streets and Sanitation bought and filled with incinerator ash from their municipal waste operations. The City then filled the remainder of the quarry with construction debris. The project consists of converting the site from a closed landfill to a public park. The park will include a scenic pond, cascading wetlands, a central mound observatory point, and soccer fields.

Weston's design tasks have included a site grading plan, retaining walls, geomembrane-lined pond and wetlands, and a submersible pond recirculation pump. Additional completed tasks include a geotechnical investigation for design of retaining walls; development of site health and safety plan (HASp), specifications, construction-phase drawings, and bid estimates.



Site conditions – October 2002 Active Construction Debris Landfill



Site conditions – 2008 Park Nearly Complete

Project: Early Transfer and Environmental Remediation, Former Mare Island Naval Shipyard,

Client: City of Vallejo Solano County, California

Key project highlights include:

- Negotiated and facilitated early transfer of the property, saving the partnership time and money.
- Remediated environmental contamination to facilitate community, recreational, and industrial redevelopment.
- Remediated discarded military munitions and related contaminants, eliminating safety concerns for future residents, personnel, and visitors.

Work scope included:

- Early transfer of contaminated property with WESTON assuming \$54M liability for remediation and cleanup.
- Remediation of 600 acres dredge ponds and munitions.
- Remediation of a 72-acre landfill and historic disposal area.
- Excavation and removal of munitions from a large rifle range.
- Remediation paved the way for redevelopment.

Project: **Remediation and Environmental Liability Transfer**

Client: **Montgomery Township, New Jersey**

Key project highlights include:

- Liability was transferred directly to Weston Solutions, Inc., rather than creating a single-purpose, limited liability company.
- WESTON uses an open book approach and rebates to the township funds that are not necessary for the remediation, over \$3 million so far.
- WESTON employees sat side-by-side with township officials at specially held meetings to allay concerns of local parents whose children attend school on-site.

Weston's scope of services under a guaranteed fixed-price remediation/environmental liability transfer arrangement includes:

- Perform soil and groundwater remediation.
- Abate and remove asbestos-lined above-ground and underground piping system.
- Restore Sylvan Lake, including rebuilding the dam and creating a step pool.

Project Concept

TWC's primary focus for the Maritime Park project is based on the conceptual plan as provided for in the Design Criteria. The TWC team has concentrated its resources on understanding and analyzing the required Phase 1 Deliverables in the context of the anticipated CRA bond or City of Pensacola Funding Alternative – as well as other potential funding sources currently not secured for the project. The team closely followed the diligence and expertise as provided by the Design Criteria Team in an effort to deliver a world class destination including public, private and institutional uses for the City of Pensacola and various stakeholders. There has been a tremendous investment of time and resources in coming up with the design concepts and criteria, the TWC team is well-positioned to assist the city in delivering the Phase 1 requirements as designed.

TWC envisions a collaborative effort with the various stakeholders, CMPA and city of Pensacola to determine the highest and best use for the Phase 2 commercial component to balance with the Phase 1 infrastructure and improvements.



Phase One Master Plan

Phase One Master Plan

1. Site infrastructure and remediation:

The scope of the site improvements were based on the Design Criteria prepared by the Design Criteria Team and were used as the basis for determining the specific scope items and cost estimate. In general, as specified in the RFP, Site Improvements include at a minimum

- Revising the Remedial Action Plan (RAP) and gaining agency approval.
- Preparing design and specification plans.
- Preparing and obtaining permits including acquiring an Environmental Resource Program (ERP) permit or modifying the existing FDEP 62-25 General Stormwater Permit, if necessary, and finalizing the Joint Application for dredging and filling.
- Conducting the environmental remediation and wetland mitigation including the 2-foot soil cap and impermeable eastern bulkhead and western bulkhead.
- Constructing infrastructure improvements including stormwater, wastewater, water, conduits for electrical and communications, vehicular and pedestrian access system.
- Use of measures to enhance infrastructure environmental sustainability.

These site improvement elements are discussed further in the context of achieving the Design Criteria while capturing the Design and Development Principles to the maximum extent practical.

RAP Revision

A RAP has been approved by Florida Department of Environmental Protection (FDEP) for both former Chevron Terminal and L&L Marine properties. The following documents provided the conceptual design basis for the remediation of the property including dredging and filling:

- *Remedial Action Plan Modification, Former Chevron Terminal, Qore Inc., July 2, 2002*
- *Remedial Action Plan Modification, Former L & L Marine Property, Qore Inc., July 2, 2002*
- *Construction Drawings and Specifications, Implementation of Remedial Action Plan Modifications, Former Chevron USA Terminal Facility, Qore, Inc., August 1, 2002*
- *Construction Drawings and Specifications, Former L&L Marine Property, Qore, Inc., September 27, 2002*
- *Supplemental Construction Drawings and Specifications, Former Chevron USA Terminal Facility, Qore, Inc., September 27, 2002*
- *Community Maritime Park – FDEP Intent to Use General Permit Application, Fabre Engineering & Surveying, 31 August 2007.*
- *Community Maritime Park – Signed and Sealed ACOE Public Notice Exhibits, Fabre Engineering & Surveying, 20 and 26 September 2007.*
- *Biological Assessment, Biological Research Associates, 24 September 2007.*
- *Response to Comment to ACOE 27 August 2007 Comments on Proposed Project, Biological Research Associates, 20 September 2007.*

The remediation approach outlined in the approved RAPs included both horizontal and vertical containment of the contamination. The existing RAP approach specifies a cap be put in place for horizontal containment that will include impervious surfaces or at least 2-foot clean soil. The vertical containment includes installation of a slurry wall along the eastern side of the property. The Design Criteria documents prepared by Fabre Engineering (2007) include replacement of the slurry wall with an impermeable bulkhead wall. This design change would be included within the revised RAP.

Three additional issues that will be evaluated during the preparation of the revised RAP include assessment of the post construction groundwater levels, potential vapor intrusion concerns, and use of permeable pavement in hardscape surfaces. Currently, the site groundwater is mounded with groundwater discharge oriented towards the east, south and west. Installation of an impermeable bulkhead along the east portion of the site and a bulkhead along the west property boundary may alter the characteristics of the sites groundwater hydrology.

This may include, but is not limited to, a reversal of groundwater flow from the eastern portion of the site to the south and west portions of the site; an increase in the groundwater elevation along the east property boundary; migration of petroleum hydrocarbons in the saturated and unsaturated zones, and an alteration of the subsurface soil density. Dewatering for hydraulic control, including subsequent treatment and discharge, is not included in the scope of work.

Vapor intrusion has gained more regulatory attention in recent years since the preparation and approval of the 2002 RAPs. Although impacted site soil is assumed to not pose a vapor intrusion risk to the proposed site buildings; a vapor intrusion assessment will be conducted to verify that vapor mitigation will not be required. Permeable pavement, also known as porous or open grid pavement, is an up and coming "green" technology that encourages natural filtration of water through soil in an effort to reduce stormwater runoff and to control pollutants naturally. Permeable pavement looks and acts like standard concrete and asphalt paving, but the added benefits of stormwater control and pollutant reduction provides an opportunity to mitigate site risks while encouraging enhanced natural water quality management.

A revised RAP will be prepared and submitted to FDEP to gain approval for these design changes. A meeting with FDEP would be conducted prior to and after submission of the RAP, if necessary, to facilitate a timely review and approval of the revised RAP. At a minimum, the RAP will include a recommendation for a non-permeable bulkhead wall along the east property boundary; groundwater monitoring for an existing site monitoring well; abandonment of existing monitoring wells, modeling of the site groundwater to estimate the potential alteration of the site groundwater elevation and flow patterns that may result from the installation of an impermeable bulkhead wall; a vapor intrusion assessment; and permission to use permeable paving solutions throughout the site to minimize stormwater runoff.

Sustainable Green Considerations

During the preparation of the revised RAP and the design specification and drawings for the Site Improvements, the team will consider the Design and Development Principles as adopted by the Board and Community. The team will consider sustainable design and construction components within the Site Improvement phase that reduces the use of non-renewable resources, minimizes environmental impacts, and connects people with the natural environment. The design team will incorporate/evaluate the following:

- Optimal building orientation for daylighting and natural ventilation opportunities
- Connection to existing and proposed public transportation
- Reduction of parking to encourage use of existing area public transportation providers
- Protection and restoration of open space
- Specification for native or adapted plant species to reduce/eliminate need for outdoor irrigation systems
- Employment of a Commissioning Agent to ensure optimal systems design and operation
- Feasibility evaluation of alternative energy sources to reduce/eliminate need for traditional power sources
- Specification of materials and products based on life-cycle cost, regional availability, recycled/reuse content, renewable resource content, emission factors, and environmental quality effects

The construction phase team will use the following to minimize impacts to site and surroundings during the construction phase:

- Erosion and sedimentation control
- Minimization of water and energy use
- Noise reduction
- Implementation of a Construction Air Quality Management Plan
- Construction waste and building material demolition management and recycling

Tools such as life cycle assessments, life cycle energy analyses, energy modeling, daylighting modeling and other various tools may be used to judge the environmental impact or "greenness" of available design and construction opportunities.

The budgetary estimate prepared for the Site Improvements was based on conceptual drawings and plans. During planning and design, cost-effective alternatives will be reviewed and considered and could include:

- Recycle/Reuse of materials currently on site, (i.e. reuse of concrete for road base, mulching of existing vegetation for reuse on-site, etc.)
- Partner with local developers to utilize potential borrow sources on adjacent properties to reduce material and transportation costs.
- Collaboration with Public and Private Improvement teams to design and reduce material requirements from imported borrow soil to electrical/communication materials.
- Evaluation of development and remediation scheduling and implementation synergies resulting in cost savings.
- Utilize water from dredging or treated water for dust suppression.
- Use of solar powered generators on-site to minimize noise disturbance, cut fuel costs, and reduce dependence on foreign oil.
- Incorporation of at least 10% fly ash content in Portland cement used in pre-fabricated infrastructure solutions.
- Use of GreenGrid modular green roof and porous pavement technologies to reduce stormwater sewer load and enable downsizing of stormwater retention basin(s).
- Reconfiguration of the park to potentially eliminate of the additional 100 feet of made-land to the east.
- Sustainability integration to capture long-term savings and greater revenue from green buildings.

Integration of the above alternatives could result in cost savings ranging from \$10 to \$15M in Site Improvement costs not including the long-term savings and additional revenue gained from implementation of the sustainable concepts contained with the proposal.

Design Drawings and Specification

Once the RAP has been approved by FDEP, the existing remedial design plans and specifications that were prepared by Qore, Inc and the Design Team would be revised and consolidated into one set of plans and specifications for the Site Improvements. In addition to the documents referenced above the following Design Criteria documents were utilized in estimate the scope and cost of the Site Improvements associated with the infrastructure improvements.

- *Design Criteria Package, Vol. IV*, Design Criteria Team consisting of HKS Architects, Inc, et. Al, .October 10, 2007.
- *Design Criteria Package, Vol. I*, Design Criteria Team consisting of HKS Architects, Inc, et. Al October 11, 2007.

The revised plans and specifications would serve as the basis for preparing and gaining approval of the necessary permits. As discussed above, the revised RAP and design will consider, to the extent practical, the Design and Development Principles and incorporate sustainable green components into the project, such as:

- Rainwater capture and reuse in building graywater applications and outside irrigation.
- Use of GreenGrid modular green roof technology to minimize stormwater sewer load
- Solar photovoltaics and wind alternative energy systems in place to reduce electricity needs

Permitting

Appropriate permits will be prepared and approved based on the approved RAPs and final design drawings and specifications. The Team recognizes that the time critical permits include both the Joint Dredge and Fill

Permit and the ERP permit. In addition, at minimum water and wastewater permits, monitoring well abandonment permits, building permits, and NDPEs permit would be obtained. The permit preparation would be consistent with the Design Criteria presented in the above documents and including the following permits

- *Joint Dredge and Fill Permit Application and Environmental Consideration Report*, Biological Research Associates, 13 August 2007.
- *Additional Information Request*, Army Corp of Engineers, 27 August 2007.

Environmental Remediation and Wetland Mitigation

Environmentally related Site Improvements include:

- Site preparation, site demolition, and clearing and grubbing
- Installation of impermeable eastern bulkhead and filling
- Installation of western bulkhead and filling
- Open water dredging on western side to provide for wharfs, marinas and other facilities
- Construction of soil cap and filling of onshore wetlands
- Wetland creation south of Bruce Beach

Site Preparation

The initial remediation work would begin with site preparation activities, including mobilization, establishing onshore erosion controls and deconstruction/demolition of existing structures. Mobilization activities would include establishment of equipment and construction trailer lay down areas. Erosion and sedimentation controls, including silt fencing and covering storm sewer grates, would be installed. Demolition (wood posts, concrete structures) would be conducted as shown in plans prepared by Fabre Engineering (2007), and materials would be recycled/reused where possible. Existing monitoring wells would be abandoned during the site preparation phase by a licensed drilling company. Trees designated to be relocated will be marked and removed prior to clearing and grubbing the site. Clearing and grubbing of the site will incorporate material mulching for landscaping use. It is assumed that the existing steel and wood retaining walls would remain in-place.

On-site treatment of groundwater may be encountered during site preparation and rough grading activities. A trailer or skid mounted treatment system would be mobilized to the site to address temporary groundwater treatment. The water will be pumped from the excavations and treated using a portable treatment unit. The skid-mounted treatment system would consist of filters, oil/water separator, and granular activated carbon. The treated water would be released on-site at a suitable location(s). Remediation of significant quantities of liquid phase hydrocarbons (LPH) will not be required.

Eastern and Western Bulkhead Construction

The eastern and western bulkhead would be constructed in the locations shown in the Hatch, Mott Macdonald plans (2007). Based on the Fabre Engineering plans (2007), the western bulkhead is located along the existing shoreline and would require minor backfilling. The impermeable eastern bulkhead would be located approximately 100 feet east of the existing shore line. Both new bulkheads would be tied into the existing southern bulkhead. It is assumed that the southern bulkhead will not require replacement.

The sheet pile bulkheads will be installed utilizing offshore pile driving equipment. Dredging on the western side would have to occur prior to or concurrently with the installation of the western bulkhead in order that the barge has adequate draft to access the shoreline. Similarly, dredging would have to occur on the eastern side in order that the barge could access northern half or third eastern bulkhead alignment to complete the installation.

The sheet pile would be as specified in the Hatch Mott MacDonald plans (2007). Sheets would be double or triple sheets welded together. The sheets on the eastern side would be provided with a water tight seal and all sheet pile would be coated with a coal tar epoxy coating. Once the bulkheads are in place, the area behind the bulkheads would be dewatered. It is assumed that the water could be directly discharged back into the Pensacola Bay until the water elevation nears the sediment level. Continuous dewatering would be required to maintain a relatively water free environment to install the 2-foot rip-rap base layer and the overlying structural

fill. Sediment laden water would be treated by the on-site unit described previously and discharged on-site or utilized for dust suppression.

The rip-rap base layer would be installed with a geotextile material above and below the rip-rap to allow for a stable base and prevent the overlying structural fill from entering the rip-rap layer. Structural fill would be placed and compacted over the rip-rap to the elevations specified in the Fabre Engineering (2007) plans.

Open-water Dredging

The passive dewatering containment cell would be constructed utilizing the existing stockpiled fill on the site in accordance with the Fabre Engineering (2007) plans. A turbidity curtain would be installed around the proposed dredge area on the west side as well as the east side of the peninsula. The eastern and western areas would be dredged utilize an excavator or clam-shell mounted on a barge. The plan assumes the dredged material would be transferred to scows that would offload the dredge material from the southern bulkhead to the dewatering cell.

The exact process for excavating and transferring the dredge material would be determined during the final design. It is assumed that the dredged material would be allowed to be used as site fill material or can be placed off-site at a location suitable to the City of Pensacola and/or FDEP or Army Corps of Engineers. The material will not require disposal at a permitted treatment facility.

Soil Cap and Wetland Filling

The site would receive capping consisting of impervious surfaces (buildings, roads, sidewalks, etc.) or 2 feet of clean soil structural fill. During preliminary project design, it was determined that the on-site wetlands would have to be filled. While not an optimal solution, the capping activities would proceed with a layer of the dredge material providing rough grading prior to placement of the cap. The cap material is assumed to be a structural fill material obtained from an off-site source. The borrow source would be tested for chemical and physical characteristics to ensure contamination is not being imported to the site.

For quality assurance purposes, the site will be surveyed by a licensed surveyor prior to the site grading operation. A final survey will be performed to measure the final grade and fill thickness. All impacted soils that require excavation during construction will be reused as on-site fill.

Wetland Creation

In accordance with the draft Joint Application prepared by Biological Research (2007), wetland mitigation is required due to the filling on the east side of the site, dredging of material on the west side, and filling upland low-quality isolated wetlands. In order to compensate for the loss by the creation of a saltmarsh and oyster reef habitat beyond the existing Bruce Beach mitigation site located west of the existing site.

The proposed mitigation includes the placement of fill material to create breakwaters and a marsh area. Saltmarsh creation will require pumping sand via hydraulic pump from barges into the water. Sandy material will be redistributed utilizing heavy equipment. The emergent breakwaters will be constructed with a core of clean broken concrete and armored with Class B limestone and covered in oyster shells.

Groundwater Monitoring

Short-term groundwater monitoring would include sampling existing monitoring well TPMW-1 during two semi-annual events. Monitoring will include sampling for total recoverable petroleum hydrocarbons (TRPH), semi-volatile organic compounds by EPA method 625, and volatile and halogenated compounds by EPA methods 601-602 expanded to include methyl tertiary butyl-ether (MTBE), isopropyl ether (IPE), and ethylene dibromide (EDB). Reports will be issued for each semi-annual event, and the final report will include a request for site closure with the FDEP, if appropriate.

Infrastructure Improvements

Infrastructure necessary to support the planned site improvements will include stormwater, wastewater, water conveyance and storage systems required for public improvements, conduit for communications infrastructure elements, electrical capacity for anticipated development, vehicular and pedestrian access system including streets, sidewalks, curbs, promenades and a new square.

The budgetary estimate for sidewalks, earthworks, and site access including paving and curbing is based on the design plans and specifications included in the *Design Criteria Package, Vol. IV, October 10, 2007* prepared by the *Design Criteria Team* consisting of *HKS Architects, Inc, et. al.*

The design plans for the utility layouts (except electrical and gas) is based on the *Design Criteria Package, Vol. I, October 11, 2007* prepared by the *Design Criteria Team* consisting of *HKS Architects, Inc,* and *Community Maritime Park – FDEP Intent to Use General Permit Application, Fabre Engineering & Surveying* , 31 August 2007 the that included the design plans and specifications for the site utility layout.

The layouts and budgetary estimates for electrical and gas requirements is based on the conceptual proposed site improvements since no detail was provided in the Design Criteria documents.

The infrastructure improvements include the following elements of construction:

- Sanitary sewer system
- Water Supply & Fireline system
- Stormwater Systems
- Natural Gas
- Communications Conduits
- Electrical
- Construction of Streets and Surface Parking Lots
- Construction of New Sidewalks
- Construction of New Curbs

Overall Technical Approach

All infrastructure construction will be performed upon completion of the remediation activity that includes the installation of 2-foot thick soil layer over the entire site. Since the site will be filled to approximately 13 feet above sea level, all trenching and earthwork operations necessary to install infrastructure components will be performed in clean material. Therefore, all excavated soil for construction of utilities will be used for backfill on the site.

Structural site fill material would be provided from an off-site borrow source to obtain the rough grades for the proposed Public and Private Improvements. The structural fill would be placed and compacted in 12-inch lifts.

Sanitary Sewer System

The sanitary system construction is based on Fabre Engineering Plans (2007). Work will include trenching for installation of sanitary sewer lines, excavation for precast manholes, and lift station for connection to the City of Pensacola POTW. Incorporation of fly ash, a by-product of coal-fired electric generating plants, in the concrete used to construct the sanitary sewer system will not only improve the performance and quality of the concrete, but will provide a use for the waste material. The cost-effectiveness of Concrete with fly ash content versus traditional Portland cement will be evaluated.

Water Supply & Fireline System

The system construction is based on the layout and details shown on Fabre Engineering Plans (2007). Water supply lines are assumed to be constructed of SDR 26 PVC pipe. During the design phase, Weston will evaluate potential cost-effective alternatives to PVC given that the manufacturing process is water and energy intensive. Water supply and fireline system will be provided by the existing City of Pensacola 12-inch water main and is assumed to be sufficient for the proposed development. Valves and capped pipes will be enclosed in UG vaults. The water lines would be pressure tested and disinfected. Building taps and water meters are not included as part of the Site Improvement scope.

Stormwater Systems

Stormwater from the site will be self-contained and managed through three stormwater systems as shown on the layout in the design criteria report. Catch basins and reinforced concrete piping will be installed to direct stormwater into either rain gardens, biofiltration ponds or an underground storage chamber depending on the drainage area. Overflow from these control devices will discharge into the bay. Work above the liner/underdrain system for the Water Garden and Bio-Filtration ponds are not included in the Site Improvements scope.

Natural Gas

Although the design criteria did not include natural gas layout, it was assumed that natural gas would be required at all proposed 25 building sites. Construction will include connection to the existing 8-inch diameter line with a 6-inch diameter Schedule 40 plain steel main for the project. During the design, Weston will evaluate suppliers as to the recycled content of the steel pipe. The existing 8-inch line along Main Street is assumed to provide supply for the Public and Private Improvements. Branch lines and 2-inch taps will be provided at each building site.

Electrical

No specific electrical layout design drawings were available, therefore, it was estimated that 6 megawatts of output would be required to service the size and type of buildings included in the Public and Private Improvements. The 6 megawatt estimate includes a 25% excess to handle peak surges specified in the design criteria report. It is assumed that the City of Pensacola power grid can accommodate the 6 megawatt output and a connection is available on the north side of Main Street. In addition, four 1500 kva transformers will be required for the main feed. A substation consisting of four 1500 KVA transformers would be constructed. A main conduit bank trench will be constructed with two 4-inch PVC conduits extended to each of the 25 buildings for use by the developer. For each building/improvement, stub-up conduits at the transformer pads will be provided.

Communication

As with electrical, there were no design layout available for the communication. The communication systems will include construction of isolated conduit banks only under the Site Improvement phase. These systems include telephone/data and LAN systems, cable TV system, access control system, and an audiovisual system. The communication conduits would be constructed of 4-inch PVC. These communication conduit banks will be placed above the electrical conduits in the same trench. It was assumed that a terminal station exists on city property sufficient to accommodate tie-in of the primary conduit bank of each communication system required.

Street and Surface Parking Lots, New Sidewalks, and Curb and Gutter

Streets and surface parking lots, sidewalks, and curb and gutters will be constructed in according with layouts provided in the Design Criteria report. Consideration for bicycle lanes to be included in the construction of Maritime Park roadways could help to reduce passenger car speeds through the site and encourage bicyclists and walkers to enjoy the site on foot. In an effort to maximize stormwater retention and infiltration, all site hardscape could use porous pavement technologies. Streets and surface parking lots will be constructed with an 8-inch base material followed by a 3-inch porous asphalt wearing surface. Sidewalks will be constructed of 4-inch thick porous concrete over a 2-inch sand cushion over a 6-inch base. Curb and gutters would be constructed of porous concrete over a 6-inch base. It should be noted that if a tuck under parking strategy is used during design and construction of the 25 building sites, the reduced amount of impervious surfaces will maximize green space for user recreation.

Sustainability Integration

Leadership in Energy and Environmental Design (LEED) legislation, executive orders, resolutions, ordinances, policies, and incentives are currently found in **78** cities, **24** counties, **19** towns, **28** states, **12** federal agencies, **13** public school jurisdictions and **36** institutions of higher education across the United States. The following are just a few examples of leadership in championing sustainable design and construction within the state of Florida:

- On July 13, 2007, Florida Governor Crist issued Executive Order #07-126 adopting LEED-NC for any new building constructed for or by the State. New construction projects must strive for Platinum certification, the highest level possible. The Executive Order also required the

Department of Management Services to implement LEED-EB across all buildings currently owned and operated by the department on behalf of client agencies.

- Gainsville, FL passed Ordinance # 1835 (Chapter 6, Article 1.5) requiring government county buildings be LEED certified. The city is also providing fast-track building permit incentives and a 50% reduction in the cost of building permit fees for private contractors who use LEED.
- In June, 2006, the City of Tampa adopted a Strategic Action Plan for the Channel District Community Development Area. The plan offers a density bonus to developers who achieve LEED certification due to the development's elements of "community enhancement."
- On September 25, 2007 the Manatee County School Board adopted a resolution to certify all future K-12 public schools at a minimum of LEED for Schools Certified level.
- Maritime Park has the opportunity to lead the way in demonstrating the sustainable community. By integrating the five main elements of sustainability into all phases of design and construction, the possibilities are endless and the opportunities are sky-high.

Site

Maritime Park will be located on an urban in-fill location. The site is connected to the city and accessible by the Escambia County Area Transit (ECAT) Downtown Transfer Center bus lines (2, 44, 45, 48, 58), located at Main and Reus Streets. Accessibility to public transportation provides users the opportunity to leave their cars at home and even bring a bicycle to enjoy Maritime Park. Opportunities to increase the site's community connectivity is available during Phase II of the construction of the site, in development of hotels, condos and a shopping district to encourage residents to live and shop within the community.

Water

Maritime Park has access to incredible views of the Pensacola Bay. Appreciation and connection to the marine ecosystem could be fostered by incorporating teaching stations throughout the Park to tell users about water conservation measures in place at the Park. Opportunities for use such as GreenGrid modular green roof technology, rain water capture in underground cisterns, rain gardens throughout the site, use of low-flow plumbing fixtures, use of native and adaptive plant species in all landscape design, and restriction of potable water used for irrigation could demonstrate to site users that being "green" isn't complicated or difficult.

Energy

Energy is an increasingly visible element of sustainable design. Green building rating systems, such as Leadership in Energy and Environmental Design (LEED) and the Environmental Protection Agency's (EPA) ENERGY STAR certifications allow for measured success in the reduction of energy use in buildings. While certifications of buildings may require incurrence of greater first costs, savings associated with operations and maintenance of these more energy efficient structures quickly racks up.

Materials

Material selection and specification is very important in ensuring minimal natural resources were used to manufacture the product, minimal transportation was needed to get the product to the project site, and minimal impacts to human health and the environmental are made during production and use of the product. Recycled content, reusability, off-gassing, chemical composition, and regional availability are important indicators that shape a material's sustainability.

Environmental Quality/Worker & User Health

Excellent air and water quality are important in fostering a sense of health and well-being. Opportunities to protect worker and site user health include development and implementation of a site air quality construction management plan, using low-emitting materials, optimal building structure orientation for users to enjoy daylighting and access to views, and other measures that can reduce worker and site user exposure to pollutant sources.

Relationship of Development Team with CMPA / City of Pensacola

The TWC team envisions a collaborative relationship as the development partner for the CMPA and City of Pensacola. This is essential to determine the best sources of funding, revenue, value engineering and scope considerations. The creative solutions as provided by the team in the areas of design, execution, resource allocation, funding and capital structure will help the CMPA achieve the goals for the full build out as presented in the design criteria.

Public Approvals

Public participation is critical during all aspects of a project of type. The community is an integral part of the participation, implementation and use of the facility as identified in the Design and Development Principles. A community outreach program will be implemented to ensure that the principles are adhered to during all stages of the project. Continual and open communication is key to a successful and collaborative relationship with the community that will facilitate approval of plans. As part of the community outreach program, public meetings will be held during the preparation of the revised RAP, design drawings and specifications, and final planning phases of the Public and Private Improvements. Newsletters and web updates will also be an integral part of the outreach program. These mediums of engagement will serve to continually inform the community on the progress of the project to facilitate community acceptance.

Phasing

Tab 8 includes the project schedule for the Phase I Site, Public and Private Improvements. Site Improvements include both environmental remediation and infrastructure improvement. The phasing currently assumes that the infrastructure improvements would follow completion of the remediation. Similarly, public and private improvements follow completion of the infrastructure improvements. Alternatively, significant cost savings and schedule reduction could be realized by concurrently conducting the two Site Improvement phases as well as the public improvement phase.

TEAM FINANCIAL CAPACITY

The TWC Team has established working relationships and brings a wealth of institutional financial backing to the project. Given the current status of the capital markets, and based on our initial budgets for the required Phase 1 Deliverables, our team is well equipped to structure a financial solution which to achieve the goals of the CMPA and City of Pensacola through a combination of:

Developer Equity – each of the key team members has the ability to provide substantial developer equity to the project once a final deliverable budget has been established and collaboratively determined with the CMPA and City of Pensacola

Institutional Debt – as you will see from the table below, each of the key team members has established relationships and proven track records with a wide range of institutional lenders.

Public Funding and Alternative Funding Sources – The current alternative to the CRA bond as provided by the City of Pensacola in recent weeks provides the platform for a substantial portion of the infrastructure and remediation to support the Phase 1 improvements, the TWC Team is well equipped to seek additional funding sources to help achieve the goals of the Phase 1 deliverables. Each of the key team members has expertise in seeking alternative funding sources for project that have community benefit, economically sustainable design principals, environmental contamination solutions and are economic development catalysts.

The team envisions a collaborative effort to determine the overall project scope, phasing, financing and alternatives with the CMPA and City of Pensacola to determine a solution for delivery of the Maritime Park.

The initial estimates provided in the following pro-formas indicate a total project cost for Phase 1 Deliverables as required by the CMPA to be approximately \$89 Million. The infrastructure costs for remediation / fill-related / sitework and infrastructure as estimated and provided for in our analysis exceed the \$40 Million CRA bond provided for such improvements. The TWC team does believe that there are substantial cost savings approaches that can be taken to reduce the overall cost of the Phase 1 deliverables that will include changes in scope and additional funding requirements. The TWC team is prepared and equipped to partner with the CMPA to collaboratively determine the best approach to deliver the Phase 1 requirements.

The private and commercial aspects of the project are dependent on the Phase 1 infrastructure development and will be market driven. The TWC team is prepared to engage in a partnership to deliver the highest and best use for the project given market conditions.

The TWC Team's strong backlog and record of superior project performance provides a predictable, stable revenue stream and well-managed cash flow generation. Our steady cash flow, superior risk management practices, and close financial partnerships make the TWC Team stable, growing, highly valued, and financially secure. The TWC Team's financial resources, systems, and experience sustain a high level of performance for all our contracts while meeting obligations to lenders and subcontractors.

The TWC offers the following:

- Stable Revenue Stream
- World Class Cash Management
- Superior Risk Management
- Close Financial Partnerships

TWC		
Team Member	Project Pipeline	Sources of Funds/ Partners/Bonding
Trinity Capital Advisors, LLC	Currently \$200M in acquisitions 1 Billion in Proposed Development	GE Capital Real Estate UBS CSFB/Column Financial
Weston Solutions, Inc.	Current annual revenue of approximately \$500M backlog	Bank of America Evergreen Indemnity
SmithCypress Partners	\$1.7 Billion in development and acquisitions	Carlyle Group TMC Land Fund

**Community Maritime Park - Pensacola, FL
Pro Forma Template**

TABLE 1

PROJECT DESCRIPTION
MARITIME PARK DEVELOPMENT PROFORMA
TRINITY CAPITAL ADVISORS - CONFIDENTIAL

	_____ SF	_____ 34.8 Acres	
II. Gross Building Area (GBA)			
		Phase 1	Phase 2
A. Residential - Rental / Sale / Hotel			
Net Buildable Area	_____ 176000 SF		
Total Gross Building Area - Residential-For-Sale	_____ 176000 SF	0	176000
			100-150 Room Boutique hotel to be +/- 80-100k sf To be determined Phase 1 inclusion for hotel
B. UWF Museum			
Net Rentable Area	_____ 46000 SF		
Total Gross Building Area - Residential -Rental	_____ 46000 SF	46000	UWF to develop
C. Retail			
Net Buildable Area	_____ 70000 SF		
Total Gross Building Area - Retail	_____ 70000 SF	13000	57000
D. Office			
Net Leasable Area	167000 SF		
Total Gross Building Area - Office	_____ 167000 SF	60000	107000
E. Multi Use Stadium			
Net Area	_____ 112870 SF		
Total Gross Building Area - Multi Use Stadium	_____ 112870 SF	112870	0
			Lease with Pensacola Pelicans
F. Conference Center and Classrooms			
Net Leasable Area	_____ 32000 SF		
Total Gross Building Area - Conference Center and Classrooms	_____ 32000 SF	32000	0
			UWF to lease
G Grand Total GBA	_____ 603870 SF	PHASE 1 263870	PHASE 2 340000
III. Stories/Floor Area Ratio			
A. Number of Stories (above grade)	_____ Stories		
B. Floor Area Ratio (FAR)	_____		

**MARITIME PARK DEVELOPMENT PROFORMA
PENSACOLA, FL
TRINITY CAPITAL ADVISORS - CONFIDENTIAL**

Totals

I. Direct Costs

Site Improvements	\$25,490,000
Landscaping / Hardscaping	\$17,879,000
Remediation	
Total Remediation	\$24,340,000
Other Remediation	\$ _____
Total Remediation	\$24,340,000
Parking - Above-ground (2)	
	\$ _____
Shell Construction - Residential - hotel	\$44,000,000
Shell Construction - Retail	\$14,000,000
Shell Construction - Office	\$31,000,000
Construction - Conference Center and Classrooms	\$9,000,000
Construction - Multiuse Facility	\$14,200,000
Tenant Improvements - Retail	\$3,500,000
Tenant Improvements - Office	\$5,010,000
	\$ _____
	\$ _____
Amenities/FF&E	\$ _____
General Conditions/Contractor Fee	\$ _____
Contingency	\$ _____
Total Direct Costs	\$ _____

II. Indirect Costs

Architecture & Engineering	\$4,947,883
Permits & Fees	\$2,473,941
Legal & Accounting	\$4,947,883
Taxes & Insurance	\$2,473,941.50
Developer Fee	\$9,895,766
Marketing/Lease-Up	\$2,473,941
Contingency	\$7,421,824.49
Total Indirect Costs	\$ _____

III. Financing Costs

Loan Fees	\$ _____
Interest During Construction	\$ _____
Interest During Sales/Lease-Up	\$ _____
HOA Dues on Unsold Units	\$ _____
Operating Lease-Up/Reserves	\$ _____
TCAC/Syndication Fees (3)	\$ _____
Total Financing Costs	\$ _____

IV. Total Development Costs

\$247,394,181

Please check the appropriate statement:	
1. Prevailing wage requirements are included in the direct costs above.	
2. Prevailing wages are not reflected in the direct costs above.	

(1) Private development uses include: residential, retail, office, cultural, and other components, and associated parking.
(2) Private parking only.

Site Improvements	Budgetary Cost (\$M)
Remediation	
Site Preparation - Demolition, Clearing and Grubbing	\$ 0.17
West Side Dredging	\$ 1.76
East Side Dredging - Barge Access/Bulkhead	\$ 1.27
West Bulkhead Construction	\$ 2.46
East Bulkhead Construction	\$ 4.57
Earthwork - Soil Cap (2-foot of Structural Fill)	\$ 6.93
Earthwork - West Bulkhead	\$ 0.36
Earthwork - East Bulkhead	\$ 1.71
Wetland Creation - Bruce Beach	\$ 2.54
Engineering - Reports, Design and Specifications	\$ 1.25
General Conditions	\$ 1.34
Subtotal	\$ 24.34
Infrastructure	
Electrical and Communications	\$ 8.06
Natural Gas	\$ 0.62
Sanitary Sewer	\$ 0.46
Site Access (Excludes Bridge)	\$ 2.91
Site Earthwork	\$ 4.32
Stormwater Sewer	\$ 3.22
Water and Firelines	\$ 0.91
Band Shell	\$ 0.38
Engineering - Reports, Design and Specifications	\$ 0.67
General Conditions	\$ 3.94
Subtotal	\$ 25.49
Total	\$ 49.83

Rev. 8-29-07

Cost Assumptions:

1st Floor - Education Center 15,500 sf
 2nd Floor - Conference Center 15,500 sf
 Total Gross Area: 31,000 sf
 Retail Space: Excluded (by Developer)

9/2/07 SAS, CA changes in bold
 reduced sf by 2,000
 reduced sf by 2,000

CONFERENCE CENTER / UWF EXECUTIVE EDUCATION CENTER - BUDGET ESTIMATE

DESCRIPTION	UNIT MEAS	UNIT QUANT.	\$/UNIT	SUB-TOTAL	TOTAL	COST/S.F.	
SITework / Earthwork						\$100,000	\$3.23
Demolition		Included in site development	\$0.00	\$0			
General earthwork and grading allowance	Allowance	1	\$50,000.00	\$50,000	Balance in site development		
Site utilities allowance	Allowance	1	\$50,000.00	\$50,000	Balance in site development		
Landscape and irrigation allowance		Included in site development	\$0.00	\$0			
BUILDING STRUCTURE						\$1,240,000	\$40.00
Foundations	SF	31,000	\$10.00	\$310,000			
Superstructure	SF	31,000	\$30.00	\$930,000			
GENERAL CONSTRUCTION						\$2,356,000	\$76.00
Roofing and waterproofing	SF	31,000	\$6.00	\$186,000			
Exterior enclosure	SF	31,000	\$30.00	\$930,000			
Interior partitions and finishes	SF	31,000	\$40.00	\$1,240,000			
SPECIALTIES AND EQUIPMENT						\$100,000	\$3.23
Food and beverage equip. in conference center	Allowance	1	\$150,000.00	\$0			
20' high folding partitions in meeting room	SF	4,880	\$60.00	\$0			
Furniture (Conference Center only)	Allowance	1	\$150,000.00	\$0			
Telescopic seating in conference center	EA	0	\$450.00	\$0	NIC - Can be rented.		
Portable stages in conference center	LS	0	\$100,000.00	\$0	NIC - Can be rented.		
Theater lighting system in conference center	Allowance	0	\$75,000.00	\$0	NIC - Can be rented.		
Other A/V equipment in conference center	Allowance	1	\$50,000.00	\$0			
Misc. equip. & specialties (toilet accessories, etc.)	LS	1	\$100,000.00	\$100,000			
CONVEYING SYSTEMS						\$130,000	\$4.19
Service/Passenger Elevator	Stops	2	\$35,000.00	\$70,000			
Passenger Elevator (1 elevator)	Stops	2	\$30,000.00	\$60,000			
Escalator	Runs	0	\$0.00	\$0			
MECHANICAL						\$713,000	\$23.00
HVAC	SF	31,000	\$23.00	\$713,000			
PLUMBING & FIRE PROTECTION						\$364,250	\$11.75
Plumbing	SF	31,000	\$9.00	\$279,000			
Fire Protection	SF	31,000	\$2.75	\$85,250			
ELECTRICAL						\$775,000	\$25.00
Electrical	SF	31,000	\$25.00	\$775,000			
SPECIAL SYSTEMS						\$150,000	\$4.84
PA/Sound systems	LS	1	\$150,000.00	\$0			
Security CCTV system	LS	1	\$100,000.00	\$0			
Cable TV and distribution	LS	1	\$50,000.00	\$50,000			
Telecom equipment and distribution	LS	1	\$100,000.00	\$100,000			
NET CONSTRUCTION COST W/O DIV. 1						\$5,928,250	\$191.23
GENERAL CONDITIONS - DIV. 1						\$889,238	\$28.69
G.C.'s general requirements, overhead, profit	%	15.00%	\$889,237.50	\$889,238			
Sales Taxes	%		w/ directs	w/ directs			
Performance & Payment Bonds	%		inc. above	inc. above			
NET CONSTRUCTION COST:						\$6,817,488	\$219.92

Notes:

- 1) Construction cost estimate based on projection of 1st quarter 2008 prices. Any further escalation is included in the overall project budget.
- 2) No contingencies are included in the construction cost estimates. All contingencies are included in the overall project budget.
- 3) No A/E fees, expenses, testing, and other "soft costs" are included above, but are included in the overall project budget.

Cost Assumptions:		
Enclosed conditioned space:	18,609 sf	
Enclosed un-conditioned space:	20,653 sf	
Concourses:	21,000 sf	
Net S.F.	60,262	
Seating & Dugouts by Dant-Clayton:	22,508 sf	Included in Dant-Clayton budget
Total enclosed w/ seating, concourses, dugouts:	82,770 sf	
Other unenclosed space:	30,100 sf	Picnic terraces, berms, etc.
Total Gross Area:	112,870 sf	

MULTI-USE STADIUM VENUE - BUDGET ESTIMATE								
DESCRIPTION	UNIT	MEAS	QUAN	\$/UNIT	SUB-TOTAL	TOTAL	COST/ GROSS S.F. (112,870 s.f.)	COST/ NET S.F. (60,262 s.f.)
SITWORK / EARTHWORK						\$1,636,000	\$14.49	\$27.15
Demolition			1	\$0.00	\$0	In site development budget.		
General earthwork and grading allowance	Allowance		1	\$50,000.00	\$50,000	Balance in site development.		
Site utilities allowance	Allowance		1	\$50,000.00	\$50,000	Balance in site development.		
Allowance for picnic terraces, berm, ,etc.	SF		30,100	\$10.00	\$301,000			
Landscape and irrigation allowance	Allowance		1	\$50,000.00	\$50,000	Balance in site development.		
Perimeter security fence & gates	LF		1,200	\$125.00	\$150,000			
Batter's eye w/ removable scrim	LS		1	\$60,000.00	\$60,000			
Synthetic turf playing field	SF		130,000	\$7.50	\$975,000			
STADIUM STRUCTURE						\$2,141,790	\$18.98	\$35.54
Enclosed space:								
Foundations	SF		39,262	\$15.00	\$588,930			
Superstructure	SF		39,262	\$30.00	\$1,177,860			
Seating	SF		19,628	\$0.00	\$0	In Dant-Clayton budget		
Concourses (assume 50% for slab-on-grade):	SF		10,500	\$10.00	\$105,000	50% inc. w/ superstructure.		
Dugouts and dugout suites	SF		2,880	\$0.00	\$0	In Dant-Clayton budget		
Outfield walls	SF		9,000	\$30.00	\$270,000			
GENERAL CONSTRUCTION						\$1,963,100	\$17.39	\$32.58
Roofing and waterproofing	SF		39,262	\$10.00	\$392,620			
Exterior enclosure	SF		39,262	\$15.00	\$588,930			
Interior partitions and finishes	SF		39,262	\$25.00	\$981,550	Some areas to be left as shell space.		
SPECIALTIES AND EQUIPMENT						\$875,000	\$7.75	\$14.52
General seating (individual armchair seats)	EA		2,352	\$0.00	\$0	In Dant-Clayton budget		
Club seating	EA		300	\$0.00	\$0	In Dant-Clayton budget		
Terrace seating behind dugouts	EA		400	\$0.00	\$0	In Dant-Clayton budget		
Suite seating	EA		72	\$0.00	\$0	In team FF&E		
Swing-away seats for wheelchair viewing	EA		70	\$0.00	\$0	In Dant-Clayton budget		
1,000 portable bleacher seats	EA		1,000	\$0.00	\$0	In Dant-Clayton budget		
Athletic equipment allowance	LS		0	\$0.00	\$0	By team		
Food and beverage equipment	Allowance		1	\$350,000.00	\$350,000			
Video scoreboard & structure	Allowance		1	\$350,000.00	\$350,000	Standard matrix scoreboard (no LED video)		
Trash Handling	LS		0	\$0.00	\$0			
Laundry Equipment	LS		0	\$0.00	\$0	By team		
Ticketing System (by others)	LS		0	by others	by others	By others		
Turnstile / Drop Boxes	EA		0	\$2,500.00	\$0	By others		
Graphics and signage	Allowance		1	\$100,000.00	\$100,000			
Suite furniture	Allowance		0	\$0.00	\$0	In team FF&E		
Operations equipment	LS		0	\$0.00	\$0	In team FF&E		
Furniture	LS		0	\$0.00	\$0	In team FF&E		
Misc. equip. & specialties (toilet accessories, etc.)	LS		1	\$75,000.00	\$75,000			
CONVEYING SYSTEMS						\$195,000	\$1.73	\$3.24
Service/Passenger Elevator	Stops		3	\$35,000.00	\$105,000			
Passenger Elevator (1 elevator)	Stops		3	\$30,000.00	\$90,000			
Escalator	Runs		0	\$0.00	\$0			
MECHANICAL						\$500,186	\$4.43	\$8.30
Fully-conditioned space	SF		18,609	\$18.00	\$334,962			
Semi-conditioned space	SF		20,653	\$8.00	\$165,224			
PLUMBING & FIRE PROTECTION						\$510,406	\$4.52	\$8.47
Plumbing	SF		39,262	\$10.00	\$392,620			
Fire Protection	SF		39,262	\$3.00	\$117,786			
ELECTRICAL						\$1,562,979	\$13.85	\$25.94
Fully-conditioned space	SF		18,609	\$25.00	\$465,225			
Semi-conditioned space	SF		20,653	\$18.00	\$371,754			
Concourses - lighting	SF		21,000	\$6.00	\$126,000			
Picnic and party terrace lighting	Allowance		1	\$100,000.00	\$100,000			
Field Lighting & Structure	Allowance		1	\$500,000.00	\$500,000			
STADIUM SYSTEMS						\$150,000	\$1.33	\$2.49
Sound reinforcement system	LS		1	\$150,000.00	\$150,000			
TV's, ad panels, etc.	LS		1	\$0.00	\$0	By others		
Security CCTV system	LS		1	\$0.00	\$0	By others		
Cable TV and distribution	LS		1	\$0.00	\$0	By others		
Broadcast cable and distribution	LS		1	\$0.00	\$0	By others		
Telecom equipment and distribution	LS		1	\$0.00	\$0	By others		
NET CONSTRUCTION COST W/O DIV. 1						\$9,534,461	\$84.47	\$158.22
GENERAL CONDITIONS - DIV. 1						\$1,525,514	\$13.52	\$25.31
Gen. Conditions, CM fees and costs	%		16.00%	\$1,525,513.76	\$1,525,514			
Sales Taxes	%			w/ directs	w/ directs			
Performance & Payment Bonds	%			inc. above	inc. above			
SUBTOTAL - NET CONSTRUCTION COST:						\$11,059,975	\$97.99	\$183.53
ESCALATION AND CONTINGENCIES:						\$1,658,996	\$14.70	\$27.53
Contingencies	%		10.00%	\$1,105,997.48	\$1,105,997			
Escalation	%		5.00%	\$552,998.74	\$552,999			
SUBTOTAL:						\$12,718,971	\$112.69	\$211.06
SOFT COSTS						\$1,399,087	\$12.40	\$23.22
A&E Fees - Basic Services	%		7.50%	\$953,922.82	\$953,923			
Specialty Consultants	%		1.50%	\$190,784.56	\$190,785			
Reimbursable Expenses	%		1.00%	\$127,189.71	\$127,190			
Survey and Testing Costs	%		1.00%	\$127,189.71	\$127,190			
SUBTOTAL:						\$14,118,058	\$125.08	\$234.28
Total cost/seat based on total seating capacity of 4,000 seats:						\$3,530		

Assumptions:

West Waterfront Promenade	38,500 sf	
South Waterfront Promenade	26,600 sf	
East Waterfront Promenade	40,250 sf	
Pergola Walk	0	Area Adjacent to Outfield Wall
Water Garden	75,000 sf	
West Main Street	35,500 sf	
DeVillier's and Reus Streets	22,500 sf	
Spring Street Extension	45,500 sf	
Museum Way	10,800 sf	
South Park	180,000 sf	
DeVillier's Square	27,000 sf	
Parking Phase 1		appx 750-1000 spaces
Signage Etc		
 Total Gross Area:	 501,650 sf	

MULTI-USE STADIUM VENUE - BUDGET ESTIMATE

DESCRIPTION	UNIT	MEAS	QUAN'	\$/UNIT	SUB-TOTAL	TOTAL	COST/ GROSS S.F. (501,650 SF)
Landscape and Hardscape						\$16,055,343	\$32.01
West Waterfront Promenade	SF		38,500	\$44.16	\$1,700,160		
South Waterfront Promenade	SF		26,600	\$25.18	\$669,788		
East Waterfront Promenade	SF		40,250	\$27.33	\$1,100,033		
Pergola Walk	item		1	\$850,000.00	\$850,000		
Water Garden	SF		75,000	\$14.67	\$1,100,250		
West Main Street	SF		35,500	\$14.09	\$500,195		
DeVillier's and Reus Streets	SF		22,500	\$15.33	\$344,925		
Spring Street Extension	SF		45,500	\$13.62	\$619,710		
Museum Way	SF		10,800	\$62.04	\$670,032		
South Park	SF		180,000	\$27.78	\$5,000,400		
DeVillier's Square	SF		27,000	\$55.55	\$1,499,850		
Interim (Phase 1 to Phase 2 temp construction)	item		1	\$500,000.00	\$500,000		
Parking Phase 1	item		1	\$1,000,000.00	\$1,000,000		
Signage Etc	item		1	\$500,000.00	\$500,000		
 NET CONSTRUCTION COST						\$16,055,343	\$32.01
 GENERAL CONDITIONS - DIV. 1						\$321,107	\$0.64
Gen. Conditions, CM fees and costs	%		2.00%	\$321,106.85	\$321,107		
Sales Taxes	%			w/ directs	w/ directs		
Performance & Payment Bonds	%			inc. above	inc. above		
 SUBTOTAL - NET CONSTRUCTION COST:						\$16,376,449	\$32.65
 ESCALATION AND CONTINGENCIES:						\$982,587	\$1.96
Contingencies	%		3.00%	\$491,293.48	\$491,293		
Escalation	%		3.00%	\$491,293.48	\$491,293		
 SUBTOTAL:						\$17,359,036	\$34.60
 SOFT COSTS						\$520,771	\$1.04
A&E Fees - Basic Services	%		1.00%	\$173,590.36	\$173,590		
Reimbursable Expenses	%		1.00%	\$173,590.36	\$173,590		
Survey and Testing Costs	%		1.00%	\$173,590.36	\$173,590		
 SUBTOTAL:						\$17,879,807	\$35.64

Marketing of Private Improvements

The TWC team has the local expertise to provide the necessary knowledge base and provide for a wide range of marketing, leasing and sales expertise to the private improvements. The highest and best use studies to be conducted by the team during delivery of Phase 1 improvements will determine the overall program for commercial, retail, for-rent and for-sale residential aspects of the improvements.

The local Pensacola team lead by Joseph Endry has over 30 years of extensive local real estate experience and positions our team to both determine the best program based on market knowledge and dynamics as well as to achieve the highest returns with regards to leasing and sales of the improvements. This local connection will include opportunities for local, minority and women-owned businesses to participate in marketing, public relations and sales efforts.

Market Inventory - Classes



← **Class A**

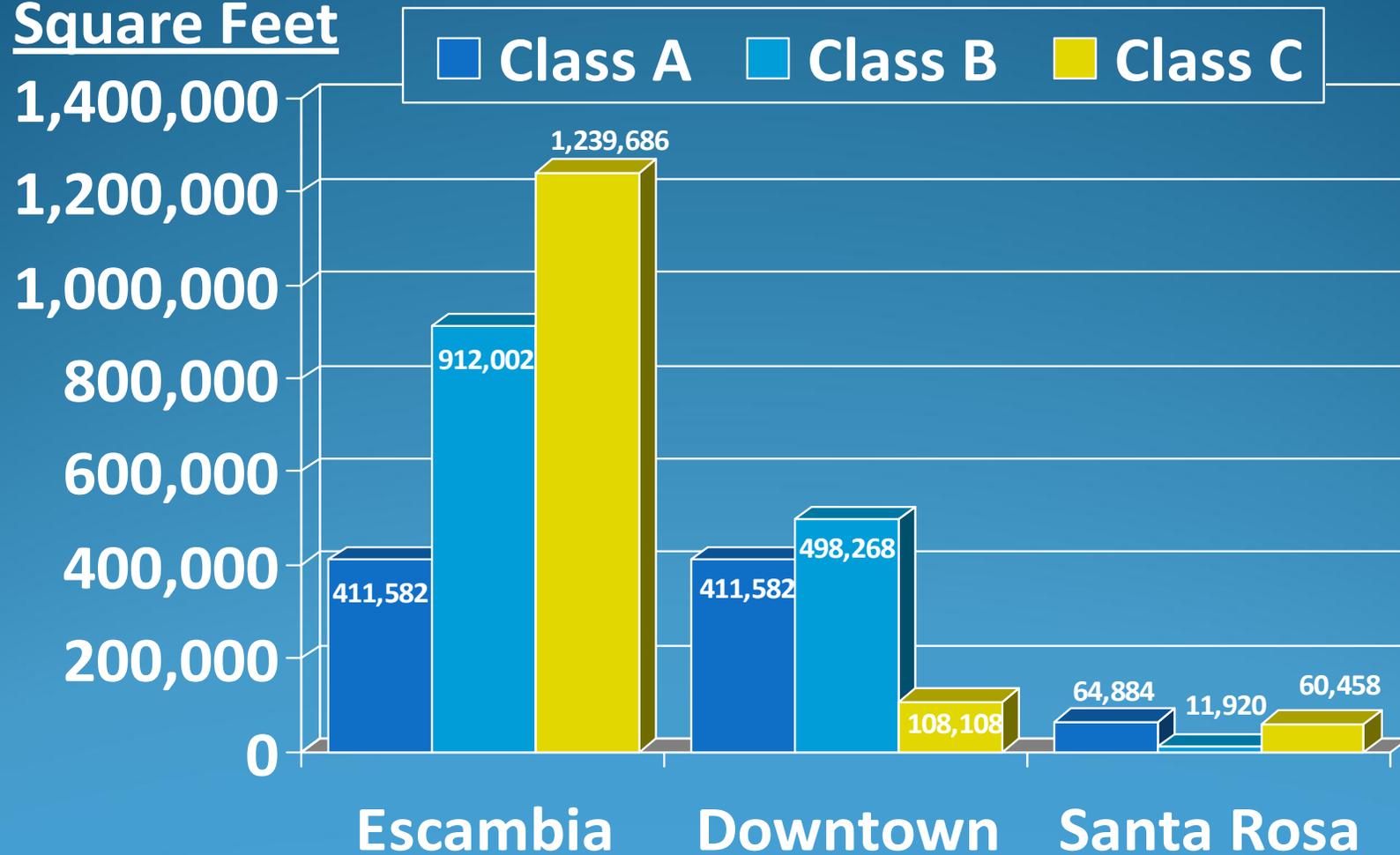
Class B →

Class C



Tenant Occupied Space

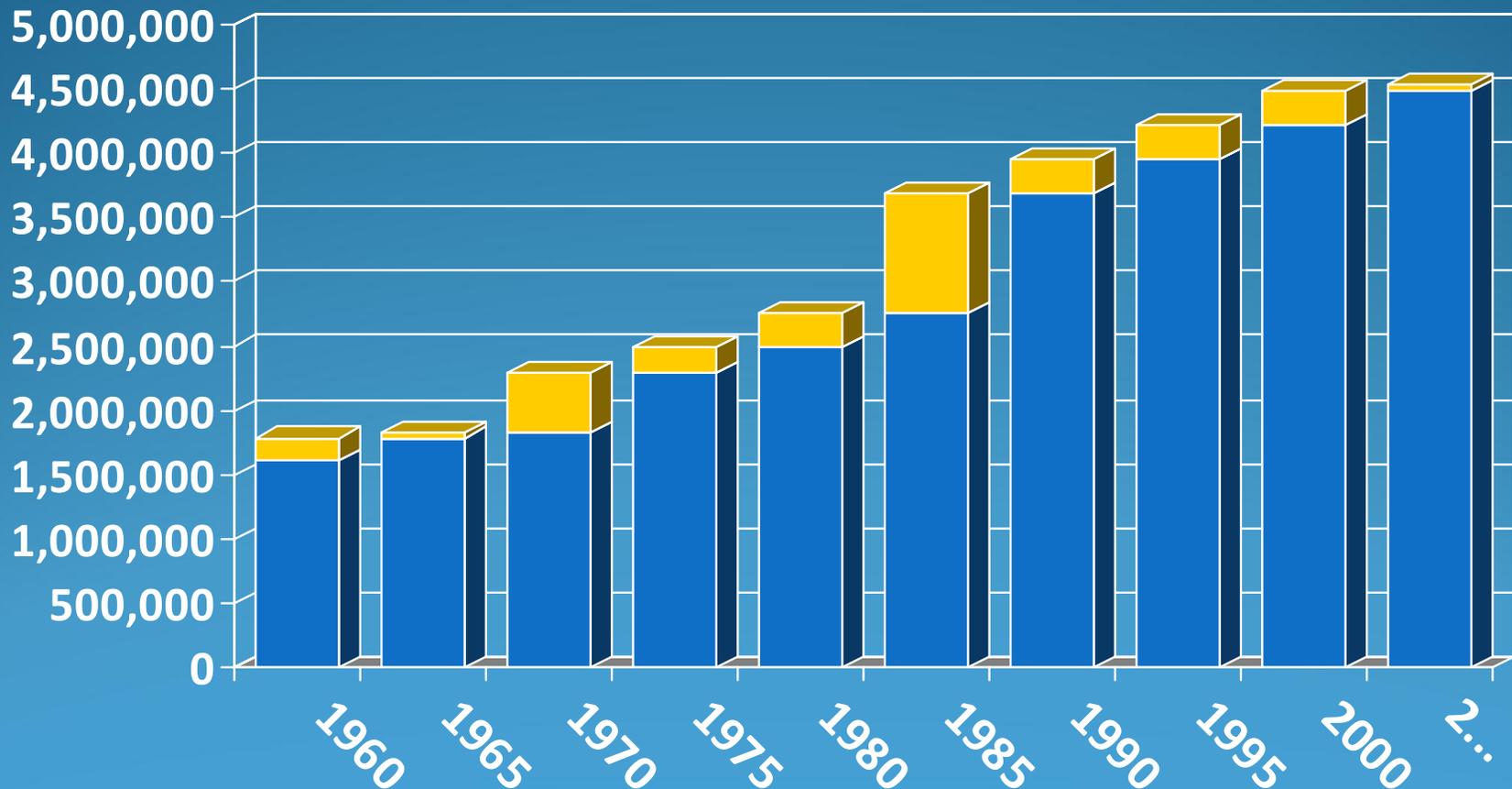
Square Feet



Cumulative Construction History

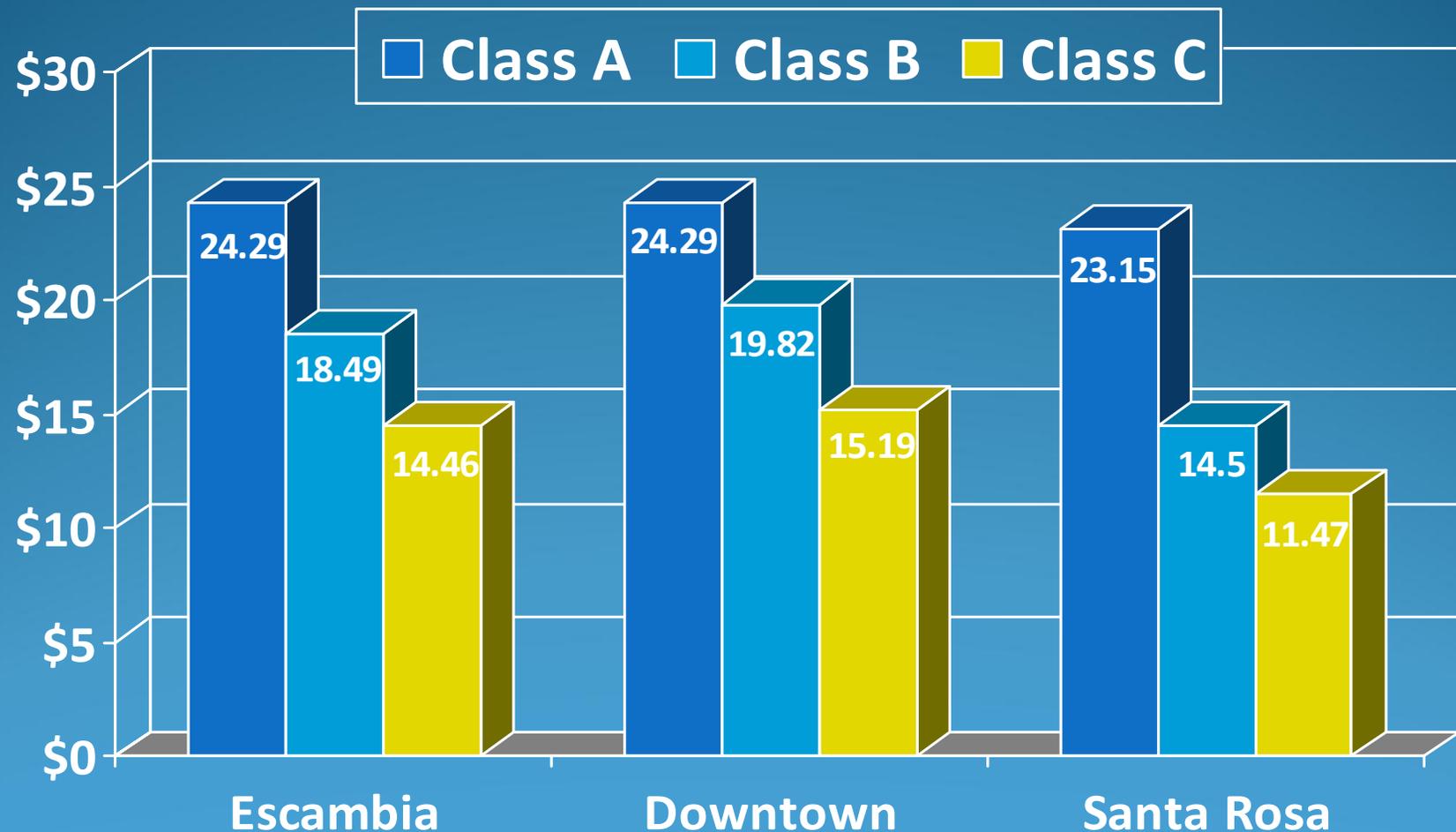
Square Feet

Existing Sq Ft New Sq Ft



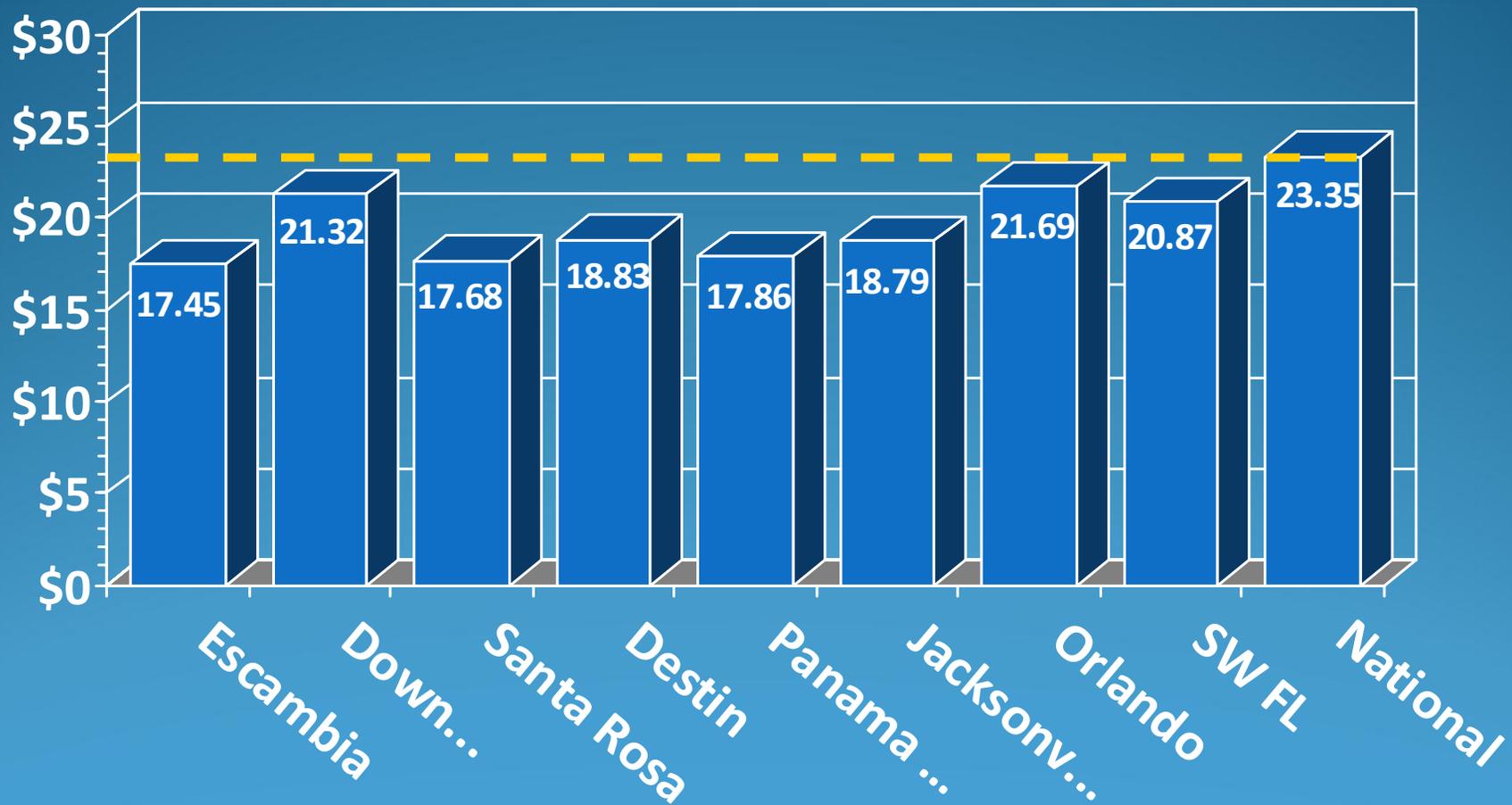
Lease Rates

10,000sf Office Buildings by property Class



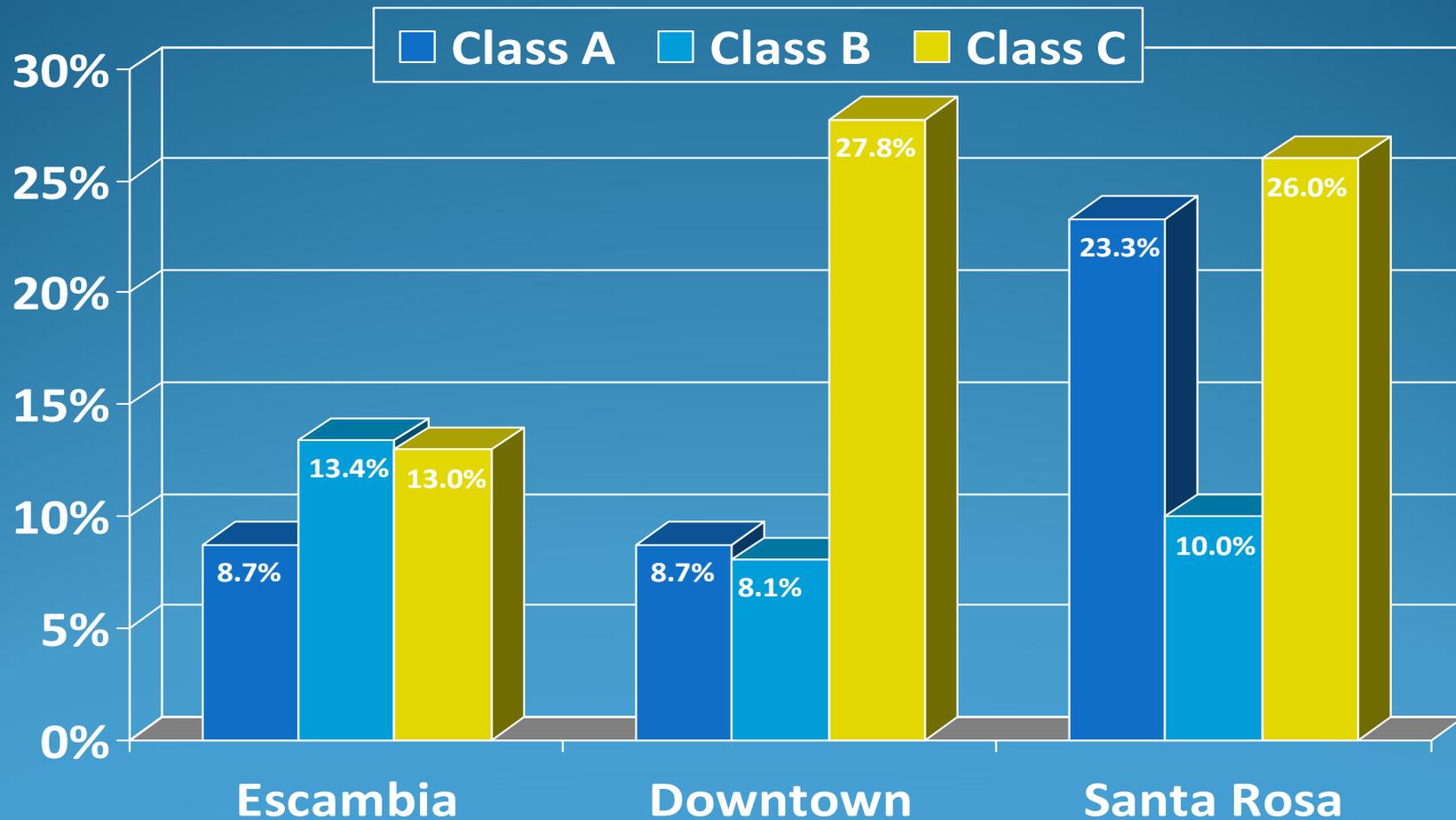
Weighted Lease Rates

as compared to Regional and National Markets



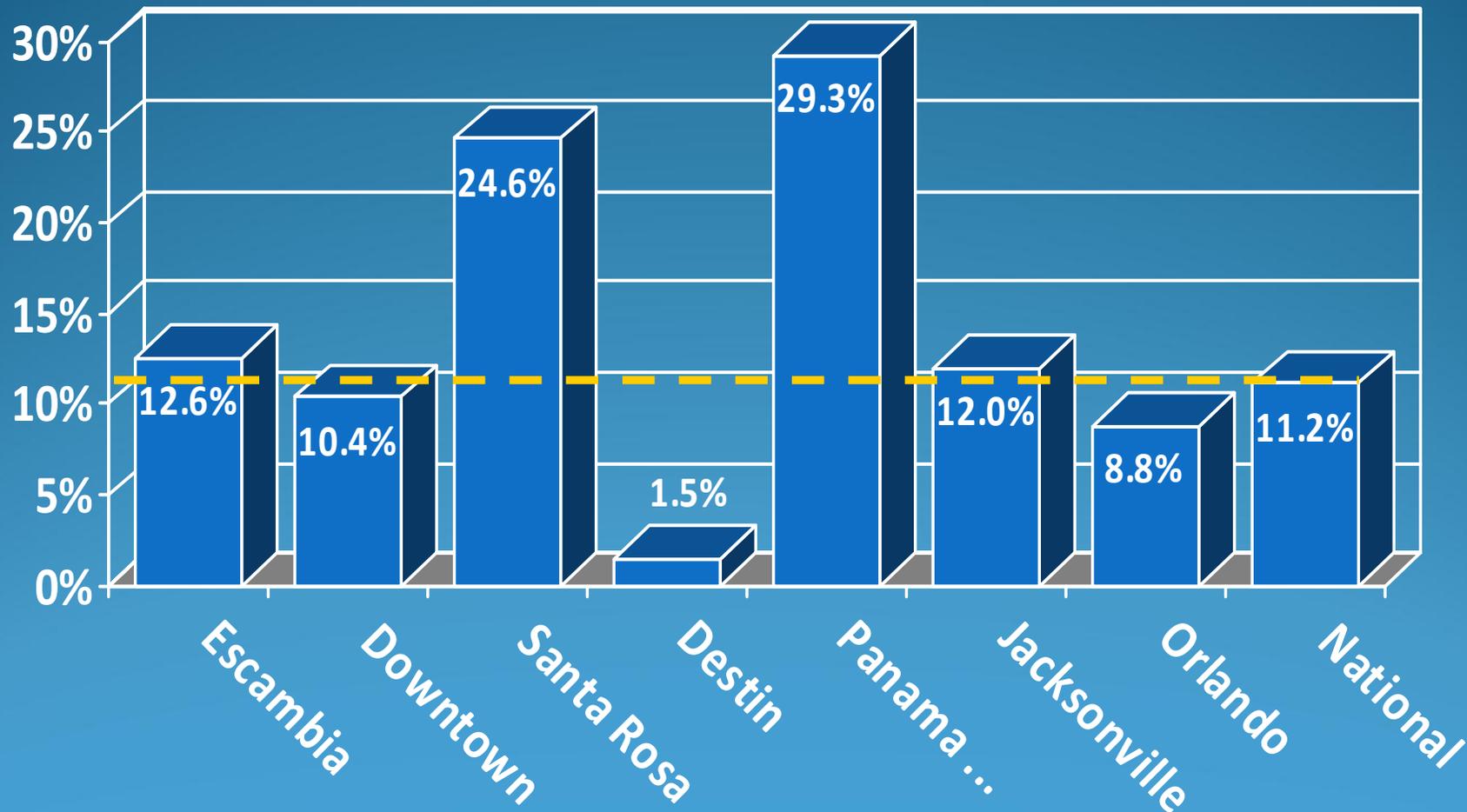
Vacancy Factor

10,000+ sf Office Buildings by property Class



Average Vacancy Factors

As compared to Regional and National Markets

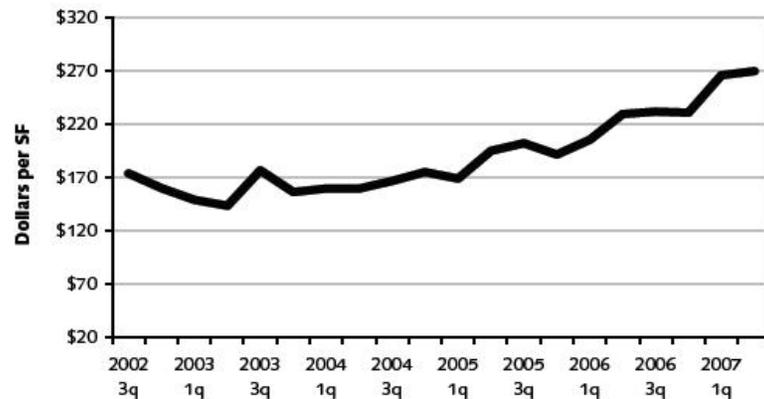


Sales Trends

Market	Property	Price/SqFt	Cap Rate
Santa Rosa	Quietwater Business Park	\$128/sf	8.5%
Downtown	Wachovia Bank Building	\$137/sf	?
National		\$270/sf	6.75%

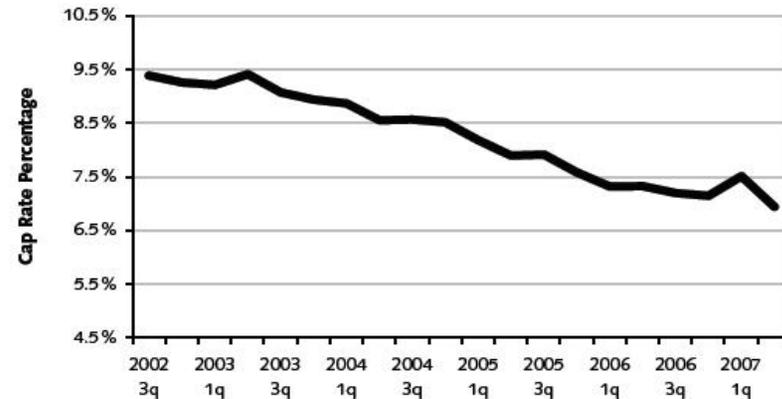
HISTORICAL PRICE/SF AVERAGE

Based on Office Building Sales of 15,000 SF and Larger



HISTORICAL CAP RATE AVERAGE

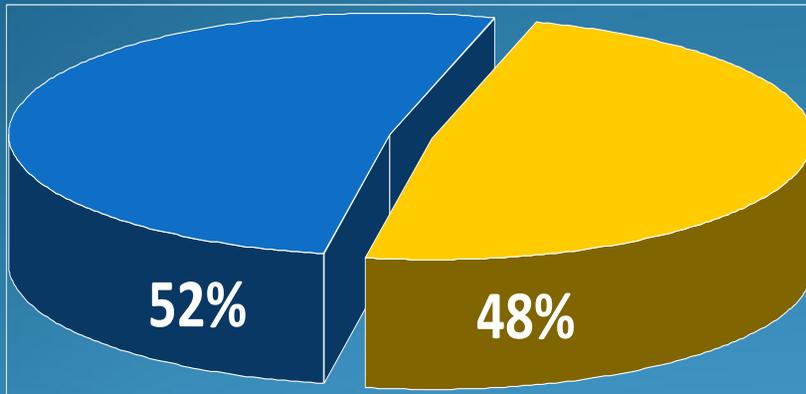
Based on Office Building Sales of 15,000 SF and Larger



Tenant Occupied -vs- Owner Occupied

Downtown Pensacola

■ Tenant Occupied ■ Owner Occupied

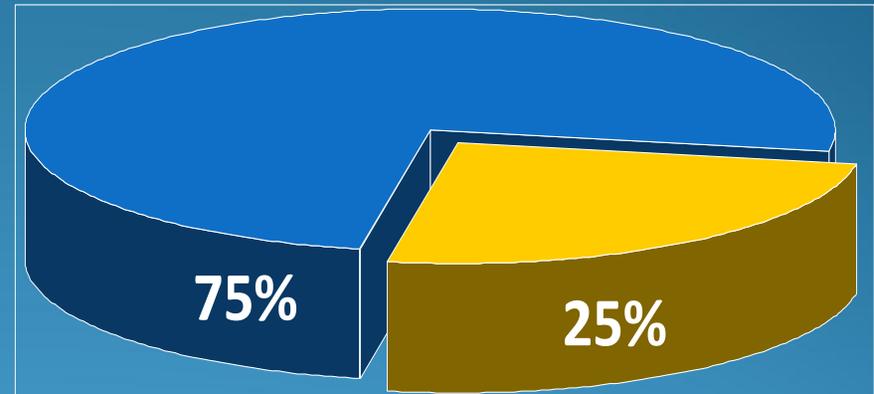


Leasing Positives

- Flexibility for expansion or contraction
- Working capital liquidity
- No burden of debt

Normal Market

■ Tenant Occupied ■ Owner Occupied



Owning Positives

- Tax benefits
- Long-term expenses control
- Property condition control

Operations and Management

The TWC Master Developer Team consists of a broad spectrum of national and local team members. The collaboration of this diverse collection of professionals will be essential to the success of the operations and management of the project.

- **CMPA Staff & Board Activities** – The local Project Coordinator for TWC is local Pensacola resident and developer Tosh Belsinger. Since the presentation of the Community Maritime Park RFQ, Belsinger has attended all CMPA Board meetings and activities that have been open to the Master Developer candidates. This commitment to the CMPA and the Community Maritime Park project will continue through all phases of the project so as to assure that TWC will maintain a constant understanding of all CMPA staff and Board meetings and activities.
- **Public Spaces & Public Improvement Operations & Management** – Successful operation and management of the public spaces and public improvements will be achieved as a result of relationships forged between TWC and the City of Pensacola. There will need to be a cohesive relationship between operations and management of the public spaces and public improvements within the park and the public spaces and public improvements within the city. Therefore TWC proposes to engage the City of Pensacola and staff, the Chamber of Commerce, the African American Chamber of Commerce, and other local organizations and citizens to strategize in order to provide the most efficient and beneficial methods of operating and managing the public spaces and improvements in the park. The focus of this approach will be to team the professionals, local and national, of TWC with resources found within the City of Pensacola in order to allow for a collaborative operations and management effort. This teaming will provide unique new job opportunities to the citizens of Pensacola.
- **Private Improvement Operations & Management** – The initial Phase I private improvements include the Conference Center and the Studer Group office building. TWC attended the UWF information session and has also met with Quint Studer in order to lay the foundation for a strong working relationship that will result in the successful development, operation, and management of a world class Conference Center and commercial office space. These working meetings will continue as a part of the partnership that TWC has proposed with the CMPA, the City of Pensacola, and the various partners of this project. As shown in the 'Developer Experience' section of this proposal, office development, operations, and management are the hallmark of Trinity Capital Advisors' business in the greater Philadelphia area. TWC's commercial development, operations, and management experience combined with a strong local presence and a commitment to the programming needs of the Phase I commercial tenants will be the key to the short and long term success of the proposed private improvements.
- **UWF, Public, Non-Profit, and Private Operations & Management** – The operations and management of UWF, Public, Non-Profit, and Private improvements and spaces within the Community Maritime Park must be addressed as a part of one conceptual operations and management platform. Although these improvements may be operated and managed by independent groups, there must be a team in place for the entire park that is represented by all potential operations and management arms. TWC proposes to establish a Community Maritime Park Operations and Management Team made up of: TWC, UWF staff such as Jim Barnett and Dean Van Galen, specific members of the City of Pensacola staff, CMPA board members, and key public and non-profit community leaders. This team will communicate and collaborate so as to ensure that all of the improvements are managed and operated in keeping with the integrity and charge as set by the CMPA, UWF, and the City of Pensacola.

SMALL/MINORITY BUSINESS PROGRAM

The Covenant with the Community

The Covenant with the Community focuses on five key principles: 1) the demographic diversity of the CMPA Board, 2) the Contractor Academy, 3) demographic diversity of contractors working on the Community Maritime Park, 4) demographic diversity of support services for the park, and 5) a commitment to youth activities at the park. The TWC Master Developer team consists of a diverse group of local, national, small, and minority businesses. TWC's early commitment to inclusion and teaming provides for a strong foundation to meet or exceed the terms and spirit of the CMPA's Covenant with the Community. The TWC team has met with the African American Chamber of Commerce, numerous members of the minority community in Pensacola, and attended Contractor Academy meetings in order to begin forging the relationships within the minority community that will be essential to upholding the Covenant with the Community. In addition, TWC team member Tosh Belsinger will serve as the local liaison between TWC and the Pensacola community to ensure that there is an open channel of communication between the community and the master developer.

The TWC Team has a proven track record of integrating small and minority businesses in the delivery of redevelopment and remediation projects. An example of this successful approach is demonstrated by Weston's Small and Minority Business Program Accomplishments and Awards as listed below.

- Being presented with the "Dwight D. Eisenhower Award for Excellence" at the 33rd Annual Joint Industry/SBA Procurement Conference.
- Being presented with the SBA's national "Award of Distinction" in recognition of our SB utilization achievements.
- Being presented with SBA Philadelphia District Office "Private Sector Award" in recognition of our Small Business Program achievements and our continued support of the Minority Business Community.
- Consistently receiving the highest attainable evaluation rating of "Outstanding" and "Highly Successful" from both the SBA and the Defense Contract Management Agency (DCMA), respectively, for Weston's Small Business Program effectiveness and compliance with Program requirements.
- Being presented with the DoD Nunn-Perry Award in recognition of Weston's outstanding Mentor-Protégé team accomplishments.

This approach will help achieve the goals of opening the waterfront to all individuals, create educational opportunities for all ages, create employment with good paying jobs, provide recreational opportunities for people including venues for concerts, plays and sports, and attract investment into the downtown area to benefit northwest Florida.

In addition TWC commits to support the CMPA to achieve the following objectives:

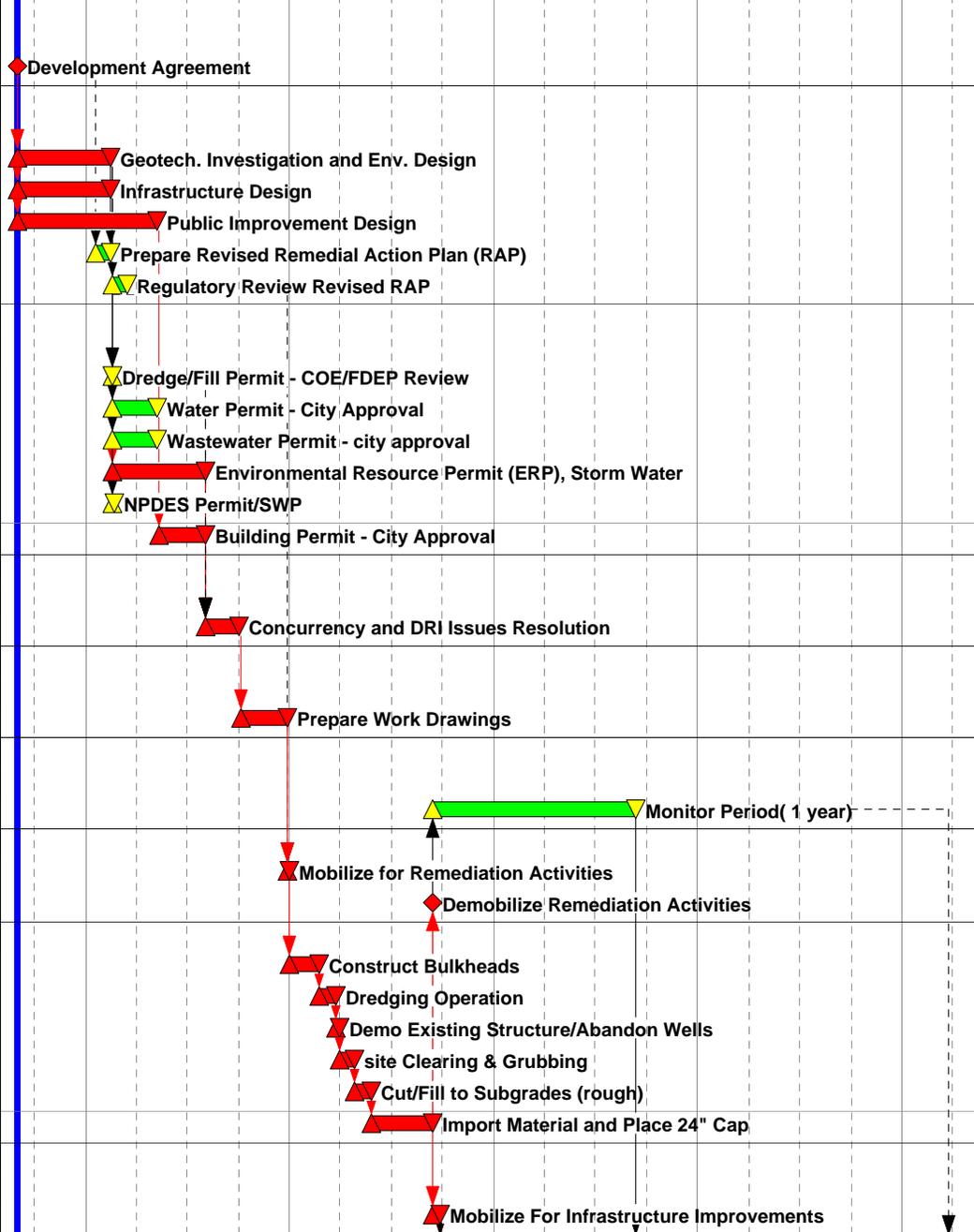
- Selection of the Board of Trustees that represents the City's demographic diversity.
- Establishing a Contractor Academy that will foster increased opportunity and engagement for small and minority businesses into the development. Specifically, the TWC Team will provide training and mentoring support including materials and instructions, structure and guidance based upon its team members experience. For example, WESTON has a well-established award-winning small business and minority program that uses a proactive outreach, education, and mentoring program to foster and promote small and minority business growth and engagement.
- Hiring contractors, subcontractors, and vendors through a planned and transparent process that creates proper representation of the demographic diversity of the City with a particular focus on engaging minority owned businesses.
- Proactive engagement with the youth of the City by maximizing opportunities for sporting, educational, and recreational camps with free or scholarship based enrollment to those in need.

The focus of these activities will be to create quality of life growth and opportunity for the youth along with fostering a spirit of commitment and discipline.

- The Pensacola Community Maritime Park has been presented as a new waterfront mixed-use park that will offer an educational, occupational, social, and economic stimulus to Pensacola and the Gulf Coast region. In addition to the improvements proposed by the Design Criteria Team and the Contractor Academy as defined by the CMPA in the Covenant with the Community, the Trinity, Weston, Smith-Cypress Master Developer Team would like to present **Internship Maritime Park** ("IMP") as a part of its RFP proposal for the Community Maritime Park. IMP is a concept developed to enhance the opportunity that the Maritime Park can offer the Pensacola community as well as the Gulf Coast region. IMP will stand alone from the Contractor Academy, but will compliment the Contractor Academy exponentially. Once the master developer team is awarded and the developer negotiations with the CMPA have concluded, the master developer team will begin to put in to motion the critical path that will be the development and operation of the Community Maritime Park. IMP will be organized and may be utilized from the first phases of the development of the Community Maritime Park and may exist as long as the Maritime Park is operated. The range of contractors, professionals, businesses, agencies, etc that will be critical to the execution, completion, and operation of the Community Maritime Park will be vast. Architects, engineers, construction companies, developers, surveyors, landscapers, grounds crews, retailers, hoteliers, realtors, local government, and the likes will all play significant roles along the critical path of the Community Maritime Park. Herein is the opportunity of IMP. IMP will focus on providing minorities, UWF students, PJC students, and committed citizens of all ages and race the medium to interact, learn, and work with those people and businesses that will develop, operate, and occupy the Community Maritime Park. Internships may be informational, educational, or paying and can be tailored to suit the needs of all parties. As local Project Coordinator for the master developer and Director of Internship Maritime Park, Tosh Belsinger a local Pensacolian will serve as the primary contact and conduit for IMP providing the community with internship opportunities to the Community Maritime Park project. The charge of IMP will be to ensure that the people of the greater Pensacola area and the Gulf Coast region are given the opportunity to learn, participate, and advance themselves as a result of this momentous development project. Introductions, networking, relationship development, and strong mentoring are critical to advancement in the world of business. IMP is committed to provide Pensacolians and people of the Gulf Coast region with the opportunity to use the development and operation of the Community Maritime Park to further their understanding and education of a wide variety of professions while helping them forge relationships that may translate in to career opportunities.

Activity ID	Activity Description	Work Days	Early Start	Early Finish	Total Float	Year											
						2008	2009	2010	2011	2012	2013						

Execution of Development Agreement					
Administrative					
3003040	Development Agreement	0	01SEP08		0
Preparation of Design Plans					
Administrative					
1001000	Geotech. Investigation and Env. Design	120	01SEP08	13FEB09	0
1001040	Infrastructure Design	120	01SEP08	13FEB09	0
1001050	Public Improvement Design	180	01SEP08	08MAY09	0
1001010	Prepare Revised Remedial Action Plan (RAP)	20	19JAN09	13FEB09	225
1001020	Regulatory Review Revised RAP	20	16FEB09	13MAR09	225
Obtain Necessary Permits & Approvals					
Administrative					
1001100	Dredge/Fill Permit - COE/FDEP Review	1	16FEB09	16FEB09	119
1001060	Water Permit - City Approval	60	16FEB09	08MAY09	60
1001070	Wastewater Permit - city approval	60	16FEB09	08MAY09	60
1001090	Environmental Resource Permit (ERP), Storm Water	120	16FEB09	31JUL09	0
1001110	NPDES Permit/SWP	1	18FEB09	18FEB09	117
1001080	Building Permit - City Approval	60	11MAY09	31JUL09	0
Resolution of Concurrency or DRI Issues					
Administrative					
1001120	Concurrency and DRI Issues Resolution	45	03AUG09	02OCT09	0
Preparation of Working Days					
Administrative					
1001130	Prepare Work Drawings	60	05OCT09	25DEC09	0
Site Improvements - Remediation					
Administrative					
1001030	Monitor Period(1 year)	260	14SEP10	12SEP11	5
Mobilization & Demobilization					
1002000	Mobilize for Remediation Activities	1	28DEC09	28DEC09	0
1002010	Demobilize Remediation Activities	0		13SEP10	0
Sitework: Earthwork					
1003010	Construct Bulkheads	40	29DEC09	22FEB10	0
1003020	Dredging Operation	20	23FEB10	22MAR10	0
1003030	Demo Existing Structure/Abandon Wells	5	23MAR10	29MAR10	0
1003040	site Clearing & Grubbing	20	30MAR10	26APR10	0
1003050	Cut/Fill to Subgrades (rough)	20	27APR10	24MAY10	0
1003060	Import Material and Place 24" Cap	80	25MAY10	13SEP10	0
Site Improvement - Infrastructure					
Mobilization & Demobilization					
2001000	Mobilize For Infrastructure Improvements	10	14SEP10	27SEP10	0



Start Date	21APR08		Early Bar
Finish Date	25MAR13		Progress Bar
Data Date	01SEP08		Critical Activity
Run Date	25APR08 15:18		

MTP1

Weston Solutions, Inc.
Maritime Park Phase I

Sheet 1 of 2

Date	Revision	Checked	Approved



Activity ID	Activity Description	Work Days	Early Start	Early Finish	Total Float	2008												2009												2010												2011												2012												2013											
Sitework: Earthwork																																																																													
2002020	Layout Lines and Elevation	10	28SEP10	11OCT10	5																																																																								
2002010	Install Temporary SW Pollution Controls	15	28SEP10	18OCT10	0																																																																								
2002030	Import fill and Rough Grade	20	19OCT10	15NOV10	0																																																																								
2002040	Grade & Stabilize Water Garden (NE Drain Basin)	10	16NOV10	29NOV10	0																																																																								
2002050	Grade & Stabilize @ Remaining Drainage Basins	10	30NOV10	13DEC10	0																																																																								
2002070	Install Capillary Barrier @ Drainage Basins	10	14DEC10	27DEC10	6																																																																								
2002060	Rough Grade remainder of Site	20	14DEC10	10JAN11	0																																																																								
2002080	Install Stormwater Inlets and Piping	42	28DEC10	23FEB11	6																																																																								
2002090	Install Storwater Overflows & Piping	42	24FEB11	22APR11	6																																																																								
2002100	Earthwork: Cut,Fill, Grade and stabilize area	10	03MAY11	16MAY11	0																																																																								
Sitework: Utility Installation																																																																													
2003020	Ductbank & Conduits for Comm & Electric	120	16NOV10	02MAY11	0																																																																								
2003010	Install Sanitary Sewer System	55	11JAN11	28MAR11	25																																																																								
2003000	Install Potable Water & Fireline Utilities	80	11JAN11	02MAY11	0																																																																								
Vehicular & Pedestrian Access																																																																													
2004000	Construct New Curbs	10	17MAY11	30MAY11	0																																																																								
2004050	Construct New Sidewalks (@ Promenade)	19	31MAY11	24JUN11	42																																																																								
2004020	Construct New Street and Parking Lot (350 acre)	50	31MAY11	08AUG11	0																																																																								
2004030	Construct New Sidewalks	19	17AUG11	12SEP11	5																																																																								
2004060	Construct of New Square (Devilliers Plaza)	30	09AUG11	19SEP11	0																																																																								
Public Improvements																																																																													
Mobilization & Demobilization																																																																													
3001000	Demobilize Construction Activities	0		25MAR13	0																																																																								
Public Park																																																																													
3002020	Construct Gardens	20	20SEP11	17OCT11	0																																																																								
3002030	Construct Squares	20	18OCT11	14NOV11	0																																																																								
3002040	Construct Promenades	20	15NOV11	12DEC11	0																																																																								
3002050	Construct Street-Scaping & Landscaping	20	13DEC11	09JAN12	0																																																																								
Venues																																																																													
3003030	Construct Band Shell	180	20SEP11	28MAY12	0																																																																								
3003020	Construct Ball Park	365	20SEP11	11FEB13	0																																																																								
3003050	Park & Landscaping	120	09OCT12	25MAR13	0																																																																								
Marketing & Pre-Release of Private Improvements																																																																													
Administrative																																																																													
3003060	Marketing & Pre - Lease of Private Improvements	315	10JAN12	25MAR13	0																																																																								
Private Improvements																																																																													
Venues																																																																													
3003070	Conference Center	180	29MAY12	04FEB13	35																																																																								
Project Completion																																																																													
Administrative																																																																													
3003080	Project Completion	0		25MAR13	0																																																																								

Appendix

**Team Member Summaries
Relevant Experience
Key Member Bios**



● CLEANUP ENABLES PUBLIC USE AS A STATE PARK

PRUDENCE ISLAND, RHODE ISLAND

This fuel-contaminated site—a former U.S. Navy Fuels Annex—had been converted to a waterfront park in Narragansett Bay. The site's location on a remote island accessible only by boat posed logistical challenges and complex mobilization issues, necessitating innovative solutions and careful planning.

Weston Solutions, Inc. (WESTON®) was retained to implement a cost-effective environmental restoration with minimal disturbance to South Prudence State Park.



Site work was completed successfully within an ecologically sensitive ecosystem and waterfront area.

Sustainable environmental restoration solutions were selected to cost-effectively attain the cleanup objectives, including an air sparging system to treat contaminated groundwater and an innovative biopile system to treat fuel-contaminated soil. All work was completed within an ecologically sensitive ecosystem and waterfront area. WESTON optimized the remediation systems by adjusting parameters and controls to minimize the overall duration of operation.

The WESTON team collaborated with public, local, and state regulatory agencies and state park representatives to ensure that all stakeholder needs would be met. The project was implemented during the off-season so site work would not interfere with tourism and the community would not be exposed to potential hazards.

Following attainment of all cleanup goals, WESTON demobilized the system and restored the work areas within the public park.

ISOLATED SITE REQUIRED INNOVATIVE ENVIRONMENTAL REMEDIATION

- In-situ biosparging treatment of contaminated groundwater reduced the duration of operations and monitoring from 30 years or more for conventional pump and treat system to less than three years. All contaminants were remediated to concentrations below Maximum Contaminant Levels (MCLs).
- Naturally occurring biological organisms were enhanced with an oxygen-rich environment, treating both groundwater contamination and any vapors that may migrate upwards through the soil column through biodegradation.
- Sparging technology was used to minimize disturbances to the existing shoreline area and limit interference with recreation in the park.
- Innovative biopile treatment technology was used to treat approximately 2,300 tons of fuel-contaminated soils in just 10 months.
- Treated soil was then beneficially reused after processing through an on-site cold-mix asphalt batch system. The asphaltic materials were then beneficially reused as sub-base for reconstruction of roads within the park.

EARLY TRANSFER OF MARE ISLAND ECONOMIC CONVEYANCE PARCELS WESTON® AS INTEGRATOR



Mare Island, established in 1854 as the first U.S. Naval facility on the West Coast, was closed in 1996 after 142 years of continuous use. WESTON is helping complete the third early transfer, which will allow redevelopment for commercial, educational, and recreational uses.

The former Mare Island Naval Shipyard, in Vallejo, California, was closed by the Navy in 1996. There have been two prior early transfers to date: In 2001, over 600 acres were included in the Eastern Early Transfer Parcel and are now being redeveloped with new homes, parks, and industrial reuse areas. In 2002, Weston Solutions, Inc. (WESTON®) completed an early transfer of an additional 2,800 acres comprising the Western Early Transfer Parcel (WETP).

However, a number of Economic Development Conveyance (EDC) parcels remained the property of the U.S. Navy, and are now the subject of another early transfer that will “fill in the holes” of previously transferred property. Completing the early transfer of these EDC parcels will allow them to be redeveloped into commercial, educational, and recreational spaces.

Project Highlights

- Selected by the city of Vallejo to serve as the point of integration for the numerous stakeholders, based on WESTON's proven success in prior early transfers
- Led negotiations with environmental regulators on the nature and scope of the remediation, and with the Navy on the timing of the transfer and funding of the remediation
- Will assume interim title, perform the cleanup, attain regulatory closure, and transfer the parcels to the new landowner for redevelopment

Based on WESTON's success in managing the early transfer negotiations and subsequent remediation in the western portion of Mare Island, the city of Vallejo asked WESTON to serve as the point of integration for all stakeholders. WESTON's role, in addition to the eventual environmental remediation of the parcels, has been to ensure alignment among the ultimate landowners, the U.S. Navy, the state and federal regulators, and the public.

Complicating this early transfer is the number of stakeholders who will ultimately receive title to the transferred parcels:

- The city of Vallejo itself, which will develop park lands
- The development company Lennar Mare Island, which plans to develop certain parcels for light industrial/commercial purposes
- Touro University, which plans to expand its existing facility on Mare Island along with a hotel and biotech campus
- The State of California (State Lands Commission), which will receive portions of the property as public trust parcels

Environmental Remediation and Property Transfer

The EDC parcels of this early transfer are environmentally impaired, including munitions and explosives of concerns (MEC), volatile organic compounds (VOC), and various soil contamination, such as heavy metals and PCBs. Additionally, there are ecological factors affecting redevelopment on Mare Island, including its role as home to the endangered salt marsh harvest mouse, migratory waterfowl, and resident shorebirds.

WESTON is leading the negotiations with the regulatory community on the scope of the remediation required. This process includes an evaluation of all existing remedial investigations and other relevant reports to determine whether any data gaps exist and to propose cleanup standards and the most likely approach for the final remedy of each EDC parcel.

As part of the agreement reached by all stakeholders, WESTON will:

- Assume interim title to the various impaired parcels for the purpose of remediation
- Remediate the properties to the standards required for their reuse—including human health and ecological risk-based standards—and achieve regulatory closure
- Investigate several thousand metallic anomalies identified in the former munitions fabrication and handling areas to ensure adequate clearance for MEC
- Transfer the parcels to the ultimate owners subsequent to the above actions

Legal Agreements to Allow the Transfer

Concurrent with the negotiations with the environmental regulators, WESTON is meeting with the Navy on behalf of the city of Vallejo to reach consensus on the Early Transfer Cooperative Agreement (ETCA), which is the legal agreement that sets out the funding and terms of the grant for remediation of the property. Although title to the property will change hands prior to the remediation, it remains the responsibility of the Navy to fund the cleanup activities, so all parties must agree on the nature, scope, timing, and cost of the remediation efforts.

As with other early transfers negotiated by WESTON, we will engage the insurance industry to provide secure coverage for unforeseen circumstances. The insurance policy will provide surety that the project can be completed for the negotiated scope and price.

The draft term sheet for this early transfer has been completed and the parties are currently negotiating the ETCA. Once the ETCA has been agreed upon by the Navy, the city of Vallejo, and WESTON, the Navy will begin drafting the Finding of Suitability for Early Transfer. This early transfer is anticipated to be completed by late 2007/early 2008.

A History of Success

In all phases of the Mare Island Early Transfer and remediation, WESTON has consistently demonstrated to all parties—the city, the developers, the state and federal regulators, the U.S. Navy, and the public—that we are the logical choice to lead the process. WESTON's knowledge of the early transfer process on Mare Island was demonstrated with the 2002 WETP conveyance. We have achieved on-going successful remediation within the WETP and adjacent parcels, and under separate contracts with the Navy have performed the geophysical investigations of large portions of the remaining EDC early transfer.

When the final transfer of the EDC parcels is complete, WESTON will have served as the integrator for one of the largest early transfers of a Naval property to date. This experience, along with WESTON's recent early transfer award at Fort Ord, demonstrates WESTON's strength as the go-to company for all aspects of early transfer integration at both National Priorities List (NPL) and non-NPL federal properties.



Environmental issues include munitions and explosives of concern and soil contamination, but consideration is also required due to Mare Island's home to an endangered mouse species and to migratory waterfowl.



WESTON worked with the city of Vallejo and other landowners to ensure an aligned vision for the redevelopment of the entire island.





INNOVATIVE PARTNERING FOR PURCHASE, LIABILITY TRANSFER, AND REMEDIATION

STURBRIDGE BUSINESS PARK, STURBRIDGE, MASSACHUSETTS



WESTON's customized approach to purchasing and attaining environmental closure for Sturbridge Business Park eliminated economic, financial, legal, and regulatory obligations for the client.

The owner of a 56-acre industrial manufacturing facility in central Massachusetts wanted to divest its interest in a contaminated and underperforming property. Because of the property's environmental liabilities, the client had to retain capital reserves to account for the liability. Weston Solutions, Inc. (WESTON®) offered an innovative partnering approach that allowed the client to divest both real estate and environmental liability while retaining the ability to participate in the financial benefits of property redevelopment.

Customized Solution Leads to Successful Deal Structure

The Sturbridge Business Park—located on a busy commercial thoroughfare near the intersection of two major interstate highways—included three buildings totaling nearly 200,000 square feet that had been used for manufacturing fiber optic telecommunications equipment. Groundwater and soils had been impacted by volatile organic compounds and metals. In requesting proposals for the site, the client desired that potential bidders acquire both the real estate and the associated environmental liabilities.

WESTON's submittal (one of four the client received) was the only one that had the same entity propose to acquire both the real estate and the liability in a single transaction. In addition, it was the only one that offered an option to share in any cost savings that could be realized during the cleanup and in any value that could be created in the redevelopment.

Project Highlights

- Single transaction allowed client to divest both real estate and environmental liability
- Agreement provided client with ability to participate in any remediation cost savings and redevelopment value generated
- Client received six-figure check on both value propositions

Under the terms of the agreement, WESTON purchased the business park to remediate the property's existing contamination, assume long-term environmental liability, and relieve the client of further economic, financial, legal, or regulatory obligations. As part of the transaction, WESTON agreed to purchase the property at a discounted value, invest in the redevelopment, and share the upside value of the property. This innovative deal structure allows the client to eliminate the environmental liability yet share in the newly generated business value, which was very attractive to the client.

Detailed Assessment Results in Closure

WESTON thoroughly reviewed available site information and applicable regulatory requirements and developed an environmental assessment strategy and Remedial Action Plan (RAP) to permanently and cost-effectively eliminate future liabilities for environmental

contamination. We researched and explored potential real estate development options and identified a number of opportunities for enhancing property value prior to the sale, helping us prepare a value-sharing alternative for the client.

Results of the site characterization suggested that a Risk-Based Closure was possible in lieu of active groundwater remediation. Supplemental investigations were undertaken to support a comprehensive human health and ecological risk characterization, which verified the applicability of a Risk-Based Closure.



Forging an innovative deal structure that eliminates client liability and shares newly generated business value, both WESTON and the client benefit from the project's upside.

WESTON completed four rounds of confirmatory groundwater monitoring required to close the site under a Risk-Based Closure with favorable results. A small source-control soil removal action was completed to address minor residual soil contamination adjacent to a catch basin. Our comprehensive RAP facilitated accelerated site closure under applicable state regulations. Complete site closure was obtained 8 years ahead of schedule and substantially under budget.

WESTON Provides Financial Assurance

To be able to relieve our client of all environmental and real estate liability, WESTON combined a comprehensive risk management and financial assurance program with a \$5 million Cost Containment Insurance (CCI) Pollution Legal Liability (PLL) policy. This financial assurance protected the client, and WESTON, from future liability.

Proactive Property Management Increases Real Estate Value

Sturbridge Business Park is currently home to several employers and is one of the town's only zoned locations for general industrial use. With a limited supply of industrial sites in the area, WESTON's strategic investment in the park is allowing it to be redeveloped as a commercial site that meets the needs of growing local businesses. WESTON's Real Estate Solutions group is working in close partnership with existing and potential tenants along with the surrounding community to return the area to its best and most productive use.

The WESTON Benefit

Establishing itself as a trusted partner, WESTON developed a customized solution for Sturbridge Business Park to complete the deal and make it a success.

- WESTON's environmental assessment allowed us to acquire the real estate, clean up residual contamination, and reach site environmental closure 8 years ahead of schedule.
- Our comprehensive site characterization approach facilitated a Risk-Based Closure that resulted in substantial cost savings that were shared with the client as part of a risk-sharing agreement.
- WESTON's deal structure allowed the client to divest itself of site-related liability, while assuming a proactive role in the community and promoting a healthy business environment.

DANT CLAYTON
CORPORATION
INNOVATIVE SOLUTIONS FOR SPECTATOR SEATING



Ohio State University

Dant Clayton's Role in Project Development

Analysis of Project Goals and Requirements

Value Engineering

Code Review

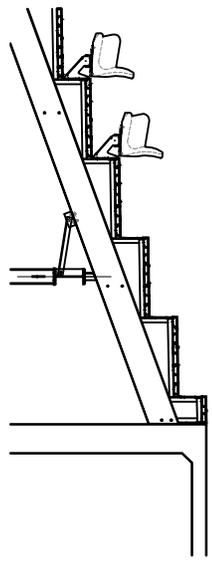
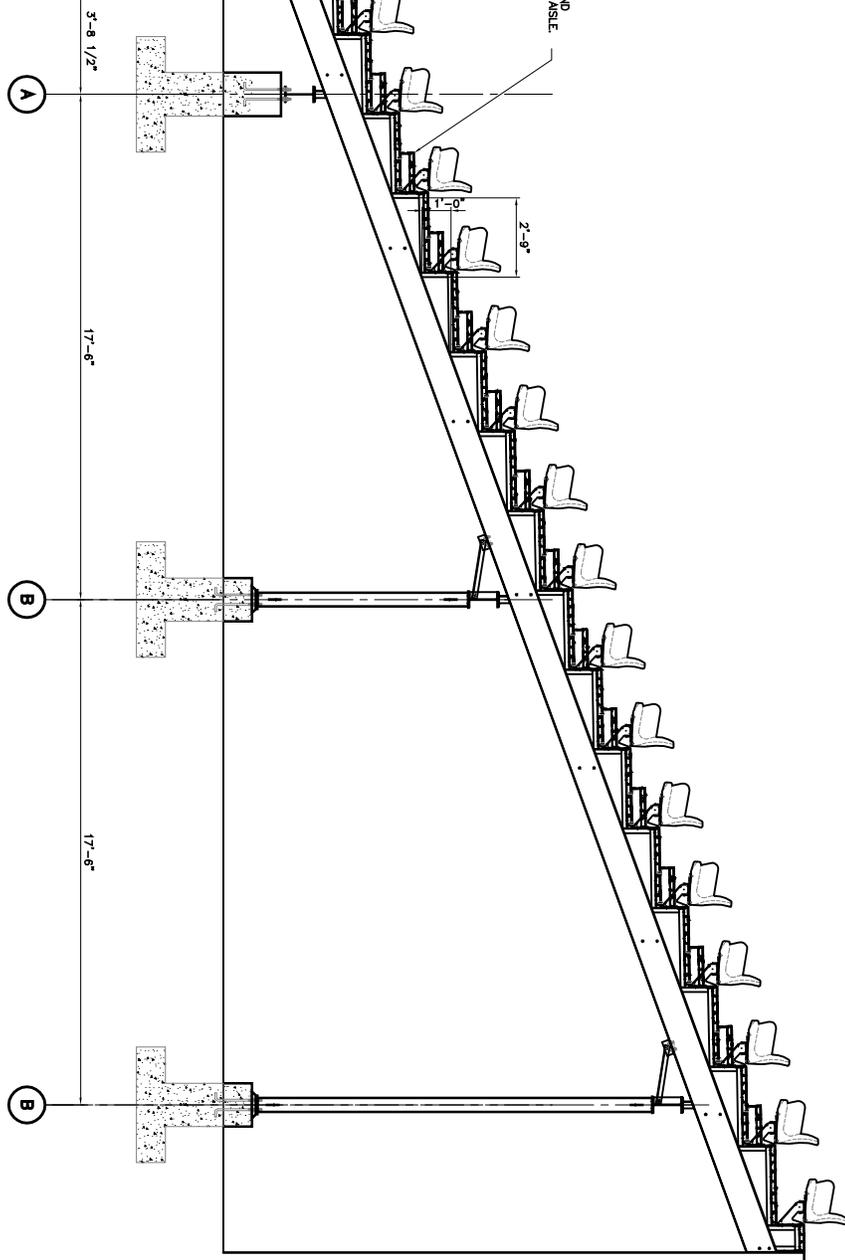
Budgeting

Scheduling

TOP OF FINISH GRADE
EL. 100'-0"

FRONT GUARDRAIL

MID-AISLE HANDRAILS AND
INTERMEDIATE STEPS AT AISLE



REV	DATE	DESCRIPTION	DESIGNED BY	CHECKED BY
A	2/7/08	align to 0' edge	WJR	ESZ
B				
C				
D				
E				

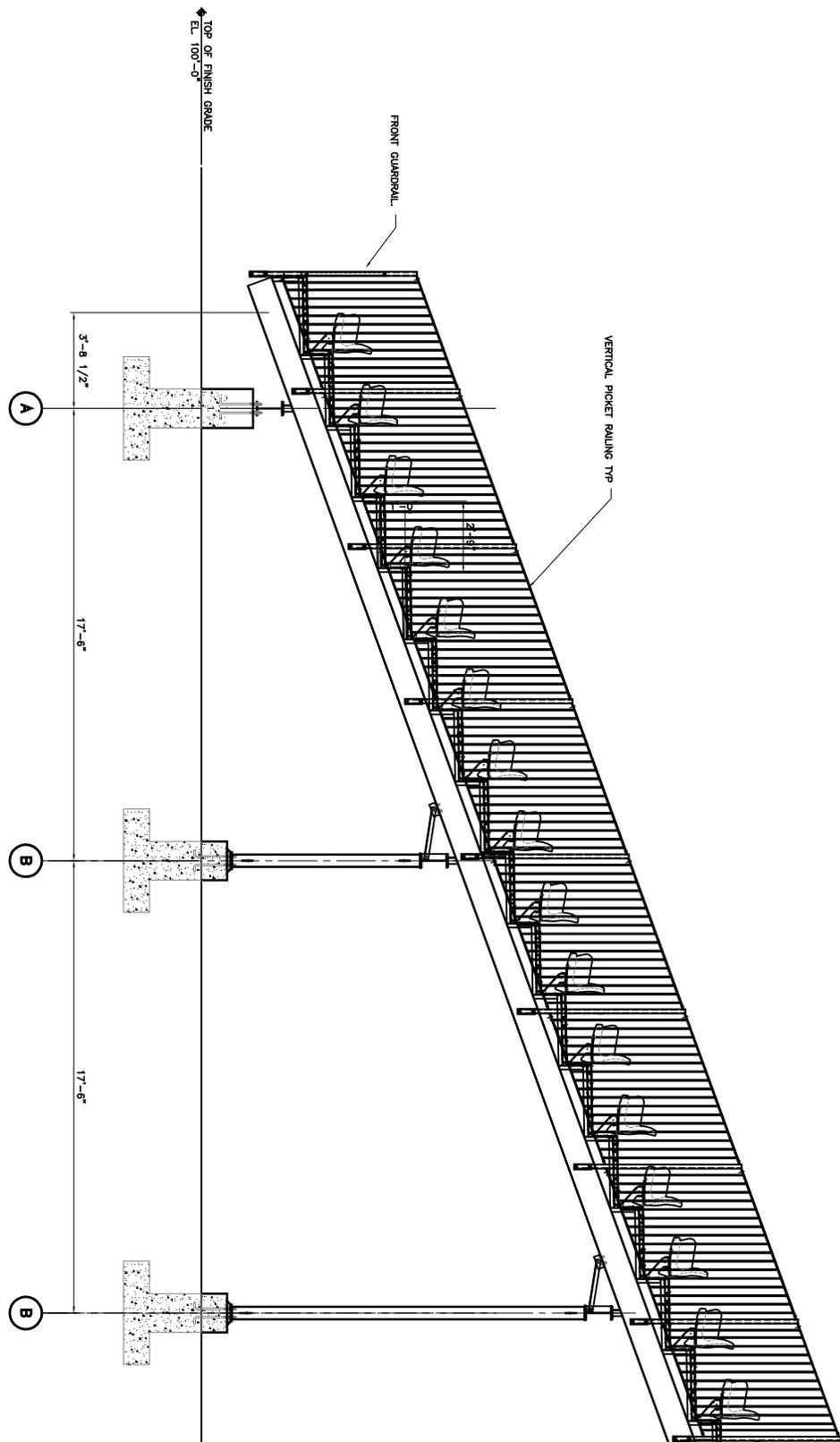
DANT CLAYTON CORPORATION
 P. O. Box 740008
 1500 Bernheim Lane
 Louisville, KY 40201-7408
 Telephone (502) 634-3626
 WWW.DANTCLAYTON.COM

PROJECT NAME:
 Maritime Park - Baseball Stadium
 Pensacola, FL
 23661.A

0149667

P-2.2

NO.	DATE	BY	CHKD.	APP'D.	SCALE	DESCRIPTION
1	12/24/08	WJR	ESZ		1/8" = 1'-0"	SEATING SECTION



REV	DATE	DESCRIPTION	APP'D	ISSUED
A	2/2/08	chg to 5 rails		
B				
C				
D				
E				

DANT CLAYTON CORPORATION
 P.O. Box 740008
 1500 Bernheim Lane
 Louisville, KY 40201-7408
 Telephone (502) 634-3626
 WWW.DANTCLAYTON.COM

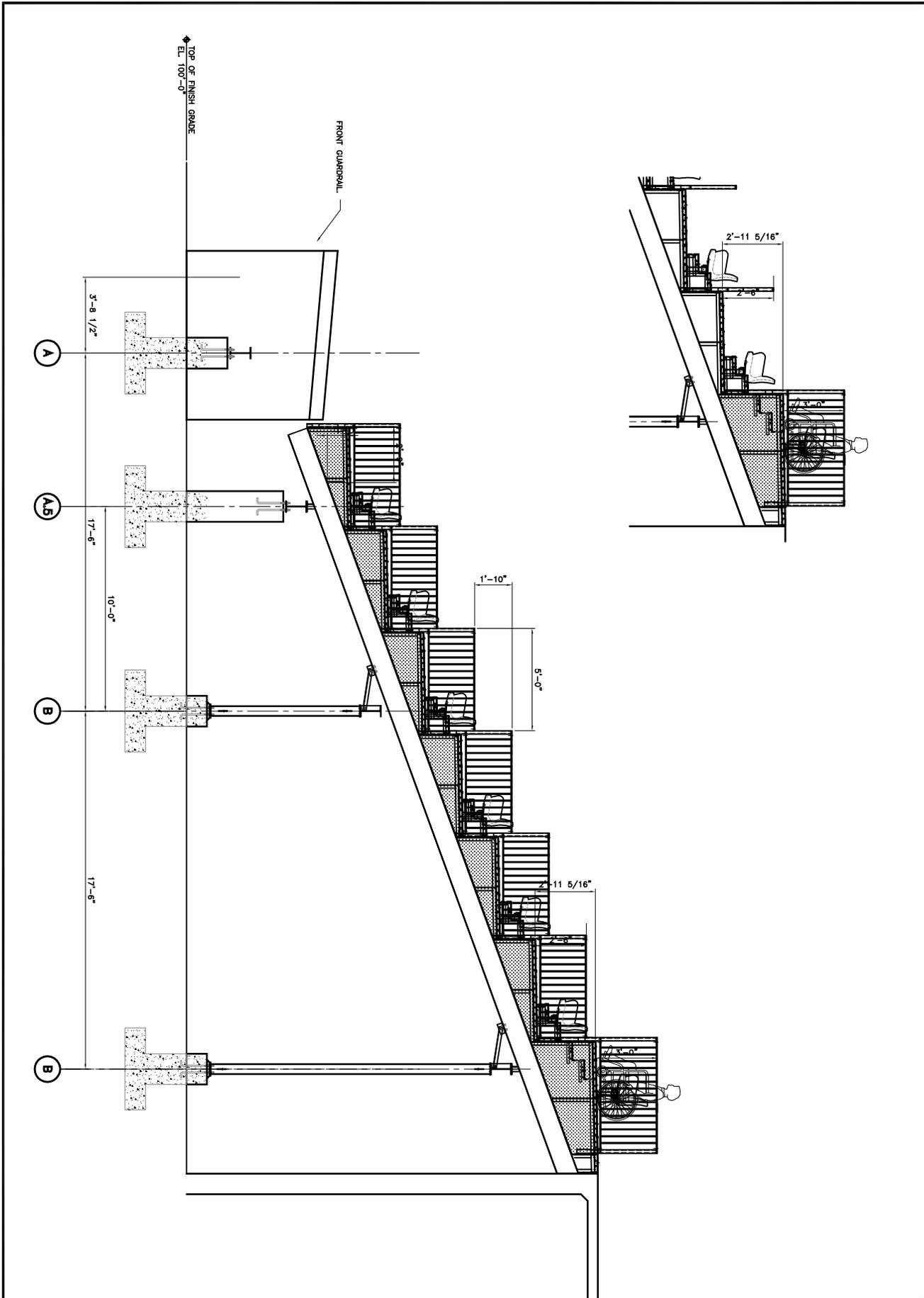
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PROJECT NAME:
 Maritime Park – Baseball Stadium
 Pensacola, FL
 23661.A

SHEET NUMBER:
P-2.1

PROJECT NUMBER:
 0149667





P-2.3 SHEET NUMBER 0149667	DANT CLAYTON CORPORATION P.O. Box 740008 1500 Bernheim Lane Louisville, KY 40201-7408 Telephone (502) 634-3626 WWW.DANTCLAYTON.COM	PROJECT NAME: Maritime Park - Baseball Stadium Pensacola, FL 23661.A																																				
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The Dant Clayton Approach

The Dant Clayton Corporation is proud to have been offering some of the most complete and innovative seating systems and services since 1979. Our wide range of capabilities include far more than the design and fabrication of individual projects. We offer full service technical support from the initial design stages of planning through all phases of engineering, fabrication and construction. We've made our mark in the industry by constantly finding new ways to approach facility design issues as well as the seating systems themselves.

Solving customers' problems, while providing superior performance and innovation, has always been a priority at Dant Clayton. It is this commitment combined with a sincere team approach with the customer that sets us apart.

What are the attitudes and standards centered around the customer which define the Dant Clayton Corporate personality and, in many respects, sets our company apart from all the others?

Dant Clayton has three principle standards that guide our performance, whether we are designing, fabricating and supplying portable bleachers, major grandstand systems or developing a new seating product:

We are customer driven. It is imperative that our technical sales staff work very closely with the owner/designer/construction teams early in a project to clearly understand the key issues, priorities, and goals of a given situation.

We continue to dedicate ourselves to building the best possible engineering, design, project management, and manufacturing teams. This, combined with maintaining the most state-of-the-art manufacturing facilities, help us produce superior products and performance before, during and after construction.

We are known for being absolutely reliable. We have the capability to do what we say we will do. We live up to our commitments and stand behind our performance.

We rigidly adhere to our principle standards to be customer driven, provide superior products and performance, and to stand by our commitment. Only then we are truly filling a need in the sports and entertainment seating industry.

Our newly renovated state-of-the-art plant, built next to our corporate office in Louisville, Kentucky, allows us to maintain our quality control and continue to improve upon our products to serve industry needs well into the future.

If you are considering new construction, a renovation or have a need for portable bleachers, grandstands or stadium seating, we hope that you will turn to Dant Clayton for the most advanced products and services available to the industry.

11-03-03

I-BEAM GRANDSTANDS

I-beam steel understructures allow more flexibility in utilizing the underside of the grandstand for:

- storage
- concessions
- lockers
- restrooms
- traffic flow

Combined with Dant Clayton's welded deck, the underside of the stand becomes a weather-protected refuge for spectators in inclement weather. Vomitories through the stand as shown in these pictures provide easy access to facilities behind and under the stand.

I-beams are also ideal for hillsides where the stand is designed to contour the slope of the hill.



SPECIFICATIONS
SECTION 13125
Permanent Grandstand Seating System

PART 1 GENERAL INFORMATION

1.01 Scope of Work

Provide engineering, material, freight, installation and supervision to provide a new permanent grandstand structure in accordance with the following specifications.

Minimum acceptable criteria:

1. Design per plan view and sectional view drawings
2. Powder coat or painted structural steel understructure (school colors) per 2.02.1.H.2
3. Structural steel sizing as shown on drawings per Part 4 Peer Review
4. Continuous aluminum welded decking system with “shot blasted” slip resistant surface equal to or greater than .80 coefficient of friction per Section 2.02.5.2
5. 12/24 rise/run with riser mounted seatboard brackets with a structural steel connection
6. Powder coated riserboards (school colors) with 100% coverage front and back
7. All concrete foundations for structural columns as sized and shown on drawings and all concrete pads for ramps and stairs per Part 4 Peer Review.
8. Qualification Evaluation Form and Technical Bid Proposal Form

1.02 Related Work/Related Section

Site Work/Section
Concrete Section
Pressbox

1.03 Site Visitation

A visitation to the site seven (7) days prior to bid date by a qualified representative of the grandstand manufacturer is mandatory. No allowance will be made after the contract award for any problems encountered which would have been discovered during the pre-bid visitation.

1.04 Design Criteria

- A. All material and workmanship shall be in accordance with the following:

(SELECT) BOCA, UBC, SBCC, IBC
 LOCAL STATE CODES
NFPA-101 and NFPA-102 Current Edition
*AISC Manual of Steel Construction, Load & Resistance factor
 Design, 2nd Edition*
 ACI Building Code for Reinforced Concrete
 Aluminum Association of America
 Federal Handicap Legislation

ASTM E985, standard specification for permanent metal railing systems and rails for buildings.
 ADA, Americans with Disabilities Act accessibility guidelines.
 AWS D1.2, American Welding Society

B. Design Loads:

Dead Load	6 psf	seat and footboards, risers, steel framing, etc.
Live Load	100 psf	to structural members. All stringers and girders shall be limited to L/200 for maximum vertical live load deflection.
	120 plf	Seatboards
	120 plf	Footboards
Design Wind Speed (local conditions)	mph	On projected vertical surface
Sway	24 plf	Per lineal foot of seat, parallel to seat run
Sway	10 plf	Per lineal foot of seat, perpendicular to seat

C. **Deflection:** Structural elements shall be sized to limit the live load deflections to 1/200 of the span. Calculation shall be submitted with shop details confirming 1/200 deflection criteria.

D. **Foundations:** Foundations have been sized by an engineer and are based on soil bearing capacity of _____ psf. Soil bearing capacity to be verified by the Owner prior to placement of footings. Foundation sizes on drawings will not be reduced under any circumstance. Downsizing or redesigned foundations are not allowed.

1.05 Quality Assurance

- A. Manufacturer shall have a minimum of five (5) years experience in fabrication of grandstand structures.
- B. The owner shall hire a third party structural engineer to review all drawings and calculations provided by the bleacher manufacturer. A calculation package must be provided to the owner with the first set of approval drawings. The calculations and plans shall bear the preparing engineer's seal. The drawings and calculations shall be reviewed by the third party structural engineer to verify that the design criteria outlined in Part 4 of this section has been met or exceeded. If the bleacher manufacturer refuses to comply with the peer reviewer design issues they will forfeit the total contract. A successful third party engineer review is a requirement to be awarded contract.
- C. Warranty: Product shall be guaranteed for five (5) years on the structure and three (3) years on the finish together with labor. Damage resulting from abnormal use, vandalism, or incorrect installation (if done by other than authorized installer of the manufacturer) is not applicable. **Any exposed mill finish aluminum surface will become discolored due to oxidation which is a natural phenomenon. The manufacturer will not be responsible or liable for oxidation of mill finish aluminum.**

1.06 AISC Certification

Quality Assurance: Fabricator to comply with applicable provisions of AISC's "Code of Standard Practice for Steel Buildings and Bridges." Participation in the AISC Certification Program and certified STD at time of bid. (STD – Standard for Steel Building Structures)

1.07 Form of Contract

Contract shall be AIA Standard Form of Agreement (A107 between owner and contractor; A401 between contractor and subcontractor). Contract shall be delivered to the Owner/Architect or General Contractor by the successful bidder within ten (10) days after receipt of the Notice to Proceed and shall be executed by each party immediately thereafter.

PART 2 PRODUCTS

2.01 Manufacturer

The basis of design is Dant Clayton Corporation, 1500 Bernheim Lane, Louisville, Kentucky 40210; (800) 626-2177. Other manufacturers requesting to bid shall be

approved by written addendum at least seven (7) days prior to bid date. Listing as acceptable manufacturer does not remove responsibility to meet specifications.

2.02 **Materials**

2.02.1 **Structural Steel**

- A. All detailing, fabrication, and erection shall be in accordance with AISC Specifications, Load & Resistance Factor Design, 2nd Edition
- B. Structural steel shall be ASTM A572 multi-certified grade 50, Miscellaneous steel shall be ASTM A36.
- C. All bolts 5/8" diameter and larger shall be ASTM A325. All bolts 1/2" and smaller shall be ASTM A307. Threaded rod shall be ASTM A36.
- D. All welds shall conform to ANSI/AWS D1.1, latest edition. Electrodes shall be E70XX.
- E. Columns shall be wide flange shapes. (OPTION) TUBE SECTIONS
- F. Support beams shall be wide flange shapes.
- G. Stringer shall be wide flange shape.
- H. Steel Finish
 - 1. Powder Coat Option
 - a. All ferrous metal components shall be blast cleaned to an SSPC-6 commercial blast clean.
 - b. Powder for coating shall be a polyester-based thermal setting resin.
 - c. Powder coat system shall meet or exceed the following test requirements:
 - 1. Direct Impact Resistance: ASTM D 2794-93, up to 160 in.-lbs.
 - 2. Flexibility: ASTM D 522-93, Method B, equal to or less than a 1/4 inch mandrel.
 - 3. Pencil Hardness: ASTM D 3363-93a, HB-2H
 - 4. Crosshatch Adhesion: ASTM D 3359-97, Method B, 5B
 - 5. Salt Spray Resistance: ASTM B 117, plus 1,000 hours

6. Humidity Resistance: ASTM D 2247, plus 1,000 hours.

2. Paint Option

- a. All structural steel materials shall be blast-cleaned to an SSPC-S96 commercial blast clean.
- b. Prime coat shall be one coat of International Interzinc 308, 2.5 to 3.5 mils dry-film thickness.
- c. Finish coat shall be one coat low VOC thin film, two-part polyurethane, International Interthane 990H, 2.0 to 3.0 mils dry-film thickness.
- d. Final dry film thickness of combined coats shall not be less than 4 mils nor more than 5.5 mils.
- e. Final coat of finish for structural steel shall not be field applied.

3. Galvanized Option

Structural steel shall be coated with a minimum of 2 oz. hot dipped galvanized in accordance with ASTM 123-A with a minimum galvanized film thickness of 3.3 mils. Zinc shall be 98% purity, certified with written test results based on samples taken from the tank.

2.02.2 Guardrail

- A. Vertical guardrail structural supports shall be aluminum rectangular tube 2.8" x 2.0 x .1888" or aluminum angle of equivalent strength, and shall be 6061-T6 alloy. Guardrail shall have structural support on each leg of the fencing at all 90° turns. Tension bars do not meet this requirement.
- B. Guardrail horizontal and vertical framing members will be 1 5/8" O.D. aluminum pipe.
- C. Chain link fence shall be 2" mesh, 9 gauge galvanized (OPTION) or 6 gauge vinyl-coated fabric.

OPTION Vertical Picket Guardrail

A. Materials:

1. Top and bottom rail shall be 1 1/2" ASTM.A36 hot rolled steel channel.
2. Vertical ballasters shall be 1/2" ASTM A36 bar stock
3. Vertical support posts shall be ASTM A-53 steel 2" square tube seal welded top and bottom cap

B. Fabrication:

1. Welds to be full seal welds around all joints in materials.
2. All welds shall be shop welded to top and bottom channel. No partial or tack welding.

C. Finish:

Powder coated or painted per 2.02.1..H

2.02.3 Handrail

- A. Two line center aisle handrails shall be anodized extruded aluminum pipe of 6061-T6 alloy, with a 1 15/16" outside diameter and a wall thickness of .145".
- B. Handrails on all ramps and stairs shall provide 1-1/2" clearance from the guardrail material and shall extend 12" past the last riser with a return. Newel posts will not interrupt handrails. Handrails will not project more than 4.5" into the width of a stair or ramp.

2.02.4 Seating

- A. Seats shall be 6063-T6 extruded aluminum with a fluted surface and a minimum of 4 vertical legs. The exact size of seatboard is 2" x 10" x .080" wall thickened at the joints and weighing 1.9 lbs. per foot with 1" radius comfort curve front edge. Aluminum shall be cleaned, pre-treated and powder coated or clear anodized.
- B. Mounting brackets: 3/16" thick A36 steel plate, plasma cut, bent and galvanized.

- C. Seatboards shall be attached to the system by riser mounted galvanized steel “L” brackets (deck mounted brackets not allowed). The seatboards shall align with the intermediate steps at the aisles. Seat brackets must have a positive connection to the steel frame of the bleacher. Attachment to the riserboard is not allowed.
- D. **Molded Plastic Chair - Dant Model 220/Colosseum-One Series** is basis of design. Other chair module products MUST be submitted seven (7) days prior to bid for Owner/Architect’s approval.
1. Seat construction shall be one-piece, double wall construction, rotationally molded, polyethylene, with an average wall thickness of 3/16".
 2. The chair back must be compound curved and full-length, and an integral part of the seat unit, with no gap construction between the back and the seat pan, to ensure the occupant is fully protected from both beverage spills and potential kicking from behind the chair.
 3. The seat pan shall be full width of the chair and integral with the back, with no gaps. The seat pan shall be designed so any water or liquid spills will be channeled to a drainage slot which releases water or liquid under the seat.
 4. Polyethylene shall be treated with ultraviolet inhibitors and proper pigments to insure minimum fading.
 5. Mounting brackets: Galvanized ASTM-36 steel and aluminum “W” channels.
 6. The chair shall provide a full-length armrest minimum of 14".
 7. Seat numbers for chairs shall be anodized aluminum plates 3" x 1 3/4" x 0.20" thick, to be attached with four rivets. Numbers shall be 1 1/4" high and finished in weather-resistant recessed pockets.

OPTION

8. Graphics shall be molded into the chair. The molded-in graphics shall not be raised above the surface of the plastic.
- E. **Dant Colosseum-Two Seat Module** is basis of design. Other seat modules must be submitted seven (7) days prior to bid for Owner/Architect approval.

Materials

1. Seat construction shall be one piece, double wall construction, rotationally molded, high-density polyethylene resin with an average wall thickness of 3/16".
2. Polyethylene shall be treated with ultraviolet inhibitors and proper pigments to insure minimum fading.
3. Mounting Brackets: ASTM-36 structural steel and designed to fit the given conditions.
4. The seats shall be supported by an aluminum rail system manufactured from a 6063-T6 alloy heat treated extrusion.
5. The seat pan shall be one piece contour-formed modules with a maximum 10" or 12" front to back seat depth. Project conditions will predetermine whether a 10" or 12" module shall be required. Seat shall be designed so that any water or liquid spills will be channeled to a drainage slot which releases water or liquid under the seat.
6. The seat pan shall be ergonomically designed with complex curves and a contoured waterfall front edge to enhance overall spectator comfort.
7. Seat modules shall interlock side to side providing a true seat width of 18", 19" or 20" plus or minus 1/8".
8. Seat number plate shall be aluminum 1¼" dia. placed in the front center of the seat and tilted up for easy viewing. The plate shall be placed in a vandal resistant recessed pocket.
9. The back of the seat module shall provide for an advertising/donor plate positioned for easy viewing.
10. The texture on the seat surface shall be of wood grain appearance with impressions in the mold for a wood slat appearance.
11. The seat module shall be fastened to the aluminum extrusion by means of a 1/4" dia. aluminum bolt with a vandal resistant square bit drive and secured with a wide flange serrated stainless steel nut.
12. The end cap shall be an aluminum casting allowing for a team logo, aisle letter plate and advertising location.

2.02.4 **Backrests**

- A. Backrests shall be 6063-T6 extruded aluminum with a minimum wall thickness of 0.078".
- B. Backrest stanchion bars shall be 6061-T6 extruded aluminum, 204 R1 clear anodized spaced 6'-0" O-C max
- C. Aluminum for backrests shall be cleaned, pre-treated and anodized or powder coated.

2.02.5 **Decking System**

OPTION A

2.02.5.1 **Closed Deck**

- A. Footboards and toeboards shall be 6063-T6 extruded aluminum with a fluted surface with a minimum wall thickness of 0.078" between flutes. The minimum acceptable vertical height is 1.750". Footboards and toeboards shall be mill finish.
- B. Individual planks shall be interlocking design, nesting with adjacent planks.
- C. Riserboards shall be 6063-T6 aluminum and shall be cleaned, pre-treated and powder coated or anodized.

OPTION B

2.02.5.1 **Fully Closed Welded Deck System**

- A. The decking system has two components. The first component is a one-piece welded deck panel constructed by welding multiple aluminum extensions together in the factory utilizing a fully automated, computer controlled, multi-head welding machine. The welding machine will weld all extrusions together in a single pass with 0.040" diameter 4043 welded wire using Orlicon Gas to insure uniform shape, dimension and appearance. The decking system is fixed with a 1% slope to the front to enhance water drainage. The decking system is attached by concealed clips and galvanized hardware. The decking extrusions are 1 3/4" vertically with a .078" wall thickness and are interlocked horizontally prior to welding using a tongue and groove connection.
- B. The second component is a one-piece aluminum riser extension that has a male-female connection at the top with the welded deck panel and a shingled overlap connection at the bottom with the welded deck panel. The riser is

finished with a powder coated or anodized surface treatment, covering 100% of the riser surface.

- C. The decking system will run from raker beam to raker beam. There will be a ½” gap at joint of the welded deck panels to allow for expansion and construction of the aluminum due to temperature variations.
- D. The joint of the welded deck panel is covered with a 4” wide aluminum extrusion joint cover.
- E. The joint of the welded deck panel is elevated ¼” by use of a ¼” steel plate that is installed below the welded deck panel and above the structural steel supports below.
- F. Riser height per row and tread depth per row is indicated on design drawings.
- G. The ends of decking system will be finished with a one-piece aluminum angle end cap.

2.02.5.2. **Walking Surface Requirement**

- A. All aluminum decking intended for use as a walking surface, including walkways, aisles, walking surfaces in seating sections, stairs, ramps, platforms, handicap areas, and landings, will exhibit a slip resistant surface treatment intended to minimize the effects of wet conditions on pedestrian safety.
- B. This surface treatment will increase the slip resistance of mill finished aluminum to achieve a slip index (coefficient of friction) of 0.80 or higher in all directions of travel, including parallel to seating, as measured by the Variable Incidence Tribometer (VIT), **under wet conditions** as well as dry conditions. This testing machine is referenced in ASTM F-1679, Standard Test Method for Using a Variable Incidence Tribometer.
- C. An independent test substantiating both the minimum required .80 coefficient of friction and the durability performance of the slip resistance feature must be provided with the bid. One independent laboratory capable of performing this testing is Artech Testing LLC in Chantilly, Virginia (703-378-7263).

2.02.6 **Ramps, Stairs, Ramp Platforms and Stair Platforms**

Shall conform to local building codes.

2.02.7 **End Caps**

- A. Walkways, footboards, and aisle board end caps shall be one-piece mill finish aluminum angle design tumbled after fabrication to remove burrs and sharp edges. End caps shall be riveted to the planks.
- B. Seatboard end caps shall be one-piece cast aluminum and shall be friction-fit to the plank without the use of mechanical fasteners.
- C. Guardrail posts shall be covered with cast aluminum top caps.

2.02.8 **Handicap Areas**

- A. Handicap areas will be per design drawings

2.02.9 **Closure Systems**

- A. Poly panel will be used to provide closure at front of grandstand, stairs and ramps below walking surface to 4" above grade
- B. Poly panel shall be non-corrosive, impact resistant and water proof. The poly panel will be framed on all sides with a heavy duty aluminum channel.
- C. Poly panel will be gray in color
- D. Maximum water absorption is 0.3%

2.02.10 **Architectural Panel System (APS)**

- A. Material: ¾" thick finished fiber cement board (80% Portland Cement, 20% wood chips/fibers) integrated with steel and aluminum framing
- B. Weight: 4.2 lbs. – 4.6 lbs./sq.ft. (depending on selected style)

2.03 **Reinforced Concrete**

- A. All concrete work and materials shall be in accordance with ACI 318.
- B. Cast-in-place concrete shall have minimum compressive strength of 4,000 psi at 28 days.
- C. All exterior concrete shall be air-entrained to 6% ± 1%.

- D. Reinforcing steel shall be in accordance with ATM A615, grade 60.
- E. Embedment of reinforcing in concrete shall be as follows, unless otherwise noted on drawings:
 - 3" Placed directly against earth
 - 2" Concrete poured against forms and exposed to weather
 - 1 ½" Columns to ties

PART 3 EXECUTION

3.01 Installation

- 3.01.1 Installation shall be handled directly by the manufacturer or by a factory-certified installation subcontractor. Factory certification shall require three installations within the last two years within the state.
- 3.01.2 Structure shall be erected in accordance with plans, shop drawings, and specifications.
- 3.01.3 Site preparation is not included in this specification.

3.02 Cleaning

- 3.02.1 Clean all surfaces after erection, in accordance with manufacturer's recommendations.
- 3.02.2 Remove and properly dispose of all packaging and construction debris.
- 3.02.3 Do not use acid solution, steel wool or other harsh abrasives.

PART 4 STRUCTURAL PEER REVIEW GUIDELINES

4.01 Loading

- 4.01.1 Verify the following structural loads were used for the design:
 - Dead Load = 6 psf on gross horizontal projection
 - Live Load = 100 psf on gross horizontal projection
 - Sway Load = 24 lb/ft per row applied at and parallel to the seatboards
 - Sway Load = 10 lb/ft per row applied at and perpendicular to the seatboards
 - Wind Load = Design wind speed based on local governing building code
 - Seismic Load = Per local governing building code

4.01.2 Based on LRFD design verify the following load combinations were considered in the analysis of the steel structure:

1.2(dead) + 1.6(live)

1.2(dead) + 1.6(snow) + 1.0(live)

1.2(dead) + 1.3(wind) + 1.0(live) + 0.5(snow)

1.2(dead) + 1.3(sway) + 1.0(live)

1.2(dead) ± 1.0(seismic) + 1.0(live) + 0.2(snow)

0.9(dead) ± 1.3(wind)

4.02 Foundations

4.02.1 Verify the following load combinations were considered in the calculation of the soil bearing stress under the footing:

1.0(dead)+1.0(live)

1.0(dead)+1.0(live) ± 1.0(wind)

1.0(dead)+1.0(live) ± 1.0(sway)

1.0(dead)+1.0(live) ± 1.0(seismic)

4.02.2 Verify actual soil bearing stresses were calculated for combined vertical and lateral loads.

4.02.3 Verify the actual soil bearing stress does not exceed the allowable soil bearing stress stated in the geotechnical report or contract documents.

4.02.4 Verify the foundation design reflects the recommendations and conclusions given in the geotechnical report.

4.02.5 Verify foundations were checked for overturning. Foundations must be sized appropriately to assure no uplift (negative bearing pressures) occurs for the following load case:

1.0(dead)+1.0(wind)

4.02.6 Verify the foundations were designed to develop the necessary strength to resist all moments, shears, and other internal actions caused by the applied loads using ACI requirements.

4.02.7 Verify the anchor bolts were designed for yielding of the steel and pullout of the concrete.

4.03 Steel Design

4.03.1 Verify all support beams and stringers were checked for the following per AISC – LRFD 2nd ED:

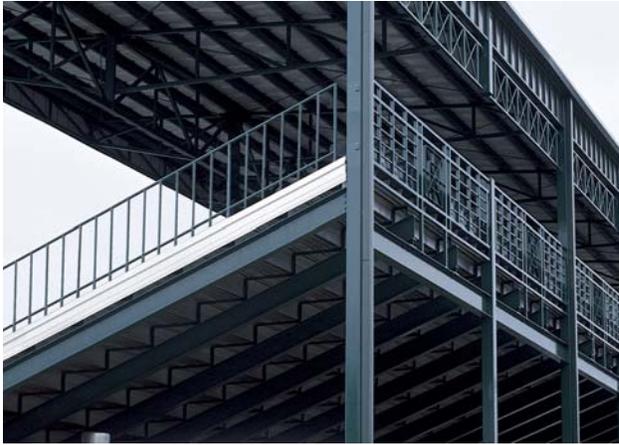
- Yielding

- Biaxial Bending, full dead load + full live load + sway and wind loads
 - Lateral-Torsional Buckling
 - Crippling and Vertical Buckling of webs
- 4.03.2 Verify that the compression flange of steel beams are adequately braced to prevent lateral buckling.
- 4.03.3 Verify that the lateral bracing was designed to withstand the factored wind and sway loads.
- 4.03.4 Verify all columns were designed according to AISC – LRFD 2nd ED.
- 4.03.5 Verify all column base plates were designed according to AISC – LRFD 2nd ED.
- 4.03.6 Verify all connections were designed according to AISC – LRFD 2nd ED.
- 4.03.7 Verify the calculations show that no structural member has a deflection greater than L/200 under service live loads.
- 4.03.8 Verify members, in which the stresses or deflections are greater under a partial loading of the grandstand than under a full load, were designed for the controlling condition.

4.04 Aluminum Design

- 4.04.1 Verify the footboards and seatboards were designed to support 120 lb/ft .
- 4.04.2 Verify guard rails and hand rails were designed to support the worst case of the following loads:
- (a) A concentrated load of 200 lb applied at any point and in any direction along the top railing member.
- or
- (b) A uniform load of 50 lb/ft applied horizontally at the required guard rail height and a simultaneous uniform load of 100 lb/ft applied vertically downward at the top of the guardrail.

POWDER COATED STEEL AND ALUMINUM



Structural Steel



Structural Steel



Bench and Backrest



Seat and Riser

- **Worldwide Popularity** - Architects throughout the world favor powder coating over every other option – so does the U.S. Navy.
- **Exciting Use of Colors** - A line of team colors available to enhance stadium appearance.
- **Outstanding Value** - Our powder coating delivers porcelain-like toughness and durability in all weather conditions. Longer lasting protection than galvanizing and AAMA 603-98 compliant.

I-BEAM



- 26 ft. bay (shown above)
- Standard Bay 18 ft. – larger bays are possible
- Cross bracing design may be elevated above walking concourse level

VERTICAL PICKET GUARDRAIL



Guardian with School Logo



Aluminum Handrail Mounted to Guardian Guardrail



Ramp and Stair Exits

- 5 Ironclad Standard Products available:
 - Guardian
 - Classic
 - Regal
 - Prestige
 - Stockade

(See brochure)
- Non-climbable design
- Complies to the 4" rule
- Conforms to CPSC requirements
- Factory welded
- Panelized construction
- Plasma cut inserts for logos and sponsorships
- Factory powder coated





QUALIFICATIONS

Education

Bachelor of Architecture
University of Kansas

Bachelor of Science
in Journalism
Baker University

Registration

Registered Architect:
Missouri

Affiliations

American Institute
of Architects

PROJECT DESIGNER

Steven L. Terrill, AIA

Vice President

BACKGROUND

Steve Terrill is director of sports for the Atlantic States region and a senior designer in the Richmond office. He has over 20 years experience with a strong focus on sports and retail. Over the last five years he has worked on a number of minor league ballparks including design work for the Potomac Nationals, Pensacola Pelicans, Tulsa Drillers, and Richmond Braves.

Steve actively participates in all phases of the design process, from programming through all phases of design. His primary role occurs in the initial planning stages where he is responsible for setting the design concept and then maintaining design continuity throughout project development. His experience is particularly relevant on projects where sports venues are being integrated with other uses, including retail, office, and hospitality, within an urban context.

RELEVANT EXPERIENCE

James Madison University Bridgeforth Stadium Expansion Study

Harrisonburg, Virginia

Study for a phased expansion of the existing 14,000-seat stadium to 40,000 seats including the and addition of club and club seats, luxury suites, loge seating, concession stands and a press box

Pensacola Maritime Park

Pensacola, Florida

Planning and conceptual design for a 3,500-seat independent league ballpark as part of a mixed-use development that will also convert to a 5,000-seat high school football/soccer stadium and includes 7 luxury suites, 500 box seats, loge seating, press box, concession stands, party decks, restrooms, kids' play area, beer garden, berm seating and picnic area

Eastern Henrico Recreation Center

Henrico, Virginia

26,000 sf community recreation center for the County of Henrico situated in a wooded setting surrounded by recreation fields and park amenities including a gymnasium, aerobics room, classrooms, ballroom, soccer fields, volleyball courts, recreation fields, picnic shelters, and a wooded walking trail

US Naval Academy Wesley Brown Field House

Annapolis, Maryland

143,000 sf, 2-story athletic and recreation facility that includes a 200-meter track with hydraulically activated banked turns, a full-size roll out turf football field, 3 basketball courts, and 6,000 sf weights and fitness center

Potomac Nationals Ballpark

Prince William, Virginia

Planning and conceptual design for a 4,000-fixed-seat, single A ballpark including terraced picnic areas, luxury suites, a club lounge and training facility, berm seating, and a playground designed to expand to 6,000 seats with future addition of upper decks

SPORTS/RECREATION**Pensacola Maritime Park (11140)***Pensacola, Florida*

Senior Designer

Planning and conceptual design for a 3,500-seat independent league ballpark as part of a mixed-use development that will also convert to a 5,000-seat high school football/soccer stadium and includes 7 luxury suites, 500 box seats, loge seating, press box, concession stands, party decks, restrooms, kids' play area, beer garden, berm seating and picnic area

James Madison University Bridgeforth Stadium Expansion Study (10543)*Harrisonburg, Virginia*

Senior Designer

Study for a phased expansion of the existing 14,000-seat stadium to 40,000 seats including the and addition of club and club seats, luxury suites, loge seating, concession stands and a press box

Eastern Henrico Recreation Center (10531)*Henrico, Virginia*

Senior Designer

26,000 sf community recreation center for the County of Henrico situated in a wooded setting surrounded by recreation fields and park amenities including a gymnasium, aerobics room, classrooms, ballroom, soccer fields, volleyball courts, recreation fields, picnic shelters, and a wooded walking trail

US Naval Academy Wesley Brown Field House (09920)*Annapolis, Maryland*

Senior Designer

143,000 sf, 2-story athletic and recreation facility that includes a 200-meter track with hydraulically activated banked turns, a full-size roll out turf football field, 3 basketball courts, and 6,000 sf weights and fitness center

Potomac Nationals Ballpark (09849)*Prince William, Virginia*

Senior Designer

4,000-fixed-seat ballpark including terraced picnic areas, luxury suites, a club lounge and training facility, berm seating, and a playground designed to expand to 6,000 seats with future addition of upper decks

Richmond Kickers Soccer Complex (09879)*Richmond, Virginia*

Planner

Master plan of a 65-acre site for a 12-field soccer complex that includes a 3,000 seat feature stadium, two indoor soccer courts, concessions/restroom buildings, headquarters building for the Richmond Kickers soccer team, 1,500 parking spaces and park space

Tulsa AAA Ballpark and Mixed-Use Development (10006)

Tulsa, Oklahoma

Planner/Designer

Master planning and conceptual design services for an 8,000-seat minor league ballpark for the Tulsa Drillers and surrounding 2 million sf mixed-use urban development that includes retail stores, restaurants, hotels, condominiums, apartments, office space, and a multi-screen movie theater

DC United Soccer Stadium and Mixed-Use Development (9437)

Washington, DC

Planner/Designer

27,000-seat stadium and hotel complex located across the Anacostia River from the new Washington Nationals ballpark draws its design inspiration from the traditional soccer stadiums in Europe, the 500-room convention hotel is completely integrated into the soccer stadium, sharing restaurant, meeting, and convention space as well as many of the back of house functions

University of Richmond Baseball Stadium Improvements (10325)

Richmond, Virginia

Senior Project Designer

Conceptual design services for a bermed seating porch beyond the right-field wall that includes a trellised patio and new landscaping

Four Seasons Wellness Center (08860)

Tazewell, Virginia

Project Designer

25,000 sf state-of-the-art health and wellness facility including a gymnasium, weights and cardio fitness areas, indoor aquatics center with 25-meter pool and warm water pool, running track, racquetball courts and conference center

Shenandoah University Student Life Center (8984.002)

Winchester, Virginia

Project Designer

50,000 sf addition and 30,000 sf renovation to the student life center including a food court, weights and fitness area, student activities center, student government suite, student organization offices, conference and classroom space, and various activity spaces along with locker rooms and a common area

Henrico RF&P Ballpark (09174)

Richmond, Virginia

Project Designer

600-seat youth ballpark that includes bermed seating along the foul lines, press box, picnic area, and restrooms is home to the Babe Ruth World Series tournaments

Central Washington University Recreation Center*

Ellensburg, Washington

Design Team Leader

Programming and conceptual design for a 90,000 sf recreation center including a 4-court gymnasium, running track, climbing wall, weights and cardio fitness area, aerobics rooms, and racquetball courts

Georgetown University Multisport Stadium*

Washington, D.C.

Project Designer

Programming and planning for a 4,500-seat stadium for the varsity football, soccer, lacrosse, and field hockey teams. Facilities include a field house for offices, locker rooms and team rooms, press box, concession stand, ticket offices, and restrooms

American University in Cairo Athletic Center*

Cairo, Egypt

Design Team Leader

Design Team Leader for the 120,000 sf athletic and recreation center with both varsity team and recreation program elements including a 1,500 sf performance gymnasium, teaching/recreation gymnasium, running track, squash courts, weights and fitness center, multipurpose room, individual and team locker rooms, classrooms as well as a 50-meter outdoor/8-lane outdoor pool, competition and practice soccer fields, outdoor track, and 8 tennis courts. Located adjacent to the on-campus housing, the building also has an indoor/outdoor dining facility and commons area

St. Catherine's School Field House*

Richmond, Virginia

Design Team Leader

80,000 sf athletic recreation center that includes a 3-court gymnasium, 25-meter/8-lane pool with spectator seating, running track, weights and fitness center, aerobics room, offices, classroom and locker rooms, project also included a new outdoor soccer field and three tennis courts

Indiana University of Pennsylvania- Regional Development Complex*

Indiana, Pennsylvania

Design Team Leader

A 192,000 sf, 6,800-seat basketball and convention center combined with a high technology learning center. Included in the athletic facilities are training rooms, locker and team facilities for the men's and women's basketball teams, men's baseball team, women's softball team and men's and women's volleyball teams, athletic program and coaches offices and a weight room. The concourse includes a sports hall of fame, lobby, concession stands, ticketing, public toilets and support facilities for the auditorium. The high technology learning has a separate entrance and lobby, 400-seat auditorium, classrooms, computer labs, offices and conferences. There are also three large conference spaces that can serve either facility

AT&T Arena*

San Antonio, Texas

Design Team Leader

A 700,000 sf, 40,000-seat arena for the San Antonio Spurs, minor league hockey and rodeo events that includes a practice court, training, and fitness facilities

University of Maryland - Women's Softball Stadium*

College Park, Maryland

Project Designer

A 1,200-seat stadium that includes a press box, concession stand, toilets and a maintenance/storage facility

Yale University - Payne Whitney Gymnasium Natatorium Studies*

New Haven, Connecticut

Project Designer

Provided four alternatives to replace the existing competition pool

Yale University - Payne Whitney Gymnasium Renovation - Phase II*

New Haven, Connecticut

Project Designer

Renovation of the men's and women's locker rooms on the 2nd, 3rd, 4th and 5th floors and other support spaces in the recreation center, including a snack bar, conference room, and lounge

Yale University - Indoor Tennis Facility Renovation and Expansion*

New Haven, Connecticut

Project Designer

Conceptual design for the renovation of the existing facility and an addition of six indoor courts

Youngstown State University Andrews Student Recreation and Wellness Center*

Youngstown, Ohio

Project Designer

A 70,000 sf recreation center that includes a 4-court gymnasium, 12,000 sf weights and fitness area, running track, aerobics room, climbing wall, 2 racquetball courts, locker rooms, snack bar, wellness center, offices and a meditation center attached to the existing student center and included an expansion to the book store. This facility received an AIA Honor Award from the Eastern Ohio Chapter in 2006

EDUCATION

Columbia Union College Library*

Takoma Park, Maryland

Design Team Leader

Conceptual design services for a 150,000 sf library

University of Kansas Press Building*

Lawrence, Kansas

Project Designer

6,500 sf office building for the publishing arm of the Kansas university system

St. Catherine's School Maintenance Support Facility*

Richmond, Virginia

Design Team Leader

An 8,000 sf maintenance and storage building that includes offices and locker facilities for staff

Law Enforcement Academy of Singapore*

Singapore

Project Designer

Master planning and exterior character for a new campus that includes an administration building, four classroom buildings, auditorium, dining hall, five dormitories, athletic facility and outdoor sports fields, pool, museum, hall of faith, clinic and stadium

University of Kansas Housing Department Offices*

Lawrence, Kansas

Project Designer

Relocation of the housing department offices into the basement of an existing dormitory building

Seoul Foreign School - Lysos Center for the Performing Arts*

Seoul, Korea

Project Designer

Seoul Foreign School performing arts facility including a 700-seat auditorium, black-box theater, music classrooms, rehearsal rooms, and administrative offices

HEALTHCARE

Virginia Commonwealth University Critical Care Hospital (9185)

Richmond, Virginia

Project Designer - exterior design

353,000 sf, 14-story critical care hospital for acute, intensive, and critical care beds, includes expansion of surgery and emergency departments, in addition to security care unit for the department of corrections, NICU, and burn unit

COMMERCIAL

MCI Center Modifications*

Washington, D.C.

Project Designer

Revised the public space on the main concourse level to move one of the main entrances, add two new restaurants and add outdoor ticketing locations

Optiglobe Data Centers*

Rio de Janeiro, Brazil and Buenos Aires, Argentina

Project Designer

Two 160,000 sf mission critical facilities (internet server farms) and regional corporate headquarters

Benjamin Plaza Shopping Center - Phases II-V*

location

Project Designer

Master planning and zoning services for a 2,000,000 sf shopping center.

Eastland Mall Renovation*

Bloomington, Illinois

Project Designer

Master planning for the addition of a new department store, renovation and addition of the mall and the expansion of three existing department stores

The Fountains Shopping Center*

Overland Park, Kansas

Project Designer

A 125,000 sf neighborhood center and 50 attached condominium patio homes with a clubhouse and a pool

Hickory Point Mall*

Decatur, Illinois

Project Designer

Master planning for the addition of a new department store and the expansion of three existing department stores

Hillcrest Bank*

Blue Springs, Missouri

Project Designer

A 20,000 sf branch bank and shell office space

Just for Feet*

Overland Park, Kansas; Kansas City, Missouri and Phoenix, Arizona

Project Designer

16,000 sf retail store adapted to three locations

Kenny Rogers Roasters*

Overland Park, Kansas

Project Designer

A 5,000 sf free-standing restaurant

The Men's Wearhouse*

Kansas City, Missouri

A 6,000 sf free-standing retail building

Montgomery Ward Department Store*

Kansas City, Missouri

A 180,000 sf, 2-story building

Northtown Bank*

North Kansas City, Missouri

Project Designer

A 6,000 sf branch bank

Oak Park Bank*

Overland Park, Kansas

Project Designer

Renovation of an existing bank to add new offices and support space

Oak Park Mall*

Overland Park, Kansas

Project Designer

Renovation and expansion of the existing mall, planning for the addition of a department store, expansion of three existing department stores, and the addition of two parking decks.

Rock Bottom Brewery*

Overland Park, Kansas

Project Designer

Conversion of an existing 10,000 sf building to a restaurant/ brew pub

Hallmark Cards Corporate Headquarters*

Kansas City, Missouri

Project Designer

Conversion of existing manufacturing space into 200,000 sf of office space

Kansas Commerce Center - Buildings 70 and 71*

Lenexa, Kansas

Project Designer

Two 120,000 sf office/warehouse space

BFDS Headquarters Building*

Boston, Massachusetts

Project Designer

Renovation of a high-rise office building into their corporate headquarters

DST Systems*

Kansas City, Missouri

Project Designer

Conversion of several historic buildings in downtown Kansas City into their corporate headquarters

MIXED-USE

Renaissance Plaza/ Village*

Kansas City, Missouri

Project Designer

Planning for a mixed-use development that included 150,000 sf of retail, 100,000 sf of office space, 450 apartment/ townhouse units, and 125 single family home lots

HOSPITALITY

Sheraton Suites Hotel*

Kansas City, Missouri

Project Designer

Conversion of an existing 19-story apartment building to a suites hotel including a 10,000 sf addition to add restaurant and meeting space

ASSEMBLY/ENTERTAINMENT

Seoul Foreign School - Lysos Center for the Performing Arts*

Seoul, Korea

Project Designer

Seoul Foreign School performing arts facility including a 700-seat auditorium, black-box theater, music classrooms, rehearsal rooms, and administrative offices

AMC Pleasure Island 12-Plex Theater*

Orlando, Florida

Multi-plex theater complex with stadium style seating designed as part of a Disney theme park

AMC Multi-Plex Theaters*

Project Designer

Courthouse Plaza 8-Plex; Arlington, Virginia

Gateway Plaza 12-Plex; Phoenix, Arizona

Hermosa Beach 12-Plex; Hermosa Beach, California

Merit Island 6-Plex; Cocoa Beach, Florida

North Oak 12-Plex; Kansas City, Missouri

Pleasure Island 12-Plex; Orlando, Florida

Rivertowne 12-Plex; Silver Spring, Maryland

Santa Ana 8-Plex; Santa Ana, California

CHURCHES

Annunciation Greek Orthodox Church*

Kansas City, Missouri

Project Designer

Renovation and addition to the sanctuary, public spaces, and outdoor plaza

Bishop Vernon Memorial Chapel*

Kansas City, Kansas

Project Designer

Conceptual design for a 150-seat chapel with glass walls on 3 sides to allow views into the surrounding woods



QUALIFICATIONS

Education

Master of Architecture
North Carolina State
University

Bachelor of Environmental
Design in Architecture
North Carolina State
University

Registration

Registered Architect:
Florida and North Carolina

Certified, National
Council of Architectural
Registration Boards
(NCARB)

Affiliations

American Institute
of Architects

International Association
of Assembly Managers

Florida Citrus Sports

BUSINESS DEVELOPMENT/PROJECT DIRECTOR

J. Michael Woollen, AIA

Vice President

BACKGROUND

Mike Woollen 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 Josten's Center at Disney's Wide World of Sports, Orlando, Community Maritime Park sports and mixed-use development in Pensacola, FL; Quail Roost Station mixed-use development in Miami, FL; and the Bridgeforth Football Stadium Expansion at James Madison University, Harrisonburg, Virginia. Recent soccer stadiums include new stadiums for the Corinthians Club in Sao Paulo, Brazil; the Rayados Club in Monterrey, Mexico; the Pizza Hut Park for the 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; studies for a new AA ballpark and mixed-use development in Orlando, FL; and facility and brand enhancements for the Baltimore Orioles. His most recent indoor arenas were the American Airlines Arena, Miami, FL and the RBC Center, Raleigh, NC prior to joining HKS.

RELEVANT EXPERIENCE

Polar Point

Washington, DC

5 million sf mixed-use development on the Anacostia River in Washington, DC for Global Development Partners. The project includes a new 27,000-seat soccer stadium for the DC United MLS Soccer Team, an attached 250-room hotel, retail, mid-rise residential, mid-rise office, parking, and a marina

Richmond Braves Ballpark and Mixed-Use Development

Richmond, Virginia

10,000-seat AAA ballpark for the Richmond Braves along with mixed development including mid-rise office and residential, a hotel attached to the ballpark, retail, and parking

Community Maritime Park

Pensacola, Florida

Design Criteria Architect for a mixed-use, 32-acre waterfront development near downtown Pensacola, FL, including a multi-use stadium, conference center, Executive Education Center for the University of West Florida, a maritime museum, a multi-cultural museum, a hotel, residential, office and retail, dining and entertainment facilities

SPORTS

Community Maritime Park

Pensacola, Florida

Project Manager

Design Criteria Architect for a mixed-use, 32-acre waterfront development near downtown Pensacola, FL, including a multi-use stadium, conference center, Executive Education Center for the University of West Florida, a maritime museum, a multi-cultural museum, a hotel, residential, office and retail, dining and entertainment facilities

The Josten's Center at Disney's Wide World of Sports

Orlando, Florida

Project Manager

Full design services for a new indoor sports center for Disney with 6 basketball courts, 1,200 seats, team facilities and public and retail facilities. Opening scheduled for mid-2008

James Madison University

Bridgeforth Football Stadium Renovation and Expansion

Harrisonburg, Virginia

Project Manager

Design studies for a phased expansion plan to ultimately replace all existing grandstands with premium seating and state of the art amenities

Polar Point (9437)

Washington, DC

Master Planning, Programming

5 million sf mixed-use development on the Anacostia River in Washington, DC for Global Development Partners. The project includes a new 27,000-seat soccer stadium for the DC United MLS Soccer Team, an attached 250-room hotel, retail, mid-rise residential, mid-rise office, parking, and a marina

Richmond Braves Ballpark and Mixed-Use Development (9172, 9656)

Richmond, Virginia

Master Planning, Programming, Project Manager

10,000-seat AAA ballpark for the Richmond Braves along with mixed development including mid-rise office and residential, a hotel attached to the ballpark, retail, and parking

Brand and Facility Enhancement for Oriole Park at Camden Yards

Baltimore, Maryland

HKS is responsible for market and feasibility analysis; renovation and re-branding studies; identifying potential sponsors for themed development areas within the ballpark; securing sponsorships; and implementing ballpark enhancements for each sponsor-themed area.

University of Central Florida - Convocation Center

Orlando, Florida

Project Director

Feasibility study and design for proposed 12,000-seat on-campus arena with 26 suites, club seats, practice court, and conference center

American Airlines Arena for the Miami Heat*

Miami, Florida

Project Director

20,000-seat, multi-purpose sports arena for the Miami Heat NBA team, with suites, loge boxes, club lounges, separate practice court, restaurant, and lower-level parking garage for 1,150 cars; additional planned development includes 300,000 sf of restaurants and retail shops, public plazas, bayfront park and marina, and hotel adjacent to the arena

RBC Center for N.C. State University and the Carolina Hurricanes NHL Team

Raleigh, North Carolina

19,000 seat, multipurpose arena with 70 suites, club lounges, team facilities, and multi-purpose hospitality room

Corinthians Stadium

Sao Paulo, Brazil

Project Director

New soccer stadium for Corinthians Soccer Stadium with 45,000 seats, including 320 suites, 10,000 club seats, restaurants, club lounges and team facilities

University of Central Florida - New Football Stadium

Orlando, Florida

Project Director

Programming and design concepts for a new, on-campus 50,000-seat football stadium, complete with private suites, club seat and club lounge facilities, team facilities, and parking

University of Central Florida - New Indoor Practice Facility

Orlando, Florida

Project Director

Programming and design concepts for a new indoor practice facility for the UCF football and soccer teams, including an indoor regulation size field with artificial turf

Monterrey Soccer Stadium

Monterrey, Mexico

Project Director

Feasibility study and design concepts for a new soccer stadium with 42,108 seats, including 88 suites, 146 loge boxes, and 4,500 club seats; 4,400 sf of concessions, a full-service restaurant, press areas, locker rooms for local and visitor teams and officials, club offices, team store, Hall of Fame, trophy room, and security, first aid, and other guest services; totals approximately 600,000 sf of construction

Chicago Fire MLS Soccer Stadium

Chicago, Illinois

Project Director

Programming and design concepts for a new 20,000-seat stadium, includes 25 luxury suites, 2,000 club seats with roof canopy, full team and support facilities, adjacent practice fields, and parking garages; 350,000 sf

Richmond Braves Ballpark

Richmond, Virginia

Feasibility study and design concepts for new AAA Ballpark in the historic section of downtown Richmond. 7,500-seat ballpark, plus surrounding mixed-use ancillary development

MLS Soccer Stadium New York/New Jersey Metro Stars

Newark, New Jersey

Design studies for a 40,000-seat stadium, including 50 suites, club seats and all team facilities

Charlotte Coliseum

Charlotte, North Carolina

25,000-seat multi-purpose municipal arena, home of the Charlotte Hornets NBA team; includes 20,000 sf of hospitality rooms

South Florida Pan American Games - 2007

Feasibility study includes analysis of existing and proposed facilities to support the 2007 Games

Carolina Mudcats Ballpark

Zebulon, North Carolina

6,000-seat baseball stadium with 20 suites, club facilities, administrative offices, and team facilities

South Commons Sports Complex

Columbus, Georgia

New 10,000-seat multi-purpose sports arena, 8 new softball fields, renovation of Red-Stix Baseball Stadium, and renovation of existing football stadium

Crown Coliseum for Cumberland County Civic Center

Fayetteville, North Carolina

New 13,000-seat multi-purpose arena with 10 suites and 8,000 sf ballroom attached to the existing Cumberland County Civic Center

UNC-Charlotte Student Activity Center

Charlotte, North Carolina

10,000-seat multi-purpose arena for varsity and intramural campus sports, includes 8,000 sf hospitality room, weight rooms, aerobic rooms, and team facilities; retracting telescopic seating provides 5 basketball courts when arena is not used for varsity sports

Myrtle Beach Convention Center

Myrtle Beach, South Carolina

Design and scope documents to solicit design-build proposals for 268,000 sf expansion of convention center, including 100,000 sf exhibit hall, 20,000 sf ball room, and 25,000 sf of meeting rooms

Music Dome and Recording Studios

Miami, Florida and San Juan, Puerto Rico

Design studies for multi-media facilities; television, motion picture, recording, and 15,000-seat live-audience theater

David L. Lawrence Convention Center

Pittsburgh, Pennsylvania

2nd Place Finish in International Design Competition for a \$275 million expansion

Charlotte Hornets Office Building

Charlotte, North Carolina

Two-story, 16,000 sf office building, serves as headquarters for the Charlotte Hornets NBA Team

Miami Heat Basketball Properties Ltd.

Miami, Florida

Feasibility study for 10-story office building, parking garage, and 200,000-sf mixed-used development on Biscayne Boulevard

Bi-Lo Center

Greenville, South Carolina

Assistance with programming and design of the 15,000-seat multi-purpose arena with ice floor, suites, and club lounges, plus team facilities

North Charleston Coliseum

North Charleston, South Carolina

Assistance with the programming and design of the 13,000-seat multi-purpose arena with ice floor, club seating, hospitality space, and team facilities

Charlotte Knights Baseball Stadium

Charlotte, North Carolina

A 10,000-seat "AAA" Ballpark including 20 suites, 2,000 club seats, and a 6,000 sf restaurant

Charlotte Apparel Center and High-Rise Hotel Complex

Charlotte, North Carolina

400,000 sf of trade show/exhibit area plus a 20-story hotel

One Independence Center

Charlotte, North Carolina

550,000 sf, 20-story office building with 3 levels of underground parking

Feasibility and Conceptual Studies for new or expanded public assembly facilities

Baton Rouge, LA

Charlotte, Fayetteville, Raleigh, Greenville, NC

Green Bay, WI

Charleston, Greenville, Myrtle Beach, SC

Reading, PA

Portland, ME

Atlanta, Columbus, Macon, Savannah, GA

Norfolk, Westchester, Richmond, Harrisonburg, VA

Buffalo, NY

Seattle, WA

Torreón, Monterrey, Mexico City, Mexico

West Palm Beach, Orlando, Miami, FL

HKS SPORTS & ENTERTAINMENT GROUP PROFILE

Introduction

Sports and entertainment design involves broadening the game day experience from the minute a fan enters the development. These multi-revenue-generating, world-class venues create and leverage identity, promote community spirit and serve as destination environments.

Sports Architecture

The HKS Sports & Entertainment Group, nationally known for its modern sports venues and entertainment projects, has ushered in a new generation of major and minor league venues. Our sports projects are recognized as destination facilities that enhance the whole entertainment experience and provide exciting and diverse environments – whether you're a Dallas Cowboys or Stockton Ports fan.

Our major league projects include Miller Park in Milwaukee; American Airlines Center in Dallas; Ameriquest Field in Arlington and major renovations and additions for US Cellular Field and Dodger Stadium in Chicago and Los Angeles, respectively. Also underway are the highly anticipated new venues for the National Football League's Indianapolis Colts and Dallas Cowboys.

Using major league tenets, we have designed minor league parks and stadiums across the country including Disney's Wide World of Sports in Orlando; Banner Island Ballpark in Stockton; Pizza Hut Park in Frisco; Whataburger Field in Corpus Christi and Dell Diamond Ballpark in Round Rock.

Practice

With the diversity of sporting events, comes the challenge for the architect to accommodate the client and deliver a facility that provides options, solutions, fulfills your needs and creates excitement. Our group understands the business of sports and entertainment. Incorporating multiple revenue-generating venues, our designers enhance the entertainment experience with fan-interactive features, themed food and beverage facilities, retail opportunities, and exciting visual imagery with graphics and video displays.



SPORTS AND ENTERTAINMENT FACILITIES

BALLPARKS



U.S. CELLULAR FIELD RENOVATIONS (FORMERLY COMISKEY PARK)

CHICAGO, ILLINOIS

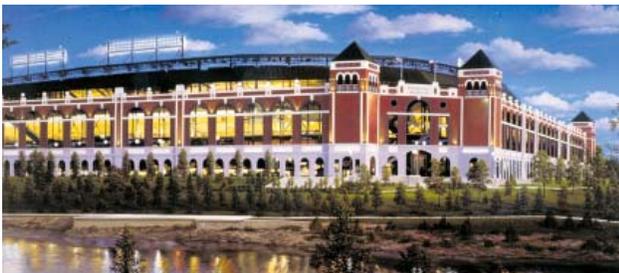
Multiple-phased renovations provided redesign of upper deck seating and canopy, main and upper concourses, created a new kids interactive play zone, upgrade of the club concourse, reshaped the batters eye, created a new sports patio over the right field concourse, added field seats and reconfigured bullpens and outfield bleachers



MILLER PARK*

MILWAUKEE, WISCONSIN

42,000 seat ballpark with fan-shaped operable roof and natural grass field, 45 luxury suites, stadium club, restaurants, children's play ground and ball field, and is home of MLB Milwaukee Brewers



RANGERS BALLPARK IN ARLINGTON

ARLINGTON, TEXAS

Texas Rangers 49,260 seat major league ballpark includes three seating decks, 120 private suites, stadium club, sports grill, restaurant, Hall of Fame, "home-run porch," children's interactive learning center, a Little League stadium and office building beyond the center field concourse



LOS ANGELES DODGER BASEBALL CLUB

LOS ANGELES, CALIFORNIA

Master plan for renovations of historic Dodger Stadium and redevelopment of the Chavez Ravine site. Phased stadium renovations to include reconfiguration of the baseline seats, reseating the entire bowl redesign of concourses and fan amenities as well as exterior facade redesign



VIRGINIA BALLPARK

NORTHERN VIRGINIA

42,000-seat Major League Baseball stadium for the Virginia Baseball Stadium Authority, that provides 100 suites, 8,000 club seats, 100,000 sf of retail and dining incorporated into the ballpark, and 2,000 VIP parking spaces



ARKANSAS TRAVELERS BALLPARK

NORTH LITTLE ROCK, ARKANSAS

6,200 seat AA minor league river front ballpark that provides 26 private suites, stadium club, restaurant, berm seating, team administration offices, clubhouses, children's play area and a 360 degree concourse



WHATABURGER FIELD

CORPUS CHRISTI, TEXAS

6,500 seat AA minor league waterfront ballpark in the Bayfront Cultural Arts District provides 19 suites, club bar, berm seating, picnic areas, kids play area, clubhouse and team administrative offices



BANNER ISLAND BALLPARK

STOCKTON, CALIFORNIA

4,300 seat single A minor league ballpark for the Stockton Ports, located at downtown harbor's edge includes 4 luxury suites, club bar, berm seating, special right field rocking chair seating deck, team administration offices and clubhouse



DR. PEPPER / 7-UP BALLPARK

FRISCO, TEXAS

9,100 seat AA minor league ballpark anchoring a new mixed-use real estate development includes 29 luxury suites, private club, berm seating, clubhouses and team administrative space



DELL DIAMOND AA BALLPARK

ROUND ROCK, TEXAS

7,800 seat AA minor league ballpark with 24 suites, club, berm seating, swimming pool and hot tub, kids play area, themed restaurant, Nolan Ryan Museum, Conference Center, administrative offices and clubhouse facilities



JOKER MARCHANT STADIUM, RENOVATIONS

LAKELAND, FLORIDA

8,500 seat single A minor league ballpark renovated to add 2,000 seats, six suites, outfield plaza, berm seating, renovated press box, concourse, concessions, restrooms, as well as a new stadium facade



CRACKER JACK BALLPARK

ORLANDO, FLORIDA

7,500 seat AA minor league ballpark located in Disney's Wide World of Sports provides nine suites, berm seating, team clubhouse, administrative facilities and spring training activities



DELL DIAMOND RENOVATION

ROUND ROCK, TEXAS

Renovations that upgrade the existing AA minor league facility into a AAA ballpark that includes the addition of 800 seats, 6 private suites, a new home run porch with special seating section and a new right field entry



RICHMOND BRAVES STADIUM

RICHMOND, VIRGINIA

8,500 seat AAA Minor League ballpark that will activate the redevelopment of a historical district as a mixed-use development and provides private suites, stadium club



DETROIT TIGERS SPRING TRAINING COMPLEX RENOVATIONS

LAKELAND, FLORIDA

Expansion and renovations provide new lighted practice fields, maintenance facilities, strength and conditioning space, new visiting team locker rooms, expanded home team locker room and training room and public restroom facilities



ATLANTA BRAVES SPRING TRAINING COMPLEX

ORLANDO, FLORIDA

Complex provides four practice fields along with one practice infield, a 7,500 seat main venue, batting cages, locker rooms, weight room, and training facilities and is part of the 175 areas Disney's Wide World of Sports training complex



UNIVERSITY OF TEXAS AT ARLINGTON, CLAY GOULD BALLPARK RENOVATIONS

ARLINGTON, TEXAS

Master planned redevelopment of the existing Maverick baseball/ softball complex in which Phase 1 renovations provide seating for 1,635, a new masonry facade and entry for the stadium, new field lighting, outfield wall, batter's eye, bullpens, restrooms, and handicapped accessibility to existing press box as well as a new landscaped entry plaza



TEXAS A&M UNIVERSITY, OLSEN FIELD ADDITIONS & RENOVATIONS

COLLEGE STATION, TEXAS

Master plan and conceptual design for upgrades to the Aggies existing ballpark includes the additions of 22 suites, a baseball museum, players lounge, covered batting cages, concourse renovations including restrooms, retail and concession, and additional bleacher seating



TEXAS STATE UNIVERSITY BASEBALL/ SOFTBALL COMPLEX MASTERPLAN

SAN MARCUS, TEXAS

Masterplanned redevelopment of existing Bobcat facilities will provide, through phased construction, a new clubhouse, new batting cages, new masonry entry elements/plazas, new dugouts, concourses, restrooms, concessions, pressboxes, upgraded sports lighting, private suites, berm seating at the baseball stadium, upgraded sports lighting, 3,400 seats for baseball and 1,500 seats for softball

MIXED USE DEVELOPMENTS



DC UNITED SOCCER STADIUM AND DESTINATION DEVELOPMENT MASTER PLAN WASHINGTON, D.C.

Master plan for a new 30,000-seat soccer stadium and 70 acres of surrounding development overlooking the Anacostia River in Washington DC. Master plan included soccer stadium with attached hotel, retail, office, and residential, mixed-use development, and associated parking facilities.



OLYMPUS TOWN CENTER ENTERTAINMENT DESTINATION MASTER PLAN ATLANTA, GEORGIA

Master plan for 52-acre area surrounding Turner Field to be developed as destination entertainment/retail, with residential, dining, hospitality, office, and residential, with associated parking facilities. Master plan also includes redesign of Turner Field to include more interactive areas, additional dining and lodging opportunities, and to create a year-round destination.



RICHMOND BRAVES BALLPARK AND DESTINATION DEVELOPMENT MASTER PLAN RICHMOND, VIRGINIA

Master plan for a new 10,000-seat minor league ballpark located in a historic district immediately adjacent to Downtown Richmond. The master plan includes the integration of existing historic structures into the ballpark exterior to house dining, retail, office, and residential uses. A new adjacent hotel/condominium tower is adjacent to the ballpark's outfield. Key elements in the master plan include traffic and parking management, and sensitivity to historic context.

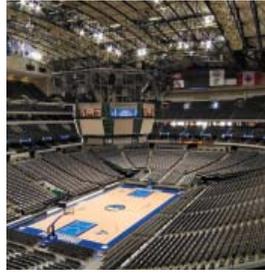


FRISCO SPORTS COMPLEX*

FRISCO, TEXAS

75-acre sports, office, and residential development; includes an 11,000-seat, AA baseball park with 29 suites and private club for 200; a 3,800-seat ice hockey arena with two ice sheets, and a 1,200-car, above-grade parking garage. Two-story, facility including one sheet of ice with 3,700-seats; one sheet of ice with 500-seats; locker/training facilities for NHL Dallas Stars; offices for team and Stars Center operations; gymnastics facility, private exercise facility, and home of the NAHL Texas Tornado

ARENAS



THE AMERICAN AIRLINES CENTER*

DALLAS, TEXAS

Multi-sport entertainment venue containing 19,500 seats for basketball, 18,500 seats for hockey, 20,000 seats for concerts, 142 suites, 2,000 club seats, private club, restaurants, bars, locker rooms, training facilities, administrative space and home to the NBA Dallas Mavericks and NHL Dallas Stars



DISNEY'S WIDE WORLD OF SPORTS MILK HOUSE ARENA*

ORLANDO, FLORIDA

Multi-purpose arena with 5,000 seats, retractable lower level seating, dual training rooms, expandable classroom/ meeting rooms, 2 collegiate level locker rooms with 4 tournament locker rooms, 5 auxiliary basketball courts, and a part of a 175 acre multi-sport training complex



GARLAND SPECIAL EVENTS CENTER

GARLAND, TEXAS

7,000 seat multi-purpose event center for convocations, athletics, concerts, and trade shows includes 6 party suites, locker rooms, training rooms, hospitality room and supported by a 25,000 sf conference center



JACK STEPHENS SPECIAL EVENT CENTER AT THE UNIVERSITY OF ARKANSAS AT LITTLE ROCK

LITTLE ROCK, ARKANSAS

5,600-seat athletic arena for college basketball and volleyball as well as convocation; includes 12 suites, practice facility, training room, weight room, Hospitality Club, and office suites for coaches and athletic director



UNIVERSITY OF OREGON ARENA

EUGENE, OREGON

15,000 seat athletic venue with 16 private suites, Donor Club, Hall of Fame Lounge, two full size practice courts, state of the art collegiate training facilities and a student athletic academic center



FRISCO DR. PEPPER STARCENTER

FRISCO, TEXAS

Two level, sports center with 3,700 seats at main arena, and 500 seats at a sperate practice/ public ice sheet, locker and training facilities for the NHL Dallas Stars, team administrative space and Stars Center operations offices, gymnastic facility and a private exercise facility



UNIVERSITY OF TEXAS AT ARLINGTON SPECIAL EVENTS CENTER

ARLINGTON, TEXAS

6,500 seat multi-purpose center with 6 private suites, Hospitality Club, athletic offices, athletic directors offices, attached practice facility, sports medicine facilities, athletic academic facilities, weight room, locker rooms with all facilities meeting special para-athletic requirements



WEST TEXAS A&M UNIVERSITY EVENTS CENTER

CANYON, TEXAS

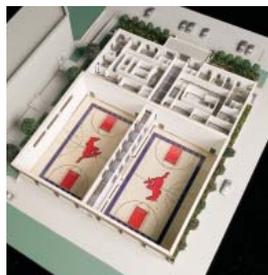
Horse-shoe shaped bowl provides 4,500 seats for athletic events and 6,000 seats for concerts and convocation with retractable lower bowl to provide additional space for special events, includes team locker rooms and training rooms



SHENANDOAH UNIVERSITY EVENTS CENTER SPECIAL EVENTS CENTER AND NATATORIUM

WINCHESTER, VIRGINIA

3,000 seat arena with indoor jogging track as well as a 400 seat competition natatorium and includes coaches offices, training room, locker rooms and Hospitality Club



SOUTHERN METHODIST UNIVERSITY, BASKETBALL/ VOLLEYBALL PRACTICE FACILITY

DALLAS, TEXAS

New practice facilities for men's and women's basketball and volleyball programs includes coaches offices, training room, weight room, locker rooms with lounges for each program and direct underground tunnel connection to Moody Coliseum



COLLIN COUNTY EXPOSITION COMPLEX

MCKINNEY, TEXAS

A new Multi-purpose complex with emphasis on equine and livestock events that includes a 5,000 seat arena for rodeos, concerts and trade shows, a livestock show and sales building as well as a 35,000sf conference center and administrative office building



ELLIS DAVIS FIELDHOUSE

DALLAS, TEXAS

7,500 seat fieldhouse for high school sports events and convocation includes a hospitality room, meeting room, terrace area, team locker rooms, concessions, restrooms and is part of the Jessie Owens Athletic Complex that also includes a 12,000 seat stadium



REUNION ARENA

DALLAS, TEXAS

Multi-purpose 19,000-seat, coliseum was the original home to the 1980 NBA expansion team Dallas Mavericks; renovated in 1993 to provide accommodations for the NHL Dallas Stars. Reunion Arena continues to serve the Dallas Fort Worth metroplex as a multipurpose venue hosting conventions, concerts and major civic events



MAVERICK'S TRAINING FACILITY AND CLUBHOUSE*

DALLAS, TEXAS

NBS training facility includes a full size practice court, team administrative offices, strength and conditioning center, hydrotherapy/ sports medicine/ training facilities, players lounge and in-locker multi-media connections with video coaching

STADIUMS



DALLAS COWBOYS STADIUM

ARLINGTON, TEXAS

75,000 seat NFL entertainment/ sports venue expandable to 100,000 seats for special events with operable roof provides 350 private suites, 6,000 club seats, entertainment and zones, Cowboys Hall of Fame, clubhouse, training facilities and team administration space



LUCAS OIL STADIUM

INDIANAPOLIS, INDIANA

63,000 seat NFL stadium with operable retractable roof that provides 146 private suites, 7,000 club seats, in addition to 2 NFL locker rooms, 4 additional for NCAA Basketball, training room, convention space, 50,000 sq ft. expandable to 150,000 with additional 12 large meeting rooms, 4 Club Areas with fireplaces, additional 7000 seats for Super Bowl, which would total 70,000,



PIZZA HUT PARK

FRISCO, TEXAS

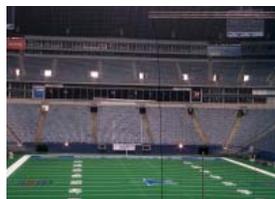
20,000 seat MLS venue includes 18 suites, party decks, club, training facilities, 16,000 s.f. stage with permanent proscenium, team clubhouse and offices, sports medicine clinic, 17 amateur soccer fields and a high school stadium



D.C. UNITED SOCCER STADIUM

WASHINGTON, D.C.

New MLS soccer specific stadium is part of a mixed-use development that includes major hotels, retail, restaurants and residential uses. The stadium provides a translucent roof covered bowl that will seat approximately 25,000 including 1,000 club seats with club lounge and restaurant, 56 corporate suites, two party decks and a permanent covered stage for concerts



TEXAS STADIUM, DALLAS COWBOYS

IRVING, TEXAS

Renovations and interiors for 68 new luxury suites at the existing 63,000-seat stadium, 59 Crown II suites, ranging in size from 414 sf to 676 sf, 9 platinum suites ranging in size of 1000 to 1500 sf



JOHN E. KINCAIDE STADIUM

DALLAS, TEXAS

12,000 seat high school football, soccer, track and field venue that is part of the Jessie Owens Athletic Complex that includes a 7,500 seat field house for sports and convocation that includes team locker rooms, training facilities, concessions and restrooms



MIDLOTHIAN FOOTBALL STADIUM

MIDLOTHIAN, TEXAS

8,000 seat high school football stadium designed for expansion to 12,000 seats with end zone locker rooms for four teams and concessions and toilets located in free standing buildings at the four corners of the complex



ESTADIO AZTECA

MEXICO CITY, MEXICO

Master plan for 8 year phased redevelopment of existing stadium to provide 106,000 seats featuring two main entries, a restaurant new suites and concourse, club lounges and a team Hall of Fame



CORINTHIANS SOCCER STADIUM

SÃO PAULO, BRAZIL

Design for a new 40,000 seat soccer stadium that provides 325 private suites, 60 loge boxes, 9,000 club seats along with a club lounge, restaurant, full team facilities, team store and a Hall of Fame



SANTOS SOCCER STADIUM

TERREON, MEXICO

A new 20,000 seat soccer stadium on a master planned forty acre site providing 28 private suites, 100 loge boxes, 1,560 club seats, Hall of Fame Museum, Restaurant/ bar, party deck, a hotel and convention center, a soccer school and parking for 4,800 cars



MONTERREY SOCCER STADIUM

MONTERREY, MEXICO

Feasibility study and design concepts for a new 42,100 seat soccer stadium including 88 suites, 146 loge

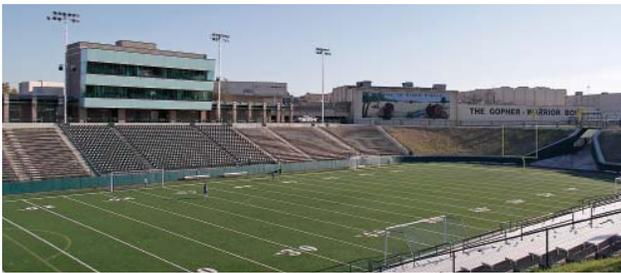


boxes, 4,500 club seats, restaurant, team facilities and offices, Hall of Fame and guest services

DESOTO FOOTBALL STADIUM RENOVATIONS AND ADDITIONS

DESOTO, TEXAS

A 5,000 seat addition with renovations expands the existing stadium to 10,000 seats with a new press box and a new 30,000 sf athletic facility that provides new varsity and junior varsity locker rooms, weight room, coaches offices, classrooms and a state of the art high school training facility



GOPHER BOWL RENOVATIONS AND ADDITIONS

GRAND PRAIRIE, TEXAS

Major Renovations and additions bring this 8,000 seat high school stadium to state of the art status with a new 3 story press box, concessions, restrooms, locker rooms, ticketing and entry building as well as graphics and mural that communicates the history of the stadium



WESLEY BROWN FIELD HOUSE

ANNAPOLIS, MARYLAND

150,000 sf indoor football, lacrosse, soccer and baseball practice facility that will also serve as the indoor track venue, a 200 meter track with hydraulically lifted bank turns, three indoor basketball courts and four indoor tennis courts, weight training room, trophy room, broadcasting booth, team locker rooms, coaches' offices, sports medicine suite and a large meeting room



LOUISIANA STATE UNIVERSITY FOOTBALL OPERATIONS AND TRAINING FACILITY

BATON ROUGE, LOUISIANA

72,000 s.f. football operations center includes a new 10,000 s.f. weight room, locker room, sports medicine facilities, team meeting rooms, coaches office space, practice fields, and attached to a indoor practice field



UNIVERSITY OF CENTRAL FLORIDA WAYNE DENSCH FIELD HOUSE

ORLANDO, FLORIDA

45,000 sf athletic center provides team locker room,



strength and condition space, sports medicine area, coaches offices, team meeting rooms, coaches office space and practice fields

**TEXAS A&M UNIVERSITY
ATHLETIC ACADEMIC CENTER**

COLLEGE STATION, TEXAS

Programming and conceptual design for a 120,000 sf Kyle Field end zone facility providing academic labs and study areas along with new football locker rooms, sports medicine, team meeting rooms, team lounge coaches and athletic department administrative space



**ESTADIO TELCEL RENOVATION AND ADDITION
ACAPULCO, MEXICO**

6,800 seats, 35 luxury suites, VIP lounge, ATP and WTA locker rooms, Players lounge, Press facilities, located in a 3.5 Hectare site featuring a 1 hectare retail and entertainment zone, food court and 4 tournament courts



LOCKHART STADIUM RENOVATION

FORT LAUDERDALE, FLORIDA

Expansion and readaptation of an existing football stadium into a professional soccer pitch provides for 13,000 new seats, 12 new suites, 6,000 club seats, stadium club, press box, stadium entries, concessions, restrooms and team facilities

HORSE RACING TRACKS



LONE STAR PARK RACE COURSE

GRAND PRAIRIE, TEXAS

Located on 315 acres, this world class-one Quarter Horse and Thoroughbred racetrack centers around a 36,000 sf pavilion enclosing 20,000 seats featuring 48 private luxury suites, 1,000 Club and Box seats, restaurants and the Jockey Club and Paddock Lounges. A state of the art simulcast facility with drive-thru pari-mutual betting windows and administrative offices and press facilities are also located within the venue



RETAMA PARK RACE COURSE

SAN ANTONIO, TEXAS

Located on 226 acres, this world class-one Quarter Horse and Thoroughbred racetrack features 12,00 seats within open air and enclosed air-conditioned levels with food courts, restaurants and bars and a simulcast facility



PATRIOT PARK - OLD DOMINION JOCKEY CLUB

NEW KENT COUNTY, VIRGINIA

Schematic design for 4,500 grandstand seats and 700 club seats for a class-one horse racing track; accommodates turf and dirt-track horse racing

RECREATION CENTERS



FRISCO RECREATION CENTER

FRISCO, TEXAS

105,000 sf multi-purpose recreation center features an indoor/outdoor aquatic center, pool side cafe, 22,000 sf of weight and cardio fitness equipment, two full basketball courts, two racquetball courts, two aerobic rooms, special teen area with separate game room and lounge as well as a separate secured children's area with indoor play gym



DR. PEPPER STARCENTER

EULESS AND DUNCANVILLE, TEXAS

93,000 sf sport facilities that provide dual ice sheets with 450 spectator seats, Dallas Stars Pro Shop, snack bar, second floor viewing area with sports bar, party rooms and locker rooms



YSLETA DEL SUR PUEBLO WELLNESS AND RECREATION CENTER

EL PASO, TEXAS

Facility with indoor racquetball courts, fitness center with weight room, men's and women's sauna, steam rooms, massage rooms, and locker rooms, gymnasium for basketball, aerobics center, offices and conference rooms, TV and game room, full service kitchen and dining room, Olympic-size indoor pool, and children's pool with interactive play



ELECTRONIC DATA SYSTEMS (EDS) RECREATION CENTER

PLANO, TEXAS

Multi-purpose corporate/ community center containing an aerobics center, weight room, indoor elevated jogging track, racquetball courts, gymnasium, administrative space, indoor lap pool and sauna, outdoor facilities include tennis courts, soccer field and softball fields



GRAPEVINE COMMUNITY ACTIVITIES CENTER

GRAPEVINE, TEXAS

47,000 sf multi-purpose community facility includes two gymnasiums, two racquetball courts, elevated walking/jogging track, fitness/weight rooms, men's and women's locker rooms, demonstration kitchen, classrooms and administrative space



PLANO RECREATION CENTER

PLANO, TEXAS

54,000 sf multi-purpose recreation facility includes two gymnasiums, eight racquet ball/squash courts, indoor running track, gymnastics facilities, fitness/weight room, aerobic room, dining room, classrooms, arts and crafts, and administration offices



NATIONSBANK CROWN ATHLETIC CLUB

CHARLOTTE, NORTH CAROLINA

Health club with weight room, sauna, steam, whirlpool, massage, aerobics room, gymnasium, locker rooms; state-of-the-art exercise equipment contain TV/VCRs with cardiovascular screens at each machine



LAS COLINAS SPORTS CLUB

IRVING, TEXAS

Fitness center and spa containing 108,000 sf, includes indoor track, racquetball/squash courts, fully equipped exercise room, gym for basketball and aerobics, 25-meter indoor pool, restaurant, pro shop, locker rooms, 25-meter outdoor pool, and tennis courts



BARTON CREEK FITNESS CENTER AND SPA

AUSTIN, TEXAS

Part of a 233,000-sf country club and conference center, contains fitness rooms, men's and women's locker rooms, indoor track, pro shop, outdoor and indoor 25-meter pools, whirlpools and saunas

Creating and leveraging project identity, we reinforce and incorporate branded products to maximize sponsorships and advertising revenues. From the identifiable, fan-shaped retractable roof at Miller Park to the expansive, operable, glass window at Indiana Stadium, your venue's interior and exterior design helps communicate your brand.

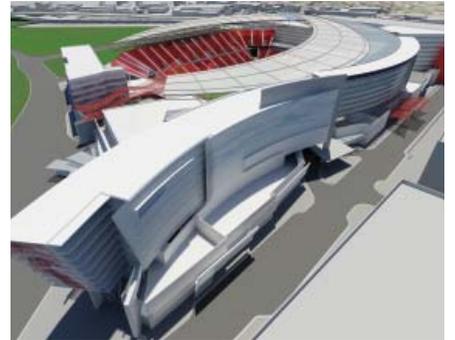
Using the goals, objectives and space requirements you identify, we develop innovative, functional and operationally efficient design solutions. Through a collaborative effort, we distinctly blend your functional and aesthetic needs to create a world-class experience.

HKS delivers. Project management, honed through decades of experience, is our strong suit. Our technical expertise and construction administration background contribute to streamlined, on-time, within-budget destination projects.

Firm Background

For 69 years, HKS has nurtured a culture that reveres both invention and customer focus. A top-three architectural firm headquartered in Dallas, HKS has 23 worldwide offices.

Our firm's project experiences include commercial, healthcare, sports, hospitality, governmental, aviation, educational retail, and industrial projects located in 900 cities located in 46 states, the District of Columbia and 54 foreign countries.



DR PEPPER/SEVEN UP BALLPARK
FRISCO, TEXAS



Size
200,000 square feet

Completion Date
2003

Services
Sports architecture
Architect-of-Record
Structural engineering

Project Features
9,181 seats
1,800 berm seats
29 luxury suites
Private club
Weight room
Concessions area
Retail space
Club houses and support facilities
Team administration offices

in association with
DMS/Architectural Services

Firm Description | S A S A K I

PLANNING AND URBAN DESIGN
LANDSCAPE ARCHITECTURE
ARCHITECTURE
INTERIOR DESIGN
CIVIL ENGINEERING
GRAPHIC DESIGN
STRATEGIC PLANNING

Sasaki Associates is an international design firm that is actively engaged in virtually every aspect of the built environment – Planning and Urban Design, Landscape Architecture, Architecture, Interior Design, Civil Engineering, Graphic Design and Strategic Planning. Our interdisciplinary structure adds client value by purposeful cross-pollination of skills among our range of professionals. The result is a synthesis of economic reality, environmental sustainability, cultural awareness and keen aesthetic judgment.

CONTRIBUTION – THE HIGHEST VALUE

We do nothing in isolation. Only through intensive, wide-ranging engagement with clients and user groups can designers meet multi-faceted needs. Our culture of **creative contribution** allows each member of a team – whether internal to Sasaki or part of a network of consultant collaborators – to add a specific expertise or viewpoint. Advantaged by the sum of these talents, we are the rare firm with both the resources and experience to take on the largest, most complex planning assignments and the design talent to complete award-winning architecture, interiors and landscape.

A MODEL OF INTERDISCIPLINARY DESIGN

Firm principals, charged with direct client contact and accountability, orchestrate and inspire the team while tapping into the vast knowledge base within the firm. For example, our Landscape Architecture and Planning and Urban Design informs our Architecture, and vice versa; an Interior Design solution in one project might hold the key to sustainability in another; current work we are doing in China might inspire a creative approach to a project in Cleveland. Supporting this interaction is the firm's balanced ownership structure, which is unique in the industry. Each discipline is represented so that no one discipline will dominate to the detriment of others.

A RANGE OF EXPERIENCE, AN UNLIMITED HORIZON

The range of our projects is vast, from 10,000 square-foot corporate interiors to 500,000 square-foot academic and athletic buildings to entire new city precincts in places as distant and diverse as coastal California, urban New England and the technology corridors of northern India. Our commitment to environmental sustainability is evidenced by **Sasaki Green**, a firm-wide vehicle for research and implementation of innovative green solutions. An emerging area of our business, Sasaki Strategies provides strategic planning, space planning and financial planning know-how to complement our design services, and is distinguished by a range of highly innovative, real-time graphic-interface decision support systems.

SERVING CLIENTS AND VARIED CONSTITUENCIES

In forming alliances with clients, we look first and foremost to achieving the client's goals, believing that a natural outgrowth of such a partnership is the enrichment of the public, institutional and private realms in which we work. Regardless of the project site, Sasaki is committed to the ideal of rich, multi-layered urban and town environments that generate societal cohesion and foster economic prosperity. We never forget the greater purposes inherent in our design endeavors – the wise

stewardship and best use of private property; the **openness, vitality and sustainability** of the public realm; the furtherance of the educational missions of colleges and universities; and the creation of enduring architecture and exterior environments that will last multiple generations.

OUR OPEN STUDIOS

Our offices are located in a 100-year-old renovated mill building along the Charles River in Boston and a former retail structure near Union Square in San Francisco. Both have loft designs and multiple communal areas that are reflective of a firm culture of openness and intellectual investigation.

SASAKI FACTS

- Founded in 1953 by Hideo Sasaki, former head of Landscape Architecture at Harvard University and a major figure in 20th Century design.
- More than 320 employees including 279 in our Boston office and 47 in our San Francisco office.
- Ongoing professional relationships with institutions, governments and private companies in all fifty states and on six continents.
- A diverse staff reflective of this global reach, representing 35 countries and speaking 28 languages.
- More than 400 national and international design awards across all firm disciplines.
- More than 60 LEED-accredited professionals.

MARKETS

Urban Districts

Waterfronts

Transit

Public Spaces

Institutional Master Plans

Institutional Site Design

Institutional Architecture and Interior Design

Sports, Recreation and Fitness

Corporate Environments

Research Districts

New Communities

Resorts and Tourism

Sasaki Disciplines |

PLANNING AND URBAN DESIGN
LANDSCAPE ARCHITECTURE
ARCHITECTURE
INTERIOR DESIGN
CIVIL ENGINEERING
GRAPHIC DESIGN
STRATEGIC PLANNING

In the **Planning and Urban Design** realm we draw on a history of innovation and visionary thinking, combining strategies for today's problems with relevant proposals for the future. The success of our efforts is often measured in decades, not years, and it is not unusual for Sasaki's involvement to span multiple tenures of academic, corporate and municipal leadership. We have remarkable success in understanding diverse interests and finding a shared vision that brings multiple stakeholders together. Our sustained commitment to and deep understanding of the clients' goals combined with ongoing reinvention within our discipline brings new ideas and renewed energy to bear. We are constantly expanding our competences in sustainable practices, technological tools, and expression of ideas, the resulting solutions going beyond the obvious to synthesize the best current practices in our profession.

Working collaboratively in interdisciplinary teams – on the regional, community, urban district, campus and site-specific levels – we define and develop ideas, concepts, and strategies that address both clients' day-to-day needs, the realities of development and the larger collective vision that embodies their institutional and civic aspirations.

Under everything is the land, and at Sasaki **Landscape Architecture** has formed the basis of our practice since our founding at mid-century by landscape architect Hideo Sasaki. Our multi-disciplinary firm structure means a constant cross-pollination of ideas among our architects, landscape architects, urban planners, civil engineers and graphic design/wayfinding specialists. As the imperative of ecological sustainability moves more and more into the mainstream, we are committed to research and advocacy with institutional, public and private clients in the wise use of the natural resources that sustain us all. Our work in distant places like Egypt, China and India taps us into the latest global thinking on the most daunting environmental remediation challenges.

Success of landscape architecture is often measured in decades, as design interventions mature, flora and fauna add their own unique stamps and human users enrich and animate the spaces we create. Committed to this long-term view, we design bold and lasting landscapes that are dynamic expressions of human need and celebrations of place and beauty.

Our comprehensive design approach to **Architecture** reflects an evolution of the firm's landscape and planning-based legacy, embodying a commitment to the exploration of unique interrelationships between land and building, searching for built form that celebrates its connection to place, culture and tradition. Our approach is founded on the basis of programmatic directives, existing conditions and the opportunities which emerge out of creative approaches to problem-solving. The finished building should articulate the deeply-held aspirations of the client group with its attendant occupants, visitors and related constituents.

Sasaki fosters a design approach which demands the full creative involvement of its staff and the client. This process is one of listening, asking, analyzing and engaging each client as a participant in design. Such collaborations explore

possible physical solutions imagined through a comprehensive understanding of the project's needs and parameters. The shared goal is to reveal the project's singular nature and to discover through design an identity that is individual and memorable.

Sasaki **Interiors** draws on the interdisciplinary philosophy on which our firm was founded. Our design is a process - not just an outcome. This process is collaborative and client focused. The physical manifestations of this are spaces that foster community and are a reflection of the culture and values of our clients while enabling them to move forward with innovative approaches to both learning and working. Our designs have substance. Our interiors emanate from ideas and integrate function, form, materials, and lighting; they engage the senses; they create beauty and inspire delight.

Civil Engineering provides civil and site design services to corporate/commercial, institutional, international, and public sector clients. Our design services include project management, feasibility analysis, regulatory permitting, site infrastructure, hydrology and storm drainage, coastal and marine engineering, structural engineering, and construction phase services. Sasaki civil engineers are integral design participants within our multidisciplinary teams. We provide strategic, design, and technical expertise to enhance the planning, documentation, and implementation of projects – projects that employ the latest techniques in construction and environmental sensitivity, as well as state of the art technology.

Sasaki **Graphic Design** provides comprehensive design services to a variety of clients, tailoring every project to meet our client's identity and messaging needs. Corporate identities, brochures, advertising and fundraising collateral, museum and corporate exhibits, web site enhancement and experience design are among our most prominent skills.

Our group has a history of expertise in the creation of sign systems, wayfinding strategy, place-making, and environmental graphics that enhance public and private settings. Collaborating and designing alongside landscape architects, architects, urban planners and interior designers, we are instrumental in the creation of memorable places.

Strategic Planning supports the firm's core mission by providing a powerful comprehensive framework for improved educational, corporate, and public sector decision making. We support the development of strategic, financial, academic, large land use, space use, and facilities use plans by developing interactive decision support systems. Our dynamic visualizations of the complex inter-dependencies within an organization highlight the key variables for decision making, and trace the repercussions of change. We work with our clients to develop practical solutions and communicate them effectively. Philip Parsons is the Director of Sasaki Strategies.

Detroit Riverfront |

Civic Center Promenade Detroit, Michigan

CLIENT

Albert Kahn Associates, Inc.

SERVICES

Planning
Urban Design
Landscape Architecture
Civil Engineering

SIZE

3000 linear feet

COST

\$4,928,000 construction cost

COMPLETION DATE

2001

AWARDS

American Institute of Architects, Detroit
Chapter, Honor Award in Urban Design, 2003

The master plan for the Detroit Riverfront Promenade was completed in 1997 by Sasaki Associates, in association with the Albert Kahn Collaborative. Bounded on the north by Atwater Street/Hart Plaza and the Renaissance Center, on the west by 3rd Street and on the east by Bates Street, the Promenade runs nearly 3000 linear feet along the Detroit River. It will continue to combine active waterfront uses with public recreational uses, including tour boat drop-off and pick-up, and space for large public gatherings. The new river Promenade adds vitality to Detroit's historic front door.

Constructed in 2001, the alternating bands of dark and light gray pavement of the Promenade are bounded by a serpentine concrete seatwall, landscaped berms, and planted groves of



Detroit Riverfront Civic Center Promenade | Detroit, Michigan

river birch. The lighted seatwall and indirect lighting of the planted areas provide a buffer to Atwater Street. The seatwall is celebrated at its east and west ends by lighted concrete helixes ascending some 12 feet above grade.

Special features along the Promenade include pergolas and seating at access points from neighboring streets, areas for fishing, marine bollards for mooring ships, and historic markers at Cadillac Landing commemorating the founding of the city.



Central Indianapolis Riverfront |

The River Banks Indianapolis, Indiana

CLIENT

US Army Corps of Engineers, City of Indianapolis, and State of Indiana

SERVICES

Master Planning
Environmental Permitting
Urban Design
Landscape Architecture
Civil Engineering

COST

\$25 million construction cost

COMPLETION DATE

1996

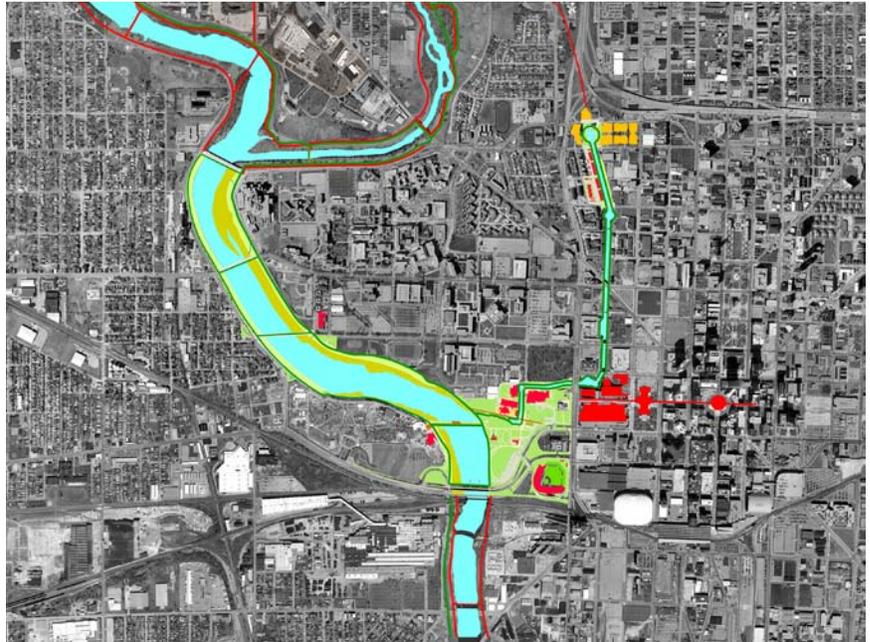
Park improvements along both the east and west banks of the river replace the hard and insensitive flood control levees with “green” engineered sloping lawns and arcades of trees. These riverbank landscapes give full flood protection and also maximize access to, and enjoyment of, the White River for the citizens of Indianapolis. Riverfront promenades link the major downtown open space of Capital City Landing with existing recreation trails that lie to the north and south of the downtown.

Special features such as picnic and shade pavilions and river overlooks are situated along the length of the promenades. These elements enliven the experience of the river walks, as do pedestrian improvements to the existing bridges that cross the river within the park. This is especially the case with the Old Washington Bridge. This historic engineering structure has been transformed into a pedestrian bridge linking Capital City Landing with a new river entrance to the Indianapolis Zoo.



(t-b) Riverfront promenade; shade pavilion; aerial view of shade pavilion

The riverbank improvements have spurred new development initiatives that for the first time face onto the river and not away from it. On the west bank, the Indianapolis Zoo has built gardens and new buildings that connect to the river promenade. On the east bank, new university housing has been located to maximize river views and access to the adjacent promenade.



Addison Circle Park |

Addison, Texas

CLIENT

Town of Addison

SERVICES

Urban Design
Landscape Architecture
Civil Engineering

SIZE

10 acre park

COMPLETION DATE

2004

COST

\$6 million construction cost

AWARDS

Boston Society of Landscape Architects,
Honor Award, 2005

Addison Circle Park is the focus of a new high-density community in the Dallas suburbs built according to the principles of New Urbanism. As a landmark in the region, the outdoor arts and cultural district attracts almost one million people each year to support the town's hotels and restaurants. The design for the 10 acre park responds to the Town's goals to create an inspiring and beautiful park that is ideal for everyday use by the community and that can be transformed into a great civic gathering space for festivals of over 10,000 people. At a cost of \$6 million, the park is a creative and cost-effective approach to making new gathering places.

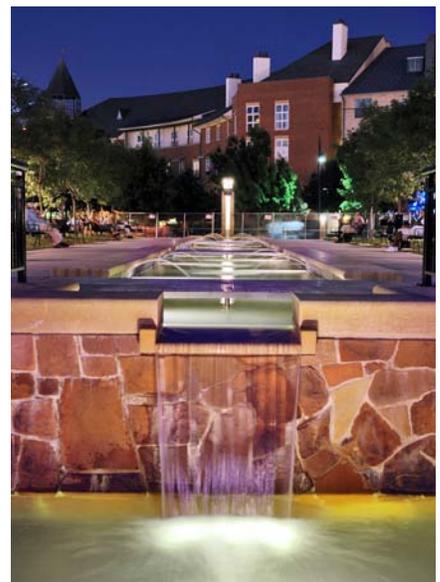
As designers, the team aimed to make a series of wonderful visual and tactile experiences, such as the sound of splashing water while sitting under a shady grove of trees, small children



playing in the jets of water, walking the dog or jogging along the paths through trees, and of course, participating in the Town's famous festivals.

The project required considerations of sightlines to events, queuing of ticket holders, and locating tents for events and food and beverage vendors. The essential infrastructure is in place to support musical and drama events for audiences ranging from 500 to 12,000 people. The community was actively involved in developing the program and planning for future mixed-use development along a transit corridor adjacent to the park.





introduction

Hatch Mott MacDonald (HMM) is a full service consulting firm offering both public and private clients the complete range of services from conceptual, feasibility/planning studies and environmental assessment through preliminary and detailed design to procurement, construction engineering inspection (CEI) and project and construction management services, as well as, operations and maintenance.

offices

The Southeast Unit of Hatch Mott MacDonald is headquartered in Pensacola, Florida and has office locations in Pace, Crestview, Bonifay, Panama City Beach, and Tallahassee, Florida; and Birmingham, Daphne and Mobile, Alabama; Houston, Texas; Monroe, Louisiana; and Hattiesburg, Mississippi.

staffing and history

Hatch Mott MacDonald was formed by Hatch Associates of Canada, a leading minerals engineering firm, and Mott MacDonald, headquartered in London, an infrastructure and education consulting engineering firm. In 2001, the Hatch Mott MacDonald Group acquired the Killam Group of Companies to offer A/E consulting services throughout the U.S. Our total HMM staff is now 1550+ engineers and support personnel. More than 350 of those professionals are working from the firm's Southeast offices (listed above). With over 57 offices in North America, and access to staff resources of over 17,000 worldwide, we can respond quickly and cost-effectively to any project demand. Our focus on innovation and corporate dedication to quality has been widely recognized with numerous industry awards and accolades from our clients. It is our corporate commitment to bring the highest quality service to all our clients on every project.

consulting areas

- Architecture/Building Design
- Coastal Resource Management/Hazard Mitigation
- Construction Engineering Services/CEI
- Contract Operations
- Environmental Compliance/Remediation
- Environmental Site Assessment
- Geographical Information Systems
- Hydraulic Infrastructure Evaluation/Rehabilitation
- Industrial Wastewater Management
- Information Management
- Landscape Architecture/Land Planning
- Mining Environmental Services
- Municipal Engineering/Public Works Management
- Municipal Wastewater Management
- Pipeline Services
- Recreational Facilities
- Recycling/Solid Waste Management
- Site Engineering
- Stormwater/Watershed Management
- Structural Engineering
- Surveying
- Threshold Inspection
- Transportation Engineering
- Water Supply Management



CYPRESS EQUITIES



CYPRESS EQUITIES



Defining Cypress Equities

▪ Project Development

Through a partnership with The Carlyle Group, Cypress has access to over \$3.0 Billion available to develop retail and mixed-use projects around the country. Cypress provides a range of services to clients including build-to-suit development, sale/leaseback and multi-tenant retail center development. Presently, Cypress is engaged in the development of approximately \$1.7 Billion worth of projects throughout the U.S. and Caribbean. We have 6,099,000 SF currently owned/under development, 2,754,000 SF currently closing and 2,779,000 SF in the pipeline. Cypress has expertise in a range of retail and mixed-use development from mid-sized (30,000 SF and larger) to large-scale projects (1,000,000 SF and up).

▪ Resort and Hospitality Development

Cypress has launched an initiative for Resort and Hospitality development. Currently, Cypress has acquired and begun construction on Royal Island in the Bahamas. Cypress has also acquired Mammoth Hillside Resort in Mammoth Lakes, California.

▪ Land Fund

The TMC Land Fund is a \$200 Million Land Opportunity Fund targeting the acquisition of strategically positioned commercial and residential land by leveraging the unique relationships with retail and residential clients maintained by Staubach and Taylor Duncan.

▪ Acquisition Fund

The Cypress Acquisition Fund acquires stabilized retail real estate assets. Cypress Equities selectively targets a range of retail real estate including multi-tenant, single tenant and redevelopment opportunities targeting a 7-10 year average hold period. The Fund is strictly focused on well-positioned opportunities in the marketplace. Properties can be bought on a single or portfolio basis.





Project Development



Village on the Green
NEC of Alpha & Noel – Dallas, TX



Project Snapshot

- Located directly across from the 1.8 million square foot Galleria Mall anchored by Nordstrom, Saks Fifth Avenue, Macy's and a unique three-story anchor stacking Banana Republic, Gap and Old Navy flagships.



- Tenants include: BLT Steak, Dondi Sofa, Clive & Co., Fat Straws and La Bella Belly
- This area enjoys a large regional draw – 32% of Galleria shoppers are tourists from more than 50 miles away generating 32% of sales.

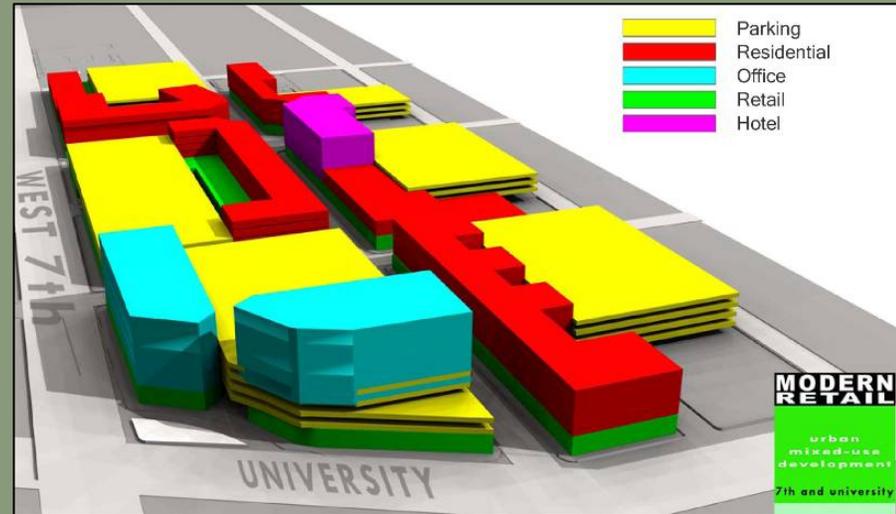


Mixed-Use, High End Retail, Residential & Restaurant Development
High Profile Shopping and Upscale Apartment Village
± 90,000 SF of Retail/Restaurant Space



Project Development

West 7th
Fort Worth, TX



- ± 890,000 SF of retail, restaurant, residential, office and hotel space
- Located at West 7th and University in Fort Worth, TX



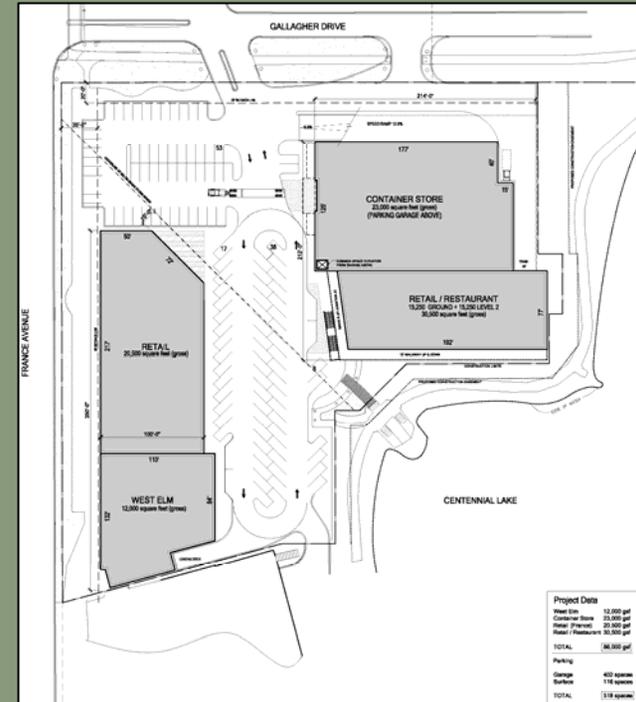


Project Development

Village on the Lake Edina, MN

Project Snapshot

- Premier retail development with 86,000 square feet of retail and restaurants overlooking Centennial Lake
- Located at France Avenue South & Gallagher Drive in Edina, MN





Project Development

Kendall Yards Spokane, WA



- ± 1,140,000 SF of retail, restaurant, residential and office space
- Located at Monroe Bridge and College Avenue in Spokane, WA





Project Development

Midtown Village
Tuscaloosa, AL



Project Snapshot

- Mixed-use development on 36 acres
- Residential units totaling 264,000 SF with approximately 353,000 SF of retail and restaurants
- Located at 15th Street & McFarland in Tuscaloosa, AL
- Tenants include: Barnes & Noble and Circuit City

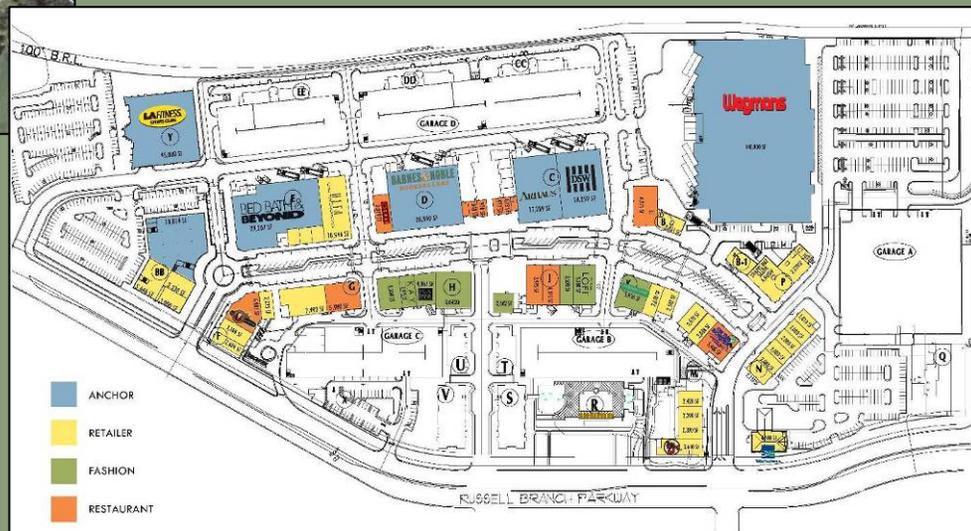
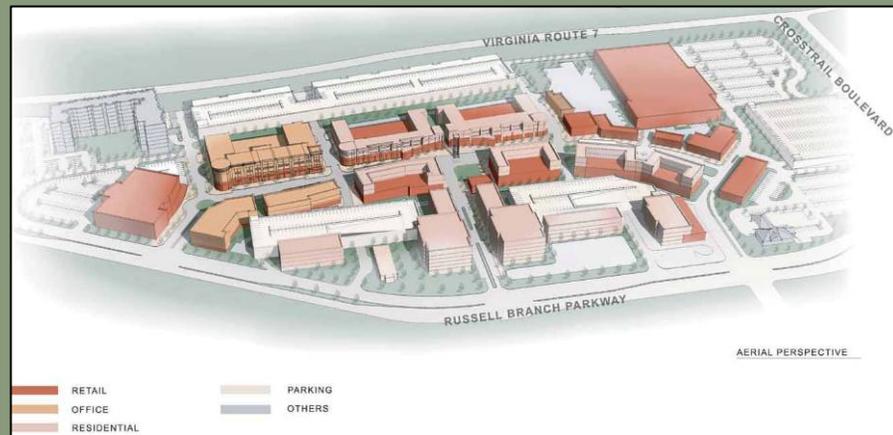


Mixed-Use, High End Retail, Residential and Restaurant Development
± 353,000 SF of Retail/Restaurant Space



Project Development

The Village at Leesburg Leesburg, VA



- ± 1,150,000 SF of retail, residential and office space
- Located at Route 7 and River Creek Parkway in Leesburg, VA



Phase One Master Plan

- A Multi-Purpose Stadium
- B Maritime Museum/
Center for Research
- C Plaza DeVilliers
- D DeVilliers Wharf
- E Waterfront Promenade
- F Spring Street Park
- G South Park
- H Water Garden
- I Surface parking
- J Mixed-Use Development

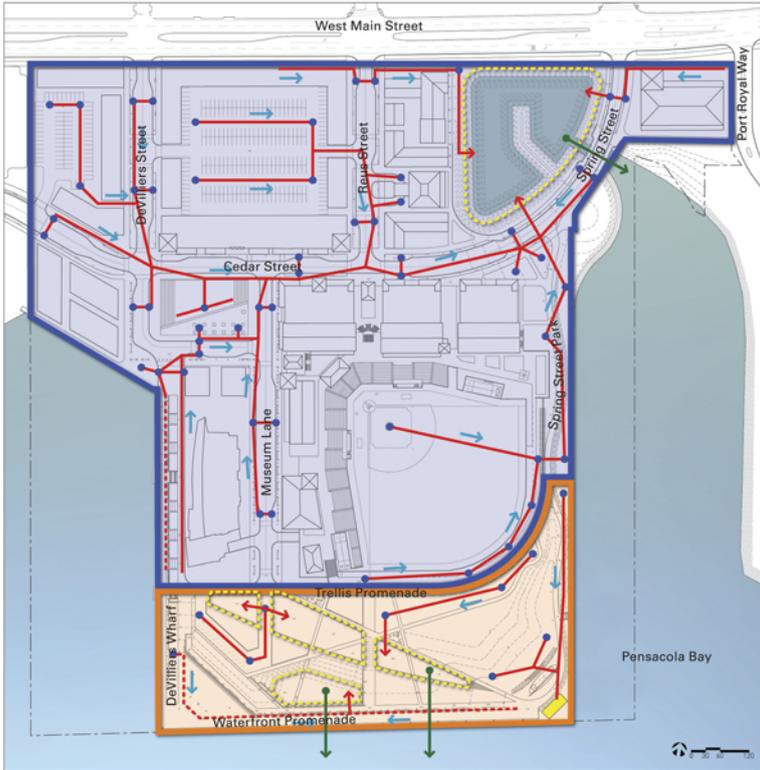
Pensacola Community Maritime Park

Trinity / Weston / SmithCypress Master Developer Proposal

Illustrations

Phase One Master Plan

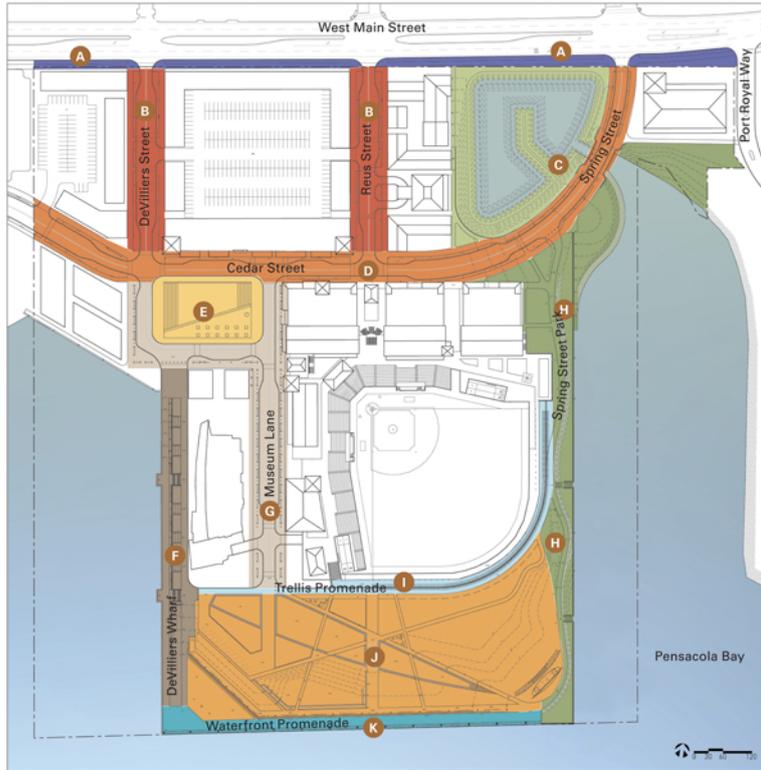
*All illustrations are credited to the Community Maritime Park design criteria team.



- NORTH DRAINAGE AREA
- SOUTH DRAINAGE AREA
- - - DRAINAGE DETENTION BASIN
- UNDERGROUND STORMWATER PIPING
- - - TRENCH DRAINAGE
- STORMWATER DROP INLET
- - - > UNDERGROUND STORMWATER DIRECTION
- - - > OUTLET TO PENSACOLA BAY
- STORMWATER STORAGE CHAMBER

Ultimate Development Master Plan

Stormwater Management



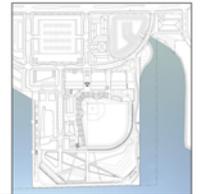
- A West Main Streetscape
- B DeVilliers and Reus Streets
- C Water Garden
- D Cedar and Spring Streets
- E Plaza DeVilliers
- F DeVilliers Wharf
- G Museum Lane
- H Spring Street Park
- I Trellis Promenade
- J South Park
- K Waterfront Promenade

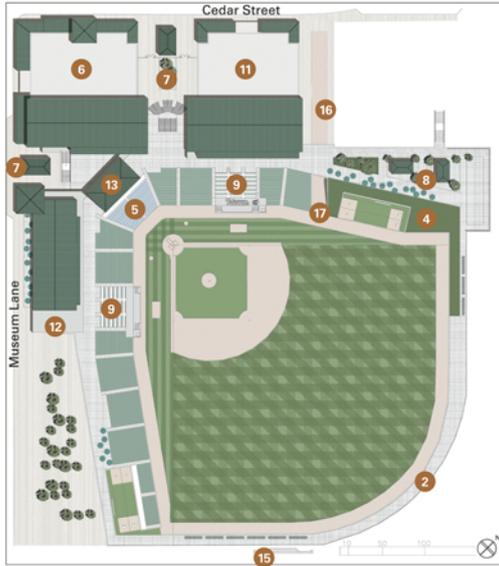
THE PUBLIC OPEN SPACES OF the Community Maritime Park include the parks themselves, waterfront promenades, and streets and sidewalks. The Community Maritime Park area is approximately 32 total acres of land. Of the Ultimate Development Master Plan, nearly 24 acres will be dedicated to public open space in the form of parks and waterfront promenades, public streets and sidewalks, and public venues, such as the UWF Maritime Museum and classrooms and Conference Facility. The park spaces include the field of the Multi-Purpose Stadium, South Park, Plaza DeVilliers at the intersection of DeVilliers and Cedar Streets, and the Water Garden at the corner of West Main and Spring Streets. The public open spaces also include DeVilliers Wharf along the west waterfront edge, the Waterfront Promenade along the south waterfront edge, and Spring Street Park along the east waterfront edge.

One of the primary goals in the programming of the public open space is the accommodation of the numerous festivals that take place throughout Pensacola, such as the Festival of Five Flags, art shows, concerts, and the Seafood Festival. Many of these events have outgrown their current locations and accommodations. The Community Maritime Park has been planned to accommodate these events and allow for their expansion over time, with ample space for flexible layout, accommodation of utility services for vendors, and paths/promenades that can accommodate visitor circulation and event services.

Ultimate Development Master Plan

Overview





Phase One Plan Aerial

- 1 Bar
- 2 Batter's Eye
- 3 Beer Garden
- 4 Berm Seating
- 5 Club Seating

- 6 Conference / Education Center
- 7 Entry Plaza
- 8 Family Area
- 9 Loge Seating

- 10 Mixed-Use (Developer)
- 11 Office Building
- 12 Party Deck
- 13 Press Box

- 14 Restaurant (Developer)
- 15 Scoreboard
- 16 Service Access
- 17 Tunnel

General Stadium Description

Phase One Master Plan

The park has been designed to accommodate 3,200 fixed seats. Additionally, there are two party decks, a party zone under the press box, berm seating and picnic areas that boost the Stadium capacity to 4,000 seats. The concourse is 14 feet above street level to the north and west, and 17 feet above the playing field. It is framed to the north by the Conference Center/UWF Education Center and an office building; and to the west by a building housing concessions at concourse level and the party deck above.

The team facilities, commissary, and stadium operations are located below the concourse at street level. Vehicular access to the service area is via a tunnel east of the office building.

Public entrance to the ball park is handled through ticketing booth kiosks on the north and west sides of the Con-

ference Center, marked by grand stairs with adjacent elevators. The outfield wall is generally 8 feet tall with berms extending up along both lines as you move toward center field. The berms level off to grade as you near center field. Two breaks in the outfield wall ramp up to grade for universal access to the field from the south and east. The scoreboard is located in right-center field and will be equipped with a video screen. The batter's eye will be a 40-foot tall by 80-foot wide, removable fabric drape attached to four posts in dead center field.

Multi-Purpose Stadium: Aerial





View down west concourse from the beer garden



Aerial view of Multi-Purpose Stadium from the south



View of concessions area with press box with second concessions area in the background



View of family Area tables



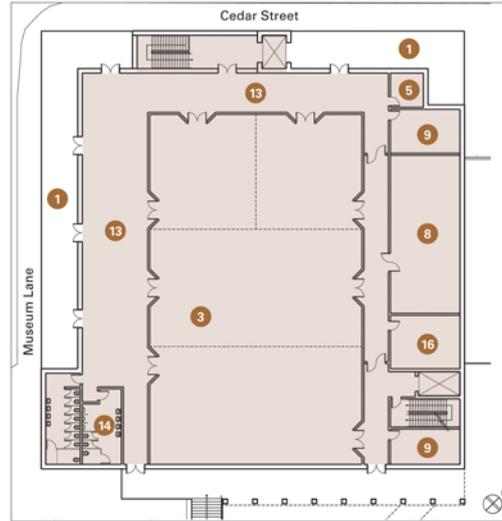
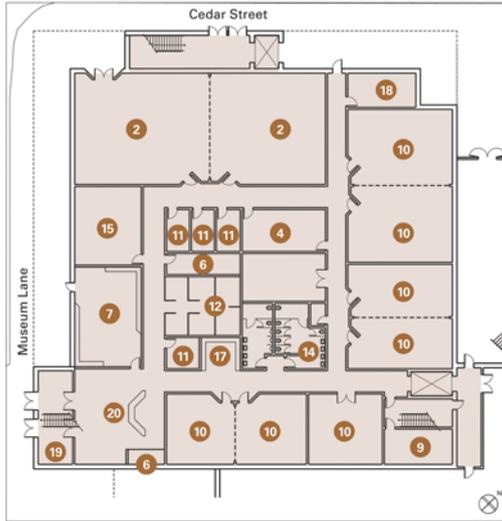
View toward press box



View from bar down concourse



Multi-Purpose Stadium: Views



Street level University of West Florida – Education Center Plan

Concourse level Conference Center plan

- | | | | |
|---------------------|---------------------------|-----------------------|-----------------------|
| 1 Balcony | 6 File Storage | 11 Office | 16 Storage |
| 2 Community Room | 7 Internet Cafe & Library | 12 Office – Cubical | 17 Test Monitor |
| 3 Conference Center | 8 Kitchen – Catering | 13 Pre-Function Space | 18 Vending/Break Room |
| 4 Conference Room | 9 Mechanical Room | 14 Rest room | 19 Vestibule |
| 5 Custodial Closet | 10 Meeting Room | 15 Seminar Room | 20 Welcome Kiosk |

University of West Florida Education Center - Street Level

This building faces Plaza DeVilliers to its west, future mixed-use development to the north, the entrance plaza to the Multi-Purpose Stadium to the east and the concourse of the Stadium to the south. The lower floor is the University of West Florida Education Center, comprised of meeting rooms, seminar rooms, offices, and an internet café facing the plaza square. The finishes in this facility shall be upscale and/or corporate in character.

Community Maritime Park Conference Center - Concourse Level

The large, 8,000-square foot assembly space is divisible into four smaller spaces with movable partitions. Pre-function space is provided to the east and north of the main hall. It is supported by a catering kitchen on the east side. This level has direct access to the concourse of the stadium. Finishes on this level shall be upscale and/or hospitality in character.



A view of the Conference Center and Multi-Purpose Stadium



Community Maritime Park Conference Center