



GO TRIANGLE RFQ 19-003 **RUS BUS DEVELOPMENT OPPORTUNITY**

QUALIFICATIONS PREPARED FOR:
WILLIAM BRYANT
Procurement Administrator
GoTriangle
4600 Emperor Blvd., Suite 101
Durham, NC 27703

MARCH 22, 2019





March 22, 2019

Mr. William Bryant
Procurement Administrator
GoTriangle
4600 Emperor Blvd., Suite 101
Durham, NC 27703

RE: RUS Bus Development Opportunity RFQ Response

Dear Mr. Bryant,

We are pleased to present this RFQ response for the above reference project. We have thoroughly reviewed your RFQ document, and we are confident we can deliver this project successfully for GoTriangle and its many stakeholders and community members.

The team we propose offers significant expertise and experience on large scale complicated urban mixed use developments in the Raleigh/Durham area and beyond. We believe the success of this project requires team members who have unique skill sets, including:

- **History and Connection.** We are connected with the Raleigh and greater Triangle community and have participated in numerous high profile and award-winning projects in the Triangle marketplace. Our team members live and work here, and take pride and ownership in the outcome of their work.
- **Capital Raising and Structuring Expertise.** We have raised and deployed capital for investment in real estate projects with an aggregate capitalized value over \$800 million. In addition, we are comfortable with complicated financial structures including those involving tax credits, public funds, brownfields, and ***
- **Effective Team Players.** Our team has a history and reputation of working as effective team members, active listeners, counselors, and consensus builders.
- **Design and Development Expertise.** We believe design can drive value and that good design is a necessary condition for successful and enduring commercial real estate. We have a successful long-term track record and a proven ability to take projects from concept to completion to occupancy and stabilization.
- **Execution Skills.** Our team executes projects on time and on budget, our team works well together, and our team delivers solid financial performance.
- **Product Type Expertise.** We have a successful track record and broad expertise in the multiple product types that will be part of this development, including the transit and affordable housing components. We also have a successful track record of partnering with multiple team members and interested parties, including municipalities and quasi-governmental organizations, to achieve their operating and financial objectives in a project while delivering functional, durable, and timeless real estate.
- **A Vision for Value.** Our team has vision and creates projects with lasting value. Value is far more than a financial return: it is measured by the positive effect on all stakeholders including owners, financing partners, resident and commercial occupants, neighbors, citizens, and communities. We are creative and we push boundaries. We are not merchant builders seeking a short-term return on capital with a programmatic cookie-cutter approach to the business, but instead focus on creating unique places and destinations with long-term value.

Thank you for the opportunity to submit our qualifications and for considering the HM Partners team. We will bring our best creative solutions to this transformative downtown transportation and mixed use project, as well as the skill set needed for reliable execution and on-time on-budget delivery. We hope to have the opportunity to discuss our capabilities and vision with you and the GoTriangle team in greater detail.

Respectfully,

GESandreuter

Gregg Sandreuter
Managing Partner

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02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE



HM Partners is a privately held commercial real estate investment and development company. The firm's strategic focus is on high quality properties in the Raleigh/Durham, North Carolina marketplace. For its own account and in strategic partnership with others, the firm acquires and develops infill office, multi-family, and street level retail space on strategic suburban and urban sites. Complicated urban mixed use projects are one of the firm's specialties. The firm uses its own capital alongside debt and equity capital from high net worth individuals, family offices, and institutional investors and lenders to fund its projects. By bringing a values-based course of dealing to visionary market-based projects with exceptional execution, our projects create sustained value for our stakeholders who include investors, lenders, businesses, residents, team members, neighbors, citizens, communities, and cities.

Gregg Sandreuter is the Managing Partner for HM Partners and the lead officer for this project. Gregg began his commercial real estate career in Raleigh in 1988 and since that time has participated in over \$700,000,000 in development and acquisition transactions. Gregg's market focus is high quality office, residential, and urban mixed use projects, principally in the Research Triangle region. Gregg received a BA from Hamilton College in 1984 and an MBA from Harvard in 1988.

HM Partners through Gregg Sandreuter began work in downtown Raleigh in 1996 and has one of the longest downtown project resumes in the industry. Our downtown urban mixed use experience includes the following, all of which required the full scope of development expertise and activities including initial concepting, land acquisition, zoning and site plan approvals, environmental remediation, legal and title work, preconstruction budgeting, design and construction documents, construction execution for on-time on-budget delivery, debt and equity capitalization, leasing, property management, asset management, and disposition.

02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE



Connecting people and communities through design.

JDavis connects communities through design by creating places that bring people, neighborhoods, cities and regions together. We design for the world we all live in. We are community designers, placemakers and neighborhood creators. It is our mission to create stimulating, inspiring and sustainable places through a collaborative and inclusive approach. Central to our philosophy is our commitment to listening to our clients, exploring design opportunities and guiding the team to achieve the project goals.



Our multi-disciplinary practice brings together professionals in Architecture, Landscape Architecture, Planning, Interior Design and Procurement Management serving the Mid-Atlantic and Southeast regions.

We are leaders in urban infill developments, walkable neighborhoods and mixed-use projects. We believe that good design is about making connections between people and places, the natural environment and built environment. We draw from our experience in placemaking, environmental stewardship and our keen understanding of commercial real estate and an appreciation for economic constraints to deliver a unique vision.



Kohn Pedersen Fox Associates (KPF) is a global architecture practice dedicated to clients that represent some of the most forward-thinking cities, institutions, developers and companies around the world. The firm's portfolio spans more than 40 states and 40 countries, and includes a wide range of projects from civic and transportation buildings to office headquarters and mixed-use towers to research and educational facilities. KPF's mission is to create buildings and places of the utmost quality and contextual sensitivity, providing a valuable impact on their respective cities. Earning the firm recognition as one of the most respected architectural design practices in the world, KPF's body of work has been widely exhibited, is the subject of 13 monographs, and has won over 400 awards.



MIXED-USE:

Over the last 30 years, KPF has played a leading role in the evolution of the mixed-use project in the world's most developed and sophisticated metropolitan areas, from New York to San Francisco, London to Hong Kong.

Our success stems from our belief that the whole is greater than the sum of its parts, that architectural spaces are comprised of unique, easily discernible parts, smoothly integrated into a cohesive, but dynamic, whole. We seek a healthy balance between differentiating various components and creating a unified identity for the overall complex. Much of this success comes from our expertise, not just in mixed-use building design, but also each of its individual component.

TRANSIT-ORIENTED DEVELOPMENT:

KPF has a long history of designing transit-oriented developments (TODs) that emphasize clear circulation, comfortable surroundings, environmental sensitivity, and flexibility to accommodate the changing needs and technologies of commuter travel. TODs present a unique opportunity to harness the activity of commuters and travelers flowing into and out of the site, especially through the strategic location of retail, cultural destinations, and public spaces.

KPF has designed some of the world's most major TODs, including JR Central Towers & Station in Nagoya, a three-tower development with a retail podium set atop one of Japan's largest multi-modal transit stations, and One Vanderbilt in New York City, a mixed-use tower with a building base designed to become part of the spatial sequence of Grand Central and a doorstep to the city, greeting thousands of commuters daily.

BY THE NUMBERS

100+

Mixed-Use, Multifamily and Community Projects

18

Years in Business

2

Offices Working Throughout the Mid-Atlantic and Southeast Regions

32

Registered/Certified Design Professionals

74+

Employees

02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE



Home to Opportunity

Established in 1974, DHIC is a nonprofit community developer that builds high quality affordable housing and provides other critical services to ensure Triangle communities are diverse, economically vibrant, and affordable. Since inception, DHIC has constructed and/or rehabilitated 39 apartment communities totaling more than 2,100 affordable apartments across nine counties, including Durham, and currently has six projects totaling an additional 800 units under development. Together these apartment projects have leveraged \$323 million in direct investment from both the private and public sectors.

All of DHIC's development projects serve low- to moderate individuals, families and seniors earning between 30-80% of AMI. Through a targeting plan agreement with the Department of Health and Human Services and NC Housing Finance Agency, DHIC has been able to set aside 10% - 20% of units for very low-income and special needs populations at 21 of its properties. DHIC believes affordability does not require sacrificing quality design and quality of life amenities at its properties. As a result, it has received numerous quality and design awards over the years, including:

- 2018 SPACE award and Green Multifamily Award from Triangle Business Journal
- 2012 Pioneering Efforts winner from Raleigh Environmental Awards
- Six-time recipient of City of Raleigh's Sir Walter Award for Community Appearance
- Two Triangle Development Awards from Triangle J Council of Governments
- Four Housing North Carolina Awards from the North Carolina Housing Finance Agency
- Charles L. Edison Award from the Affordable Housing Tax Credit Coalition
- Builders Choice Award from Builder Magazine
- Partnership Excellence Award from the Federal Home Loan Bank of Atlanta
- Four Champion Awards from Triangle Commercial Real Estate Women
- Imprint Award from the Downtown Raleigh Alliance



DHIC is led by **Gregory Warren, President**, who has more than 40 years of experience planning, developing and stewarding affordable housing. He has developed over 2,800 rental and for-sale homes since joining DHIC in 1985. He holds a Master of Regional Planning from UNC-Chapel Hill and is a licensed General Contractor in North Carolina (License No. 12986). **Natalie Britt, Vice President of Real Estate Development**, oversees rental development activity for DHIC. Since 1996 she has been instrumental in completing fifteen rental developments with various combinations of financing including conventional mortgage loans, housing and historic tax credits, local government loans, and other below market loans and grants.



We know downtown Raleigh.

Barnhill Contracting Company was founded in 1949 by the late Robert E. Barnhill, Sr. who started the business by purchasing surplus government equipment after World War II. Recognizing the potential for business growth with the post-war concentration in the farming industry, Mr. Barnhill and his partner, RW Long, began clearing land, ditching and building irrigation ponds for local farmers. Three years later, Mr. Barnhill bought out Mr. Long's interest in Barnhill & Long and started one of the most successful contracting companies in the country, Barnhill Contracting Company. Today the company is led by Robert E. Barnhill, III, who serves as President of the company. Rob represents the third generation of Barnhill management and embraces both his grandfather and his father's vision of business, leading the company to even greater levels of success.

Robert E. Barnhill, Jr. continues to guide the company in his role as Chairman of the Board and Chief Executive Officer. Together, Rob and Bob have a clear vision for the future and embrace our corporate philosophies as the backbone of our business: We treat our employees and clients with respect and fairness; protect and enhance the reputation of our company; manage for the long-term viability of our company and always capitalize on opportunities to improve our clients' investment. Barnhill Contracting employees are empowered by our leadership to focus on client satisfaction and high quality delivery of time-sensitive projects. This philosophy has led to Barnhill Contracting Company's widely-regarded reputation as the "most client-friendly" contractor in North Carolina.



02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE



STEWART

Stewart is a design, engineering and planning firm located in Raleigh, Durham and Charlotte, NC, serving clients throughout the southeastern US. With a unique collaborative cross-discipline approach that results in stronger and more creative design solutions, Stewart offers a full range of services to meet the needs of its clients, including:

- Land Planning and Design
- Structural Engineering
- Global Sports & Events
- Transportation
- Bicycle & Pedestrian Planning & Design
- Geomatics
- Construction Services

Founded in 1994 by Willy E. Stewart, PE, the firm has more than 220 employees. Stewart is owned by a select group of professionals who are personally involved in our clients' projects. Stewart provides services in a variety of markets within the public and private sectors.

Clients include education, healthcare, institutions, municipalities, architects, departments of transportation and the federal government as well as commercial, retail, residential, mixed-use, and private developers.

Minority Business Status

The firm is a certified Historically Underutilized Business (HUB) with the State of North Carolina through the Statewide Uniform Certification (SWUC) program. The firm is also a certified Small, Women, and Minority (SWaM) owned business with the Commonwealth of Virginia, as well as a certified Small Professional Services Firm (SPSF) with the North Carolina Department of Transportation.



Kimley»Horn

Kimley-Horn is a full-service engineering and planning firm composed of transportation planners, civil engineers, structural and electrical engineers, roadway engineers, environmental professionals, and construction phase experts. Kimley-Horn is a national firm with more than 3,500 staff in 85 offices nationwide. We are organized as one company with multiple locations and our organization structure is focused on high-quality client service. Most recently, Engineering News-Record ranked Kimley-Horn 16th among firms for Mass Transit and Rail and 20th of the top 500 design firms overall. Additionally, in 2019 Kimley-Horn was ranked 18th on Fortune's 100 Best Companies to Work For list. Kimley-Horn is able to bring you the resources of a large national firm combined with the understanding of a small local organization.

Our planning and design services include the following:

- Master planning and site design
- Land development services
- Landscape architecture and urban design
- Transportation planning and traffic operations
- Roadway, bridge, utility, and drainage design
- Landscape architecture and urban design
- Greenway, bicycle, and pedestrian facility design
- Environmental engineering and permitting
- Parking analysis and design
- Stormwater management
- Water and wastewater engineering
- Program development
- Public participation programs
- Bidding and construction phase service

EXPECT MORE. EXPERIENCE BETTER.

Working as a coordinated team, our experienced staff delivers work you can depend on—projects that can be successfully developed, permitted, and built on time and within budget, taking advantage of the industry's best proven techniques and technologies.

Kimley-Horn combines integrated transit, land development, and strategic implementation expertise to create vibrant station areas and neighborhood centers that serve as local and regional mobility hubs. We understand how to coordinate the critical aspects of transit-oriented development into the planning, design, and construction of a TOD district. Our comprehensive strategies and designs result in development that supports both transit ridership and the vitality of surrounding neighborhoods.

We have guided TODs from concept to construction through our zoning guidelines, mixed-use development guidelines, comprehensive transportation plans, and context-sensitive street design standards for urban and suburban stations. We regularly prepare TOD feasibility analyses including developing concept plans, stakeholder/landowner engagement, preliminary environmental analysis, market analysis, and TOD implementation guidance for public and private clients.



02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE



Cherokee is a leading alternative asset investment firm focused on environmental investment opportunities

- Since our inception in 1983, we have invested more than \$2 billion of capital across a synergistic investment platform
- We have three distinct, but complementary investment groups including real estate, private equity and structured finance.
- Beginning in 1998, Cherokee raised four discretionary funds (the “Cherokee Funds”) totaling \$2.2 billion in commitments; investors include major US public pension plans, corporate pensions, endowments and foundations
- Cherokee Funds invested capital in the acquisition, cleanup, development and sale of over 550 real estate assets in the US, Canada & Europe

	Real Estate	Private Equity	Structured Finance
	<i>A pioneering investor in contaminated real estate or “brownfields”</i>	<i>Three decades of venture capital and private equity investing experience in the environmental sector</i>	<i>A leading participant in the New Market Tax Credit (“NMTC”) market</i>
Capital Deployed	\$1.2+ billion	\$ 500+ million	\$350+ million
Strategies	Acquire, remediate and redevelop contaminated and urban real estate in the US, Canada and Europe	Invest in companies focused on alternative energy, pollution, environmental testing and remediation	Allocate tax credit incentives to facilitate urban renewal and brownfield redevelopment

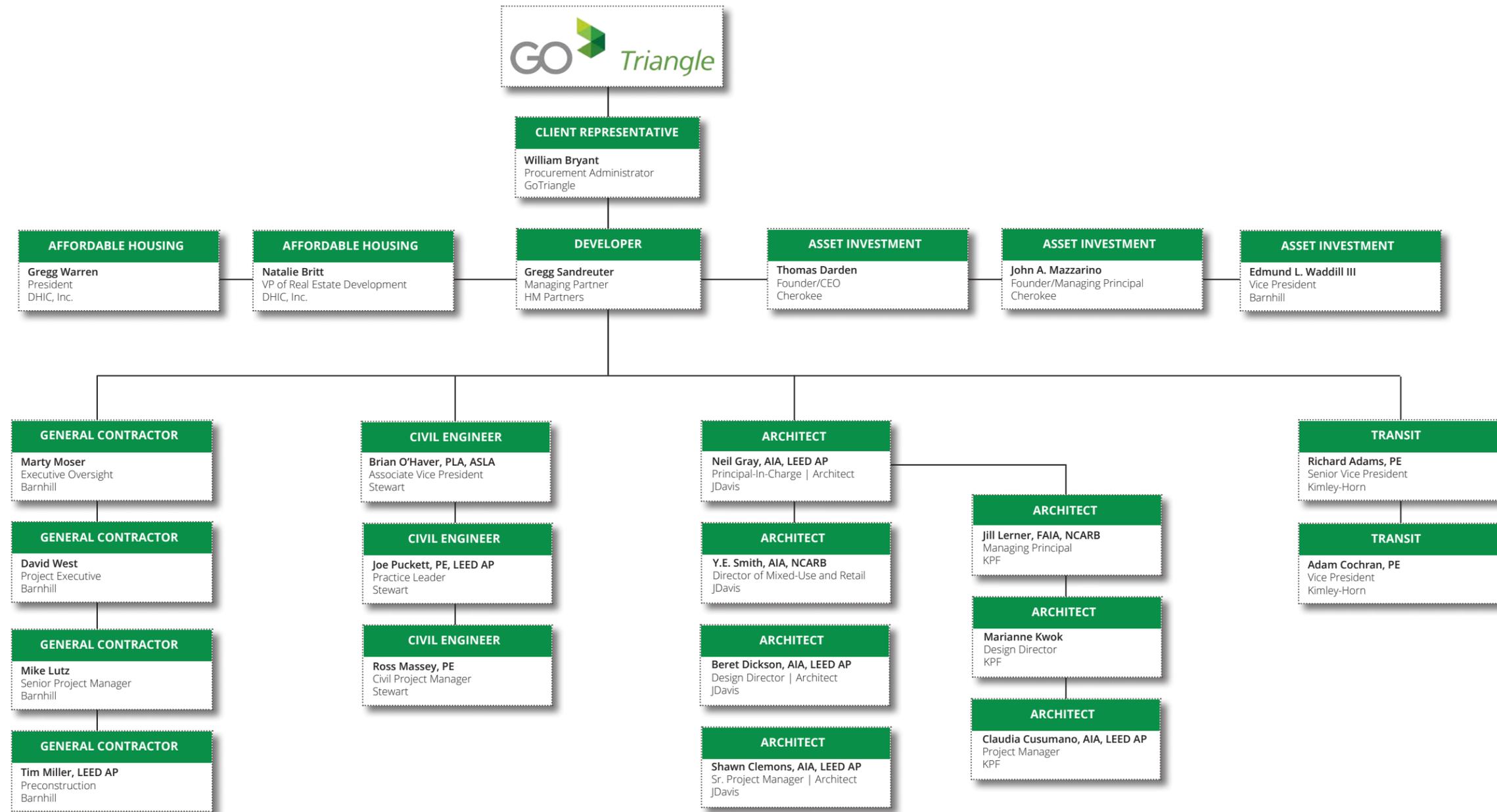
- Since 1984, Cherokee and its partners have invested over \$500 million in more than 200 distinct venture capital and private equity companies
- Cherokee has invested in a wide variety of companies/industries and at various stages, ranging from seed/venture capital through leveraged buyouts of mature companies
- In addition, the Cherokee principals have invested in more than a dozen private equity and venture funds managed by others providing access to co-investment opportunities



02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE

PROPOSED PROJECT TEAM

The team we are proposing is comprised of specialists in urban design, planning and commercial & multifamily developments, who have a history of collaborating successfully. The team will be led by developer Gregg Sandreuter, who is a managing partner at HM Partners. We propose the consultant team to be led by Neil Gray, AIA, LEED®AP of JDavis, along with team members from KPF, Kimley-Horn, Stewart, DHIC, Inc., Barnhill and Cherokee. Gregg Sandreuter has a successful history of working with these firms on similar projects. Together, we will form the project team and will be accountable for completing all aspects of the required work.



02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE

400H Downtown Raleigh Vertically Mixed-Use Project

Raleigh, NC

HM Partners owns the 400 block of Hillsborough Street in downtown Raleigh and has obtained all entitlements for a 20-story, \$140,000,000 vertically mixed-use project. The project is currently in preleasing, with an anticipated late 2019 construction start.

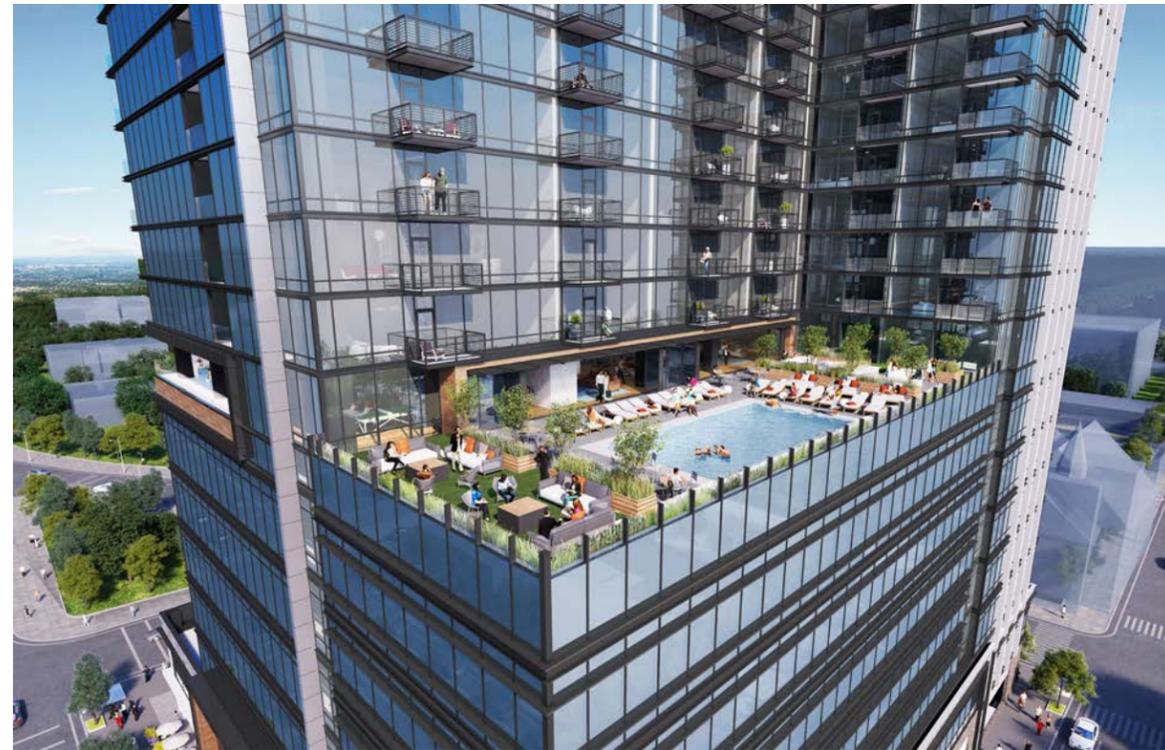
In the heart of downtown Raleigh, the site is a connection point to multiple districts served by a nearby transit station. The well-balanced programmatic mix stacks vertical uses with a retail base and an office and residential tower above. The ground-floor retail benefits from heavy pedestrian foot traffic, while easy access to the main streets in and out of downtown is attractive to potential office tenants. High-end, sophisticated residential units appeal to both young professionals and empty-nesters with its ideal location.

Designed as vertically-integrated community, the building stitches together office and residential functions at a centralized amenity level.

The shared amenity space provides a range of activities for occupants to cross paths and share spaces that are collectively larger and more well-appointed than traditionally separated amenity spaces per user. From an efficiency standpoint, the clubhouse, fitness center, and outdoor terrace are used more consistently throughout the day resulting in a highly utilized amenity space. The hub of the building and highlight of the amenity space is the outdoor terrace and pool. Arranged as a series of smaller outdoor living rooms, residents and tenants can lounge, entertain, and relax. An outdoor kitchen and dining area next to the pool are connected to the indoor areas with sliding glass doors.

The design and articulation of the tower vertically blends and unifies the uses together with massing and building skin, yielding a taller and more slender feeling building. The building entry is wrapped in warm wood for a warm and grand arrival. Canopies add a pedestrian scale to the base and create retail signage opportunities. Design efficiency in every facet yields a solid foundation for this mixed-use community that is desirable for residents, retail, and office tenants.

TYPE	Mixed-Use
TEAM	Developer, HM Partners Architect, Gensler GC, Barnhill Civil, Stewart Leasing, JLL
DETAILS	16,962 SF Retail 144,410 SF Office 9th Floor indoor/outdoor amenity space 216 Units 299 in-building parking 452 decked parking spaces
SERVICES	Architecture Interior Design
CONSTRUCTION COMMENCEMENT	2019



02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE



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Edison Master Development

Raleigh, NC

TYPE	High Rise Mixed Use		
DETAILS	Edison Edge Office 20 Stories 300,000 SF Class A Office	Edison Lofts 6 Stories 223 Units	SkyHouse 23 Stories 320 Units
COMPLETION	2019, Ongoing		
TEAM	Master Developer, HM Partners Project Architect, JDavis Lender, Bank of America		
COST	\$342,000,000		

HM Partners purchased a full 3.5 acre block in downtown Raleigh and executed an ambitious redevelopment plan. The largest lot was a 2.7 acre irregularly shaped parcel owned by Progress Energy at the time, who put the parcel portion out into the marketplace for RFP responses. Our firm won the RFP competition from a grouping of 13 proposers with recognizable names from all over the country. As part of our plan, we requested two changes that Progress had not considered: **1)** allow us more time to assemble the remaining parcels on the block so we could execute a full block redevelopment, and **2)** allow us to lead the negotiations to create an expanded central parking deck to serve the entire site and a proposed adjacent development by Highwoods Properties. Progress agreed to these two conditions, and we proceeded to assemble 11 other parcels and create a four party agreement between the City of Raleigh, Highwoods Properties, Progress Energy and ourselves to construct a 1,234 space 8 story parking deck on the site.

The Blount St Parking Deck consists of 530 parking spaces to serve the adjacent Highwoods PNC Tower and 704 parking spaces to serve our master plan development. We contributed the land under the parking deck for free, the City financed the construction by issuing bonds, and Highwoods constructed the deck as part of their PNC Tower construction. Project scope included a master plan rezoning for the block and individual site plan approvals for all individual buildings, a multi-party business negotiation on the development, use, control, and ownership of the parking spaces, and a multi-party multi-building legal process to document the transaction (in which we master lease all parking spaces from the City and sublease parking spaces to the individual vertical projects).

Thereafter, we created three (3) projects on the site as part of our master development. Those three buildings are as follows:



This 419,120 sf highrise apartment building is located on a 0.6 acre parcel at the corner of Martin St and Blount St in downtown Raleigh. SkyHouse was the first highrise market rate apartment building in the Triangle marketplace at 23 stories and 320 units with 8,500 sf of ground floor retail space. Project scope included post-tension concrete construction, a ground-breaking 23rd floor rooftop indoor/outdoor amenity level, and an ultra-fast track construction schedule. We raised equity from Edge Capital, and obtained a construction loan from Compass Bank. We commenced construction January 2014 and delivered in April 2015, and the building was 65% leased by year end (as was 100% of the ground floor retail space). SkyHouse sold for a record \$321,000 per unit sales price, or \$103,000,000, in January 2016, which significantly exceeded our pro forma.

Skyhouse

Raleigh, NC

TEAM	Developer, HM Partners & Novare Group Project Architect, Smallwood Reynolds General Contractor, Batson-Cook Parking, Kimley-Horn
CAPITAL	Lender, BBVA Compass Bank Equity, Edge Capital

02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE



Edison Lofts

Raleigh, NC

TEAM Developer, HM Partners & NRP Group
Project Architect, JDavis
General Contractor, NRP Group
Lender, SunTrust

CAPITAL Lender, SunTrust Bank
Equity, Private Equity Capital



This 215,300 sf 6 story mid-rise apartment building is located along Davie St (across from the Red Hat Headquarters) in downtown Raleigh. Edison Lofts has 223 residential units and 16,500 sf ground floor retail/restaurant space on a 1.2 acre site. Project scope included concrete podium construction with five stories of wood frame construction, an expanded ground level full complement amenity feature, and abundant street level retail space. We joint ventured the project with NRP Construction Group who also served as the general contractor. Equity was provided internally, and we had two debt strips: a mezzanine loan by Cornerstone Realty, and a construction loan by SunTrust Bank. We commenced construction September 2014 and delivered in May 2016. Within 12 months the building was 90% leased (as was 100% of the ground floor retail space). Edison Lofts sold for \$61,000,000 (\$273,000 per unit) in June 2017 in an off-market transaction which significantly exceeded our pro forma target. We retained ownership of the ground floor retail space as a long-term investment and sold the apartment units as a single legal condominium unit.



Edison Edge Office

Raleigh, NC

TEAM Developer, HM Partners & Highwoods Properties
Project Architect, JDavis
Parking, Kimley-Horn

CAPITAL Highwoods Properties

This proposed 300,000 sf 20 story Class A+ office building is located on a 0.6 acre site at the intersection of Martin St. and Wilmington St in downtown Raleigh. Project features include a cross park agreement with SkyHouse and Edison Lofts for 279 daily office parking spaces, 324 in-building parking spaces, 16,000 sf ground floor retail space, signature architecture, and a unique rooftop indoor/outdoor amenity level. The project is a joint venture with Highwoods Properties and is in preleasing now. Expected value upon completion exceeds \$160,000,000.

02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE

Powerhouse Square

Raleigh, NC

57,000 sf 3 building historic rehabilitation project with a 290 space parking deck in Glenwood South in Raleigh in 1999. Project scope included restoration to national historic register standards, construction on a tight urban site around high voltage power lines, and the creation of an award winning electrical substation lighting plan that created an electric blue nighttime centerpiece for the development. Powerhouse Square was a visionary project that kickstarted what was to become Glenwood South. Project partner was CP&L (now Duke Energy) who owned the property for over 90 years, with debt financing by Mechanics and Farmers Bank. Total project value \$13,200,000.

TYPE	Mixed Use Rehabilitation
DETAILS	30,000 SF Service Building 10,660 SF Powerhouse Building 8,640 SF Garage Building
COST	Value \$13,200,000
COMPLETION	1999
TEAM	HM Partners JDavis
SERVICES	Architecture Landscape Architecture Interior Design Planning



Dawson on Morgan

Raleigh, NC

110,000 sf 5 story residential condominium project in downtown Raleigh in 2005 with 66 residential units and 4,500 sf ground floor retail space. The 1.1 acre property is located at the corner of Dawson and Morgan Streets and was one of the first condominium projects in downtown Raleigh. Project scope included complicated code compliance alternatives, steel and concrete construction, and innovative under-building stacked parking. The project set new sales records at that time for residential units. Equity capital was self-financed, and construction debt was provided by Bank of America. Total project value \$17,100,000.

USE	Multifamily For Sale Mixed-Use
DETAILS	57 Units 3,700 SF Retail 100 Parking Spaces
SERVICES	Architecture Interior Design
TEAM	HM Partners JDavis
COMPLETION	2005
CONTRACTOR	Choate Construction Co.



02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE

The Depot

Raleigh, NC

15,745 sf 1 story historic redevelopment of a 110 year old former cotton warehouse building in downtown Raleigh in 2003. The 4.3 acre property has been owned by the North Carolina Railroad Company since 1907. Project scope included historic tax credit designations, removing/palletizing/reinstalling original granite cobblestone driveways, and reusing the cotton loading gantry crane as an entrance feature. Corporate partner was the North Carolina Railroad Company. Project value: \$3,700,000.

TYPE	Urban Redevelopment Mixed-Use
DETAILS	15,745 SF 4.3 Acres
TEAM	HM Partners
COMPLETION	2003
COST	Value \$3,700,000



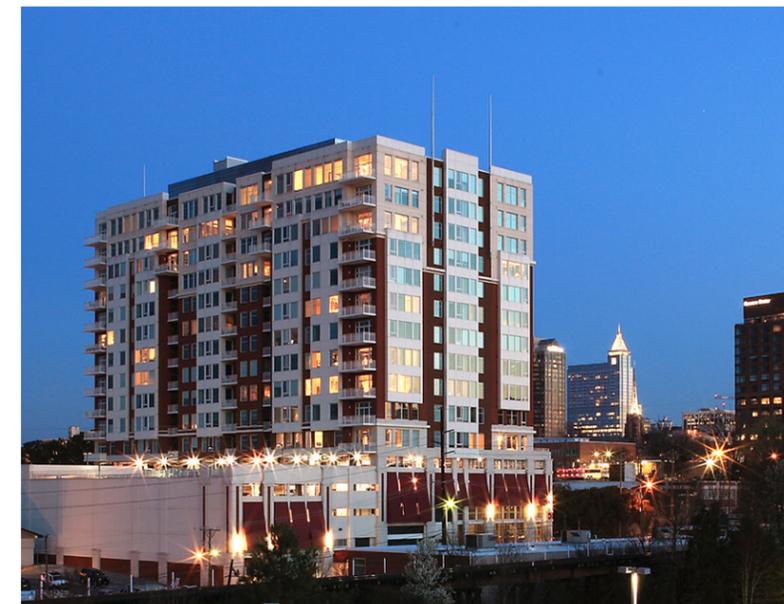
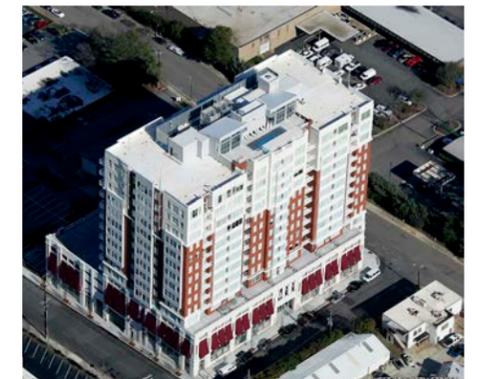
West

Raleigh, NC

West is a 452,000 gross square foot downtown Raleigh residential condominium project. The 0.97 acre property is located at the corner of West and North Streets in the Glenwood South entertainment district of downtown Raleigh. West contains 170 luxury residential units, 17,000 sf street level restaurant/retail space, and 300 parking spaces. In comparison for Spring Hill, West is a large and complex steel and concrete project, with a large capitalization and constructed to exacting standards. This project was not developed through an agreement with a public agency nor was on a ground lease. The roles of each proposed team member are as followed:

- Gregg Sandreuter as managing partner and developer for this \$60,400,000 ground-up development project.
- Choate Construction was engaged early on in the design stage by repeat client HM Partners to provide preconstruction services for the cast-in-place post-tensioned concrete structure and the conventionally reinforced concrete structure for the parking and retail levels.
- JDavis' Neil Gray as Principal-in-Charge and project architect of the condominium that has an exterior skin composed of architectural cast stone, brick masonry, aluminum storefront and metal panels which all combine to deliver one of the most attractive buildings in Raleigh.
- Advance Civil Design as Civil Engineer, who managed the design, engineering, and permitting for this residential high-rise condominium building increments that are commensurate with available resources.

USE	High Rise, Mixed-Use
DETAILS	422,000 SF, 17 Stories
COMPLETION	2008
TEAM	HM Partners JDavis
COST	\$60,400,000



02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE

Eighth and Hamilton

Allentown, PA

Eighth and Hamilton is a proposed 13-story, 200-ft tall tower set to reshape downtown Allentown's skyline. The development includes office and a nearly 2-acre park that would host concerts, festivals and fairs.



USE Office / Mixed-Use
 DETAILS 13-stories
 200 ft Tall
 800 Parking Space
 2-acre site
 250,000 Gross SF
 COMPLETION 2019
 TEAM JDavis



Seven City Center

Allentown, PA

CLIENT City Center Investment Corp.
 Jane Heft, Vice President,
 USE Mixed-Use / Commercial Office
 DETAILS 15-story
 236ft Tall
 6,000sf Retail
 273,000 Gross SF
 COMPLETION 2020
 TEAM JDavis

Seven City Center is a proposed 15-story, 236-ft tall tower set to at the core of Allentown's downtown. The development includes office, 6,000 SF ground level retail and open lobby with mezzanine plaza above lobby.



02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE



FNB Tower

Raleigh, NC

501 Fayetteville is a modern, twenty-two (22) story glass and metal skin building, featuring ground floor lobbies, retail, 10 floors of commercial office space, club level with pool deck, and 10 stories of residential above. The project takes design cues from the first building in the development, Charter Square South with its stone treatment at the street level around ground level retail.

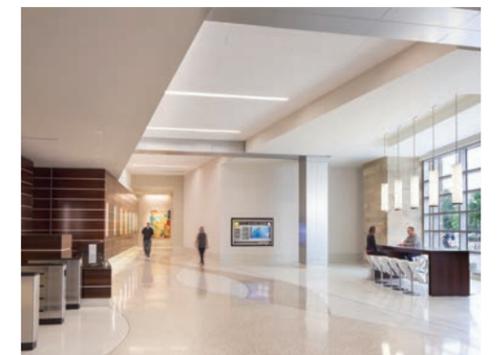
USE	Office / Mixed-Use
DETAILS	22 Stories 500,000 SF Total 194 Units
COMPLETION	2019
TEAM	JDavis

Charter Square South

Raleigh, NC

Charter Square is a two-tower mixed use development located on the southern edge of vibrant Fayetteville Street in downtown Raleigh, NC. The South Building is an 11-story, 225,000 square foot urban Class A office and retail building over structured parking. The North Tower is planned to be a 22-story office and residential tower over structured parking. Both buildings will be constructed on top of an existing parking structure which required extensive structural analysis.

USE	Office / Mixed-Use
DETAILS	225,000 +/- SF
DETAILS	Architecture Planning Landscape Arch Interior Design
COMPLETION	2015
TEAM	JDavis Kimley-Horn



02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE

One Glenwood

Raleigh, NC

One Glenwood is located on a prominent corner site near downtown Raleigh. The project is designed as a mixed-use building totaling 219,500 SF. The building would include 14,500 square feet of retail space on the ground floor and a 650-space parking deck on a separate site across W. Morgan Street. The design concept for the project is to create a building of its place and part of the ever-evolving city by tying the old with the new. It's location affords the project the opportunity to visually and physically link the districts (Glenwood South, Warehouse and Downtown).



USE Office / Mixed-Use

DETAILS 10 Story
219,500 SF Total
14,500 Ground Level Retail
650-space Parking Deck

COMPLETION 2018

TEAM JDavis

The Dillon

Raleigh, NC

USE High Density Multifamily | Mixed-Use

TEAM JDavis, Barnhill, Kimley-Horn

DETAILS 300 Units
23,000 SF Retail

SERVICES Architecture

COMPLETION 2018



The Main building will offer direct connection to amenities, onsite staff and the central parking deck, while the secondary building offers a more exclusive, private experience for residents and features corner units with unmatched Raleigh skyline views. Residents will choose from options from brownstone style walk-up residences with private stoops to studio, Jr. one-bedroom, 1 and 2 bedroom apartments. Unit finishes will embrace a hip, vintage feel with 5-panel doors, LVT flooring that feels like reclaimed wood, 9' ceilings and large scaled window designs with views of Downtown Raleigh.

02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE

Smokey Hollow Phase II

Raleigh, NC

CLIENT	Kane Realty
USE	High Density/Mixed-Use
DETAILS	260 Units 50,000 SF Retail
SERVICES	Architecture, Landscape Architecture, Planning
TEAM MEMBER	JDavis

Smokey Hollow II, the second phase of a multi-block development in Raleigh, NC contains 50,000 sf of retail beneath a 200,000 sf office tower and a 260-unit residential building that wraps a 700 space structured parking deck. A dynamic retail pedestrian experience will be created through pedestrian promenades, plazas, paseos and a multi-use alleys. The design to reestablishes the historic street network and celebrates the currently buried creek that previously animated the neighborhood.



TP Link Headquarters

Shenzhen, China

TP Link's new headquarters in Shenzhen reimagines the traditional office environment to meet the needs of one of the world's most influential technology companies. Promoting flexibility and activity, the building serves as an epicenter of the city's growing global reputation for technology innovation and research.

Built on a repurposed site, the building's side core design strategy allows for a full-height, 30-floor atrium. Organically-shaped, curved floors extrude into the center and enliven the hub of the building balancing the rectilinear logic of the exterior. Perimeter columns line the angular façade and permit 600 square meters of column-free workspace, while radial variations of four balcony types are mirrored and rotated such that the layout varies from floor to floor. The system of balconies, connecting stairs, and walkways improve sightlines and daylighting within the atrium, augmenting both visual and physical connectivity among colleagues.

Wanting to combine the traditional "desk-oriented" office and more dynamic, collaborative areas, the atrium programming reinforces the company's culture of collaboration, creativity, and innovation. A broad spectrum of workspaces inspire adaptation, incorporating flexible desks, tall tables, and informal collaboration areas. Water closets, "micro-kitchens," glass enclosed conference rooms, and other public amenities encourage interaction within and between teams. Outside the structure, curvilinear green spaces reflect the interior's animated forms, providing public space that underscores TP Link's desire to reinvigorate and densify the neighborhood where the company was founded. The building also provides a bus drop-off area and supports a vast shuttling service for employees and visitors.



USE	Transportation, Headquarters
DETAILS	688,100 SF
COMPLETION	2020
TEAM	KPF

02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE

10 & 30 Hudson Yards

New York, NY

At a time when extraordinary urban projects are arising around the world, Hudson Yards will be an important symbol of New York's continued leadership in global urbanism.

Anchoring the east side of the largest private real estate development in U.S. history, the first two towers (10 and 30 Hudson Yards) and retail podium (20 Hudson Yards) link directly to the prevailing industrial character of the West Side and enhance the burgeoning neighborhood with a fresh visual dynamic.

The two towers tilt in opposing directions in a purposeful dialogue. One tower defers to the city and the other pays homage to the Hudson River. The towers' skyline presence offers varying experiences depending on the viewing location and creates a dynamic presence on the New York cityscape.

Rising over the southern corner of the site and straddling the famed High Line, the Class-A office tower, 10 Hudson Yards, serves as COACH's global headquarters as well as host to such world-class companies as L'Oréal USA and SAP. COACH's "vertical campus" features a soaring atrium and floor-to-ceiling glass in a column-free space, and is designed to accommodate the modern high-density office environment.

The tallest tower in the development, 30 Hudson Yards, will be home to the highest outdoor observation deck in New York City, and global media and entertainment company, Time Warner, and its subsidiaries, HBO, CNN, and Warner Brothers. The tower will feature large, efficient floor plans, cutting-edge communications systems for tenants and unparalleled amenities for workers.

The buildings are designed to have a direct underground connection to the new No. 7 Subway Station through the 30 Hudson Yards and 20 Hudson Yards lobbies.

USE	Transportation, Headquarters, Office
DETAILS	4,300,000 SF
COMPLETION	2019
TEAM	KPF



One Vanderbilt

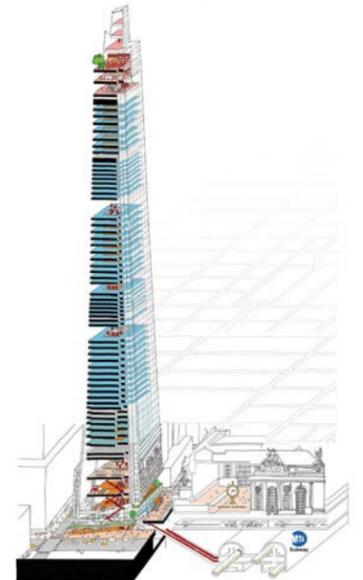
New York, NY

Set to become the tallest office tower in Midtown, One Vanderbilt will skillfully meet the market demands of Midtown East as it transforms the civic experience of the Grand Central District. Following the layered architectural language of neighboring New York City icons, One Vanderbilt joins the Chrysler Building and Empire State Building as one of three point towers to define the city's renowned skyline.

One Vanderbilt fits into the city's network of public transport more than any other building in the city, blending private enterprise and the public realm. The base of the building becomes part of the spatial sequence of Grand Central and a doorstep to the city, greeting thousands of commuters daily. An integrated complex of below grade conditions offers connections to the terminal, the new East Side Access and an active urban base.

Formally, the building's massing is comprised of four interlocking and tapering volumes that spiral toward the sky, an elegant shape in sympathetic proportion to the nearby Chrysler Building. At the base, a series of angled cuts organize a visual procession to Grand Central, revealing the Vanderbilt corner of the terminal's magnificent cornice – a view that has been obstructed for nearly a century.

USE	Urban Mixed-Use
DETAILS	355,000 SF
COMPLETION	2015
COST	\$60 Million
TEAM	KPF



02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE

Port Authority Bus Terminal Master Plan

New York, NY

The Port Authority of New York & New Jersey commissioned KPF to reimagine the world's busiest bus terminal. The new terminal would create a vibrant portal connecting 350,000 daily passengers between New Jersey and Midtown Manhattan.

The master plan combines real estate and development strategies for the Port Authority's 12 million square feet of air rights in West Midtown to help fund the complex infrastructure project. Despite the congestion of its Times Square location, construction is phased for seamless turnover from the existing terminal to the new terminal. Ultimately, the mixed-use density of this transit-oriented development will be a gateway for the developing west side – replacing 1950s infrastructure with parks and public spaces, enlivening the streets with active retail, and enabling the vital and growing commuter population to continue to enrich the energy of Manhattan.



USE Transit, Master Plan, Retail
 DETAILS 10,000,00 SF
 COMPLETION 2019
 TEAM KPF



LoSo Station, South End District

Charlotte, NC

- 20 acre mixed use TOD site offering 500,000 sf office, 400,000 sf MF, affordable housing, hotel, retail, and urban townhomes
- Located on the Lynx Blue light rail line with direct access to the Scaleybark Station on site and the CATS transit station
- 315 Park and Ride spaces provided in the 1000+ space common parking deck serving MF, Office, Hotel, Retail and P&R

USE Transit
 TEAM Cherokee



Washington Gateway, NOMA District

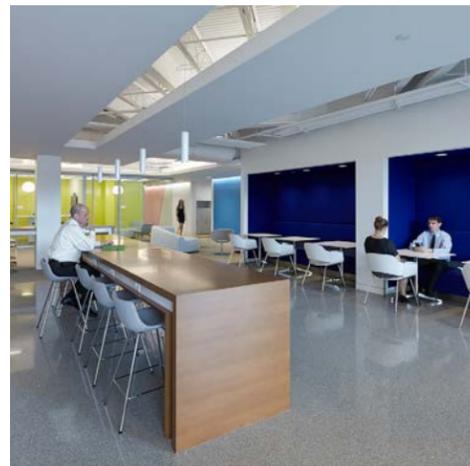
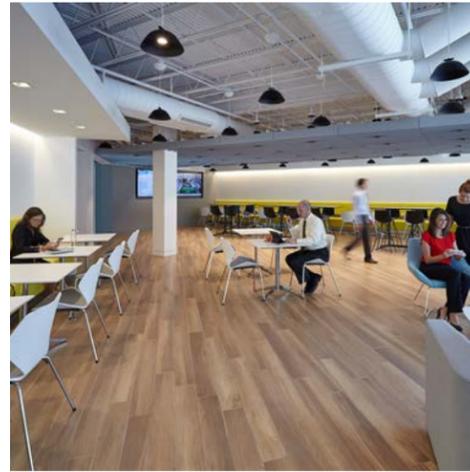
Washington, D.C.

- 2.6 acre TOD site with a 1,000,000 sf FAR in three residential towers offering 1,000 MF units
- Direct Metro access via the NOMA-New York Avenue Metro stop
- Unparalleled views of the U.S. Capital via rooftop amenities

USE Mixed-Use, Residential
 TEAM Cherokee



02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE



LGFCU
Raleigh, NC

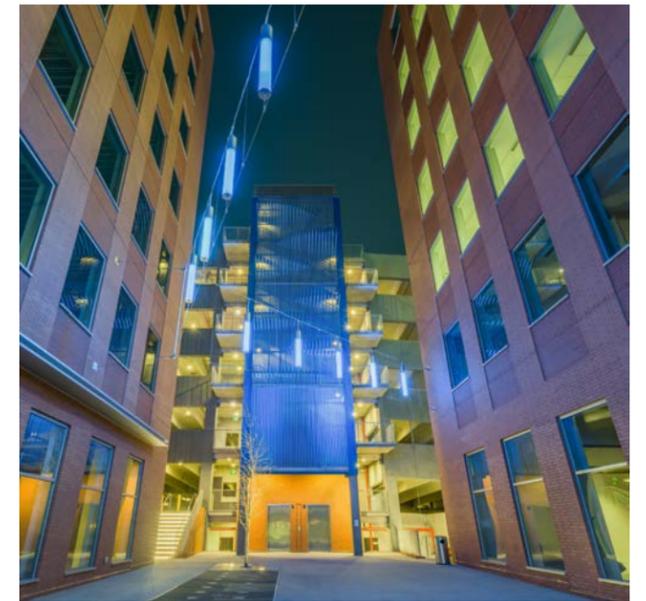
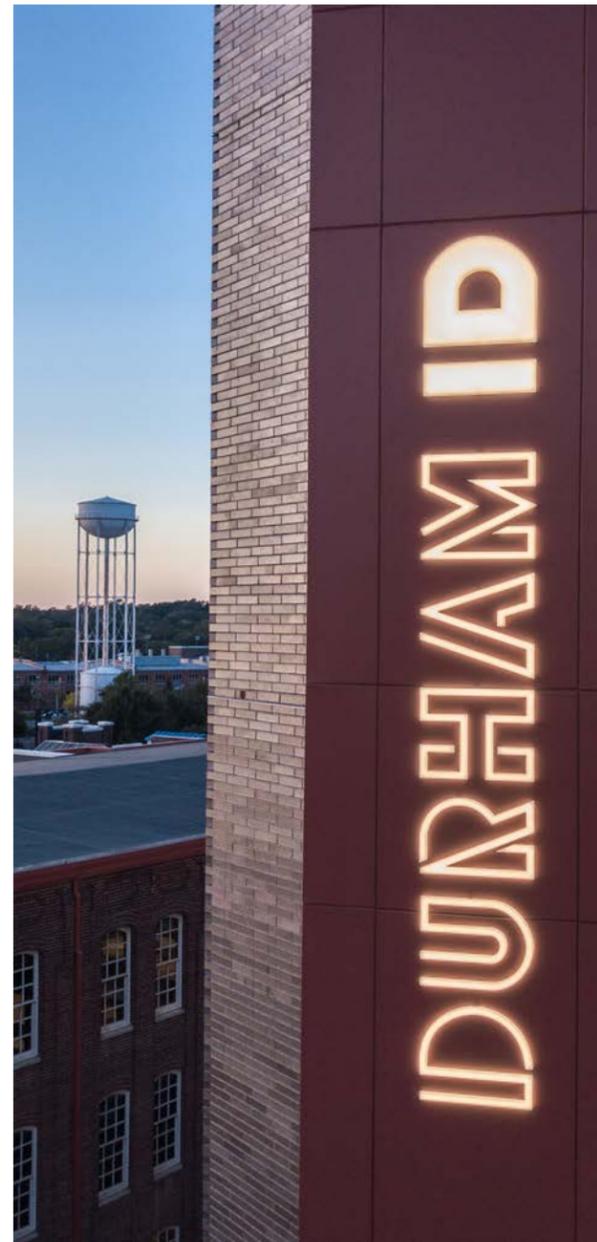
The reinvigorated space presents a compelling headquarters – a dynamic, modern building for a bank of the future. Measuring 100,000 SF, the newly repositioned building reflects a banking culture of transparency, longevity and enterprising use of technology. The design concept of “projecting” forward is carried through strong architectural elements creating distinct zones for both private and public operations. There is an integrated parking garage with a connecting tunnel, which reduces the need for surface parking and provides space for an outdoor courtyard. The outdoor courtyard, which seamlessly brings together the building space, landscape and hardscape, serves multiple purposes, including space for employee lunches, a zone for private calls and an outdoor venue for informal meetings. The project is designed to LEED Silver®.

USE	Repurposed Office
DETAILS	100,000 SF
TEAM	Barnhill

Durham.ID
Durham, NC

Durham.ID includes two buildings, totaling nearly 350,000 square feet located on Morris Street between Hunt and Roney streets in what was previously a large parking lot. An eight-story, 1,200-space parking deck was built behind the buildings. The deck will offer parking for community events and the adjacent Durham Farmers’ Market, according to the developers.

USE	Mixed-Use
DETAILS	350,000 SF
TEAM	Barnhill



02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE

301 Hillsborough

Raleigh, NC

This large, 20-story mixed-use building in downtown Raleigh consists of 300,000 square feet of office space with ground floor retail and a parking deck in phase one. The second phase includes residential and a hotel. The building and site design are influenced by its location at the intersection of the four downtown Raleigh districts: Warehouse, Glenwood South, Capital and Fayetteville Street. The tower and streetscape will provide a transition and contextual relationship to the four districts while also creating a unique and impactful new statement to add to the Raleigh skyline.

Stewart worked closely with the architect and owner to create dynamic and beautiful site amenities. These include a terraced plaza feature with restaurant seating in phase two, unique streetscape paving patterns and plantings that respond to the building, and a 12,000-square-foot roof terrace that includes planting, seating, and custom details.



USE	Mixed-Use
COMPLETION	2021
TEAM	Stewart



GoRaleigh Transit Maintenance & Operations Center CNG Retrofit

Raleigh, NC

Stewart provided civil engineering for the retrofit of compressed natural gas (CNG) to the existing bus maintenance and operations facility located in southeast Raleigh.

USE	Transportation
COMPLETION	2018
TEAM	Stewart

Scope of work includes civil services for site plan, permitting, and construction phase services for the CNG fuel station; and canopy expansion, and maintenance facility upgrades to the existing City of Raleigh Transit Facility to support CNG vehicle maintenance.



02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE



Citrix Raleigh, NC

CITRIX, an international software company, selected downtown Raleigh’s emerging warehouse district to construct its local office for up to 800 employees. The creative office design will use the shell of the existing warehouse structure and add internal floors as well as floors above with rooftop amenities. An employee courtyard separates the office building from a new parking deck with ground-floor retail. The site plan successfully addressed challenges related to access, a contaminated site, topographic changes, stormwater management, railroad adjacency issues, and parcel size constraints.

Kimley-Horn has provided all civil engineering, landscape architecture, and traffic services as well as entitlement support. The courtyard design includes decorative hardscape, artistic seat walls, a custom screen made of reclaimed steel, and water efficient landscape design. Kimley-Horn’s services also include green roof design, construction administration, and LEED coordination.

USE	Urban Mixed-Use
DETAILS	171,000 SF
COMPLETION	2016
COST	\$50 million
TEAM	Kimley-Horn

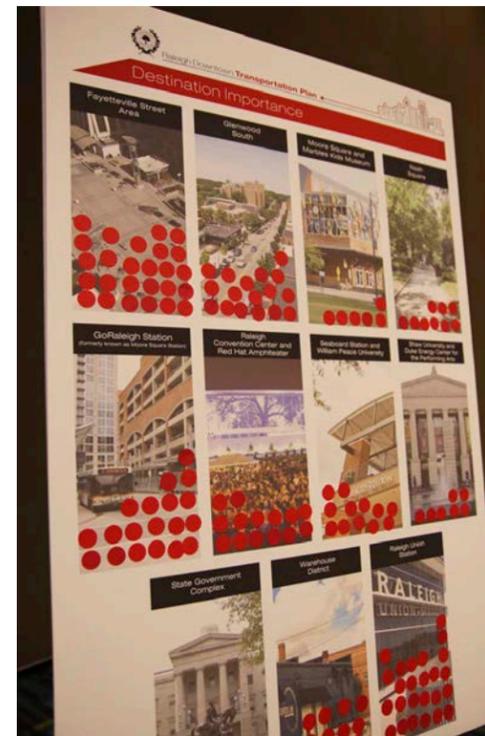
Raleigh Downtown Transportation Plan Raleigh, NC

The City of Raleigh, in partnership with CAMPO, GoTriangle, and NCDOT is leading the Raleigh Downtown Transportation Plan. This plan focuses on transit, transportation, and urban design recommendations for the urban core of Downtown Raleigh. The 2016 Wake Transit Plan created a vision for transit to connect the region and all Wake County communities by providing frequent, reliable urban mobility and enhancing access to transit. The Downtown Transportation Plan builds on the Wake Transit Plan by further developing the vision for transit and transportation in Downtown Raleigh by creating a multimodal transportation network that reflects a diverse spectrum of transportation needs including automobile, bicycle, pedestrian and public transportation users.

USE	Transportation Planning
DETAILS	1.5 Square Miles
COMPLETION	2019
COST	\$1.36 Million
TEAM	Kimley-Horn

The goals for the Downtown Transportation Plan are:

- Develop a transit operation plan for Downtown Raleigh for the next 10 years, including the proposed Bus Rapid Transit (BRT) routes identified in the 2016 Wake Transit Plan.
- Identify various street sections that accommodate safe travel for all transit and transportation modes.
- Design within the context of existing plans, potential future development and future transit operations.



02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE

Triangle Transit Rail Station Design Services for Phase I Regional Rail Project

Raleigh, NC

Kimley-Horn designed the first 12 stations of this new transit system in North Carolina. The stations are part of the 28-mile first phase for a proposed system that will link the business centers in Durham, Research Triangle Park, Cary, and Raleigh.

Specifically, Kimley-Horn led the engineering design effort for the civil, parking, storm drainage, and structural elements of the stations, each of which consists of a 350-foot-long, open-air elevated platform with canopy. Most of the stations feature parking areas, as well as bus loading areas and kiss-n-ride drop-off zones. In addition, many of the stations feature pedestrian tunnels or bridges to enable patrons to access the station platform from the parking areas. (This project is not yet funded for construction.)

As part of this project, Kimley-Horn designed a 250-space parking deck to serve the 9th Street station. The deck was designed to provide pedestrian access to both the station platform and the bus transfer facility and to accommodate site constraints. The parking layout and design of the cast-in-place, post-tensioned concrete structure take into account the possibility of future retail on the ground level.



USE	Transit
DETAILS	28 miles 12 Stations
COMPLETION	N/A
COST	\$6 Million
TEAM	Kimley-Horn

DHIC Willow Creek Community

Cary, NC

Kimley-Horn was selected to provide civil engineering services for Willow Creek, a 53-unit senior-living community for adults, ages 55 and above. Located near the Morrisville Market shopping center off Davis Drive, Willow Creek residents enjoy the convenience and walkability to nearby retail and services. These energy-efficient apartments feature water saving fixtures and amenities that encourage interaction among neighbors. Kimley-Horn provided site plan permitting, stormwater design, and construction phase services.

USE	Affordable Housing
DETAILS	53 Units
COMPLETION	2015
COST	\$7.6 Million
TEAM	Kimley-Horn DHIC, Inc.



02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE

In addition to affordable development, DHIC facilitates over 240 resident services programs and activities annually at its rental communities that are designed to promote resident engagement, financial stability and a high quality of life. In addition, each year DHIC's Homeownership Center serves over 350 families through its HUD-certified education and counseling programs. As a result of its productivity, breadth of services, organizational capacity and financial strength, DHIC is consistently rated as an "Exemplary" member of Neighbor Works® America, a national network and intermediary for community developers. DHIC also is a member of the Housing Partnership Network and is a HUD-certified Community Housing Development Organization (CHDO).



Carlton Place

Raleigh, NC

TEAM	DHIC, Inc. JDavis
USE	Affordable Housing
DETAILS	80 Units 8,000 SF Retail
SERVICES	Architecture, Landscape Architecture, Planning
COMPLETION	2007
CONTRACTOR	Southern General, Inc.

Previously known as City of Raleigh's Block A-21, Carlton Place is an important bridge between Downtown and Southeast Raleigh. The project consists of 80 residential units and 4,600 SF of commercial/retail space on a 2-acre city block. The project is downtown Raleigh's first new apartment complex in seven years and features both affordable and market-rate apartments as well as commercial space suitable for neighborhood businesses.

The \$10 million Carlton Place project was developed in partnership with the North Carolina Housing Finance Agency, the City of Raleigh, Wake County, Apollo Equity Partners/RBC Centura, Mechanics & Farmers Bank, and the Federal Home Loan Bank of Atlanta. The Home Depot Foundation also provided support to help us integrate environmentally-friendly features into the development.



Willard Street

Durham, NC

TEAM	DHIC, Inc.
USE	Affordable Housing

02 > DESCRIPTION OF ORGANIZATION & EXPERIENCE



Washington Terrace

Raleigh, NC

CLIENT	DHIC, Inc. JDavis
TYPE	Mixed Income Neighborhood Development
SERVICES	Urban Planning, Architecture, Landscape Architecture
COMPLETION	2017

A 25 acre master plan for the redevelopment of the Washington Terrace neighborhood east of downtown Raleigh. The mission of the master plan was to transform the community into an attractive, mixed-income neighborhood including 300-400 different types of housing units, natural space and supporting commercial mixed-use. The project included extensive public participation meetings, community outreach activities and visioning. JDavis provided services for master planning, architecture and landscape architecture that included conceptual design through construction documents.



Highland Village

Cary, NC

TEAM	DHIC, Inc. JDavis
TYPE	Affordable Housing

Highland Village Apartments are located at the intersection of High House and Old Apex Roads, approximately one mile from downtown Cary. Highland Village's central location gives residents easy access to shopping, services, schools, major employers, recreational opportunities and C-Tran, Cary's public transportation service. Highland Village Apartments offers 50 one-, two- and three-bedroom apartments.



03 > PERSONNEL EXPERIENCE & QUALIFICATIONS



Gregg Sandreuter

Managing Partner | HM Partners

Gregg Sandreuter, as a Managing Partner of HM Partners and through various real estate companies and partnerships, has been involved in the development, acquisition and financing of over \$700,000,000 in commercial properties since 1988. Below is an overview of major project experience.

EXPERIENCE

2016-Present

Managing Partner
HM Partners
Raleigh, NC

1988-Present

President
Hamilton Merritt Inc.

2003-2016

Co-Founder
Co-Managing Partner
Beacon Ventures

AFFILIATIONS

National Association of
Office and Industrial Properties Board
Member 2001-2008
-President, Res. Triangle Chapter 1997-1999
-President, Res. Triangle Chapter 2003-2005
-Reas. Triangle Chapt. Board Member, 2013-2018

ULI Member
-Strategic Council Member
-Young Leaders Mentor Program

Step Up Ministries, Board Member
2015-2020

Marbles Childrens Museum, Board Member,
2010-2012

RELEVANT PROJECT EXPERIENCE

400 H
Raleigh, NC

Park Forty Plaza
Raleigh, NC

The Edison
Raleigh, NC

Page Road
Durham, NC

Beacon Ventures
RTP, NC

Silicon Drive
Durham, NC

Powerhouse Square
Raleigh, NC

Miami North
Durham, NC

The Depot
Raleigh, NC

West at North
Raleigh, NC

RDU Center
Raleigh, NC

Streets at Southpoint
Morrisville, NC



Neil Gray AIA, LEED AP

Principal in Charge | CEO | JDavis

Neil Gray will provide high-level oversight for this project and will offer senior leadership to the team. Neil has 25+ years of experience in the design of urban and commercial projects and spaces. He is passionate about embracing a collaborative design process in order to achieve livable, sustainable communities that support diverse and dynamic growth. Neil is a leader in commercial real estate, urban infill developments, walkable neighborhoods and mixed-use projects. He is a strong facilitator and believes that an open and engaging design process has the greatest potential for bringing clients and communities together around a stronger vision and successful final product.

EDUCATION

Master of Architecture
University of Manitoba
Department of Architecture, 1994

Bachelor of Environmental Studies,
University of Manitoba, 1991

CERTIFICATIONS / AFFILIATIONS

Registered Architect: NC, 1999

Guest Speaker: Kenan-Flagler Business School
UNC-Chapel Hill 2008-2010

Member: UNC Hospitals
NCCC Family Advisory Board, 2010
AIA, American Institute of Architects
LEED@AP

Downtown Raleigh Alliance
Board of Directors

National Association of Office & Industrial
Properties (NAIOP)

Leadership Raleigh
Graduate 2016 Class

Urban Land Institute (ULI)

ULI Rethinking Southern Cities
Regional Initiative Council

RELEVANT PROJECT EXPERIENCE

Arrington Office Park
Raleigh, NC

Edison Office
Raleigh, NC

One Glenwood
Raleigh, NC

Locks at 3Twenty-One
Richmond, VA

Charter Square
Raleigh, NC

The Dawson on Morgan
Raleigh, NC

FNB Tower
Raleigh, NC

West at North
Raleigh, NC

Legacy Brier Creek
Raleigh, NC

Edison Apartments
Raleigh, NC

03 > PERSONNEL EXPERIENCE & QUALIFICATIONS



Y.E. Smith AIA, NCARB

Director of Mixed-Use | Partner | JDavis

Y.E. is a Partner and the Director of Mixed Use/Retail at JDavis with over 30 years of experience in the in the design of retail centric mixed-use, commercial, community and institutional environments. He specializes in creating destinations that elicit memory, empathy and respect for natural and man-made influences on our built environment including context, history, culture, budgets and market trends. He has worked with clients throughout the USA and abroad including China, India, Korea, Mexico and The Caribbean.

EDUCATION

Master of Architecture,
Urban Design, History & Theory
Syracuse University, 1999

Bachelor of Architecture
Arizona State University, 1985

CERTIFICATIONS / AFFILIATIONS

Registered Architect: DC, MD, NY, VA, NJ
LEED Accredited Professional
Urban Land Institute

RELEVANT PROJECT EXPERIENCE

Smokey Hollow Phase II Mixed Use
Raleigh, NC

Broad Street Redevelopment
Summit, NJ

Carraway Village Retail
Chapel Hill, NC

Vista Brooklyn
Jacksonville, FL

Midtown Mixed-Use*
Raleigh, NC

Phillips Mixed-Use*
Raleigh, NC

Moore Square Mixed-Use*
Raleigh, NC

Tryon Place*
Charlotte, NC

South Village T.O.D.*
Charlotte, NC

EAST/WEST T.O.D.*
Charlotte, NC

NODA T.O.D.*
Charlotte, NC

Ovation Mixed-Use*
Newport, KY

Joy City*
Chengdu, China

Kierland Commons Phase 4*
Scottsdale, AZ

Xavier University Village*
Cincinnati, OH



Beret Dickson AIA, LEED AP

Design Director | Partner | JDavis

Beret Dickson will provide design leadership for the team and will work closely with the design team during schematic and design development. As an award-winning architect with experience in commercial, residential, mixed-use, planning and education projects, Beret believes in the power of architecture to shape culture through inspiring spaces and timeless/timely design that can only be achieved through an integrated process consisting of thorough research, analysis, collaboration and experimentation.

EDUCATION

Master of Architecture, University of Maryland
School of Architecture,
Planning & Preservation, 2008

Bachelor of Arts,
Brown University, 2001

CERTIFICATIONS / AFFILIATIONS

Registered Architect: DC, MD, NY, VA, NJ
LEED Accredited Professional
Urban Land Institute

RELEVANT PROJECT EXPERIENCE

Smokey Hollow Phase II Mixed Use
Raleigh, NC

Seaboard Station
Savannah, GA

800 Fleet*
Baltimore, MD

1100 Key Highway*
Baltimore, MD

1313 Tremont*
Denver, CO

Tyson West*
Tysons, VA

Remington Row*
Baltimore, MD

Union Warf*
Baltimore, MD



Shawn Clemons, LEED AP BD+C

Senior Project Manager | Senior Associate | JDavis

Shawn Clemons will serve as the project manager and main point of contact for this project. He will manage and coordinate all team resources and efforts, and will interface with the WakeMed team. Shawn has 17 years of experience in the profession and has worked both nationally and internationally. His experiences range from master planning in urban and institutional landscapes, to high rise multifamily and commercial/retail. As Project Manager he serves as the main point of contact for the project and manages the day-to-day activities of the team.

EDUCATION

Virginia Tech
Bachelor of Architecture, 2001

Washington-Alexandria Architectural
Consortium, 1999-2000

CERTIFICATIONS / AFFILIATIONS

LEED BD+C Accredited Professional
NAIOP

RELEVANT PROJECT EXPERIENCE

Arrington Office Park
Raleigh, NC

FNB Tower
Raleigh, NC

Charter Square
Raleigh, NC

Brier Creek Corporate Center Office VII
Raleigh, NC

One Glenwood
Raleigh, NC

Legacy at Brier Creek
Raleigh, NC

Locks at 3TwentyOne
Richmond, VA

Biogen Building 26*
RTP, NC

Biogen Building 24*
RTP, NC

03 > PERSONNEL EXPERIENCE & QUALIFICATIONS



Jill Lerner FAIA, NCARB

Managing Principal | KPF

Jill is a Managing Principal at Kohn Pedersen Fox Associates, where she leads projects in both the public and private sectors in New York City, across the US and around the world. With a background of over 35 years of practice, Jill focuses, in particular, on complex infrastructure and institutional work, for which she is responsible for all aspects of project management and design, and serves the primary client contact during all phases, from initial programming, planning, and conceptual design through construction and project close-out. Her projects in New York City include the Port Authority Bus Terminal Master Plan, the CUNY Advanced Science Research Centers, and the NYC Housing Authority's public space/resiliency project at the Red Hook Houses in Brooklyn, as well as work within the urban core in Philadelphia, Baltimore, Buffalo, Detroit, Miami, and Shanghai.

Jill served as President of the AIA NY chapter in 2013 where she created the Global Cities/Global Practice exhibition and was part of the New York Building Congress Infrastructure Delegation to Washington, DC in 2017. Jill has served on numerous design juries, including the 2015 National AIA Honor Awards and the 2016 AIA North Carolina Design Awards. She also speaks frequently on issues of campus design, infrastructure, resiliency, and women's leadership. In February 2019 she spoke at the CityAge conference in New York City on the topic of transit-oriented development.

EDUCATION

Bachelor of Architecture with Honors,
Cornell University

CERTIFICATIONS / AFFILIATIONS

Registered Architect: CO, CT, DE, GA, KY, MA, MI, NJ, NV, NY, OH, PA

Urban Green Council, Board Member, Present

Regional Plan Association, Board Member, Present

Municipal Arts Society, Chair of the Planning Committee and Board Member, Present

AIA New York Chapter, President, 2013

Cornell University, Board of Trustees, 2004-2009

RELEVANT PROJECT EXPERIENCE

Port Authority Bus Terminal Master Plan
New York, NY

Robert H. Jackson United States Courthouse
Buffalo, NY

CUNY Advanced Science Research Center at the Graduate Center & The City College Center for Discovery and Innovation
New York, NY



Marianne Kwok

Design Director | KPF

Marianne has professional expertise in architectural design for a variety of built commercial, residential, and cultural facilities across the globe, each time reimagining program type to give form and unique experiences to large-scale challenges. A leading designer of buildings in urban contexts, Marianne thoughtfully considers the interplay of design, planning, landscape, and context on a human scale. Her work for projects such as Hudson Yards has been recognized for its skillful interweaving of commercial facilities and public spaces. Marianne was recently awarded Commercial Observer's prestigious 2017 Innovative Designer/Engineer Award.

EDUCATION

Master of Architecture,
Harvard University

Bachelor of Arts, Cornell University,
Charles Goodwin Sans Memorial Silver Medal

RELEVANT PROJECT EXPERIENCE

10 & 30 Hudson Yards
New York, NY

KPMG European Headquarters
London, UK

One Shenzhen Bay
Shenzhen, China

TP Link Headquarters
Shenzhen, China

Clifford Chance Headquarters
London, UK

28 Chidlom
Bangkok, Thailand



Claudia Cusumano, AIA, LEED AP

Project Manager | KPF

Since joining KPF in 2001, Claudia has been involved in a number of projects from conceptual planning and design through construction. She has over 20 years of experience with commercial office, civic, and cultural projects throughout the Northeast and Mid-Atlantic United States. Claudia's professional experience as a project architect, job captain and project manager with particular expertise in coordinating multi-disciplinary design teams has afforded her the skills to lead complex, program-driven projects.

Claudia was named Top Woman to Watch in Real Estate in 2018. She also leads KPF's internal peer review process where she consults teams concerning quality control and assurance. Additionally, Claudia leads KPF's Mentoring Program.

EDUCATION

Bachelor of Architecture,
The Catholic University of America

CERTIFICATIONS / AFFILIATIONS

Registered Architect: NY
AIA Member
LEED AP

RELEVANT PROJECT EXPERIENCE

30 Hudson Yards
New York, NY

1775 Tysons Boulevard
Tysons, VA

Prudential Newark
Newark, NJ

Museum of Modern Art
New York, NY

03 > PERSONNEL EXPERIENCE & QUALIFICATIONS



Gregg Warren

President | DHIC

Since 1985, Gregg Warren has served as President of DHIC, Inc. based in Raleigh, North Carolina. Under his leadership, the organization has developed 37 rental communities, comprising of 2,200+ apartments across North Carolina, as well as over 400 homes for sale.

During the next 2 years, DHIC will be building or renovating 800 apartment homes with a value of over \$100 million. In addition, DHIC's Homeownership Center will be deploying \$4 million in down-payment assistance to 420 first time home buyers in the region.

Prior to serving at DHIC, Gregg spent 6 years in North Carolina State Government directing the annual expenditure of \$50+ million in federal funds and technical assistance to help small towns and rural communities meet housing and community development needs. Earlier, Gregg served as the first Executive Director of a rural housing authority.

Gregg is a founding member and past Chair of the North Carolina Housing Coalition, and has previously served on the Board of Directors of the North Carolina Association of Community Development Corporations, the Advisory Council of the Federal Home Loan Bank of Atlanta, Neighborhood Capital Corporation, the Real Estate Advisory Council of Neighbor Works® America and Step Up Ministry. He is currently on the Board of Directors for Community Housing Capital and the Hope Center at Pullen. He was recently awarded the Impact Award by the Triangle Commercial Real Estate Women.

EDUCATION

Master of Regional Planning
UNC Chapel Hill

CERTIFICATIONS

General Contractor #12986



Natalie Britt

Vice President of Real Estate Development | DHIC

Natalie started working at DHIC in 1996 after completing an undergraduate degree and the Master of Regional Planning program at UNC-Chapel Hill. She oversees DHIC's real estate development and is involved in all aspects of the development process. This includes: site searches and analysis, coordinating the development of site and architectural plans, assembling and closing on financing, overseeing construction and leasing, and ensuring compliance with all the requirements of a project's funding partners. Her tenure with DHIC features the completion of 17 rental developments.

Growing up in Cary, and living in Raleigh since 2000, has allowed Natalie to see first-hand the changes and growth that the Triangle area has experienced as well as the increasing importance of providing affordable housing opportunities.

She has served on the Board of Triangle Commercial Real Estate Women, the Land Protection Committee of Triangle Land Conservancy, and is currently a member of ULI Triangle's WLI Committee.

Natalie is a LEED Green Associate, graduate of Leadership Raleigh, a licensed North Carolina Real Estate Broker and a RYT 200 registered yoga teacher.

EDUCATION

Master of Regional Planning
UNC Chapel Hill



Richard Adams PE

Senior Vice President | Senior Associate | Transit Engineer | Kimley-Horn

Richard is a senior vice president and senior project manager with Kimley-Horn. Richard has 28 years of civil engineering experience working for a wide variety of public and private sector clients. His specialty areas include transportation planning, transit planning, traffic engineering, and parking and access analysis. He also has performed construction engineering and inspection services for major transportation projects, and has provided expert testimony for numerous zoning, permitting, and site plan hearings in municipalities and counties across North and South Carolina. Richard specializes in leading complex transportation planning and traffic engineering projects and initiatives involving multiple modes and stakeholders, and often competing interests. He balances his technical expertise with public involvement and negotiation savvy to bring creative solutions to challenging transportation issues.

EDUCATION

Master of Business
Administration, Management,
Georgia Institute of Technology

Master of Science, Civil
Engineering, Georgia Institute of
Technology

Bachelor of Science, Civil
Engineering, North Carolina
State University

CERTIFICATIONS

Professional Engineer: NC, SC, VA

RELEVANT PROJECT EXPERIENCE

The Dillon
Raleigh, NC

One Glenwood
Raleigh, NC

CITRIX
Raleigh, NC

The Edison
Raleigh, NC

SkyHouse
Raleigh, NC

Charter Square
Raleigh, NC

Wake County Transit Plan
Raleigh, NC

**Downtown Raleigh
Transportation Plan**
Raleigh, NC

Raleigh-Cary Rail Corridor
Raleigh, NC

R-Line Circulator Study
Raleigh, NC

Triangle Transit Rail Stations
Raleigh, NC

**Hillsborough Street
Improvements**
Raleigh, NC



Adam Cochran, PE

Vice President | Senior Associate | Structural Engineer, Parking Consultant | Kimley-Horn

Adam has 20 years of experience leading the design and construction of parking decks and mixed-use buildings nationwide. He is a structural engineer, registered in multiple states, and proficient in the design and rehabilitation of various structure types including stand-alone garages, mixed-use buildings, and fully integrated facilities. Adam is noted for his attention to detail and responsiveness to clients as the project manager.

Adam has designed parking structures that serve transit facilities and mixed-use developments in multiple locations around the country and will capitalize on his previous involvement in the designs and layout for this project.

EDUCATION

Bachelor of Science,
Civil Engineering,
Clemson University

CERTIFICATIONS

Professional Engineer: NC, CA,
DC, MD, SC, TN, VA

RELEVANT PROJECT EXPERIENCE

**Raleigh Downtown
Underground Deck**
Raleigh, NC

East 54 Mixed-Use
Chapel Hill, NC

**Green Square Complex
Parking Deck**
Raleigh, NC

**SFRTA Station Area Master
Planning**
Florida

**Commuter Rail Transit
Village**
Anoka, MN

**Richmond Transit Village
Parking Garage**
Richmond, CA

**Raleigh Parking Deck
Condition Assessments**
Raleigh, NC

**1650 Biscayne Mixed-Use
Parking Deck**
Miami Beach, FL

**500 E Las Olas Mixed-Use
Parking Deck**
Ft. Lauderdale, FL

03 > PERSONNEL EXPERIENCE & QUALIFICATIONS



Marty Moser

Executive Oversight | Barnhill

Marty will provide executive oversight throughout the duration of the project - both preconstruction & construction phases. Marty is a hands-on executive who has experience in all facets of the construction industry- preconstruction estimating, project management and business and project development. Marty has built strong relationships throughout the state and under his leadership, the Building Division has expanded into Wilmington and Charlotte. While the Division continues to grow, Marty remains focused producing an exceptional experience for our clients.

EDUCATION

Bachelor of Science in Design,
Clemson University

RELEVANT PROJECT EXPERIENCE

River Place Wilmington
Wilmington, NC

Durham.iD
Durham, NC

Local Government Federal Credit Union
North Carolina

The Dillon
Raleigh, NC

BlueCross BlueShield Headquarters
North Carolina



David West

Project Executive | Barnhill

David will oversee management of the budget, project schedule, reporting of progress to client, and coordinating with your design team. David joined Barnhill Contracting over 22 years ago and brings more than 40 years of experience to the Barnhill team. He has the proven ability to lead people through honest and straight forward management methods. David brings remarkable experience and wisdom and always has the foresight to avoid many of the pitfalls that naturally come during any large construction project. His keen ability to multitask and manage construction operations ensures that each project conforms to the plans and specific cations, and meets the budget and schedule requirements.

RELEVANT PROJECT EXPERIENCE

River Place Wilmington
Wilmington, NC

Duke Energy Center for the Performing Arts
Raleigh, NC

Wake County Justice Center
Raleigh, NC

The Dillon
Raleigh, NC

Raleigh Convention Center
Raleigh, NC



Mike Lutz

Senior Project Manager | Barnhill

Mike's responsibilities will include assisting David with management of the budget, project schedule, reporting of progress to client, and coordinating with your design team. Mike has a wide range of construction experience and is known for achieving exceptional results for his clients. He has a wealth of knowledge with high profile, large projects and maintains a sensitivity to the needs of the customer. These attributes enable him to bring his projects in on time with a fine attention to detail. Mike is a large-scale project expert who has ample experience managing work over 100,000 SF. Mike's approach to every project is team centric with an all-in attitude..

EDUCATION

A.S. in Architectural Drafting and Design, Tampa Technical Inst.

RELEVANT PROJECT EXPERIENCE

The Dillon
Raleigh, NC

BlueCross BlueShield HQ
North Carolina

Wake County Justice Center
Raleigh, NC

NC Department of Insurance HQ
North Carolina

SECU
North Carolina



Tim Miller, LEED AP

Preconstruction | Barnhill

Leads precon services, value management, constructibility and GMP development Tim joined Barnhill in 2015 as a preconstruction manager and has managed the preconstruction process for projects in excess of \$100 million. In 2017, Tim was named Director of Preconstruction. As preconstruction leader, Tim oversees all day-to-day operations of the preconstruction phase. Tim is a LEED® Accredited Professional.

EDUCATION

Bachelors in Science, Ecology and Environmental Biology,
Appalachian State University

CERTIFICATIONS / AFFILIATIONS

LEED Accredited Professional

RELEVANT PROJECT EXPERIENCE

400 H
Raleigh, NC

The Dillon
Raleigh, NC

NC Department of Insurance Headquarters
Raleigh, NC

Durham.ID
Durham, NC

Station at East 54
North Carolina

03 > PERSONNEL EXPERIENCE & QUALIFICATIONS



Thomas F. Darden

Founder/CEO | Cherokee

Tom Darden is founder and CEO of Cherokee and its predecessors. Cherokee has raised over \$2.2 billion in five institutional private equity funds, and invested this capital in the acquisition, cleanup, development, and sale of approximately 550 environmentally contaminated real estate assets in the US, Europe and Canada. Tom began investing personal capital in environmental companies before raising institutional private equity funds, and approximately 25% of his early stage investments have been founded or co-founded by him. Since the 1980's he has invested in over 100 companies including Cherokee Environmental Risk Management (environmental insurance), Brownfield Revitalization (new markets tax credits for brownfield redevelopment), Tethis (fracking brine desalination), Living Homes Atwater (prefab green buildings), Cherokee Biotechnology (biological remediation), Cherokee Solar (landfill solar farms), Eco-Site (urban brownfield cell towers), Consert (demand-side smart grid), PGSI (supply-side smart grid), and Industrial Heat (fusion energy). Tom began his career with Bain & Company in Boston, working with Bain from 1981 to 1984. Beginning in 1984, he served for 16 years as the Chairman of Cherokee Sanford Group, the largest privately-held brick manufacturing company in the United States and previously the Southeast's largest soil remediation company. Tom has served and continues to serve on numerous boards, including the Boards of Shaw University, Environmental Defense Action Fund, Research Triangle Institute, the University of North Carolina's environmental department, Winston Hotels, Waste Industries, Gentra Systems, Consert, Inc., Evofem, The Prince of Wales Trust, WakeMed Hospital, Heinz Family Foundation, Hope International, Crown Financial Ministries, and Helping Hand Mission. He was Chairman of the Research Triangle Transit Authority and served two terms on the N.C. Board of Transportation, through appointments by the Governor and the Speaker of the House.

EDUCATION

Masters in Regional Planning,
UNC Chapel Hill

Juris Doctor,
Yale University

Bachelor of Arts,
UNC Chapel Hill



John A. Mazzarino

Founder/Managing Principal | Barnhill

John Mazzarino is founder and Managing Principal of Cherokee. Cherokee has raised \$2.2 billion in five institutional private equity funds, and invested this capital in the acquisition, cleanup, development, and sale of more than 550 properties in the US, Canada and Europe. John heads up Cherokee's Management Committee and its Investment Committee, which together oversee all Cherokee activities. Prior to forming Cherokee, John worked at Bain & Company and was President of two private equity-funded businesses. He began investing personal capital in corporate transactions in the late 1980s and has formed, invested in or acquired with others more than 100 businesses, primarily in the sustainability arena. These businesses include: Cherokee Environmental Risk Management (environmental insurance), Brownfield Revitalization (new markets tax credits for brownfield redevelopment), Cherokee Solar (landfill solar farms), Eco-Site (urban brownfield cell towers), PGSI (supply-side smart grid), and Industrial Heat (fusion energy). John is a limited partner in a number of venture capital and private equity funds and is co-founder of the Cherokee-McDonough Challenge, a NC-based business incubator. John has served on corporate and non-profit boards and currently is on the Board of Directors of Fidus Investment Corporation, Industrial Heat, Hometown America (where he was Chairman for three years), aPersona, Mi-Co, 510 Nano, Brownfield Revitalization, and United Protective Technologies. He is also a member of the Board of Advisors of the MIT Sloan School of Management, the MIT Sloan Finance Group, the MIT Sustainability Initiative, and Cherokee Gives Back, Cherokee's charitable foundation. Reflecting his interest in sustainability strategy and practice, John personally funds interdisciplinary research at the MIT Sustainability Initiative. John received a BA in Mathematics from Colgate University where he was elected to Phi Beta Kappa. After Colgate he studied for two years in the PhD program in Operations Research at MIT, where he was a teaching assistant and lecturer for graduate courses in optimization and statistics. His thesis on search theory became the basis for a peer-reviewed article in the SIAM Journal on Applied Mathematics.

EDUCATION

Masters in Management,
MIT Sloan School of
Management

Bachelor of Arts,
UNC Chapel Hill



Bret Batchelder

Managing Director | Cherokee

Bret Batchelder is a Managing Director of Cherokee. Since joining Cherokee in 2001, Mr. Batchelder has directly overseen the closing and management of numerous brownfield investments. Previously, he was a Vice President in the Mergers and Acquisitions division of First Union Securities (formerly Bowles Hollowell Conner) where, among other accomplishments, he assisted in the establishment of the Technology Investment Banking Group. Mr. Batchelder has previously worked as an Associate in the investment banking division of Goldman, Sachs & Co. and was a fixed income Portfolio Manager with Bank South, N.A. Mr. Batchelder received a BA from the University of North Carolina at Chapel Hill, where he was a Morehead Scholar, and an MBA in Finance and Accounting from the J.L. Kellogg Graduate School of Management at Northwestern. He is a Certified Public Accountant and Chartered Financial Analyst and holds his North Carolina Real Estate License. Mr. Batchelder is also active in several non-profit groups and service organizations throughout North Carolina.

EDUCATION

Masters in Finance & Accounting
J.L. Kellogg Graduate School of
Management at Northwestern

Bachelor of Arts,
UNC Chapel Hill



Edmund L. Waddill III

Vice President | Barnhill

Edmund Waddill is a Vice President of Cherokee. Since joining Cherokee in 2010, Mr. Waddill is responsible for the overall real estate portfolio at Cherokee within the multi-investor fund platforms. Additionally, Mr. Waddill manages the development partners and capital partners on each of the various real estate assets. Prior to joining Cherokee, Mr. Waddill worked at Kane Realty Corporation where he was responsible for the planning and development within the North Hills mixed-use master plan, a former Cherokee investment. Mr. Waddill has 20+ years of real estate planning, development, and finance experience. Mr. Waddill received a BA from the University of North Carolina at Chapel Hill, attended the Kenan-Flagler Business School Institute Program, as well as holds a NC Broker's license, and is an active member of ULI and the District Council.

EDUCATION

Bachelor of Arts,
UNC Chapel Hill

03 > PERSONNEL EXPERIENCE & QUALIFICATIONS



Brian O'Haver PLA, ASLA

Associate Vice President | Landscape Architecture & Civil Engineering | Stewart

Brian has more than 24 years of design, planning and project management experience in both the public and private sectors. Brian is responsible for client development and engages in larger and more complex projects to help ensure excellent client service. His experience includes a wide array of project types, including: university and healthcare campuses, streetscapes, urban parks, municipal, mixed-use developments and urban info ll. Brian serves on several boards and committees for the City of Raleigh and local nonprofit t organizations.

EDUCATION

Bachelor of Landscape Architecture
University of Rhode Island

CERTIFICATIONS / AFFILIATIONS

Professional Landscape Architect:
North Carolina #1236
South Carolina #799

Member, American Society of
Landscape Architects

Member, Urban Land Institute

Board of Directors, Rebuilding
Together of the Triangle-Executive
Committee

Board of Directors, Downtown Raleigh
Alliance

Executive Leadership Council,
Leukemia & Lymphoma Society Light
the Night

Member, Greater Raleigh Chamber of
Commerce

Mentor, NC State Landscape
Architecture Program

Past Chair, City of Raleigh Appearance
Commission

Advisory Group, City of Raleigh Unified
Development Ordinance - Past

Task Force, City of Raleigh Sign
Ordinance - Past

Task Force, City of Raleigh Outdoor
Dining Ordinance

RELEVANT PROJECT EXPERIENCE

522 Harrington Street **400 H**
Raleigh, NC *Raleigh, NC*

Raleigh Iron Works **301 Hillsborough**
Raleigh, NC *Raleigh, NC*

City Gateway South
Raleigh, NC



Joe Puckett PE, LEED AP

Practice Leader | Civil Engineer | Stewart

Joe is the Practice Leader of Civil Engineering and has more than 16 years of experience with civil site design for residential and commercial / office buildings with public and private clients. He has acquired a broad range of experience in engineering design and construction plan production and permitting for site layout, grading and drainage, stormwater management, stormwater treatment, water distribution systems, sanitary sewer, onsite wastewater, erosion control, and roadway plans. He is also experienced in AutoCAD Civil 3D, HEC-RAS, hydraulic and hydrologic studies.

EDUCATION

Bachelor of Science in Mechanical
Engineering, NC State University

CERTIFICATIONS

Professional Engineer:
North Carolina #033779
USGBC LEED® Accredited

RELEVANT PROJECT EXPERIENCE

The Dillon
Raleigh, NC

301 Hillsborough
Raleigh, NC

400 H
Raleigh, NC

City Gateway
Raleigh, NC



Ross Massey, PE

Civil Project Manager | Civil Engineer | Stewart

Ross has facilitated design and construction oversight to infrastructure projects including municipal water and wastewater system expansions, hospital and university expansions and additions, development master-planned communities, and mixed-use development. His design and construction administration experience includes infrastructure projects such as land development, pumping stations, earthen dams, on-site wastewater systems, water and wastewater treatment plants, elevated water storage tank rehabilitation and new construction. Ross has extensive experience working with municipalities to evaluate budgetary expenditures, obtain jurisdictional approvals and management of the construction contract process.

EDUCATION

Bachelor of Science in Civil
Engineering, NC State University

CERTIFICATIONS / AFFILIATIONS

Professional Engineer:
North Carolina #19779

Urban Land InstituteTown of Cary Site
Design Focus Group, Member

RELEVANT PROJECT EXPERIENCE

**CNG Fueling Station -
GoRaleigh's Maintenance
Facility**
Raleigh, NC

**Raleigh Downtown
Operations Facility***
Raleigh, NC

Fairweather Mixed-Use
Raleigh, NC

**Raleigh Transit
Maintenance and
Operations Facility***
Raleigh, NC

**City of Raleigh Fire Dept.
Maintenance Center
Addition***
Raleigh, NC



04 > DEVELOPMENT APPROACH

We are excited about the possibilities for this RUS BUS project.

1. Vision for mix of uses and integration into the surrounding urban fabric
2. Financing variants like tax credits, public incentives, brownfields, etc
3. The approach to integrate GoT's bus terminal design into the vertical and street retail
4. Affordable housing
5. Preserve the historic warehouse facades on S. West St
6. Legal requirements of FTA, rail, etc

First and foremost, the project must serve the operational and strategic interests of GoTriangle. This site is a transit site, and it must function and perform as a first-class transit site. GoTriangle's RUS Bus needs and goals are primary considerations. In addition, integrating the transit facility with the mixed-use project in a thoughtful, functional, and form-based way will be vital to the success of each component use and function.

We believe we can achieve for GoTriangle:

1. A state-of-the-art, modern, clean, functional, exciting, and award winning bus transit facility.
2. A beneficial financial proposition for GoTriangle.
3. A transformational mixed use project that complements the RUS Bus facility.



For the remainder of this section, we will focus on our vision for the mixed use component, which we will call the project for short.

Our vision for the project stems from the marketplace. The Warehouse District and this particular location is excellent for three major product types: Class A office, high rise residential, and street level retail. In our view, the combination of high rise costs and western edge of downtown reduce the economic viability for hotel. Room rates are not quite high enough to support high rise costs, and even with a higher room rate assumption a hotel would need heavily subsidized parking, which is a net drag on project cash flow. So, our visioning would focus on a combination of office, residential, and retail. The end result could be any variety of outcomes (all with ground floor retail): two residential buildings with no office, one office building and one residential building, buildings of different sizes and heights. One of the driving limiting factors in our analysis will be parking. Amtrak and transit will require some parking, and the high rise users will require some parking. Maximizing parking utilization and efficiency will be a key objective. Uses and densities and parking are a complicated yet exciting rubik's cube to solve, and our visioning process will work through various scenarios to arrive at the best one, full consistent and integrating with the primary operating and strategic goals of the RUS Bus facility.

These three uses are an excellent fit and complement to the Warehouse District. All of downtown Raleigh is growing, and recently the momentum of downtown growth has accelerated along West Street from Union Station at the south up to Peace Street at the north. Companies and people want to live, work, and play here, and there simply is not enough space (office, residential, and retail) to satisfy demand. So, your timing for this project is excellent. If done properly with the right sponsor, your RUS Bus project will help launch a second Warehouse District to Glenwood South renaissance.

04 > DEVELOPMENT APPROACH

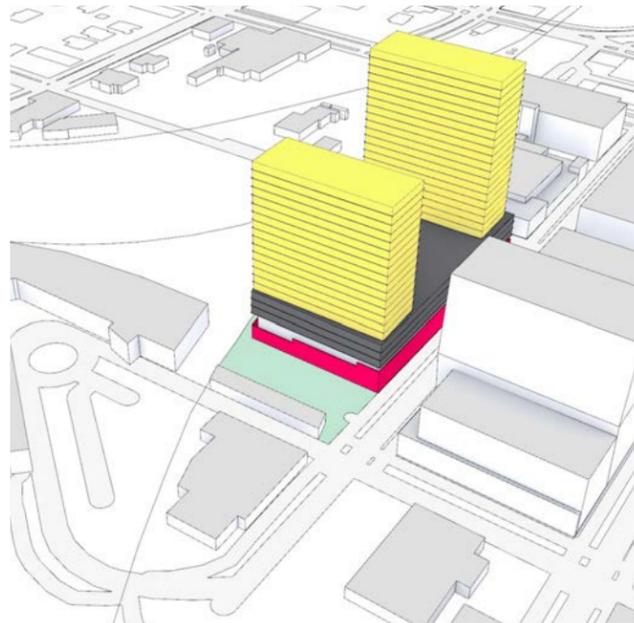
Key success factors in the first stages of the development approach will be:

- Sizing each type of space appropriate to the market
- Sizing each building
- Setting costs and budgets to meet rent targets
- Determining the proper levels and types of integration and separation of RUS Bus operations from tenant spaces
- Service and back of house areas and access for each use
- Parking
- Public Space and Public Access
- Affordable Housing
- Connection to Union Station
- Zoning and City of Raleigh relationship
- State and Federal requirements and restrictions due to use of public monies
- Brownfields and environmental conditions
- Use of additional financial tools (New Market Tax Credits, affordable housing tax credits, city and/or county finance participation, etc).

Specific to some of the items mentioned in your RFQ:

- Non-traditional financing. We will explore all possible additional financing tools and options that may be available to the project and run a cost/benefit analysis on which should be pursued.
- Affordable Housing. We are committed to supporting some level of housing affordability and variety with this project. Every dollar of housing affordability support must come from some source (tax credit, public subsidy, lower land value, higher rents paid by market tenants, etc). We are confident we can find the right positioning of these levers to achieve some housing affordability that will please GoTriangle and the community.
- Brownfields. We have completed three (3) brownfields in downtown Raleigh and are very familiar with the NCDENR process, and can structure a brownfields agreement that best benefits the project. We also have deep experience in environmental remediation and working with contaminated sites.
- FTA. We will comply with FTA requirements and have team members with strong FTA experience and understanding. We will seek to structure the financial and legal elements of the project for full compliance and maximum market and capital raise flexibility.
- Existing Warehouse Walls on West St. We would like to further study opportunities to preserve some of the existing warehouse walls. There are both benefits and costs, qualitatively and quantitatively, when seeking to preserve such elements. For example, preserving a section of wall can create a notable and historical linkage for the project, and preserving a section of wall along West Street would cause a narrow sidewalk width. Design and dimensions, historical context, logistics during construction, costs, schedule, and other items all factor into the best decision. We are enthusiastic to explore the possibilities.

In summary, our development approach will be collaborative, informed, disciplined, function focused, and performance based. In addition, we approach our projects in a way that builds relationships and creates friendships, that is enjoyable and team-oriented, that seeks to preserve and advance our partners and team members' many interests and goals, and in the end creates a wonderful place that benefits our community and that we are all proud of, not just on opening day but many years down the road.



1

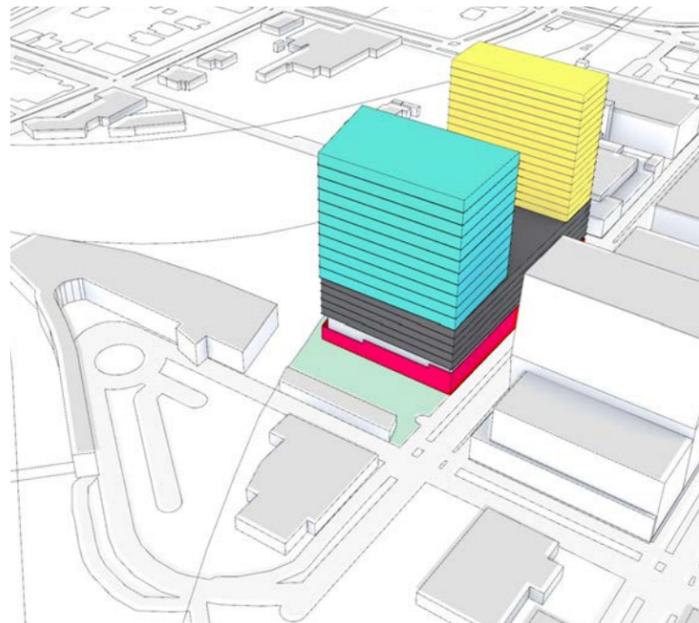
Residential (Big)

HEIGHT 291 FT

+

Residential (Little)

HEIGHT 247 FT



2

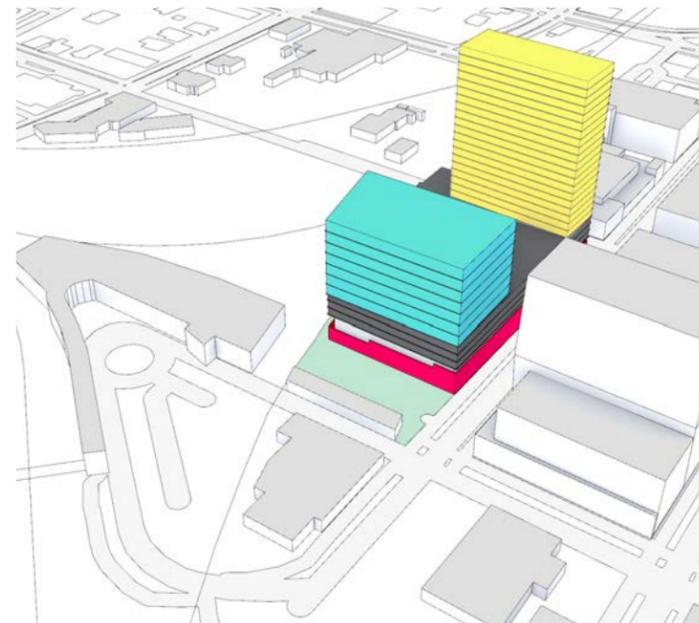
Residential (Little)

HEIGHT 269 FT

+

Office (Big)

HEIGHT 258 FT



3A

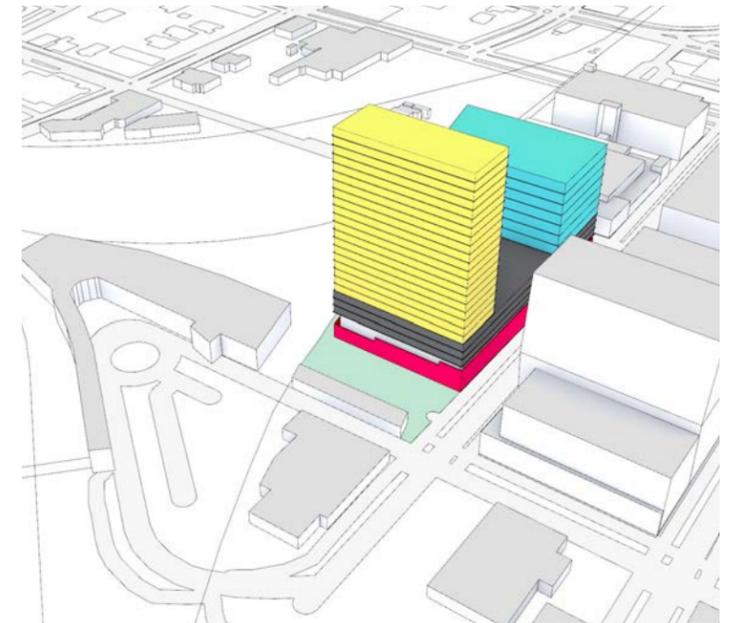
Residential (Big)

HEIGHT 291 FT

+

Office (Little)

HEIGHT 176 FT



3B

Residential (Big)

HEIGHT 291 FT

+

Office (Little)

HEIGHT 176 FT

SITE AREA: 1.76 ACRES / 76,665 SF
 FAR: TBD
 MAX HEIGHT: TBD

Option #1

1 RESI (big)

TOTAL UNITS (220 - 280): 280 UNITS
 TOTAL SF (800SF /UNIT): 224,000 SF
 CORE & CIRC & MECH (15%): 33,600 SF
 PARKING (1/UNIT) 280 SPACES

TOTAL RESI: 257,600 SF

+ 1 RESI (little)

TOTAL UNITS (220 - 280): 220 UNITS
 TOTAL SF (800SF /UNIT): 176,000 SF
 CORE & CIRC & MECH (15%): 26,400 SF
 PARKING (1/UNIT): 220 SPACES

TOTAL RESI: 202,400 SF

TOTAL SF: 460,000 SF
 PARKING: 500 SPACES
 PARKING SF (400SF / SPOT): 200,000 SF

TOTAL PROJECT SF: 660,000 SF

Option #2

1 RESI (little)

TOTAL UNITS (220 - 280): 220 UNITS
 TOTAL SF (800SF /UNIT): 176,000 SF
 CORE & CIRC & MECH (15%): 26,400 SF
 PARKING (1/UNIT) 220 SPACES

TOTAL RESI: 202,400 SF

+ 1 OFFICE (big)

TOTAL RSF (140K - 240K): 240,000 SF
 CORE & CIRC & MECH (15%): 36,000 SF
 PARKING (3/ 1,000 RSF) 720 SPACES

TOTAL OFFICE: 276,000 SF

TOTAL SF: 478,400 SF
 PARKING: 830 SPACES *
 PARKING SF (400SF / SPOT): 332,000 SF

TOTAL PROJECT SF: 810,400 SF

Option #3

1 RESI (big)

TOTAL UNITS (220 - 280): 280 UNITS
 TOTAL SF (800SF /UNIT): 224,000 SF
 CORE & CIRC & MECH (15%): 33,600 SF
 PARKING (1/UNIT) 280 SPACES

TOTAL RESI: 257,600 SF

+ 1 OFFICE (little)

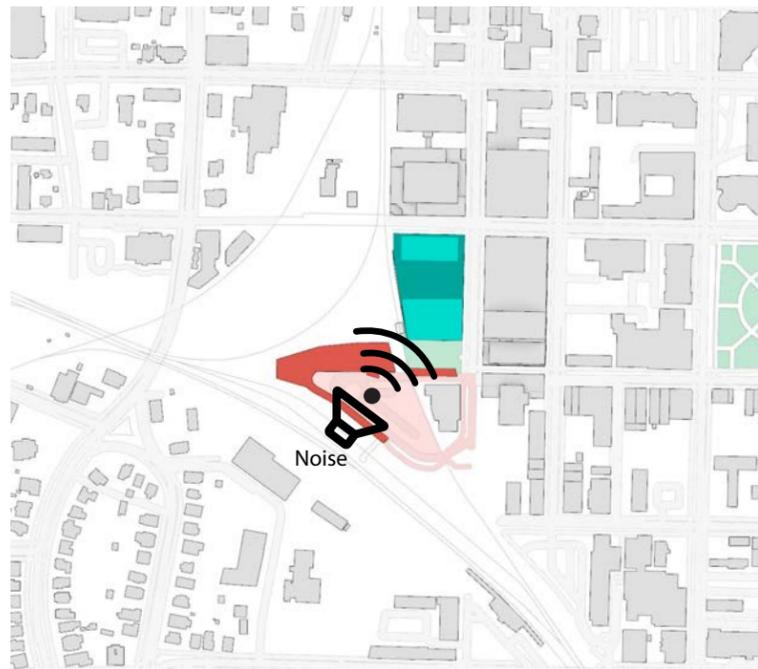
TOTAL RSF (140K - 240K): 140,000 SF
 CORE & CIRC & MECH (15%): 21,000 SF
 PARKING (3/ 1,000 RSF) 420 SPACES

TOTAL OFFICE: 161,000 SF

TOTAL SF: 418,600 SF
 PARKING: 560 SPACES *
 PARKING SF (400SF / SPOT): 224,000 SF

TOTAL PROJECT SF: 642,600 SF

*NOTE: OFFICE USES 1/2 RESI SPACES.

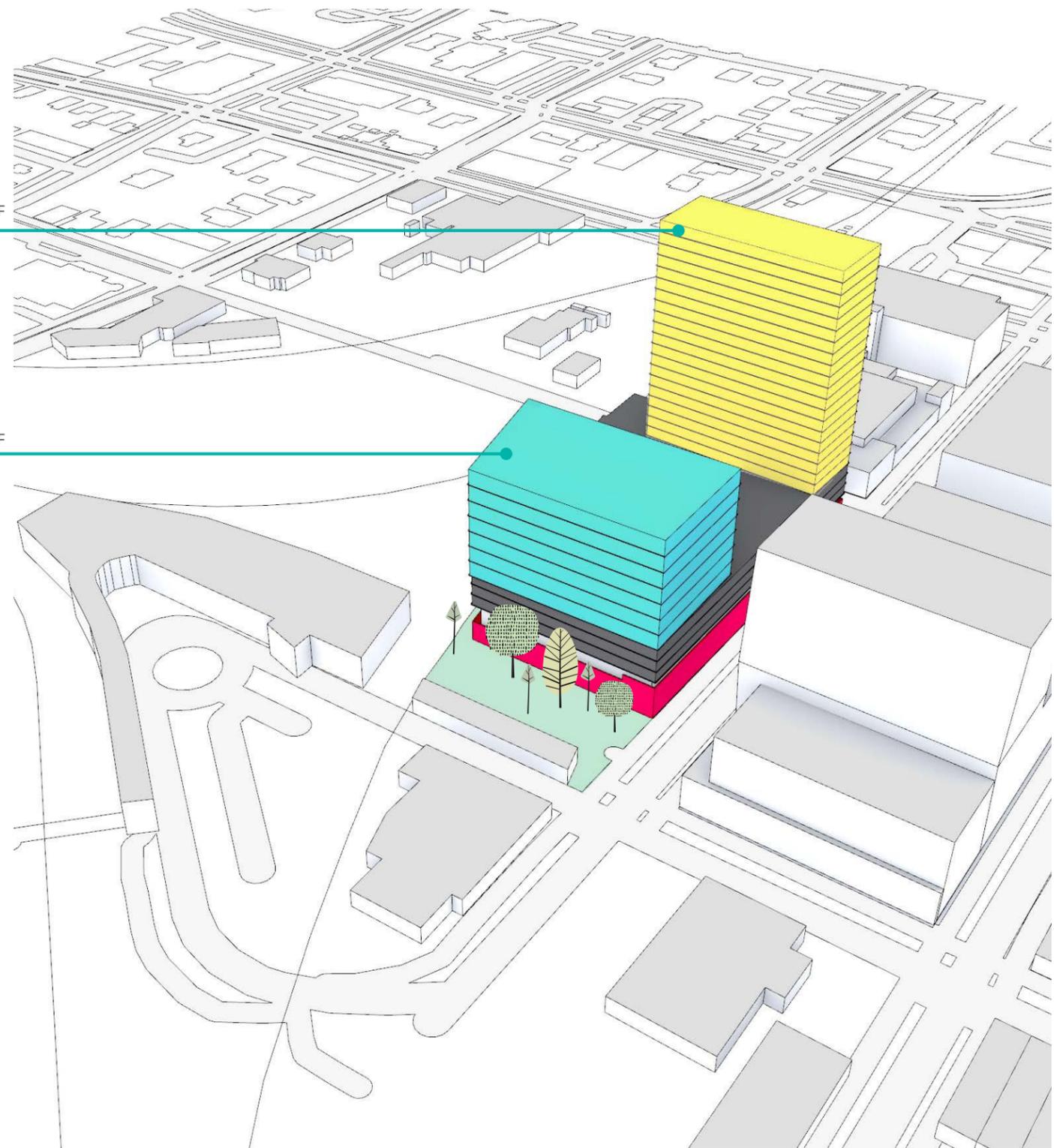


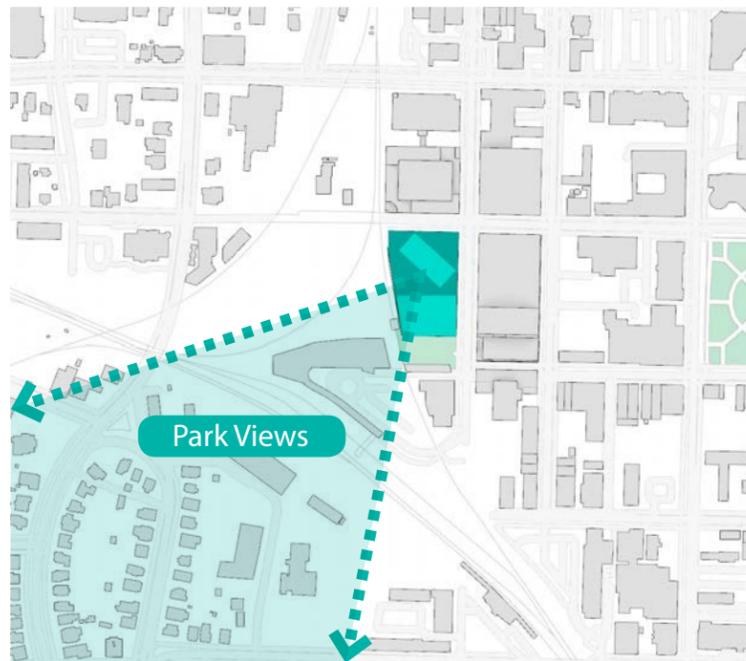
1

Position Office Tower to Mitigate Noise from Station

HEIGHT: 291 FT
TYP FLOOR AREA: 12,600 SF

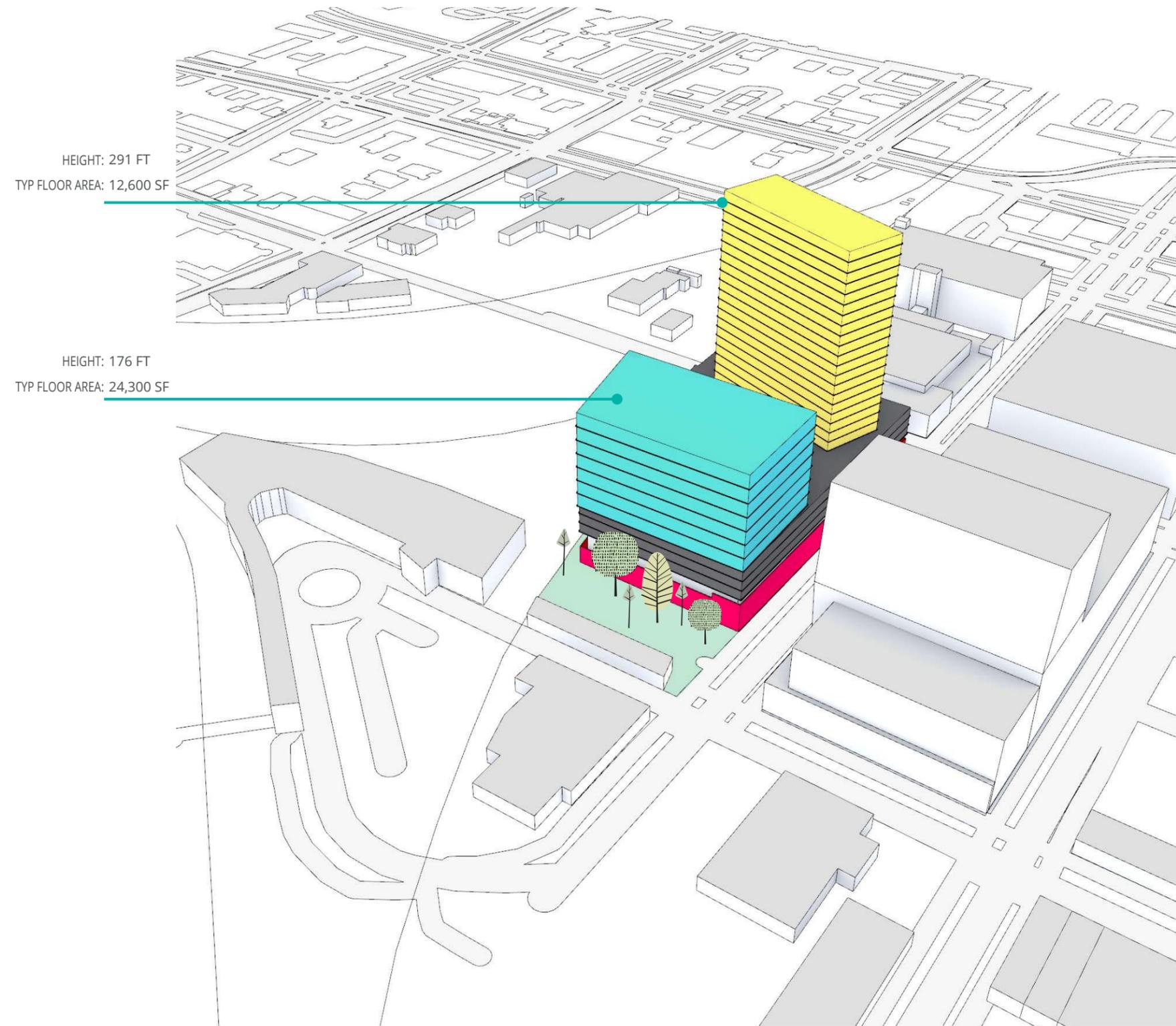
HEIGHT: 176 FT
TYP FLOOR AREA: 24,300 SF

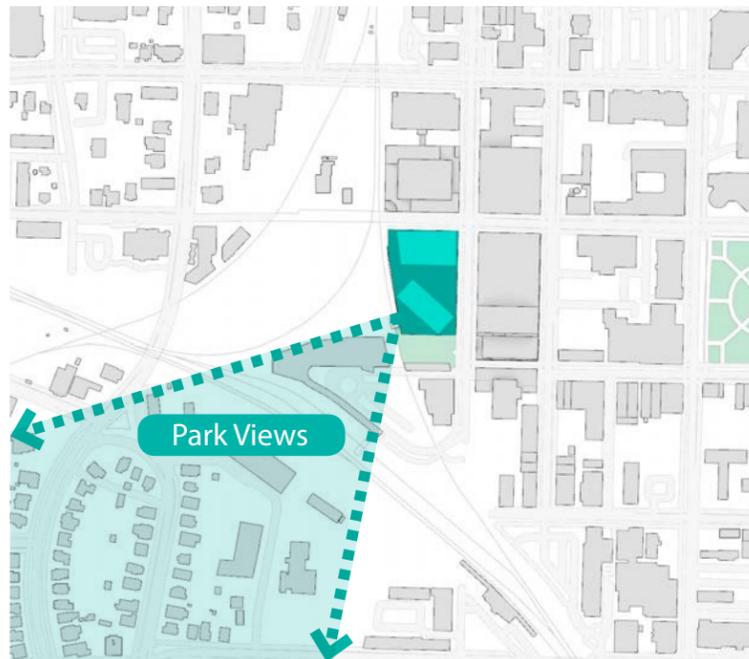




2

Angle Residential Tower Towards Prime Views



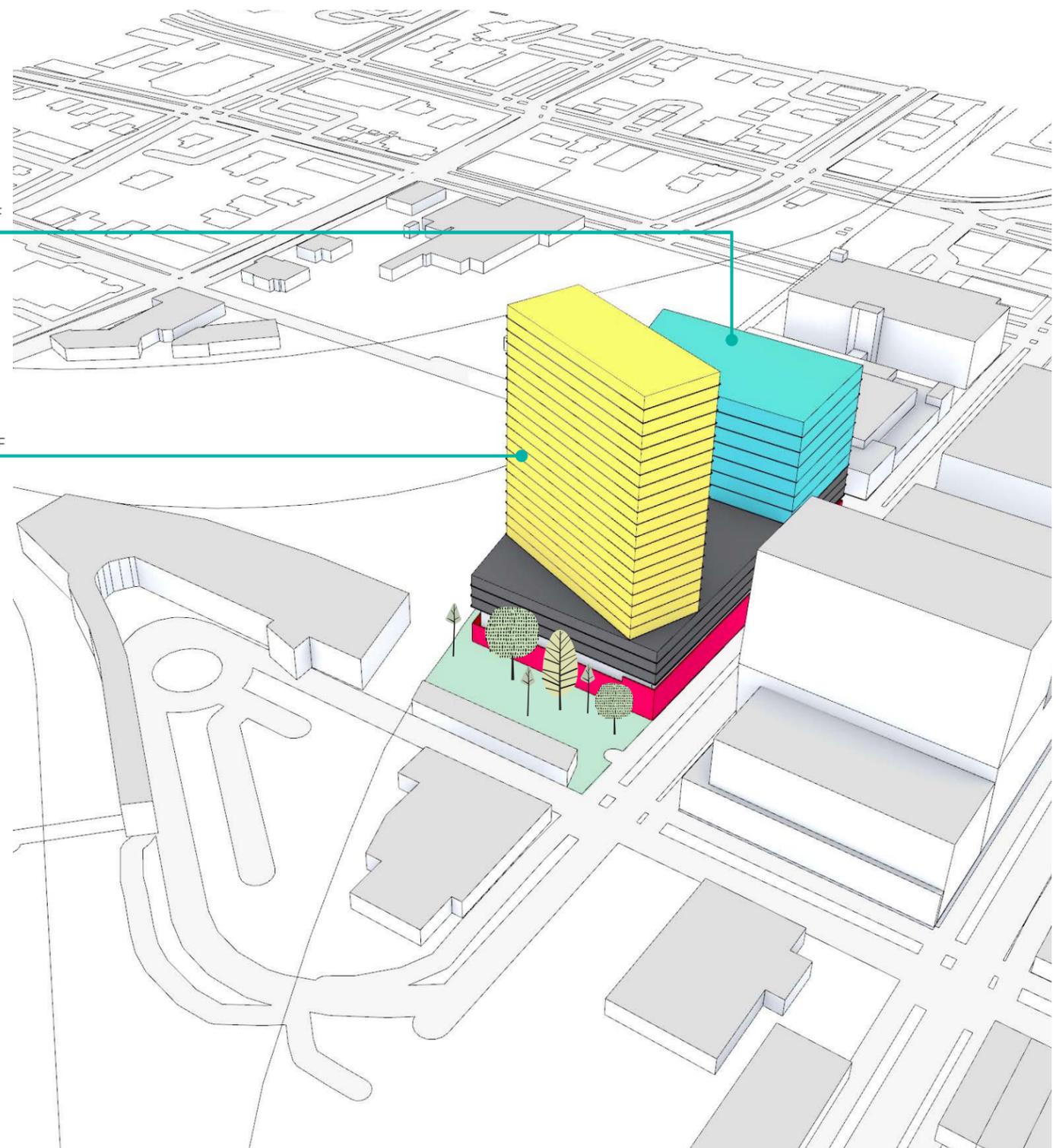


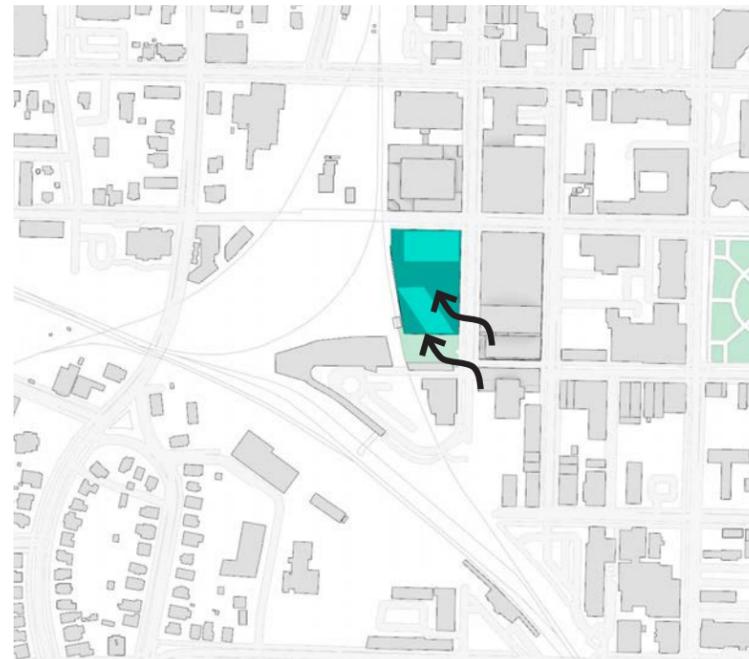
3

Angle Residential Tower
Towards Prime Views

HEIGHT: 176 FT
TYP FLOOR AREA: 24,300 SF

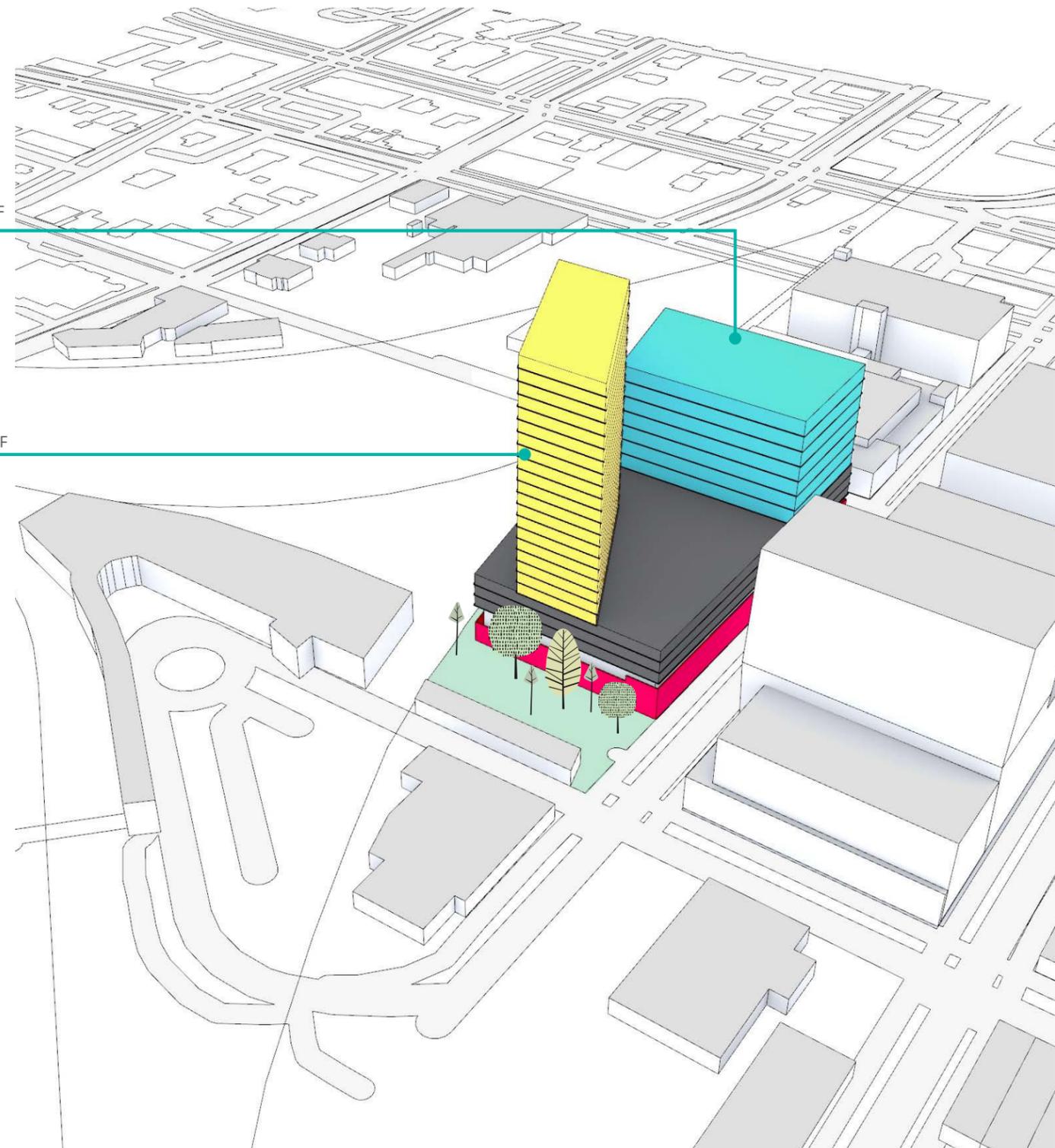
HEIGHT: 291 FT
TYP FLOOR AREA: 12,600 SF





HEIGHT: 176 FT
TYP FLOOR AREA: 24,300 SF

HEIGHT: 291 FT
TYP FLOOR AREA: 12,600 SF



4

Reduce Street Wall
Allow More Light & Air onto Plaza

05 > FINANCIAL CAPABILITY

We will achieve a successful capital raise for this project. Successful capital raises start with a best-in-class sponsor who has a solid track record, deep market knowledge, and the development expertise to deliver great buildings at the right time at the right price. Our \$700,000,000 in project capitalization and development experience speak to our sponsor capabilities which include successfully raising capital for our projects.

The Triangle marketplace is our home field of play. We have worked here for over 30 years and know this local market very well. We know the local municipalities, elected officials, codes and ordinances, planning staffs, the politics and political winds, available sites, available space, the competitive landscape, absorption and vacancies, the strategies and capabilities of competing landlords, general contractors and subcontractors, land use attorneys, architects and engineers, brokerage and leasing professionals who represent tenants looking for space, neighborhood representatives, and a host of other types of professionals and market conditions that one needs to know to execute a successful project.

Most importantly, we know what office, residential and retail tenants need and want in a building, and what they will pay for it. So, we customize each project's design, size, dimensions, materials, access, parking, systems, amenities, services, operating expenses, and more, to create a unique building at the right rents. This drives high tenant demand and a quick lease-up to full occupancy. This in-depth market knowledge of what customers will pay in rent enables us to confidently select the product type and size, set budgets, create design parameters, and deliver exciting and innovative projects that generate the financial returns capital seeks.

In other words, a beautiful building with the right financial returns generates high investor and lender interest. If done properly, the capital raise process for a solid project generates competition among many capital providers to win the deal. This means the project not only raises the capital it needs but also gets more favorable terms and conditions for that capital.

Our ability to raise capital for your project stems from our track record of developing great properties tenants want to lease at rents that create attractive returns capital providers need.

Our competitive advantage in raising capital starts when we first concept a project. Before we start drawing, we first determinate what type of space the market needs most in that location. Then, we set the cost and rent metrics for the yet-to-be-designed building to achieve the financial parameters we know will attract capital: lenders target debt service coverage and loan to value metrics, and equity investors target internal rate of return and equity multiple metrics. We keep such parameters in the forefront of the concepting and visioning process. Then, once the concept is finalized, we design the project to intersect those costs and rents. Once this is completed, we have a designed project with a preconstruction finance package that is easy for capital to understand and underwrite.



One variable in capital raises are economic and competitive conditions. We keep abreast of these conditions and adjust the financial profile of our projects during design to maintain the returns capital needs. This is important, because capital availability is not a static proposition in a changing economy: sometimes lenders are eager to lend, and sometimes they are cautious. Sometimes equity investors are flush with capital to invest, and sometimes they are fully invested. In addition, the cost of capital changes quarter to quarter and year to year, as do associated terms and conditions. A successful development project anticipates these movements in advance for a successful future capital raise. Our capital expertise includes knowing these capital providers and their requirements and forecasting their appetites and risk profiles when the project is ready for capitalization and construction. This knowledge, in combination with internal cash to bridge when necessary, enables predictable and successful capital raises.

We source equity from institutional equity investors, pension funds, family offices, and high net worth individuals, depending on project requirements. We source construction financing and permanent debt from commercial banks and life insurance companies, again according to project requirements.

With a project of the size of RUS Bus, capital sourcing will be national institutional commercial real estate equity platforms and national commercial construction lenders. Best practices include refraining from identifying specific

short-list capital sources for this particular project at this time; however, equity names as illustrative examples would include USAA, MetLife, NY Life, Goldman Sachs, AEW, and Morgan Stanley; and lender names as illustrative examples would include Bank of America, Wells Fargo, SunTrust, TD Group, JPMorgan, and PNC. We also have ample internal capital to deploy into projects for predevelopment and execution positioning.

We finance each individual project on a stand-alone basis at the time it is ready to commence construction, as is industry practice, with its own balance sheet and income statement. Each project has its own financial performance characteristics: cost basis, rents, operating expenses, yield on cost, size, market conditions, tenant demand, competitive space, and the condition of and forecast for the local and regional economy.

This particular RUS Bus project has strong starting fundamentals – an excellent location and dynamic urban mixed-use potential – and we are confident in our ability to capitalize on these strong fundamentals to vision and deliver a financially successful and transformative project. Our track record of cutting-edge commercial developments, from project conception to sale, at all points in the economic cycle, is a reliable indicator of our ability to raise financing for this exciting RUS Bus project.

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