

**Community Maritime Park Associates, Inc.**  
**Attn: Edward E. Spears, Administrator**  
**Neighborhood & Economic development Division**  
**City of Pensacola**  
**5<sup>th</sup> Floor, City Hall**  
**222 West Main Street**  
**Pensacola, Florida 32502**

**Statement of Interest and Qualifications for Community Maritime Park  
Construction Owners Representative**

**Submitted by:**  
**R.S. Cross Design Build, LLC**  
***dba* Cross Design Build**  
**GCG 157614**

**May 27, 2009**



## Cross Design-Build, LLC

38 South Blue Angel Parkway  
Pensacola, FL 32506  
(850) 377-6600 • Fax (850) 457-2949

To: CMPA Board of Directors

Subject: Request for Qualifications – RFQ No. 2009-01

From: Roderick S. Cross

Date: May 26, 2009

1. General – After a review of this RFQ including the scope of required services (Section B), the general conditions and the provisions which will define, limit and govern an eventual and approved agreement between CMPA and the “top-ranked” contender, I proposed to strengthen CMPA’s position through redundancy and specialized expertise gained by a three person professional team. The Community Maritime Park Project is a complex construction undertaking legally, technically and politically. The long list of actors, interested parties and detractors is significant and CMPA should look to insulate itself as much as practical from needless controversy and potential wasted resources. Available funding sources are stretched and budgets are as tight as they have ever been. Accordingly, I propose to bring a three-consultant team of accomplished and seasoned professionals to the table under the unifying banner of my general contracting and consultancy company. Two of the team members have extensive and current experience representing diverse owners in complicated and expensive construction enterprises.
2. Team Composition – (Expanded resumes included as Attachment #1)
  - a. First, TAXIS Architects, Inc. and Brad Schiffer, principal, who is well-known state-wide for his expertise in life safety, fire code and ADA issues. He serves on the International Code Council (ICC) and the Florida Building Commission (FBC) which provide the intellectual basis for the state’s building and life safety codes. He serves on the National Fire Protection Association’s (NFPA) technical committees and on the Collier County Planning Commission. Brad and I have worked together since 2002 in Naples and at WCI’s Lost Key Communities on Perdido Key. In addition, we have been collaborating for the past 10 months as owner’s representative on a major mixed-use urban upscale retail and residential development on 80 acres in the heart of Naples known as *La Strada at Mercato*. Total value of this project will exceed \$450 million.
  - b. Second, Perdido Key’s Sweet Water Realty, Inc. and owner Karen Cudd who is our construction facilitator, records custodian, public relations and office manager. Karen has owned and operated a successful local minority and qualified small business real estate

company for the past six years. She has a practical background in property management, maintenance construction and supervision.

- c. Third, R.S. Cross Design Build, LLC and I have operated in the development and construction business in the Pensacola area since before Hurricane Ivan by working with WCI Communities as the Company's owner's representative and senior construction manager. I was served as the Florida licensed general contractor" qualifier" for WCI's Northwest Florida Region. I have been closely involved as senior management with all of WCI's construction projects at the Lost Key communities (Lost Key Golf & Beach Club and Lost Key Marina & Yacht Club) including infrastructure, the five towers, single family homes, golf course and clubhouse with restaurant, marina and community service centers. Total value of that construction work exceeds \$150 million. I am currently working to complete a large commercial project as owner's representative at *La Strada at Mercato*, for The Lutgert Companies, Naples and *Cines Unidos* group of companies, Caracas, Venezuela. This part of the project's value is estimated at \$20 million. If selected, I will serve as the groups' project manager for the Community Maritime Park Project.
3. Organizational Approach - Some of the most critical elements of the construction phase of this project are:
- a. Developer/general contractor – quality, experienced and competent onsite personnel assigned; administrative processes used to run the job day-to-day; communication and documentation procedures and discipline; budget controls and ease of owner audit to include access to bids and subcontractor contracts; solid construction scheduling; industry standard change order procedures; owner access to all GC documentation needed for supervision and oversight; accurate bidding and estimating (GC needs to know quantities and local pricings); timely and accurate permitting; site office space reserved for owner's use; quality OAC (Owner, Architect, Contractor) meetings on site; mockups, submissions, shop drawings, projected schedules of value and events having potential job impact .
  - b. Architect-of-Record - thorough and critical review of all plans before release to field; timely responses to and accurate log of all RFI's (Request for Information) ; frequent site inspection visits with site inspection memos published and distributed to all involved parties; use of BIM and 3-D drawings/plans; accurate and timely plan revisions for submission to plans review; adequate contract administrative support for the project.
  - c. Project Documentation – GC's site-specific safety program defined and operational; MSDS files complete; OSHA full compliance; wetland and contaminated site operational procedures; emergency oplan including personal injury and hurricane preparation and evacuation plan; material delivery procedures and subcontractor procedures and responsibilities.
  - d. Owner – Verification and backup for all changes and pay applications; accuracy of takeoffs and quantity counts; audit trail procedures established early; material storage; site security; risk assessment and management; time limits on meetings and established rights to share in economies negotiated or discovered by GC.
  - e. Qualified subcontractors and suppliers – GC must ensure their economic stability and ability to execute their contracts with sufficient financial headroom throughout the contract period

including warranty; GC must establish documentation procedures and forms to be used on the job which are clear, concise and serve everybody's interests and rights on the project. Having process and open communication avenues in place to deal with problems before they become larger issues is paramount to the success of the project.

I appreciate the opportunity to present this brief statement of qualification to the board. Please feel free to contact me with any questions. You may contact Steven Jolly at the address below as a reference specific to the owner's representative qualifications I have included, herein.

Steven Jolly

VP Tower Construction

WCI Communities, Inc.

24301 Walden Center Drive

Bonita Springs, Florida 34134

A handwritten signature in black ink, appearing to read 'R. Cross', with a stylized flourish at the end.

Roderick S. Cross

Cross Design Build, LC

Attachments

## RODERICK S.CROSS

38 South Blue Angel Parkway, #207

Pensacola, Florida 32506

(850) 377-6600

### Education:

- MS, International Relations, Government & Public Policy, Southern Illinois University, *Cum laude* graduate.
- BA, Pre-Medical and Psychology, University of Maine and Nasson College, *Cum laude* graduate.
- Florida State Certified General Contractor License (CGC1507614)
- Virginia State *Class "A"* General Contractor License.
- Florida Real Estate Salesperson License.
- FAA Air Transport Pilot (ATP) and Flight Engineer (FE) Ratings

**Experience Summary:** High-end custom and production residential and commercial builder and developer. Expertise in planning, design & development, contract administration, procurement, budgeting, team management, vertical construction, scheduling, site management, subcontractor development, intern seasoning, client and investor relations. Reconstruction & renovation, model home management, customer service and warranty. *Southwest and Northwest Florida, Washington, D.C., Maryland and Northern Virginia.* Retired Regular USAF Line Officer: Command pilot (fixed and rotary wing). White House Special Assignment Air Mission flight commander. Senior military flight examiner, flight instructor, air combat tactical systems instructor and test pilot.

**July 2008 – Present:** Owner and principal, **Cross Design-Build, LLC**, a Florida general contracting, project management and construction consulting company. Current project: Owners Representative for *La Strada at Mercato*, a \$400 million major mixed-use, urban "uptown" commercial development for clients *Cines Unidos*, The Lutgert Companies and The Barron Collier Company of Caracas, Venezuela, Miami & Naples, Florida.

**July 2004 – July 2008:** Senior construction manager and owners representative for **WCI Communities, Inc.** ("America's Best Builder"), "Lost Key" on Perdido Key, Northwest Florida Region. Expertise in design & development, high-rise tower construction management, infrastructure, wetlands & habitat, warranty, customer service, homeowner association turnovers, single and multi-family custom residences, amenity pods (including golf courses, clubhouses, marinas, pools, fitness complexes and marine dry-storage), corporate office buildings and hurricane reclamation and reconstruction. Florida-licensed general contractor and license "qualifier" for WCI. Annual sales: \$3.1 billion. Divisional area of responsibility: Jacksonville, Florida to Ft. Worth, Texas.

**December 1997 - July 2004:** Senior project director and senior construction manager for **London Bay Homes, Inc.**, a nationally recognized, award-winning high-end custom estate home builder ("America's Best Builder" - NAHB). Developed and directed at the very highest end of the custom estate market. Responsible for budgets, daily construction operations and total team integration for projects from \$2 million to \$25 million including high-rise tower build-outs. Interfaced daily with clients, investors, company principals, facility managers, real estate attorneys, architects, designers, code and regulatory officials. Directed and supervised architects, engineering teams, consultants, artisans, automation technicians, manufacturer reps, decorators, subcontractors, and suppliers. Responsible for directing construction budgets, operations and policies. Annual sales \$300+ million based on 20 homes per year. *Naples, Bonita Springs, Ft Myers, Marco Island, West Palm Beach, Florida.*

**January 1988 - November 1997:** Custom and semi-custom home developer, builder and senior project manager for **Randolph Williams, Inc.** Directed and managed multiple residential communities and model homes. Responsible for risk feasibility, site planning, development, and construction operations of custom and production homes. Annual Sales of \$150 million based on 120-225 units annually. Interfaced daily with marketing and sales. Wrote and negotiated subcontractor/vendor contract drafts, statements of work, specifications and workmanship standards. Interfaced with clients, investors, designated agents, industry subcontractors and governmental agencies. Developed and managed "FAST III" construction management software database. Directed estimating, bidding, purchasing, customer service and new home warranty programs. Directed, managed and operated the corporate flight department including jet aircraft maintenance program. *Washington, D.C, Northern Virginia and Maryland.*

**January 1988 – September 2003:** President and owner of a FAA-certified FAR Part 135 commercial on-demand air carrier and executive jet management group based at Washington Dulles International, Reagan National and Palm Springs International Airports. Provided on-demand international executive jet & helicopter flight services to the "Fortune 500" business and governmental communities. Provided full-service flight operations and maintenance services to business jet owners. Expertise in flight operations, jet aircraft overhaul and completions,

## RODERICK S.CROSS

aircrew management, industrial quality control, risk management & flight safety and basing. *Washington, D.C. and Palm Springs, California.*

**March 1979 - January 1988:** "Source Selection and Evaluation" staff officer for USAF's Operational Support Airlift program, an \$800 million aircraft and maintenance procurement program. Chief of aircrew standardization and evaluation for all USAF operational support aircraft based on the U.S. East Coast - an organization of 245 pilots and 70 executive jet aircraft with an annual flight-hour budget of \$80 million. Chief pilot for White House support *Special Assignment Air Missions (SAAMs)*. Chief of flight test. Chief flight instructor for Pentagon general offices and NATO/foreign air attachés. Planned, directed and commanded high-risk air missions for the nation's top leadership. Officer for the U.S. Joint Chiefs of Staff's *National Emergency Airborne Command Post* Program (NEACP) - the nuclear survivable element of America's National Command Authority. Executive planner for the National memorial services for Five-Star General of the Army, Omar Bradley, *Andrews Air Force Base and Military District of Washington, Washington, D.C.*

**December 1977 - March 1979:** Chief of operations and flight commander of a European-based USAF HH-53/HC-130 search and rescue (SAR) squadron. Chief of Intelligence and Security for a NATO combat unit of 560 personnel and 38 HC-130, HH-53 and HH-3 aircraft operating throughout Europe, The Middle East, Africa and South Asia. Project test pilot for the HH-53 "Pave Low" combat weapons platform program. *NATO, Kirtland AFB, NM and Nellis AFB, NV.*

**June 1973 -December 1977:** Senior intelligence officer with the DOD Indications & Warning Program. General staff briefer, *Soviet/Warsaw Pact* military analyst and special intelligence project manager for the KH-11 satellite reconnaissance program... Analyst and advisor to the Commander-In-Chief, Military Airlift Command. International expert on Soviet/Warsaw Pact military forces and airlift projection capabilities. *Special Security Office, Defense Intelligence Agency, Washington, D.C.; Headquarters, Military Airlift Command, Scott AFB, IL*

**August 1968 - June 1973:** Helicopter detachment commander, chief pilot, chief of flight test, operations officer, chief of aircrew training and scheduling for a Southeast Asia-based combat rescue and recovery squadron of 375 military personnel and 30 HC-130, HH-3 and HH-43 aircraft. Project officer for "Operation Homecoming" (return of U.S. POW's from North Vietnam.) Globally qualified heavy jet transport aircraft commander. Nuclear weapons airlift certified under the USAF Advanced Human Reliability Program and combat airdrop qualified. *Travis AF, California, Clark Air Base, Philippines, Tan Son Nhut and Danang Air Bases, Republic of Vietnam.*

### Formal Training.

- Annual continuing professional education for general contractor and real estate licensing requirements. State of Florida, 1997-2009.
- Annual ASHRAE seminars 1997-2006. Annual OSHA training 1997-2008
- Bell Helicopter Textron Factory Flight School, 1989-1995
- United States Air Force, Air War College, 1987. DOD, National Defense University, 1986.
- FlightSafety International recurrent flight simulator training including FAA flight evaluations and certification, annually, 1979-1995.
- USAF Source Selection & Evaluation & Procurement Team for DOD's Operational Support Aircraft 1984-1988.
- Learjet Factory Test Pilot & Flight Instructor Program, 1984-1986
- USAF Presidential Successor Emergency Air Evacuation and Relocation, 1979.
- USAF Squadron Officer School, 1976 & USAF Command & Staff College, 1977.
- USAF Advanced Helicopter Combat Countermeasures and Tactics Instructor ("Operation Red Flag"), 1977-1979.
- USAF Fighter Weapons and Tactics School Instructor Course & "Pave Low" Weapons Program), 1977.
- National Cryptologic School, National Security Agency, 1976.
- Defense Sensor Imagery & Applications Program (DSIATP), Advanced ICBM Indications & Warning Program, Defense Intelligence Agency, 1975.
- Defense Intelligence School, Defense Intelligence Agency, 1973-1977.
- USAF Air Intelligence School, 1973.
- Flight Support Operations & Tactics, DOD Jungle Survival School, 1970-1973
- USAF jungle, oceanic, tropical, and arctic survival training schools, 1971-73.
- USAF Rotary-Wing Conversion Training School, 1970
- USAF Advanced Transport Pilot Training, 1968.
- USAF Pilot Training Program, 1967-1968.
- USAF Officer Training School, August 1967. (Distinguished graduate).

**BRADLEY W. SCHIFFER**

brad schiffer/TAXIS, Inc.  
Architecture & Planning  
520 Sugar Pine Lane  
Naples, Florida 34108  
239.254.0285

**Registrations:**

Registered Architect in Florida, #AR-00071 34, 1976-Present

**Professional Occupation:**

brad schiffer/TAXIS inc. FL#AA-C000600 1978-Present

**Academic Qualifications:**

Ohio State University, Bachelor of Architecture, 1972

**Academic Appointments:**

Adjunct Professor, Miami-Dade College, 1988-2001  
Advanced Computer-Aided Design and Modeling  
Environmental Technology

**Professional Associations:**

American Institute of Architects

International Code Council (ICC)  
Means of Egress Committee (IBC-E)

National Fire Protection Association (NFPA), 1985-Present  
Member of the Technical Committee of Building Construction  
Member of the Technical Committee of Fire Safety and Emergency Symbols - Chairman

Florida Fire Marshals & Inspectors Association

Florida Association of Fire and Life Safety Educators

Building Officials Association of Florida

Member of National CADD Standard Project Committee  
National Institute of Building Sciences (NISB), 1999-Present

Foundation for Modern Architecture, Inc., 1992-Present  
Member of the Board of Directors

**Civic Associations:**

Collier County Planning Commission, 2003-Present

Florida Building Commission Fire Technical Advisory Committee, 2005-Present

Florida Fire Code Advisory Council, Chairman, 2004-2008

Collier County Affordable Housing Commission, 2008-Present

Collier County Local Mitigation Strategy Working Group, 2005-Present

Collier County Fire Review Task Force, 2007/2008, Chairman

Collier County Building Board of Adjustments and Appeals, Chairman, 2001-2008

Collier County Architectural Standards Review Committee

Concept House, Inc., a residential substance abuse facility  
Member of the Board of Directors 1978-2000 : President, 1996-2000

**Professional Competitions:**

Honorable Mention, "Brickell Avenue Bridge Competition," 1990

Coordinating Architects with Principal Architect Kenzo Tange, "Dade County Administration Building," July 1978

Honorable Mention, "Biscayne West Competition," Paul Rudolph and Harry Weese, Judges, 1975

First Prize, "Architecture 1980 Competition," R. Buckminster-Fuller, Judge, 1972

## **Karen Cudd**

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Sweet Water Realty, Inc.  
13726 River Road  
Pensacola, FL 32507

### **Professional History & Qualifications**

More than 18 years as a results-oriented and cost-conscious sales and marketing industry professional. Uniquely experienced as the owner and operator of a sophisticated minority-owned small business sales organization. Licensed as a real estate broker in Florida. A proven and able decision maker and accomplished strategist, I am accustomed to assuming complete responsibility in order to maintain a demonstrated track record and a loyal client base. Solid experience in public relations, marketing, business-to-business sales, conferencing and office organization... My property management, maintenance and renovation experience has enabled me to build a strong knowledge base in construction supervision and budgeting. Evaluate business operations daily including financial analysis, personnel, customer service and market share. Proven personal strengths in staff development helped identify, recruit, hire, train, motivate and maintain strong and positive relations with all team members. My focus is on end results coupled with follow through. Excellent written, verbal and analytical skills

### **Work History**

#### **Sweet Water Realty, Inc. - Perdido Key, Florida - January 2003 to May 2009**

A full service real estate company located on Pensacola's Perdido Key. Licensed in Florida and Alabama offering full real estate services including real estate management on a wide variety of residential, commercial, and investment properties. As broker/owner of the firm, I oversee both near and long range prospects and follow up coordination with sales, leasing or investing. My team of 12 independent sales associates form of a diverse group of seasoned and entry-level professionals. I introduced an intense sales training program focused on marketing strategies designed to produce results in less than 45 days for new agents while enhancing revenue goals for the seasoned agents by 20%. Successfully developed and implemented an effective advertising campaign utilizing radio and print media to further demonstrate our presence in the marketplace resulting in a 39% increase in market share. I conduct effective and robust sales meetings including team strategy sessions utilizing various methodologies of overcoming objections, increasing visibility and closing the sale. Along with other results-driven and solution-oriented techniques yielding consistently elevated team performance. I also oversee daily associate activities, negotiate, review and approve sales contracts to assure compliance with state statutes and local guidelines.

#### **Donovan Realty- Real Estate Sales Associate 1999-2002**

#### **Century 21 Richardson Agency- Real Estate Sales Associate 1997-1999**

#### **Cellular One Communications, Inc. - Inside Sales Associate- 1995-1997**

I thrived in a fast paced, result oriented, customer service environment introducing cutting edge technological aids in communications. My duties consisted of substantial client contact via phone and in person. With an emphasis business to business sales, client retention and high performance, I created effective marketing strategies to directly contribute to company profits. I coordinated sales of commercial and private sector accounts as well as heavy product demonstrations.

#### **Cape Fear Broadcasting, Nashville Tennessee- Commercial Account Representative -1995-1997**

Held the challenging Outside Sales Position which required strong professional bearing and experience introducing nationwide satellite paging systems to commercial accounts. I met and exceeded monthly revenue goals, prepared presentations and proposals for CEO's and purchase managers, demonstrated exemplary client service that resulted in high customer retention and increased territory and earnings. Consistently demonstrated high levels of performance and motivation which resulted in bonuses and revenue sharing.

## Education

**University of California-Irvine 1978**

## Awards Received

Century 21 Performance Award: Outstanding Sales Achievement Southeast 1998

Donovan Realty- Pensacola: Top New Sales Associate 1999

Pensacola Bay Area Chapter Women's Council of Realtors: Top Gun Award 2003-2005