



**BE GOOD**  
DEVELOPMENT PARTNERS

# **EVANS-FINTUBE DEVELOPMENT PROPOSAL**

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# PROJECT VISION

## AL·CHE·MY

/ˈALKəMĒ/

noun

- 1.the medieval forerunner of chemistry, based on the supposed transformation of matter. It was concerned particularly with attempts to convert base metals into gold or to find a universal elixir.
- 2.a seemingly magical process of transformation, creation, or combination.
- 3.*the catalytic collision of Black brilliance, ingenuity, art, grit, entrepreneurship, land ownership, innovation and cultural disruption*

## VISION STATEMENT

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What would have happened if the urban Freedom Colony known as Greenwood, would have been allowed to naturally expand and grow as deep and wide as the genius it was fueling? The physical and psychological constraints of racial segregation, Jim Crow, urban renewal, infrastructure and environmental racism - squeezing and constraining the economic autonomy and ultimately, the agency and freedom of Blacks in Tulsa, OK.

What would resistance to constraint, as observed in the built environment, look like for our ancestors? Did they contort themselves into tighter spaces, those Black spaces not previously scorched or incinerated? Or, would they reimagine, reform and reshape the exteriors of these inherited, neglected spaces, recapturing both the ground and future sky?

The redevelopment of Evans Fintube, as proposed by Be Good Development, is a visionary response to the ancestors' call - take the sky. As brilliant, elevated and joyful as the ambitions of those who sowed their lives into the soil of Greenwood, we endeavor to deliver on the aspirations of their descendants, constrained at the cultural, historical and political crossroads of North Tulsa.

It's an honor to develop, in concert with the community, the Evans Fintube site. Whether it's through reconnecting the site to Deep Greenwood, through placemaking, art, and streetscaping; honoring the pre-1921 built environment through a work, play, stay concept; forging a new future and economic prosperity through historic preservation and adaptive reuse; reclaiming safe Black spaces through an art park oriented towards spatial belonging; or, catalyzing the dormant imaginations, genius and brilliance of Black Tulsans and the diaspora through the erection of a 42-story commercial mixed-use building and tower - the Beacon - beckoning us to the sky.

No longer constrained, no longer in unmarked graves/spaces, rightfully in the future.

WE RESERVE THE RIGHT TO CONTINUE TO REFINE THE DEVELOPMENT DETAILS





## ARCHITECTURE AS WITNESS





# DEVELOPMENT APPROACH

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## VISION FOR DEVELOPMENT

Tulsa, like many US cities, is challenged by a persistent geography of racial, environmental/spatial, and economic injustice, in which its Black and Brown residents are hyper-concentrated in underinvested neighborhoods and systematically isolated from the resources, amenities, and opportunities needed to thrive. From 1921 to present, the structural inequities and barriers to ownership that many Black Tulsans face are situated at the intersections of race, poverty, and **THIS** place.

As stated in the RFQ, the master development of Evans-Fintube co-creates a development vision that both acknowledges the generational harm caused by the 1921 Tulsa Race Massacre and rebuilds, using the ancient tools, elements and bricks of Black Wall Street, to create the ecosystem for prosperity and innovation.

## **ENTREPRENEURIAL ECOSYSTEM + PLACE/SPATIAL BELONGING + PRESERVATION + COMMUNITY-ROOTED ECONOMIC INCLUSION = (THE ELEMENTS OF) GREENWOOD CULTURAL INNOVATION DISTRICT**

Our team understands that to “fireproof” the future, we must reposition the full 22-acre Evans-Fintube Tract, into an Innovation Hub and epicenter for arts, culture, entertainment, dining, entrepreneurship, and community ownership. All the data from listening sessions, stakeholder engagement, Evans-Fintube feasibility study, Equality Indicators, Resilient Tulsa strategies and Building Wakanda community convenings point to a destination place – that **PLACE** is the creation of a Greenwood Cultural Innovation District, with the land, in trust to community, as the launch pad.

## IMPORTANCE OF PLACE - ARCHITECTURE AS WITNESS

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Situated at the easternmost portion of Deep Greenwood, the historic Oklahoma Ironworks building was a witness to the 1921 Tulsa Race Massacre and the subsequent systematic destruction of Black opportunity and generational wealth.



Physical places are a vital component of a community. The more physical resources we remove from a place, the easier it becomes to erase the sense of place and historic orientation within a community. This is why it is imperative to retain the Ironworks Building and allow it to act as the backdrop for, and witness to, a new era of Black innovation and wealth creation.

Where once the Oklahoma Ironworks Building provided the steel structure for the innovative Art Deco architecture for Tulsa's downtown, the adaptive reuse of this historic building will provide the structure for creating a vibrant and thriving mixed-use innovation district development - acknowledging the adage, "new ideas need old buildings".

We assert that the historic building, BMX Headquarters, existing rail line, I-244 and US-75 are assets to be leveraged, and provide the space to reimagine and revision connectivity, accessibility/walkability, cultural memory, voice, belonging and being for Black Tulsans and Greenwood neighbors.

Reclamation, preservation and the adaptive use of the historic building provide the City of Tulsa a path to repair past wrongs and restore confidence with Black Tulsans and North Tulsa.

## IMPORTANCE OF PLACE - ARCHITECTURE AS WITNESS

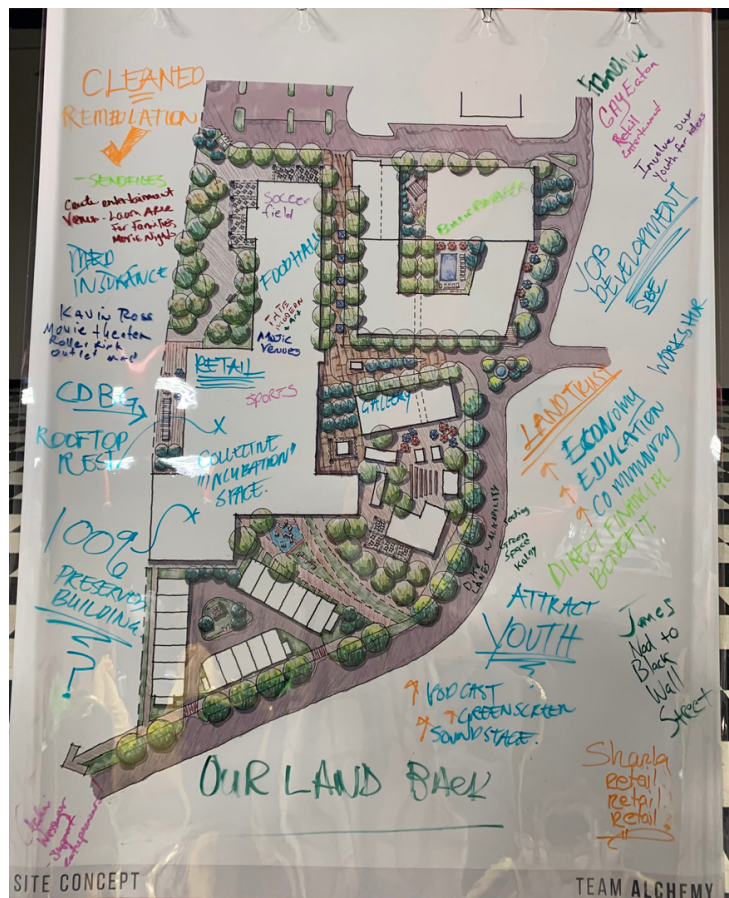
We understand and recognize how this place can be the genesis for the third rebirth of Greenwood and Black Wall Street. It can be the place where Black Tulsans can be their whole selves and feel comfortable - in a place uniquely programmed, designed, and organized by, for, and with them. It is a place to see and be seen, and to be the global epicenter of Black Culture. For the businesses, locals, and those from afar it is a place to build wealth, share wealth, and enjoy wealth amongst a common goal.

We believe the time is now for this place to be that spark and to literally build what the future of Greenwood looks and feels like. With all eyes on Tulsa, there is not a better place, or team, to start with than BGD, to reshape, reform and reimagine inclusive prosperity.

While we propose in this submission a plan for vertical and horizontal improvements for the Evans Fintube RFP Site, BGDPA will continue to collectively vision with the community on the final site layout, design, tenancy mix, and programming through an intentional and focused community engagement and co-design process.

## COMMUNITY FEEDBACK:

SMALL BUSINESS  
ENTREPRENEURSHIP  
MARKETPLACE  
FOOD HALL  
DINING OPTIONS  
RETAIL  
THEATER  
ENTERTAINMENT  
SPORTS/TRAINING  
LAND BACK  
ART GALLERY  
YOUTH INVOLVEMENT



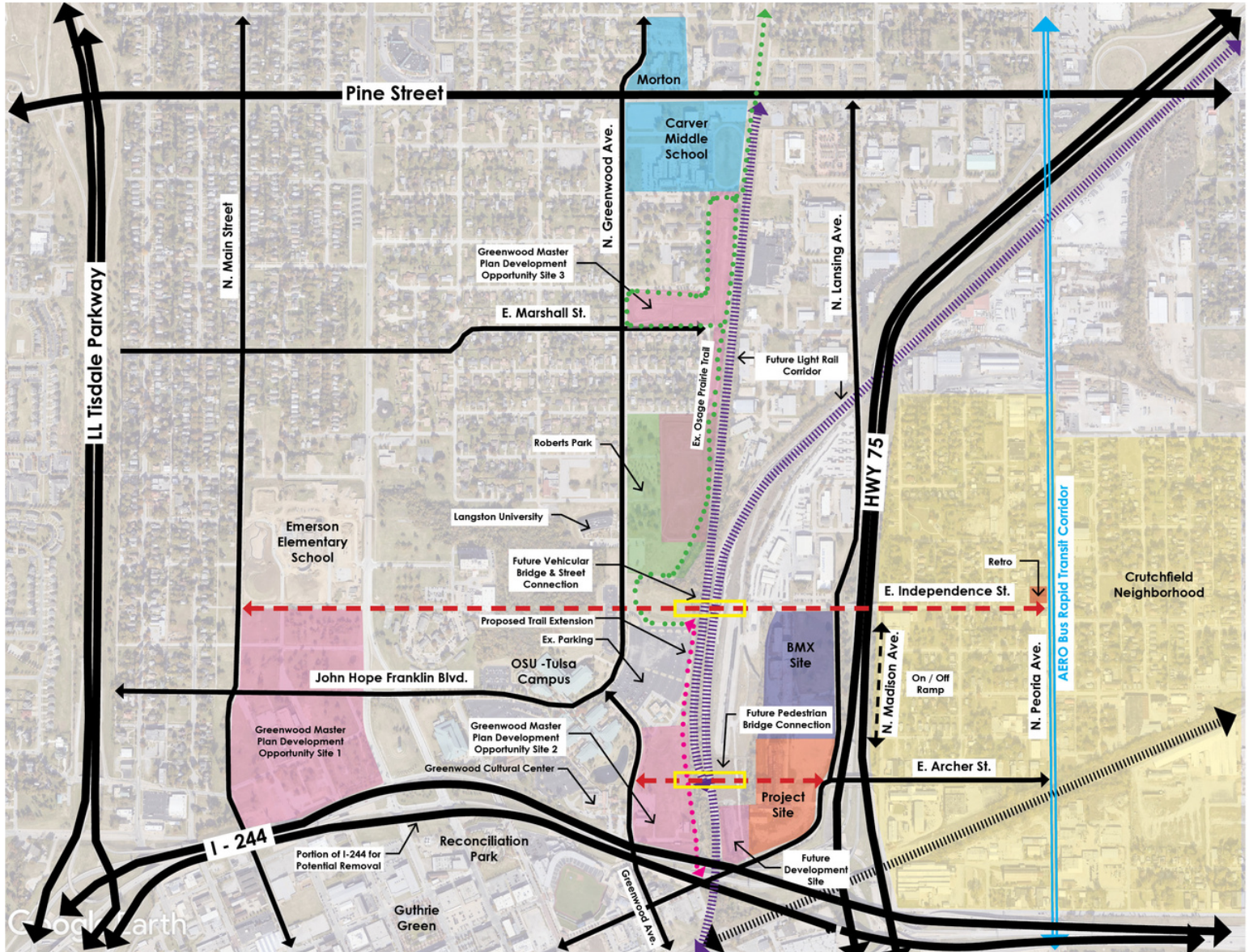




Scorched Earth - Mark Bradford



## SITE CONTEXT + CONNECTIVITY



The Evans Fintube project site is bordered by the new BMX development to the north, Highway 75 to the east, Interstate 244 and E. Archer Street to the south, and the existing railroad tracks to the west. The site is accessible from E. Archer Street when traveling north, east, or west and from N. Lansing Ave. when traveling south. The project site is located just east of the downtown ONEOK baseball stadium and Greenwood Ave., which serves as the commercial corridor for the Greenwood Historic District.

While the site initially appears to be disjointed from the immediate Greenwood District and the greater downtown Tulsa area, there are several future opportunities, some of which have been previously studied and recommended, that exist for better pedestrian and vehicular connections.



## SITE CONTEXT + CONNECTIVITY

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Our development concept anticipates utilizing a wide multi-use path that connects to the existing at-grade sidewalk along E. Archer Street and will continue north along the west side of the existing railroad track to connect to the existing Osage Prairie trail. This initial at grade trail connection will provide convenient pedestrian connections between events being held at BMX, events within our project development, and events such as Juneteenth that currently take place on the vacant parcel west of the railroad tracks just behind Vernon AME. As the BMX facility and the Evans Fin tube sites reach their full development potential, a future pedestrian bridge over the existing railroad tracks should be studied and considered.

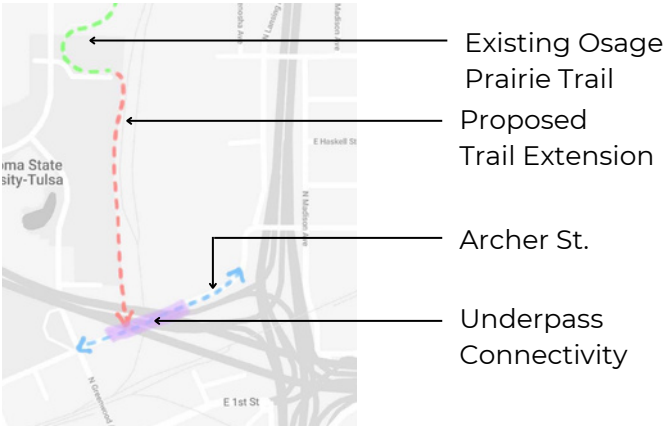
In addition to the future pedestrian connections, a future vehicular connection that allows for E. Independence Ave. to cross the existing railroad tracks is greatly needed. This critical connection point and the future expansion of E. Independence Ave. to N. Main Street to the west would ensure that the Heights's neighborhood, future redevelopment of the Greenwood Master Plan Opportunity Site #1, Emerson Elementary, BMX/Evans Fintube, and the Crutchfield Neighborhood are all linked directly along E. Independence Ave. to the existing Aero Bus Rapid Transit corridor located along N. Peoria Ave.

If implemented, this corridor has the potential to stitch future mixed-use development, housing, elementary and higher education, parks/open space, and commercial uses through the very heart of the Greenwood District.





# DEEP GREENWOOD CROSSING



Where once the highway acted as a physical barrier to economic opportunity, the BGDP team proposes that the Greenwood Innovation District will instead leverage the opportunity to reimagine connectivity and the way that people interact with infrastructure.



Deep Greenwood Crossing is an opportunity to not only provide physical connectivity but a sense of place and spatial belonging. Through placemaking, art, landscaping, and lighting, this place will provide a pedestrian hub - connecting Deep Greenwood up Archer to Lansing, as well as providing additional connection and access to Osage Prairie Trail extension and the Juneteenth lawn.





OVERALL SITE PLAN



## MOVING THROUGH THE SITE

With improved pedestrian access from Deep Greenwood and downtown Tulsa, the primary flow of pedestrian traffic will come up from E. Archer St through Deep Greenwood Crossing.

The massing and scale of the **Work | Stay | Play** buildings at the southern end of the site are similar to that of Deep Greenwood, providing a sense of place and spatial belonging as you enter the site.

Moving north, the **Railroad Park and Central Green** (Art Park) provide ample green space for pedestrian-focused activities and events. The Central Green would provide an opportunity for overflow and secondary stages for festivals and events, such as Juneteenth, or music festivals, with additional opportunities throughout the park for pop-up vendors and markets.

The **Historic Ironworks Building** acts as an anchor to the site - running north-south along the western edge - providing a connection to both the park and the BMX site.

**Market Street** is a pedestrian street, allowing dedicated pedestrian travel between the Ironworks building, the BMX site, and the mixed-use tower and elevated plaza.

The site development culminates at the North with an **iconic mixed-use tower** - a beacon of success and a symbol of the rising of Greenwood.





# WORK | STAY | PLAY

Scan or Click  
for Fly-Through



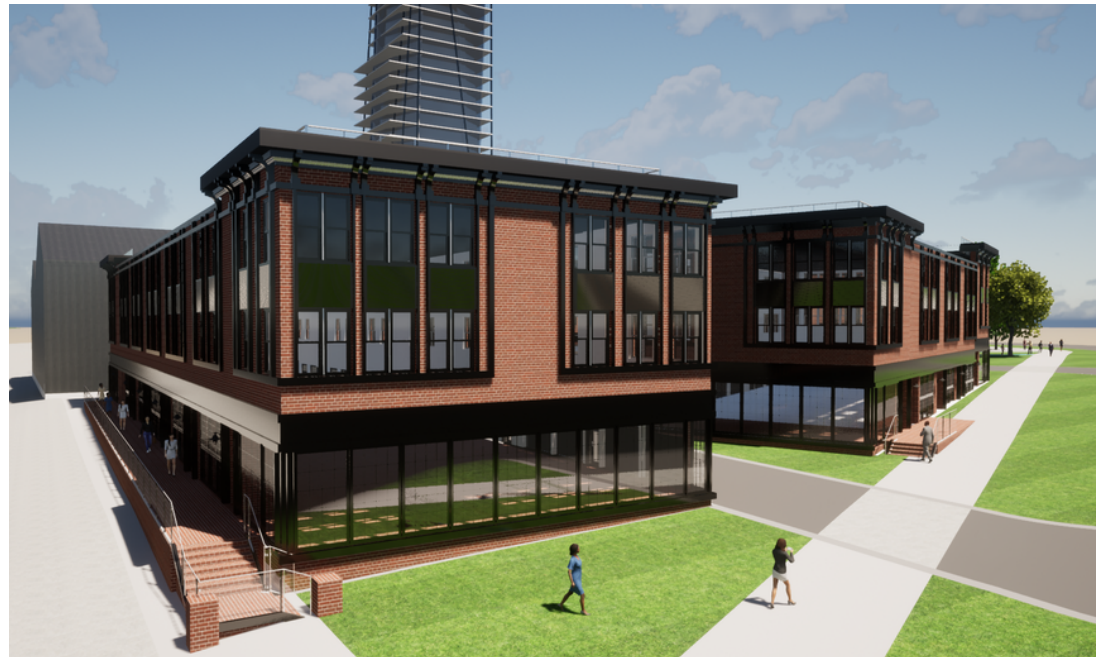
18 units - 3750 sf/u.

Planned for the south end of the factory is the work | play | stay townhomes. The finishes of the factory are replicated in the cladding of the residences to create a cohesive palette including brick and ornamental steel.

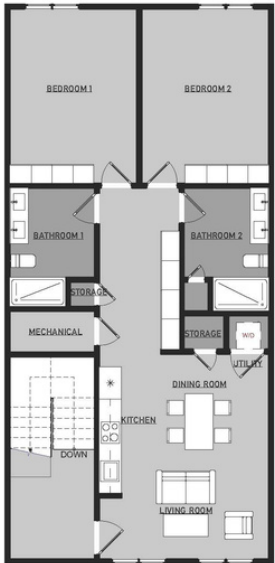
At ground level, there is 400 sf of space dedicated for Retail or Office space.

The second and third levels have the potential to be combined as a single unit or separated into two. In this example, the second level could be an Airbnb, 2 bed 1 bath, and the third level, a perfect roommate set up as a 2 bed 2 bath.

Architecturally, these buildings are a nod to the historic Greenwood structures. The similar styling and massing provide a sense of familiarity and connection between Deep Greenwood and the site, as you approach through Deep Greenwood Crossing. Above, on the second and third levels, black brick coursing is used along the parapet and window bays. Steel framed windows tie in to the industrial nature of the Ironworks building.



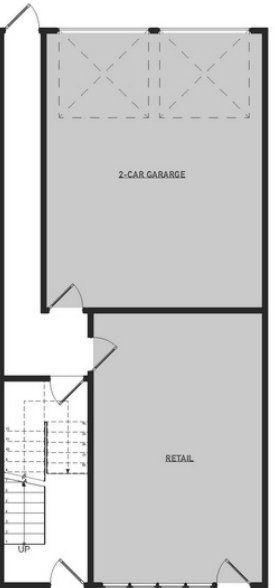
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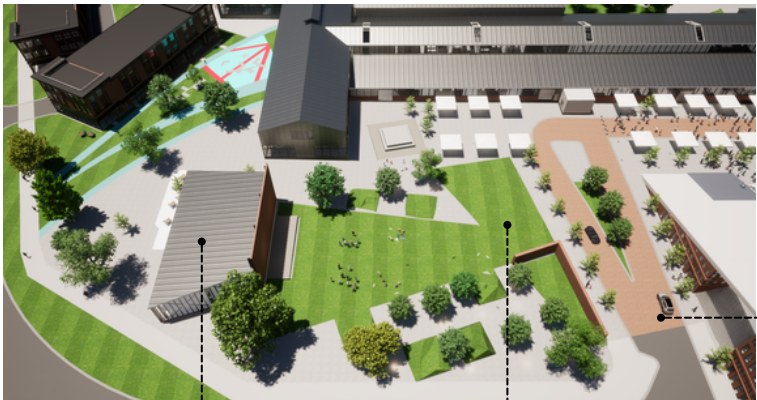


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COMMUNITY OPEN SPACE



ART PARK

Welcome  
Center & Dining

The Lawn

Green space, outdoor performance and restaurant spaces create additional connection opportunities at the west elevation of the factory.

Native Way  
Passage

Scan or Click  
for Fly-Through



ART PARK MOVIE NIGHT



RAIL PARK SOUTH ACCESS



# IRONWORKS BUILDING ADAPTIVE REUSE

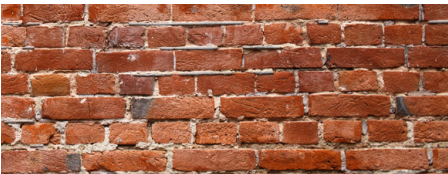
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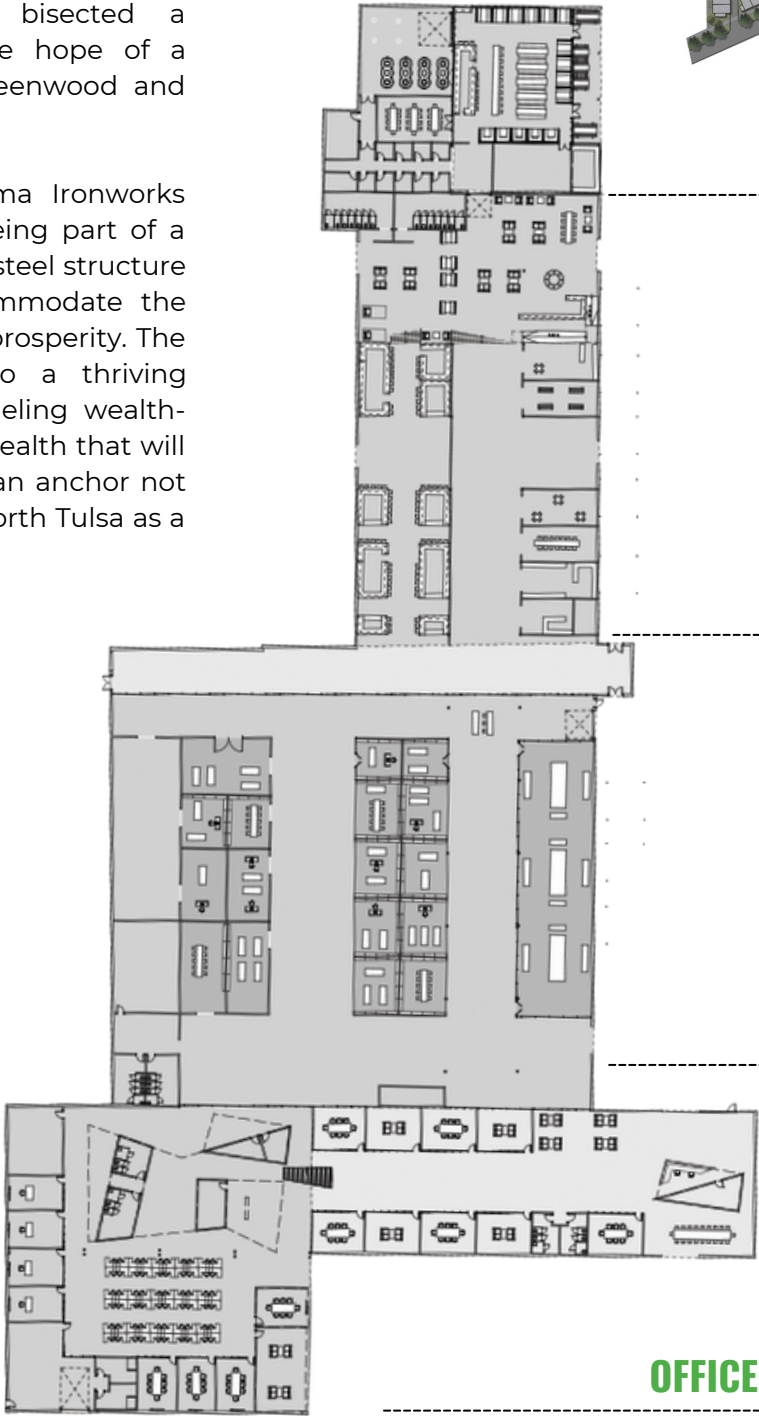
Why preserve and renovate the factory? The Oklahoma Ironworks building was “a witness” to both the flourishing, and the destruction, of a community. The will of a people contributed to a resurgence of Greenwood, only to be set back again by the construction of a highway that bisected a community. This proposal carries the hope of a renewal that finally gives back to Greenwood and North Tulsa and sustains its growth.

The Evans Fintube site and Oklahoma Ironworks building plays an important role in being part of a rebirth of a community. The expansive steel structure and surrounding buildings will accommodate the necessary amenities to fuel economic prosperity. The Factory will again be a witness to a thriving community, with a new purpose - fueling wealth-building as a conduit to generational wealth that will sustain prosperity. This time it will be an anchor not just for the development site, but for North Tulsa as a whole.

The factory finishes, clad in glass and brick, supported by steel, inform the finishes of the surrounding buildings, creating a cohesive palette in support of the project’s mission.



**\*SEE APPENDIX A FOR VERTICAL  
PROGRAMMING TABLES**



**RESTAURANT/  
BREWERY**

**FOOD HALL +  
RETAIL**

**MAKERSPACE**

**OFFICE + INCUBATOR**

RESTAURANT / BREWERY

The Northmost zone is a Restaurant / Brewery which could have the capacity to seat and hold around 150 occupants. Its orientation and design connect visually to the BMX site via a floor-to-ceiling glazed opening to the north and ample patio seating along the east and west sides.



\*Representational Image - Surly Brewing Co, MN



COMMUNITY THEMES  
ADDRESSED:

- Entertainment
- Black-owned Businesses
- Economic Opportunity



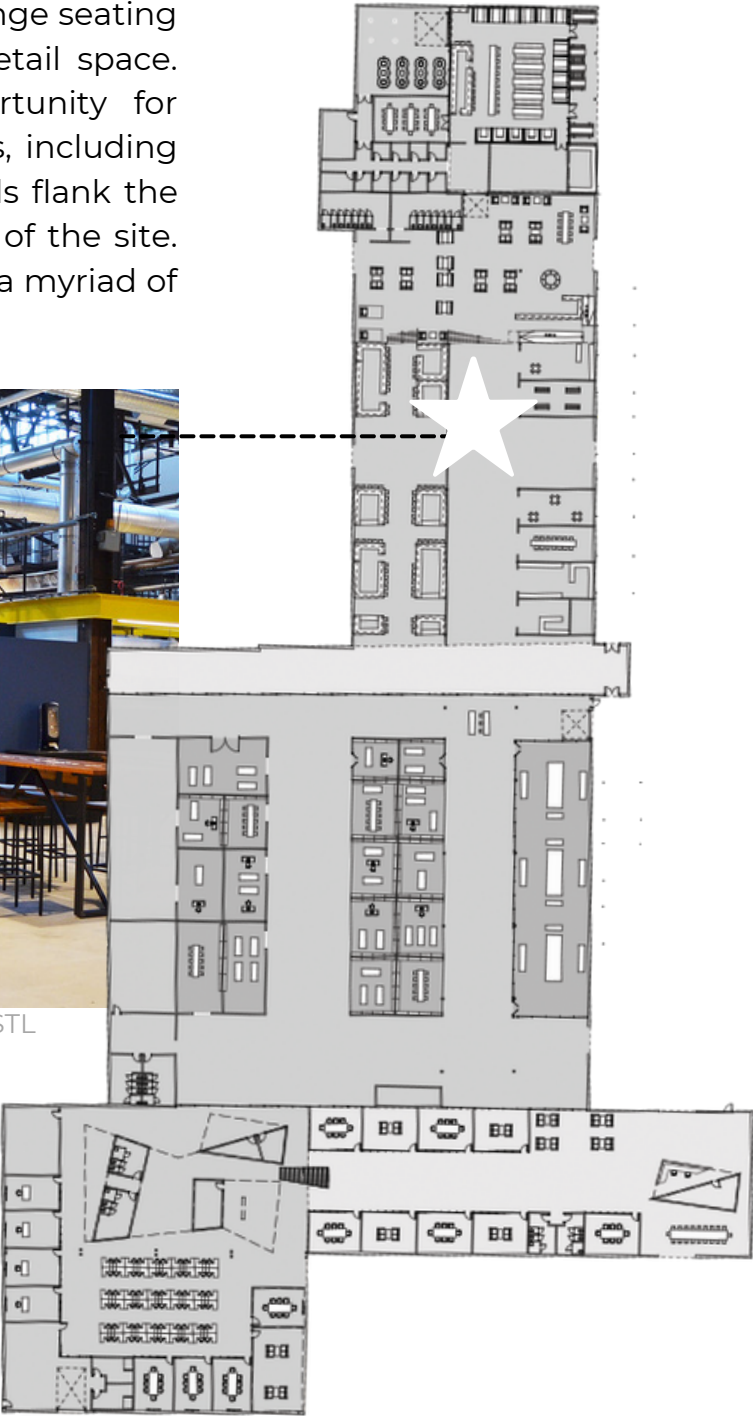
# IRONWORKS BUILDING ADAPTIVE REUSE

## FOOD HALL + RETAIL

At the heart of every home is a kitchen with some yummy food for sharing and some common time for spending together. This is that place. Lounge seating buffers the Brewery from the Food & Retail space. The western edge provides the opportunity for almost 7,000 sf of potential food vendors, including space for lactation rooms. Six tenant stalls flank the eastern edge, with views out to the core of the site. The center spine of this area is flexible for a myriad of events and pop-up spaces.



\*Representational Image - The Foundry Food Hall STL



### COMMUNITY THEMES ADDRESSED:

- Retail
- Mother Road Market Equivilent
- Small Business Support
- Black-owned Businesses
- Economic Opportunity



# IRONWORKS BUILDING ADAPTIVE REUSE

## MAKERSPACE + GALLERY

Just under 40k square feet is a Makers Delight: ample daylighting pouring overhead, studios for a variety of making types - musicmaking, printmaking, screenprinting, arts and ceramics, apparel design and textiles, 3D printing, etc - and a gallery space to showcase and show off.



\*Representational Image - Kearny Point, NJ



COMMUNITY THEMES  
ADDRESSED:

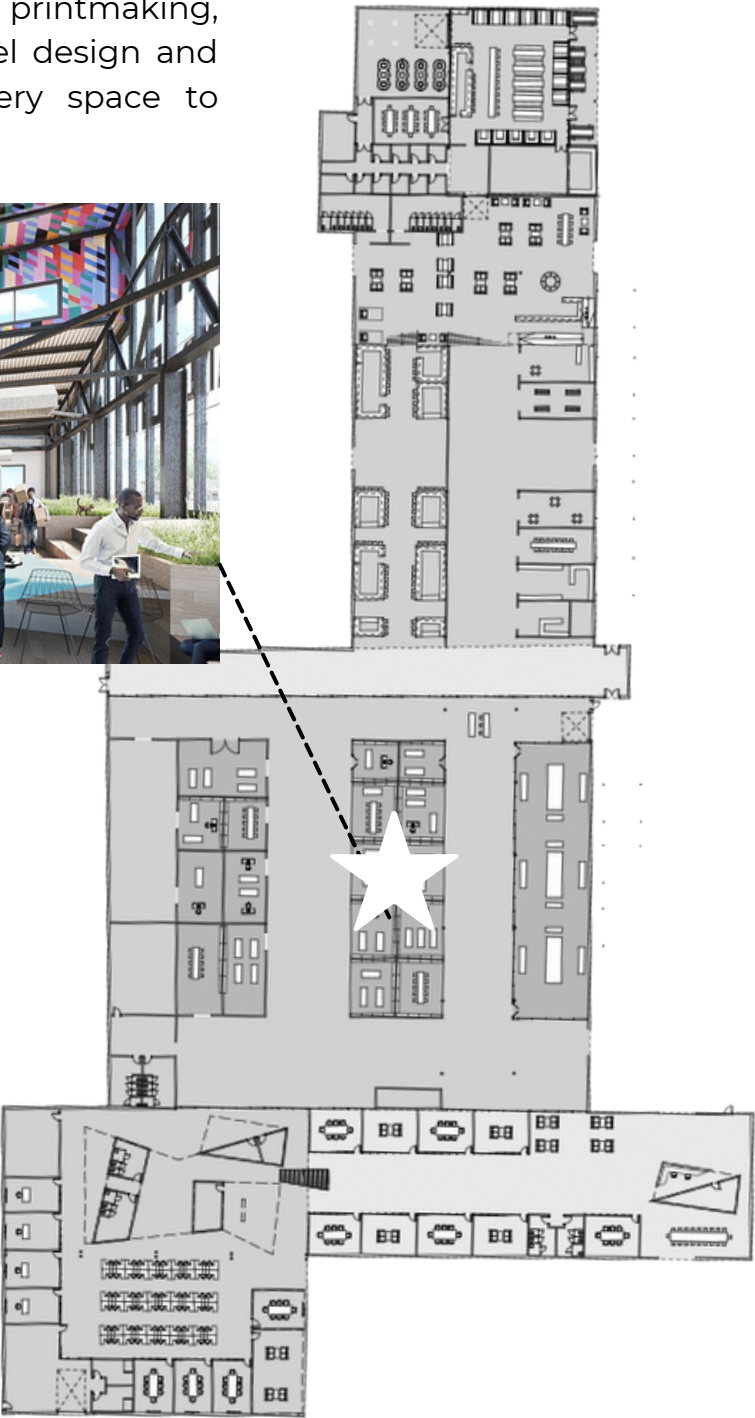
Entrepreneurship

Creative Space

Galleries

Music/Podcasts

Black-owned Businesses





# IRONWORKS BUILDING ADAPTIVE REUSE

## OFFICE + INCUBATOR

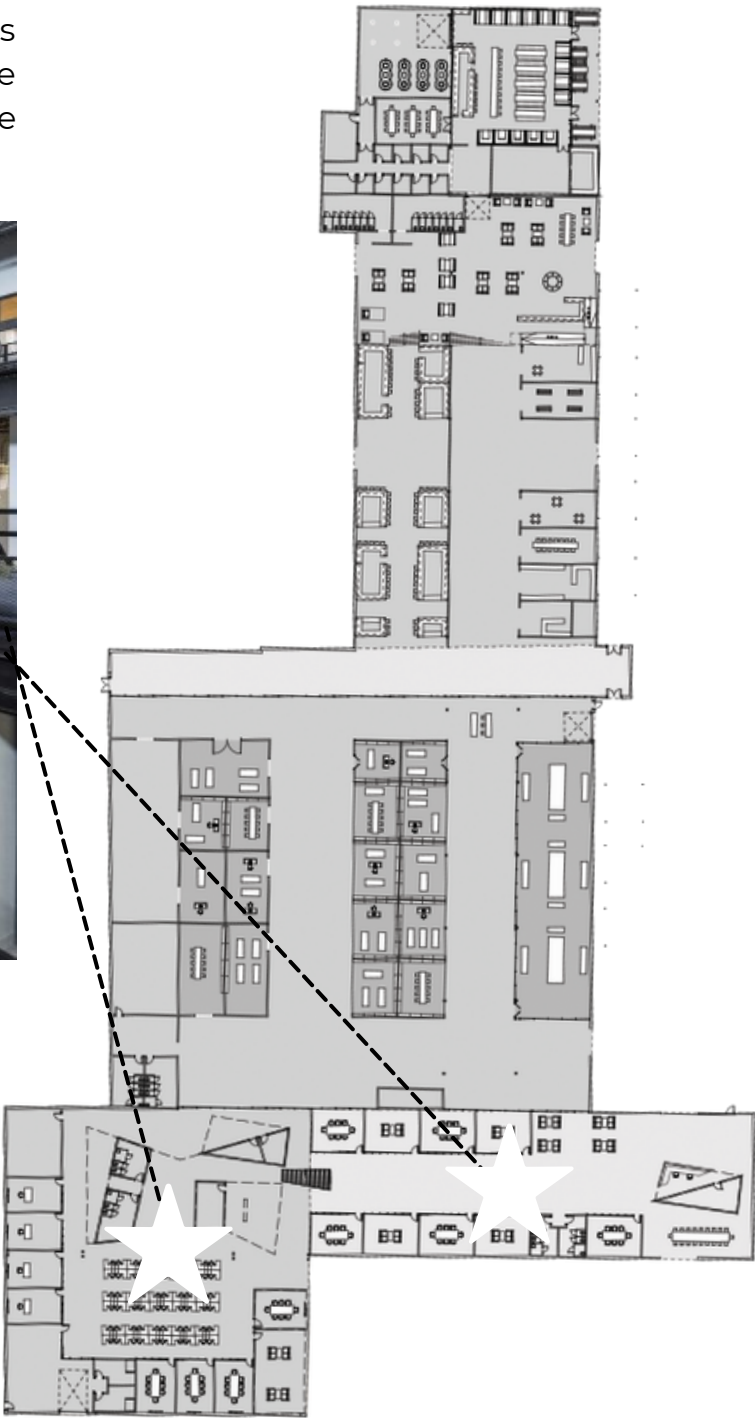
The offerings of workspaces are varied and provide individuals or groups the opportunity to connect and grow. In addition to state-of-the-art workspaces is 24hr Technogym access and private garden access - a space to stretch the mind, body, and spirit while on the grind.



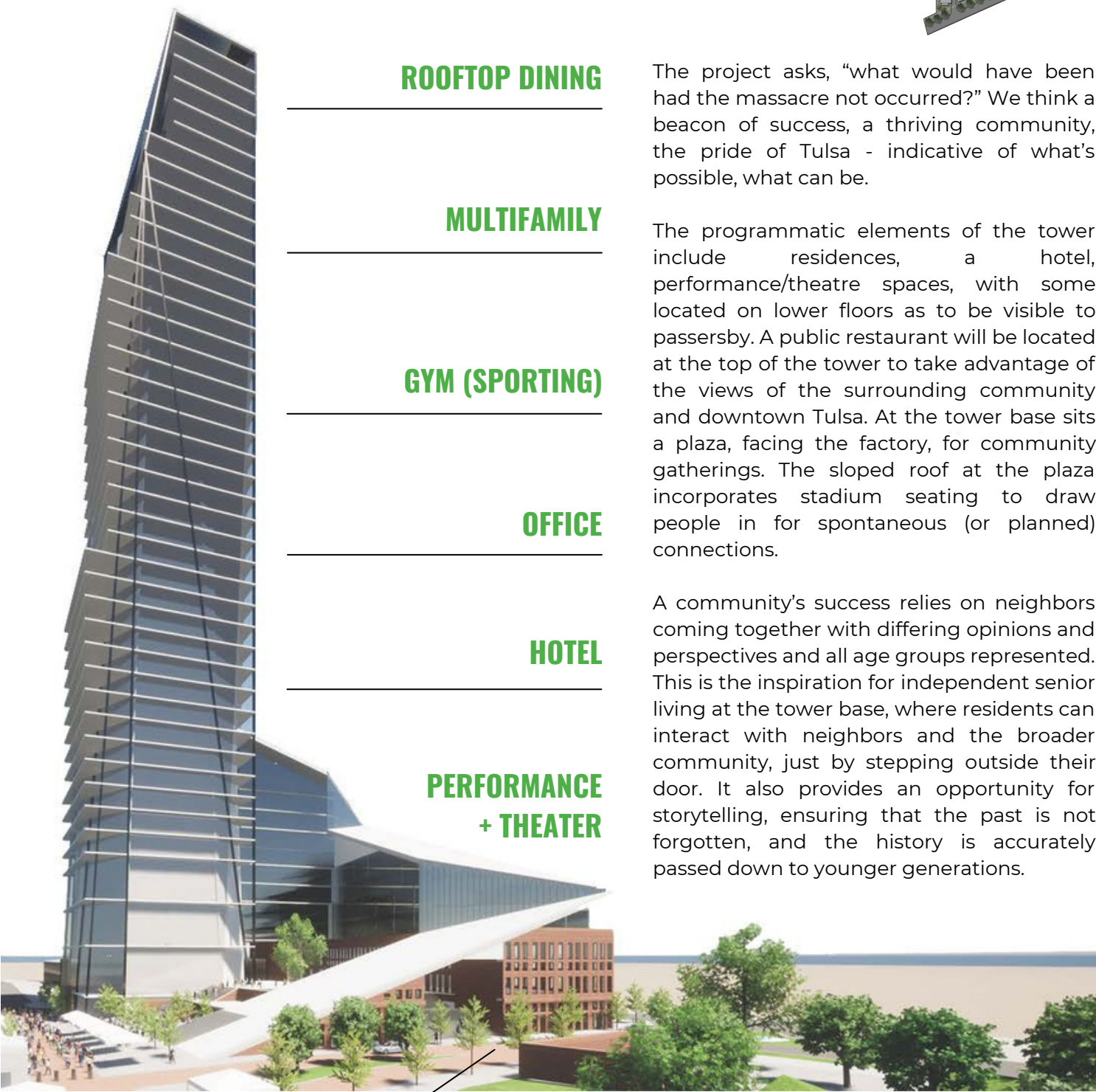
\*Representational Image - New Lab, Brooklyn

### COMMUNITY THEMES ADDRESSED:

- Entrepreneurship
- Wealth Creation
- Mentorship
- Small Business
- Financial Literacy
- Black-owned Businesses







**ROOFTOP DINING**

The project asks, “what would have been had the massacre not occurred?” We think a beacon of success, a thriving community, the pride of Tulsa - indicative of what’s possible, what can be.

**MULTIFAMILY**

The programmatic elements of the tower include residences, a hotel, performance/theatre spaces, with some located on lower floors as to be visible to passersby. A public restaurant will be located at the top of the tower to take advantage of the views of the surrounding community and downtown Tulsa. At the tower base sits a plaza, facing the factory, for community gatherings. The sloped roof at the plaza incorporates stadium seating to draw people in for spontaneous (or planned) connections.

**GYM (SPORTING)**

**OFFICE**

**HOTEL**

A community’s success relies on neighbors coming together with differing opinions and perspectives and all age groups represented. This is the inspiration for independent senior living at the tower base, where residents can interact with neighbors and the broader community, just by stepping outside their door. It also provides an opportunity for storytelling, ensuring that the past is not forgotten, and the history is accurately passed down to younger generations.

**PERFORMANCE  
+ THEATER**

**GROUND  
LEVEL RETAIL**

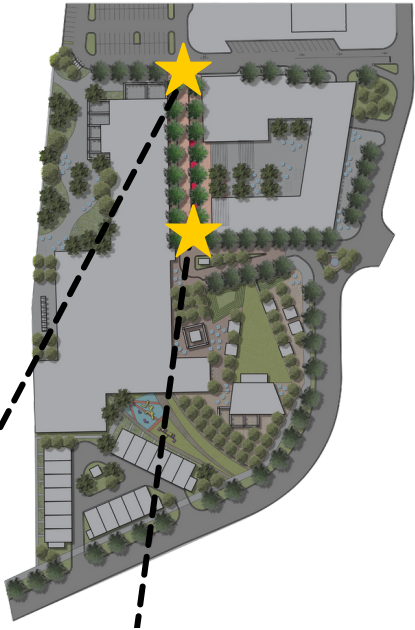


# MARKET STREET - PEDESTRIAN CORRIDOR

Market Street, the place where we meet, buy, stroll, and find ourselves with nothing to do and everything to see. This corridor has its adjacencies to the Brewery to the Northeast, the Performance Theater Hotel to the Northwest, the Food Hall to the Southwest and the Art Park to the Southeast. Access from the North of the site connects into the BMX Plaza and parking lot. Retractable bollards flank the north and south ends to allow for truly walkable thoroughfare while still allowing access for emergency and support vehicles. The paving throughout this area will be brick along the spine of the street and lighter colored pavers along the edges, with drainage for the site at those material transitions.



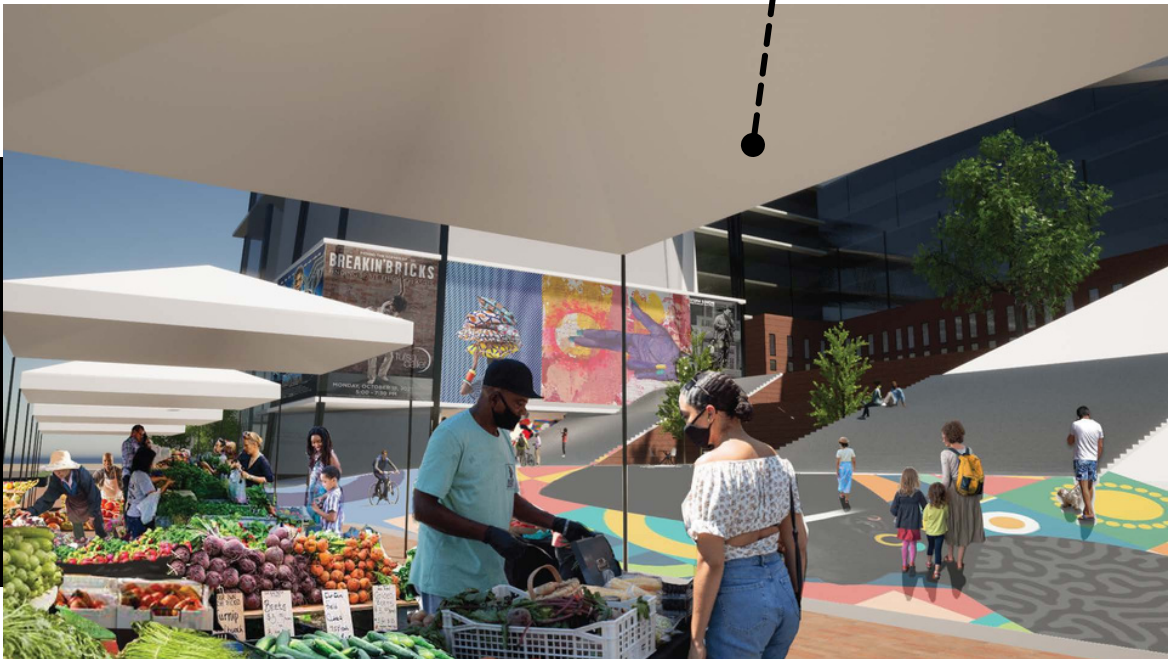
MARKET STREET - NORTH



It is important that there's a layering of experience for the user. The lowest level is a dense passageway that activates the programmatic rings around it. Those rings include: the brewery patio - a place to take it all in - and the stairways across the passage. The stairways allow for impromptu seating and access to the upper plaza retail, hotel spaces and living spaces.

## COMMUNITY THEMES ADDRESSED:

- Farmers Market
- Pop-up Shops
- Pedestrian-friendly
- Community Oriented



MARKET STREET - SOUTH



# MIXED USE BUILDING + PARKING GARAGE

Scan or Click  
for Fly-Through



## PARKING

4 tiers of parking allow for 200+ stalls, either for public parking or dedicated for users of the facility. Two of the four levels are below grade and the two above grade make up the elevated plaza within the core of the building.

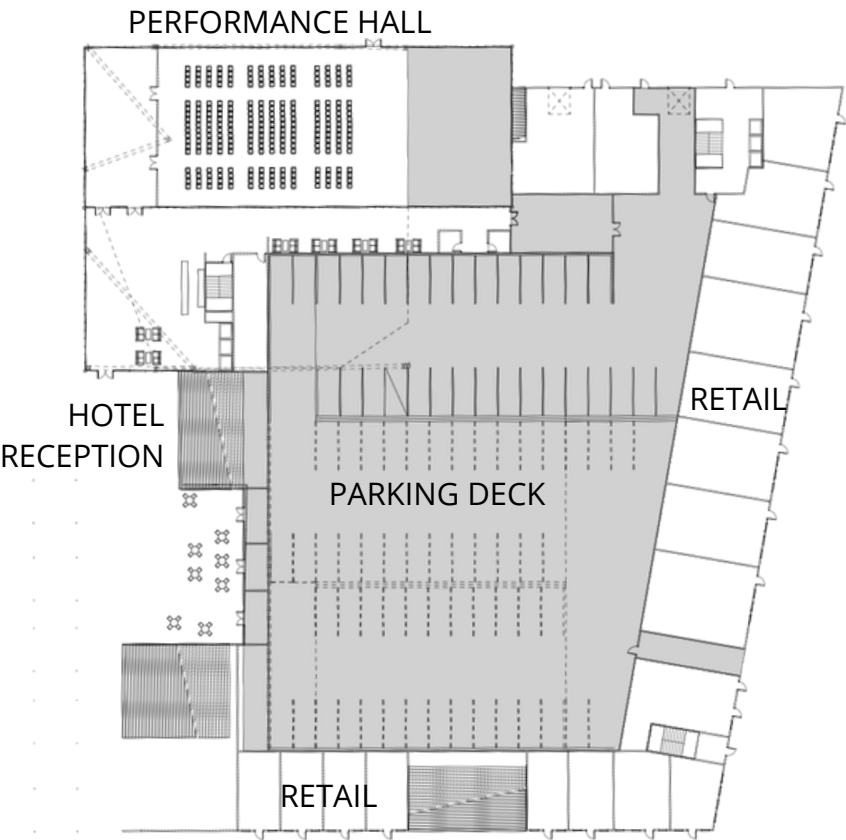
Additional parallel parking stalls are throughout the perimeter of the site. These stalls are designed in close proximity to the grade level retail for best access.

## RETAIL

At the ground level and around the elevated plaza are ample retail storefronts. These will house retail for small businesses, as well as prominent brands, providing a wide variety of retail options for the community.

These will be accessible from the south via the open space and along Lansing Ave, as well as from the elevated plaza off of Market Street.

The open-air retail plaza will have a similar feel to Utica Square in Tulsa.



\*Representational Image - Montague Market, AUS



\*Representational Image - Utica Square, OK



# HORIZONTAL IMPROVEMENTS

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## POWER

Electric service will be provided by AEP-PSO and served from a main trunk 3-phase overhead line coming from the north along Lansing Avenue. They will likely need to upgrade their service to the site. Power lines will be looped underground through the site to multiple transformers and switch gear. These primary lines will be provided by PSO with the trench and conduit provided by the developer. Secondary power will be provided by the developer.

## WATER

Fire service and domestic water service will be from the existing 12-inch water main along Archer and a 6-inch main along Lansing. A water main extension through the site will likely be required to provide fire protection coverage. Additional fire hydrants will be placed on both the proposed extension as well as the existing line. Service lines to the proposed and renovated building will tap both the existing and proposed extension.

## WASTEWATER

Sanitary sewer mains (8-inch) are present on the north side of the site at Lansing and along the south side of the site at Archer. A sanitary sewer extension may be necessary from the south to serve the proposed layout depending on final finished floor elevations.

## COMMUNICATIONS

Communications are available to the site from both Cox and AT&T. The developer will provide conduit to the property line to connect to the desired provider.

## STORMWATER

There is an existing storm sewer and detention system on the BMX site that was designed to collect approximately 7 acres of the Evans Fintube site and estimated the area to be 85% impervious pavement and buildings. The remaining 3 acres of the site at the southwest corner were anticipated to flow off-site. This was also designed using 85% impervious pavement and buildings. The site will be designed to obtain a minimum of 15% green space to eliminate the need for additional detention.

## GAS

An existing 6-inch line is on Lansing and an 8-inch line runs south from Lansing along Archer. The lines have adequate capacity but will need to be verified once loads are determined.





*Steph Simon in Front of the Skyline Mansion (Formerly the Brady Mansion)*



# **HISTORIC PRESERVATION DESIGN APPROACH**



## HISTORIC PRESERVATION DESIGN APPROACH - OKLAHOMA IRON WORKS BUILDING

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The Oklahoma Iron Works building is defined by its industrial character – dramatic steel trusses, open interior floor plates, fireproof brick and metal wall cladding supplemented by extensive multi-light glazing to provide light and ventilation to the interior. Other features historically supported and communicated the character and function of the property. A railroad spur arced up from the south splitting in two to run along the east and west sides of the building. To the east of the spur sat a series of small, secondary buildings (now demolished) constructed of steel and brick.

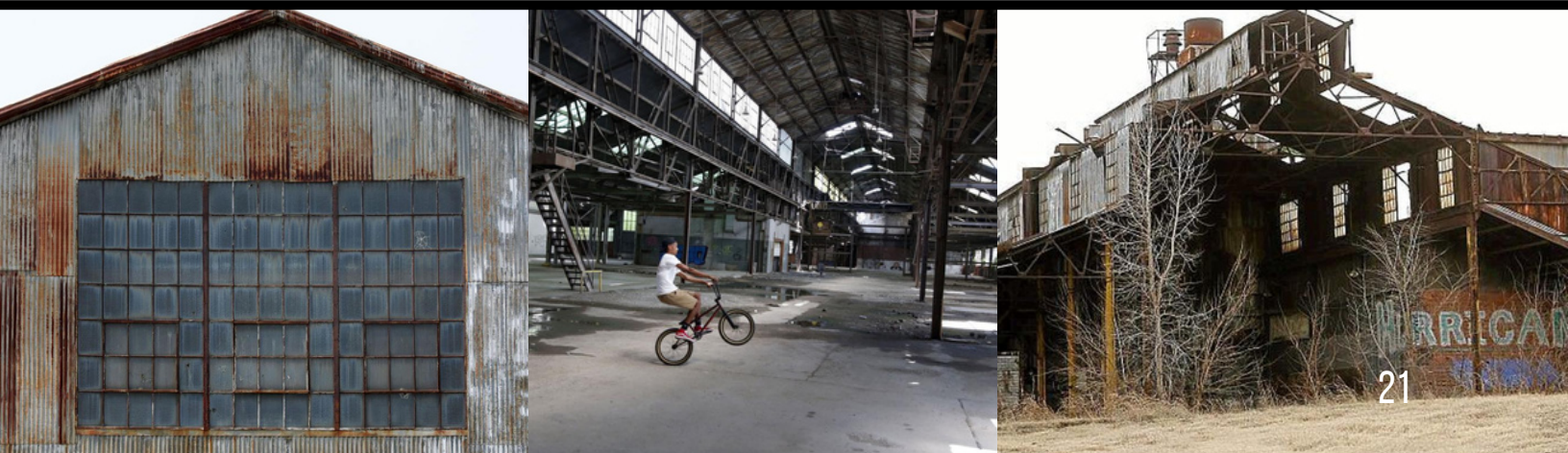
The existing materiality includes structural concrete flooring throughout, masonry loaded wainscoting, several overhead and man doors, safety glazing in non-thermally broken steel frames, equipment mezzanines and steel structure that in some areas is roof structure and in others is for equipment like cranes.

The beauty of this structure is the magnitude in which it exists. The Iron Works Building occupies approximately 100,789 sf at around 608 linear feet of building. Our efforts include both maintaining the experience of being in such an expansive space and upgrading elements to current-day performance standards.

The most invasive component to our buildout will be the plumbing that needs to be trenched. All other services, when possible, will run overhead.

In an effort to maintain the historic designation for this building, we will be replacing parts and pieces as it concerns the performance of the building and not the aesthetic.

The concrete flooring will need to be buffed to office quality standards, any exposed brick will need to be tuck pointed and, wherein food-related spaces, sealed. The glass will be either refurbished or replaced, for thermally broken glazing. The metal panel walls and roof will be replaced with insulated metal panels and rated appropriately to their location. Where required to achieve performance, the structural system will be upgraded, reinforced, or repaired.





## HISTORIC PRESERVATION DESIGN APPROACH - NEW CONSTRUCTION

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New construction on a historic site is most successful when it follows one of two philosophies to guide its design: it can reflect the architecture and materials of the historic building, or it can complement but diverge from these elements. Both approaches are adopted for different areas of this project.

The first approach is applied at the southern end of the site where new rowhouse buildings will anchor the development along Archer Street with architecture that echoes the massing, materials, and design elements of industrial buildings from the early twentieth century. Their two-story flat-roofed forms, brick walls, and punched openings complement the vocabulary of the Oklahoma Iron Works building. Similarly, the small structures dotting the open green space to the immediate northeast use metal and glass as well as their scale and massing to create a direct link to the historic materials of the Oklahoma Iron Works building. The size and placement of these buildings preserve views of the historic building.

A larger, mixed-use structure is proposed at the northeast corner of the development site. This building takes the second design approach, using common materials in a wholly contemporary way to complement, yet distinguish itself from the historic building. The multi-story brick base with punched openings, the large expanses of glass in the upper stories, and the multi-level sloped roof that rises from the open plaza reinterpret the features that define the Oklahoma Iron Works building.







*Black Wall Street Journey - Rick Lowe*



# STAKEHOLDER ENGAGEMENT + MARKETING

## COMMUNITY ENGAGEMENT STRATEGY

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The city of Tulsa, Oklahoma has among the strongest histories of African American achievement anywhere in our nation. In the early 20th century, the Greenwood neighborhood in Tulsa was one of the wealthiest Black communities in the United States. Thriving Black-owned banks, businesses, libraries, and schools, earned the area the nickname “The Black Wall Street”. Then in 1921, the infamous Tulsa race massacre saw the violent looting and burning of Greenwood by white mobs, leaving hundreds of African Americans dead and thousands homeless, along with tens of millions of dollars in property destruction. Decades of painstaking work rebuilding the area were upended with the sweeping “urban renewal” policies of the mid-century. As with many American cities in the 1950s and 1960s, urban renewal left neighborhoods of North Tulsa cut off by highways and isolated from downtown. Whole blocks of family housing were razed to create large industrial lots. Tulsa’s African American community has never fully recovered. Unfortunately, today, North Tulsa’s predominately African American neighborhoods suffer from disproportionate levels of poverty, unemployment, and blight.

As the “gateway to Greenwood” the Evans Fintube site sits as the backdrop to history and the launching pad to development in the Northern quadrant of Tulsa.

Prior to the RFQ process beginning, Be Good Development Partners and team members began a process of discovery, listening, asset mapping and community engagement for the Evans Fintube site, and more broadly development in North Tulsa. Since 2020, local developer, Franchell Abdalla, has partnered in and with community to begin visioning again on development opportunities.





## STAKEHOLDER INPUT

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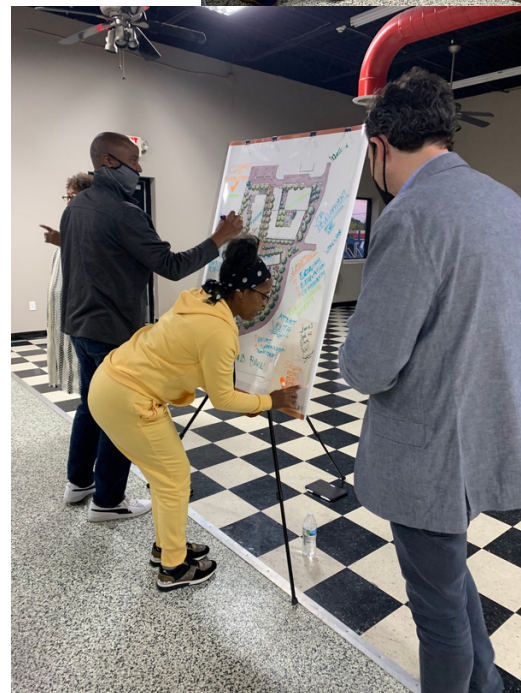
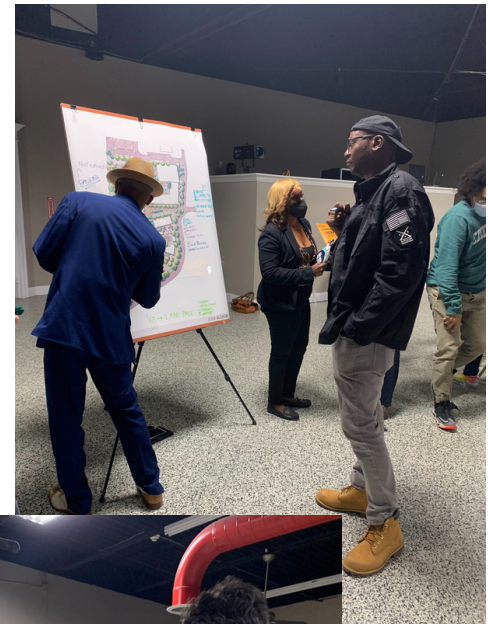
The BGDG team is committed to authentic and meaningful community engagement. In addition to the formal community meetings facilitated by the City of Tulsa/TAEO, we also took the initiative to meet one on one with community members and stakeholders throughout the development of our proposal.

We believe that this proposal provides the tools and infrastructure to accomplish the community's goals.

During the Community Meeting #2, our team provided the opportunity for the community to interact with our initial site layout, and write in their vision and hopes for the development.

Based on the takeaways from the City-provided memos, and the additional feedback that we directly gathered, we identified the following elements to be incorporated in the development:

**OWNERSHIP: "FOR US BY US"**  
**REPLACING WHAT WAS LOST**  
**SKILLED WORKER TRAINING**  
**ENGAGING COMMUNITY'S YOUTH**  
**THROUGHOUT THE PROCESS**  
**TEACH WEALTH-BUILDING TECHNIQUES**  
**OUTDOOR CONNECTION SPACES**  
**OPEN GREEN SPACES**



## STAKEHOLDER INPUT

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The goal of engagement is to center community voices and co-design a plan with visual representations of what the community needs and desires are for the site. Our team will combine education and research with culturally-focused engagement strategies to collaborate with a recruited tactical committee of residents and stakeholders to identify and actualize priorities, honor tangible and intangible cultural assets and heritage values, and document neighborhood memories and future visions to inform the site.

In order to implement the outlined goals and strategies, we intend to follow the Design For The Just City approach to design and engagement for this development within the first months of project commencement. This approach includes **reflecting** on the justice and injustice of the place, **aligning** values to create a shared vision, and **generating** innovative ideas on how to realize those values and combat injustice.

In addition to the series of City-led community convenings, BGDG met with the following individuals/organizations, which uniquely informed the development concept and subsequent site design:

- Members, District 1 Housing Task Force
- Nehemiah Frank, Descendant and Black Wall Street Times
- Black Wall Street Chamber of Commerce
- Tulsa Black Contractors Association
- John Rogers, Descendant and Ariel Investments
- Stevie Johnson & Ethiopia Habtemariam, Fire in Little Africa/MOTOWN
- Theastre Gates, Planner and REBUILD Foundation
- Toni Griffin, DESIGN for JUST Cities
- Dr. Tiffany Crutcher, Terrence Crutcher Foundation
- Kristi Williams, Historian
- Members, Historic Greenwood District Main Street
- Bobby Eaton, KBOB Radio Station
- Jerica Wortham, Black Moon Collective
- Michael Reed, Former Tulsa Firefighter and Community Activist
- Ashli Sims and Michael Farber, Build in Tulsa
- Brandon Oldham and Lindsey Corbitt, Blueprint 918
- Host of other community members, activists, descendants and legacy families



STAKEHOLDER INPUT



If awarded, the project team will continue these previous engagement and outreach efforts, working in partnership with Blackspace Oklahoma and Standpipe Hill Strategies, to recruit individuals and stakeholders who have history and/or connection with the site area.

We will develop a recruitment process in collaboration with local members of the project team process and will select members that represent different aspects of the community. Of particular interest to our team will be the inclusion of descendants of the original Greenwood community. We will work with this tactical group through a multifaceted approach; utilizing cultural tools that allow each participant to weigh in on an area of need. Community engagement through this committee will be consistent throughout all phases of the project.



These elements inspired design themes that we incorporated throughout the development in both the programming and in the built environment.

**PRODUCE/OWN**  
**WORK/EARN**  
**CREATE/EDUCATE**  
**GATHER/MEET**  
**PRESERVE/HONOR**

**EXPLORE/NOURISH**  
**EARN/REPAIR**  
**LIVE/THRIVE**  
**PLAY/LIVE**



Design For Just Cities

“WHEN WE TALK ABOUT JUSTICE IT IS ACTIVE—IT'S A VERB.”  
-JUST CITY ASSEMBLY PARTICIPANT

# PHASING+ TIMELINE

"A NEW, MULTIDISCIPLINARY AND SYSTEMS-LEVEL APPROACH TO BUILDING WEALTH  
AND OPPORTUNITY WITHIN UNDERINVESTED PLACES, WHILE DRIVING CITY AND REGIONAL  
ECONOMIC GROWTH AND DEVELOPMENT THAT CENTERS EQUITY AT ITS CORE"

— BROOKINGS INSTITUTE



**COMMUNITY-ROOTED ECONOMIC INCLUSION WILL GUIDE BGDG'S PHASED DEVELOPMENT APPROACH. INCREMENTALLY BUILDING ON THE SITE PROVIDES FOR GREATER PARTICIPATION OF SBE, MBE AND WBE BUSINESSES, DEVELOPERS, CONTRACTORS, CONSULTANTS, ENTREPRENEURS, COMMUNITY FOLKS AND OWNERS AT EVERY LEVEL. OUR GOAL IS TO BUILD LOCAL CAPACITY AND SPUR EQUITABLE, INCLUSIVE, SUSTAINABLE ECONOMIC DEVELOPMENT GROWTH FOR THE SECTOR AND THE REGION. OUR TEAM HAS THE PROFESSIONAL EXPERTISE, PROJECT EXPERIENCE AND COMMUNITY TRUST NEEDED TO UNEARTH GREENWOOD'S ALCHEMIC POSSIBILITY AND DEPLOY A MULTI-FACETED INNOVATIVE DEVELOPMENT APPROACH.**

### Phase I - \$44M

- Land Transfer (22-acres) to 1921 Community Land and Preservation Trust - To Be Formed
- Master Planning for Project Site
- In-depth Community Engagement focused on **preservation and community-rooted economic inclusion** (Participant-led and Financially supported by Master Developer)
- Site Prep and Infrastructure improvements (review of Environmental Assessment)
- Historic Renovation and Adaptive Reuse of Historic Oklahoma IronWorks Building, and Greenwood Innovation Hub
- Placemaking (BMX + "Deep Greenwood Crossing")

### Phase II - \$130M

- Acquisition and land transfer of additional parcels of land, adjacent to site for future affordable, missing middle and workforce housing development
- Development of public outdoor and entertainment space
- In-depth Community Engagement focused on the entrepreneurial ecosystem and culture (Participant-led and Financially supported by Master Developer)
- Construction of commercial mixed-use verticals to include: retail, dining, and residential
- Hotel with 1st Floor Indoor Performance Venue (Public Use Building)

## PHASING + TIMELINE

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### Phase III - \$40M

- In-depth Community Engagement focused on placemaking, spatial belonging and public space management (Participant-led and Financially supported by Master Developer)
- Development and construction of an elevated art, culture and community green space
- Reconnected/reintegrated neighborhood site, that's walkable, accessible, and proximate to BRT
- Work | Play | Stay Units
- Connectivity to Osage and Midland Trail
- Streetscaping (Independence-Madison; Archer-Madison)

Estimated TOTAL Project Cost: \$224M

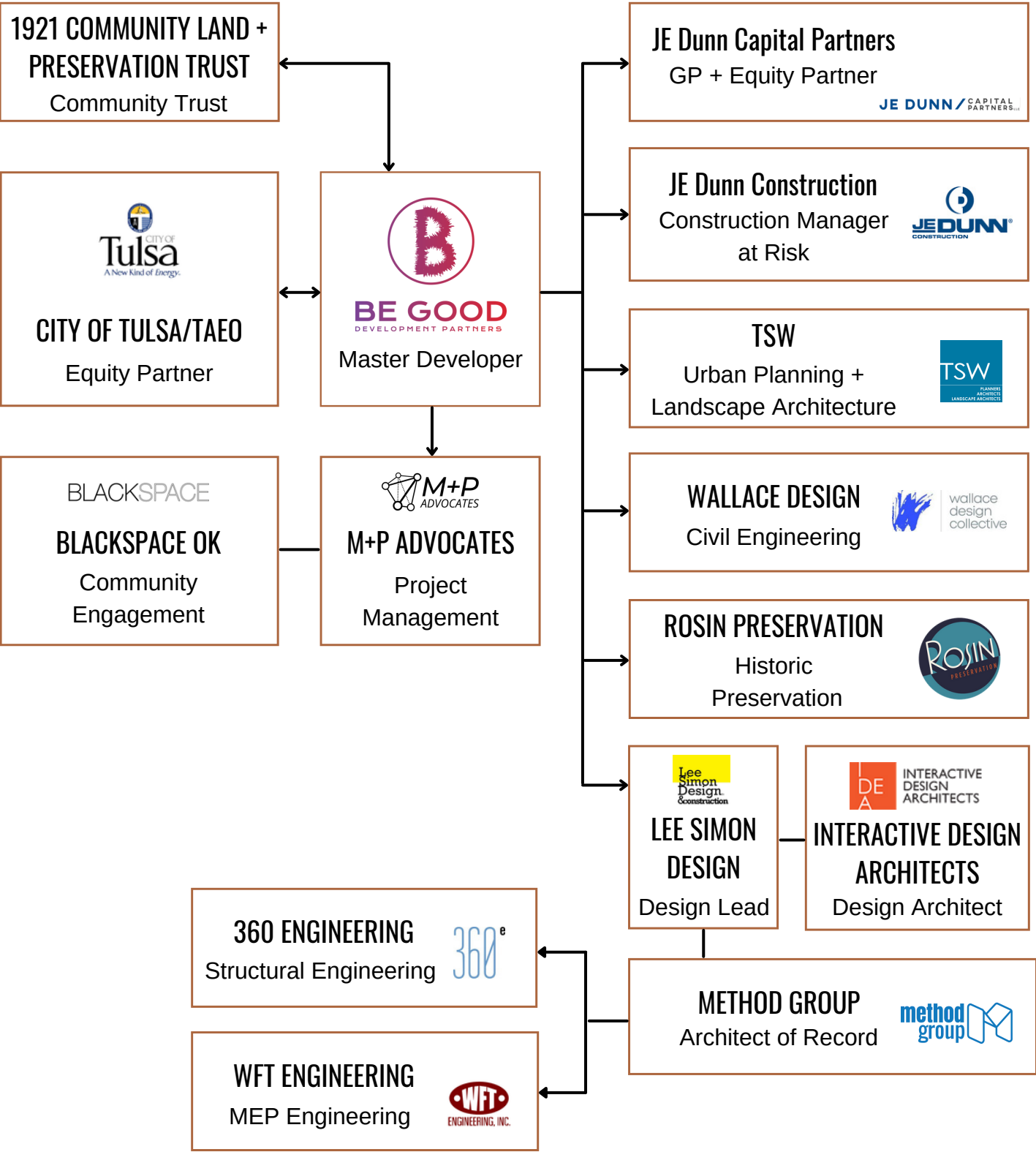
**\*SEE APPENDIX C FOR DEVELOPMENT TIMELINE**



# TEAM QUALIFICATIONS

The development team for the **Greenwood Innovation District** is made up of an intentionally curated group of highly engaged local professionals, stakeholders, and Black Tulsans - paired with national partners skilled in historic preservation, commercial mixed-use development, adaptive reuse, community-rooted economic development, land trusts, and equitable implementation.

ORGANIZATIONAL CHART





TEAM MEMBER OVERVIEW



**FRANCHELL ABDALLA**  
Be Good Development  
Founder  
  
Tulsa, OK



**JESSICA SHELTON, AICP**  
M+P Advocates  
Founder  
  
Tulsa, OK  
Austin, TX



**MICHAEL COLLINS**  
JE Dunn Capital Partners  
Managing Director  
  
Kansas City, MO



**JASON BISHOP, LEED AP**  
JE Dunn Construction  
Vice President  
  
Tulsa, OK



**LYNNSEE BOYSE, LEED GA**  
JE Dunn Construction  
Project Director  
  
OKC, OK



**COURT POLLARD**  
JE Dunn Construction  
Sr. Project Manager  
  
Tulsa, OK



**INDRIA HOLLINGSWORTH**  
JE Dunn Construction  
Sr. DEI Manager  
  
Dallas, TX



SCAN OR CLICK ON QR CODE  
TO ACCESS INDIVIDUAL TEAM  
PDFS.

\*SEE APPENDIX B FOR FULL TEAM RESUMES AND  
PROJECT EXPERIENCE.

TEAM MEMBER OVERVIEW



BLACKSPACE

**VANESSA MORRISON**  
BlackSpace Oklahoma  
Organizer; Social Planning +  
Crisis Intervention

OKC, OK



BLACKSPACE

**GINA SOFOLA**  
BlackSpace Oklahoma  
Organizer; Urban Planning +  
Development

OKC, OK



**KATY O'MEILIA, PLA,**  
**LEED AP**  
  
TSW  
Senior Associate

Tulsa, OK



**THOMAS H. WALSH, PLA**  
  
TSW  
Founding Principal  
  
Atlanta, GA



**SCOTT RODEHAVER, PE**  
Wallace Design Collective  
Principal  
  
Tulsa, OK



**TINA SOINI**  
Gable Gotwals  
Attorney  
  
Tulsa, OK



**ELIZABETH ROSIN**  
Rosin Preservation  
Principal/CEO  
  
Kansas City, MO



**KRISTEN MCSPARRAN**  
Rosin Preservation  
Preservation Manager - HTC's  
  
Kansas City, MO





TEAM MEMBER OVERVIEW



**KAYLA LEE, NCARB**  
Lee Simon Design  
Partner - Lead Design Architect  
Tulsa, OK  
(B) (S)



**WILLIAM MOSES, NOMA**  
Lee Simon Design  
Designer  
Paterson, NJ  
(B) (S)



**DINA GRIFFIN, FAIA, NOMA, IIDA**  
Interactive Design Architects  
President  
Chicago, IL  
(W) (B) (S)



**JOSH KUNKEL, NCARB, AIA**  
Method Group  
Founder + Managing Principal  
Tulsa, OK  
(S)



**ADRIANA VADASZ**  
Method Group  
Studio Leader  
Tulsa, OK  
(S)



**KEITH LEADBETTER, PE**  
WFT Engineering  
Senior Engineer - Mech/Plumb  
Rockville, MD  
(B) (S)

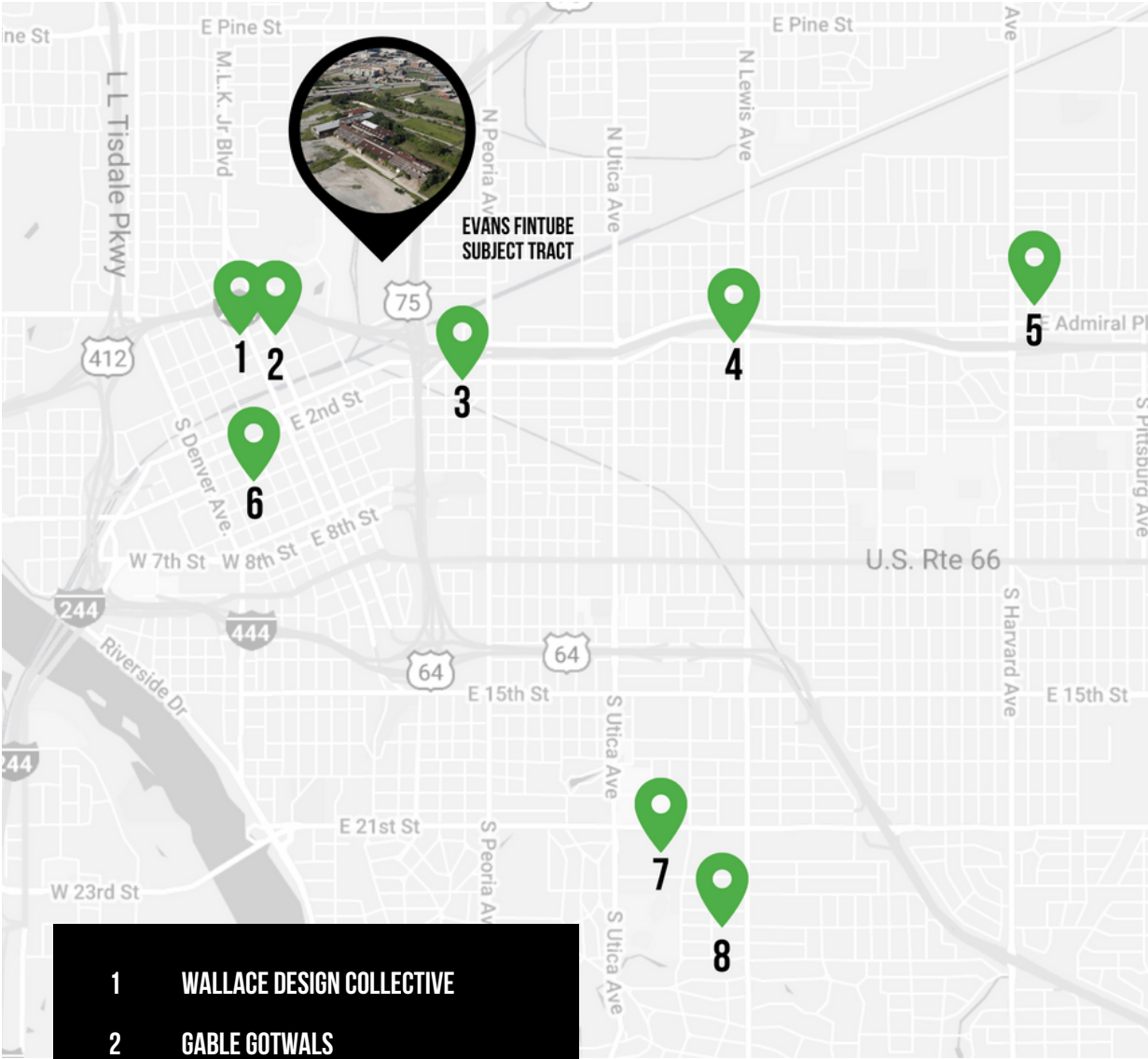


**BERNARD MAHON, PE**  
WFT Engineering  
Senior Engineer - Electrical  
Rockville, MD  
(B) (S)



**ELLI JOHANNSSON, PE, LEED AP**  
360 Engineering  
Principal  
Tulsa, OK  
(S)

# TULSA FIRM LOCATIONS



- 1 WALLACE DESIGN COLLECTIVE
- 2 GABLE GOTWALS
- 3 360 ENGINEERING
- 4 METHOD GROUP
- 5 LEE SIMON DESIGN + CONSTRUCTION
- 6 JE DUNN CONSTRUCTION
- 7 TSW
- 8 BE GOOD DEVELOPMENT PARTNERS



# FIRM CERTIFICATIONS

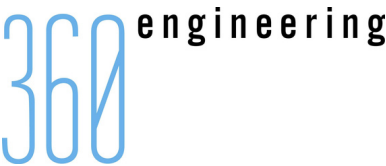
W, B and S indicators on the Team Overview Sheets are indicative of the firms' general composition and structure, and do not necessarily correlate with official certifications. Refer to the table below for certifications for applicable firms.

FIRM NAME	CERTIFICATIONS
BE GOOD DEVELOPMENT PARTNERS	SBE (Tulsa - In Progress), WBE (OK - In Progress)
M+P ADVOCATES	WBE (In Progress)
ROSIN PRESERVATION	WBE (Missouri)
LEE SIMON DESIGN	SBE (Tulsa - In Progress)
INTERACTIVE DESIGN ARCHITECTS	MBE/WBE
METHOD GROUP	SBE (Tulsa)
360 ENGINEERING	SBE (Tulsa), TERO
WFT ENGINEERING	MBE, DBE, SBA

# KNOWN COMMITMENTS + CAPACITY

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The following firms have no conflicting commitments through 2023, or with the development timelines, and will have sufficient resources to commit to the process:







# BOONE THEATER REDEVELOPMENT

JE Dunn Capital Partners

Location: Kansas City, MO

Size: 23,000 SF

Completion Date: In Progress

**PROGRAM DESCRIPTION:**

A Mixed-Use Multifamily development located in the heart of Kansas City’s Historic 18th and Vine Jazz District and home to the Negro Leagues Baseball Museum, Gem Theater, American Jazz Museum, and the Urban Youth Baseball Academy.

This development will once again connect Kansas City’s oldest and most historic Black neighborhood into a live, work, play community.

**Funding:**

- Op. Zone Equity: \$1.3M
- Federal & State (MO) Tax Credits: \$3.4M
- New Market Tax Credits: \$2.8M
- Community Investment Trust: \$200,000
- Tax Abatement: 10 yrs /100% 15 @ 50%

**Respondent's Role in the Project:**

Capital Partner and Co-Developer, with a local Kansas City developer.

**\*SEE APPENDIX B FOR FULL JE DUNN CAPITAL PARTNERS RESUME AND PROJECT EXPERIENCE**



### PROGRAM DESCRIPTION:

Centered at 18th and Troost, between the Historic 18th and Vine Cultural District and the Crossroads Arts District, between Hospital Hill and Downtown, The Keystone Innovation District will be more than just a “place,” rather it will be the home to a community where all are welcome to join with universities, corporate partners and philanthropic organizations to design the future.

The center will house multidisciplinary innovation spaces — think: co-working and creative spaces, flex labs, fabrication studios, conference + meeting rooms, and room for industrial training programs.

The office is the first-step of a [larger vision](#) — the Keystone Innovation District — which aims to prompt redevelopment along the 18th Street corridor.

## KEYSTONE INNOVATION DISTRICT

JE Dunn Capital Partners

Location: Kansas City, MO

Size: 68,000 SF

Completion Date: In Progress

Project Costs: \$35M

### Funding:

- Op. Zone Tax Credit Investment
- Tax Abatement: 10 yrs /100%

**Respondent's Role in the Project:**  
Capital Partner and Co-Developer

<https://www.keystonedistrict.org/>

**\*SEE APPENDIX B FOR FULL JE DUNN CAPITAL PARTNERS RESUME AND PROJECT EXPERIENCE**





(B)Light Public Installation - Webster Wortham



# FINANCIAL OFFER + DEAL STRUCTURE



## PROXIMITY: BUILD THINGS CLOSE TOGETHER ON THE GROUND — NOT JUST ON THE MAP

While agglomeration economics emphasizes the importance of clustering between firms, there's little magic in simply being close together. Proximity amplifies innovation *in concert* with other factors like strong networking assets and a culture that accepts risk. Walkable streets with active ground floors and vibrant public spaces represent another such factor that conspires with proximity to build connections and efficiencies within the district. Great streets can make the difference between a built environment that simply puts innovators next to one another in mutually exclusive drive-in fortresses, and one where innovators meet regularly in shared spaces, both serendipitously and intentionally.

- *Project for Public Spaces*



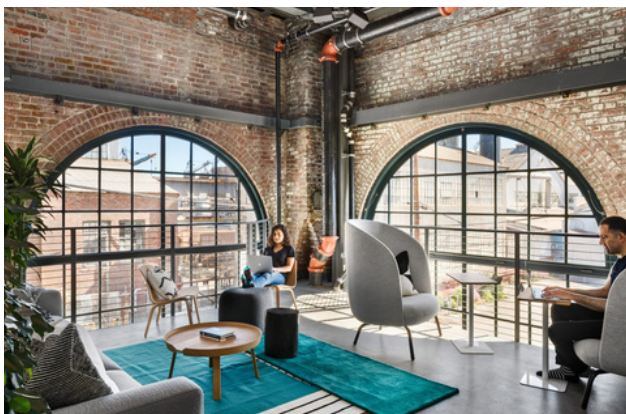
## FINANCIAL OFFER & DEAL STRUCTURE - EVANS FINTUBE SITE

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"For the Evans Fintube Master Redevelopment, Be Good Development Partners (BGDP) has and will continue to conduct extensive financial due diligence to determine the feasibility of the final design. The first step in the process was to identify and solidify as many of the development assumptions as possible. In working with project General Partner, JE Dunn Capital Partners, development consultants Alembic Community Development, local development stakeholders, potential tenants, financial partners, and development team, BGDP developed a detailed 10-year pro forma projection for review.

Based on the assumptions identified, the Team began evaluating the constructability of the design and receive projected estimates from JE Dunn Construction based on the preliminary architectural design. Fair and reasonable construction estimates, based on a Construction Manager at Risk approach, were used to further develop financial estimates.

The development team has wide-ranging experience with finding ways to make projects make sense financially. Some of these approaches include alternative financial methods, community trust models, philanthropic investment, available tax credits and other development incentives as applicable. Given the historic, cultural, and economic importance of this project to the City of Tulsa, we anticipate strong financial viability and prospects for the Evans Fintube Development. Furthermore, the proposed development is well-positioned to experience significant financial interest and success with it being located within the historic Greenwood boundaries; Qualified Opportunity Zone; commemoration of the 100th anniversary of the 1921 Tulsa Race Massacre; passing of the Biden Infrastructure Bill and ARPA; and depth of local support for economic development North of the IDL. This success will be important when seeking financial partners. Be Good Development Partners has relationships with many local and national lending institutions and tax credit investors.



## FINANCIAL OFFER & DEAL STRUCTURE - EVANS FINTUBE SITE

As such, BGDG proposed the following deal structure:

Development Incentive/Opportunity	Amount	Source	Use
<b>PHASE I</b>			
Evans Fintube Site (Phase 1) – Below market sale for redevelopment that contributes to public good	\$531, 883	City of Tulsa Sale and transfer of Parcels: 99201-92-01-11270 90236-02-36-31830 38550-02-36-24210 00500-92-01-30680	Redevelopment of 11-acre portion of the site and eventual transfer of land into the 1921 Preservation and Community Land Trust
Evans Fintube TIF (TIF E)	\$10,974,259 (bonded portion for Phase I)	TIF Funds (Ad Valorem and Sales Tax)	Historic Preservation and Site Work
Historic Tax Credits (Federal)	\$823,873	Federal HTC's	Adaptive Reuse of Oklahoma Ironworks Building
New Market Tax Credits	\$10,000,000	FY22 New Market Tax Credit Allocation	Adaptive Reuse of Oklahoma Ironworks Building; Tenant Buildout of Incubator/Co-Working Spaces
C-PACE Loan	\$6,234,224	Oklahoma Department of Commerce	Adaptive Reuse of Oklahoma Ironworks Building; Site work
<ul style="list-style-type: none"> <li><i>Sponsor and private equity have been intentionally omitted from this section. Please refer to project Pro Forma for that information</i></li> </ul>			
<b>PHASE II</b>			
BMX Site (Phase 2) – Below market sale of land, minus BMX improvements and land lease to the City of Tulsa Assemblage = Block 1	\$427,140	City of Tulsa Sale and transfer of Parcels: 90236-02-36-30930 38425-02-36-23750 38550-02-36-24270	Transfer of 11-acre LAND portion of the BMX site into the 1921 Preservation and Community Land Trust
Evans Fintube TIF (TIF E)	\$22,135,741 (remaining bonded portion of the TIF, tranche in Phase	TIF Funds (Ad Valorem and Sales Tax)	Construction of commercial mixed-use building; indoor public use performance theatre; and multi-level



FINANCIAL OFFER & DEAL STRUCTURE - EVANS FINTUBE SITE

			<i>capital stack, but will be pursued</i>
New Market Tax Credits	\$30,000,000	FY22 New Market Tax Credit Allocation	Construction of commercial mixed-use building; Retail; Hotel and Dining
C-PACE Loan	\$27,337,703	Oklahoma Department of Commerce	Commercial mixed-use building; multifamily; Open-air community plaza
<i>Sponsor and private equity have been intentionally omitted from this section. Please refer to project Pro Forma for that information</i>			
PHASE III			
<ul style="list-style-type: none"><li>Public participation will not be sought for the buildout of Phase III</li></ul>			



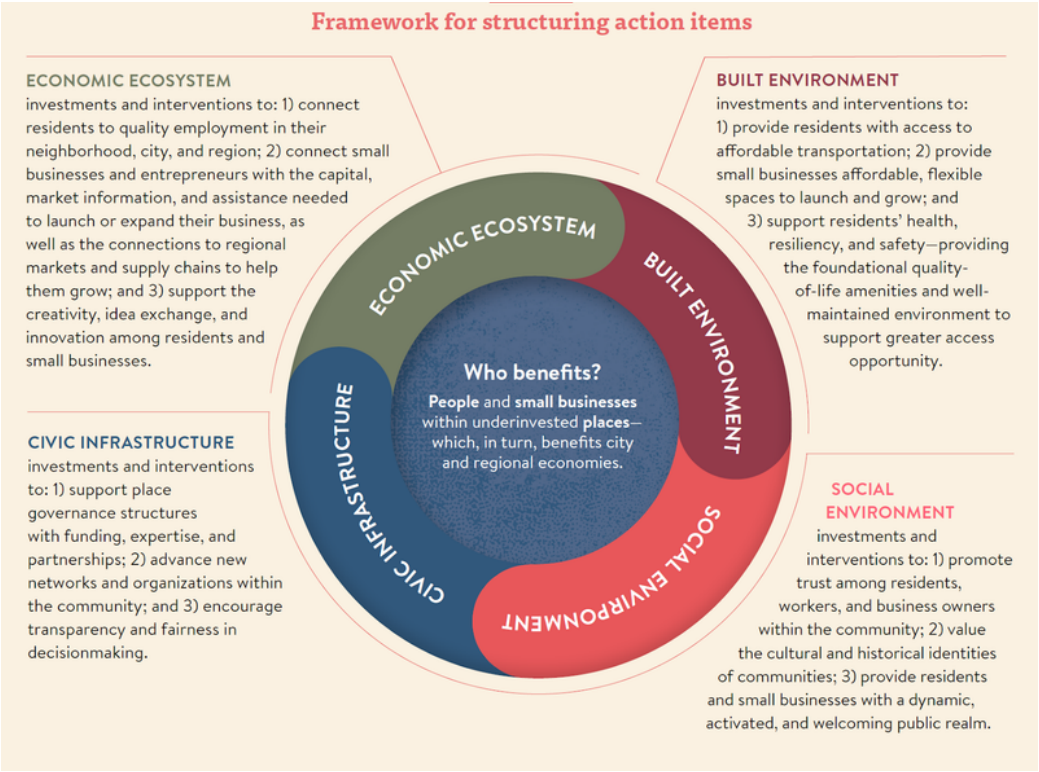
**WEALTH BUILDING +  
ECONOMIC  
OPPORTUNITY**



# ECONOMIC OPPORTUNITY

A high percentage of residents living in North Tulsa and adjacent to the Evans-Fintube site are either unemployed, underemployed, or face systemic barriers to labor force participation.

We will be working collaboratively with the City of Tulsa, non-profit partners, small businesses, contractors, corporate sponsors, and philanthropic partners to embed opportunity into every level of development, design, and delivery. We will prioritize hiring, leasing, and contracting of neighborhood residents and local Black businesses for the project. And ensure equitable pathways to participation are built through our workforce, job training, and technical education partnerships.



OUR AIM IS TO BUILD A GLOBAL HUB OF INNOVATION AND OPPORTUNITY  
- BUILT BY, FOR, AND WITH THE LOCAL COMMUNITY.

## ECONOMIC OPPORTUNITY

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Specifically, BGDG will work with project partner, Indria Hollingsworth of JE Dunn's Minority Contractors Academy, to ensure that local participation is prioritized and fosters successful local businesses. JE Dunn, one of the nation's leading commercial and industrial construction companies, in partnership with the development team and nonprofit partners, will create a formalized education program for potential subcontractors emphasizing working to empower minority and women-owned companies.

Based on feedback from Community Engagement sessions 1 and 2, BGDG was intentional in identifying national and local partnerships focused on building and strengthening local capacity. Layered into the robust engagement strategy, the development team will market project opportunities and invest in local participation through:



- City of Tulsa's SBE Program
- TAEI Business Development
- BWSCC Tulsa Black Contractor's Association
- North Tulsa Economic Development Initiative (NTEDI)
- Tulsa Latin American Chamber of Commerce
- Tulsa Regional Chamber of Commerce
- Due North
- Tulsa Tech Community College
- METCares Foundation
- World Won Development
- Tulsa Economic Development Corp
- Others as identified

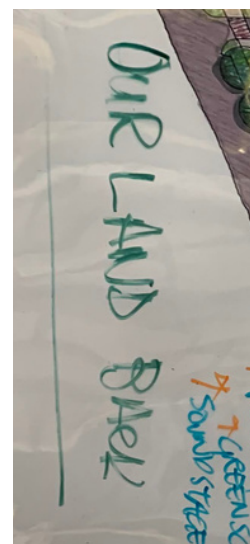


## COMMUNITY OWNERSHIP

When we say equity, we mean **ownership**. It was the fuel that drove thousands of Blacks to Oklahoma in search of opportunity; spurred the unique genius, entrepreneurial prowess and alchemy that was Greenwood; and created the foundation for Black economic freedom and autonomy. Be Good Development Partners prioritizes Black land acquisition, ownership and stewardship as a foundational pillar of the development approach.

As demand for land grows at an unprecedented pace, the rapid gentrification and exclusion of Blacks from Tulsa is important not merely due to the dismantling of historical Black cultural and societal spaces, but also due to the socio-economic, health, wealth, and education implications resulting from Blacks being pushed out of the City's largest economic and cultural engine – asset ownership. This team envisions developing the mechanism and financial model to preserve, protect and promote community ownership in perpetuity – 1921 Community Land and Preservation Trust.

The redevelopment of the Evans Fintube site and historic Oklahoma Ironworks building is envisioned as a place where people thrive, new ideas are forged, and where ownership of the land begins the process of acknowledgment, repair and restoration. In transforming this urban brownfield into a center for innovation, Evans Fintube, has the power to establish a new model for community-rooted economic inclusion in Tulsa, one that is aligned with the aspirations of Black Tulsans and grounded in the principles of sustainability, equity, and inclusive economic prosperity.



## COMMUNITY OWNERSHIP

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Understanding the development opportunities and pressures that could emerge as a result of the redevelopment of Evans Fintube and the larger master planning efforts of Greenwood Kirkpatrick Heights, BGDG has identified the 1921 CLPT as THE strategy to protect affordability, support entrepreneurs of color, and retain local businesses and organizations that represent and foster the unique cultural character of the Greenwood, North Tulsa community.

BGDG and the development team have actively engaged industry leaders in understanding and developing the framework for the 1921 Community Land and Preservation Trust. Specifically, the team will partner with community, to leverage national partners Grounded Solutions and Purpose Trust, in developing Tulsa's first community land trust: 1921 CLPT. If awarded, Grounded Solutions, has agreed to provide technical assistance to the City of Tulsa, TAEI, community and 1921 CLPT in developing the Trust's governance structure, land holding structure and small business assistance.

### 1921 COMMUNITY LAND & PRESERVATION TRUST

Simply stated, BGDG proposes that the "Trust" acquire all 22-acres of the redevelopment site (Evans Fintube in Phase I and land under the BMX site in Phase II) to hold in perpetuity for the benefit of community. A separate LLC will be developed between BGDG, the development GP LLC and the 1921 CLPT to develop and co-own the land. Once all credits have been monetized, the GP LLC and BGDG will exit, with full ownership to be retained by 1921 CLPT.

Be Good Development Partners has experience in developing sustainable models for community benefit, including, developing the City of Tulsa's first Mixed Income Neighborhood Trust in Kendall-Whittier.

JE Dunn Capital Partners LLC, under the direction of Managing Partner Michael Collins, has successfully developed a Community Investment Trust in KCMO, in partnership with a local African American developer, that will be deployed in the 18th Street Vine/Boone Theatre project.



## WEALTH BUILDING

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In disinvested neighborhoods, like Greenwood, a lack of available commercial spaces can be a barrier to local residents who would like to establish businesses and other community amenities. We see the 1921 CLPT as a necessary solution to drive revitalization and build community wealth.

To that extent, the development team has partnered with the October Minority Impact Fund, contributing an initial \$100,000 to the co-working/office anchor tenant, located in the historic Oklahoma Ironworks building. (deck attached). In support of BGDG and the development team, JE Dunn Capital Partners and the October Minority Impact Fund, have committed to attract an additional \$2.5M in patient capital to support the project, as well as, direct philanthropic support to the project, through JE Dunn's Foundation giving.

BGDG, development team, project and equity partners are fundamentally committed to ensuring wealth-building opportunities that support job-creation small business investments and catalytic, community-focused real estate development investment opportunities.



**PRO FORMA**



# PROFORMA ASSUMPTIONS

## TULSA METROPOLITAN AREA DEMOGRAPHICS AND CURRENT TRENDS

The subject is located in the Tulsa, OK Metropolitan Statistical Area, hereinafter called the Tulsa MSA, as defined by the U.S. Office of Management and Budget.

### Population

The Tulsa MSA has an estimated 2021 population of 1,005,992, which represents an average annual 0.6% increase over the 2010 census amount of 937,478. Tulsa MSA added an average of 6,229 residents per year over the 2010 - 2021 period, and its annual growth rate is similar to that of the State of Oklahoma. Looking forward, the Tulsa MSA's population is projected to increase at a 0.7% annual rate from 2021 - 2026, equivalent to the addition of an average of 7,355 residents per year or 73,550 in the next 10 years which is an acceleration of population growth. Additionally, we note that with a one-mile radius of the project site it is estimated to have a 1.6% annual change, over twice the rate of the Tulsa MSA as a whole which is a strong indicator of future demand for real estate from multifamily, office, and retail uses.

### Population Trends

Area	Population			Compound Ann. % Chng	
	2010 Census	2021 Est.	2026 Est.	2010 - 2021	2021 - 2026
1 mi. radius	7,050	7,685	8,302	0.8%	1.6%
3 mi. radius	75,894	75,912	77,436	0.0%	0.4%
5 mi. radius	155,992	154,968	157,232	-0.1%	0.3%
Tulsa County	603,403	644,724	668,165	0.6%	0.7%
Tulsa MSA	937,478	1,005,992	1,042,768	0.6%	0.7%
Oklahoma	3,751,351	4,018,868	4,135,591	0.6%	0.6%
United States	308,745,538	333,934,112	345,887,495	0.7%	0.7%

Source: Esri 2021.

## EMPLOYMENT

The current estimate of total employment in the Tulsa MSA is 437,208 jobs. Since 2011, employment grew by 21,667 jobs, equivalent to a 5.2% gain over the entire period. There were gains in employment in seven of the past ten years despite the national economic downturn and slow recovery. The Tulsa MSA's rate of change in employment outperformed the State of Oklahoma. Recent unemployment data shows that the Tulsa MSA unemployment rate is 2.1% which is lower than the United States overall at 4.6%.

## Employment Trends

Year	Total Employment (Annual Average)								Unemployment Rate (Ann. Avg.)			
	Tulsa County	Change	Tulsa MSA	Change	Oklahoma	Change	United States	Change	Tulsa County	Tulsa MSA	Oklahoma	United States
2006	341,500	-	426,783	-	1,565,642	-	136,435,417	-	3.7%	3.8%	3.9%	4.6%
2007	346,193	1.4%	435,042	1.9%	1,594,792	1.9%	137,981,250	1.1%	3.8%	3.9%	4.0%	4.6%
2008	349,854	1.1%	440,617	1.3%	1,618,350	1.5%	137,223,833	-0.5%	3.4%	3.6%	3.6%	5.8%
2009	333,641	-4.6%	420,625	-4.5%	1,567,558	-3.1%	131,296,083	-4.3%	6.7%	7.0%	6.6%	9.3%
2010	327,799	-1.8%	413,558	-1.7%	1,555,933	-0.7%	130,345,000	-0.7%	6.8%	7.0%	6.5%	9.6%
2011	327,961	0.0%	415,542	0.5%	1,577,675	1.4%	131,914,417	1.2%	5.7%	5.9%	5.6%	9.0%
2012	335,384	2.3%	425,292	2.3%	1,614,042	2.3%	134,157,417	1.7%	5.0%	5.2%	5.1%	8.1%
2013	337,014	0.5%	432,350	1.7%	1,635,283	1.3%	136,363,833	1.6%	4.9%	5.1%	5.1%	7.4%
2014	343,060	1.8%	440,250	1.8%	1,656,392	1.3%	138,939,750	1.9%	4.2%	4.3%	4.3%	6.2%
2015	349,408	1.9%	447,658	1.7%	1,667,883	0.7%	141,824,917	2.1%	4.0%	4.3%	4.3%	5.3%
2016	349,471	0.0%	446,033	-0.4%	1,653,408	-0.9%	144,335,833	1.8%	4.5%	4.8%	4.6%	4.9%
2017	351,314	0.5%	448,175	0.5%	1,662,492	0.5%	146,607,583	1.6%	4.0%	4.2%	4.0%	4.4%
2018	356,691	1.5%	456,408	1.8%	1,689,150	1.6%	148,908,417	1.6%	3.2%	3.3%	3.3%	3.9%
2019	362,031	1.5%	462,267	1.3%	1,705,083	0.9%	150,904,750	1.3%	3.0%	3.1%	3.1%	3.7%
2020	343,829	-5.0%	437,208	-5.4%	1,621,442	-4.9%	142,184,833	-5.8%	6.6%	6.5%	6.2%	8.1%
10 Yr Change	15,868	4.8%	21,667	5.2%	43,767	2.8%	10,270,417	7.8%				
Avg Unemp. Rate 2011-2020									4.5%	4.7%	4.6%	6.1%
Unemployment Rate - Sep 2021									2.1%	2.1%	2.0%	4.6%

Source: Bureau of Labor Statistics. County employment is from the Quarterly Census of Employment & Wages (QCEW), all other areas use the Current Employment Survey (CES). Unemployment rates use the Current Population Survey (CPS). Data is not seasonally adjusted.

## EMPLOYMENT SECTORS

The composition of the Tulsa MSA job market is illustrated in the chart below, paired with that of Oklahoma. Total employment for the areas is stratified by eleven major employment sectors, ranked from largest to smallest based on the percentage of Tulsa MSA jobs in each sector.

The Tulsa MSA has a greater percentage employment than Oklahoma in the following categories:

1. Trade, Transportation, Utilities - which accounts for 21.2% of Tulsa MSA payroll employment compared to 19.7% for Oklahoma as a whole. This sector includes jobs in retail trade, wholesale trade, trucking, warehousing, and electric, gas, and water utilities.
2. Manufacturing - which accounts for 11.7% of Tulsa MSA payroll employment compared to 9.3% for Oklahoma as a whole. This sector includes all establishments engaged in the manufacturing of durable and nondurable goods.
3. Other Services - which accounts for 8.5% of Tulsa MSA payroll employment compared to 8.0% for Oklahoma as a whole. This sector includes establishments that do not fall within other defined categories, such as private households, churches, and laundry and dry cleaning establishments.
4. Professional, Business Services - which accounts for 6.9% of Tulsa MSA payroll employment compared to 5.9% for Oklahoma as a whole. This sector includes legal, accounting, and engineering firms, as well as management of holding companies.



## MAJOR EMPLOYERS

The table below contains major employers in the Tulsa MSA.

### Major Employers - Tulsa MSA

	Name	Employees
1	American Airlines	6,850
2	AAON	>1000
3	AEPPublic Service Co.	>1000
4	Alorica Inc.	>1000
5	AT&T	>1000
6	Baker Hughes	>1000
7	Bank of Oklahoma	>1000
8	Blue Cross & Blue Shield	>1000
9	Enterprise Holdings Inc.	>1000
10	Hard Rock Hotel & Casino	>1000
11	Hillcrest Healthcare System	>1000
12	ICof Oklahoma	>1000
13	Nordam Group	>1000
14	OneOK Inc.	>1000
15	OSU Medical Center	>1000
16	OU-Tulsa Schusterman Center	>1000
17	Quiktrip Corp.	>1000
18	Reasor's Foods	>1000
19	River Spirit Casino	>1000
20	Saint Francis Health System	>1000

Sources(s): Tulsa Metro Chamber of Commerce, 2017; Tulsa Metro Chamber of Commerce, 2018

## GROSS DOMESTIC PRODUCT

Based on Gross Domestic Product (GDP), the Tulsa MSA ranks #57 out of all metropolitan area economies in the nation. Economic growth, as measured by annual changes in GDP, has been somewhat higher in the Tulsa MSA than Oklahoma overall during the past nine years. The Tulsa MSA has expanded at a 2.7% average annual rate while the State of Oklahoma has grown at a 2.4% rate. As the national economy improves, the Tulsa MSA continues to outperform Oklahoma. GDP for the Tulsa MSA rose by 3.1% in 2019 while Oklahoma's grew by 2.4%. The Tulsa MSA has a per capita GDP of \$54,585, which is 10.0% greater than Oklahoma's GDP of \$49,846. This means that the Tulsa MSA industries and employers are adding relatively more value to the economy than their peers in Oklahoma.

## Gross Domestic Product

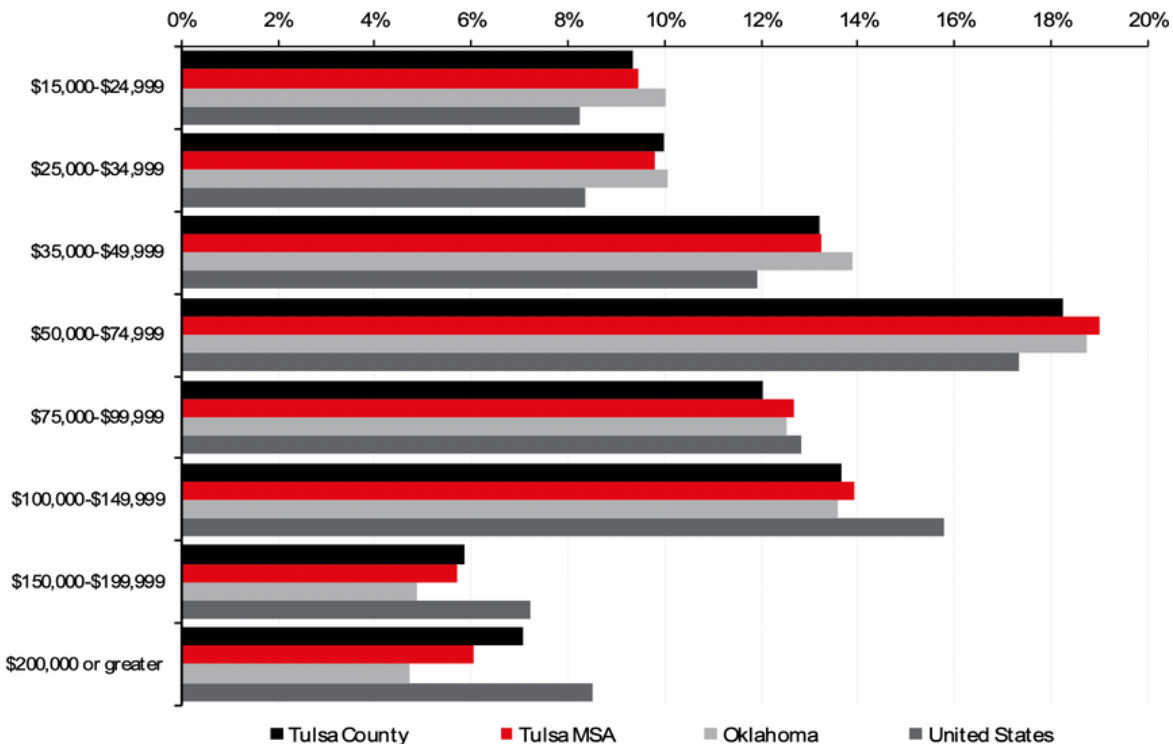
Year	Gross Domestic Product (\$ mil)						GDP per Capita (\$)		
	Tulsa MSA	Change	Oklahoma	Change	United States	Change	Tulsa MSA	Oklahoma	United States
2010	\$42,767	-	\$159,535	-	\$15,598,753	-	\$45,620	\$42,527	\$50,523
2011	\$45,172	5.6%	\$165,210	3.6%	\$15,840,664	1.6%	\$47,866	\$43,756	\$50,929
2012	\$47,440	5.0%	\$173,239	4.9%	\$16,197,007	2.2%	\$49,940	\$45,589	\$51,694
2013	\$48,198	1.6%	\$176,863	2.1%	\$16,495,369	1.8%	\$50,407	\$46,247	\$52,264
2014	\$51,537	6.9%	\$186,307	5.3%	\$16,912,038	2.5%	\$53,550	\$48,409	\$53,198
2015	\$52,817	2.5%	\$193,238	3.7%	\$17,432,170	3.1%	\$54,528	\$49,894	\$54,442
2016	\$49,664	-6.0%	\$188,063	-2.7%	\$17,730,509	1.7%	\$50,945	\$48,255	\$54,981
2017	\$50,635	2.0%	\$188,157	0.0%	\$18,144,105	2.3%	\$51,611	\$47,980	\$55,867
2018	\$52,593	3.9%	\$193,205	2.7%	\$18,687,786	3.0%	\$53,269	\$48,963	\$57,138
2019	\$54,232	3.1%	\$197,900	2.4%	\$19,091,662	2.2%	\$54,585	\$49,846	\$57,967
10 Yr Change	\$11,465	2.7%	\$38,365	2.4%	\$3,492,909	2.3%	\$8,965	\$7,319	\$7,444

Source: Bureau of Economic Analysis. The release of state and local GDP data has a longer lag time than national data. The data represents inflation-adjusted 'real' GDP stated in 2012 dollars. Per Capita GDP data are calculated by dividing the area GDP by its estimated population for the year shown.

## HOUSEHOLD INCOME

The Tulsa MSA has a higher level of household income than Oklahoma. Median household income for the Tulsa MSA is \$57,460, which is 5.9% higher than Oklahoma.

### 2021 Median Household Income Distribution



Source: Esri 2021.



## Median Household Income

Area	Med. Household Income		Compound Ann. % Chng
	2021 Est.	2026 Est.	2021 - 2026
Tulsa County	\$57,261	\$62,750	1.8%
Tulsa MSA	\$57,460	\$62,709	1.8%
Oklahoma	\$54,281	\$58,439	1.5%
United States	\$64,730	\$72,932	2.4%

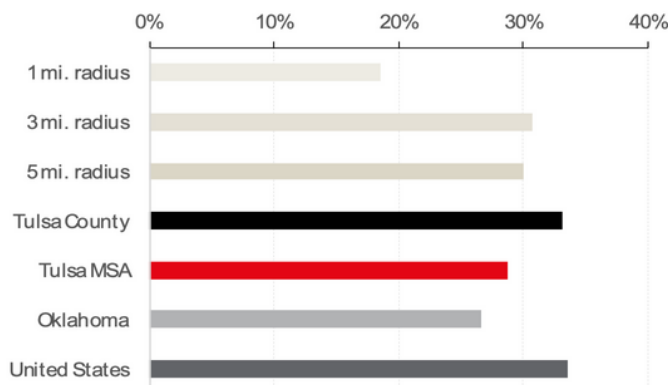
Source: Esri 2021.

The Tulsa MSA has a smaller concentration of households in the lower income levels than Oklahoma. Specifically, 29% of the Tulsa MSA households are below the \$35,000 level in household income as compared to 32% of Oklahoma households. A greater concentration of households exists in the higher income levels, as 38% of the Tulsa MSA households are at the \$75,000 or greater levels in household income versus 36% of Oklahoma households.

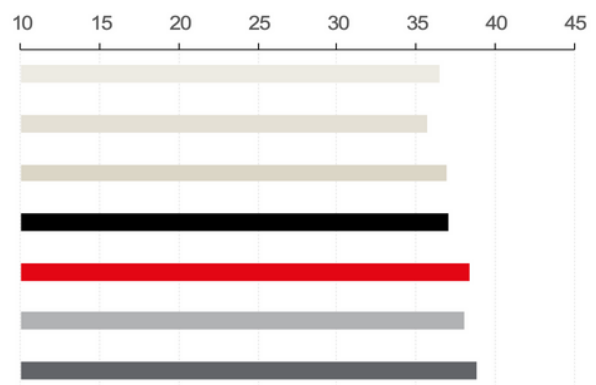
## EDUCATION AND AGE

Residents of the Tulsa MSA have a higher level of educational attainment than those in Oklahoma. An estimated 28.8% of the Tulsa MSA residents are college graduates with four-year degrees or higher, while Oklahoma residents have an estimated 26.6% with at least a four-year degree. People in the Tulsa MSA are similar in age to their peers in Oklahoma. The median age of both the Tulsa MSA and Oklahoma is 38 years.

### Population % with at least 4-Year Degree



### Median Age



Source: Esri 2021.

## CONCLUSION

The Tulsa MSA's economy will benefit from a growing population base, and higher income and education levels. The Tulsa MSA saw an increase in the number of jobs in the past 10 years, and it can be anticipated that employment growth will continue in the future. Furthermore, the Tulsa MSA is influenced positively from having both a higher rate of GDP growth in the past nine years and a higher level of GDP per capita than Oklahoma overall. We project that the Tulsa MSA's economy will improve, and employment will grow, strengthening the demand for real estate overall.

## NEIGHBORHOOD AREA ANALYSIS

The following table presents a summary of the convenience of walking and biking to amenities in the neighborhood around the subject property, as well as its accessibility to public transportation.

### Walk, Bike, and Transit Information

Metric	Rating (0-100)	Description
Walk Score	43	Car-Dependent
Bike Score	49	Somewhat Bikeable
Transit Score	38	Some Transit
<b>Mass Transit</b>	<b>Mi. from Subj.</b>	<b>Location</b>
Nearest Bus Stop	0.3	N Greenwood Ave&E Archer St
Summary: 13 nearby routes: 13 bus, no rail/other		
Source: Walkscore.com, updated 09/04/2021.		

A snapshot of the surrounding area demographics, including population, households, and income data, is displayed in the following table.

### Surrounding Area Demographics

	1 mi. radius	3 mi. radius	5 mi. radius	Tulsa County	Tulsa MSA	Oklahoma	United States
<b>Population</b>							
2010	7,050	75,894	155,992	603,403	937,478	3,751,351	308,745,538
2021	7,685	75,912	154,968	644,724	1,005,992	4,018,868	333,934,112
2026	8,302	77,436	157,232	668,165	1,042,768	4,135,591	345,887,495
Compound Chg 2010 - 2021	0.79%	0.00%	-0.06%	0.60%	0.64%	0.63%	0.72%
Compound Chg 2021 - 2026	1.56%	0.40%	0.29%	0.72%	0.72%	0.57%	0.71%
Density	2,448	2,685	1,973	1,131	161	59	95
<b>Households</b>							
2010	1,927	32,004	66,163	241,737	367,091	1,460,450	116,716,292
2021	2,467	32,309	65,903	256,778	391,957	1,557,479	126,470,675
2026	2,812	33,237	67,117	265,744	405,865	1,601,024	131,047,364
Compound Chg 2010 - 2021	2.27%	0.09%	-0.04%	0.55%	0.60%	0.59%	0.73%
Compound Chg 2021 - 2026	2.65%	0.57%	0.37%	0.69%	0.70%	0.55%	0.71%
<b>Other Demographics</b>							
Med. Household Income	\$31,528	\$39,321	\$42,960	\$57,261	\$57,460	\$54,281	\$64,730
Avg. Household Size	2.2	2.2	2.3	2.5	2.5	2.5	2.6
College Graduate %	18.5%	30.7%	30.1%	33.2%	28.8%	26.6%	33.6%
Median Age	37	36	37	37	38	38	39
Owner Occupied %	29%	46%	54%	60%	66%	67%	65%
Renter Occupied %	71%	54%	46%	40%	34%	33%	35%
Med. Home Value	\$136,739	\$150,196	\$136,950	\$184,776	\$177,688	\$160,949	\$264,021

Source: Esri 2021.

As illustrated above, the current population within a three-mile radius of the subject is 75,912, and the average household size is 2.2. Population in the area has been stable since the 2010 census but is expected to rise in the ensuing five years. The pace of population growth within a three-mile radius is projected to be less than that of the Tulsa MSA overall. Median household income is \$39,321, which is considerably lower than the household income for the Tulsa MSA as a whole. The populace within a three-mile radius has more formal college education than residents in the Tulsa MSA, while median home values in the area are substantially lower.



## TULSA METROPOLITAN AREA COMMERCIAL REAL ESTATE MARKET & TRENDS

The subject is located in the Tulsa, OK market area in which we will discuss Multifamily, Office, and the Retail market for the overall area and the property submarket areas of Central/Downtown Tulsa.

### MULTI-FAMILY MARKET AREA ANALYSIS

The subject is located in the Tulsa metro area, as defined by REIS. Supply and demand metrics, including inventory levels, vacancy, completions, absorption, and rental rates for all classes of space are presented in the following table

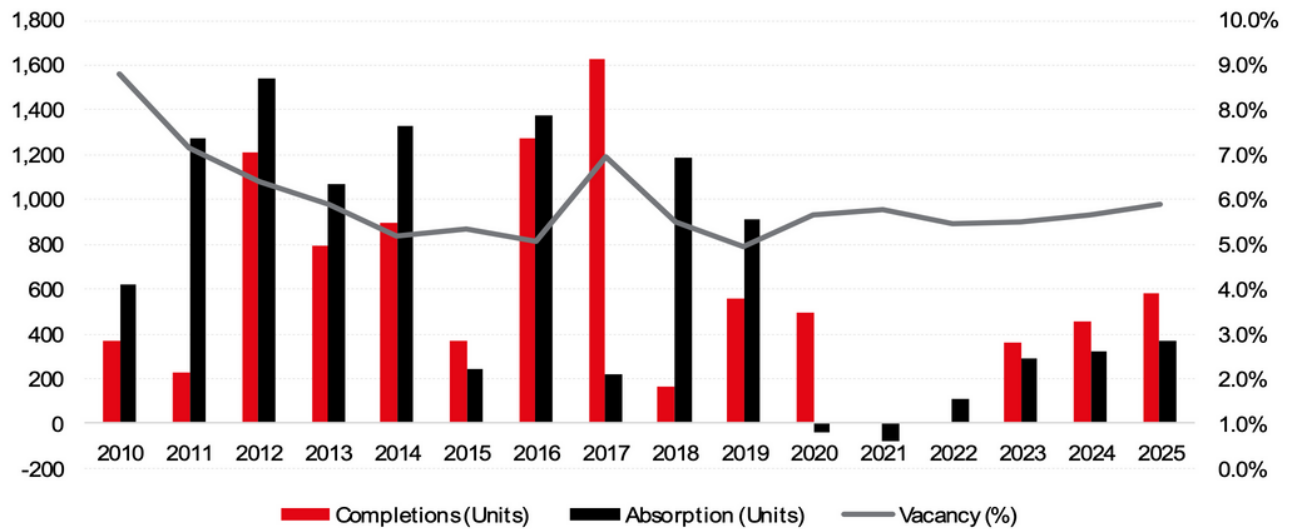
#### Tulsa Multi-Family Market Trends (All Classes of Space)

Year	Inventory (Units)	Vacancy (Units)	Vacancy (%)	Completions (Units)	Absorption (Units)	Asking Rent (\$/Unit)
2010	64,306	5,655	8.8%	371	621	\$574
2011	64,530	4,608	7.1%	224	1,271	\$582
2012	65,659	4,194	6.4%	1,211	1,543	\$600
2013	66,456	3,919	5.9%	797	1,072	\$611
2014	67,354	3,486	5.2%	898	1,331	\$636
2015	67,720	3,609	5.3%	366	243	\$653
2016	68,992	3,501	5.1%	1,272	1,380	\$667
2017	70,623	4,912	7.0%	1,631	220	\$698
2018	70,786	3,885	5.5%	163	1,190	\$709
2019	71,348	3,537	5.0%	562	910	\$729
2020	71,841	4,073	5.7%	493	-43	\$739
<b>2021 Q2</b>	<b>71,841</b>	<b>4,148</b>	<b>5.8%</b>	<b>0</b>	<b>-3</b>	<b>\$743</b>
2021	71,841	4,148	5.8%	0	-75	\$743
2022	72,061	3,924	5.4%	0	112	\$772
2023	72,419	3,988	5.5%	358	294	\$790
2024	72,872	4,118	5.7%	453	323	\$807
2025	73,456	4,333	5.9%	584	369	\$825
2010 - 2020 Avg.	68,147	4,125	6.1%	726	885	\$654

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- There were no completions in the current period. On average 726 units have been added to the market over the last eleven complete years and increased 32.9%. During the same period, completions reached a low of 163 units in 2018 and experienced a maximum of 1,631 units in 2017.
- Looking forward, it is expected that in four years completions will show a decrease of 19.6% from the 11-year average of 726 units, representing a change of 142 units by year-end 2025.
- The most recent data shows asking rent is \$743/unit. Over the last eleven complete years, asking rent had an annual average of \$654/unit and increased 28.7%. During the same period, asking rent rose from a minimum of \$574/unit in 2010 and experienced a maximum of \$739/unit in 2020.
- Looking forward, it is expected that in four years asking rent will show a gain of 11.0% from the present amount of \$743/unit, representing a change of \$82/unit by year-end 2025.

## Supply and Demand Trends



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- Vacancy rates are presently 5.8%. Over the past eleven complete years, vacancy rates had an annual average of 6.1% and declined 312 bps. During the same period, vacancy rates saw a low of 5.0% in 2019 and fell from a maximum of 8.8% in 2010.
- Projecting four years into the future, vacancy rates will show an increase of 12 bps from the present amount of 5.8%.
- Currently, absorption is -3 units. During the past eleven complete years, absorption averaged 885 units annually and declined 106.9%. Over that same time frame, absorption experienced a minimum of -43 units in 2020 and achieved a peak of 1,543 units in 2012.
- Four-year forecasts demonstrate that absorption will be 369 units by the end of 2025, equivalent to a decline of 58.3% compared to the eleven-year average of 885 units.



## CENTRAL TULSA SUBMARKET SYNOPSIS

The subject is located in the Central Tulsa submarket, as defined by REIS. To effectively gauge investor interest in the subject's submarket, we evaluate key supply and demand metrics in comparison to other areas for all classes of space in the following table.

### Tulsa Submarket Overview (All Classes of Space)

Submarket	Inventory (Units)	Asking Rent (\$/Unit)	Vacancy (%)	Vacancy (Units)	Absorption (Units)
South	39,838	\$726	5.0%	1,978	-65
East/Broken Arrow	12,025	\$701	3.8%	460	-18
Central Tulsa	9,033	\$906	11.9%	1,079	37
North	6,585	\$612	5.2%	343	-17
Arkansas River Southwest	4,360	\$773	6.6%	288	-12
<b>Market Totals/Averages</b>	<b>71,841</b>	<b>\$743</b>	<b>5.8%</b>	<b>4,148</b>	<b>-75</b>

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- The Central Tulsa submarket is ranked third in inventory out of the five submarkets in the Tulsa metro area. It contains 9,033 units, which represents 12.6% of the unit inventory.
- The submarket's asking rent is \$906/unit, which is 21.8% greater than the metro area average of \$743.

## CENTRAL TULSA SUBMARKET TRENDS AND ANALYSIS

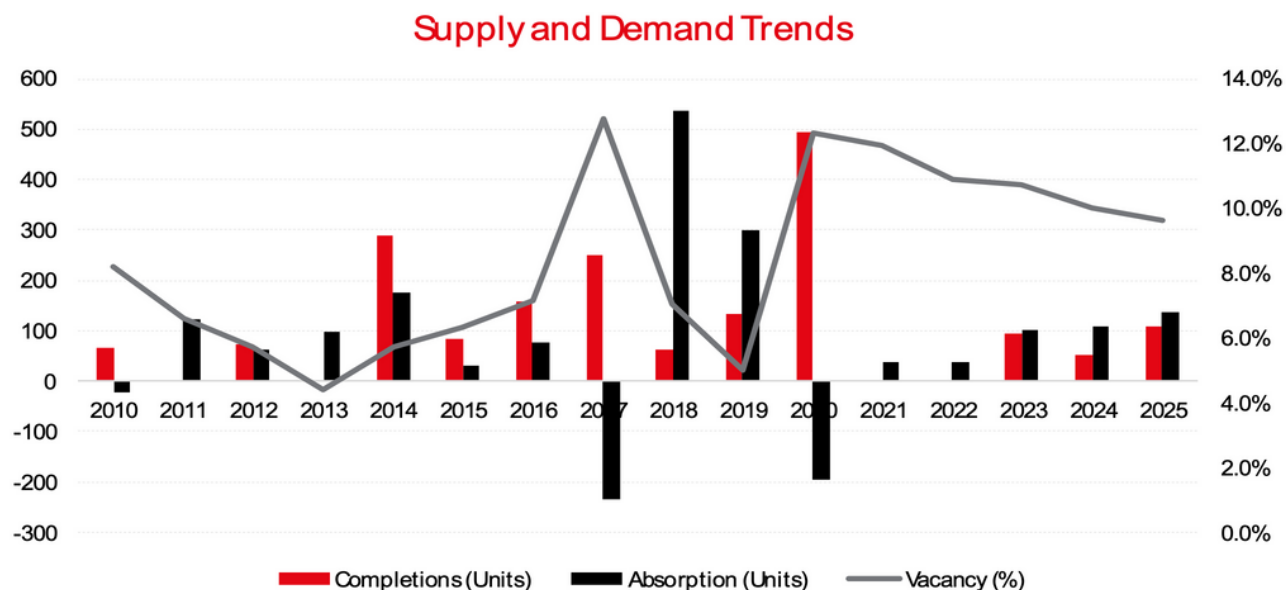
Supply and demand statistics, for all classes of space in the Central Tulsa submarket are presented in the following table.

### Tulsa: Central Tulsa Submarket Trends (All Classes of Space)

Year	Inventory (Units)	Vacancy (Units)	Vacancy (%)	Completions (Units)	Absorption (Units)	Asking Rent (\$/Unit)
2010	7,571	621	8.2%	67	-21	\$600
2011	7,571	500	6.6%	0	121	\$607
2012	7,563	431	5.7%	74	61	\$624
2013	7,563	333	4.4%	0	98	\$633
2014	7,853	448	5.7%	290	175	\$665
2015	7,935	500	6.3%	82	30	\$697
2016	8,094	581	7.2%	159	78	\$735
2017	8,344	1,066	12.8%	250	-235	\$796
2018	8,406	592	7.0%	62	536	\$796
2019	8,540	426	5.0%	134	300	\$841
2020	9,033	1,116	12.4%	493	-197	\$897
<b>2021 Q2</b>	<b>9,033</b>	<b>1,079</b>	<b>11.9%</b>	<b>0</b>	<b>3</b>	<b>\$906</b>
2021	9,033	1,079	11.9%	0	37	\$906
2022	9,033	985	10.9%	0	36	\$948
2023	9,127	977	10.7%	94	102	\$984
2024	9,178	918	10.0%	51	110	\$1,012
2025	9,288	892	9.6%	110	136	\$1,043
2010 - 2020 Avg.	8,043	601	7.5%	146	86	\$717

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- There were no completions in the current period. On average 146 units have been added to the market over the last eleven complete years and increased 635.8%. During the same period, completions attained a high of 493 units in 2020.
- Looking forward, it is expected that in four years completions will show a decline of 24.9% from the 11-year average of 146 units, representing a change of 36 units by year-end 2025.



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- Vacancy rates are presently 11.9%. Over the past eleven complete years, vacancy rates had an annual average of 7.5% and increased 415 bps. During the same period, vacancy rates reached a low of 4.4% in 2013 and attained a high of 12.8% in 2017.
- Projecting four years into the future, vacancy rates will show a drop of 234 bps from the present amount of 11.9%.
- Currently, absorption is 3 units. During the past eleven complete years, absorption averaged 86 units annually and increased 838.1%. Over that same time frame, absorption reached a low of -235 units in 2017 and achieved a peak of 536 units in 2018.
- Four-year forecasts demonstrate that absorption will be 136 units by the end of 2025, equivalent to an increase of 58.1% compared to the eleven-year average of 86 units.

## TULSA CONSTRUCTION ACTIVITY

The ensuing table contains a snapshot of proposed, planned, and under construction activity for all multi-family properties in the Tulsa metro area.



## Tulsa Multi-Family New Construction Overview

	Under Construction		Planned		Proposed	
	Properties	Units	Properties	Units	Properties	Units
Tulsa	27	5,115	125	26,555	48	11,388
Apartment	21	4,736	104	23,578	42	10,007
Condominiums	2	74	4	1,399	3	1,219
Townhomes	4	305	13	775	3	162
Mixed Income	0	0	4	803	0	0
Central Tulsa Submarket	4	538	4	337	3	543
Apartment	3	506	4	337	3	543
Condominiums	1	32	0	0	0	0

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- There are a total of 200 properties of new supply in the Tulsa market. This ranks number 76 of the 87 markets covered by REIS for the Multi-Family property type.
- Of these, 27 are under construction, 125 are planned and 48 are proposed.
- As a percentage of total new construction units, under construction properties account for 12%, planned properties account for 62% and proposed properties account for 26% of the volume in the market.
- Considering the top three property subtypes as a percent of the total units of new supply, 89% are Apartment, 6% are Condominiums and 3% are Townhomes.

## TULSA CONSTRUCTION ACTIVITY

The following table shows potential new supply within a radius of 5 miles around the subject property.

### Multi-Family New Construction, 5 Mi. Radius Around Subject

Name/ Address	Qty/State	Submarket	Property Subtype	M. from Subj.	Units	Constr. Start	Constr. End
Under Construction: 4 Properties					401		
The View	Tulsa, OK	Central Tulsa	Apartment	0.3	200		
Davenport Urban Lofts	Tulsa, OK	Central Tulsa	Condominiums	0.7	32		Nov-21
The Lofts at 1515	Tulsa, OK	Central Tulsa	Apartment	1.6	15	Oct-18	Oct-21
The Hill at Bricktown	Tulsa, OK	North	Townhomes	2.2	154	Feb-08	
Planned: 6 Properties					701		
Oincinnati Avenue Apartments	Tulsa, OK	Central Tulsa	Apartment	0.5	240		
Arco Building Apartments	Tulsa, OK	Central Tulsa	Apartment	0.8	76		
The Black Pearl	Tulsa, OK	Central Tulsa	Apartment	0.8	10		
Laura Dester Redevelopment Ph 2	Tulsa, OK	Central Tulsa	Apartment	1.0	11		
The Dunbar at Morton Reserve Apartments	Tulsa, OK	North	Apartment	1.1	64		
11th and Lewis Mixed Use Development	Tulsa, OK	North	Apartment	3.3	300		
Proposed: 5 Properties					1,103		
220 East 2nd Street	Tulsa, OK	Central Tulsa	Apartment	0.5	240		
The Annex	Tulsa, OK	Central Tulsa	Apartment	0.7	240		
Laura Dester Redevelopment Ph 1	Tulsa, OK	Central Tulsa	Apartment	1.0	63		
Envision Comanche Ph 2 - Ph 4	Tulsa, OK	North	Apartment	3.1	462		
Envision Comanche Ph 1	Tulsa, OK	North	Apartment	3.1	98		
Total Properties: 15				Total Units		2,205	

- There are a total of 15 properties of potential new supply within a 5-mile radius around the subject.
- Of these, 4 are under construction, 6 are planned and 5 are proposed, according to REIS.
- As a percentage of total new construction units, under construction properties account for 18%, planned properties account for 32% and proposed properties account for 50% of the volume in a 5-mile radius.
- Considering the property subtypes as a percent of the total units of new supply, 92% are Apartment and 1% are Condominiums.

## **MULTI-FAMILY MARKET SUMMARY AND CONCLUSIONS**

A summary of vacancy rates across various market segments analyzed is shown in the ensuing table:

### **Vacancy Rate Summary**

Market Segment	Vacancy Rate
Tulsa Metro Area	5.8%
Central Tulsa Submarket Area	11.9%

Based on influential overall market and submarket area trends, construction outlook, and the performance of competing properties, conditions in the Tulsa metro area to have a positive overall trend for Class A properties.

## **OFFICE MARKET AREA ANALYSIS**

The subject is located in the Tulsa metro area, as defined by CoStar. Supply and demand metrics, including inventory levels, vacancy, completions, absorption, and rental rates for all classes of space are presented in the following table.

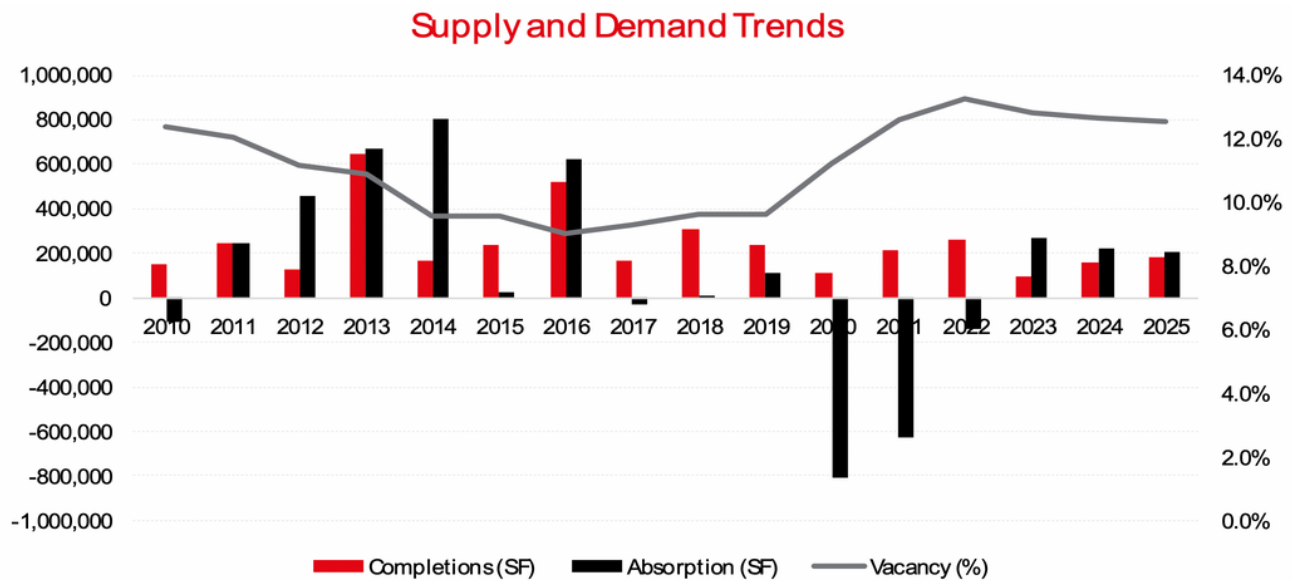


## Tulsa Office Market Trends (All Classes of Space)

Year	Inventory (SF)	Vacancy (SF)	Vacancy (%)	Completions (SF)	Absorption (SF)	Inventory, Under Cons (SF)	Asking Rent (\$/SF)
2010	49,077,234	6,065,727	12.4%	151,925	-111,055	196,742	\$13.81
2011	49,176,110	5,922,652	12.0%	245,884	241,999	427,241	\$13.58
2012	49,210,737	5,498,174	11.2%	124,918	459,108	733,612	\$13.87
2013	49,806,150	5,421,006	10.9%	649,363	672,579	158,917	\$14.19
2014	49,976,154	4,790,010	9.6%	170,004	800,999	618,305	\$14.40
2015	49,996,976	4,784,768	9.6%	240,794	26,062	608,076	\$15.02
2016	50,386,201	4,548,507	9.0%	524,734	625,490	240,969	\$15.04
2017	50,527,826	4,711,795	9.3%	163,377	-26,356	259,138	\$15.48
2018	50,710,914	4,893,107	9.6%	311,616	7,778	259,672	\$15.88
2019	50,828,033	4,898,480	9.6%	237,117	111,741	383,139	\$16.60
2020	50,830,058	5,710,181	11.2%	115,829	-809,673	467,894	\$16.48
<b>2021 Q2</b>	<b>50,812,668</b>	<b>5,955,898</b>	<b>11.7%</b>	<b>49,258</b>	<b>-163,134</b>	<b>384,167</b>	<b>\$16.52</b>
2021	50,919,601	6,416,328	12.6%	213,186	-623,896	0	\$16.55
2022	51,127,533	6,769,333	13.2%	262,231	-141,520	0	\$16.79
2023	51,198,898	6,574,923	12.8%	94,982	268,643	0	\$17.11
2024	51,341,709	6,499,684	12.7%	160,477	220,747	0	\$17.30
2025	51,507,702	6,464,625	12.6%	182,219	204,149	0	\$17.37
2010 - 2020 Avg.	50,047,854	5,204,037	10.4%	266,869	181,697	395,791	\$14.94

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- The most recent data shows 49,258 SF were added to the market. On average 266,869 SF have been added to the market over the last eleven complete years and declined 23.8%. During the same period, completions reached a low of 115,829 SF in 2020 and attained a high of 649,363 SF in 2013.
- Looking forward, it is expected that in four years completions will show a decrease of 31.7% from the 11-year average of 266,869 SF, representing a change of 84,650 SF by year-end 2025.
- The most recent data shows asking rent is \$16.52/SF. Over the last eleven complete years, asking rent had an annual average of \$14.94/SF and increased 19.4%. During the same period, asking rent saw a low of \$13.58/SF in 2011 and experienced a maximum of \$16.60/SF in 2019.
- Looking forward, it is expected that in four years asking rent will show an increase of 5.2% from the present amount of \$16.52/SF, representing a change of \$0.85/SF by year-end 2025.



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- Vacancy rates are presently 11.7%. Over the past eleven complete years, vacancy rates had an annual average of 10.4% and dropped 113 bps. During the same period, vacancy rates experienced a minimum of 9.0% in 2016 and fell from a maximum of 12.4% in 2010.
- Projecting four years into the future, vacancy rates will show an increase of 83 bps from the present amount of 11.7%.
- Currently, absorption is -163,134 SF. During the past eleven complete years, absorption averaged 181,697 SF annually and increased 629.1%. Over that same time frame, absorption experienced a minimum of -809,673 SF in 2020 and attained a high of 800,999 SF in 2014.
- Four-year forecasts demonstrate that absorption will be 204,149 SF by the end of 2025, equivalent to an increase of 12.4% compared to the eleven-year average of 181,697 SF.

## OFFICE TRENDS AND ANALYSIS: CLASS A

The subject is considered a Class A property, as defined by CoStar. Supply and demand metrics, including inventory levels, vacancy, completions, absorption, and rental rates for Class A properties are presented in the following table.



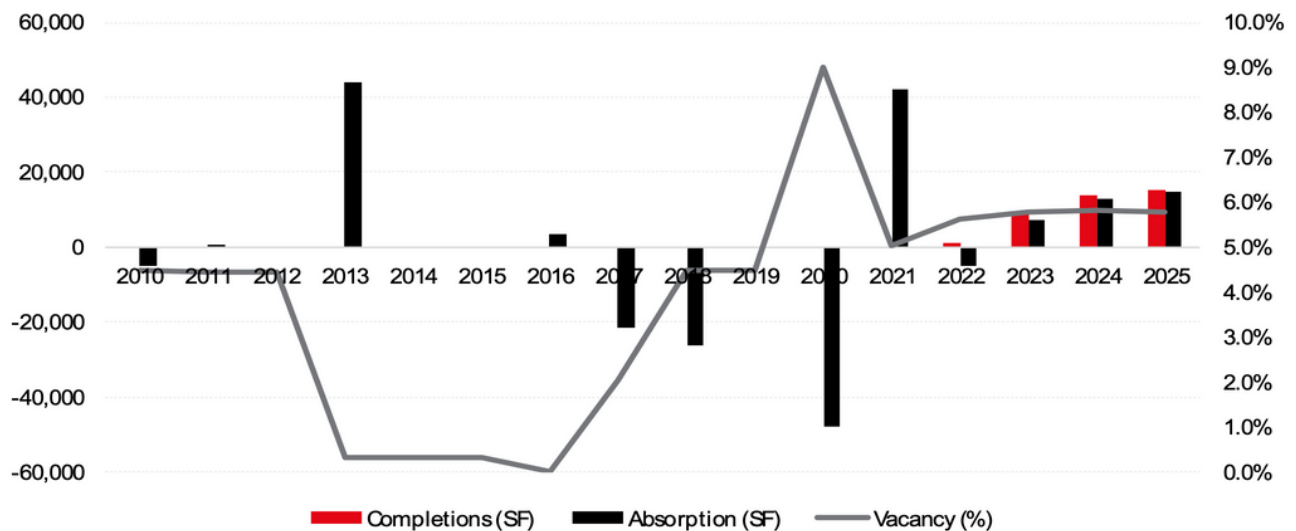
## Tulsa Class A Office Market Trends

Year	Inventory (SF)	Vacancy (SF)	Vacancy (%)	Completions (SF)	Absorption (SF)	Asking Rent (\$/SF)
2010	1,071,000	47,817	4.5%	0	-4,849	\$18.46
2011	1,071,000	47,550	4.4%	0	267	\$18.05
2012	1,071,000	47,550	4.4%	0	0	\$18.99
2013	1,071,000	3,499	0.3%	0	44,050	\$19.90
2014	1,071,000	3,499	0.3%	0	0	\$20.78
2015	1,071,000	0	0.0%	0	0	\$21.18
2016	1,071,000	21,748	2.0%	0	3,500	\$21.57
2017	1,071,000	48,156	4.5%	0	-21,748	\$21.81
2018	1,071,000	48,156	4.5%	0	-26,408	\$21.25
2019	1,071,000	96,312	9.0%	0	0	\$22.17
2020	1,071,000	96,312	9.0%	0	-48,156	\$22.32
2021 Q2	1,071,000	96,312	9.0%	0	0	\$22.35
2021	1,071,000	53,978	5.0%	0	42,333	\$22.39
2022	1,072,244	60,353	5.6%	1,244	-5,133	\$22.80
2023	1,081,493	62,384	5.8%	9,249	7,215	\$23.32
2024	1,095,371	63,538	5.8%	13,878	12,720	\$23.64
2025	1,110,764	64,222	5.8%	15,393	14,705	\$23.82
2010 - 2020 Avg	1,071,000	33,435	3.1%	0	-4,849	\$20.59

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- There were no completions in the current period. On average no SF has been added to the market they remained constant at no SF.

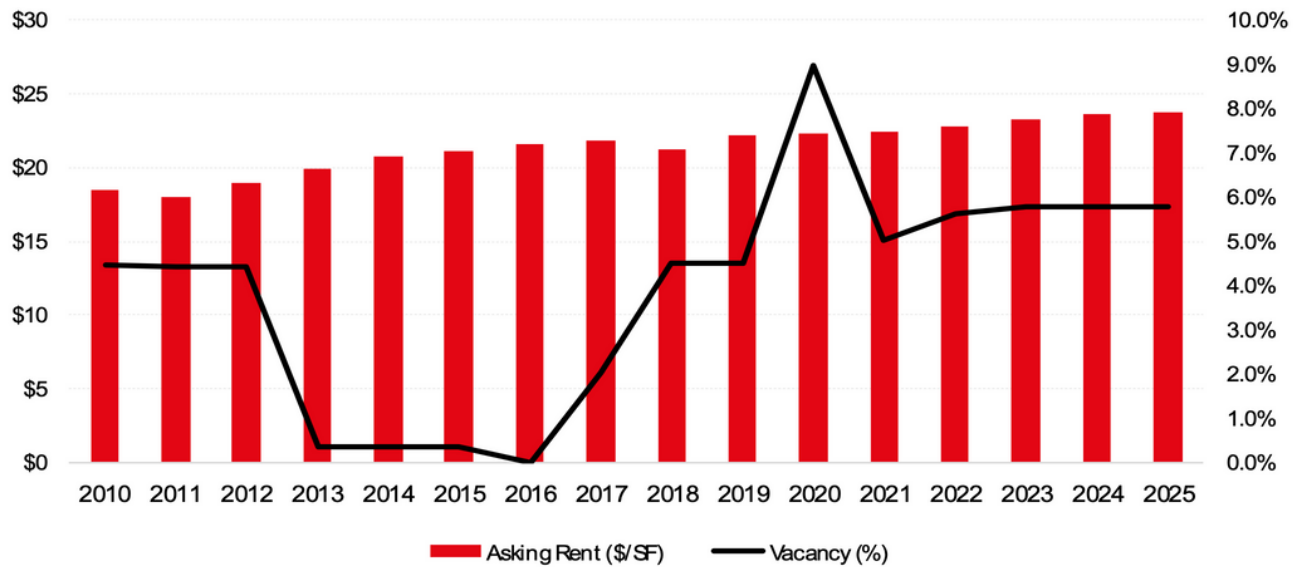
## Supply and Demand Trends



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- The most recent data shows inventory is 1,071,000 SF. Over the last eleven complete years, it remained constant at 1,071,000 SF.

### Vacancy Rate vs. Asking Rent



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- Vacancy rates are presently 9.0%. Over the past eleven complete years, vacancy rates had an annual average of 3.1% and increased 453 bps. During the same period, vacancy rates achieved a peak of 9.0% in 2020.
- There was no absorption in the current period. During the past eleven complete years, absorption averaged -4,849 SF annually and increased 893.1%. Over that same time frame, absorption reached a low of -48,156 SF in 2020 and attained a high of 44,050 SF in 2013.

### CBD SUBMARKET SYNOPSIS

The subject is located in the CBD submarket, as defined by CoStar. To effectively gauge investor interest in the subject's submarket, we evaluate key supply and demand metrics in comparison to other areas for Class A in the following table.

#### Tulsa Submarket Class A Overview

Submarket	Inventory (SF)	Asking Rent (\$/SF)	Vacancy (%)	Vacancy (SF)	Absorption (SF)
CBD	785,000	\$20.04	12.3%	96,312	43,328
Mid-Town	286,000	\$24.66	0.0%	0	-995
<b>Market Totals/Averages</b>	<b>1,071,000</b>	<b>\$22.35</b>	<b>9.0%</b>	<b>96,312</b>	<b>42,333</b>

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- The CBD submarket is ranked first in inventory out of the two submarkets in the Tulsa metro area. It contains 785,000 SF, which represents 73.3% of the unit inventory.
- The submarket's asking rent is \$20.04/SF, which is 10.3% less than the metro area average of \$22.35.



## CBD SUBMARKET TRENDS AND ANALYSIS

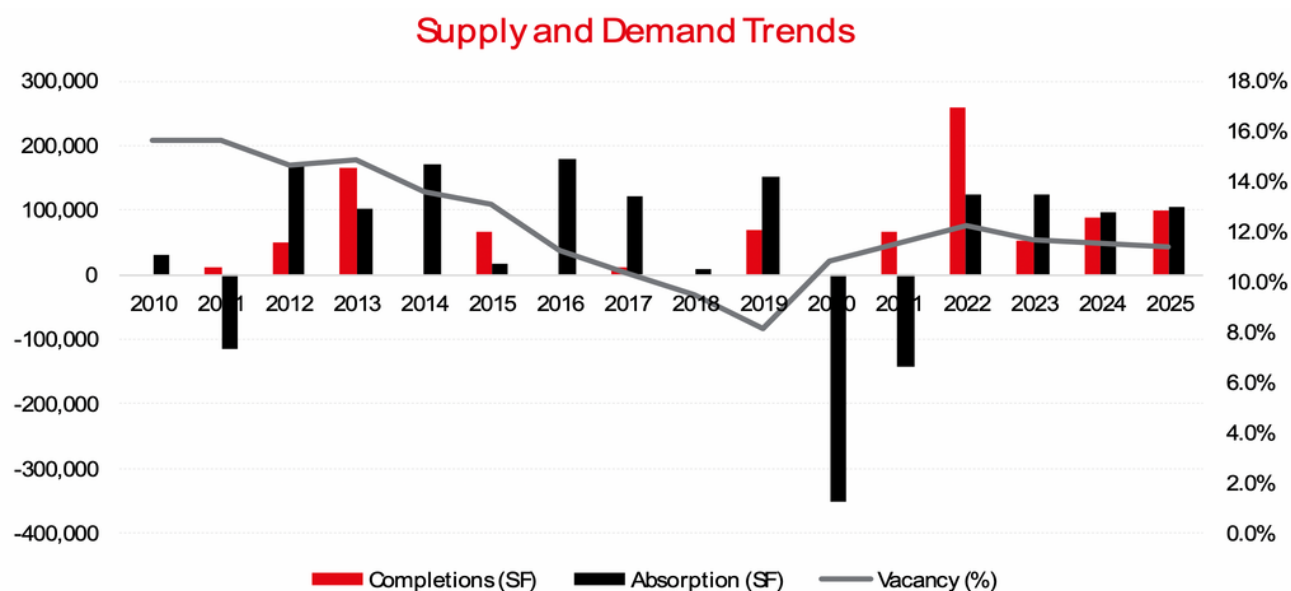
Supply and demand statistics, for all classes of space in the CBD submarket are presented in the following table.

### Tulsa: CBD Submarket Trends (All Classes of Space)

Year	Inventory (SF)	Vacancy (SF)	Vacancy (%)	Completions (SF)	Absorption (SF)	Inventory, Under Cons (SF)	Asking Rent (\$/SF)
2010	13,504,817	2,109,596	15.6%	0	29,781	11,134	\$14.34
2011	13,375,951	2,095,607	15.7%	11,134	-114,877	379,016	\$14.10
2012	13,410,102	1,961,331	14.6%	50,473	168,428	328,543	\$14.56
2013	13,567,863	2,017,822	14.9%	166,561	101,270	0	\$14.97
2014	13,567,863	1,845,640	13.6%	0	172,182	145,829	\$15.52
2015	13,503,016	1,764,094	13.1%	66,594	16,698	0	\$15.93
2016	13,426,289	1,507,801	11.2%	0	179,566	10,560	\$16.16
2017	13,428,041	1,387,211	10.3%	10,560	122,343	0	\$16.52
2018	13,313,475	1,264,956	9.5%	0	7,688	105,573	\$16.59
2019	13,283,412	1,083,896	8.2%	68,031	150,997	260,284	\$17.17
2020	13,283,412	1,434,747	10.8%	0	-350,851	332,784	\$17.32
<b>2021 Q2</b>	<b>13,163,412</b>	<b>1,296,567</b>	<b>9.8%</b>	<b>0</b>	<b>134,939</b>	<b>332,784</b>	<b>\$17.35</b>
2021	13,230,950	1,525,937	11.5%	67,538	-143,603	0	\$17.38
2022	13,480,900	1,652,276	12.3%	258,138	123,752	0	\$17.63
2023	13,533,119	1,579,680	11.7%	52,219	124,904	0	\$17.95
2024	13,621,487	1,570,358	11.5%	88,368	97,807	0	\$18.13
2025	13,721,618	1,566,937	11.4%	100,131	103,667	0	\$18.20
2010 - 2020 Avg.	13,424,022	1,679,336	12.5%	33,941	43,930	143,066	\$15.74

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- There were no completions in the current period. On average 33,941 SF have been added to the market over the last eleven complete years. During the same period, completions experienced a maximum of 166,561 SF in 2013.
- Looking forward, it is expected that in four years completions will show an increase of 195.0% from the 11-year average of 33,941 SF, representing a change of 66,190 SF by year-end 2025.



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- Vacancy rates are presently 9.8%. Over the past eleven complete years, vacancy rates had an annual average of 12.5% and decreased 482 bps. During the same period, vacancy rates experienced a minimum of 8.2% in 2019 and achieved a peak of 15.7% in 2011.
- Projecting four years into the future, vacancy rates will show an increase of 157 bps from the present amount of 9.8%.
- Currently, absorption is 134,939 SF. During the past eleven complete years, absorption averaged 43,930 SF annually and dropped 1278.1%. Over that same time frame, absorption reached a low of -350,851 SF in 2020 and attained a high of 179,566 SF in 2016.
- Four-year forecasts demonstrate that absorption will be 103,667 SF by the end of 2025, equivalent to an increase of 136.0% compared to the eleven-year average of 43,930 SF.

## OFFICE TRENDS AND ANALYSIS: CLASS A

Supply and demand metrics for Class A properties are presented in the following table.



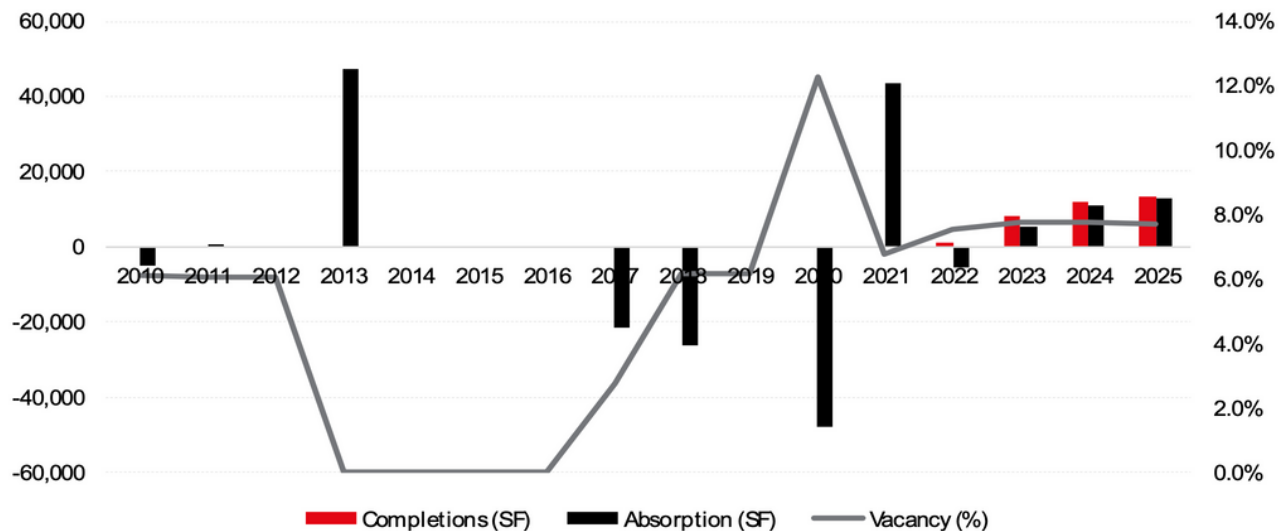
## Tulsa: CBD Submarket, Class A Office Trends

Year	Inventory (SF)	Vacancy (SF)	Vacancy (%)	Completions (SF)	Absorption (SF)	Asking Rent (\$/SF)
2010	785,000	47,817	6.1%	0	-4,849	\$17.06
2011	785,000	47,550	6.1%	0	267	\$16.77
2012	785,000	47,550	6.1%	0	0	\$17.34
2013	785,000	0	0.0%	0	47,550	\$17.69
2014	785,000	0	0.0%	0	0	\$18.75
2015	785,000	0	0.0%	0	0	\$19.29
2016	785,000	0	0.0%	0	0	\$19.51
2017	785,000	21,748	2.8%	0	-21,748	\$19.73
2018	785,000	48,156	6.1%	0	-26,408	\$19.21
2019	785,000	48,156	6.1%	0	0	\$19.89
2020	785,000	96,312	12.3%	0	-48,156	\$20.02
2021 Q2	785,000	96,312	12.3%	0	0	\$20.04
2021	785,000	52,983	6.7%	0	43,328	\$20.07
2022	786,066	59,383	7.6%	1,066	-5,335	\$20.40
2023	793,991	61,779	7.8%	7,925	5,529	\$20.82
2024	805,883	62,543	7.8%	11,892	11,126	\$21.07
2025	819,072	62,944	7.7%	13,189	12,785	\$21.18
2010 - 2020 Avg.	785,000	32,481	4.1%	0	-4,849	\$18.66

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- There were no completions in the current period. On average no SF has been added to the market they remained constant at no SF.

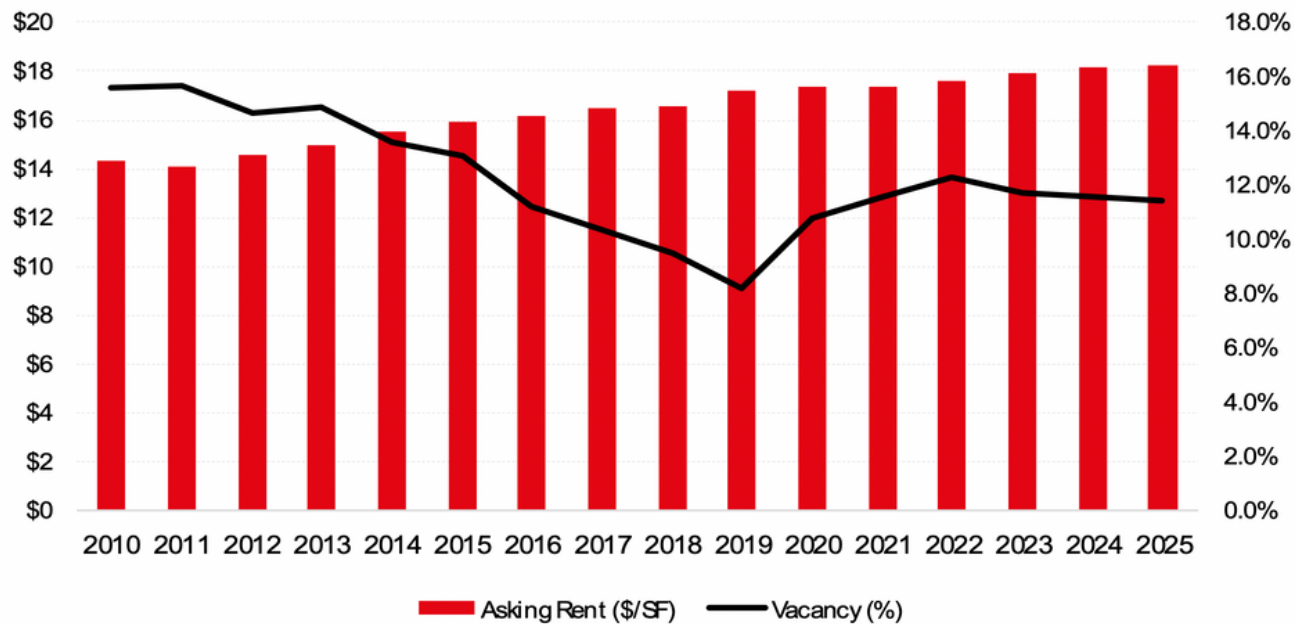
## Supply and Demand Trends



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- The most recent data shows inventory is 785,000 SF. Over the last eleven complete years, it remained constant at 785,000 SF.

## Vacancy Rate vs. Asking Rent



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■ Vacancy rates are presently 12.3%. Over the past eleven complete years, vacancy rates had an annual average of 4.1% and increased 618 bps. During the same period, vacancy rates experienced a maximum of 12.3% in 2020.

■ There was no absorption in the current period. During the past eleven complete years, absorption averaged -4,849 SF annually and increased 893.1%. Over that same time frame, absorption experienced a minimum of -48,156 SF in 2020 and attained a high of 47,550 SF in 2013.

## TULSA CONSTRUCTION ACTIVITY

The ensuing table contains a snapshot of proposed, planned, and under construction activity for all office properties in the Tulsa metro area.

### Tulsa Office New Construction Overview

	Under Construction		Planned		Proposed	
	Properties	Bldg. SF	Properties	Bldg. SF	Properties	Bldg. SF
Tulsa	21	1,838,806	137	20,271,393	42	7,176,449
Office	13	1,325,736	90	17,576,828	22	5,569,886
Government Office	0	0	2	240,673	0	0
Office—Owner Occ.	4	404,000	13	1,677,024	5	1,326,176
Medical Office	4	109,070	32	776,868	14	260,387
Office Condominiums	0	0	0	0	1	20,000
CBD Submarket	0	0	6	525,000	2	1,165,000
Office	0	0	5	373,000	2	1,165,000
Office—Owner Occ.	0	0	1	152,000	0	0

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- There are a total of 200 properties of new supply in the Tulsa market. This ranks number 61 of the 84 markets covered by REIS for the Office property type.
- Of these, 21 are under construction, 137 are planned and 42 are proposed.
- As a percentage of total new construction square footage, under-construction properties account for 6%, planned properties account for 69% and proposed properties account for 25% of the volume in the market.
- Considering the top three property subtypes as a percent of the total square footage of new supply, 84% are Office, 12% are Office--Owner Occ. and 4% are Medical Office.

## TULSA CONSTRUCTION ACTIVITY

The following table shows potential new supply within a radius of 5 miles around the subject property.

### Office New Construction, 5 Mi. Radius Around Subject

Name/ Address	Qty/ State	Submarket	Property Subtype	M. from Subj.	Building Area (SF)	Constr. End
Under Construction: 3 Properties					605,283	
GreenArch II	Tulsa, OK	Central Business District	Office	0.2	85,000	
WPX Energy HQ	Tulsa, OK	Central Business District	Office--Owner Occ.	0.5	260,000	Nov-21
222 South Detroit Avenue	Tulsa, OK	Central Business District	Office	0.9	260,283	Mar-22
Planned: 1 Property					28,000	
Morton Reserve Offices	Tulsa, OK	Does not fall into a REIS submarket	Office	1.1	28,000	
Proposed: 3 Properties					138,000	
Pearl Ridge North Ph 2	Tulsa, OK	Central Business District	Office	0.9	40,000	
Laura Dester Redevelopment Ph 2	Tulsa, OK	Central Business District	Office	1.0	18,000	
Pearl Ridge South Ph 1	Tulsa, OK	Central Business District	Office	1.0	80,000	
<b>Total Properties: 7</b>			<b>Total Building Area (SF)</b>		<b>771,283</b>	

- There are a total of 7 properties of potential new supply within a 5-mile radius around the subject.
- Of these, 3 are under construction, 1 is planned and 3 are proposed, according to REIS.
- As a percentage of total new construction square footage, under construction properties account for 78%, planned properties account for 4% and proposed properties account for 18% of the volume in a 5-mile radius.
- Considering the property subtypes as a percent of the total square footage of new supply, 66% are Office.

## OFFICE MARKET SUMMARY AND CONCLUSIONS

A summary of vacancy rates across various market segments analyzed is shown in the ensuing table:

### Vacancy Rate Summary

Market Segment	Vacancy Rate
Tulsa Metro Area	11.7%
Tulsa Metro Area Class A	9.0%
CBD Submarket Area	9.8%
CBD Submarket Class A	12.3%

Based on influential overall market and submarket area trends, construction outlook, and the performance of competing properties, conditions in the Tulsa metro area to have a positive overall trend for Class A properties.

## RETAIL MARKET AREA ANALYSIS

The subject is located in the Tulsa metro area, as defined by CoStar. Supply and demand metrics, including inventory levels, vacancy, completions, absorption, and rental rates for all classes of space are presented in the following table.

### Tulsa Retail Market Trends (All Classes of Space)

Year	Inventory (SF)	Vacancy (SF)	Vacancy (%)	Completions (SF)	Absorption (SF)	Inventory, Under Cons (SF)	Asking Rent (\$/SF)
2010	64,743,909	3,853,203	6.0%	553,282	609,276	375,618	\$10.42
2011	65,407,457	3,581,726	5.5%	663,548	935,023	354,654	\$10.56
2012	66,080,129	3,764,195	5.7%	676,156	490,201	278,126	\$10.52
2013	66,687,213	3,668,314	5.5%	624,538	686,198	276,616	\$10.53
2014	67,499,538	3,297,533	4.9%	829,434	1,183,109	395,400	\$10.72
2015	68,296,954	3,074,613	4.5%	804,016	1,019,016	492,659	\$10.89
2016	68,832,104	2,688,148	3.9%	634,469	917,834	283,441	\$11.01
2017	69,256,777	2,941,135	4.2%	504,326	167,685	658,952	\$11.26
2018	69,797,056	3,400,725	4.9%	792,882	71,666	233,154	\$11.49
2019	70,179,397	2,906,925	4.1%	444,995	873,530	499,733	\$11.81
2020	70,442,815	3,016,337	4.3%	242,242	116,478	618,417	\$12.17
2021 Q2	70,582,597	2,662,195	3.8%	21,735	38,940	550,036	\$12.86
2021	71,020,246	3,096,930	4.4%	589,494	497,168	0	\$12.96
2022	71,404,999	3,032,480	4.2%	388,558	446,536	0	\$13.29
2023	72,186,751	2,996,486	4.2%	781,752	806,139	0	\$13.58
2024	73,144,522	3,021,863	4.1%	957,771	919,933	0	\$13.76
2025	74,135,786	3,095,234	4.2%	991,264	906,040	0	\$13.84
2010 - 2020 Avg.	67,929,395	3,290,259	4.8%	615,444	642,729	406,070	\$11.03

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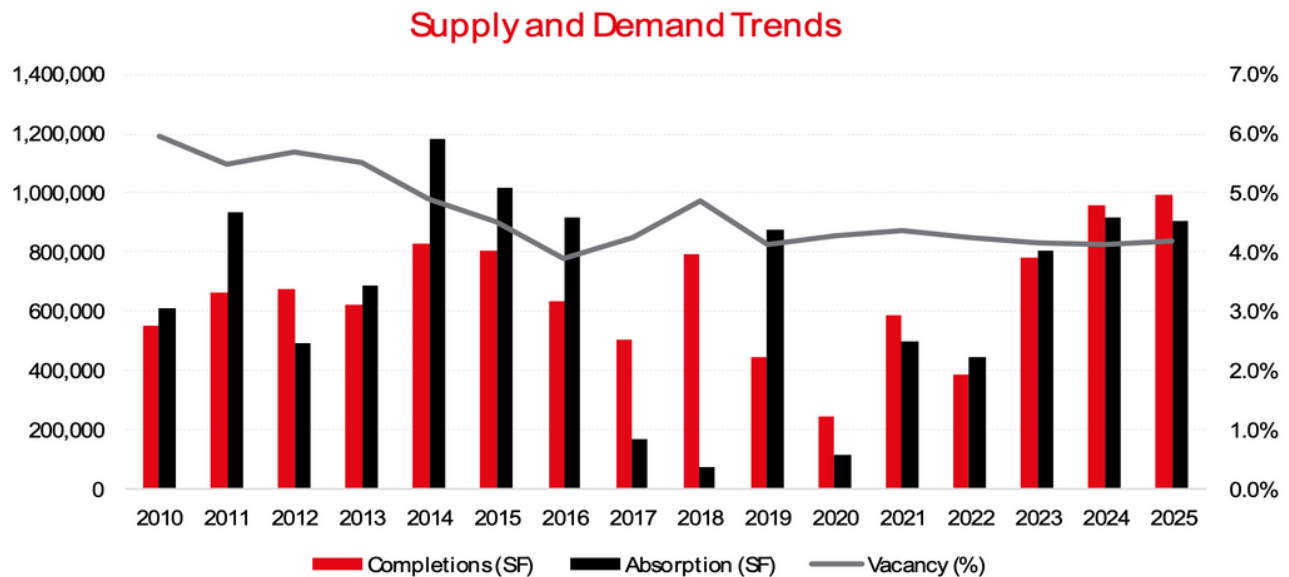


- The most recent data shows 21,735 SF were added to the market. On average 615,444 SF have been added to the market over the last eleven complete years and dropped 56.2%. During the same period, completions reached a low of 242,242 SF in 2020 and experienced a maximum of 829,434 SF in 2014.

- Looking forward, it is expected that in four years completions will show an increase of 61.1% from the 11-year average of 615,444 SF, representing a change of 375,820 SF by year-end 2025.

- The most recent data shows asking rent is \$12.86/SF. Over the last eleven complete years, asking rent had an annual average of \$11.03/SF and increased 16.8%. During the same period, asking rent rose from a minimum of \$10.42/SF in 2010 and attained a high of \$12.17/SF in 2020.

- Looking forward, it is expected that in four years asking rent will show an increase of 7.7% from the present amount of \$12.86/SF, representing a change of \$0.98/SF by year-end 2025.



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- Vacancy rates are presently 3.8%. Over the past eleven complete years, vacancy rates had an annual average of 4.8% and dropped 167 bps. During the same period, vacancy rates experienced a minimum of 3.9% in 2016 and fell from a maximum of 6.0% in 2010.

- Projecting four years into the future, vacancy rates will show an increase of 40 bps from the present amount of 3.8%.

- Currently, absorption is 38,940 SF. During the past eleven complete years, absorption averaged 642,729 SF annually and dropped 80.9%. Over that same time frame, absorption reached a low of 71,666 SF in 2018 and experienced a maximum of 1,183,109 SF in 2014.

- Four-year forecasts demonstrate that absorption will be 906,040 SF by the end of 2025, equivalent to an increase of 41.0% compared to the eleven-year average of 642,729 SF.

## TULSA CBD SUBMARKET SYNOPSIS

The subject is located in the Tulsa CBD submarket, as defined by CoStar. To effectively gauge investor interest in the subject's submarket, we evaluate key supply and demand metrics in comparison to other areas for all classes of space in the following table.

### Tulsa Submarket Overview (All Classes of Space)

Submarket	Inventory (SF)	Asking Rent (\$/SF)	Vacancy (%)	Vacancy (SF)	Completions (SF)	Absorption (SF)	Inventory, Under Cons (SF)
South Central Tulsa	14,764,302	\$14.81	6.2%	920,481	1,760	109,314	0
Southeast Tulsa	8,003,883	\$13.85	3.5%	277,844	56,902	73,301	93,000
North Central Tulsa	7,653,947	\$11.53	5.5%	421,062	0	49,577	0
Northeast Tulsa	6,358,803	\$13.24	1.9%	122,819	38,600	50,074	36,000
South Tulsa	5,515,746	\$17.20	1.9%	107,494	398,287	127,495	399,200
MidTown Tulsa	4,771,146	\$15.03	5.7%	273,475	0	48,501	0
Rogers County	3,651,753	\$12.45	1.0%	37,230	0	-2,357	0
West Tulsa	3,553,041	\$8.82	4.5%	161,191	23,793	-2,533	15,801
Creek County	2,996,143	\$10.83	1.9%	56,046	0	23,767	0
East Tulsa	2,818,222	\$10.88	3.0%	83,846	0	-16,732	6,035
Okmulgee County	2,809,737	\$12.29	0.9%	26,687	0	-26,064	0
Wagoner County	2,018,201	\$11.44	2.2%	43,896	3,938	2,916	0
Southwest Tulsa	1,674,765	\$22.00	1.3%	21,674	0	30,328	0
<b>Tulsa CBD</b>	<b>1,448,011</b>	<b>\$17.33</b>	<b>4.0%</b>	<b>57,334</b>	<b>49,789</b>	<b>25,334</b>	<b>0</b>
Northwest Tulsa	1,149,616	\$8.58	0.3%	3,305	16,425	6,413	0
Osage County	994,131	\$9.24	4.7%	46,357	0	-1,266	0
Pawnee County	401,150	\$9.04	0.4%	1,454	0	-900	0
<b>Market Totals/Averages</b>	<b>70,582,597</b>	<b>\$12.86</b>	<b>3.8%</b>	<b>2,662,195</b>	<b>589,494</b>	<b>497,168</b>	<b>550,036</b>

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- Over half of the total inventory in the Tulsa metro area is contained in just the top four of its 17 submarkets. The Tulsa CBD submarket is ranked fourteenth in inventory in the metro area. It contains 1,448,011 SF, which represents 2.1% of the unit inventory.
- The submarket's asking rent is \$17.33/SF, which is 34.8% greater than the metro area average of \$12.86.
- The submarket's vacancy rate is 4.0%, which is greater than the average of 3.8% across the metro area.
- The submarket has vacancy averaging 57,334 SF, which is 2.2% of the metro area total 2,662,195 SF.
- The submarket has completions averaging 49,789 SF, which is 8.4% of the metro area total 589,494 SF.
- The submarket has absorption averaging 25,334 SF, which is 5.1% of the metro area total 497,168 SF.
- There was no construction in the subject's submarket.

## TULSA CBD SUBMARKET TRENDS AND ANALYSIS

Supply and demand statistics, for all classes of space in the Tulsa CBD submarket are presented in the following table.

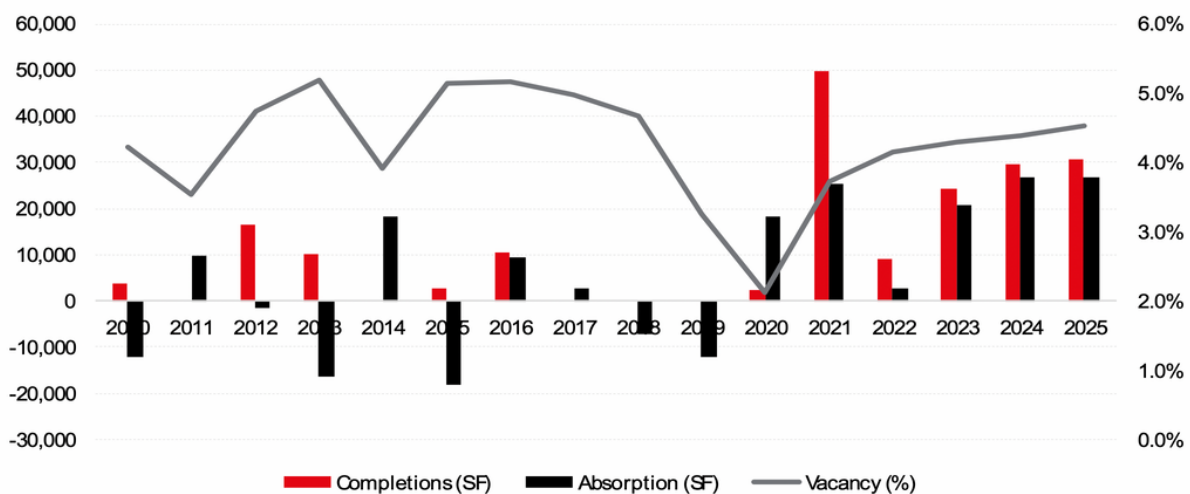
### Tulsa: Tulsa CBD Submarket Trends (All Classes of Space)

Year	Inventory (SF)	Vacancy (SF)	Vacancy (%)	Completions (SF)	Absorption (SF)	Inventory, Under Cons (SF)	Asking Rent (\$/SF)
2010	1,425,716	60,291	4.2%	3,731	-12,309	0	\$13.30
2011	1,425,716	50,349	3.5%	0	9,942	15,501	\$13.54
2012	1,442,145	68,415	4.7%	16,429	-1,637	10,285	\$13.68
2013	1,431,430	74,254	5.2%	10,285	-16,553	2,760	\$13.75
2014	1,431,430	55,869	3.9%	0	18,385	2,760	\$14.10
2015	1,431,190	73,651	5.1%	2,760	-18,022	10,320	\$14.49
2016	1,441,510	74,425	5.2%	10,320	9,546	0	\$14.59
2017	1,441,510	71,766	5.0%	0	2,658	0	\$15.20
2018	1,429,510	66,906	4.7%	0	-7,140	0	\$15.46
2019	1,395,722	45,333	3.2%	0	-12,215	52,289	\$15.81
2020	1,398,222	29,639	2.1%	2,500	18,195	49,789	\$16.36
2021 Q2	1,448,011	57,334	4.0%	0	1,500	0	\$17.33
2021	1,447,794	53,880	3.7%	49,789	25,334	0	\$17.48
2022	1,456,970	60,416	4.1%	9,180	2,569	0	\$17.91
2023	1,481,235	63,613	4.3%	24,265	20,786	0	\$18.29
2024	1,510,855	66,241	4.4%	29,620	26,696	0	\$18.51
2025	1,541,493	69,691	4.5%	30,638	26,920	0	\$18.61
2010 - 2020 Avg.	1,426,736	60,991	4.3%	4,184	-832	13,064	\$14.57

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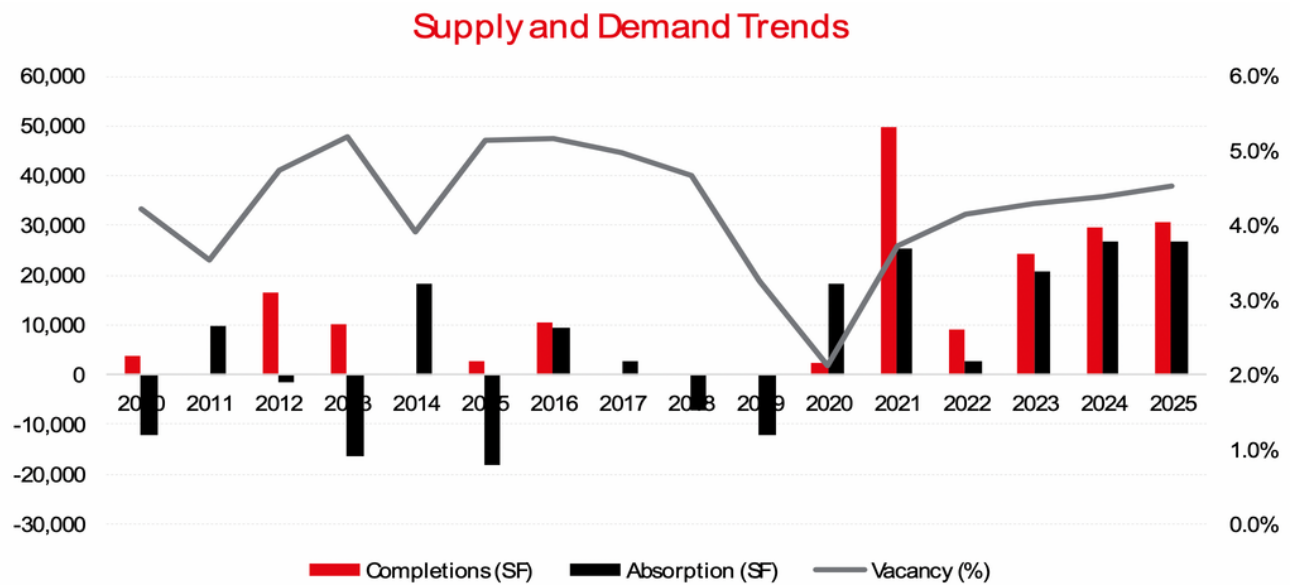
- There were no completions in the current period. On average 4,184 SF have been added to the market over the last eleven complete years and decreased 33.0%. During the same period, completions attained a high of 16,429 SF in 2012.
- Looking forward, it is expected that in four years completions will show an increase of 632.2% from the 11-year average of 4,184 SF, representing a change of 26,454 SF by year-end 2025.

### Supply and Demand Trends



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- Vacancy rates are presently 4.0%. Over the past eleven complete years, vacancy rates had an annual average of 4.3% and decreased 211 bps. During the same period, vacancy rates experienced a minimum of 2.1% in 2020 and attained a high of 5.2% in 2013.
- Projecting four years into the future, vacancy rates will show an increase of 56 bps from the present amount of 4.0%.
- Currently, absorption is 1,500 SF. During the past eleven complete years, absorption averaged -832 SF annually and decreased 247.8%. Over that same time frame, absorption saw a low of -18,022 SF in 2015 and attained a high of 18,385 SF in 2014.
- Four-year forecasts demonstrate that absorption will be 26,920 SF by the end of 2025, equivalent to a decline of 3336.3% compared to the eleven-year average of -832 SF.

## RETAIL MARKETPLACE PROFILE

Retail sales levels in the subject's market are a fundamental indicator of demand. Given their considerable relevance, we have studied a Retail Marketplace Profile obtained from Esri and presented a summary in the following table. The opportunity gap or surplus available represents the difference between demand (retail potential) and supply (retail sales). An opportunity gap for new retail business is present when demand exceeds supply; however, when supply is greater than demand, there is already a surplus of retail volume in the radius analyzed.

## Retail Marketplace Profile: 5-mile radius

Retail Store Type	Demand (Retail Potential)	Supply (Retail Sales)	Opportunity Gap/Surplus
Motor Vehicle & Parts Dealers	\$411,798,266	\$245,332,465	\$166,465,801
Furniture & Home Furnishings Stores	\$54,140,726	\$85,816,280	-\$31,675,554
Electronics & Appliance Stores	\$59,150,885	\$45,903,938	\$13,246,947
Bldg Materials, Garden Equip. & Supply Stores	\$116,272,688	\$136,240,343	-\$19,967,655
Food & Beverage Stores	\$288,522,309	\$368,058,398	-\$79,536,089
Health & Personal Care Stores	\$105,263,820	\$139,667,844	-\$34,404,024
Gasoline Stations	\$230,442,291	\$201,060,944	\$29,381,347
Clothing & Clothing Accessories Stores	\$71,352,735	\$129,496,516	-\$58,143,781
Sporting Goods, Hobby, Book & Music Stores	\$63,646,454	\$31,606,808	\$32,039,646
General Merchandise Stores	\$353,850,988	\$208,919,558	\$144,931,430
Miscellaneous Store Retailers	\$75,547,905	\$123,373,535	-\$47,825,630
Nonstore Retailers	\$12,560,556	\$28,081,364	-\$15,520,808
Food Services & Drinking Places	\$201,044,605	\$263,167,694	-\$62,123,089
<b>Total Retail Sales including Eating &amp; Drinking Places</b>	<b>\$2,043,594,228</b>	<b>\$2,006,725,687</b>	<b>\$36,868,541</b>

Source: Esri 2021.

- The total retail opportunity gap between demand (retail potential) and supply (retail sales) within a 5 mile radius of the subject property is \$36,868,541.

## TULSA CONSTRUCTION ACTIVITY

The ensuing table contains a snapshot of proposed, planned, and under construction activity for all retail properties in the Tulsa metro area.

## Tulsa Retail New Construction Overview

	Under Construction		Planned		Proposed	
	Properties	Bldg. SF	Properties	Bldg. SF	Properties	Bldg. SF
Tulsa	20	2,570,236	148	16,064,482	32	4,691,947
Neighborhood	9	443,883	56	1,782,721	13	525,720
Outlet Center	1	325,000	2	650,000	0	0
Mixed Use	7	594,885	33	4,709,521	9	2,623,370
Community	1	160,000	29	4,191,155	5	710,956
Lifestyle	1	922,468	2	826,400	0	0
Freestanding	1	124,000	20	1,004,726	3	207,153
Power Center	0	0	4	1,599,959	2	624,748
Regional	0	0	2	1,300,000	0	0

Source: ©REIS Services, LLC 2021. Reprinted with the permission of REIS Services, LLC.

- There are a total of 200 properties of new supply in the Tulsa market. This ranks number 57 of the 80 markets covered by REIS for the Retail property type.
- Of these, 20 are under construction, 148 are planned and 32 are proposed.
- As a percentage of total new construction square footage, under-construction properties account for 11%, planned properties account for 69% and proposed properties account for 20% of the volume in the market.
- Considering the top three property subtypes as a percent of the total square footage of new supply, 34% are Mixed Use, 22% are Community and 12% are Neighborhood.

## TULSA CONSTRUCTION ACTIVITY

The following table shows potential new supply within a radius of 5 miles around the subject property.

### Retail New Construction, 5 Mi. Radius Around Subject

Name/ Address	Qty/ State	Submarket	Property Subtype	M. from Subj.	Building Area (SF)
Planned: 1 Property					12,000
The Knoll at Maple Ridge	Tulsa, OK	North/Central	Neighborhood	1.3	12,000
<b>Total Properties: 1</b>			<b>Total Building Area (SF)</b>		<b>12,000</b>

- There is just a single property of potential new supply proposed within a 5-mile radius around the subject, which is given the Neighborhood classification, according to REIS.
- Considering the property subtypes as a percent of the total square footage of new supply, 100% are Neighborhood.

## RETAIL MARKET SUMMARY AND CONCLUSIONS

A summary of vacancy rates across various market segments analyzed is shown in the ensuing table:



## Vacancy Rate Summary

Market Segment	Vacancy Rate
Tulsa Metro Area	3.8%
Tulsa CBD Submarket Area	4.0%

Based on influential overall market and submarket area trends, construction outlook, and the performance of competing properties, conditions in the Tulsa metro area to have a positive overall trend for Class A properties.

## COMPARABLE PROPERTIES (SALE & RENT)

In addition to the above market analysis and metrics, we have taken into consideration specific sales of relevant properties within Tulsa, Oklahoma City, and nearby metropolitan areas such as Northwest Arkansas, Little Rock, Omaha, Des Moines, Kansas City, and Saint Louis. Given the unique nature of this project, similar spaces in the Tulsa market area available for comparison, particularly in newer high-rise multifamily residential sales. The below data is compiled from publicly available data from deed records of sales and available market data from sources such as Costar and market experts such as brokerage firms affiliated with these properties. Capitalization rates are based on pro forma income, similar to our analysis of the proposed project.

### **Multifamily Sales**

<b>Property Name</b>	<b>City</b>	<b>Number of Units</b>	<b>Sale Price</b>	<b>Sale Price Per Unit</b>	<b>Estimated Capitalization Rate</b>	<b>Sale Date</b>
Edge at Midtown	Oklahoma City, OK	250	\$55,000,000	\$220,000	4.90%	Jan. 2021
Aviare Arts District	Oklahoma City, OK	303	\$58,900,000	\$194,389	4.60%	Jan. 2020
Vanguard Crossing	University City, MO	202	\$64,500,000	\$319,306	4.70%	Oct. 2021
Ceylon	Clayton, MO	120	\$46,250,000	\$385,416	4.10%	July 2020
Carbon 550	Des Moines, IA	50	\$9,880,710	\$197,614	5.10%	Mar. 2020

### **Multi-tenant Retail Sales**

<b>Property Name</b>	<b>City</b>	<b>Total Square Feet</b>	<b>Sale Price</b>	<b>Sale Price Per Sq. Ft.</b>	<b>Estimated Capitalization Rate</b>	<b>Sale Date</b>
Cherry St. Colonial Building	Tulsa, OK	26,765	\$7,000,000	\$248.04	6.20%	Sept. 2021
Film Row Buildings	Oklahoma City, OK	13,122	\$2,620,000	\$179.18	6.80%	Oct. 2019
179 Plaza	Wildwood, MO	16,649	\$4,387,000	\$250.83	6.75%	June 2019
Shops at Broken Arrow	Broken Arrow, OK	72,754	\$57,250,000	\$786.90	6.90%	Nov. 2018
E 2 <sup>nd</sup> St Center	Edmond, OK	12,960	\$2,790,000	\$215.28	8.10%	Apr. 2018

### Multi-tenant Office Sales

Property Name	City	Total Square Feet	Sale Price	Sale Price Per Sq. Ft.	Estimated Capitalization Rate	Sale Date
Heartland Payment	Oklahoma City, OK	111,503	\$40,749,996	\$365.46	6.20%	Nov. 2020
EOG Resources	Oklahoma City, OK	108,800	\$21,392,498	\$196.62	7.70%	Feb. 2020
Geophysical Resource Center	Tulsa, OK	173,455	\$27,000,000	\$146.98	6.70%	Oct. 2019
Plaza Vista	Kansas City, MO	253,720	\$118,250,000	\$422.32	6.80%	July 2020
Park Central I & II	Kansas City, MO	147,467	\$32,000,000	\$202.48	5.50%	Mar. 2020

### Multifamily

Property Name	Rent Range Per Sq. Ft.	Rent Range Per Unit	Number of Units	Average Unit Size	Current Vacancy	Year Built/Renovated	Range of Bedroom Type
Reunion Building	\$1.97 - \$1.75	\$788 - \$2,500	80	845	2.0%	1917/2020	0, 1, 2, 3
The View	\$1.95 - \$1.61	\$1,427 - \$2,528	202	890	In Lease Up	2022	1, 2, 3
111 Lofts	\$1.63 - \$1.51	\$911 - \$4,006	69	1,039	6.0%	1927/2019	0, 1, 2, 3
Mayo Hotel Residences	\$1.61 - \$1.54	\$1,688 - \$2,077	76	1,258	0.0%	1924	1, 2
Village Flats Ph. I	\$2.20 - \$1.90	\$1,089 - \$2,152	54	769	12.0%	2019	0, 1, 2
Flats on Archer	\$1.69 - \$1.67	\$1,406 - \$1,963	63	918	4.0%	2018	1, 2
<u>Meridia</u>	\$1.74 - \$1.68	\$1,365 - \$2,803	93	922	7.0%	2017	1, 2, 3
Edge East Village	\$2.01 - \$1.86	\$1,377 - \$2,051	161	771	15.0%	2016	1, 2
Cosmopolitan	\$1.96 - \$1.80	\$1,211 - \$2,799	264	905	6.0%	2020	0, 1, 2, 3

The rent ranges above are the average of each unit type (0 beds/studios to 3 bedroom) and some specific floorplans fall above and below these averages.

We note that the View currently has ground floor commercial space advertised for \$25.00 triple net.



## Office Leases

Location	City	Term (Years)	Leased Sq. Ft.	Lease Rate Per Sq. Ft.	Lease Type	Tenant Type
Downtown	Tulsa, OK	10	40,607	\$30.50	Full Service	Energy Firm
Downtown	Tulsa, OK	10	14,058	\$30.50	Full Service	Accounting
Downtown	Tulsa, OK	10	20,303	\$30.00	Full Service	Financial
Downtown	Oklahoma City, OK	5	4,679	\$29.14	Full Service	Law Firm
North	Oklahoma City, OK	5	7,525	\$25.37	Triple Net	Energy Firm
South	Tulsa, OK	7	12,350	\$25.00	Full Service	Insurance

## Retail Leases

We note that all retail leases are within the city of Tulsa.

Location	Term (Years)	Leased Sq. Ft.	Lease Rate Per Sq. Ft.	Lease Type	Tenant Type
South	10	2,261	\$55.00	Triple Net	Coffee
Brookside	5	1,992	\$53.00	Triple Net	Merchandise
Pearl/Route 66	N/Av	625	\$46.08	Triple Net	Food
Pearl/Route 66	1-5	329-658	\$43.77	Full Service	Food (Multi tenants)
Brookside	5	1,200	\$40.08	Triple Net	Merchandise
Brookside	5	5,438	\$40.00	Triple Net	Merchandise
Downtown	3	320	\$37.50	Triple Net	Bar
Downtown	3	640	\$37.50	Triple Net	Financial
South	10	1,930	\$36.00	Triple Net	Bar
Cherry Street	10	3,000	\$35.00	Triple Net	Bar
South	10	2,830	\$34.50	Triple Net	Food
Cherry Street	10	2,400	\$34.00	Triple Net	Fitness
Downtown	3	640	\$28.13	Triple Net	Merchandise
Downtown	10	5,000	\$28.00	Triple Net	Food

## TAX INCREMENT FINANCING (TIF) ANALYSIS

The below assumptions for all of our estimates on possible tax increment financing availability based on the proposed project does not account for inflation. We have specifically done this in order to estimate availability of fund as conservatively as possible to test the feasibility of our proposal. We recognize that in recent TIF packages for Santa Fa Square and Vast that inflationary metrics were utilized and that the availability of TIF fund could potentially be more than our calculations.

<b>TIF Estimate   Sales Tax Portion</b>	<b>\$20,107,654</b>
<b>TIF Estimate Tranche 1 (Phase 1)</b>	<b>\$8,982,787</b>
TIF Bond Tranche 1	\$6,287,951
TIF Non-bonded Tranche 1	\$2,694,836
<b>TIF Estimate Tranche 2 (Phase 2)</b>	<b>\$11,124,867</b>
TIF Bond Tranche 2	\$7,787,407
TIF Non-bonded Tranche 2	\$3,337,460

<b>TIF Estimate   Ad Valorem Tax Portion</b>	<b>\$35,115,573</b>
<b>TIF Estimate Tranche 1 (Phase 1)</b>	<b>\$5,384,675</b>
TIF Bond Tranche 1	\$3,769,273
TIF Non-bonded Tranche 1	\$1,615,403
<b>TIF Estimate Tranche 2 (Phase 2)</b>	<b>\$29,730,898</b>
TIF Bond Tranche 2	\$20,811,628
TIF Non-bonded Tranche 2	\$8,919,269

<b>Total TIF Estimate</b>	<b>\$55,223,227</b>
<b>TIF Estimate Tranche 1 (Phase 1)</b>	<b>\$14,367,462</b>
TIF Bond Tranche 1	\$10,057,224
TIF Non-bonded Tranche 1	\$4,310,239
<b>TIF Estimate Tranche 2 (Phase 2)</b>	<b>\$40,855,765</b>
TIF Bond Tranche 2	\$28,599,035
TIF Non-bonded Tranche 2	\$12,256,729

## PROJECT CAPITAL STACKS

### Phase I

<b>Total Costs</b>	<b>\$44,599,697</b>
<b>Estimated Stabilized Value (No Inflation Factor)</b>	<b>\$31,171,121</b>
<b>Estimated Stabilized Value + HTC Sale</b>	<b>\$40,727,956</b>

Total costs include the land purchase for Phase I at \$1.00 a square foot for \$531,833 of Parcel 99201-92-01-11270. It also includes all hard costs and soft costs.

### Capital Stack Phase I – Construction

Type	Amount (\$)	LTC	LTV
New Market Tax Credits	\$7,000,000	15.6%	22.4%
C-PACE Equity	\$6,234,224	14.0%	20.0%
HTC Bridge Loan	\$7,848,551	17.6%	25.2%
Bank Construction Loan	\$12,468,448	28.0%	40.0%
HTC Equity Partner	\$991,251	2.2%	3.2%
<i>SUB-TOTAL DEBT/EQUITY</i>	<i>\$34,542,474</i>		
TIF Tranche 1 Bond (Sales Taxes)	\$3,769,273	8.4%	12.0%
TIF Tranche 1 Bond (Ad Valorem Taxes)	\$6,287,951	14.0%	20.1%
<b>TOTAL DEBT/EQUITY/TIF FUNDS</b>	<b>\$44,599,698</b>		

### Capital Stack Phase I – At Stabilization

Type	Amount (\$)	LTV
HTC State Credits Proceeds	\$5,375,720	17.2%
New Market Tax Credits	\$7,000,000	22.4%
C-PACE Equity	\$6,234,224	20.0%
HTC Bridge Loan (Federal Only)	\$3,344,892	10.7%
Bank Construction Loan to Perm	\$11,596,387	37.2%
HTC Equity Partner	\$991,251	3.8%
<i>SUB-TOTAL DEBT/EQUITY</i>	<i>\$34,542,474</i>	
TIF Tranche 1 Bond (Sales Taxes)	\$3,769,273	12.0%
TIF Tranche 1 Bond (Ad Valorem Taxes)	\$6,287,951	20.1%
<b>TOTAL DEBT/EQUITY/TIF FUNDS</b>	<b>\$44,599,698</b>	

We note that the NMTC amount will be refinanced after Year 7 at the end of the tax credit period and will be rolled into permanent financing with bank debt. Due to the payout of Federal Tax Credit proceeds, the Federal HTC Equity Partner will remain for 5 years and will be replaced with Developer equity as they exit the ownership structure and bridge loan is fully paid.



## Phase II

<b>Total Costs</b>	<b>\$170,013,335</b>
<b>Estimated Stabilized Value (No Inflation Factor)</b>	<b>\$136,688,517</b>

Total costs include the land purchase for Phase I at \$1.00 a square foot for \$531,833 of Parcel 99201-92-01-11270. It also includes all hard costs and soft costs.

### Capital Stack Phase II – Construction

Type	Amount (\$)	LTC	LTV
New Market Tax Credits	\$25,000,000	14.7%	18.3%
C-PACE Equity	\$20,503,278	12.1%	15.0%
Bank Construction Loan	\$88,847,536	52.3%	65.0%
Equity Partnership	\$7,063,486	4.2%	5.2%
<i>SUB-TOTAL DEBT/EQUITY</i>	<i>\$141,414,300</i>		
TIF Tranche 2 Bond (Sales Taxes)	\$7,787,407	4.6%	5.7%
TIF Tranche 2 Bond (Ad Valorem Taxes)	\$20,811,628	12.2%	15.2%
<b>TOTAL DEBT/EQUITY/TIF FUNDS</b>	<b>\$170,013,335</b>		

### Capital Stack Phase II – At Stabilization

Type	Amount (\$)	LTV
New Market Tax Credits	\$25,000,000	18.3%
C-PACE Equity	\$20,503,278	15.0%
Bank Construction Loan	\$88,847,536	65.0%
Equity Partnership	\$7,063,486	5.2%
<i>SUB-TOTAL DEBT/EQUITY</i>	<i>\$141,414,300</i>	
TIF Tranche 2 Bond (Sales Taxes)	\$7,787,407	5.7%
TIF Tranche 2 Bond (Ad Valorem Taxes)	\$20,811,628	15.2%
<b>TOTAL DEBT/EQUITY/TIF FUNDS</b>	<b>\$170,013,335</b>	

We note that the NMTC amount will be refinanced after Year 7 at the end of the tax credit period and will be rolled into permanent financing with bank debt. This would take the total bank debt to approximately 80.0% of value at the end of Year 7.

# APPENDIX A

## PROGRAMMING DOCUMENTS

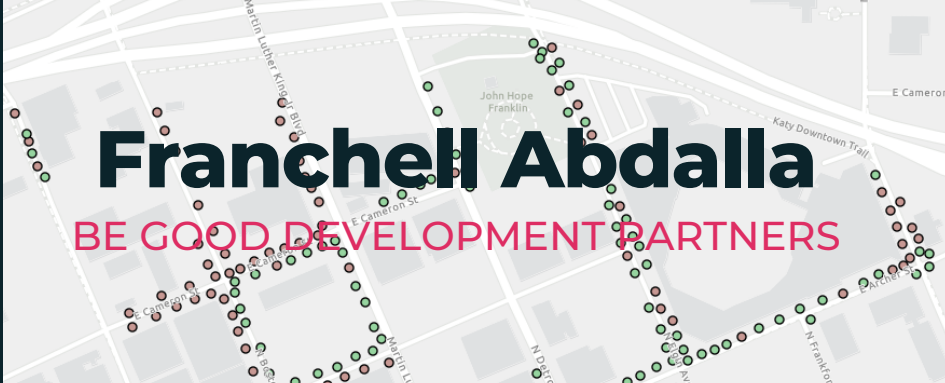
EFT		TOTAL	SEATING / TOILETS
	LOCATION	SQUAREFOOTAGE	UNIT(S)
<b>BREWERY</b>			
	OUTDOOR PATIO	720.1	38
	INTERIOR SEATING	2972.1	150
	PRIVATE DINING	663.05	30
	KITCHEN & PREP	943.2	
	RESTROOMS	718.4	8
	OFFICE	297.6	10
	STORAGE/JANITOR	191.5	4
		<b>6505.95</b>	
<b>FOODHALL</b>			
	LOUNGE	2480.2	48
	LACTATION ZONE	370.4	6
	RESTROOM	929.4	14
	FOOD VENDORS	5629.8	81
	RETAIL VENDORS	4206.3	42
		<b>13616.1</b>	
<b>GALLERY</b>			
	MAKERSPACE	9857.9	56
	GALLERY	3551.1	
	RESTROOMS	638.6	12
		<b>14047.6</b>	
<b>INCUBATOR /OFFICE</b>			
	OPEN SEATING	7428.5	78
	PRIVATE OFFICES	1267.8	27
	CONFERENCE ROOMS	6385.5	108
	RESTROOM	455	10
	CAFE	1271.5	
	LOUNGE	701.2	8
	RECEPTION	2897.6	20
	MEZZANINE	2977.2	
	TECHNO GYM	1173.6	
		<b>24557.9</b>	
		<b>58727.55</b>	



EFT - Use Count							
<b>SITE</b>							
	SF	ARCE			TOTAL BUILDING SF		FAR
	400183	9.18			951069		2.376585212
<b>AREA 1</b>		Floors	SF - Plate	Net SF	SF Total	Height	Units
EFT BLDG	Restaurant / Brewery	1	8860		100793	47	
	Food Market	1	20737			45	
	Maker Space - Gallery	1	41751			45	
	Incubator	1+	12097			40	
	Open Office	1+	17348			40	
<b>AREA 2</b>		Floors	SF - Plate	Net SF	SF Total	Height (elevation)	Units
<b>High Rise</b>							
	<b>Theater</b>	<b>7</b>	<b>14400 (floor 1 , 3-8)</b>		<b>100800</b>	<b>173</b>	
	<b>Theater Mezz</b>	<b>1</b>	<b>7200 (floor 2)</b>		<b>7200</b>		
	<b>Hotel</b>	<b>9</b>	<b>12600 (floor 9-18)</b>		<b>113400</b>	<b>308</b>	<b>112</b>
	<b>Office</b>	<b>13</b>	<b>10290</b>		<b>133770</b>	<b>503</b>	
	<b>Gym (Sporting)</b>	<b>3</b>	<b>5400</b>		<b>16200</b>	<b>548</b>	
	<b>Condos</b>	<b>3</b>	<b>4800</b>		<b>14400</b>	<b>593</b>	
	<b>Commerical</b>	<b>6</b>	<b>3600</b>		<b>21600</b>	<b>683</b>	
	Parking	4	<b>69554 (floor -2)</b>		<b>170297</b>	9	
			<b>47743 (floor -1)</b>			9	
			<b>29012 (floor 1)</b>			9	
			<b>23988 (floor 1.5)</b>			9	
	Retail	2	<b>14789 (floor 1)</b>	<b>12182</b>	<b>39268</b>	18	<b>19</b>
			<b>24479 (floor 2)</b>	<b>21789</b>		18	<b>23</b>
	Artist Studios	1	<b>22293 (floor 3)</b>	<b>19603</b>	<b>144819</b>	15	<b>12</b>
	Residential	8	<b>24258 (floor 4)</b>	<b>21569</b>		15	<b>13</b>
			<b>20673 (floor 5)</b>	<b>17984</b>		15	<b>12</b>
			<b>19718 (floor 6)</b>	<b>16664</b>		15	<b>11</b>
			<b>15901 (floor7)</b>	<b>13534</b>		15	<b>10</b>
			<b>13667 (floor 8)</b>	<b>11411</b>		15	<b>8</b>
			<b>10836 (floor 9)</b>	<b>9130</b>		15	<b>4</b>
			<b>9267 (floor 10)</b>	<b>7805</b>		15	<b>4</b>
			<b>8206 (floor 11)</b>	<b>6799</b>		15	<b>4</b>
	Penthouse	2	<b>7502 (floor 12)</b>	<b>10726</b>	<b>10726</b>	15	<b>4</b>
			<b>3224 (floor 13)</b>			24	<b>1</b>
<b>Total</b>					<b>365110</b>		<b>78</b>
<b>AREA 3</b>		Floors	SF - Plate	Net SF	SF Total	Height	Units
	Welcome Center	1	294		294	12	
	Rest/Retail	2	5148		10296	30	
<b>AREA 4</b>		Floors	SF - Plate	Net SF	SF Total	Height	Units
	Live / Work	3	1250		3750 (ea)	32	18
					67500		
<b>AREA 5</b>		Floors	SF - Plate	Net SF	SF Total	Height	Units
	Parking Garage North	3	29640		88920	27	172
<b>AREA 6</b>							
Green Space	Pedestrian Ways						
	Park						
	Dog Park						
	Paseo						

# APPENDIX B

## EXPANDED TEAM QUALIFICATIONS



## EDUCATION

- University of Nebraska Omaha, MASTER OF PUBLIC ADMINISTRATION, Urban Public Policy
- University of Nebraska Lincoln, BACHELOR OF ARTS, Sociology

## AFFILIATIONS

- Historic Greenwood District Main Street, Board Director
- Birthright AFRICA, Global Ambassador
- Urban Leadership Institute, Member
- National Association of Latino Community Asset Builders, Member
- Certified SBE - *In Progress*

## REFERENCES

Rose Washington  
(918) 585-8332  
rose@tedcnet.com

Angela Smith  
(402) 708-0050  
angela@sparkcdi.org

David Kemper  
(816) 352-2490  
david.kemper@trustneighborhoods.org

## WORK EXPERIENCE

### BUILD TULSA DIRECTOR

TEDC Creative Capital | May 2021-  
Present

### DIRECTOR OF HOUSING & COMMUNITY DEVELOPMENT

Growing Together | August 2019 - May 2021

### CHIEF DEVELOPMENT OFFICER

Child Abuse Network | July 2018 -  
August 2019



**BE GOOD**  
DEVELOPMENT PARTNERS

## PROJECT EXPERIENCE

### MORTON'S RESERVE/GREENWOOD ENTREPRENEURSHIP @ MOTON (GEIM)

Project Manager | Current Project

- \$22M
- 3.84 acre,
- Historic Adaptive Reuse; 24,000 SQFT  
Commercial Mixed-use, 64-unit multi-family

### KENDALL-WHITTIER MIXED INCOME NEIGHBORHOOD TRUST

Managing Director | Current Project

- \$5 M
- 40-unit affordable rental portfolio
- Acquisition, rehab/renovation and property management of MINT land trust





## JESSICA SHELTON, AICP

Jessica L Shelton, AICP is the Owner and Founder of M+P Advocates, a full-service Planning & Geospatial Technology consulting firm that helps agencies, public authorities, and family foundations measure their impact through GIS (Geographic Information Systems) and other data visualization tools. She previously served as the Director of Planning & Real Estate for the Tulsa-based affiliate of Habitat for Humanity, being primarily responsible for the acquisition and planning of 50+ single-family home constructions per year in under-developed neighborhoods throughout the Tulsa Metro area. From 2019 to 2021 she served on the City of Tulsa Board of Adjustment and was recently elected to the State of Oklahoma American Planning Association Board and Chairperson of the Equity, Diversity & Inclusion Committee for the state. She has been a Certified Planner through the American Planning Association since 2017.

Since graduating from a planning-based Master's program, Jessica has committed her career to working through initiatives that further the holistic development of neighborhoods and affordable housing. From participating in a multi-year study of neighborhood effects on children's academic outcomes, to studying the effects of public land policy on affordable housing - Jessica is committed to having difficult conversations and tackling the issues that prevent equity through neighborhood development.

Intro - JE Dunn Construction has worked on hundreds of historically-significant structures, including many from the National Register of Historic Places. Renovation is rarely the easy choice. We have been performing historic renovations for over 30 years and commend our clients who choose to invest in their future. Preserving the past demonstrates an appreciation for historical design and construction. Historic renovations take time, patience, skill and perseverance to preserve and create works of art that will continue to stand the test of time.

## HISTORIC RENOVATION EXPERIENCE - PROJECT SIZE GREATER THAN \$5 MILLION

PROJECT NAME	CITY	STATE	SIZE - SF	COST	COMPLETION
USAFA Cadet Chapel Historic Restoration	Colorado Springs	CO	\$160,368,307	51,988	7/18/2024
Neuhoff Mixed Use Development	Nashville	TN	\$368,828,117	1,896,000	6/30/2022
Oklahoma State Capitol Exterior Renovation	Oklahoma City	OK	\$60,349,757	200,000	3/16/2020
TractorWorks Building Renovations	Minneapolis	MN	\$5,364,359	90,000	6/28/2019
Wyoming Capitol Square Project	Cheyenne	WY	\$253,106,363	490,401	5/31/2019
Kansas City Museum Historic Corinthian Hall Renovation	Kansas City	MO	\$12,531,698	31,875	1/22/2019
Dream Hotel	Nashville	TN	\$47,793,426	145,000	12/11/2018
Equitable Building Mixed-Use and Multi Family Renovation	Des Moines	IA	\$27,800,000	247,000	6/30/2017
Historic Minnesota State Capitol Restoration	St Paul	MN	\$293,363,868	302,093	8/10/2017
Historic Minnesota State Capitol Interior Renovation	St Paul	MN	\$211,600,000	290,093	12/31/2016
Historic Minnesota State Capitol Exterior Stone Repair	St Paul	MN	\$59,253,980	200,000	12/31/2016
Historic Kansas State Capitol	Topeka	KS	\$262,290,569	1,326,790	12/31/2013
USACE Historic Fort Leavenworth JAG Building 244 and Building 55 Renovations	Fort Leavenworth	KS	\$13,285,927	17,000	10/7/2013
USACE Historic Fort Leavenworth Civilian Education System Remodel	Fort Leavenworth	KS	\$49,868,022	86,155	7/11/2011

## HISTORIC RENOVATION EXPERIENCE - PROJECT SIZE GREATER THAN \$5 MILLION CONTINUED

PROJECT NAME	CITY	STATE	SIZE - SF	COST	COMPLETION
USACE Historic Fort Leavenworth Building 465 Renovation	Fort Leavenworth	KS	\$16,027,643	35,780	5/16/2011
GSA National Archives and Records Administration at Historic Union Station Addition and Remodel	Kansas City	MO	\$8,812,063	39,863	12/15/2008
University of Minnesota Northrop Auditorium Phase I Renovation	Minneapolis	MN	\$12,544,179	175,000	11/30/2007
University of Minnesota Education Sciences Building	Minneapolis	MN	\$15,501,100	68,095	8/24/2007
Nelson Atkins Renovation Phase 2 Shop Relocation	Kansas City	MO	\$7,980,899	990	6/1/2007
GSA Historic Pioneer US Federal Courthouse Seismic Upgrade and Rehabilitation	Portland	OR	\$19,562,016	57,000	9/28/2006
Historic Hilton President Kansas City Renovation	Kansas City	MO	\$26,531,144	195,255	12/5/2005
Nelson Atkins Renovation Phase 1C.4 Atkins Gallery Link	Kansas City	MO	\$9,213,678	27,202	8/1/2005
Nelson Atkins Renovation 1C.2/1C.3 Ford Learning Center	Kansas City	MO	\$6,388,399	23,804	7/29/2004
Historic Downtown Library Renovation	Kansas City	MO	\$26,833,712	194,392	12/17/2003
Nelson Atkins Renovation Phase 1B.1 Central Plant	Kansas City	MO	\$5,580,254	10,962	5/8/2003
Historic Commerce Trust Building	Kansas City	MO	\$36,797,546	317,208	10/31/2002
Historic Union Station Science City Complex Renovation	Kansas City	MO	\$118,440,847	770,840	11/10/1999
First Presbyterian Church Addition and Renovation	Atlanta	GA	\$6,878,155	30,000	10/30/1999
Historic Hamm Building Renovation and Restoration	St. Paul	MN	\$20,265,530		6/1/1998
Historic Portland City Hall Renovation	Portland	OR	\$20,879,963	82,000	4/1/1998
DST Poindexter Building	Kansas City	MO	\$12,207,644	310,350	1/15/1997
Historic New York Life Building Renovation and Interiors	Kansas City	MO	\$26,059,802	210,782	10/16/1996



## HISTORIC RENO PICTURE FILES PROVIDED SEPARATELY



### NEUHOFF MIXED USE DEVELOPMENT

The distinctive 14-acre Neuhoff site is located on the west bank of the Cumberland River in the eastern section of Nashville's Germantown neighborhood. The property was constructed in the early 1920's as a meat-packing facility and will be reinvented as a mixed-use waterfront development. The project will be completed in multiple blocks, totaling 1.8 million SF. The four blocks consist of:

Block 1: 385,000 SF, 14-story office building.

Block 2: 210,000 SF adaptive re-use of 1920s-era concrete and masonry building.

Blocks 3 & 4: 567,300 SF of residential space, including 542 units, a 2,000-car parking garage and 70,000 SF of retail, with exterior space to connect all elements.



### DREAM HOTEL

New construction of a 10-story, 140-room tower along with the renovation of the existing 6-story, 29-room historic building.



### OKLAHOMA STATE CAPITOL EXTERIOR RENOVATION

200,000 SF exterior restoration including stone, windows, doors, and new copper roof

## MIXED USE EXPERIENCE - PROJECT SIZE GREATER THAN \$5 MILLION

PROJECT NAME	CITY	STATE	SIZE - SF	COST	COMPLETION
1020 Spring Street Apartments	Atlanta	GA	370,000	\$130,861,634	9/27/2023
600 Guadalupe Street Tower	Austin	TX	2,100,000	\$322,364,969	5/31/2023
Atlantic on Romney	Charleston	SC	450,054	\$80,759,542	3/20/2023
1812 Broadway	Nashville	TN	670,000	\$148,390,427	7/21/2022
Neuhoff Mixed Use Development	Nashville	TN	1,896,000	\$368,828,117	6/30/2022
Weir's Plaza	Dallas	TX	547,241	\$73,200,000	9/16/2021
Element SouthPark	Charlotte	NC	900,000	\$139,748,573	2/8/2021
Moontower Student Apartments	Austin	TX	376,521	\$62,142,977	7/15/2020
Capitol District Lot 5	Omaha	NE	74,532	\$10,869,325	4/24/2020
The Local Mixed Use Development	Tempe	AZ	585,423	\$72,198,824	3/1/2019
Amorance	Atlanta	GA	295,986	\$41,247,924	9/21/2018
Skyloft	Austin	TX	426,592	\$70,626,495	8/1/2018
University of Oklahoma Cross Village	Norman	OK	517,547	\$175,225,902	8/1/2018
Aspen Heights 511 Meeting Street Apartments	Charleston	SC	45,808	\$14,439,925	5/1/2018
Two Light Tower	Kansas City	MO	506,096	\$93,036,815	4/4/2018
Caroline Luxury Apartments	Charleston	SC	607,153	\$57,759,696	3/15/2018
222 2nd Avenue South	Nashville	TN	806,700	\$90,989,268	9/25/2017
Equitable Building Renovation	Des Moines	IA	247,000	\$27,756,680	6/30/2017

## MIXED USE EXPERIENCE - PROJECT SIZE GREATER THAN \$5 MILLION CONTINUED

PROJECT NAME	CITY	STATE	SIZE - SF	COST	COMPLETION
Capitol District Marriott	Omaha	NE	310,000	\$64,472,127	6/1/2017
Colorado Center Tower III	Denver	CO	390,000	\$66,353,585	12/1/2016
Thompson Hotel	Nashville	TN	198,894	\$47,965,792	8/5/2016
PearlWest	Boulder	CO	285,425	\$47,985,129	4/1/2016
The Nichols Building	Denver	CO	85,000	\$16,471,244	2/13/2015
280 Elizabeth Street Apartments and Mixed Use	Atlanta	GA	300,000	\$31,641,943	1/2/2015
Twelve Twelve Condominiums	Nashville	TN	555,537	\$65,800,000	10/1/2014
IBC Bank Plaza	Austin	TX	397,935	\$38,456,267	8/23/2014
3701 and 3801 Kirby Towers and Garages Exterior Renovation	Houston	TX	279,000	\$6,583,083	8/3/2014
The Pinnacle at Eden Hill Continuing Care Retirement Community	New Braunfels	TX	345,685	\$39,590,413	2/7/2014
Spire Denver	Denver	CO	948,139	\$125,579,418	12/31/2009
The Atlantic Mixed Use Condo- minium Parking Structure	Atlanta	GA	549,472	\$22,636,226	8/7/2009
Escala	Seattle	WA	818,000	\$162,913,264	5/2/2009
The Peloton	Boulder	CO	779,592	\$86,842,132	10/3/2008
SugarCube Mixed Use Building and Parking Garage	Denver	CO	195,405	\$35,464,124	7/30/2008
ViewPoint Mixed Use Condo- minium and Parking Garage	Atlanta	GA	680,271	\$72,922,350	5/19/2008
Mission Farms Building	Leawood	KS	48,954	\$6,603,503	12/15/2007
Residences at Belmar Plaza	Lakewood	CO	185,023	\$27,107,394	7/1/2007



## MIXED USE PICTURE FILES PROVIDED SEPARATELY



### AMORANCE

Amorance is a multi-building development that offers office, retail and residential opportunities to this thriving hub. The 295,986 SF mixed use development features two(2) four story, apartment buildings with 20 retail spaces. There are 168 apartments in this complex with an underground parking garage..



### ELEMENT SOUTHPARK - CHARLOTTE, NC

The Element SouthPark mixed-use project consists of two 9- and 11-story apartment towers, housing 354 luxury apartments in the prestigious SouthPark community of Charlotte. The 937,000 SF project also included 82,000 SF of retail space on the ground level and a 960-car parking deck. JE Dunn also built the neighboring Hyatt Centric hotel which was a part of the entire development, Apex SouthPark.



### THE LOCAL

The Local is a 9 story mixed use project consisting of a 1st floor retail grocery store, parking on floors 2 through 4, and apartments on floors 5 through 9. The 5th Floor also features a pool deck.



# BUILD

Blacks United in Learning and Development

Our JE Dunn BUiLD Employee Resource Group (Blacks United in Learning and Development) was created to shape our culture of inclusivity and innovation at JE Dunn while helping our black employees navigate their careers. A major purpose of our group is to also be aligned within the communities in which we live and work.

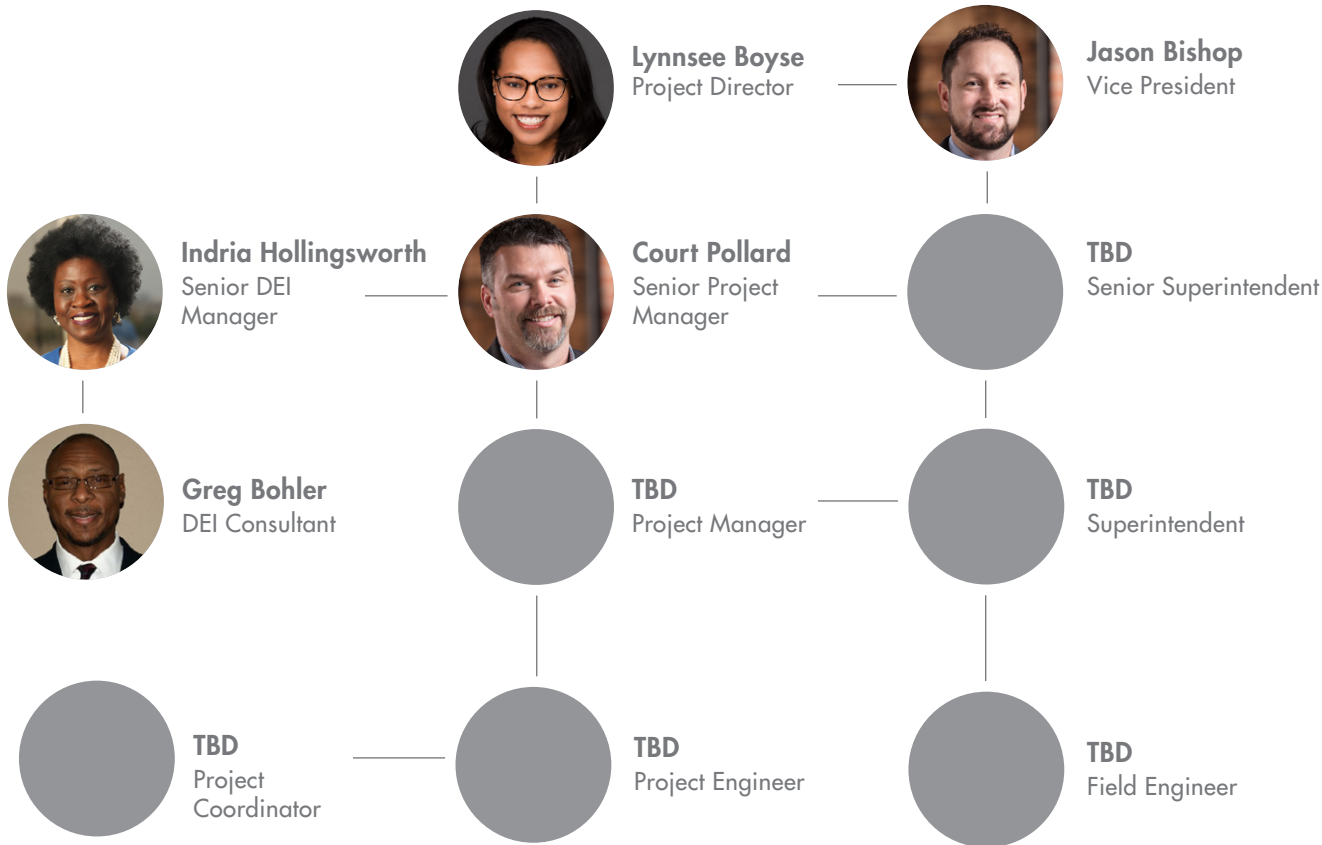
The Evans Fintube project will provide a once in a lifetime opportunity for JE Dunn in general and our black employees in particular to not only work to grow their careers on a large complex project, but will also allow them to play a pivotal role in such an historic project. This project will look back to honor the legacy and spirit of the Greenwood Community and Black Wall Street, while looking forward to the future of North Tulsa. The overwhelming response we received from our black employees to participate in this project was tremendous.

The staffing chart included depicts our proposed construction team. Also included is staff from the BUiLD group that has expressed interest in wanting the opportunity to be a part of the project team for this historic project. As the project scope and schedule develops, we will align the staff with each phase of the development.




# JE DUNN PROJECT TEAM

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## SUPPORT SERVICES



**Desmond Clark**  
Safety



**Keith Walker**  
Scheduler



**Asia Johns**  
Virtual Design  
Construction (VDC)





## Jason Bishop

**LEED AP**

VICE PRESIDENT

Jason will be accountable for all aspects of project performance, ensuring the project vision becomes a reality. Jason's involvement will continue through construction by working closely with the project team to provide leadership and guidance to achieve project success. In addition to having contractual authority, he will leverage JE Dunn's national and local resources to ensure expectations are exceeded as your trusted partner.

25

years in  
industry

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### Education

BS, Construction Engineering Technology, Missouri Western State University

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### Relevant Experience

**National Cowboy & Western Heritage Museum - Liichokoshkomo' Addition, Oklahoma City, OK** — \$11 Million, Design-Build, renovation and addition including new HVAC in existing children's building and new interactive exhibits. All work was completed while the museum was fully operational.

**Saint Francis Observation Unit Renovation, Tulsa, OK** — \$15 Million, demolition and renovation on an active campus.

**BOK Park Plaza Enable Midstream Tenant Finish, Oklahoma City, OK** — \$13 Million, 150,000 SF, 6-floor office tenant finish in a 27-story, occupied office tower.

**Oklahoma State Capitol Exterior Renovation, Oklahoma City, OK** — \$60 Million, 200,000 SF, 3-year, multi-phased project. Restoration included; stone repairs and cleaning including 21 miles of mortar joint repair and 200,000 SF of stone facade; 477 Window restorations, and a copper roof replacement. All work was completed while the building was occupied.

**University of Oklahoma Cross Village, Norman, OK** — \$175 Million, 517,547 SF new, fast-track campus residential project with four 4-story buildings and a 5-story 1,000-car cast-in-place parking structure. The residential buildings house 416-units with 1,235-beds along with retail and food service on an active campus.

**University of Oklahoma Residential Colleges, Norman, OK** - \$83 Million, 290,000 SF, comprised of two 5-Story campus housing buildings with 376 units and 640-beds as well as a centrally located dining hall. All work took place on an active campus.

**University of Oklahoma Gallogly Hall, Norman, OK** — \$33 Million, new 4-story, 77,541 SF biomedical engineering facility with multiple laboratories, lecture halls, and vivarium.

**The Children's Hospital @ OU Med PICU Renovation, Oklahoma City, OK** - \$15 Million, 34-bed, 31,000 SF new PICU project was completed in a fully operational hospital including a full interior, exterior and enclosure renovation. This multi-phased project took place in between two active floors; the 5th Floor Mother Baby Unit and the 7th Floor NICU.

**OU Health Oklahoma Children's Hospital CVICU Upgrades, Oklahoma City, OK** — \$8.6 Million, 24,000 SF renovation on an active campus.

**IDI2A Data Center - Lithia Springs, GA** - \$274 Million, new 4-story data center including interior build out of mechanical, electrical, administrative staff support spaces, and a 2-story Central Utility Building.



## Lynnsee Boyse

LEED GA

PROJECT DIRECTOR

### Education

BS, Construction Science,  
University of Oklahoma, 2012

### Memberships

Chairperson, BUiLD (Blacks United  
in Learning and Development) - JE  
Dunn Employee Resource Group

Moment Connection - JE Dunn  
Women's Networking

### Training

American Red Cross First Aid &  
CPR

OSHA 30-Hour

### Registrations

LEED GA



years in  
industry

As your Project Director, Lynnsee's role commitment is to support the entire team in any and every way necessary to ensure the success of this project. She is a servant leader who works diligently to make sure all are continuously engaged, enthused, proactive and pointed in the right direction.

### Relevant Experience

Oklahoma State Capitol Exterior  
Renovation, Oklahoma City, OK —  
\$60,400,000; Exterior renovation of  
Oklahoma State Capitol.

The Skirvin Hilton Interior  
Renovation, Oklahoma City, OK —  
\$1,300,000.

BOK Park Plaza, Oklahoma City,  
OK — \$198,000,000; 700,000 SF  
Class A office tower and two multi-level  
attached parking garages.

Mercy Rehabilitation Hospital,  
Oklahoma City, OK — \$14,200,000;  
55,900 SF, 2-story rehabilitation  
hospital.

Aramark Solar Inn Cafe at Altus  
Air Force Base, Altus AFB, OK —  
\$500,000; 11,300SF military facility  
dining hall renovation.

Austin-Bergstrom International  
Airport Maintenance Facility, Austin,  
TX — \$62,900,000; New airport  
maintenance facility on a 16-acre  
site outside of the secured area of the  
airport. 16 buildings and structures will  
serve as the headquarters for airport  
maintenance. Project designed to be  
LEED Silver certified.

BP Westlake 4 Level 11 Conference  
Room Renovation, Houston, TX —  
\$1,000,000; 9,100 SF conference  
room addition and remodel.

BP Westlake One Technical Library,  
Houston, TX — \$800,000; 3,500 SF  
corporate technical library renovation.

Children's Memorial Hermann  
Hospital Pediatric Waiting Room  
and Pre-Op Room Renovation,  
Houston, TX — \$1,200,000; 4,931  
SF outpatient hospital surgery waiting  
room remodel.

Churrascos Gateway (Memorial  
City) Restaurant Tenant Finish,  
Houston, TX — \$1,700,000; 10,084  
SF Restaurant Tenant Finish.

ExxonMobil Global Services  
Company FTF Bundle Friendswood,  
Houston, TX — \$2,200,000; metal  
building maintenance and a UPS and  
chiller replacement.

OneSubsea Office Renovation,  
Houston, TX — \$2,600,000; 93,633  
SF, 9-story office building renovation.

Texas Children's Hospital Pediatric  
Clinic at Barker Cypress, Cypress, TX  
— \$1,800,000; 11,223 SF pediatric  
specialty clinic build out.

Lone Star College University Park  
Fletcher Yoder Law Firm Buildout,  
Houston, TX — \$1,300,000; 35,126  
SF Law Office Tenant Remodel.



## Court Pollard

SR PROJECT MANAGER

Court is a Tulsa Native and has spent 24 years managing projects in the Tulsa market, including several renovation projects. His responsibilities begin in preconstruction, where he will lead our collaborative efforts with key stakeholders. He has an understanding of the local market and will conduct value engineering and constructability reviews, as well as develop the project's strategic plan with team members. He is accountable for the project's overall schedule and budget and will manage the progress of work and authorize resources as necessary to keep the project commitments.

26

years in  
industry

### Education

BS, Construction Science, University of Oklahoma, 2004

### Memberships

Tulsa Regional Chamber

Association of Building Contractors  
(ABC) of Oklahoma - Tulsa Chapter

### Relevant Experience

**Saint Francis Observation Unit Renovation, Tulsa, OK** — \$15 Million, demolition and renovation on an active campus.

**Osage Casino and Hotel, Tulsa, OK** — \$150 Million, New casino, brewery, sports bar and grill, offices and hotel.\*

**University of Oklahoma Cross Village, Norman, OK** — \$175 Million, 517,547 SF new, fast-track campus residential project with four 4-story buildings and a 5-story 1,000-car cast-in-place parking structure. The residential buildings house 416-units with 1,235-beds along with retail and food service on an active campus.

**Union Collegiate Academy, Tulsa, OK** — \$25 Million, 125,000 SF, New, 3-Story addition with 19 classrooms.\*

**Union 8th Grade Expansion and Renovation, Tulsa, OK** — \$21 Million, school expansion and renovation.\*

**Bixby 9th Grade and Band Facility, Bixby, OK** — \$15 Million, New 9th grade center and band facility.\*

**Union 6th & 7th Grade Expansion and Renovation, Tulsa, OK** — \$9.3 Million, expansion and renovation of fine arts classrooms and an administration addition and renovation. Regional ABC Award Winner.\*

**Greater Cornerstone Community Center, Tulsa, OK** — \$3.8 Million, New community center. Regional ABC Award Winner.\*

**Travis Mansion Renovation, Tulsa, OK** — \$3 Million, 7,500 SF renovation of a 1919 mansion for the Tulsa Historical Society. National ABC Award Winner.\*

**Craig County Community Center, Vinita, OK** — \$2 Million, New community center.\*

*\* work performed at previous firm*





# Indria Hollingsworth

## DIVERSITY MANAGER

### Education

BS, Accounting, Grambling State University, 1991

### Training

Certified Contract Compliance Administrator

### Memberships

Novation (Vizient) - Chair

Dallas Fort Worth Minority Supplier Development Council (DFWMSDC) - Member

University of Texas at Dallas Community Diversity Council - Member

Dallas Independent School District Minority/Women Business Enterprise Advisory Committee - Member

American Contract Compliance Association (ACCA) - Member

Delta Sigma Theta Sorority - Member

Dallas Independent School District Minority/Women Business Enterprise Advisory Committee - Member

ACE Mentor Program of America - Member

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Indria is committed to ensuring substantive and meaningful participation by small business, disadvantaged business and minority-owned businesses. As a key member of the project team, she will be actively engaged in this project and will have accountability for ensuring our team achieves both your project's goals and JE Dunn's internal goals for MWBE/HUB participation and capacity building. Their involvement ranges from the initial outreach activities to supporting our preconstruction team during construction procurement phase and monitoring contract compliance throughout the project. Indria maintains strong working relationships with numerous public entities and local organizations, including minority contractor associations and minority chambers of commerce located throughout the state. She will be your direct point of contact for our overall MWBE/HUB program.

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### Relevant Experience

Texas Facilities Commission

DFW Airport Department of Public Safety

Fort Worth ISD – Dunbar and Polytechnic HS

Austin ISD – Bowie HS

ABIA Vehicle Maintenance Facility

Collin College IT Center

Loews Parking Garage, Hotel and Convention Center

UTSW Aston Clinic Ambulatory Center

Weirs

Dallas College – Cedar Valley College Early College

Capstone (Confidential Client)

Methodist Northeast

University Health System Women's and Children's Tower



# Greg Bohler

MANAGING PARTNER, RUTHNAP  
CONSULTING GROUP

DEI CONSULTANT

## Education

MS, Architecture, Georgia Institute  
of Technology, 1984

BS, Architecture, Georgia Institute  
of Technology, 1981

## Organizations

Greater OKC Chamber of  
Commerce

Commercial Real Estate Council



years in  
industry

Greg has over 35 years of experience in the A/E/C field including architecture, project management, program management, and construction management. Greg, founded Ruthnap Consulting Group, LLC in 2006, and serves as the Managing Principal.

## Relevant Experience

Underground Atlanta Mixed Use Development, Atlanta, GA	Boeing Office / Lab, Oklahoma City, OK
Journal Record Building Renovation, Oklahoma City	Astellas Pharma, Norman, OK
21C Museum and Hotel, Oklahoma City, OK	K-12 Program, State of GA
Hilton Garden Inn / Edmond Conference Center, Edmond, OK	K-12 Program, Oklahoma City
Integris, Multiple Projects, Oklahoma City	Hartsfield/Jackson International Airport, Atlanta, GA
Oklahom Heart Hospital, Multiple Projects, Oklahoma City	The Olympic Games, Atlanta, GA

**NAME****ROLE****PROJECT MANAGEMENT**

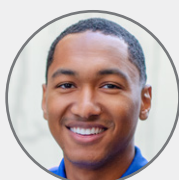
Juston Gill

Project Manager



Ashley Mixon

Senior Project Engineer



Darius Drew

Project Engineer



Gerryn Dudley

Project Engineer



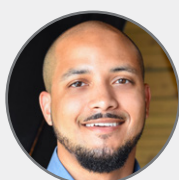
Lyric Bolen

Project Engineer



Reanna Coggins

Project Engineer



Tress Shaw

Project Engineer



**NAME****ROLE****PROJECT MANAGEMENT (CONTINUED)**

Zipporah Pennington

Project Engineer



Zeb Saffo

Project Engineer

**FIELD OPERATIONS**

Jacorey Joiner

Superintendent



Kay Cartwright

Superintendent

**PRECONSTRUCTION AND ESTIMATING**

Ashley Lloyd

Estimating Engineer



Christelle Ndayisaba

Estimating Engineer

## NAME

## ROLE

### ADMINISTRATIVE



Angela McGary

Project Administrator



Danielle Mason

Senior Project Coordinator



Mary Parish

Senior Project Coordinator



Neia Norris

Project Reporting Coordinator



Jacque Braswell

Project Accounting & Billings

### DIVERSITY, EQUITY, AND INCLUSION



Indria Hollingsworth

Senior DEI Manager



Nakisha Bausby

Senior DEI Manager

NAME		ROLE
INTEGRATED PROJECT SERVICES		
	Desmond Clark	Senior Safety Manager
	John McKenzie	Senior Safety Manager
	Joe Shaw	Senior Safety Specialist
	Keith Walker	Scheduler
	Asia Johns	Virtual Design and Construction Specialist

## JE DUNN / CAPITAL PARTNERS<sup>LLC</sup>

Established in \_\_\_\_\_? JE Dunn Capital Partners delivers equity investment and project finance solutions, leveraged with our construction expertise. JEDCP has participated in commercial real estate transactions in various capacities ranging from a fully integrated General Partner involved in land acquisition, to a Limited Partner, entering deals at a later stage.

JEDCP brings a strategic network of financial relationships that allow us to scale considerably, up to and including, placing the entire capital stack.

Combined with industry-leading preconstruction resources and estimating tools, JEDCP believes our integrated Design-Build-Finance platform provides a powerful opportunity to add value to development projects.

We place a strong emphasis on working with trustworthy, proven sponsors who understand the alignment and value our flexible model can bring through a strategic partnership

### PROJECT TYPES

- Mixed Use
- Multi Family
- Office
- Student Housing
- Hospitality

### JE Dunn Capital Partners - By the Numbers

- \$152 Million Total JE Dunn Investment to date
- \$1.25 Billion Total Project Size for DCP Projects
- 2.85 Million Total Square Feet



## DUNN CAPITAL PARTNERS PROJECTS

PROJECT	TYPE	LOCATION	DESCRIPTION	COST INFORMATION
17th and Grand Office	Office Building	Nashville, TN	<p>This 166,000 RSF Class A office building is located in the heart of Midtown Nashville in iconic Music Row neighborhood with both great walkability and roadway access.</p> <p>Combo of favorable business environment &amp; cost-of-living, vibrant culture &amp; high quality of life, and diversified healthcare, education, tech, entertainment, and financial services sectors fueling office-using jobs and population booms</p>	Project Size: \$47MM in construction, \$86MM total development
The Mix	Student Housing	Atlanta, GA	<p>At the Mix, Georgia State University students can live in style and comfort, taking advantage of the 26-story, 685-beds tower's top-notch amenities. The Mix offers first-class student housing with resort-style features and unmatched views of downtown Atlanta.</p>	<p>\$31mm equity + \$58mm construction loan \$64mm construction project   \$89mm total</p> <p>Completed on time and in Budget – August 2019 98%+ Leased for 2019/2020 &amp; 2020/2021 School Years</p>
Hilton Canopy	Hotel	Austin, TX	<p>The Austin Canopy Hotel in downtown Austin provides a dynamic urban oasis for guests to relax and rejuvenate while enjoying the city's lively nightlife scene. The six-floor, 140-bed boutique hotel in Austin's West Sixth Street entertainment district, features a design that reflects the local neighborhood and harmonizes with the existing natural and built environment.</p>	<p>Local Austin sponsor w/strong JE Dunn relationship \$89,000,000 total project \$31mm equity</p> <p>Completed on time and in Budget – May 2020</p>
Grand Bohemian	Hotel	Charlotte, NC	<p>An artistically inspired project, the Grand Bohemian Hotel is a 15-story, 254 room boutique hotel in Uptown Charlotte with well-appointed luxury amenities throughout, including a rooftop restaurant and bar, and art gallery. 4.5 star boutique hotel.</p>	<p>\$110,000,000</p> <p>Completed on time and in Budget – August 2020</p>

## DUNN CAPITAL PARTNERS PROJECTS

18th and Vine	Mixed Use Multi Family	Kansas City, MO	<p>Located in the heart of Kansas City's historic jazz district and home to the Negro Leagues Baseball Museum, Gem Theater, American Jazz Museum and the Urban Youth Baseball Academy. This development will once again, connect Kansas City's oldest and most historic Black neighborhood into a live, work, play community</p>	<p>\$45,000,000 Total Project Cost</p> <p>Redevelopment of historic Boone Theater</p> <p>Mixed-use multifamily development</p> <p>Local Kansas City development partner</p>
Moontower Phoenix	Multifamily	Phoenix, AZ	<p>The JE Dunn Capital Partners team is working with Lincoln Ventures to bring Moontower Phoenix to the Roosevelt Row Arts District in downtown Phoenix. The 25-story, 36 unit high rise apartment building will feature market leading amenities, including a state-of-the-art fitness studio and a rooftop pool deck with incredible views of downtown Phoenix.</p>	<p>Opportunity Zone Location</p> <p>\$112,500,000 total project</p> <p>\$31,000,000 equity</p> <p>Project construction began July 2021</p>
Lightwell	Office	Kansas City, MO	<p>30-Story, 657,070 SF renovation to Class A Office Building.</p> <p>Renovate, rebrand and reposition of property</p>	<p>\$69,000,000 total project size</p>

**DCP PICTURE FILES PROVIDED SEPARATELY**

MOONTOWER PHOENIX



GRAND BOHEMIAN HOTEL



MOONTOWER AUSTIN



THE MIX







## Michael Collins

REAL ESTATE INVESTMENT  
DIRECTOR

### Education

MBA, Finance and Management,  
Rockhurst University, 2012

BA, Political Science, Park  
University, 2004

### Memberships

Park University - Board of  
Trustees Immediate Past  
Chairman

Urban Land Institute Kansas City  
Advisory Council Member

Kansas City Streetcar Authority  
Founding Board Member

Federal Reserve Bank of Kansas  
City - Economic Advisory Council

Truman Medical Centers -  
Hospital Board Member

The First Tee of Greater Kansas  
City - Past Chairman

The Culture House Performing  
Arts Center - Board Member

Missouri Partnership - Board  
Member

Downtown Council - Executive  
Committee

18

years in  
industry

Michael Collins serves as the Managing Director of real estate investment for JE Dunn Capital Partners, the real estate investment arm of JE Dunn Construction, a multi-billion construction firm founded in Kansas City, MO, in 1924. Michael leads the efforts for public project finance, development and real estate investment ventures for large-complex development and investment projects for social infrastructure, public entity and commercial real estate clients.

Previously, Michael served as the president and CEO of Port KC (Port Authority) where he led the organization spearheading a diversified portfolio of surface transportation assets, public finance and real estate development. Such projects included waterfront development along the Missouri River; creating intermodal inland port facilities; and enhancing river borne freight along the Missouri River regionally and globally.

Over his career, Michael has completed more than \$3.8 billion in public finance, real estate investment and development projects. Additionally, Michael served as a founding board member and current vice-chair of the \$100 million Streetcar taxation district and authority in Kansas City.

Michael began his career as senior aide to Senator Christopher "Kit" Bond in Washington, D.C., and Missouri. In this capacity, he was a senior advisor on transportation, economic development and federal facilities, financial services and appropriations policy.

### Relevant Experience

Lightwell City Center Square  
Renovation, Kansas City, MO —  
121,269 SF office building renovation

Moontower Phoenix, Phoenix, AZ  
— 468,924 SF, 24-story multifamily  
apartment building

Waterloo, Austin, TX — 300-foot, 796-  
bed high rise community

Moontower Austin, Austin, TX —  
18-story high rise, 567 bed student  
housing apartment tower

Grand Bohemian, Charlotte, NC —  
5-story, 254 room boutique hotel

The Mix, Atlanta, GA — 26-story, 685-  
beds tower's top-notch amenities

Hilton Canopy, Austin, TX — 6-floor,  
140-bed boutique hotel

Berkley Riverfront\*, Kansas City,  
MO — \$90,000,000; A multi-phase  
55-acre master planned brownfield  
redevelopment which generated a 410-  
unit, \$72 million apartment community  
with office and retail components, an  
outdoor recreation complex, a private dog  
park with restaurant and bar, and over \$2  
million in various site and in infrastructure  
improvements

Richards-Gebaur Commerce Park\*,  
Kansas City, MO — \$150,000,000; A  
900-acre planned industrial/intermodal  
development to provide an inland port for  
manufacturing plant, warehousing and  
retail distribution; which provided rail and  
roadway freight service both nationally  
and internationally

\*work performed at previous firm



# Vanessa Morrison MRCP

## Planner

Vanessa is an award winning planner and community development professional who is dedicated to empowering and supporting communities. After receiving her master’s degree in Regional City Planning from the University of Oklahoma’s College of Architecture, Vanessa’s professional and academic opportunities have allowed her to design and lead approaches to address equity challenges, lead community engagement opportunities for marginalized groups, domestically and internationally consult urban planning related projects, collaborate on planning initiatives, and activate both spatial and social environments. She is also experienced in developing and implementing engagement strategies that reach into multi-faceted communities, including: African American communities, trauma exposed adults and families, business spaces, and advocacy groups. Her robust education and experience in community engagement, planning, and crisis management give her unique and valuable insight to initiate and sustain change.

### EDUCATION

**2015**  
**Master of Regional and City Planning** - Community and Economic Development Emphasis  
 University of Oklahoma  
 Norman, OK

### PROFESSIONAL POSITIONS

2018-Present  
 BlackSpace Oklahoma - Co-founder & Board Member

2020-Present  
 Institute for Quality Communities - Associate Director

### ORGANIZATIONS

**City of OKC NE OKC Mural Committee** - Stakeholder

**City of OKC Innovation District TIF Education Committee**  
 Member

### PROFESSIONAL AFFILIATIONS

**APA Oklahoma** Member

**Urban Land Institute Oklahoma** Member

### RECOGNITION

2020 **Palomar Founding Member Award** by Palomar: OKC’s Family Justice Center

2019 **Inclusion in Art Award Recipient** by Inclusion in Art

2018 **PowHer Grant Recipient** by United Nations OKC

2018 **Outstanding Contributions in the Preservation of our Culture** through the Arts and Humanitarianism

2018 **StoryCorps Contributor**

2018 **NextGen 30 Under 30 Award Recipient**

2017 **Outstanding Student Project Award** from the Oklahoma Chapter of the American Planning Association

### COMMUNITY PROJECTS + ENGAGEMENT

2020 **NE OKC Community Impact Plan** [Grant Recipient](#). Black Justice Fund. BlackSpace Oklahoma.

2020 **NE OKC Think Tank** [Grant Recipient](#) Inequities in the Academic Research and Creative Activity Enterprise Rapid Response Seed. University of Oklahoma. Co-lead.

2020 **Deep Deuce Drive-In** [Grant Recipient](#). Oklahoma Arts Council Community Arts Grant & Urban Land Institute of Oklahoma and Downtown OKC District Microgrant Recipient. Co-lead.

2020 **Environmental Justice Project** [Grant Recipient](#). Funded by the Environmental Protection Agency. BlackSpace Oklahoma.

2019 **Generation Citizen Student Project** Guest Judge

2019 **Brockway Center Advocacy** BlackSpace Oklahoma in collaboration with Preservation Studio, Preservation Oklahoma, and other historical advocates

2019 **StitchCrew Entrepreneur Mentor**

2019 **Northeast OKC Storytelling Project** [Grant Recipient](#) Oklahoma Humanities. BlackSpace Oklahoma in partnership with the University of Oklahoma

2018 **Local Artist Exhibition** Co-curator. Exhibit at Florence’s Restaurant

2018 **Community Engagement Facilitator** with international artist Tayana Fazlalizadeh. In partnership with Oklahoma Contemporary Arts

2018 **En Root Mobile Story** StoryCorps, Smithsonian and Library of Congress Black Business Contributor. In partnership with KGOU

2017 **En Root Mobile Barbershop Company** Co-founder. Community Engagement tent facilitator. For OneOKC Street Festival

2017 **Domestic Violence Fatality Review Board** Annual State Report Contributor

2016 **Women of NE OKC Storytelling Project** Lead

2015 **OKC Artists for Justice** Community Advocate

## JOURNALS, LECTURES & PRESENTATIONS

- 2021 **Speculative Design and Heritage Conservation** Professor. Environmental Design Course. University of Oklahoma
- 2020 **"Rethinking Education for a More Equitable World"** Co-host of University of Oklahoma / BlackSpace Oklahoma webinar
- 2020 **Black women's perspectives on neighborhood safety: Reflections from The Women of Northeast Oklahoma City Photovoice Project** Co-author. In *Gender, Place, and Culture*
- 2019 **Conference Workshop** leader. Harvard Graduate School of Design's Black in Design Conference. BlackSpace Oklahoma in collaboration with BlackSpace NYC and BlackSpace Chicago
- 2019 **"Domestic Violence and Housing Challenges"** For Regional and City Planning Intro to Housing Course
- 2019 **BlackSpace Oklahoma Panel Discussion** For United Nations OKC Chapter
- 2018 **"Victims of trauma and Homelessness"** For OKC Housing Authority
- 2018 **"Women of NE OKC Photovoice Project"** American Planning Association OK Conference
- 2017 **"Black Women and the Built Environment"** For Zarrow Mental Health Symposium
- 2016 **Oklahoma Teen Conference** Breakout session presenter. En Root Mobile Barbershop Company

## PRESS

- 2020 **BlackSpace Oklahoma to Host Placemaking Storytelling Project in March** City Sentinel
- 2020 **Sacred Black Spaces: Placemaking Through a Mobile Barbershop** Black + Urban
- 2019 **Meet Vanessa Morrison and Gina Sofola of BlackSpace Oklahoma** United Nations Association of Oklahoma City
- 2019 **Rooted Barber + Shop Grand Opening to Benefit Homeless** City Sentinel
- 2019 **Community Focus: The first mobile barbershop in Oklahoma** Fox 25 News
- 2018 **Oklahoma mobile barber shop encourages customers to 'cut it forward'** Oklahoman
- 2018 **En Root takes a food truck approach to the classic barbershop** OK Gazette
- 2017 **Community Story | Mobile Barbershop** OKC GOOD
- 2016 **Haircut Delivery: How 2 millennials are starting Oklahoma City's first mobile barbershop** Blavity







## Gina Sofola AICP

### Planner

Ms. Sofola is the President and Principal Consultant for Sofola and Associates, Inc., a project management and planning consulting firm started in 1999. She has managed projects around the country and worked as a Project Engineer for Fortune 500 Companies in NYC; with the City of Kansas City Missouri on multiple municipal projects including the rehabilitation of the historic Robert J. Mohart Building, the renovation of Historic Bartle Hall Convention Center and new State of the Art Fire Station 35; City and County of Denver where she currently directs project management and planning support to Denver International Airport's Airport Infrastructure Management Group. She is currently developer's agent/project manager for the Page Woodson Restoration Project, a multi-phase, mixed income, mixed use development that consists of Affordable and Market Rate Housing along with dynamic public spaces; 700 W 4th Project, a 5 story, 300 plus unit, mixed income housing development; Pelican Hills Apartment Project, a 139 unit Affordable Housing Redevelopment.

Her training gives her an eye towards how humans interact with the built and work environments. She is interested in environmental, transportation, and international planning issues and has a great passion for urban design that seeks to optimize the human experience for underserved communities. She is passionate about historic preservation/conservation within minority communities and seeks opportunities to continue documenting and building a database of community stories to be used as a tool to inform future designers and developers working in the community.

In 2004, Ms Sofola, part of a multi-disciplined team including the Oklahoma City Planning Department, and EPA consultants, led the Page Woodson Charrette under the EPA funded National One Cleanup Pilot Project. The team realized success by navigating through strong community and stakeholder group sensitivities that led to merging community objectives with those of the city's area planning objectives. Gina later worked with OCNE, and City Planning to secure and administer brownfield funding for the site specific Page Woodson Environmental Impact Statements produced under the direction of the United States Army Corps of Engineers (ACOE). Gina, worked to successfully secure the site's designation on The National Park Service's Registry of Historic Places.

### SELECT PROJECT EXPERIENCE

**Page Woodson Restoration and Planned Unit Development** Project Management, Public Outreach, Information, and Engagement.

#### **Women of NE Oklahoma City Photo Voice Research and Engagement**

Facilitator – Intersection of Race, Gender, and the Built Environment. Black Space Oklahoma was a recipient of OK Humanities grant to launch NE Oklahoma City Storytelling Project in 2018. The project, born from the desire to create a workshop platform to engage community in the buildout of Page Woodson's first coffee shop, was developed into a 3-part lecture, 2-part workshop month-long event providing contextual and technical education, hands on training in giving and receiving oral histories and digital storytelling. The program brought scholars from OU, OSU, OCU and local and national practitioners together with community to explore the importance of storytelling and its use in informing design of the built environment.

**Clairel Inc.** Corporate Headquarters/R&D Master Plan, Stamford CT. Developed and implemented master and project implementation plan.

**Procter & Gamble Company** – CT & NYC Testing, R and D Facilities

**City of Kansas City** – Fire Station 35; Robert J. Mohart Center – Phases I, II, III; Artist Call, Art in Link Project; Design and Implementation Campus Wayfinding System

**Zambia Africa Family Legacy Children's Village Phase II Master Plan** – OU College of Architecture Service Learning/RCPL Capstone Project- Stakeholder Focus Groups Facilitator, Stakeholder Engagement Team, Photo Voice Facilitation Team

**City of Norman Land use Inventory** – Data Collection Team

**City of Norman Visioning** - Public Engagement Facilitation Team Volunteer

**Capitol Hill Assets Video Story / Asset Mapping & Public Engagement Project** - OKC. Digital Storytelling.

**Southside OKC** - Public Engagement Facilitation Team Volunteer

**Culbertson East Highlands Neighborhood Housing Typology** – Public Engagement Facilitation Team

**OKC Innovation District Visioning Workshop with PPS** – Public Engagement Facilitation Team

### EDUCATION

**2017**  
**Master of Regional and City Planning**  
University of Oklahoma

**1984**  
**Bachelor of Science Industrial Engineering and Management**  
Oklahoma State University

### PROFESSIONAL POSITIONS

Sofola & Associates, Inc.  
Founder & Principal

BlackSpace Oklahoma  
Co-founder & Advisor

University of Oklahoma  
Gibbs College of Architecture  
Affiliate Faculty

### PAST AND PRESENT PROFESSIONAL AFFILIATIONS

American Planning Association - APA

Institute of Industrial Engineers - IIE

International Facilities Management Association - IFMA

ACEC Oklahoma

COMTO Colorado

## JOURNALS, LECTURES & PRESENTATIONS

- 2020 **"Rethinking Education for a More Equitable World"** Co-host of University of Oklahoma / BlackSpace Oklahoma webinar
- 2020 **National Chamber Foundation Panelist** Equity and Sustainability
- 2020 **Black women's perspectives on neighborhood safety: Reflections from The Women of North-east Oklahoma City Photovoice Project** Co-author. In *Gender, Place, and Culture*
- 2019 **MICD Resource Team Member** Mayor's Design/Engagement
- 2020 **Reunion/Followup**
- 2019 **Conference Workshop** leader. Harvard Graduate School of Design's Black in Design Conference. BlackSpace Oklahoma in collaboration with BlackSpace NYC and BlackSpace Chicago
- 2019 **EPA Region 6 Brownfield Conference** OKC Conference Speaker- Page Woodson Redevelopment
- 2019 **Oklahoma State Historic Preservation Conference** Speaker
- 2018 **National EDRA Conference** OKC Conference Moderator
- 2018 **"Women of NE OKC Photovoice Project"** American Planning Association OK Conference
- 2017 **"Black Women and the Built Environment"** For Zarrow Mental Health Symposium
- 2004 **EPSCoR Women in Science Conference** - Speaker on Topic "Women in Construction"
- 2005 **EPA Community Involvement National Conference Facilitator Workshop** - "Turning Dreams into Reality"

## COMMUNITY CONTRIBUTION

- Neighborhood Alliance of Central Oklahoma** - Board Member (Currently Advisory Board Status)
- 2017 **OKC SNI Fall Tree Planting**





## Deborah Richards AIA

### Architect, Urban Designer

Deborah Richards is an urban designer, architect and fabricator. She is the principal of the award winning practice Script Architecture, PLLC, an Assistant Professor at the University of Oklahoma Gibbs College of Architecture, and a board member and active team member of BlackSpace Oklahoma. Her design process focuses on the stories of people and places to create situation specific design projects. Her projects range from digital fabrication installations to urban design.

She has taught urban design studio at the University of Oklahoma for the past two years, served as a reviewer for the Journal of Planning Education and Research, and has worked on several urban design projects both in the US and abroad. The urban design studio that she has taught has been based in NE OKC.

She has a broad range of urban design skills including researching history and culture, tracing urban morphology, developing the built form (ie access, circulation, streetscapes, building massing), applying sustainable and ecological principles, and exploring urban perception (paths, edges, districts, nodes, landmarks and content such as color, scale, style and character). Her architectural skills allow her to explore building massing and layouts for various programs and activities. She also has a wide range of written, graphic and computer skills including expertise in numerous CAD software, digital fabrication, writing algorithms and code, creating technical drawings, graphic design for print and presentations and architectural renderings.

Deborah has experience working collaboratively. Specifically, she has been working with a national non-profit healthcare organization both locally and nationally for the past three years. Working with such an organization requires regular meetings and presentations and clear project organization. She loves working with people!

#### EDUCATION

**2009**  
**Master of Architecture**  
Columbia University, New York

**2006**  
**BS in Architecture**  
University of Michigan,  
Ann Arbor

#### PROFESSIONAL POSITIONS

Script Architecture  
Principal

The University of Oklahoma  
Assistant Professor in the  
College of Architecture

BlackSpace Oklahoma  
Board Member & Active  
Member

#### ORGANIZATIONS

**2018-2020**  
**Downtown Design Review**  
**Board, OKC - Member**

#### PROFESSIONAL AFFILIATIONS

American Institute of  
Architects

#### RECOGNITION

- 2019 **Fellowship** Gibbs Research Fellowship in Architecture, awarded for excellence in research
- 2019 **Interior Architecture Citation Award** American Institute of Architects Oklahoma
- 2016 **Bruce Goff Chair of Creative Architecture**
- 2016 **Young Professional Achievement Honor Award, AIA** American Institute of Architects Oklahoma

#### COMMUNITY ENGAGEMENT & RESEARCH GRANT FUNDED

- 2020 **NE OKC Community Impact Plan** [Grant Recipient](#) Black Justice Fund. BlackSpace Oklahoma. Project Co-Lead
- 2020 **NE OKC Think Tank** [Grant Recipient](#) Inequities in the Academic Research and Creative Activity Enterprise Rapid Response Seed. University of Oklahoma. Co-lead.
- 2020 **Deep Deuce Drive-In** [Grant Recipient](#) Oklahoma Arts Council Community Arts Grant & Urban Land Institute of Oklahoma and Downtown OKC District Microgrant Recipient. Project participant.
- 2020 **Greenwood Ceramics Storytelling Project** [Grant Recipient](#) Tulsa. Part of the Greenwood Art Project. Partner project with Alexander Walter.
- 2019 **Northeast OKC Storytelling Project** [Grant Recipient](#) Oklahoma Humanities. BlackSpace Oklahoma in partnership with the University of Oklahoma
- 2018 **Surface Flux** [Grant Recipient](#) Exhibited at the Factory Obscura, Oklahoma City
- 2016 **Placemaking Toolset** Project Proposal for Art Place America National Creative Placemaking Fund. Finalist project (6%) but was not awarded. Research is ongoing.
- 2009 **Public Housing: A New Conversation** New York City. [Published](#): The Temple Hoyne Buell Center for the Study of American Architecture authored by Leah Meisterlin. Team Member.



- 2017 **The Future of the Medina:** Negotiating Modernization and Gentrification through comparative studies in North Africa. [Fellowship](#). Co-Recipient
- 2008 **Mega-Block to Meta-Block** Beijing. Research Team Member. [Published](#): Office of Print Publication GSAPP, Columbia University, "The China Lab Guide to Megablock Urbanism", Cressica Brazier, Jeffery Johnson & Tat Lam
- 2005 **Home** Graphic comparison of residential communities in Ghana from south to north focusing on traditional use of space and western influence. The University of Michigan. Project Participant

## CREATIVE PRACTICE

Select Experience

- 2015- **Script Architecture, PLLC** Oklahoma City & New York City. [Scriptarchitecture.com](#)
- Present Deborah Richards, Sole Principal
- Affordable Housing** Progress OKC
- Health Center, Tulsa** 11,000sf new construction health center & offices
- Pivot Tiny Home** 280sf tiny home for at risk young adults. Oklahoma City
- Health Center Rogers** 5,000sf renovation
- Health Center Guidelines** National guidelines for a large national non-profit health organization
- Health Center, OKC** 11,000sf gut renovation Health Center and Offices. [Interior Architecture Citation Award](#)

## LECTURES / CONFERENCE / TOURS

- 2020 **Symposium Presentation** "NE OKC Think Tank" presented at Understanding Inequity, Advancing Equity Hosted by the University of Oklahoma
- 2020 **Lecture** "Rethinking Education for a More Equitable World", Sponsored by the OU Gibbs College of Architecture and BlackSpace Oklahoma
- 2018 **Lecture** "Architecture, Space, and Time: How Ontology has Inspired Innovation in Architectural Surfaces", Sponsored by the OU Humanities Forum for the project Surface Flux
- 2018 **Tour** Tour of Oklahoma Health Center, Sponsored by Woman in Architecture, AIA Central Oklahoma
- 2016 **Lecture** Bruce Goff Chair of Creative Architecture Lecture

## ACADEMIC POSITIONS

- Assistant Professor at The University of Oklahoma College of Architecture**
- 2021 **Urban Design Studio** 5th year undergraduate and graduate design studio focused in NE OKC
- 2020 **Urban Design Studio** 5th year undergraduate and graduate design studio focused in NE OKC
- 2019 **African and African American Studies Department Building Design** 5th year undergraduate design studio
- 2018 - **Computation Design and Fabrication Seminar** Seminar focused on teaching students how to design with advanced computer software and coding. Also focused on using fabrication equipment such as 3D printers



# **Project Experience**

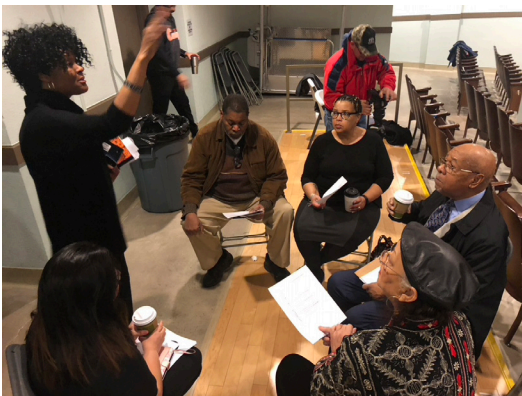
# NE OKC Storytelling Project

Oklahoma City, 2017

NE OKC Storytelling Project explores community's values, identities, ideas, self-identified assets, and connection to spaces by analyzing relationships between stories, histories, and the neighborhood.

The project is a three-part lecture series, workshops, and an exhibit. The first event presents the lived and built history of the community. The second, a panel of experts discussing storytelling methods and their importance in shaping community identities. Three workshops give community members an opportunity to tell their stories at an oral history booth and at a digital storytelling workshop. The final event is a lecture illustrating how the community can mobilize their stories into tangible positive change; placemaking. The information gathered will be synthesized into a digital map and interpretive text, forming a community guide that can be built on over time for future projects.

The project was lead by BlackSpace Oklahoma and sponsored by The University of Oklahoma and in part by a grant from Oklahoma Humanities (OH) and the National Endowment for the Humanities (NEH).







## A Lecture Series:

### Stories from our Elders Lecture

**March 2nd, 10:00AM-12:30PM**  
The Auditorium - Page Woodson  
600 N. High, OKC

Dr. George Henderson, Anita Arnold,  
an introduction by Nikki Nice  
and discussion with Anthony Francisco  
and Kimberly Francisco

### How People Tell Stories Panel Discussion

**March 9th 10:00AM-12:30PM**  
The Auditorium - Page Woodson  
600 N. High, OKC

Dr. Joshua Nelson, Dr. Rachel Jackson,  
Dr. Tracy Floreani, Suzette Chang,  
Dr. George Henderson  
and moderated by Ayanna Najuma

### Stories to Build Community Spaces Lecture

**March 30th 10:00AM-12:30PM**  
The Auditorium - Page Woodson  
600 N. High, OKC

Rick Lowe and introduction by Hans  
Butzer and Christina Beatty

### Workshop: Oral History

We invite all community members to tell their stories. See  
following pages for more details. Free and open to the public.

### Workshop: Digital Storytelling

Due to limited space, you must contact BlackSpace Oklahoma if  
you are interested in this event. [hello@blackspaceok.org](mailto:hello@blackspaceok.org)



# NE OKC Community Impact Plan

Oklahoma City

BlackSpace Oklahoma is one of the recipients of the Black Justice Fund. Through this grant the BSOK team is collaborating with NE OKC residents and community stakeholders to develop a community impact plan to center the community's voices in the visioning of development patterns in the community. Additionally, BSOK is working with the community to develop a cultural guide for built environment professionals to reference when working in the community.

BlackSpace Oklahoma, funded by the Black Justice Fund



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# *Northeast OKC Renaissance* **PlaceKeepers Training**

Oklahoma City

BSOK is collaborating with the Northeast OKC Renaissance team to develop and facilitate a curriculum module for their PlaceKeepers program. This program will highlight local context and introduce strategies for intentional design that honors heritage. The PlaceKeepers program intends to guide and prepare NE OKC residents in becoming small-scale developers.

Project led by Northeast OKC Renaissance  
BlackSpace Leading PlaceKeepers Session





# Page Woodson Development

Oklahoma City

Page Woodson is a 12-acre master planned multi-phased affordable housing development that will contain approximately 550 units, including market rate luxury and work/live apartments and 128 low income/workforce housing. The project is a public/private partnership between the Developer and the Oklahoma City Urban Renewal Authority ("OCURA") which is a land-owning entity of the City of Oklahoma City. The total cost of the project will be in excess of \$100 million. The historic Douglass High School was transformed into 60 affordable apartment units and a 750 seat performance venue.

Sofola and Associates has been retained as owner's agent and project manager for the redevelopment and in addition to design and construction over-sight, SA has crafted unique community communication and engagement strategies bridging community and developer objectives.

Planning and development have been done within NPS, SHPO, LIHTC, and CDBG guidelines. Developing community consensus and securing community support for the project because of its use of these federal and state funds is essential. While Page Woodson – Phase I did not utilize CDBG-DR funds, the development team has worked with OCRA through the entitlement process and has secured unanimous support of the community interest groups through public outreach. The end result of this process, including two years of community outreach, was a fully approved PUD. The use of Federal LIHTC to partially underwrite the project's first Phase, required resolutions of local support from the City of Oklahoma City, a process inclusive of public meetings, public information, and the obtaining of approvals from public officials.

In addition to meeting regulatory requirements, Sofola Associates continues outreach, information gathering and dissemination, and engagement activities to the immediate community; stakeholder groups; and the larger African American community within the newly designated East Side Renaissance Area. Phase I and Phase II Environmental Assessments were funded with federal funds from the City's Brownfield Program. Sofola conducted public information meetings with the immediate community members as a public service and to continue the teams commitment to inclusiveness and transparency.

Sofola has worked with EMBARK to understand the range and diversity of transportation programs available to the community and ensure transit infrastructure, education, and training are included in the developments design, construction, and property management activities.



2004 Page Woodson / 4th  
Street Design Charette  
Community Engagement  
Rendering By Sam Gresham.





# NE OKC Women's Photovoice

Oklahoma City, Oklahoma

Gina Sofola and Vanessa Morrison were approached by the University of Oklahoma's Regional and City Planning Department and asked to work with the facilitation team in designing a strategy to engage women of color spatially, socially, generationally, or familiarly connected to Oklahoma City's predominantly African American community in northeast Oklahoma City. The project purpose was to understand the perceptions of safety by women of color and the links between gender, safety, urban policy, and urban design. The impetus for the project was the 2016 Daniel Hoytzclaw case where victims of rape were taken to abandoned schools, vacant lots, and other neglected and forgotten spaces.

The team designed a recruitment and engagement strategy following strict IRB guidelines. Photo voice was the method of engagement used - a methodology allowing participants to use photography as a means of telling the story of everyday life within the context of the spatial environment. The photos are paired with the narrative "voice" the participant desires to share.

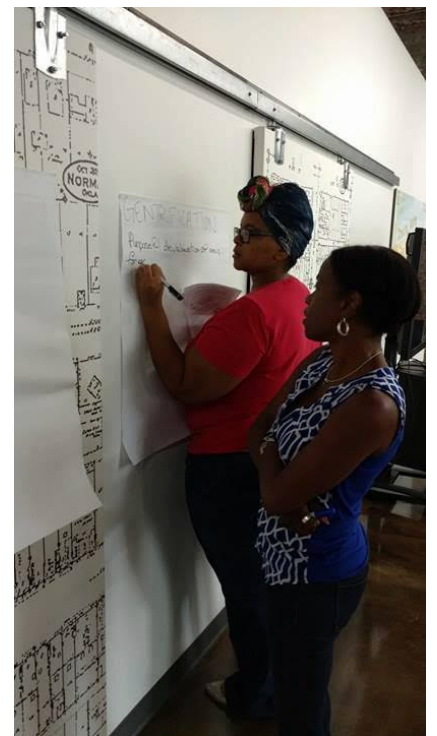
These stories are meant to communicate truth to policymakers, government and health service providers, and city and civil officials in positions of power and decision making.

The team was able to accomplish the recording of personal reflections about community; elevate the dialog about the intersection of gender, safety, and the built environment; and facilitate a forum by which power brokers, stakeholders, and community could digest the truth about environmental issues. As result we were able to expedite next step measures for continued dialogue and the utilization of community anchored alternatives for intervention.

The Project won the "Outstanding Project" award from the APA Oklahoma 2017, recognizing the project for its innovative community outreach and commitment to social justice.







## *Master Plan*

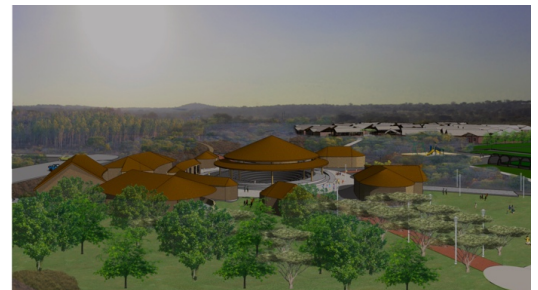
# Tree of Life Children's Village II

Lusaka Zambia, 2014

In partnership with the architectural firm of Raymond Harris, the University of Oklahoma College of Architecture, consulted on the development of a Family Legacy Phase II Children's Village Master Plan. With the success of the initial project, Family Legacy's Phase II Development would seek to include lessons learned from successes and shortcomings of the first project. The 2014 (Flagship) multi-disciplined team of Architects, Landscape Architects, and Regional and City Planners completed the project over 8 months.

Gina Sofola and Vanessa Morrison were part of this team and most important trip, that established the reputation and legacy of the University. The work consisted of reconnaissance and field work during the summer and master planning collaboration over the course of 4 months. The team designed a phase II village complete with public spaces, education and recreation spaces, and multiple housing typologies meeting the needs of the various living scenarios within the community.

Through focus groups, staff interviews, tours, design charrettes, and the qualitative research engagement tool called Photo Voice, the team developed a masterplan inclusive of housing to meet the needs of various aged children, community spaces to gather and share life in a way that celebrated cultural values of cooperation, educational spaces, and recreational spaces. The team placed special emphasis on understanding the socioeconomic, cultural, political, and health context of the larger community to inform a design and plan that would celebrate and dignify diverse community values without violating or conflicting with Family Legacy's Christian Values and Humanitarian work.









# Greenwood Ceramics Storytelling

## *Part of the Greenwood Art Project*

Tulsa, Oklahoma

The history of Greenwood is the story about entrepreneurship and resilience. This project builds off of this entrepreneurial spirit with prototyping a digital ceramics studio and workflow in Tulsa that will produce discrete architectural and art elements distributed throughout the Greenwood district and for the May 2021 Greenwood Art Project opening. The architectural and art elements will be in the form of ceramic tiles, bricks and ceramic sculptures embedded into the Greenwood landscape that will tell the story and spirit of Greenwood through geometry and text.

The project focuses on architectural elements as symbolizing the building and rebuilding of the Greenwood neighborhood. In highlighting rebuilding and entrepreneurship, we would like to focus on the successful and innovative businesses that are part of the community. We will design ceramic pieces that translate the stories of entrepreneurs or the current atmosphere of their business.

Art Deco serves as a design style that makes the built environment in Tulsa unique, and this style can be used as a springboard from which we can base our ceramic designs. In this way, the ceramics will not only tell the story of Greenwood but also reference a building tradition that reflects the city as a whole. Art Deco has many influences, most notably cubism. But as we interpret Art Deco as an inspiration for our designs, we will focus on how it was influenced by African art and technology. Other art movements that we will look towards for inspiration are Hip Hop and Afro-Futurism. Through studying these aesthetic languages we will develop a vocabulary of geometries that will be used to tell various stories of enterprises in the Greenwood community.

Our project will leverage technology in a way many creatives and laypersons who create have yet to interface with on a mainstream level. Using 3-D ceramic printing is exciting and creates potential for the acquisition of new knowledge and skill. As the project scales up over time, we hope to extend the opportunity for creatives to interface with the software and technology to make use of it to potentially expand their entrepreneurial capacity.

Project by Deborah Richards and Alexander Walter. Funded by the Greenwood Art Project.



Image by TulsaPeople

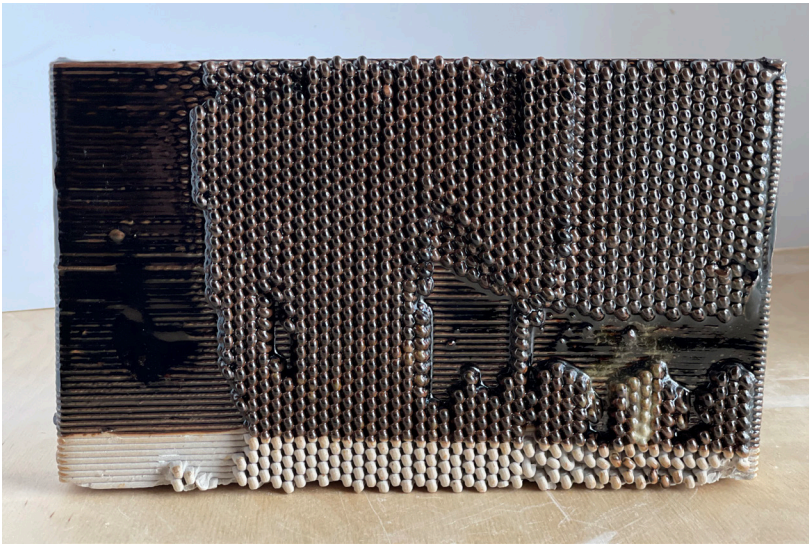


Image by TulsaKids Magazine

Image by Tulsa World





# Health Center

Tulsa, Oklahoma

The concept for the design of the health center is empowerment and is achieved through four aspects: 1) wellness and healing, 2) operational efficiency, 3) resiliency by design, and 4) equity and dignity.

Biophilic design and sound control address wellness and healing. Biophilic design is a concept used to increase occupant connectivity to the natural environment through the use of direct nature, indirect nature, and space and place conditions. Studies show that Biophilic environments had restorative impacts on reducing physiological stress and psychological anxiety levels. Operational efficiency was achieved through a thoughtful floor plan to reduce patient and staff movement and place. Resiliency by design was achieved by designing the space for expansion in the future. And equity and dignity was achieved by creating spaces with quality materials and lighting that are relaxing and safe. The space allows each patient know that they are being intentionally cared for and that their voices are heard. We wanted the architecture to reflect the level of care that they will receive by staff at the facility.

We worked closely with the client to understand their goals and the flows of staff and patients. The client is a large national non-profit organization, and we developed a project management process tailored to their needs.

Script Architecture  
(Deborah Richards Principal)









# Urban Design Student Studio

## *NE OKC*

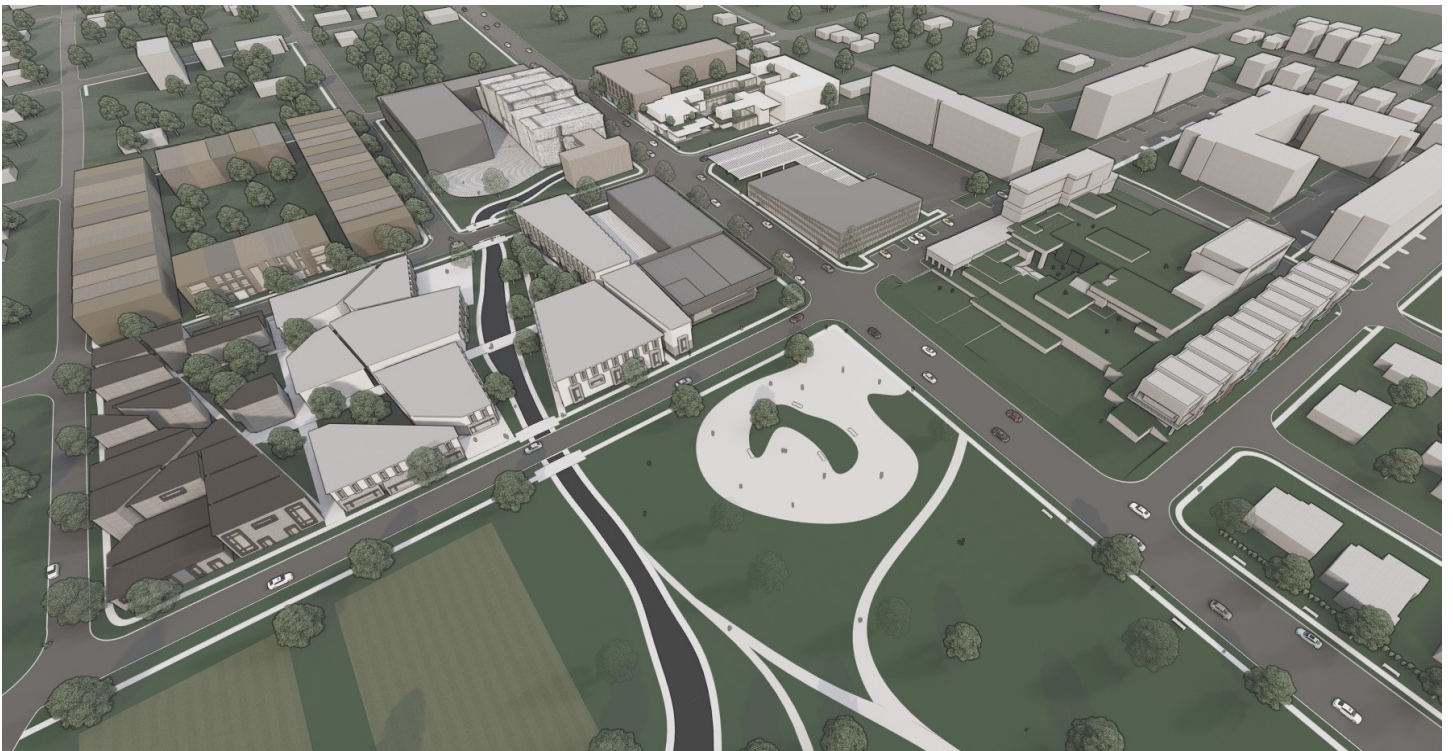
Oklahoma City, Oklahoma

Northeast Oklahoma City is the site of several cultures and narratives, numerous industries and potential economic futures, urban policy and isolated or under-invested urban spaces. NE OKC is home to Deep Deuce (a historically black neighborhood), the future innovation district, OU Health Sciences Center, the state capitol, small commercial corridors and numerous residential neighborhoods. During the Fall 2020 semester groups of students were asked to research and understand the existing context in NE OKC and develop an urban design for an area in NE OKC. The NE OKC context is significant because not only does it affect the lives of numerous people in OKC, but the context is similar to many urban neighborhoods throughout the US.

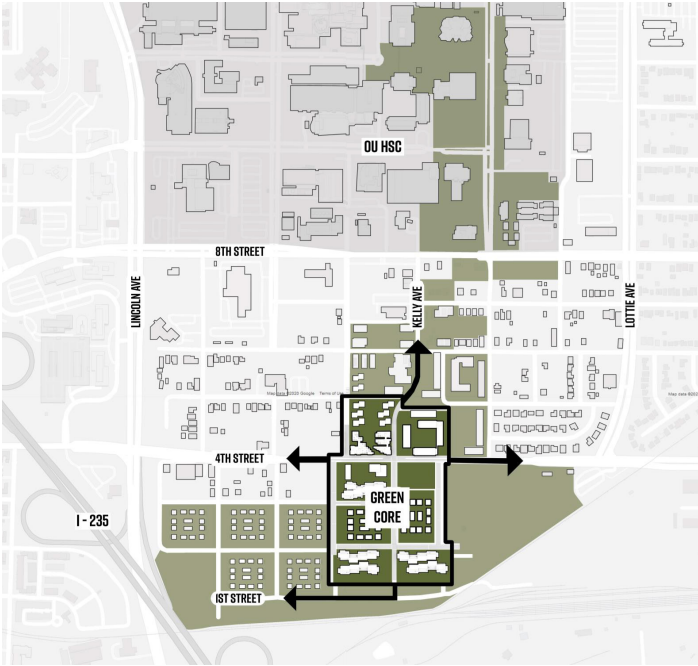
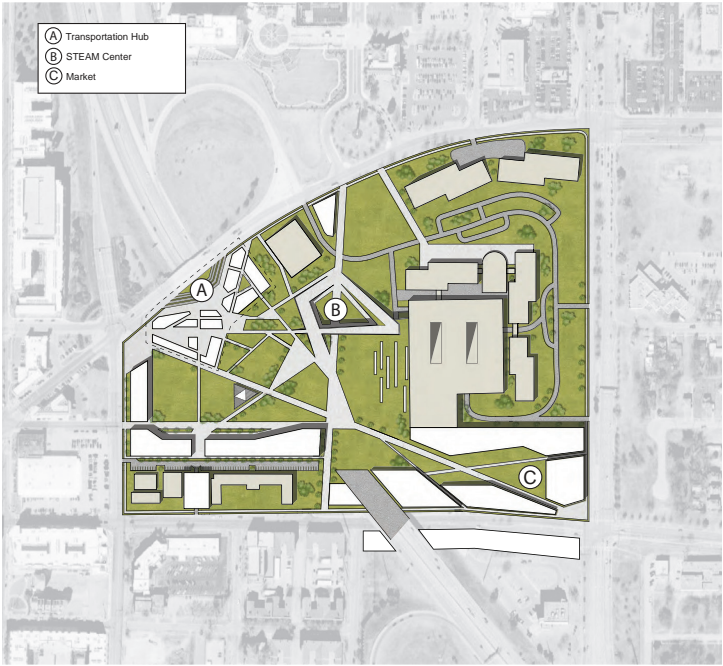


Urban Design Student Studio Led By Deborah Richards  
The University of Oklahoma, College of Architecture

Work by University of Oklahoma Students: Alex Bonet, Amanda Young, Jordan Brauser, Brian Bourn, Conner Von Holten, Megan Hatter, Travis Howell, Lakin Hall, Maria Malone, Tanner Pickens, Steven Wall









# Fire Station 35

City of Kansas City, Missouri

Sofola and Associates, Inc. worked as subconsultants to Diggs Construction (CMs), and with The City of Kansas City Missouri Capital Improvement Management Office (CIMO) in the planning and construction phases of the City's most state of the art fire station – Fire Station 35.

**Planning** – Sofola and Associates worked with the Diggs team in helping the City of Kansas City, reposition the proposed building on a new site. Sofola & Associates worked with Diggs and the entire project team to realign programming requirements and negotiate a revised contract amount with the pre-selected Design Build Contractor. Our services also included oversight and management of a Phase I & II Environmental Survey for the newly selected site.

**Construction Management** - Sofola & Associates was responsible for the day to day construction management/observation and administration activities. As the owner's representatives in this public environment, Our services included directing all project status meetings, oversight and management of material testing, special inspection, quality review, management of the change order process, payment application review and budget management.

**Project Controls and Reporting** - For this project, Sofola & Associates staff was responsible to develop and monitor costs and schedules; perform document control functions, and closeout. We also provided in-house staff for quarterly project status reporting essential for City management personnel.



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# Bartle Hall Convention Center

## *North Dock*

City of Kansas City, Missouri

Sofola & Associates was retained as part of the Construction Management Team under the contract of Diggs Construction Management. The project was initiated by the Convention Center to improve logistics and traffic flows in the highly congested area while appealing to community stakeholders concerned about the visual eye sore and environmental toxins in the area. The new design reconfigured and expanded the dock, increasing the number of truck bays and greatly improved traffic flow and logistics by separating and moving the entrance and egress. Additional renovations were made to the south and west docks.

Of primary concern was the need to work with area hotels to ensure visitor safety while being conscious of the center's ongoing convention activities. Logistical planning and communication were paramount and proved to be effective. Kansas City's 3% for the Arts program was employed to address the visual concealment of truck traffic in the area. We worked with local fabrication companies and Swedish Architects and Artist to develop a metal and metallic mesh covering that was moldable and lightweight. Aesthetically pleasing while being structurally sound and maintainable, the covering addresses several functional and maintenance requirements while it remains a permanent exhibition of functional art.

Keys to success were the logistics planning with city utilities and convention center management as road closures, utilities cutovers, dock closures were all necessary while facilitating major city-wide conventions and events. Sofola & Associates provided Construction Management/Observation Services, daily on-site supervision, as well as, reporting, coordination, and contract administration of this massive dock reconstruction. Services also included managing material testing and special inspections, quality reviews, management of the change order process, budget management, and payment application reviews.



# Denver International Airport

## *Project Management for Various Capital Improvements*

Denver, Colorado

Sofola and Associates is currently working with the Denver International Airport's Infrastructure Management Team, providing project management and professional support in executing their Capital Improvement Plan. SA provides a team of professionals consisting of Project Managers, Contract Administrators, Planners, Engineers, Architects and topic specialists as needed. We function as owner's representatives, integrated within the DIA management team, and manage a variety of assignments including Airside, Landside, Facility and MEP Infrastructure projects. Our team supporting the airport offers a complete range of qualifications & experience and participates in a range of programs. These programs focus on improving the airport experience to major capital work including expansion, new terminals and transportation infrastructure.

Our goal is to support DIA in controlling costs, procedure adherence & quality, through a disciplined and systematic approach consisting of the following:

- Quality Control
- Risk Management
- Change Management
- Constructability Review
- Cost Management
- Reporting
- Construction Administration

In addition to the technical capabilities of our team, our responsibilities include providing insight and quality service related to process and procedures and efficiency, with focus on:

- Improving communication
- Reducing the impact of project risks
- Safety
- Benchmarking and improving execution
- Quality assurance







## THOMAS H. WALSH, PLA

### Founding Principal

#### Education:

1975 Bachelor of Landscape Architecture  
Louisiana State University

1972 Urban Geography  
Southeastern Louisiana University

#### Professional Status:

Professional Landscape Architect: Tennessee and Texas

#### Professional Affiliations:

- Congress for the New Urbanism
- National Association of Homebuilders
- Society of College and University Planners
- American Society of Landscape Architects

#### Awards:

- 2010 APA (AR Chapter), Achievement in Comprehensive Plan: Argenta District
- 2010 APA (SC Chapter), Outstanding Planning Project: Town of Blythewood
- 2008 Congress for the New Urbanism Charter Award - Neighborhood, District and Corridor, Woodstock Downtown
- 2006 Urban Land Institute (Atlanta Chapter) - Development of Excellence, Vickery
- 2003 Congress for the New Urbanism Charter Award - Neighborhood, District and Corridor, Glenwood Park

Thomas H. Walsh, PLA, has over 35 years of experience as a planner and designer throughout the United States. Tom oversees TSW's Campus Planning Studio. His extensive design and planning background includes infill, mixed-use developments, traditional neighborhood developments, and work on dozens of college and university planning projects.

#### Work Experience:

Prior to joining TSW in 1998, Tom worked with the acclaimed firm of Looney Ricks Kiss, Architects, where he was the lead designer/planner for traditional neighborhood and urban design projects. Examples of Tom's work in these areas can be found from New York to the Carolinas. Since joining TSW, Tom has continued to focus on traditional neighborhood/urban design and college/university planning.

Tom received the Presidential Award for his design of the 1996 Olympic Kayak and Canoe Venue located on the Ocoee River in Tennessee. He has won numerous awards for his landscape architecture and planning work and has been published in such magazines as Southern Accents, Southern Living, and Designers West.

#### Representative Projects:

**Alpharetta Downtown Master Plan** (*Alpharetta, GA*) - Principal-in-Charge for comprehensive downtown master plan, focusing on redevelopment of the commercial core while protecting historic assets.

**Glenwood Park** (*Atlanta, GA*) - Principal-in-Charge for master plan for the redevelopment of a former industrial site into a mixed-use community that provides a variety of housing options and neighborhood commercial.

**Woodstock Downtown** (*Woodstock, GA*) - Principal-in-Charge for master plan for 32-acre downtown redevelopment that includes a commercial core and surrounding residential.

**Asbury Park** (*Hapeville, GA*) - Project Manager a 30-acre mixed-use development that includes a variety of residential and commercial uses, including multifamily and mixed-use wrapped around parking decks.

**Avondale Station** (*Decatur, GA*) - Principal-in-Charge for master planning for 7.5 acre site adjacent to the Avondale MARTA Station that includes a mix of residential, retail, office, and institutional uses, including a national grocer and elementary school.

**Knowledge Park at Old Town** (*Rock Hill, SC*) - Principal-in-Charge for master plan for redevelopment of former industrial site into a mixed-use development that enhances and supports the surrounding community.

**Edgewood Retail District** (*Atlanta, GA*) - Principal-in-Charge for redevelopment of industrial site into a new model of mixed-use, big-box redevelopment located between two MARTA rail stations.

**Sustainable Implementation Development Program** (*Augusta, GA*) - Principal-in-Charge for HUD sponsored corridor revitalization plan focused on multi-modal transportation, urban design, and affordable housing.

**Pittsburgh Yards** (*Sarasota, FL*) - Principal-in-charge for a former brownfield site that has been re-imagined as a mixed-use destination. TSW has been working on the site since 2006, which include site feasibility work for the Annie E. Casey Foundation, site design, preliminary landscape program, rezoning and SAP review, and area policy planning through the Atlanta Beltline Subarea 2 Master Plan.







## ADAM H. WILLIAMSON, PLA, AICP, LEED AP

### Senior Principal

Adam, a Senior Principal at TSW with over 20 years of experience, is a landscape architect and planner who is a leader in sustainable landscape projects, including new and revitalized parks and open spaces, streetscapes, and urban plazas. Adam views the public engagement portion of the planning and design process as critical component, and he has extensive experience leading public charrettes and workshops to reach consensus.

#### Education:

1997 Bachelor of Landscape Architecture  
University of Georgia

#### Professional Status:

- American Institute of Certified Planners
- Registered Landscape Architect: GA (#1089), NC (#1769), and SC (#1064)
- LEED Accredited Professional

#### Professional Affiliations:

- American Planning Association
- Georgia Planning Association
- Urban Land Institute
- Congress for the New Urbanism

#### Awards:

- 2017 CNU Charter Award: Duluth - Parsons Alley
- 2015 Georgia Planning Association Outstanding Planning Document: Clarkston 10-Year LCI Update
- 2013 Georgia Planning Association Outstanding Planning Document: Augusta Sustainable Development Implementation Program
- 2010 American Planning Association (AR Chapter), Achievement in Comprehensive Plan: Argenta District
- 2010 American Planning Association (SC Chapter), Outstanding Planning Project: Town of Blythewood
- 2008 CNU Charter Award: Woodstock Downtown

### Representative Projects:

**Woodstock Downtown** (Woodstock, GA) - Project Manager for the master plan and landscape architecture for a 32-acre downtown redevelopment that includes a commercial core and residential area. Included in this project was sustainable design of streetscapes, parks and plazas that created an award winning mixed-use downtown.

**New Airport Business District** (Dalian, China) - Project Manager for 6,000-acre master plan for mixed-use and industrial development built around a multi-dimensional transportation system which will couple existing high-speed rail and toll freeways with proposed subway and a sophisticated local road system.

**Appur Township** (Chennai, India) - Project Manager for 450-acre mixed-use new town, including information technology, entertainment, and convention districts.

**Downtown Duluth** (Duluth, GA) - Principal-in-Charge for a 30-acre downtown area focusing on planning of mixed-use projects with a developer and City. The project included recommendations on how to improve the existing 3 acre downtown park and construction documents for Main Street that is envisioned to have outdoor dining, art, and entertainment space.

**Asbury Park** (Hapeville, GA) - Project Manager a 30-acre mixed-use development that includes a variety of residential and commercial uses, including multifamily and mixed-use wrapped around parking decks.

**Glenwood Park** (Atlanta, GA) - Project Manager for master plan for the redevelopment of a former industrial site into a mixed-use community that provides a variety of housing options and neighborhood commercial.

**Edgewood Retail District** (Atlanta, GA) - Project Manager for master plan for new model of mixed-use, big-box redevelopment located between two MARTA rail stations and includes underground, deck, and surface parking.

**Augusta Sustainable Development Implementation Program** (Augusta, GA) - Project Manager for HUD sponsored 4.5-mile corridor revitalization plan focused on multi-modal transportation, urban design, and affordable housing. The program also includes an extensive public outreach effort.

**Kensington TOD LCI** (DeKalb County, GA) - Principal-in-Charge/Project Manager for transit-oriented development study for existing MARTA rail station focused on integrating sustainable land use and transportation.

**Evans Town Center Urban Design Plan** (Columbia County, GA) - Principal-in-Charge for developing a master plan for the new Evans Town Center development and surrounding area, including modification to current regulation standards.

**The Mill** (Atlanta, GA) - Project Manager and lead Landscape Architect for the adaptive reuse of the Historic Excelsior Mill building and site for the fast growing tech company, CashApp.







## KATY O'MELIA, PLA, LEED AP

Senior Associate / Tulsa, OK Office Director

### Education:

Oklahoma State University  
Bachelor of Science in  
Landscape Architecture, 2008

University of Utah Masters of  
City and Metropolitan Planning,  
2012

### Professional Status:

- Registered Landscape Architect (OK, TX)
- LEED Accredited Professional

### Professional Affiliations:

- American Society of Landscape Architects
- Oklahoma Planning Association (APA)
- Urban Land Institute - Tulsa Programs Chair
- Congress for the New urbanism

### Awards:

- 2017 North Central Texas Council of Governments Celebrating Leadership in Development Excellence (CLIDE) Public Policy & Planning Award - Berry/University Development Plan & Form-Based Code

Katy, a Senior Associate and the Director of the Tulsa, Oklahoma office, joined TSW in 2021. Katy has a combined 13 years of project experience working as a Landscape Architect and Urban Planner in Oklahoma, Utah, and Texas. She is a licensed Landscape Architect and a LEED Accredited Professional and uses that knowledge to guide projects toward economic, social, and environmentally sustainable solutions. Katy brings a strong background in the areas of long range planning, urban design, master planning, site design, district/design overlay zoning administration, land use regulations, and the development of design standards, guidelines, design overlays, and form-based codes. Her experience in community outreach, public facilitation, and the regulation development adoption process ensures project work is collaborative, vetted, and reflective of community values.

\*Project completed with another firm

### Representative Experience:

**\* Historic Stockyards City Master Plan (Oklahoma City, OK)** - Project Manager and lead planner for the creation of a master plan focused on infill development, historic preservation, urban design, land use planning, zoning code diagnostics, plan implementation strategies and economic viability. The project also included an extensive public outreach effort.

**The District Revitalization Master Plan & Overlay (Midwest City, OK)** - Project Manager and lead planner for the creation of a town center master plan and design overlay zoning code that sets the vision and regulations for future downtown development.

**\*Northwest Passage Community Master Plan (Tulsa, OK)** - Lead Planner for the creation of a mixed-use community master plan centered around a new charter elementary school in the North Tulsa Community.

**Kirkpatrick Heights & Greenwood Master Plan (Tulsa, OK)** - Part of the national WRT lead team for the Kirkpatrick Heights & Greenwood Master Plan project. Serving as local Planner, community outreach support, and support for the creation of the master plan and design standards for the project.

**\* Bixby Town Center Master Plan and Design Standards Overlay (Bixby, OK)** - Project Manager and lead planner for the creation of a town center master plan and design overlay zoning code that sets the vision and regulations for future downtown development.

**\*Riverfront Mixed-Use Master Plan (Bixby, OK)** - Lead Planner and Project Manager for the creation of a mixed-use master plan for a 160 acre private development located along the banks of the Arkansas River.

**\*Central Pointe Urban Design Master Plan, Standards, and Guidelines (South Salt Lake, UT)** - Project Landscape Architect and Planner for an urban renewal master plan that established a long term, sustainable strategy for catalyzing future development and creating a civic identity for downtown South Salt Lake.

**\*Joshua Downtown Master Plan (Joshua, TX)** - Lead Planner and Project Manager created a downtown master plan and framework document to aide the City in identifying and prioritizing projects that will produce the greatest return on public investment dollars.

**\* Berry/University Development Plan and Form-Based Code (Fort Worth, TX)** - Lead Senior Planner and Project Manager for a development plan and form based code that established a consolidated vision and development regulations for the Berry University Urban Village in Fort Worth, Texas.



[www.tsw-design.com](http://www.tsw-design.com)

# TSW TEAM EXPERIENCE

TSW focuses on promoting and designing sustainable, healthy, and vibrant downtowns through a community engagement process that involves listening, educating, envisioning, and testing. TSW has worked closely with municipalities, private developers, and non-profit organizations to develop downtown master plans that protect historic resources, encourage compatible infill development, complement surrounding neighborhoods, and are community-supported, while focusing on market conditions and transportation impacts. Our experience means we are familiar with the breadth of issues important to communities and understand the tools available to make them more livable places. The list below provides a snap shot of our extensive experience in the past five years followed by more detailed project descriptions and graphics.

TSW Planning + Design  
Implementation has Begun  
TSW Working/Worked on Implementation



- ● ● City of Alpharetta Downtown Master Plan
- ● City of Atlanta Lakewood LCI
- City of Midwest City Hospital Revitalization Plan & Code
- City of Tulsa Kirkpatrick Heights & Greenwood Master Plan
- ● City of Clarkston LCI 10-Year Update & Comprehensive Plan
- ● ● City of Douglasville Downtown Master Plan
- Oklahoma City Stockyards Master Plan
- ● ● City of Duluth Downtown Master Plan and Parson Alley Redevelopment
- ● ● City of Evans Town Center Urban Design Plan
- ● ● City of Fayetteville Downtown Redevelopment Plan
- ● ● City of Jonesboro Broad Street Area Redevelopment
- ● ● City of Milton/Crabapple Downtown Placemaking Plan
- ● ● City of Powder Springs LCI, Comprehensive Plan, and Town Green
- ● City of Roswell Historic District Master Plan
- ● ● City of Snellville Towne Center Planning
- ● ● City of Stockbridge Town Center Planning and Design
- ● City of Sumter (SC) Downtown Master Plan
- ● City of Suwanee Downtown Master Plan Update
- City of Bixby Town Center Master Plan and Overlay Ordinance





# NORTHWEST PASSAGE MASTER PLAN

## NORTH TULSA, OK

While serving as the Planning Director and project lead at a prior firm, Katy O'Meilie, the TSW Tulsa Office Lead, designed a mixed-use, walkable master plan centered around a new charter elementary school. The charter school and community center will serve as co-working, meeting, and gathering space for the larger community. The master plan is envisioned to have a mixed-use commercial core, a mix of medium density to high density housing options with an emphasis on affordability, and a series of collective parks, open spaces, and community gardens connected via a network of trails and sidewalks.

**Client Information:**  
Met Cares Foundation





## PITTSBURGH YARDS

ATLANTA, GA

Pittsburgh Yards is a former brownfield site that has been re-imagined as a mixed-use destination. TSW has been working on the site since 2006, which include site feasibility work for the Annie E. Casey Foundation, site design, preliminary landscape program, rezoning and SAP review, and area policy planning through the Atlanta Beltline Subarea 2 Master Plan.

Pittsburgh Yards is more than just a physical redevelopment project - it's an economic catalyst. Over the next 10 to 15 years, it is anticipated that the site will drive the creation of a wide range of employment and entrepreneurship opportunities. To realize that vision, specific economic inclusion goals have been built into every aspect of the project as follows: At least 50% of hires for phase I construction will be local residents; At least 50% of the new permanent jobs will be for local residents; At least 30% of the contracted construction values and tenant lease agreements will go to local, minority-and/or women-owned businesses; and at least 30% of contracted pre-development services will go to local, minority- and/or women-owned businesses (this goal has already been exceeded).

**Client Information:**  
Annie E. Casey Foundation



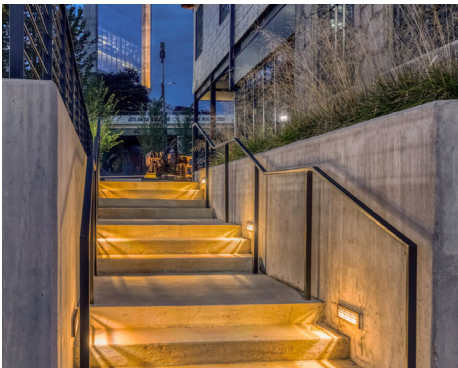


# THE MILL

ATLANTA, GA

Dating back to the 1890's, the Historic Excelsior Mill served as a manufacturing facility for wood shaving packing material. Today, the adaptive reuse has transformed the building into a 30,000 sf single-tenant office space for the growing tech company ,Cash App. As part of Excelsior Mill's rebirth, TSW's landscape architecture studio prepared construction documents for site planning inclusive of exterior layouts, hardscape, and softscape materials. TSW provided ADA parking and accessible pathways throughout as an integral part of the site plan. Clean lines and geometry accentuate architectural elements and strengthen viewsheds into the space from the right-of-way. Reclaimed machinery from inside of the building was salvaged and re-purposed as focal art pieces inviting visitors to stop and ponder the history while also serving as wayfinding that highlights main entrances. A granite fine patio, covered by the 2nd floor of the building, serves as an extension of the interior. The patio flex space ultimately serves as an where inside office meetings can spill outside on warm, sunny days.

Achieving the stormwater requirements on site was difficult due to the amount of impervious area and general spatial constraints. As a result, an underground water quality structure was installed at the site's low point. This underground structure was large and had to fit completely outside of the R.O.W. and in conjunction will new site wall footings and tree rootballs.



**Client Information:**  
City of Atlanta





## POWDER SPRINGS LCI UPDATE & IMPLEMENTATION

POWDER SPRINGS, GA

**TSW** and Bleakly Advisory Group were retained to lead a multidisciplinary team to update the City of Powder Springs Town Center Planning Livable Centers Initiative Study from 2002. The update focused on a community engagement process to craft a vision for revitalization for the downtown area. The framework plan included recommendations for on-street bike facilities to connect to the Silver Comet Trail, compact residential development along Lewis Road, infill development in the Downtown and Town Square areas, and enhanced streetscapes to improve mobility and sense of place.

Since the LCI Update, TSW has been retained to update the City's Comprehensive Plan and provide design services for the Town Green project. The Town Green was recently completed in the summer of 2020.

**Client Information:**  
City of Powder Springs





## PEACHTREE CORNERS TOWN CENTER

PEACHTREE, GA

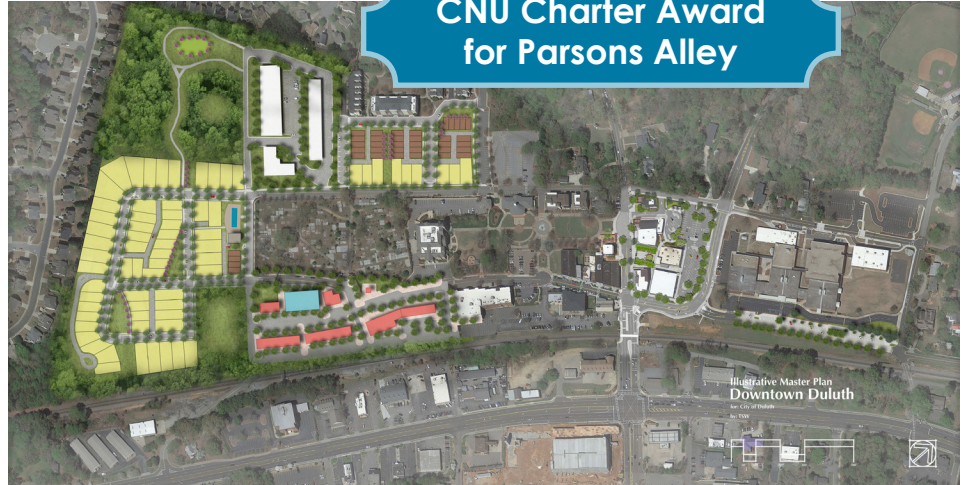
TSW was retained by the City of Peachtree Corners and Fuqua Development to provide planning and design services for the City's Town Center area and signature urban park space. The park serves as the community's Town Green and event space featuring a large oval amphitheater. The park includes a range of age-appropriate activities, including an interactive water feature, two open air pavilions, a performance stage, outdoor movie display, veteran's Monument, playable art, turf berms, and community garden. The design also incorporates LID (low impact design) principles via bioswales and a large cistern for rainwater harvesting.

As part of the project, TSW provided full architecture services for the new performance pavilion, and restroom building and full landscape architecture services for park improvements. Another phase of the project is the Botanical Garden, which will connect the pedestrian bridge to the Town Green meandering along an existing stream. The Botanical Garden area includes a tree house and trees with identification tags for educational purposes.

### Client Information:

Fuqua Development





# DULUTH DOWNTOWN MASTER PLAN & PARSONS ALLEY IMPLEMENTATION

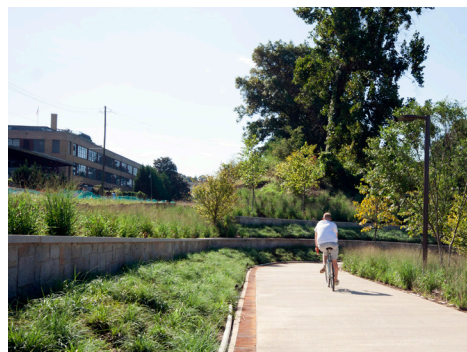
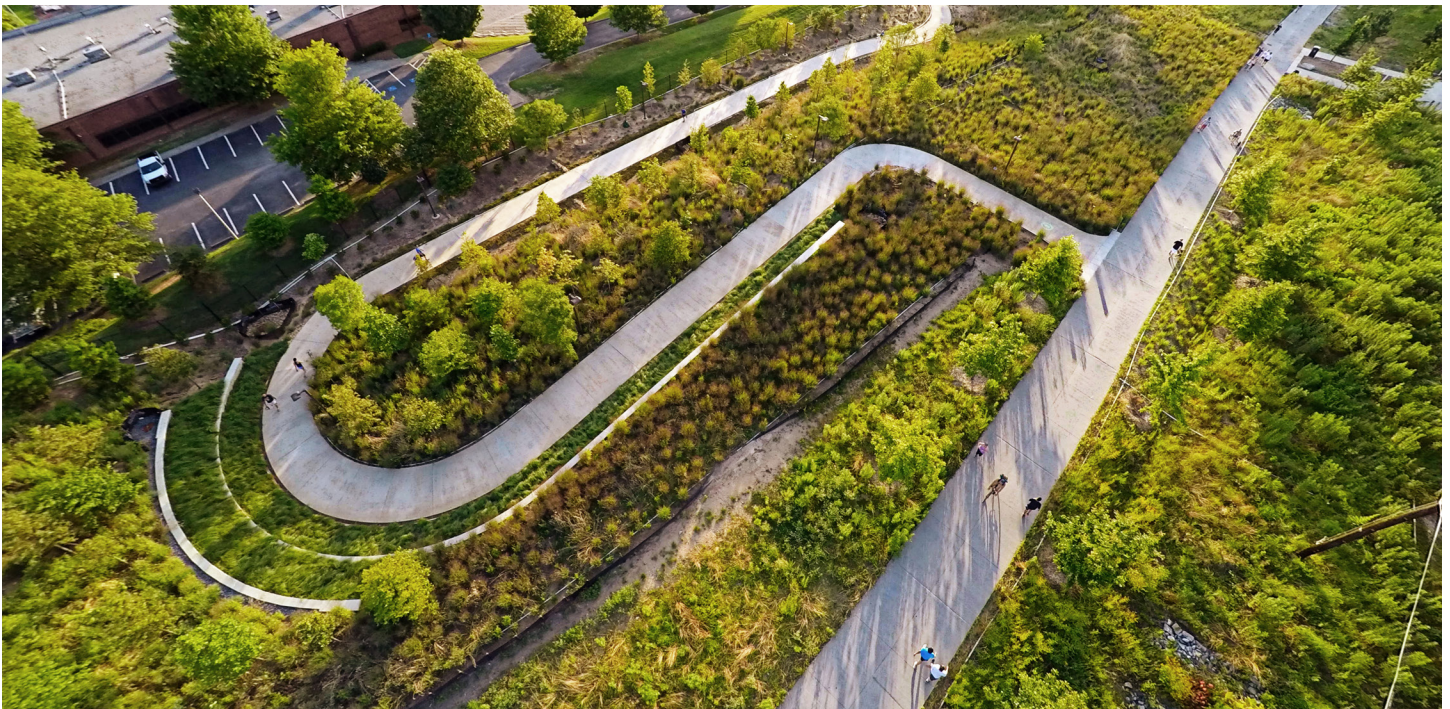
DULUTH, GA

**TSW** was retained by the City of Duluth to develop their Downtown Master Plan to help establish a vision for the future of the downtown area as a true hometown and a regional magnet for commerce. The Master Plan details an implementation strategy of municipal projects, needed policy changes, and catalytic projects to fulfill that vision.

Following the Downtown Master Plan effort, TSW was retained to provide on-call landscape architecture services to implement public improvements that are recommendations of the plan. One of the key recommendations is a catalytic project known as Parsons Alley - The Block. TSW developed conceptual design to construction documentation for the site, which includes a large plaza to serve the downtown area and adjacent restaurants with seating, performance area, entry signage, public art, and redesigned surface parking.

**Client Information:**  
City of Duluth





# ATLANTA BELTLINE EASTSIDE TRAIL GATEWAY

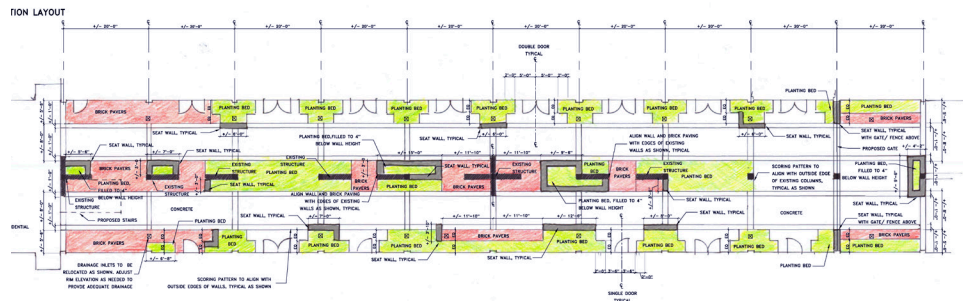
ATLANTA, GA

The Atlanta BeltLine is a 22-mile loop of trails, transit, and parks following an abandoned railroad right-of-way. TSW led a consultant team to provide design and engineering for the Historic Fourth Ward Park / Eastside Trail Gateway. The site is constrained by steep topography and an approximate 30-foot elevation change.

TSW's design for the gateway was guided by two design principles: 1) complement the Angier Overlook with a simple understated design and 2) design a clear gateway that functions for multiple circulation patterns. As part of the design process, TSW incorporated lighting, vegetation, and stormwater management strategies. TSW developed schematic design and construction documentation and provided construction administration. The gateway trail project was completed in August 2014.

**Client Information:**  
Atlanta Beltline, Inc.





## STUDIOPLEX ON AUBURN

ATLANTA, GA

TSW and Smith Dalia Architects were retained by the Orinda Corporation and their partner, Historic District Development Corporation, to prepare a master plan for repositioning StudioPlex on Auburn. Originally conceived after the 1996 Olympics as a combination of mixed-income rental housing and work studio spaces, StudioPlex failed to live up to its potential. Instead, the site languished as the surrounding Old Fourth Ward neighborhood blossomed with new homes and businesses.

The master planning effort focused on repositioning the existing StudioPlex building by upgrading units and creating opportunities for mixed-income, owner occupied housing. Following completion of the master plan, TSW's Landscape Architecture Studio was retained to redesign the central open-air corridor within the existing StudioPlex structure. The design focused on creating private spaces for corridor-fronting units, while still creating a unified palette of planting materials to tie the space together and make the space more pleasant for future residents and businesses. TSW also provided design services for streetscape along the site's edge.

### Client Information:

Orinda Corporation  
Historic District Development Corporation





## NORTH AND LINE

ATLANTA, GA

TSW was retained for landscape architecture services on North & Line, a mixed-use residential project located in the Old Fourth Ward on the Atlanta Beltline. As part of the design services, TSW rendered a tree recompense plan for land disturbance permitting and construction documents, which included hardscape and landscape elements. The project was themed after the Historic Excelsior Mill Property that adjoins the property and uses classic, local materials like steel, board formed concrete, and granite. The project features two community courtyards that abut the Beltline, an on structure pool deck with views of the Atlanta skyline and the Old Fourth Ward Park, as well as various streetscape elements that engage the ground floor elements of the development. TSW coordinated closely with Smith-Dalia Architects on the overall design intent and construction of the on-structure amenity spaces.

**Client Information:**  
One Street Development





## EVANS TOWN CENTER

EVANS, GA

**TSW** was first retained by The Meybohm Group to plan and design three mixed-use buildings that will serve as the anchors for The Plaza at Evans Town Center development, a commercial and cultural center. The first completed building, The Meybohm Building, is a 58,000 SF, 4-story building that contains a mix of office and retail. TSW's Architecture Studio is currently completing construction documents for two other buildings. TSW's Landscape Architecture Studio was also retained to provide concept design to construction documents for the town green, streetscapes, and Performing Arts Center.

In 2018, TSW and Bleakly Advisory Group were retained by the Columbia County Board of Commissioners to review and recommend modifications to the current standards, in addition to developing a master plan centered around The Plaza. Central to the process was extensive outreach that involved multiple methods, including, stakeholder meetings, media releases, posters, an online survey, a public kick-off meeting, a 2-day drop-in work session and workshop meeting, and a draft public open house to display the draft recommendations for final comment.

**Client Information:**  
Columbia County



# TSW FIRM PROFILE

TSW is a full-service planning, architecture, and landscape architecture firm with approximately 35 full-time employees. Maintaining a small office size allows our principals to be hands-on in every aspect of a project and allows for more multidisciplinary collaboration. TSW works throughout the United States on a variety of projects, including downtown master plans, corridor studies, streetscape plans, coding and guidelines, mixed-use developments, and park and recreation projects. Our multidisciplinary approach goes beyond land use planning to incorporate real world knowledge of sustainability, development and retail economics, and feasibility. Implementation is a key focus of all TSW's plans and redevelopment studies, and we are especially proud of our planning experience and implementation. Our redevelopment planning has leveraged more than \$1.5 billion in private investment to date. In addition, meaningful public engagement allows us to incorporate the aspirations of community stakeholders and build on local and/or regional identity to establish a market niche and a strong sense of place.

Tunnell, Spangler & Associates was founded in 1990 by partners William Tunnell and Jerry Spangler in Atlanta, Georgia. The firm's name was changed to Tunnell-Spangler-Walsh & Associates in September of 2002 when principal Thomas Walsh became a partner in the firm, and was shortened to TSW in 2013. To better serve our existing clients and expand our firms capabilities to serve the growing Oklahoma and Northwest Arkansas region, TSW expanded it's office location in 2021 to include Tulsa, Oklahoma.

Our personnel includes: 3 registered architects, 9 project architect designers, 5 registered landscape architects, 9 landscape designers, 13 planners (9 with AICP accreditation), 11 LEED APs, and 2 administrative employees. (Note: several TSW staff members work in multiple studios).



TSW's talented planners, architects, and landscape architects are dedicated to creating places that improve communities through meaning public engagement, designs that inspire, and recommendations that are feasible.

## ATLANTA CONTACT INFORMATION >>

Contact: Tom Walsh, Founding Principal  
1447 Peachtree Street NE, Suite 850  
Atlanta, GA 30309  
Office: 470.751.2518  
Email: [twalsh@tsw-design.com](mailto:twalsh@tsw-design.com)  
web: [www.tsw-design.com](http://www.tsw-design.com)

## TULSA CONTACT INFORMATION >>

Contact: Katy O'Meilia, Senior Associate  
2032 Utica Square - 520997  
Tulsa, OK 74114-9998  
Phone: 918.236.5468  
Email: [komeilia@tsw-design.com](mailto:komeilia@tsw-design.com)  
web: [www.tsw-design.com](http://www.tsw-design.com)





**wallace design collective** is dedicated to the art of possibility.

We believe that means helping our clients be successful through the artful application of technical principles. We want to be seen as an essential partner to our clients and one of the best firms to work for by our employees. And we focus each day on trying to accomplish it.

**make lives better.** These three words define Wallace's core purpose. They delineate why we do what we do and each action we take is measured against this concept. We believe that everything we do should improve the lives of our employees, our clients, our firm, our profession and our communities.

Our core values - responsiveness, flexibility, quality and creativity - are attributes we expect from ourselves and what our clients deserve and receive. Each is equally important, not ranked of one before the other. Our core values should be reflected in everything we do every single day. Our values are expectations, not just for ourselves as a company, but for every individual that makes up our organization. We want to be seen as an essential partner to our clients and one of the best engineering firms to work for by our employees. And we focus each day on trying to accomplish it.

Founded in 1981, Wallace provides civil engineering, structural engineering, IBC-mandated special inspections, roof consulting, landscape architecture and surveying. With offices in Atlanta, Denver, Kansas City, Oklahoma City and Tulsa, our staff of 27 principals and over 170 people represent personnel with professional registrations in all 50 states, Puerto Rico, District of Columbia, U.S. Virgin Islands, and British Columbia, Canada. Wallace has extensive experience in the design of new projects as well as in the evaluation, renovation and repair of existing facilities. We're proud of our history of producing highly optimized and safe projects on-time and within budget.

Wallace has worked successfully with architects, engineers, contractors, developers, government entities, industries and institutions. We work with a wide variety of clients who expect - and receive - quality work from us, as evidenced by the amount of repeat work with which we are entrusted. We have engineered well over \$100B of construction nationwide and are known for our quality control and quick response. Our company is large enough to meet the demands of any size project and small enough to provide personalized attention to every client.

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kansas city, missouri 64108  
816.421.8282 | 800.364.5858

oklahoma city  
410 north walnut avenue, suite 200  
oklahoma city, oklahoma 73104  
405.236.5858 | 800.364.5858

denver  
9800 pyramid court, suite 350  
englewood, colorado 80112  
303.350.1690 | 800.364.5858

atlanta  
887 west marietta street nw, suite g  
atlanta, georgia 30318  
404.815.4282 | 800.364.5858

wallace.design  
linkedin | facebook | twitter | instagram

Named **Best Engineering Firm in Oklahoma** in *The Journal Record's* 2019 Reader Rankings

Ranked **50th Top Engineering Firm** in the nation as reported in *Building Design & Construction's* 2020 Giants 400 Report of Top Engineering Firms

**the art of local.** **We love Tulsa.** We call it home. We live here, work here, play here. We learn, grow and raise families here. And we're committed to making this city the best it can be. We believe that thoughtful development is a vital aspect in continuing to make Tulsa successful. Whether it's the revitalization of part of a district core or a new building in surrounding neighborhoods, making that project viable and beneficial to Tulsa is essential for everyone.





## commercial

- 200 east brady building | wallace design collective hq
- 300 east brady building renovation and addition
- griffin communications media center
- hogan assessment system headquarters
- international harvester building
- jackson technical headquarters
- one place tower
- northwestern mutual building
- tulsa county ray jordan building + courthouse annex renovation
- tulsa county administration building renovation
- williams communications
- williams resource center

## mixed-use

- 21 greenwood
- 222 north detroit
- 311 north boulder
- archer warehouse renovation
- gates hardware renovation
- greenarch
- santa fe square
- universal ford building
- usa bmx national headquarters and track stadium
- western supply

## residential

- 111 south greenwood
- davenport lofts
- east end village
- the edge at east village
- flats on archer
- mayo 420 building renovation
- robinson packer lofts
- urban 8 townhomes
- the view

## civic • community

- community food bank of eastern oklahoma
- family & children's services crisis care center
- iron gate
- john 3:16 mission multiuse building
- morton comprehensive health services
- tulsa arena district master plan
- tulsa county family center for juvenile justice
- tulsa day center for the homeless expansion

## cultural

- arts & humanities council of tulsa hardesty arts center
- bok center exterior panels & facade
- greenwood district boundary markers
- greenwood rising
- guthrie green
- okpop museum
- pathway to hope
- tulsa paper company | mathews warehouse adaptive reuse
  - 108 contemporary
  - philbrook downtown
  - woody guthrie center
  - zarrow center for art and education

## hospitality

- atlas life adaptive reuse | courtyard by marriott
- hampton inns and suites
- holiday inn express
- hotel indigo tulsa

## educational

- langston university tulsa campus
- tulsa community college mckee center for creativity

## retail

- oasis fresh market (not shown on map)
- shoppes on peoria (not shown on map)

## parking structures

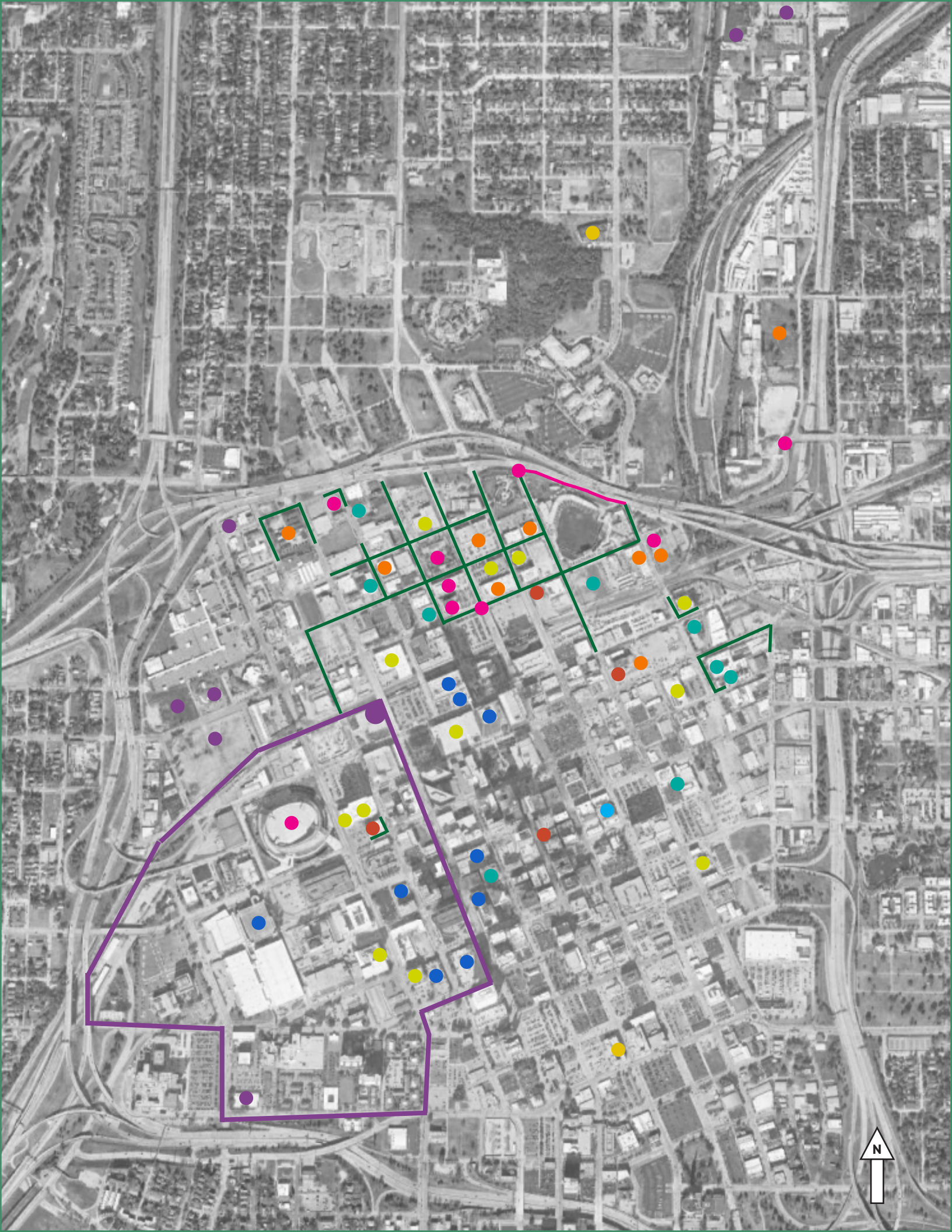
- arvest parking garage
- communitycare parking garage
- mayo building parking garage repairs
- oneok parking garage repairs
- north parkade expansion
- tulsa parking authority garage repair program
  - main park plaza garage
  - civic center parkade
  - 100 west parking garage
  - williams north parking garage
  - williams south parking garage

## worship

- first baptist church tulsa expansion

## streetscape

- streetscaping of 60+ blockfaces in the idl







**scott rodehaver, pe, principal** | principal-in-charge of civil services

Mr. Rodehaver has more than 27 years experience in the field of civil engineering and is a Principal of Wallace Design Collective in Tulsa, Oklahoma. He has experience in design and contract documents for site development projects, which include grading plans, detention/drainage, utilities, sanitary sewers, roads and parking lots. He also has experience in bridge inspections and repair and numerous streetscaping projects. He is a member of American Society of Civil Engineers. Scott has been a licensed Professional Engineer since 1998.

#### education

bachelor of science in civil engineering  
texas tech university, 1990

master of science in civil engineering  
university of washington, 1993

#### licenses

professional engineer in oklahoma -  
#18694, alabama, colorado, michigan,  
montana, ohio, tennessee and texas

#### professional experience

27 years of experience  
26 years at wallace

#### relevant project experience:

- greenwood rising - tulsa, oklahoma
- 21 greenwood - tulsa, oklahoma
- usa bmx national headquarters - tulsa, oklahoma
- oasis fresh market - tulsa, oklahoma
- shoppes on peoria - tulsa, oklahoma
- archer warehouse adaptive reuse - tulsa, oklahoma
- gates hardware building adaptive reuse - tulsa, oklahoma
- 311 north boulder mixed-use development - tulsa, oklahoma
- santa fe square mixed-use development - tulsa, oklahoma
- western supply mixed-use development - tulsa, oklahoma
- greenwood district and tulsa arts district streetscaping - tulsa, oklahoma
- guthrie green - tulsa, oklahoma
- morton comprehensive health services - tulsa, oklahoma
- the view - tulsa, oklahoma
- river west choice neighborhood - tulsa, oklahoma



**a. nicole watts, pe, cfm, associate** | civil engineering project manager

Ms. Watts has more than 22 years of experience in the field of civil engineering and is an Associate at Wallace Design Collective in Tulsa, Oklahoma. She joined the firm in May 2020. Nicole has extensive experience developing sites for healthcare, educational, commercial, residential, and industrial properties. She is a member of the American Society of Civil Engineers. Nicole also serves as the board president of the Resonance Center for Women, past president of the Lindsey House and the 1st Vice President of the Bixby Historical Society. She has been a licensed Professional Engineer since 2004.

#### education

bachelor of science in civil engineering  
university of missouri, 1999

#### licenses

professional engineer in oklahoma -  
#21511, arkansas, kansas and missouri

#### certifications

certified floodplain manager in  
oklahoma

#### professional experience

22 years of experience  
1 year at wallace

#### relevant project experience:

- the shops at st. james - tulsa, oklahoma
- tulsa public schools emerson elementary school - tulsa, oklahoma\*
- pioneer plaza drainage improvements - tulsa, oklahoma
- tulsa children's museum - tulsa, oklahoma
- langston university greenhouse - langston, oklahoma
- vast bank headquarters - tulsa, oklahoma\*
- resonance center for women - tulsa, oklahoma\*
- food truck court - sapulpa, oklahoma
- muncie power products development - tulsa, oklahoma
- cap frost improvements - tulsa, oklahoma\*
- educare I, II, III - tulsa, oklahoma\*
- osu-tulsa gateway tower - tulsa, oklahoma\*
- harweldon mansion preservation - tulsa, oklahoma\*
- mcbirney mansion preservation - tulsa, oklahoma\*

\*prior to joining wallace design collective





PROPOSAL PREPARED FOR

**Be Good Development  
Partners**



# Prepared for Be Good Development Partners



Ms. Franchell Abdalla  
Be Good Development Partners  
1800 S. Baltimore Ave., Ste. 815  
Tulsa, OK 74119

May 28, 2021

Thank you for the opportunity to provide information regarding GableGotwals' corporate real estate capabilities. We believe we are in the best position to represent Be Good Development Partners in its acquisition bid of the Evans-Fintube industrial site for the following reasons:

- Proven track record of effectively assisting real estate clients in all aspects of commercial real estate matters including large-scale real estate financings and restructurings, project financing, purchase, sale, title examination, development, zoning and strategic land use planning, leasing, management and operation of industrial, commercial and residential property, not only locally but throughout the region.
- Routinely represent builders and developers in construction and development projects, businesses pursuing zoning, and other regulatory approvals or relief.
- GableGotwals is ranked Band 2 for Real Estate in Oklahoma by *Chambers & Partners* 2021, where "a client reports that the team's assistance 'has been such an asset in navigating the complexities of our transaction,' adding: 'They've been a great advocate for our team and mission.' Another source asserts: 'I consider them a quality firm.'"
- GableGotwals is ranked Tier 1 for Financial and Corporate in Oklahoma by *IFLR1000*, a guide to the world's leading financial and corporate law firms. In addition, the Firm was recently named IFLR1000 State of the Year for Oklahoma. GableGotwals is also recognized by *Chambers USA* with clients stating, "They're very responsive and understand the needs of my organization. They offer a lot of practical advice, understand the current state of the market and they're able to navigate complex matters."

Based on our discussion, we propose the following attorneys. Others can also be available, if needed. To keep fees as low as possible, we would only involve people as necessary and we would use team members with the lowest billing rates who can competently and professionally complete the work, all in coordination with Be Good Development Partners. Our experience and team biographies are on the following pages.

Proposed Team	Discounted Hourly Rate
Adam Doverspike	\$335
Tina Soin	\$300

# Representative Experience

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- Advised client on development of regional shopping center; prepared declaration of covenants, conditions, restrictions and reciprocal easements, property owners association bylaws, and development guidelines for architectural review committee; and provide counsel on sale of property units.
- Advised Brown and Perkins, LLC in a multi-family development delayed by Broken Arrow City Council approval process.
- Represented a client by securing municipal zoning approval of parking lot expansion amid strong, concerted opposition by surrounding residential homeowners.
- Represented a commercial real estate firm in a divestment of a leased industrial property in Tulsa, Oklahoma for \$10 million.
- Represented seller in a sale of multi-story urban mixed-use shopping center (with retail and office tenants) during the COVID-19 pandemic.
- Represented a Tulsa real estate developer in the sale of a million-square foot complex to a New York-based real estate agency.
- Represented a trust in what began as a potential contested partition action and transformed into a sale of a 3,100-acre ranch with competing purchase offers.
- Represented a client in a private placement to raise funds to build a hotel in Norman, Oklahoma during the COVID-19 pandemic, requiring applicable risk factors.
- Advised and prepared tax provisions in deal documents for real estate development funds for commercial real estate.
- Ongoing representation of seller group in sale of all equity interest in two limited liability companies that collectively own indoor mix-used office complex for total consideration (cash and assumption of debt) in excess of \$60,000,000.
- Acted as lead counsel in a \$31,500,000 construction financing for Class A, student housing community in Springfield Missouri.
- Represented a client in a real estate loan transaction involving the refinancing of existing debt and additional development capital.
- Advised a client in the financing of a residential apartment project in downtown Tulsa.
- Represented a client in a \$20+ million loan to finance and construct a new single tenant building on the Wichita State University campus.



## Representative Experience (cont'd)

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- Represented a client in connection with its \$16,500,000 construction loan to finance ground lessor development of the Rose District in Broken Arrow, Oklahoma.
- Advising a sponsor and investor concerning structuring of a qualified opportunity fund for purposes of acquisition, rehabilitation, and rental of real property.
- Advised a client in connection with the purchase of an apartment complex in Little Rock, Arkansas.
- Represented a client in a transaction for the purchase of a 68-acre tract of land in Texas for the construction of its facilities.
- Represented a client in a \$23.5 million loan transaction that enabled the borrower to renovate the historic Mayo Hotel in downtown Tulsa, Oklahoma. The project also relied substantially on historic rehabilitation tax credits.



## Tina N. Soin

Tina Soin is a shareholder in the Tulsa office of GableGotwals. Her practice focuses on commercial real estate transactions, commercial finance, mergers and acquisitions, and other transactional matters.

Tina is the president of the Tulsa Title and Probate Lawyers Association and is active with Tulsa Lawyers for Children and the Chartered Financial Analyst Society of Oklahoma.

Prior to entering law school, Tina worked as a senior financial analyst with WilTel Communications, manager of planning and development at PennWell Corporation, and as the director of investor relations with Vanguard Car Rental in Tulsa.

### Representative Experience:

- A Fortune 500 energy company in the sale of assets.
- A Fortune 500 energy company in the purchase of property in Texas for the construction of a fractionator facility.
- A Tulsa real estate developer in the sale of a million-square foot complex to a New York-based real estate agency.
- A lender in a construction loan to finance a development in the city of Broken Arrow, Oklahoma.
- A lender in the purchase of an apartment complex in Arkansas.

## Tina N. Soin

**Shareholder | Tulsa**

**918.595.4870**

**[tsoin@gablelaw.com](mailto:tsoin@gablelaw.com)**

### PRACTICE AREAS

- Real Estate
- Corporate and Securities
- Banking and Financial Institutions
- Corporate Finance

### EDUCATION

- J.D., The University of Tulsa College of Law, 2011  
CALI Excellence for the Future Award in Sports Law, Family Law and Advanced Torts  
Colonel Graham Kirkpatrick Memorial Award for highest grade in Family Law  
Phi Delta Phi Legal Fraternity  
*Energy Law Journal* staff
- Master of Business Administration, University of Toronto, 1999
- Bachelor of Commerce, University of Toronto, 1993

### ADMISSIONS

- Oklahoma
- All Oklahoma District Courts
- Oklahoma Supreme Court
- USDC Northern and Eastern for Oklahoma

### PROFESSIONAL AFFILIATIONS

- American Bar Association
- Oklahoma Bar Association
- Tulsa County Bar Association
- Tulsa Title and Probate Lawyers Association
- Chartered Financial Analyst Society of Oklahoma



## Adam C. Doverspike



Adam Doverspike is a shareholder in the Tulsa office of GableGotwals. He focuses his practice on complex civil litigation, state and local government affairs, administrative law, and appellate matters. Adam has represented a wide variety of clients, including pharmaceutical manufacturers, government entities, universities, construction companies, and energy corporations. His complex and business litigation work includes partnership dissolution issues, class action matters, employment discrimination claims, construction payment disputes, and breach of warranty actions. He has managed aspects of nation-wide multi-district litigations.

Adam's government affairs and administrative agency work includes representing a municipal trust, navigating the Oklahoma Corporation Commission, challenging and defending initiative petitions, and pursuing administrative challenges to city zoning decisions.

Adam has drafted appellate briefs on a range of issues, including the application of the Class Action Fairness Act, the scope of the ministerial exception under the First Amendment, the application of the Establishment Clause, and the Compensation Clause of the United States Constitution. He has written arguments presented to the Oklahoma Supreme Court, the Courts of Appeal for the Seventh Circuit, Tenth Circuit and the D.C. Circuit as well as amicus arguments presented to the U.S. Supreme Court in *Hosanna-Tabor v. EEOC* and *Beer v. United States*.

Prior to joining the Firm, Adam clerked for Chief Judge Gregory K. Frizzell at the United States District Court for the Northern District of Oklahoma and practiced for three years in Sidley Austin, LLP's Washington, DC Energy Practice Group. Before law school, he researched economic and development issues at the Federal Reserve and the World Bank.

Adam currently serves President for the Tulsa Lawyers Chapter of the Federalist Society and on the US Commission on Civil Rights' Oklahoma Advisory Committee. In 2019, Adam was appointed for a three-year term by Mayor Bynum to the Metropolitan Tulsa Transit Authority, which oversees the management of Tulsa Transit and governs Tulsa Transit's policies and major procurements. In addition, he is the former Chair of Tulsa's Young Professionals (TYPROS).

### Adam C. Doverspike Shareholder | Tulsa

918.595.4813

[adoverspike@gablelaw.com](mailto:adoverspike@gablelaw.com)

#### PRACTICE AREAS

- Litigation (State & Federal)
- Energy, Oil and Gas
- Class Actions/ Multi-District Litigation
- Appellate Practice
- Administrative & Regulatory
- Governmental Relations
- Environmental
- Construction
- Indian and Gaming
- Renewables
- Wind Energy

#### EDUCATION

- J.D., Duke University School of Law, 2009  
Notes and Comments Editor - Journal of Constitutional Law & Public Policy  
Co-Chair Moot Court team
- M.A., University of Chicago, 2006
- B.S., Georgetown University, 2003

#### ADMISSIONS

- Oklahoma

#### RECOGNITION HIGHLIGHTS

- *Super Lawyers*, 2015-2020  
Rising Stars  
Business Litigation, Energy & Resources,  
Appellate, General Litigation, Utilities
- *Tulsa Business and Legal News*  
40 under 40 - 2016
- *Oklahoma Magazine's*  
40 Under 40 - 2016

#### PROFESSIONAL AFFILIATIONS

- Federalist Society, Tulsa Lawyers Chapter, President
- Metropolitan Tulsa Transit Authority, Vice Chair
- OklahomaBizPac, Member
- TulsaBizPac, Member
- U.S. Commission on Civil Rights, Oklahoma Advisory Committee Member
- Leadership Tulsa, Class 54





**ROSIN PRESERVATION** is a Kansas City-based historic preservation consulting firm that offers a broad range of preservation services to a national client base. Clients benefit from the energy, knowledge, and creativity of the Rosin Preservation team. Our intimate understanding of the preservation process, the players, and the rules and regulations add credibility and value to projects. This enables our clients to accurately anticipate the time, costs, and hurdles required to complete a successful project.

All members of the Rosin Preservation professional staff exceed the federal guidelines for historic preservation professionals (36 CFR 61). The firm is currently a registered historic preservation consultant with the State Historic Preservation Offices (SHPOs) in Arkansas, Colorado, Indiana, Iowa, Kansas, Missouri, Nebraska, Oklahoma, Pennsylvania, South Dakota, and Virginia. The State of Missouri has also certified Rosin Preservation as a Woman-Owned Business Enterprise (WBE).

Rosin Preservation provides a variety of assistance to historic building owners and to communities seeking to preserve their unique historic character. The firm understands the parameters that affect the successful and timely outcome of a preservation project. We contribute practical rehabilitation strategies and design direction that is appropriate for projects complying with preservation guidelines, such as the Secretary of the Interior's Standards for Rehabilitation. We also guide clients through regulatory processes that may be triggered by local, state, and national preservation laws.

Since 2006, Rosin has prepared eligibility assessments for over 4,800 resources and over one hundred National Register nominations for both historic districts and individual properties that successfully added over 2,000 resources to the National Register of Historic Places. Rosin Preservation has also secured National Park Service approval for more than \$1.75 billion of rehabilitation projects by working closely with building owners, architects, and contractors to ensure that projects meet the Secretary of the Interior's Standards for Rehabilitation, while still addressing the needs of the redevelopment program. The company is proud that its work has helped to secure the preservation of mid-twentieth century resources including public-housing projects, superblock developments, and works of architecture spanning from Miesian through Late-Modernism and Brutalism.

## **ELIZABETH ROSIN**

President/CEO



Elizabeth Rosin is a nationally recognized expert in historic preservation. With over thirty years of experience, she exceeds the federal standards for preservation professionals, as defined in 36 CFR 61. Elizabeth has worked in a broad range of the preservation field's many facets and has a portfolio that reflects the gamut of preservation planning activities, including historic resource surveys, thematic studies, and preservation plan components; design guidelines; local, state and national historic register nominations; rehabilitation tax credit applications; and Section 106 compliance documents and documentation reports.

Elizabeth is particularly drawn to projects that are out of the ordinary and that require creative thinking and collaboration to achieve a successful resolution. Since moving into private practice, she has helped clients secure federal and state historic tax credits for over \$1.75 billion of rehabilitation activity. The spectrum of building types and architectural eras represented in Elizabeth's portfolio ranges from an early-19<sup>th</sup> century log house to a late-20<sup>th</sup> century sports arena and nearly every imaginable property type in between. In 2017 Elizabeth developed and presented the U.S. Department of Housing and Urban Development webcast "Using the Historic Tax Credit for Affordable Housing," which introduced over 400 viewers to the federal program. An active member of the Historic Tax Credit Coalition and a board member of Preservation Action, she is dedicated to educating national, state, and local elected officials and policy makers about the benefits of historic preservation to their communities.

### **EDUCATION**

M.S. Historic Preservation, University of Vermont, 1990

B.A. Anthropology and Geography, Northwestern University, 1987

### **Additional Education**

Certificate of Entrepreneurship. 10,000 Small Businesses. Goldman Sachs. 2019

Historic Real Estate Development Professional Certificate. National Development Council. 2015

### **PROFESSIONAL EXPERIENCE**

President/CEO. Rosin Preservation, LLC. Kansas City, Missouri. 2006-Present

Partner. Historic Preservation Services, LLC. Kansas City, Missouri. 1998-2006

Planner. Historic Preservation Management Division, City Planning and Development Department. Kansas City, Missouri. 1993-1998

Architectural Historian. The Cultural Resource Group, Louis Berger & Associates, Inc. Waltham, Massachusetts. 1990-1992.

### **RECOGNITIONS**

Women Who Mean Business. Kansas City Business Journal. 2018

Capstone Award - Adaptive Reuse of 1712 Holmes. Kansas City Business Journal. 2016

25 Under 25. Thinking Bigger Business Media. 2016

Preservationist of the Year. American Institute of Architects – Kansas City Chapter. 2014



## KRISTEN MCSPARREN

### Preservation Manager – Historic Tax Credits



Kristen has worked for over two decades in the preservation field. She leads the company's efforts on building rehabilitation projects, working closely with clients, architects, and contractors to find appropriate designs and treatments to meet the Secretary of Interior's Standards. Kristen has prepared state and federal historic tax credit applications for a wide variety of building and project types, including affordable and market rate housing, mixed use, hospitality, and commercial projects. She also applies her knowledge of building conservation to the preparation of Historic Structures Reports, Conditions Assessments, and other documents that plan for the long-term future of historic buildings.

### EDUCATION

M.S. Historic Preservation. School of the Art Institute of Chicago.

B.A. William Jewell College.

Harlaxton College, Grantham, England. Semester Study Abroad.

### PROFESSIONAL EXPERIENCE

Sr. Historic Preservation Specialist. Rosin Preservation, LLC. Kansas City, Missouri. 2006-Present

Preservation Technician. Historic Preservation Services. Kansas City, Missouri. 2003-06

Architectural Conservator. U.S. Heritage Group, Inc. Chicago, Illinois. 2002

Director of Technical Services. Inspired Partnerships. Chicago, Illinois. 2000-02

Preservation Specialist. Inspired Partnerships. Chicago, Illinois. 1998-2000

Project Manager. Rork Shelters, Ind. 1996-97

Architectural Assistant. Johnson-Lasky Architects. 1996

### Relevant Project Experience – Historic Tax Credits

21c Museum Hotel/Savoy Hotel, Kansas City, MO

Albert Pike Hotel, Little Rock, AR\*

Archer Building, Tulsa, OK

Baxter Building, Harlingen, TX\*

Baxter Springs School, Baxter Springs, KS\*

Blenheim School, Kansas City, MO\*

Cherokee Terrace Apartments, Enid, OK\*

Commerce Tower, Kansas City, MO

Faxon School, Kansas City, MO\*

Great Plains Life Insurance Company Building, Lubbock, TX\*

HD Lee Building, Salina, KS\*

Hotel Phillips, Kansas City, MO

Kansas City Power and Light Building, Kansas City, MO

McWilliams Building, Longview, TX\*

Mining Exchange, Miami, OK\*

Monogram Apartments, St. Louis, MO

Mount Washington School, Kansas City, MO\*

Pickwick Apartments, Kansas City, MO

The Grand/Traders National Bank Building, Kansas City, MO

Tulsa Club Hotel, Tulsa, OK

\* *Affordable Housing Projects*





## RELEVANT PROJECTS

### HISTORIC TAX CREDITS

Rosin Preservation works closely with owners seeking federal and/or state historic tax credits to help finance the rehabilitation of a historic building. For each client, Rosin Preservation works closely with the property owner, design team, and contractor to ensure that all work complies with the Secretary of the Interior's Standards for Rehabilitation. We coordinate the application process with the State Historic Preservation Office and National Park Service staff reviewers. A critical aspect of the services we provide is identifying key features and historic elements and recommending appropriate rehabilitation strategies. Our goal is a smooth, efficient process that eliminates risk to the client and delivers historic tax credits upon completion of the rehabilitation. There are over 160 historic tax credit projects in the Rosin Preservation portfolio. These represent buildings of all types, size, styles, and functions in small towns and big cities across the country.

#### Recent Historic Tax Credit Projects (partial list)

1101 Mass St (J E Stubbs Building)	KS	Lawrence
1501 E Douglas Ave	KS	Wichita
1824-1832 McGee	MO	Kansas City
18McGee (215 E 18th St)	MO	Kansas City
228 SW 25th St, Capitol State Bank	OK	Oklahoma City
832 Commercial St	KS	Atchison
ABC Storage	MO	Kansas City
Agee (3200-3218 Linwood)	MO	Kansas City
Allen Building	MO	Lebanon
American Electric (John D. Richardson Dry Goods Company)	MO	St. Joseph
AT&T Building	MO	Kansas City
Atchison YMCA	KS	Atchison
Attucks School (Zhou Art Center)	MO	Kansas City
Aurora Apartments	MO	Kansas City
Baxter Building	TX	Harlingen
Belmont Hotel	MO	Kansas City
Brotherhood Building	KS	Kansas City
Buckley Hotel	MO	Excelsior Springs
Carnegie Library	ID	Boise
Chemical Building	MO	St. Louis
Crossline Towers	KS	Kansas City
Edmond Creamery	OK	Edmond
Elks Lodge	MO	Excelsior Springs
Fox Theater	KS	Atchison
Garfield School	KS	Salina
Gotham Apartments (2718 Linwood)	MO	Kansas City
HD Lee Building (Salina)	KS	Salina

Hope Funeral Home (216 Spring St)	MO	Excelsior Springs
Hotel Metro	WI	Milwaukee
Kansas City Star Building	MO	Kansas City
KCK YMCA	KS	Kansas City
KCP&L Substation A	MO	Kansas City
Sunset & Vogue Apartments	OK	Lawton
Lee's Summit Post Office	MO	Lee's Summit
MacDonald Building	MO	St. Louis
P.R. Mallory Company Building	IN	Indianapolis
Mark Twain Building	MO	Kansas City
McWilliams Building	TX	Longview
Metro Tower	TX	Lubbock
Midland Building	OK	Tulsa
Mincks-Adams Hotel	OK	Tulsa
Muehlebach Hotel	MO	Kansas City
New Orient Hotel TC	OK	Altus
Old Harvey Power Plant	ND	Harvey
Ottawa Post Office	KS	Ottawa
Palace Clothing Company Building	MO	Kansas City
Reunion Building	OK	Tulsa
Scarritt Bldg & Arcade	MO	Kansas City
Schrader Building	OH	Akron
Schweiter Buildings	KS	Wichita
Sedalia Trust Building	MO	Sedalia
St John's Hospital	KS	Salina
St Louis YMCA	MO	St. Louis
Stiefel Theatre	KS	Salina
Tate Motors	MO	Webster Grove
Tulsa Boys Home	OK	Tulsa
Union Station Terminal (Wichita)	KS	Wichita
Westin Hotel	MO	Kansas City
Westport High School	MO	Kansas City



The background of the image is a dark, grayscale aerial photograph of a dense city skyline, likely New York City, featuring numerous skyscrapers and buildings. Overlaid on this background is a large rectangular logo. The logo is split horizontally: the top half is a solid yellow rectangle, and the bottom half is a solid white rectangle. The text 'Lee Simon Design' is written in a large, black, serif font, spanning across both the yellow and white sections. The word 'llc' is written in a smaller, black, sans-serif font at the end of the word 'Design'.

# Lee Simon Design<sub>llc</sub>

Meet Our Team





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# ABOUT LEE SIMON DESIGN

## PRIDE IN OUR WORK

Lee Simon Design & Construction LLC was birthed out of our desire to continue to bring quality and efficiency to the process of design production and construction. As a design-build entity, we've developed processes and protocols to narrow the time and cost of projects -- and those savings get passed on to our clients.

We are born , bred , and based in Tulsa , Oklahoma



# KAYLA LEE



Ms. Lee has always been a designer of all things. She holds a Master's of Architecture from the University of Kansas and has worked in Chicago, Amsterdam, and Tulsa on a variety of project types. Her clients have spanned from Fortune 500 companies to local businesses and estates. Her approach to design is pragmatic, bold, and - as once expressed "cool". Over last 10 years she has designed , managed and usher into completion over a half million square feet of space.

## Notable Projects :

Urby Jersey City

Urby Staten Island

Starbucks Coffee North America

## PARTNER. LEAD DESIGN ARCHITECT.



# STEPHEN SIMON

## PARTNER. GENERAL CONTRACTOR.

Mr. Simon has been a General Contractor for 31 years and comes from a long line of craftsmen and builders. In his tenure, his wealth of experience in cost estimations, project management and carpentry has resulted in a long list of grateful and repeat clients. His leadership is like his humor: detailed and unforgettable.







# WILLIAM MOSES

## DESIGNER

Mr. Moses has over a decade of work experience as a project architect, designer, property management, and construction administration. As a graduate of the New Jersey Institute of Technology, William was introduced to modern designing skills in conjunction with Building Information Modeling (BIM) and realistic rendering programs. Mr. Moses has designed renderings of the Center for Image Guided Intervention and Minimally Invasive Therapy at Memorial Sloan-Kettering Cancer Center, The Farber Center for Radiation Oncology and a number of projects for New York Presbyterian Hospital. His work on The Farber Center was showcased in AIANY Subway Exhibition.

# ALEX NADER COCCARO

**PRODUCTION DRAFTSMAN.  
BIM MANAGER.**

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Mr. Coccaro is a BIM expert in residential, retail, and commercial experience in both new and renovation projects. He is a Green building and sustainability advocate looking for efficiency in the lifecycle of every project. With an Architecture degree from the University of the Republic of Uruguay, School of Architecture, Design & Urbanism, he has worked for 11+ years with several BIM tools. He is a Certified ARCHICAD BIM Manager and member of the AIA and Society of Architects of Uruguay. LEED® Green Associate™ accredited green building professional.





# Demarcus Bennett

PRODUCTION DRAFTSMAN. & LIGHTING DESIGNER.



Mr. Bennett is a Production Draftsman with 8+ years of experience in designing for mechanical, electrical, and architectural engineers. He has spent his career designing with D.W. Gates Engineering. Demarcus was most notably apart of the team that designed the John Hope Franklin Reconciliation Park.

# Dasia McClellan

DESIGN INTERN



Ms. McClellan is an OSUIT student draftsman currently interning under Lee Simon Design. Her primary experience is in Revit working on 2D and 3D commercial and residential projects.





# Dina Griffin, FAIA, NOMA, IIDA, NCARB

President - Architect

Project Role: Principal in Charge

## EXPERTISE

Dina became president of IDEA in 1999. Her experience in educational, municipal and corporate projects contributes significantly to the firm's capacities and her adept leadership and collaborative skills are invaluable to all projects, especially those with multiple stakeholder groups. She often oversees interior architecture, FF&E and finishing details on projects, in addition to her duties managing the firm's daily operation.

## EXPERIENCE

22

Years with IDEA

31

Total Years Experience

## REGISTRATION

Licensed Architect

Illinois, 1994

Wisconsin, 2020

## AFFILIATIONS

Illinois Architect Licensing Board,  
Chair

American Institute of Architects,  
College of Fellows

American Institute of Architects,  
Chicago and Illinois Chapters,  
Member, Former Board Member

National Organization of Minority  
Architects, Illinois Chapter, Member,  
Former Board President

International Interior Design  
Association, Member

## EDUCATION

Bachelor of Science in Architecture  
University of Illinois, Urbana-  
Champaign

## SELECTED EXPERIENCE

The Bruce D. Nesbitt African American Cultural Center- The University of Illinois, Urbana-Champaign, Principal-in-Charge for the design and construction of the new African American Cultural Center. The 8200 SF new building replaces the existing Center on the same site. The building functions include a student lounge, computer lab and resource center, administrative staff for the Office of Inclusion and Inter-Cultural Relations, a multi-purpose room, conference/ seminar space, a dance studio and digital radio station.

The Barack Obama Presidential Center- Chicago IL

The Barack Obama Foundation selected Tod Williams | Billie Tsien Architects and Interactive Design Architects as the Associate Architect to design the Obama Presidential Center in Chicago's Jackson Park. The 285,000 SF Center will be composed of a Museum Tower, a Forum building and a Library building, housing a branch of the Chicago Public Library. All three of the main buildings will be connected below grade but appear separate at grade, creating an openness through the building complex, with landscaped park space rising over the lower Forum and Library buildings. IDEA's role as Associate Architect includes assisting with all phases of the project, providing coordination and direction of local resources and regulatory codes as well as ongoing community and stakeholder engagement.

The Modern Wing of the Art Institute of Chicago- Chicago IL

IDEA was selected as AOR to collaborate on the The Renzo Piano Building Workshop (RBPW) designed Modern Wing, a \$300 million, LEED Silver project. As part of this role, Dina was Principal-in-Charge of the FF&E effort for the 264,000 SF addition, working closely with RBPW to create design packages for the entire scope including the multi-use Ryan Education Center and Trustee Board Room.

The University of Chicago- Crerar Renovation- Chicago IL

Payette, the Design Architect and IDEA, Associate architect, collaborated to create a new home for the Department of Computer Sciences for the University. The project consisted of the renovation of the former John Crerar Library on four floors, over 98,000 SF of renovated area. IDEA provided support in creating documents for the design and construction of the project. Interactive Design was also responsible for the FF&E for the project engaging Faculty, students and staff to inform the final product. Project Role: Principal-in-Charge, IDEA.

The University of Chicago- Eckhardt Research Center FF&E- Chicago IL

Principal-in-Charge Eckhardt Research Center FF&E project. Dina, as Lead Designer and Principal-in-Charge, was responsible for the selection of furniture systems and furnishings for the lobbies, offices, open work areas, collaboration areas, conference rooms and laboratories for the Physical Sciences Division, Astronomy & Astrophysics, Kavli Institute for Cosmological Physics and the Institute for Molecular Engineering.

The University of Chicago- Eckhardt Research Center (ERC)- Chicago IL

Principal-in-Charge for the ERC Enabling Projects which included the planning and design of relocation and staging spaces for numerous departments. IDEA also served as the Associate architect, in association with Design architect HOK, for the new 277,000 SF ERC building.





# Kristina Gjini

Project Role: Architectural Designer

## BIOGRAPHY

In 2017 Kristina joined Interactive Design Architects, bringing along her experience in both United States and abroad. At IDEA she has been given the opportunity to work on inspiring and challenging projects. She has contributed in projects for art and higher education institutions, and she has been hands on in the Obama Presidential Center. Her work in Interactive design Architects includes, project documentation, project coordination and management. She is highly skilled in BIM .

## EXPERIENCE

4

Years with IDEA

15

Total Years Experience

## QUALIFICATIONS

Quality of Space Quality of Life,  
AESOP EUSS, Lusofona University,  
Lisbon, Portugal

Sustainable Urban Planning and  
Land Development, Polis and IHS  
University Rotterdam

Integrated Urban Planning, SIDA,  
Hifab International and BTH Sweden  
and Kenya

## EDUCATION

Master of Science in Urban  
Development and International  
Cooperation/ Technische Universität  
Darmstadt, Germany and Université  
Pierre Mendès Grenoble, France

Bachelor of Architecture 5-Year  
Program/ Polytechnic University of  
Tirana, Tirana, Albania

## SELECTED EXPERIENCE

The Barack Obama Presidential Center- Chicago IL

The Barack Obama Foundation selected Tod Williams | Billie Tsien Architects and Interactive Design Architects as the Associate Architect to design the Obama Presidential Center in Chicago's Jackson Park. The 285,000 SF Center will be composed of a Museum Tower, a Forum building and a Library building, housing a branch of the Chicago Public Library. All three of the main buildings will be connected below grade but appear separate at grade, creating an openness through the building complex, with landscaped park space rising over the lower Forum and Library buildings. IDEA's role as Associate Architect includes assisting with all phases of the project, from design through construction. Kristina has assisted in code analysis and permit documentation. She has been responsible for developing and coordinating project documents from design through construction. Kristina is also engaged in the construction administration phase of the project.

The University of Chicago- Media Arts, Data, and Design Center (MADD)-  
Chicago IL

The University of Chicago's new Media Arts, Data, and Design Center (MADD) is located in the former John Crerar Library building on campus. IDEA, as associate architect with design architect Payette, was tasked with designing an innovative cross-disciplinary creation center resulting from a collaboration between UChicago Arts, the Physical Sciences and Humanities Divisions, the University Library, and the Computer Sciences Department. MADD was envisioned to be an open maker and gaming space which would draw students and faculty from across the university to serve as a catalyst for creative collaboration. IDEA worked closely with staff from UChicago Arts and cross-departmental faculty to renovate the first floor former library study area into a flexibly-designed open plan that includes computer science instructional labs; the Weston Family Game Lab, a space focused on research and development of games—whether digital, board, card, or alternate reality—that produce social impact or experiment with form; an expanded hack arts lab, featuring 3D printers, laser cutters, soldering stations, workbenches and microcomputing tools; and a virtual reality workshop. Kristina was responsible for developing, coordinating and managing project documents.

The University of Chicago- Crerar Renovation- Chicago IL

Payette, the Design Architect and IDEA, Associate architect, collaborated to create a new home for the Department of Computer Sciences for the University. The project consisted of the renovation of the former John Crerar Library on four floors, over 98,000 SF of renovated area. IDEA provided support in creating documents for the design and construction of the project. Interactive Design was also responsible for the FF&E for the project engaging Faculty, students and staff to inform the final product. Kristina was responsible for developing, coordinating and managing project documents.



## Kim Johnson, Associate AIA, NOMA Architect

### EXPERTISE

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Kim joined IDEA in 2018, bringing experience in architecture and interior design as well as a graduate degree in civil and environmental engineering. Prior to joining IDEA, she was involved with K-12 and higher education projects throughout greater Chicago. As an active member of NOMA (National Organization of Minority Architects) and native of the south side of Chicago, Kim is passionate about community development and support.

### EXPERIENCE

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3

Years with IDEA

4

Total Years Experience

### REGISTRATION

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Licensed Architect  
State of Illinois, 2021

### AFFILIATIONS

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American Institute of Architects

National Organization of Minority Architects

### EDUCATION

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Master of Architecture  
University of Illinois, Urbana-Champaign

Bachelor of Science in Interior Architecture  
Indiana State University

### SELECTED EXPERIENCE

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#### Obama Presidential Center

Envisioned in Chicago's Jackson Park, the Obama Presidential Center (OPC) will include three buildings—a museum, forum and library—that will form a campus surrounding a public plaza. Interactive Design is serving as the Architect of Record for the project, working collaboratively with Design Architect Tod Williams Billie Tsien Architects, New York. Johnson serves as a Project Designer.

#### New Regional Public Utility Reporting Center (client name withheld)

First in a series of new regional reporting centers that are part of a term contract with a large public utility. The 27,000 SF center includes office spaces, garage facilities and shared support areas featuring meeting, locker and lunch rooms. The design meets client goals of low energy use and low maintenance materials with features including acid-wash pre-cast concrete, fiberglass doors and frames, terrazzo flooring, LED lighting and automated sun control devices (shades). Johnson is a Project Designer.

#### Renovation Projects - Northern Illinois Public Utility (client name withheld)

Various renovation projects improving existing reporting centers as part of term contract for large public utility. Renovations involve multiple programmatic functions ranging from offices and garage facilities to locker rooms, meeting rooms and cafeteria spaces. Johnson is a Project Designer.





# Jeffrey Parfitt, LEED AP BD+C

## Architect

Project Role: Project LEED Manager

### EXPERTISE

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Jeffrey joined IDEA in 2007 to provide strong experience with mixed-use commercial development, public libraries, commercial office buildings, academic facilities, retail and multi-unit residential. His technical background is significant, having performed engineering coordination as well as extensive on-site construction administration.

### EXPERIENCE

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14

Years with IDEA

24

Total Years Experience

### REGISTRATION

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Licensed Architect  
State of Illinois, 2004

### AFFILIATIONS

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U.S. Green Building Council

### EDUCATION

---

Bachelor of Architecture  
Virginia Polytechnic Institute & State  
University

### SELECTED EXPERIENCE

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#### The Barack Obama Presidential Center- Chicago IL

The Barack Obama Foundation selected Tod Williams | Billie Tsien Architects and Interactive Design Architects as the Associate Architect to design the Obama Presidential Center in Chicago's Jackson Park. The 285,000 SF Center will be composed of a Museum Tower, a Forum building and a Library building, housing a branch of the Chicago Public Library. All three of the main buildings will be connected below grade but appear separate at grade, creating an openness through the building complex, with landscaped park space rising over the lower Forum and Library buildings. IDEA's role as Associate Architect involves all phases of the project, providing coordination and direction of local resources and regulatory codes as well as ongoing community and stakeholder engagement. Project Role: Project Manager, IDEA.

The Bruce D. Nesbitt African American Cultural Center- The University of Illinois, Urbana-Champaign. The 8200 SF new building replaced the existing Center on the same site. The building functions include a student lounge, computer lab and resource center, administrative staff for the Office of Inclusion and Inter-Cultural Relations, a multi-purpose room, conference/ seminar space, a dance studio and digital radio station. Project Role: Project Manager/ LEED.

#### The University of Chicago- Crerar Renovation- Chicago IL

Payette, the Design Architect and IDEA, Associate architect, collaborated to create a new home for the Department of Computer Sciences for the University. The project consisted of the renovation of the former John Crerar Library on four floors, over 98,000 SF of renovated area. IDEA provided support in creating documents for the design and construction of the project. Interactive Design was also responsible for the FF&E for the project engaging Faculty, students and staff to inform the final product. Project Role: Project Manager, IDEA.

#### The University of Chicago- Eckhardt Research Center (ERC)- Chicago IL

The ERC Enabling Projects included the planning and design of relocation and staging spaces for numerous departments. IDEA also served as the Associate architect, in association with Design architect HOK, for the new 277,000 SF ERC building. Project Role: Project Manager, IDEA.

#### Engine Company No. 16

Project Manager for a new 20,000 SF City of Chicago fire station located at 53 E. Pershing Road serving the historic Bronzeville area. Designed for the combined use of the Fire Department and Emergency Medical Service (EMS) response unit, the facility earned LEED Platinum under the direction of IDEA LEED AP staff.

# The Barack Obama Presidential Center

## On the Boards

### SUMMARY

The Barack Obama Foundation selected Tod Williams | Billie Tsien Architects and Interactive Design Architects as the Associate Architect to design the Obama Presidential Center in Chicago's Jackson Park. The 285,000 SF Center will be composed of a Museum Tower, a Forum building and a Library building, housing a branch of the Chicago Public Library. All three of the main buildings will be connected below grade but appear separate at grade, creating an openness through the building complex, with landscaped park space rising over the lower Forum and Library buildings.

IDEA's role as Associate Architect includes assisting with all phases of the project, including providing architecture services in design through construction; coordination and direction of local resources and regulatory codes as well as ongoing community and stakeholder engagement for the 19.3 acre-campus in Jackson Park on Chicago's South Side.

### RELEVANCE

Community Engagement  
Exhibition space  
Public access building  
Flexible/ multi-purpose spaces  
Planning/ programming for urban project

YEAR: TBD  
SIZE: 285,000 SF  
COST: Withheld by client

CLIENT REFERENCE  
Robbin Cohen  
Executive Director  
The Obama Foundation  
5235 South Harper Court  
Chicago IL 60615  
773.420.1620  
rcohen@obama.org

KEY PERSONNEL  
Bob Larsen  
Charlie Young  
Dina Griffin  
Jeff Parfitt  
Melissa Clark



Counterclockwise from top left: view from roof of library building looking north to museum tower; great lawn in the summer and winter; at plaza looking towards museum entrance; view of great lawn and museum tower. All images courtesy of the Obama Foundation.



# A.J. Celebrezze Federal Building

## SUMMARY

This re-design of an existing highrise facade in Cleveland, OH, addresses both federal building blast resistance and thermal improvements. The project is the first known highrise facade retrofit into a double-wall facade. The original 1967 mid-century modern stainless steel and glass skin was stabilized as the inner wall and expressed as the visible frame under the newly applied transparent outer skin.

The city grid in Cleveland is rotated 35 degrees from the cardinal directions, which means the south and west facades receive very different sun conditions than the north and east facades. The design responded to this unique site condition by incorporating two different facade types, one on each exposure.

This project is also a unique case study in the substantial renovation of a fully occupied building. The double wall configuration which maintained the existing facade limited disruptions to occupants and avoided tenant relocations.

## COST

\$98,000,000

## DESIGN CHALLENGES

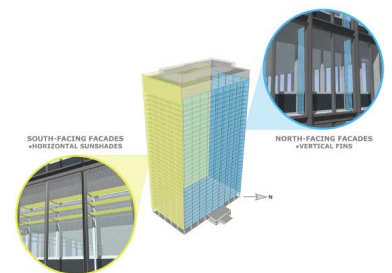
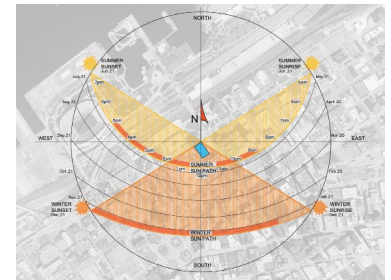
Marrying blast requirements, thermal performance and desired transparency

## TEAM

Charlie Young, Principal-in-Charge  
Melissa Clark, Project Manager

## REFERENCE

Robert P. Theel, FAIA  
Director • Regional Chief Architect  
U.S. General Services Administration  
Great Lakes Region (5)  
312.353.1445 (O)

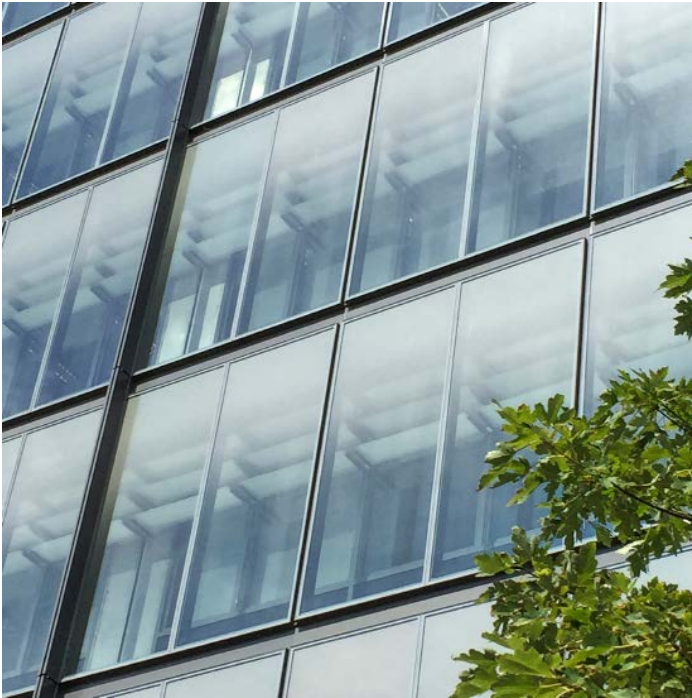


ORIGINAL FACADE



# A.J. Celebrezze Federal Building

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# Anti-Cruelty Society of Chicago

## SUMMARY

The Anti-Cruelty Society headquarters is an iconic Postmodern design by noted Chicago architect Stanley Tigerman. Constructed in 1980, the building is concrete block with aluminum siding featuring a whimsical elevation on LaSalle Street that evokes a hound dog face.

Because the aluminum siding deteriorated and the original windows had begun to fail, the Anti-Cruelty Society asked IDEA to completely replace the façade with a secure and lasting architectural solution that preserved the building's essential iconic character.

A terra cotta rain screen with integral sunshades was developed, improving building performance while echoing the original horizontality of the aluminum siding. A decorative mesh screen supporting foliage was designed to conceal the rooftop mechanical equipment and to add a natural landscape feature to the sterile street environment. The dog kennel facilities on the second floor were also reconfigured and updated to provide improved animal holding.

## RELEVANCE

Logistical challenges  
Schedule and Budget Constraints  
Technical challenges and solutions  
Historic design sensitivity

## TEAM

Robert Larsen, Principal-in-Charge

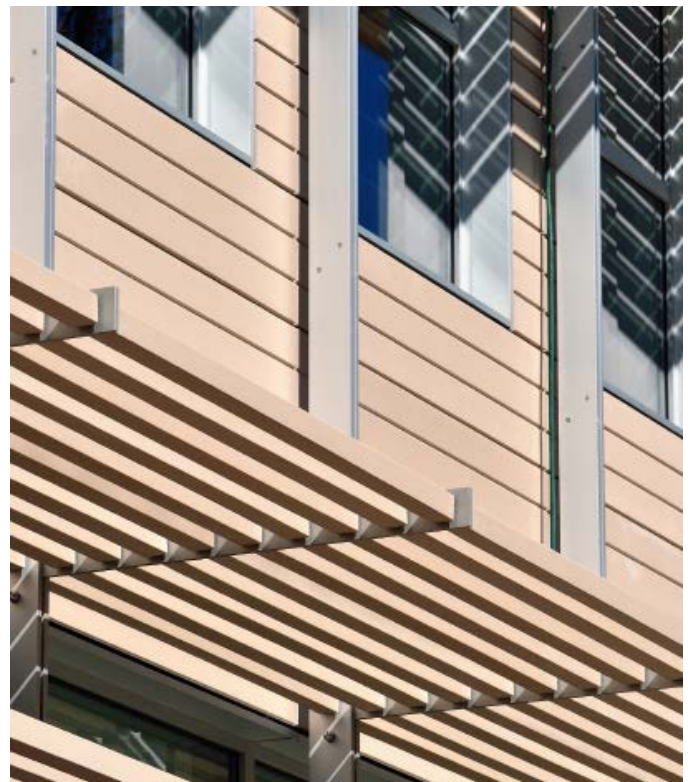
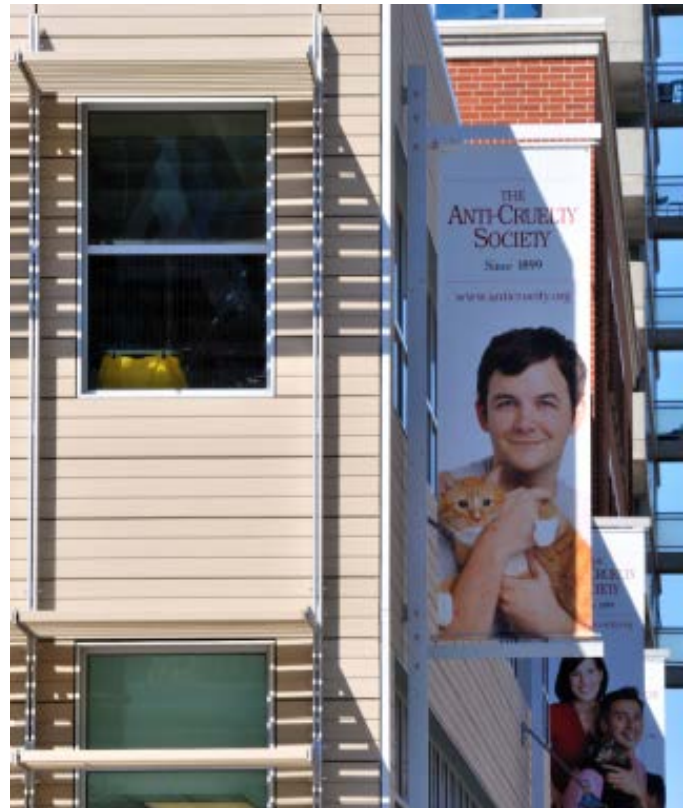
## REFERENCE

Robyn Barbiers, D.V.M.  
President  
The Anti-Cruelty Society  
157 West Grand Avenue  
Chicago IL 60654  
312.655.8338 ext. 310  
RBarbiers@anticruelty.org





# Anti-Cruelty Society of Chicago





# The Modern Wing

The Art Institute of Chicago

## SUMMARY

IDEA served as Architect of Record, with Renzo Piano Building Workshop as Design Architects for the 270,000 square feet addition. The Modern Wing project included spaces such as the Museum Cafe, The Ryan Education Center and a number of galleries. Scope involved numerous design elements including renovation, program & planning, interior design and FF&E. Special program elements include a black box theatre/ performance space, a gallery equipped for multi-media installations and performances, and studio/activity space.

The scale of this undertaking dictated IDEA manage numerous supporting projects that were necessary for the shift of collections as well as major campus mechanical/electrical replacement that included a large portion of the central plant. With such a massive facility and mix of old and new buildings and spaces, IDEA's interior design and FF&E selections achieve a cohesive and consistent sensibility.

## RELEVANCE

- Exhibition space
- Public access building
- Flexible/ multi-purpose spaces
- Planning/ programming for urban project
- Multi-stakeholder client group

YEAR: 2009

SIZE: 270,000 SF

COST: \$300 Million

## CLIENT REFERENCE

James Rondeau  
President and Eloise W. Martin  
Director  
The Art Institute of Chicago  
111 South Michigan Ave.  
Chicago IL 60603  
312.443.3632  
jrondeau@artic.edu

## KEY PERSONNEL

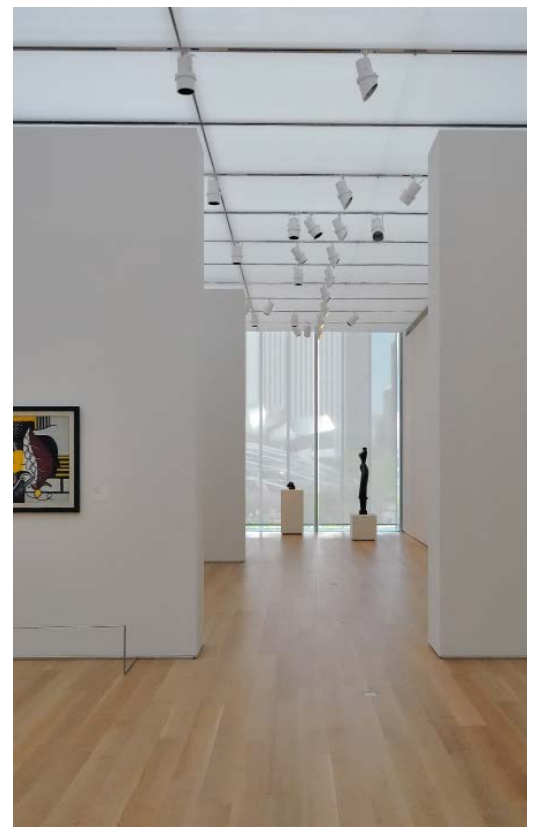
Charlie Young  
Bob Larsen  
Dina Griffin



# The Modern Wing

The Art Institute of Chicago

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# Bruce D. Nesbitt African American Cultural Center (BNAACC)

University of Illinois, Urbana-Champaign

## SUMMARY

Opened in 2019, BNAACC is a new building located off of the University's main quad on a heavily traveled corner within the block of cultural houses. The 2-1/2 story building supports BNAACC's divergent goals of inclusion and openness while at the same time being a sanctuary of learning and support. The exterior expresses these goals through transparency on the first level and a solid brick envelope on the second level. IDEA designed the Center to "wear its identity" through the variation of the brick façade making it an easily recognizable addition to campus. The building's scale bridges the gap between a residential structure and an institutional campus building, while the stadium seating, transparent interior walls and furniture clusters support a modern, flexible approach to accommodate different programs and groups. The stadium seating ties the entry lobby, the multipurpose room and the public yard together. It connects inside to outside and creates a place at the scale of a person, offering a comfortable spot to gather, eat and collaborate. The project is in the process of obtaining LEED Silver Certification.

PROJECT AREA  
8,200 SF

COST  
\$4,150,000

DESIGN CHALLENGES  
Limited Budget  
Accelerated Schedule

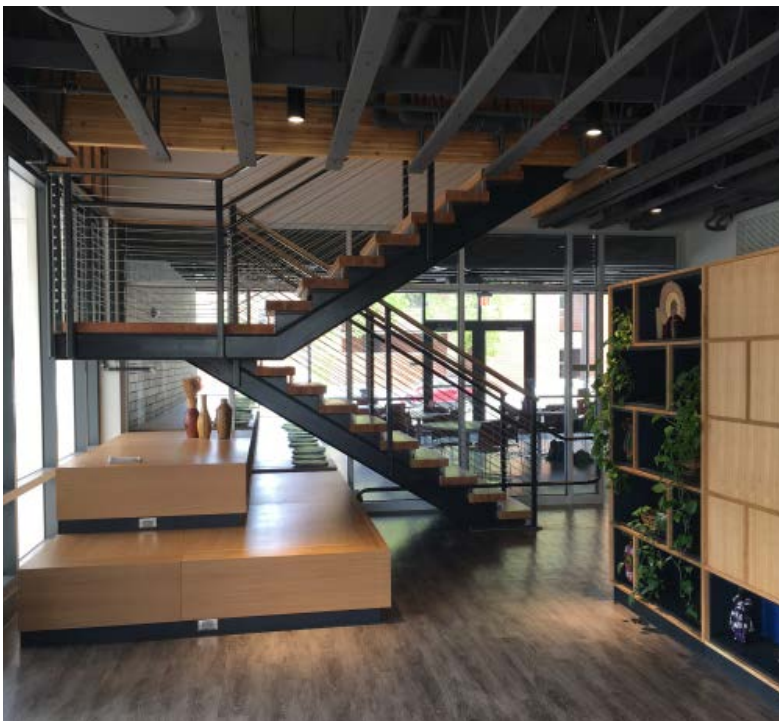
TEAM  
Dina Griffin- Principal-in-Charge  
Melissa Clark- Project Manager  
Jeff Parfitt- Architect/ LEED

CLIENT REFERENCE  
Nathan Stephens - Director  
BNAACC - University of Illinois  
1212 West Nevada St.  
Champaign IL 61820  
217.333.2092  
nathans6@illinois.edu



# Bruce D. Nesbitt African American Cultural Center (BNAACC)

University of Illinois, Urbana-Champaign







## FIRM OVERVIEW

### FIRM HISTORY:

Method Group is a Tulsa, OK based architectural, planning, and design services firm that was founded by architect Josh Kunkel. We provide exceptional service by being an enthusiastic digital-first firm that champions our client's vision.

Method was started with the idea to reimagine what architecture firms can be. By using new technologies and tools, we've explored various ways to involve our clients and project end-users in a more hands-on way throughout the project process. We have used [photo models](#) and laser scanning, virtual reality, [360° rendered views](#), virtual mock-ups, as well as live-design sessions with clients so they can see their vision come to life in real-time.

We have a passion for historic revitalization, community consciousness and involvement, responsible design, and incremental development. We recognize the huge impact that places and spaces have on people. Our mission is to build and revitalize communities through design.

### CORE VALUES:



We Are  
Pioneers



We Are Trusted  
Guides



We Are  
Responsive



We Are  
Invested



We Have  
Serious Fun



### CAPABILITY AND SERVICES:

The Method team is made up of licensed Architects, architectural and interior designers, and administrative staff. We have the capability to provide Architectural and Design services through:

- Project management
- Client relationship and point of contact
- Programming and Needs Analysis
- Space Planning
- BIM/Revit production of permit and construction documents
- QA/QC and review of permit and construction document sets
- Building code and zoning review
- Architectural and interior renderings
- Finish selection and coordination
- Consultant coordination
- Interior detailing for items such as millwork, ceiling details, etc
- Marketing and presentation collateral
- Construction support, such as:
  - answering contractor RFIs, site visits, reviewing submittals and pay apps, and providing client support and advocacy through the construction process.



**JOSH KUNKEL, AIA**  
Managing Principal

### PRIMARY CONTACT

email: josh@method.group  
cell: 918.208.0620

### EDUCATION

Oklahoma State University:  
-BArch  
-Certificate of Environmental Studies

### EXPERIENCE

11 Years

### REGISTRATIONS

Oklahoma  
Colorado  
Texas  
Arkansas  
Kansas

### PROFESSIONAL MEMBERSHIPS

American Institute of Architects

National Council of Architectural Registration Boards

Urban Land Institute, Oklahoma

### COMMUNITY INVOLVEMENT

Riverwood Collaborative  
-Founding Member

Kendall-Whittier Main Street  
-Vice President

### AWARDS

AIA EOK Distinguished Service Award (2015)  
- For co-founding and leading ARE success teams

Josh specializes in ecosystem planning and development, urban infill development, historic preservation and adaptive reuse, existing building renovations and mixed-use project types. Josh has an inter-disciplinary background in architecture, planning and construction, which gives him a keen eye to both detail and context when making decisions impacting design, environment, and user experience. In addition to his extensive project management experience, he is a strong advocate for community-conscious design.

Before founding Method Group, he worked in a variety of capacities on projects across the United States. Josh is a regular podcast guest, featured on EntreArchitect, The Placemaking Podcast, and Young Architect, discussing multiple topics ranging from incremental infill development to the future of the Architecture industry.

### PROJECT EXPERIENCE

- Cancer Treatment Centers of America (Philadelphia, Chicago, & Atlanta)
- Tulsa Technology Center, Lemley Campus Phase 1 (Tulsa, OK)
- Bixby Public Schools 9th Grade Center (Bixby, OK)
- HEB Grocery Stores (multiple TX locations)
- Historic Cains Coffee Building Rehabilitation (OKC, OK)
- Oklahoma Main Street Program Architect
- OSU-IT Master Plan (Okmulgee, OK)
- OSU-OKC Master Plan (OKC, OK)
- Historic Tulsa Boys Home Redevelopment (Tulsa, OK)
- Florence Park Pediatric Clinic (Tulsa, OK)
- Lakeview Landing/Boomer Lake Station Master Plan (Stillwater, OK)
- momentumHQ Coworking and Incubator Facility (Enid, OK)
- Red Rock Historic Mixed Use/Apartments (Claremore, OK)



**ADRIANA VADASZ**  
Studio Leader

### EDUCATION

Oklahoma State University:  
-BS Interior Design  
-MS Landscape Design

### EXPERIENCE

13 Years

### PROFESSIONAL MEMBERSHIPS

Urban Land Institute, Oklahoma

### COMMUNITY INVOLVEMENT

Linnaeus Teaching Gardens: Tulsa, OK  
-Volunteer

### SPECIAL SKILLS

- Revit
- Finish Selections
- Leadership
- Client Relationships
- FF+E
- Construction Administration and Support

Adriana specializes in renovations, tenant fit-outs, historic preservation, and higher education/student housing. Her strong background in Interior Design gives her a unique perspective on user-experience and human-scale design. Her attention to detail results in impactful design through thoughtful lighting, finishes, materials, patterns, and ceiling details.

As a Studio Leader, Adriana's attention to detail translates into well-managed projects and thorough construction documents. Adriana values her relationships with clients, consultants, product reps, and all project partners. She excels at coordinating and communicating effectively with all parties involved throughout the life of a project.

### PROJECT EXPERIENCE

- University Commons (Stillwater, OK)
- OSU-IT Historic GOPO Building (Okmulgee, OK)
- Historic Cains Coffee Building Rehabilitation (OKC, OK)
- Historic Tulsa Boys Home Redevelopment (Tulsa, OK)
- momentumHQ Coworking and Incubator Facility (Enid, OK)
- Red Rock Historic Mixed-Use/Apartments (Claremore, OK)
- The PECK School (Morristown, NJ)
- University of Colorado - Colorado Springs (Colorado Spring, CO)





**NICK CARAVELLA, AIA**  
Architect | QA/QC

## EDUCATION

New Jersey  
Institute of  
Technology  
-BArch

## EXPERIENCE

13 Years

## REGISTRATIONS

Colorado

## PROFESSIONAL MEMBERSHIPS

American Institute  
of Architects

National Council of  
Architectural  
Registration  
Boards

National  
Organization of  
Minority Architects  
(NOMA)

Nick has an extensive background as an Architect, with a wide range of experience. Where he really shines, though, is in the process of Architecture. As a tech leader in many firms and part of the team at Avicado, Nick not only focuses on the design of place but the design of workflows. His appreciation for efficiency and innovation lets him ask questions and challenge the norm in search of "the better way".

On the project side, this translates to ensuring that our processes as a firm are conducive to high-quality design and construction documents. Additionally, he oversees efforts to optimize our processes through cutting-edge industry software and technologies.

## PROJECT EXPERIENCE

- Samsung Global Center of Excellence (New York, NY)
- Lake Nona Center for Well Being (Orlando, FL)
- Better Block Newark (Newark, NJ)
- Historic Tulsa Boys Home Redevelopment (Tulsa, OK)
- Allergan Company Campus (Madison, NJ)
- Honeywell Global Headquarters (Morris Plains, NJ)
- Bristol-Myers Squibb, Lawrenceville Executive Floor Renovation (Lawrenceville, NJ)
- Sol Vista Apartments (Fairview, NJ)
- North Brunswick Public Library (North Brunswick, NJ)
- Seton Hall University, Rodino Law Library, Conceptual Design (Newark, NJ)
- Felician College, Education Commons & School of Nursing (Rutherford, NJ)



**BETH KUNKEL**  
Designer

## EDUCATION

Oklahoma State  
University  
-BS Interior Design

## EXPERIENCE

4 Years

## SPECIAL SKILLS

- Space Planning
- Interior Design
- Accessibility Consulting
- Communication
- Marketing and Graphics
- Revit

Beth specializes in space planning, code review, renovations, tenant fit-outs, and historic preservation. Her analytic approach to design allows her to focus on the user experience through functionality and spatial needs. While aesthetics are an undeniably important aspect of any project, an intuitive and enjoyable user experience can leave a lasting impact.

On the project team, Beth works closely with clients during needs analysis and programming to understand all the different design parameters. She excels at taking that information and coming up with initial space plans and mood boards. She works hand in hand with the rest of the design team to implement the design and produce construction documents.

## PROJECT EXPERIENCE

- Florence Park Pediatrics Clinic (Tulsa, OK)
- Historic Tulsa Boys Home Redevelopment (Tulsa, OK)
- momentumHQ Coworking and Incubator Facility (Enid, OK)
- Red Rock Historic Mixed-Use/Apartments (Claremore, OK)
- Boomtown Multi-Family Housing (Tulsa, OK)



**DREW HARBOUR**  
Designer

## EDUCATION

Oklahoma State University  
-BArch

## EXPERIENCE

6 Years

## PROFESSIONAL MEMBERSHIPS

American Institute of Architects

## SPECIAL SKILLS

- Revit
- AVAIL
  - Revit content management software
- Photography
- Photoshop
- Enscape
  - 3D Renderings
- Matterport
  - photo/laser scanning

## COMMUNITY INVOLVEMENT

Art House Tulsa  
-Contributing Photographer

Tulsa's Young Professionals (TYPROS)  
-Contributing Photographer

Drew's focus is in architectural design, as well as the visualizations to support the design vision. He has special skills in photography, photoshop, and rendering softwares that allow him to facilitate the highly visualized design experience that we provide. Once the initial design concept is visualized, he continues to provide updated visualizations as the design is developed, which provides the client the opportunity to see how different decisions will impact the overall design and user experience.

In addition to his role in design and visualizations, Drew also manages our BIM software, to ensure that our project production runs smoothly and efficiently. He keeps everything up to date and provides continued education for the team in BIM best practices.

## PROJECT EXPERIENCE

- Oklahoma Main Street Program (Oklahoma)
- Historic Tulsa Boys Home Redevelopment (Tulsa, OK)
- Florence Park Pediatric Clinic (Tulsa, OK)
- momentumHQ Coworking and Incubator Facility (Enid, OK)
- Red Rock Historic Mixed-Use/Apartments (Claremore, OK)



**SARAH KING**  
Admin + Automation Support

## EDUCATION

Oral Roberts University  
-BS Mechanical Engineering

## EXPERIENCE

3 Years at Method

## PRIOR WORK

KBMax (2014-2018)  
-Implementation Engineer for CPQ Software

## SPECIAL SKILLS

- Excel
- Dynamo
  - Programming Language for Revit/BIM Automations
- AVAIL
  - Revit content management software
- Ideate
  - Revit Plugin for Automated Workflows and Drawing Management

## COMMUNITY INVOLVEMENT

Flower Hill Urban Homestead Museum: Austin, TX  
-Volunteer

Sarah's background in engineering and tech allows her to provide unique support to our team. Working closely with Nick, she focuses on the implementation of various automations and softwares. She works behind the scenes to augment the production of construction document sets by managing administrative tasks within the BIM software, such as sheet and view setup and document management.

Her organizational skills and proficiency in a wide variety of softwares enable her to provide valuable and specialized administrative support to the project team, and the company as a whole - leaving our project team more time to focus on design.

## PROJECT EXPERIENCE

- Florence Park Pediatrics Clinic (Tulsa, OK)
- Historic Tulsa Boys Home Redevelopment (Tulsa, OK)
- momentumHQ Coworking and Incubator Facility (Enid, OK)
- Red Rock Historic Mixed-Use/Apartments (Claremore, OK)

# CAIN'S COFFEE REHABILITATION

Location: OKC, OK  
Size: 50,000 SF  
Completion Date: 2021  
Construction Cost: \$4M (Phase 1)

Respondent's Role: Architect + Interior Design  
Public Sector Involvement: Historic Tax Credits

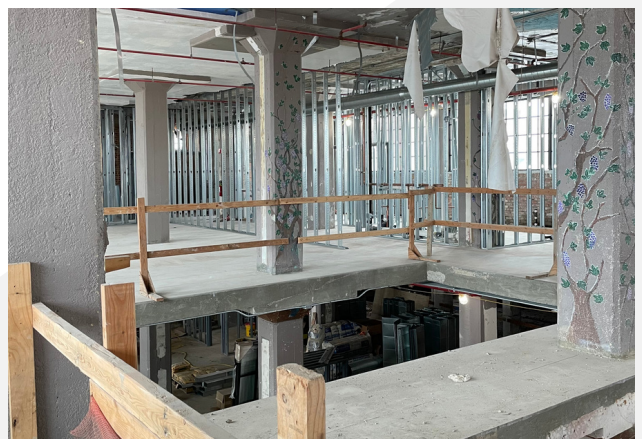


## PROGRAM DESCRIPTION + PHASING:

This project is a renovation and adaptive reuse of a historic building into mixed-use and new office space headquarters for HGL Construction. As a listed building on the National Register of Historic Places, it was eligible for Historic Tax Credits. HGL Construction, a Black-owned business, acted as both the client/developer and contractor on this project. Phase 1 included the shell rehabilitation, and basement, 1st-floor, and 2nd-floor fit-outs. Future phases include tenant fit-outs.

## PROJECT INVOLVEMENT:

The Method team was involved in this project from the design phase through permitting, and is currently participating in contract administration in the construction phase. Method also assisted the client in navigating the historic preservation process with the assistance of a historic preservation consultant. The client was seeking to convert a historic space into new office headquarters, as well as provide some tenant space in a mixed-use building format. The design of the office headquarters included hard wall offices, open office area, IT space, a large conference room, as well as amenities such as a gym.





# MOMENTUMHQ COWORKING + INCUBATOR SPACE

Location: Enid, OK

Size: 10,000 SF

Completion Date: 2022

Construction Cost: \$1M

Respondent's Role: Architect + Interior Design



## PROGRAM DESCRIPTION + PHASING:

This project is a renovation and adaptive reuse of a historic mixed-use and apartment building into a co-working and incubator space for business professionals and retailers.

The first level consists of training space for a local technology center, a high-tech conference room, and flexible spaces for future growth. In addition, the downstairs will host a series of retail incubators for local small businesses.

The second level is dedicated to co-working, with an emphasis on established professionals branching out into entrepreneurial ventures of their own. It features a semi-private dedicated desk area, private offices, a common lounge, workroom, zoom room phone booths, and communal kitchen space.

## PROJECT INVOLVEMENT:

The Method team has been involved in this project from the programming and design phase, through design development, and is currently leading the construction documents phase in coordination with structural, civil, and MEP consultants.



# TULSA BOYS HOME REDEVELOPMENT

Location: Tulsa, OK

Size: 50,000 SF - Phase 1 (36,000 SF - Phase 2)

Completion Date: 2022

Construction Cost: \$5.5M (Phase 1) \$6.5M (Phase 2)

Respondent's Role: Architect + Interior Design

Public Sector Involvement: Historic Tax Credits,  
Tulsa Development Authority Development RFP



## PROGRAM DESCRIPTION + PHASING:

The Tulsa Boys Home was originally an institutional housing and childcare facility for homeless and troubled boys. The site consisted of 4 dormitory buildings and a 5th administrative building. The vision behind this project was to repurpose these long-abandoned buildings into pet-friendly workforce housing, with a communal park amenity in the center of the development. The design called for primarily studio-sized units to keep them affordable at market rate. Future phases involve new mixed-use buildings on the site, as well as new townhome-style housing.

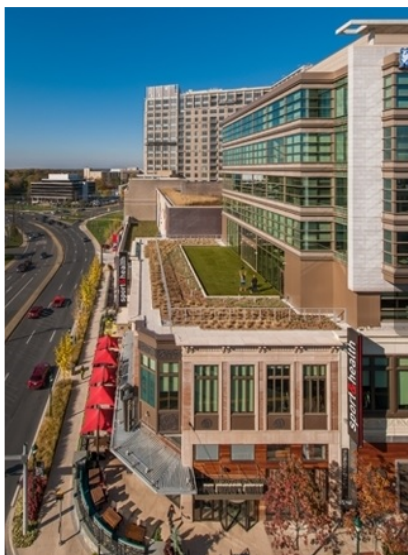


## PROJECT INVOLVEMENT:

The Method team was involved in the master planning for the development. We also worked with a historic preservation consultant to get the site and buildings listed on the National Register of Historic Places and gain eligibility for Historic Tax Credits. We developed the overall design and floor plans for the renovation of the existing buildings, and construction documents are expected to begin shortly.







## WFT Engineering



MECHANICAL - ELECTRICAL - PLUMBING - FIRE LIFE SAFETY

An engineering design firm specializing in mechanical, electrical, plumbing and fire life safety consulting services across the mid-Atlantic region since 1995. WFT is a self-certified SBA-SDB, minority-owned small business enterprise with offices in Rockville, Baltimore, and Washington, DC. Our team of qualified professionals perform complex building assessments, renovations, upgrades and new construction services for projects of all sizes for public and private sector clients.



### FIRM OVERVIEW

Founded in 1995

Founding Owner: Reardon Sullivan, PE

Offices: Rockville, MD / Baltimore, MD / Washington, DC

31 Employees

Award-Winning Projects

65+ LEED Certified Projects

2 LEED Platinum Certified Projects

### SERVICES

Due Diligence

Building Assessments

Building System Analysis

Energy Analysis

Life Cycle Cost Analysis

Master Planning Support

MEP/FP Design

Construction Administration

MEP Commissioning

Program Management

### MBE CERTIFIED

Maryland

Virginia

Pennsylvania

WMATA

MWAA

Other Local Jurisdictions

### MAIN OFFICE

1801 Research Blvd, Ste 100

Rockville, MD 20850

(301) 230-0811

www.wfteng.com

Primary market sectors are commercial, government, institutional, higher education and health services (medical, labs, health sciences). WFT has also worked directly with developers on new commercial mixed-use buildings, a new mixed-use development, and a number of P3 projects.

**Rockville Metro Plaza II**, a LEED Platinum mixed-use office building set a new standard for office design in the suburban Maryland market and received industry recognition including a *National Eagle Award for Excellence in Construction*; *National Greener Tomorrow Award from Associated Builders and Contractors National Organization*; *Best of 2013 Award from Engineering News Record Magazine*; *Merit Award from Associated General Contractors of Metro Washington*; *Excellence in Construction Award from Associated Builders and Contractors Metro Washington*; and a *Washington Building Congress Craftsmanship Award*.

Two projects, **Pike & Rose Blocks 7 & 11**, located in a new mixed-use development, were designed to resemble a walkable, historic city, as part of the revitalization of a section of Montgomery County, MD. The projects feature an eight-story office building with 80,000 sf of office space over 117,000 sf of retail, and five levels of above and below ground parking, and a stand-alone parking garage. The building tenants include a 63,000 sf iPic movie theater, multi-level fitness center, retail, restaurants and a popular entertainment venue. The project received a *2016 NAIOP Award of Merit - Best Mixed-Use Project*. The 277,000 gsf parking garage features 855 photovoltaic solar panels on the fifth level that produce 265 kilowatts of electricity yearly. Developer, Federal Realty Investment Trust, indicated at the time, it was the largest solar canopy system on a retail parking garage in Maryland and the largest solar canopy system in Montgomery County, funded in part by a grant from the Maryland Energy Administration.

WFT implements sustainable technologies with a goal to minimize the environmental impact of a building to the highest extent possible within budgetary goals. The design team selects the most energy efficient building systems and water management features available that are appropriate to the building's orientation and microclimate, that provide long life, minimal maintenance, and ensure ease of access. Designers utilize the latest versions of AutoCAD MEP and Revit MEP to generate 3D and 4D Building Information Models (BIM) that facilitate highly efficient sustainable designs.





**KEITH LEADBETTER, PE, LEED AP, BD+C, QCP**  
**PROJECT MANAGER + MECHANICAL ENGINEER**

Keith provides HVAC/plumbing and fire protection planning, design, commissioning, energy analysis, measurement and verification and project management for higher education, healthcare, government and other public sector projects. He is also a Certified Commissioning Process Provider. Keith brings a wealth of knowledge and project experience to WFT from previous experience with EYP Architecture & Engineering, Alliance MEP Engineers, Mechanical Design Group, WSP and NORESKO.

**YEARS OF EXPERIENCE**

**TOTAL** 27  
**WFT** >1

**EDUCATION**

Bachelor of Science  
 Mechanical Engineering  
 1992/Howard University

**REGISTRATIONS**

Professional Engineer - Mechanical  
 DC, MD NJ, NY, VA

**PROFESSIONAL ACCREDITATIONS**

Qualified Commissioning Process Provider  
 (QCP)

LEED AP BD+C

**SELECT PROJECTS**

**BASKETBALL PERFORMANCE CENTER (BPC), UNIVERSITY OF MARYLAND, COLLEGE PARK, MD**

New DB basketball facility adjacent to the Xfinity Center includes a 2-story addition on the south end serving both men's and women's basketball teams with athletic facilities, offices and state-of-the-art meeting rooms and support facilities. 2023

**BALTIMORE CONVENTION CENTER ASSESSMENT, BALTIMORE, MD**

Conducted a building assessment of HVAC systems and pipe testing for the Convention Center. 2021

**BLADENSBURG BUS DIVISION GARAGE FACILITY, WASHINGTON, DC**

DB demolition and replacement of a \$212M WMATA bus garage facility; LEED Platinum goal. 2024

**AVALON 555 PRESIDENT APARTMENTS, 800 FLEET ST, BALTIMORE, MD**

A 24-story mixed use building in Baltimore's Harbor East with 400 residential units, 8,000 sf of retail space and 3,100 sf of office space. 2018 – *Previous Experience*

**BAINBRIDGE FEDERAL HILL, BALTIMORE, MD**

A new 8-story multi-family building with 224 units featuring studios, one-bedroom and two-bedroom units and parking near Baltimore's Inner Harbor. 2019 – *Previous Experience*

**GRINNELL COLLEGE, HUMANITIES & SOCIAL STUDIES CENTER, GRINNELL, IA**

Renovation and combining of two historic landmark buildings into a new 125,000 gsf educational complex included new chilled water plants and AHUs. (2020) 2021 – *Previous Experience*

**THE ASCENT AT SPRING HILL STATION, TYSONS, VA**

Construction phase of a new 25-story multifamily building project. 2012 – *Previous Experience*

**FOUR SEASONS HOTEL, HARBOR EAST, BALTIMORE, MD**

Oversaw commissioning of MEP systems and conducted design reviews of construction documents to identify possible construction and O&M issues in the 22-story hotel. 2009 – *Previous Experience*

**DUPONT CHESTNUT RUN PLAZA BUILDING 730, WILMINGTON, DE**

Oversight of Commissioning activities for a new 220,000 gsf office building; included design review of under-floor air distribution system and development of Cx and M&V plans. 2010 – *Previous Experience*

**MORGAN STANLEY, HARBOR EAST, THAMES STREET WHARF, BALTIMORE, MD**

Conducted post-installation measurements and investigated deficiencies in design of an under-floor air distribution system; created CFD study to model airflow in under-floor plenum. 2020 – *Previous Experience*

**MAKER MAXITY HOTEL & CLUB, MUMBAI, INDIA**

Design coordination with architects, local engineers, code officials and owner for a new 1,000,000 sf 5-star hotel complex; developed energy models to study various façade designs and HVAC systems utilizing eQUEST and EnergyPlus. 2009 – *Previous Experience*



## **BERNARD MAHON, PE, CXA**

### **ELECTRICAL ENGINEER**

Bernard (Brad) has 35 years of experience in all facets of electrical engineering design. His technical expertise includes design of power distribution, lighting and controls, fire and life safety systems, physical and electronic security systems, emergency power systems, telecommunication infrastructure, power conditioning systems and power monitoring and control systems for institutional, government and commercial projects. Brad is also an ACG-certified Commissioning Agent.

#### **YEARS OF EXPERIENCE**

**TOTAL** 35

**WFT** 7

#### **EDUCATION**

Bachelor of Science  
Electrical Engineering/1985  
University of Maryland

#### **REGISTRATIONS**

Professional Engineer - Electrical  
DC, MD, VA

#### **PROFESSIONAL CERTIFICATIONS**

ACG-Certified Commissioning Agent

#### **PROFESSIONAL AFFILIATIONS**

Institute of Electrical Engineers  
(IEEE)

National Fire Protection Association  
(NFPA)

National Council of Examiners for Engineering  
and Surveying (NCEES)

#### **RECOGNITION**

2018 WFT Outstanding Performance Award

2017 International Parking Institute Award of  
Excellence - *Electrical Engineer*

#### **RELATED PREVIOUS EXPERIENCE**

Union Center Plaza, Wash, DC:  
Phase V - 650,000 sf office building  
Phase IV - 220,000 sf office building  
Phase III - 230,000 sf office building  
Phase II - 230,000 sf office building

Chevy Chase Bank HQ, Bethesda, MD  
750,000 sf building

Candler Building, Baltimore, MD  
Base building + tenant improvements

#### **SELECT PROJECTS**

##### **THURGOOD MARSHALL HALL, MORGAN STATE UNIVERSITY (MSU), BALTIMORE, MD**

New P3 project, a collaboration of Maryland Economic Development Corporation (MEDCO) and MSU for a new mixed-use student housing building to accommodate 660 students in both suite-style and apartments with common areas on each floor with kitchenette, laundry and lounge. Amenities include a fitness center, lounges, entrepreneurial area with 15 offices, conference rooms and collaboration space, food services, live/learn classrooms, reception area, mail room, offices, storage and retail space. 2022

##### **PIKE & ROSE BLOCKS 11 + 7, NORTH BETHESDA, MD**

Two blocks of a new mixed-use development included a 375,500 gsf, 8-story Class A office building with two levels of retail, a 63,000 sf iPic movie theater, multi-level fitness center, restaurants, garage, entertainment venue and a second free-standing 277,000 gsf garage. 2016 *NAIOP AWARD OF MERIT – Best Mixed-Use Project*

##### **M&T BANK STADIUM ENGINEERING CONSULTING SERVICES, BALTIMORE, MD**

Replacement of HVAC controls, lighting controls and submetering systems serving the stadium. Included in the project scope of services were a generator plant in Lot C and a chiller plant in Oriole Park. 2021

##### **WAREHOUSE AT CAMDEN YARDS IMPROVEMENTS, BALTIMORE, MD**

Upgrades and replacements of interior and exterior lighting controls, exterior signage lighting, exterior façade lighting, signage, upgraded HVAC systems, and renovation of public lobbies and lobby restrooms in the 430,000 sf 8-story iconic office building adjacent to Oriole Park. 2021

##### **GARAGE #2, UNIVERSITIES AT SHADY GROVE, ROCKVILLE, MD**

A new 260,000 sf five-level open garage with 700 spaces designed to meet ADA requirements and Green Garage certification requirements for Bronze through Parksmart; sustainable features include electrical charging stations, energy efficient lighting and lighting controls, and a pole mounted photo voltaic system. 2016 *INTERNATIONAL PARKING INSTITUTE AWARD OF EXCELLENCE – Electrical Engineer*

##### **HOWARD PLAZA TOWERS, HOWARD UNIVERSITY, WASHINGTON, DC**

P3 DB modernization of two housing towers totaling 500,000 sf with coed efficiencies, double/triple studios and three-bedroom units with shared kitchens and bathrooms; amenities include computer labs, a fitness center, study rooms, laundry facilities, lounges, academic rooms, a social lounge, underground garage, 24-hour security and controlled access. 2018

##### **TYLER HALL, MORGAN STATE UNIVERSITY, BALTIMORE, MD**

A new 4-story, 139,000 gsf LEED Gold student services facility equipped with state-of-the-art technologies throughout. 2020 *SCUP ARCHITECTURE AWARD*

##### **ACADEMIC COMMONS, SALISBURY UNIVERSITY, SALISBURY, MD**

A new 4-story 234,071 gsf, LEED Gold facility with a full height atrium, vast student commons, 24-hr cyber café, large ballroom with theater lights, Edward H. Nabb Research Center for Delmarva History & Culture, and much more. 2016 *AIA POTOMAC VALLEY EXCELLENCE IN DESIGN AWARD & WINTERGREEN LEADER AWARD – Excellence in Green Building*





## **RALPH JAY POWELL, PE**

### **FIRE PROTECTION ENGINEER & CODE CONSULTANT**

Ralph (Jay) has 40 years of experience in design, installation, testing, and repair of all types of fire alarm, detection and suppression systems for institutional and government clients. He is an experienced building code consultant and third-party inspector of active and passive fire protection systems. Jay recently returned to WFT after five years on both domestic and international assignments for American Fire and as a contractor to the Department of State.

#### **YEARS OF EXPERIENCE**

**TOTAL** 40

**WFT** <1

#### **EDUCATION**

Bachelor of Science  
Fire Protection Engineering/1981  
University of Maryland

#### **REGISTRATIONS**

Professional Engineer- Fire Protection  
AL, DC, FL, GA, IN, KY, LA, MD, MS, NC, NE, NY,  
PA, SC, TN, TX, VA  
NICET III in Water Based Fire Suppression Systems  
Master Electrician Limited - DC  
Active Top Secret Clearance

#### **PROFESSIONAL AFFILIATIONS**

Society of Fire Protection Engineers (SFPE)  
National Fire Protection Association (NFPA)  
National Society of Professional Engineers (NSPE)  
Maryland Society of Professional Engineers  
(MSPE)

#### **RELATED PREVIOUS EXPERIENCE**

7200 Wisconsin Ave, Bethesda, MD – FA systems  
for a high rise retail/office building & garage  
901 15<sup>th</sup> St, NW, Wash, DC – FA systems for a  
high rise office building  
VCU Medical School, Richmond, VA – FA systems  
for a high rise medical school building  
Phoenix Park Hotel, Wash, DC – new FP/FA  
systems  
National Association of Broadcasters, Wash, DC –  
new FP/FA systems  
AFL/CIO Union Hdqtrs Annex, Wash, DC– new  
FP/FA systems  
1818 N St, NW, Wash, DC – new FP/FA systems

#### **SELECT PROJECTS**

##### **PIKE & ROSE BLOCKS 11 + 7, NORTH BETHESDA, MD**

Two blocks of a developer-led new mixed-use development included a 375,500 gsf, 8-story Class A office building with two levels of retail, a 63,000 sf iPic movie theater, multi-level fitness center, restaurants, garage, Strathmore AMP entertainment venue and a second free-standing 277,000 gsf garage. 2016

*NAIOP AWARD OF MERIT – Best Mixed-Use Project*

##### **IMMUNE TRANSPLANT & THERAPY CENTER (ITTC), UPMC/WEXFORD S&T, PITTSBURGH, PA**

Transformation of a 200,000 sf vacant 1915 Ford Motor Building into a modern new ITTC was a collaboration of UPMC and Wexford Science & Technology, adding a 160,000 sf lab tower, 295-space garage, retail, café, and 'main street' atrium that joins the building and tower. 2022

##### **JENKINS HALL BSSC, MORGAN STATE UNIVERSITY, BALTIMORE, MD**

A new 148,000 sf 5-story LEED Silver Behavioral & Social Sciences Center featuring a vast atrium, classrooms, lounges, computer and scientific labs, an animal research suite, lecture hall, offices. 2017

##### **GARAGE #2, UNIVERSITIES AT SHADY GROVE, ROCKVILLE, MD**

A new 260,000 sf five-level open garage with 700 spaces designed to meet ADA requirements and Green Garage certification requirements for Bronze through Parksmart; sustainable features include electrical charging stations, energy efficient lighting and lighting controls, and a pole mounted photo voltaic system. 2016 *INTERNATIONAL PARKING INSTITUTE AWARD OF EXCELLENCE*

##### **ACADEMIC COMMONS, SALISBURY UNIVERSITY, SALISBURY, MD**

A new 4-story 234,071 gsf, LEED Gold facility with a full height atrium, vast student commons, 24-hr cyber café, large ballroom with theater lights, Edward H. Nabb Research Center for Delmarva History & Culture, and much more. 2016 *AIA POTOMAC VALLEY EXCELLENCE IN DESIGN AWARD & WINTERGREEN LEADER AWARD – Excellence in Green Building*

##### **BIOMEDICAL SCIENCES & ENGINEERING BUILDING, UNIVERSITIES AT SHADY GROVE, ROCKVILLE, MD**

A new 220,000 gsf academic facility with active learning classrooms, labs, and support spaces. 2019

#### **RECENT PREVIOUS EXPERIENCE**

##### **UNITED STATES CONSULATE, MERIDA, MEXICO**

Design of fire protection, alarm, and smoke control systems, pumping systems and clean agent systems for a new large scale diplomatic compound. 2020

##### **UNITED STATES EMBASSY, LONDON, ENGLAND**

Field inspections, shop drawing reviews and commissioning of protection, alarm, and smoke control systems, pumping systems and clean agent systems for a 400,000 sf diplomatic office building. 2018

**THURGOOD MARSHALL HALL**

MORGAN STATE UNIVERSITY, BALTIMORE, MD

New P3 project, a collaboration of the Maryland Economic Development Corporation (MEDCO) and MSU for a new mixed-use student housing building to accommodate 660 students in suites and apartments with common areas on each floor with kitchenette, laundry and lounge. Amenities include a fitness center, lounges, entrepreneurial area with 15 offices, conference rooms and collaboration space, food services, live/learn classrooms, reception area, offices, storage and retail space. Electrical Design / 2022

**IMMUNE TRANSPLANT & THERAPY CENTER**

UPMC/WEXFORD S&amp;T, PITTSBURGH, PA

Transformation of a 200,000 sf vacant 1915 Ford Motor Building into a modern new ITTC was a collaboration of UPMC and Wexford Science & Technology, adding a 160,000 sf lab tower, 295-space garage, retail, café, and 'main street' atrium that joins the building and tower. FP/FA Design / 2022

**PIKE & ROSE BLOCKS 11 + 7 N. BETHESDA, MD**

Two blocks of a developer-led new mixed-use development included a 375,500 gsf, 8-story Class A office building with two levels of retail, a 63,000 sf iPic movie theater, multi-level fitness center, restaurants, garage, Strathmore AMP entertainment venue and a free-standing 277,000 gsf garage. MEP/FP Design / 2016  
**NAIOP AWARD OF MERIT – BEST MIXED-USE PROJECT**

**WAREHOUSE AT CAMDEN YARDS BALTIMORE, MD**

Upgrades and replacements of interior and exterior lighting controls, exterior signage lighting, exterior façade lighting, signage, upgraded HVAC systems, and renovation of public lobbies and lobby restrooms in the 430,000 sf 8-story iconic office building adjacent to Oriole Park. E/P/FP Design / 2021

**ROCKVILLE PLAZA II ROCKVILLE, MD**

Developer-led new 11-story LEED Platinum 321,192 gsf office/retail building with 17,000 sf of street level retail, and a three-level below grade garage; the building serves as world headquarters for Choice Hotels International. MEP/FP Design / 2013

**NATIONAL EAGLE AWARD FOR EXCELLENCE IN CONSTRUCTION;**  
**AGC WASHINGTON MERIT AWARD; ENR BEST OF 2013;**  
**WASHINGTON BUILDING CONGRESS CRAFTSMANSHIP AWARD;**  
**ABC NATIONAL GREENER TOMORROW AWARD;**  
**ABC WASHINGTON EXCELLENCE AWARD**

**POTOMAC PROMENADE, NATIONAL HARBOR, MD**

Developer-led new 10-story mixed-use building with 246 luxury condominiums, 41,000 sf of retail, and a 130,000 sf below-grade garage. Condo amenities included a fitness center, media room, party room, rooftop pool and bar, roof terraces, and lobby with seating areas and concierge services. MEP/FP Design / 2008

**HOWARD PLAZA TOWERS,**

HOWARD UNIVERSITY, WASHINGTON, DC

P3 DB modernization of two housing towers totaling 500,000 sf with coed efficiencies, double/triple studios and three-bedroom units with shared kitchens and bathrooms; amenities include computer labs, a fitness center, study rooms, laundry facilities, lounges, academic rooms, a social lounge, underground garage, 24-hour security and controlled access. MEP/FP Design / 2018





**Keith Leadbetter, PE, LEED AP, BD+C, Project Manager & Senior Mechanical Engineer**

**AVALON 555 PRESIDENT APARTMENTS, 800 FLEET ST, BALTIMORE, MD**

A new 24-story mixed use building in Baltimore's Harbor East with 400 residential units, 8,000 sf of retail space and 3,100 sf of office space.

**BAINBRIDGE FEDERAL HILL, BALTIMORE, MD**

A new 8-story multi-family building with 224 units featuring studios, one-bedroom and two-bedroom units and parking near Baltimore's Inner Harbor.

**THE ASCENT AT SPRING HILL STATION, TYSONS, VA**

Construction phase of a new 25-story multifamily building project.

**DUPONT CHESTNUT RUN PLAZA BUILDING 730, WILMINGTON, DE**

New 220,000 gsf office building - provided oversight of commissioning activities.

**MAKER MAXITY HOTEL & CLUB, MUMBAI, INDIA**

A new 1,000,000 gsf five-star hotel complex - performed design coordination with architects, local engineers, code officials and owner; developed energy models to study various façade designs and HVAC systems utilizing eQUEST and EnergyPlus.

**Bernard Mahon, PE, Electrical Engineer**

**UNION CENTER PLAZA, WASHINGTON, DC**

Phase II – new 230,000 gsf office building; Phase III – new 230,000 gsf office building;  
Phase IV – new 220,000 gsf office building; Phase V – new 650,000 gsf office building.

**CHEVY CHASE BANK HEADQUARTERS, BETHESDA, MD**

New 750,000 gsf headquarters office building.

**CANDLER BUILDING, 700 E. PRATT ST, BALTIMORE, MD**

Base building + tenant improvements in a 540,854 gsf office building.

**R. Jay Powell, PE, Fire Protection Engineer**

**7200 WISCONSIN AVENUE, BETHESDA, MD**

FA system design for a high rise retail/office building and garage.

**901 15<sup>th</sup> ST, NW WASHINGTON, DC**

FA system design for a high rise office building.

**VCU MEDICAL SCHOOL, RICHMOND, VA**

FA system design for a new high rise medical school building.

**PHOENIX PARK HOTEL, WASHINGTON, DC**

New FP/FA systems for a hotel building.

**NATIONAL ASSOCIATION OF BROADCASTERS, WASHINGTON, DC**

New FP/FA systems for an office building.

**AFL/CIO UNION HEADQUARTERS ANNEX, WASHINGTON, DC**

New FP/FA systems for an office building.

**1818 N ST, NW, WASHINGTON, DC**

New FP/FA systems for an office building.



**360 Engineering Group, PLLC**  
[www.360enggroup.com](http://www.360enggroup.com)

1201 East 3rd Street, Tulsa, OK 74120

918.518.1124



## FIRM PROFILE

### *Structural Engineering Services*

360 Engineering Group provides comprehensive structural engineering solutions for a wide variety of clients and projects. Our mission is to provide exceptional client service by focusing on innovation, creativity, flexibility and responsiveness in every aspect of our operations. That culture, coupled with our extensive technical and practical expertise, sets us apart and results in a positive client experience for projects of all size and scale.

360 Engineering Group was co-founded in 2013 by Elias Johannsson, PE and Aaron Landrum, PE, SE. They have a combined experience of over 41 years in the engineering and construction industry and have practiced engineering throughout the United States. The firm has grown to twenty-four employees in three offices. 360 Engineering Group is a native American owned firm and is TERO certified with the Cherokee Nation and City of Tulsa SBE designated business.

### Services:

- Structural Design and Analysis
- Building Information Modeling (BIM)
- Design Assists/Conceptual Design
- Cold Formed Metal Framing Systems
- Shop Drawing Preparation
- Commercial Pre-Purchase Inspections
- Expert Witness/Legal Consulting
- Structural Evaluation and Rehabilitation
- Accelerated Design Packages
- Peer Reviews
- Metal Building Foundations
- Special Inspections

### Clients:

- Architects
- Contractors
- Owners
- Property and Facilities Managers
- Attorneys and Insurance Companies
- Governmental Agencies





**360 Engineering Group, PLLC**  
[www.360enggroup.com](http://www.360enggroup.com)

1201 East 3rd Street, Tulsa, OK 74120

918.518.1124



**ELLI JOHANSSON, PE, LEED AP**

*Principal/Structural Engineer*

**Education:** Bachelor of Architectural Engineering - Structures  
Oklahoma State University, 1999

**Affiliations:** Oklahoma Structural Engineers Association, American Concrete Institute, American Institute of Steel Construction, Society of American Military Engineers, Tulsa Parking Board Authority, Street School Board of Directors (Past), Leadership Tulsa Class 46, and Entrepreneurs Organization

**Experience:** 21 years of structural engineering experience and more than 28 years in the in the Architectural, Engineering and Construction field. Licensed professional engineer for over 14 years and currently licensed in 33 states.



**AARON LANDRUM, PE, SE, LEED AP**

*Principal/Structural Engineer*

**Education:** Bachelor of Civil Engineering  
University of Oklahoma, 2007

**Affiliations:** Oklahoma Structural Engineers Association, Tulsa Young Professionals, American Institute of Steel Construction, Cold-Formed Steel Engineer's Institute. Member of the Cherokee Tribe

**Experience:** 14 years of structural engineering experience. Licensed professional engineer for over 9 years and currently licensed in 21 states.



**360 Engineering Group, PLLC**  
[www.360enggroup.com](http://www.360enggroup.com)

1201 East 3rd Street, Tulsa, OK 74120  
918.518.1124



### **Greenwood Rising**

*Tulsa, OK*

Design and coordination for an 11,000 square foot history center to serve as a gateway to the Greenwood District. The project had an estimated construction cost of \$7.5M. Key project features include cantilevered steel trusses supporting GFRC Panels and an accelerated design delivery schedule. Responsibilities included coordination, quality control, structural analysis, and construction administration for all project phases.



### **Tulsa City County Central Library**

*Tulsa, OK*

Design and coordination for the renovation of a five-story mid-century modern central library in the Civic Center Historic District. Key project highlights of include new monumental staircases, the addition of exterior glass study cubes, a rooftop solar array system, and a new outdoor garden space.



### **Archer Building**

*Tulsa, OK*

Design and coordination for the renovation of an existing concrete warehouse structure. Key project challenges included structural reinforcement of an existing roof for use as a new outdoor gathering space, floor modifications for new elevator shafts and mechanical chases, and a basement expansion. Responsibilities included coordination, quality control, structural analysis, and construction administration for all project phases.



**360 Engineering Group, PLLC**  
[www.360enggroup.com](http://www.360enggroup.com)

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918.518.1124



### **Mother Road Market**

*Tulsa, OK*

Design and coordination for a renovation of a 1930s single story 26,000 square foot warehouse into a community food hall and incubator restaurant hub. Responsibilities included conceptual design, design development, and coordination for all project phases. This facility also includes 3,440 square feet of commercial kitchen space, as well as for a general store and demonstration kitchen.



### **Tulsa Club Renovation**

*Tulsa, OK*

Provided structural engineering services for the renovation of an eleven-story structure into retail, office and residential loft space. Major components of structural items included floor framing modifications, repair details and analysis of existing structure. Responsibilities included coordination, quality control, structural analysis, construction administration and field investigations



### **American Solera Brewery**

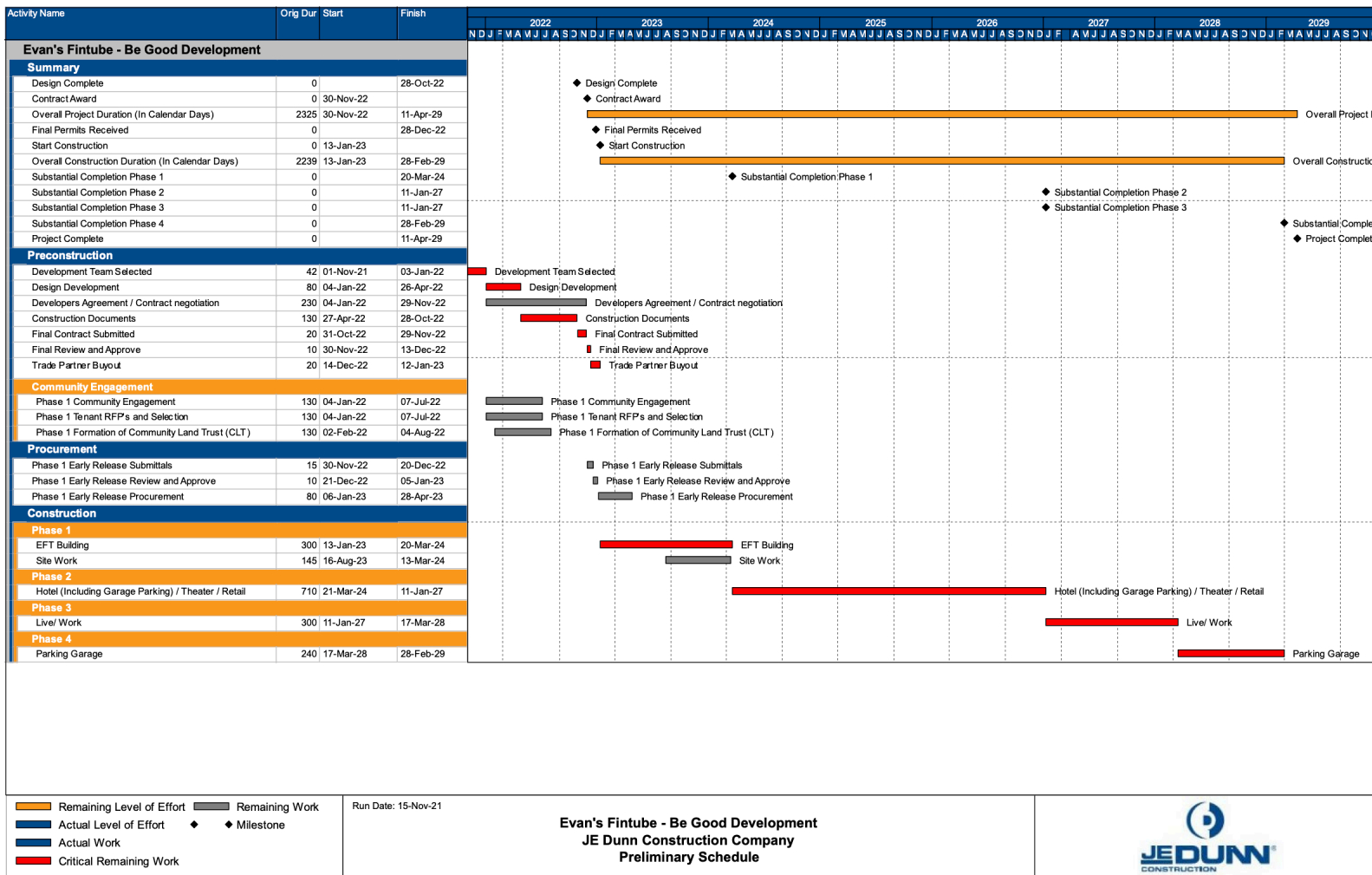
*Tulsa, OK*

Design and coordination for the renovation of an existing 13,760 square foot industrial building to serve as a tap house and brewery. Responsibilities included coordination, quality control, structural analysis, and construction administration for all project phases.



# APPENDIX C

## DEVELOPMENT TIMELINE



# APPENDIX D

## LETTERS OF INTENT





Date: 11/12/21

Franchell Abdalla  
Be Good Development Partners, LLC  
2230 E 25th St.  
Tulsa, OK 74114

Letter of Support/Interest

RE: Evans Fintube Property Historical Building Renovation

Mrs. Franchell Abdalla,

Prosperity Bank is interested in the Evans Fintube Property Historical Building Renovation Project. We are interested in providing funds up to a loan amount of \$31,000,000. We are excited about the possibility to partner with Be Good Development and JE Dunn Construction through construction and permanent financing if awarded. The Letter of Support/Interest does not represent a commitment to advance funds. Any loan commitment from Prosperity Bank will be based on final underwriting and will be submitted to you in writing.

We appreciate the opportunity to review this financing with you if awarded the Evans Fintube Property Project.

Sincerely,

Prosperity Bank

By: *Miesha Smith*

Printed Name: Miesha Smith

Title: AVP Commercial Lender

Phone: 918-748-4097

***Draft- For Discussion Purposes***

November 9, 2021

Ms. Franchell Abdalla  
Principal  
Be Good Development Partners, LLC  
2230 E. 25<sup>th</sup> Street  
Tulsa, Oklahoma 74114

***Re: Private equity (the “Proposal”) for the redevelopment of the Evans- Fintube property and associated acreage new development (the “Project”) in Tulsa, Oklahoma, made by JE Dunn Capital Partners, LLC.***

Dear Franchell:

JE Dunn Capital Partners is submitting, for discussion, the following proposal which, would constitute a potential framework for the negotiation of a definitive limited liability company agreement, whereby JE Dunn Capital Partners would contribute Qualified Opportunity Fund (QOF) equity for the development of the above-referenced Project. As the RFP process continues revisions may likely be made and recognize that certain costs are subject to further refinement.

<b>Property Description:</b>	Location:	Historic Greenwood District, Tulsa, OK
	Type:	Phased Mixed-Use Development
	Phase:	I

<b>Equity Contributions:</b>	JE Dunn Capital Partners has invested more than \$150MM in equity projects with a total market value of \$1.85 billion. If RFP is awarded, JE Dunn Capital Partners will work with Sponsor to provide direct equity investment, investor partner equity and potential bridge loan facility(ies) for phases II and III.
------------------------------	--

<b>Entity Structure:</b>	The form of the investment entity will be a manager managed limited liability company (the “Company”). An entity formed by the Sponsor shall serve as the Managing Member of the Company. An affiliate of JE Dunn Capital Partners shall be a member of the Company.
--------------------------	--

<b>Entity Governance:</b>	The parties agree to negotiate in good faith and execute the Operating Agreement prior to the funding of their Equity Contributions. Pursuant to the Operating Agreement, the Manager will have specific limitations on its ability to make certain “major decisions” without the prior approval of JE Dunn Capital Partners, such major decisions to include, without
---------------------------	--

limitation, variances from a pre-approved budget or marketing plan, project disposition, capital calls, or the refinancing of debt. The Operating Agreement shall govern the actions of the Company unless otherwise consented to by all of the Members.

**Due Diligence:**

JE Dunn Capital Partners shall have the right to review all matters pertaining to the Project, including, without limitation, all contracts, leases, title, engineering and environmental reports, property condition reports, surveys, tenant financials, and any other information which JE Dunn Capital Partners deems necessary in order to prudently consummate the transaction (“Due Diligence”).

It is understood that JE Dunn Capital Partners shall have full access to all records and other information pertaining to the Project in the possession or within the control of the Sponsor for the purpose of conducting its Due Diligence.

**Construction Financing:**

As a condition precedent to Closing, Sponsor shall be responsible for securing a construction loan (the “Construction Loan”) on terms consistent with the assumptions from the RFP and pro-forma.

JE Dunn Capital Partners shall not be responsible for any Loan Guaranties.

**Operating Agreement:**

The Parties will agree to negotiate in good faith the terms of a definitive Operating Agreement to govern the investment in the Project and reflecting the terms of this Proposal.

**THIS PROPOSAL IS FOR DISCUSSION PURPOSES ONLY. THE PARTIES’ OBLIGATIONS SHALL BE SUBJECT TO NEGOTIATION AND EXECUTION OF A DEFINITIVE AGREEMENT ONCE PROJECT HAS BEEN AWARDED TO SPONSOR.**

Sincerely,



Michael M. Collins  
Managing Director  
JE Dunn Capital Partners





**National Trust Community  
Investment Corporation**

a subsidiary of the  
National Trust *for* Historic Preservation

November 9, 2021

Franchell Abdalla  
Principal  
Be Good Development Partners  
2230 E. 25th Street  
Tulsa, OK 74114

Franchell,

The National Trust Community Investment Corporation (“NTCIC”) is providing this letter to advise that it may be interested in providing a new markets tax credits (NMTCs) allocation and facilitating an equity investment in the federal and state historic tax credits (HTCs) to be generated by the renovation of Evans-Fintube (the “Project”) in Tulsa, Oklahoma subject to certain NPS approvals, due diligence review, formal investment committee approval, and certain other conditions and requirements to be determined by NTCIC. Since its inception in 2000, NTCIC has provided tax credit financing of over \$1.5 billion in capital for various tax credit investments for nearly 200 transactions with over \$6 billion in total development costs.

Based on the information we have received, NTCIC is potentially interested in both providing NMTC allocation and investing in the HTCs generated through the rehabilitation of the Project. We expect the Project will demonstrate a need for NMTC allocation of which the amount NTCIC could provide will be determined upon a later date. In addition, we expect the Project will total \$25,600,000 of qualified rehabilitation expenditures and generate \$5,120,000 of Federal and State HTCs.

Once all other sources of financing have been secured, we will begin underwriting this investment opportunity. If this investment opportunity is approved for NMTCs by NTCIC and HTCs by one of our investors, NTCIC will issue a Letter of Intent (“LOI”) that outlines the terms of our proposed NMTC and HTC investment. Upon issuance of an LOI and due to the complexities of these transactions, closings typically take a minimum of 90 days.

The provisions of this letter are non-binding and are not intended to create or constitute any liability or legally binding obligation between the parties and is given for the sole purpose of including it with your RFP proposal. Neither party, nor any third-party, shall take any action, or refrain from taking any action, in reliance on this letter or any other agreement or understanding between the parties hereto pertaining to the subject matter hereof.

Thank you again for contacting us and we look forward to working with you.

Sincerely,

*Amanda Bloomberg*

Amanda Bloomberg  
Acquisitions Manager

November 10, 2021

Dear Evans-Fintube Developer Finalist:

Tulsa Economic Development Corporation (TEDC) is pleased to extend an offer of collaboration to you as your firm competes to become Master Developer (MD) of the Evans-Fintube (EF) site in Historic Greenwood. This partnership is available to all finalists.

TEDC is a catalyst in building equitable economic prosperity in Tulsa. We empower people, enable small businesses, and transform communities through collaborative initiatives that drive diverse and inclusive wealth building. As Tulsa's only certified Community Development Financial Institution, TEDC is an expert economic development lender in partnership with the U.S. Small Business Administration, the U.S. Department of Treasury's CDFI Fund, Tulsa County, and the City of Tulsa. Creative financial and knowledge capital are the dual engines that power all TEDC initiatives. Empowering people as entrepreneurs and harnessing the power of small businesses as anchors of equitable community growth are our fuel.

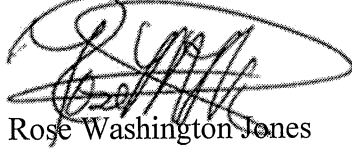
I am pleased to offer the following small business initiatives for inclusion in your bid to the Tulsa Authority for Economic Opportunity.

- 1) At no cost to the MD, TEDC will create a place-specific business planning and assistance program to help recruit and train start-up and/or expanding businesses for tenancy in the new EF retail, entertainment, and cultural district based on the MD's desired tenant mix. As part of our recruitment strategy, TEDC will engage community partners to promote the site's vision: "to observe, foster, and support racial equity and economic justice, while honoring "the legacy of the Greenwood neighborhood." We will offer multiple business planning opportunities through TEDC's Entrepreneurial Development and Education Network (EDEN). Program offerings will be classroom based and specific to EF. Business planning programs may include Mortar Tulsa, Small Business University (Fast Trac and Self Employment Workshop), and FORWARD (Franchising Opportunities Reinforced With Assistance Rewards Development).
- 2) TEDC will offer its Creative Capital brand of lending to all potential tenants. While our loan offerings are more flexible than traditional bank loans, staff underwriting and approval by TEDC's Board of Directors are part of our process. TEDC's C's of Lending are: creation of jobs, character of applicant, conditions reflected in the current economic climate, collateral, cash flow projected in the proposed tenant's business plan, capacity of the owner to operate the business, and (no) credit elsewhere. Even so, we are very committed to ensuring equal access to those who may fall short of some C's of Lending. We anticipate loans of up to \$250,000 per tenant, as needed. Terms will be flexible with a 3% fixed interest rate over a five-to-ten year repayment period based on the needs of the business and use of funds. Loans may be used for start-up expenses, general working

capital, inventory, tenant improvements, FFE (furniture, fixtures, equipment), other equipment, and “most” other business purposes. An application and supporting documents are required. TEDC staff will provide guidance to anyone who needs help applying.

I hope you find this letter helpful as you adapt a strategy that supports the vision of the site under redevelopment. Please feel free to contact me at 918-585-8332 or [rose@tedcnet.com](mailto:rose@tedcnet.com) if you need additional information.

Sincerely,

A handwritten signature in black ink, appearing to read 'Rose Washington Jones', enclosed within a large, loopy oval shape.

Rose Washington Jones

xc: Tulsa Authority for Economic Opportunity  
William Linsao, TEDC  
Ciore Taylor, TEDC  
Ray Fitzgerald, TEDC





## Be Good Development Letter of Support

November 15, 2021

To the Evans-Fintube selection committee,

I am writing on behalf of Black Wall Street Chamber of Commerce (BWSCC) to express strong support for the Be Good Development proposal for the Evans Fintube Site. Their vision to rebirth Black Wall Street through arts, technology and entertainment will provided an opportunity to design and implement programs that are accessible, equitable, and transformative for communities of color in Tulsa.

BWSCC believe Black Wall Street was founded to build a community of black visionaries and entrepreneurs dedicated to building their dreams and our organization believe the Be Good Development vision will continue and uphold that legacy.

As the Greenwood community works to redefine itself after the centennial, we are honored to stand beside a team that will lead that redefinition in a promising direction with such a powerful vision.

Most of all, BWSCC feel the Be Good Development team itself with its makeup and connection to the Greenwood community would best execute on this project with the level of care and diligence it deserves.

Sincerely,

*Sherry Gamble-Smith*

Sherry Gamble Smith

CEO & President

Black Wall Street Chamber of Commerce



# HISTORIC GREENWOOD DISTRICT

November 12, 2021

Dear Developer Finalist:

On behalf of The Historic Greenwood District Main Street (HGDMS), it is our pleasure to submit a letter of support for your organization, as one of the finalists for the Evans FinTube development site. We believe by extending our name and support to all development finalist; in the spirit of true collaboration and strong partnership, will allow our community to move forward in a positive manner.

HGDMS understands the value of economic development in the Greenwood District and in our local economy and its impact on Black Americans across the nation. This project is key to encouraging tourism, recruiting, and retaining Black businesses which are greatly needed in the area. This development is a step in the right direction to bring the community together and can provide a place to preserve the heritage of Greenwood through various economically stimulating commerce, events, and festivals.

A healthy and vibrant Greenwood District is important is not only important to our local economy, but to the world. In closing, I want to say thank you for the opportunity to be involved in this groundbreaking project.

Sincerely,

*Bill White*

Bill White  
Executive Director  
Historic Greenwood District Main Street

# APPENDIX E

## MINORITY DEVELOPMENT PROGRAM





M

# MCD PROGRAM

COMMITTED TO DIVERSITY

EXPANDING CAPABILITIES  
AND BUILDING RELATIONSHIPS

# MCD

## Minority Contractor Development Program

JE Dunn has a longstanding commitment to helping minority-owned and women-owned businesses succeed. **The Minority Contractor Development (MCD) Program** is a series of classes and activities designed to educate and equip minority and women contractors for success, help grow their businesses, and launch a partnership with JE Dunn. Classes and activities are largely facilitated by JE Dunn staff, with a focus on business and leadership skills needed to compete in the construction industry.

The program has helped M/WBE companies achieve success since its first graduating class in 2006. The program is free of charge for participants who are selected through an application and interview process. Participants must proactively complete the pre-qualification process, with support from JE Dunn personnel during the program, to achieve pre-qualification status prior to graduation.



# Meet the Diversity Team



**Indria Hollingsworth**

*Sr. Diversity, Equity,  
Inclusion Manager –  
South Central Region*



**Kisha Bausby**

*Sr. Diversity, Equity,  
Inclusion Manager –  
Midwest Region*



**Mel Jones**

*Sr. Diversity, Equity,  
Inclusion Manager –  
West Region*



**Mishaune Sawyer**

*Sr. Diversity, Equity,  
Inclusion Manager –  
East Region*

## Why MCD is beneficial to JE Dunn and to participants

- Exposes JE Dunn to talented business partners who have the potential to work on JE Dunn projects
- Advances the general business skills of participants and builds capacity
- Provides networking opportunities with JE Dunn professionals and other companies participating in the program
- Enables pre-qualification of program graduates to work on JE Dunn projects
- Promotes mentoring relationships between participants and JE Dunn team members



# MCD PROGRAM

COMMITTED TO DIVERSITY

## Pre-qualification Workshop

### SESSION 1

#### **Sales & Marketing**

Finding the right opportunities

#### **Human Resources**

Recruiting and retaining talented people

### SESSION 2

#### **Competition**

How to survive in today's competitive marketplace

#### **Mock Bid**

What happens on bid day, how to plan for bid day, scope review



"It's remarkable that a company of JE Dunn's size takes an interest in small businesses. The MCD Program can benefit companies of any age. Ours is 17 years old, and the subjects covered are those that everyone needs. It gave me the opportunity to show my endurance and follow through to the project managers. Now I feel my name and my company's name are at the forefront when projects come up."

#### **Michelle Smith**

President, HMC Enterprise Corp.

# MCD

## SESSION 3

### Leadership

Preconstruction, construction, and post construction - who does what?

### Project Documentation & Closeout

Contracts, submittals, correspondence, PRs, OCRs, RFIs, ASIs, CCDs, etc. No lingering issues, final billings, punchlist and warranties

## SESSION 4

### Time Management

Organizing various tasks

### Project Scheduling

Your schedule vs. the project schedule, workforce, potential delays





# THE

## SESSION 5

### QA/QC

### Safety

Review manuals & EMR ratings

### Jobsite Visit

### Construction Technology

## SESSION 6

### Financials

Cost reviews and pay applications

### Risk Management Evaluation

Review of pre-qualification profile



"Before the class, I had no contracts or practical information, but I was able to build a track record with JE Dunn. Each contract has gotten bigger than the previous one. It seems that JE Dunn gains trust in you, and you gain respect from them!"

**Dwayne E. Lewis**

President, Lewis Block & Supply Company



# CURRICULUM

## SESSION 7

### **Principles of Business Excellence**

Plan for revenue growth and succession planning

## SESSION 8

### **Deep Dive Day**

Participants have one hour with JE Dunn SMEs



JE DUNN'S  
**MCDPROGRAM**  
COMMITTED TO DIVERSITY

**"The only things we build better than our buildings is our relationships."**

**William H. Dunn, Sr.**  
**Chairman Emeritus, JE Dunn Construction**



**www.jedunn.com | 816.474.8600 | diversity@jedunn.com**

**follow link to apply: <https://goo.gl/2okobH>**