



**GREENWOOD  
PHOENIX**  
DEVELOPMENT GROUP

# Evans-Fintube Redevelopment

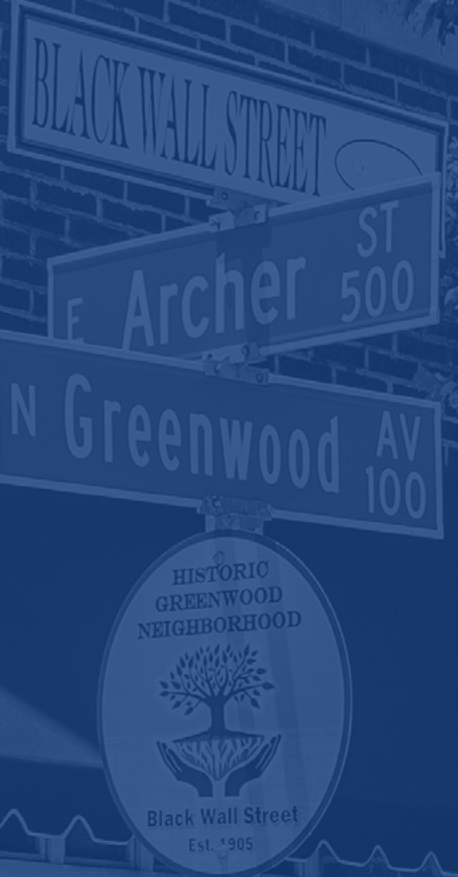
RFP RESPONSE

## Proposed Team



# TABLE OF CONTENTS

A. Project Vision	3
B. Development Phasing and Timeline	19
C. Development Team Qualifications	23
D. Financial Offer & Deal Structure Proposal	55
E. Community Ownership, Wealth Building, and Economic Opportunity	81
F. Appendix	85



# A. Project Vision

When the Greenwood Phoenix Development Group initially read the Evans Fintube solicitation, we could easily see that the magnitude of this project would require experience and execution of a vision that breaks from traditional real estate development. Those very words introduced our RFQ submission, and we've held to the promise of bringing a visionary project that is unlike any traditional real estate development seen to date. We have completed our research, listened to the community both at the public engagement sessions and through our own engagement efforts, put pencil to paper to designing state of the art facilities, layered equitable development throughout our project, integrated health and wellness in our program, and created not only a financially viable development but one that is sure to take the national stage.

In the following pages you will see the details of our proposal unfold. Our program starts by encompassing a health and wellness initiative that targets all ages from our North Tulsa youth who have to commute at least 30 min out of their neighborhood to participate in a sport that they love, to our weekend warriors looking to engage in physical activity in their spare time. These spaces will allow the community to participate and engage in the social aspects of physical activity. Our program develops real estate assets that will act as huge economic drivers through sports tourism. These developments will generate tangible dollars that the community will benefit from by taking an ownership stake in the real estate through the Trust created for Greenwood residents, or as equity investors through our Greenwood Phoenix Trust Opportunity Zone Fund. Our program will also bring retail that is representative of the people of Greenwood with a unique ownership model and low barrier to entry. Last, we will bring mixed-income housing that is attainable and inclusive while contributing to a development that is truly live, work and play.

Most importantly to our proposal is in the offerings of community ownership, wealth building, and economic opportunity. We have created an equitable development project on a large scale, and we are excited to unveil the details in our proposal. We approach this project as good stewards of all City of Tulsa incentives, including the use of Tax Increment Financing (TIF). Through our non-traditional approach, TIF will only be utilized in the aspects of this project that create wealth for the Greenwood Community through real estate ownership. Second, our small business retail tenants will have a low barrier to entry and an ownership share in the real estate asset. This allows them to financially benefit from the real estate values that they inherently create. Last, we are creating major economic drivers that will bring significant dollars into the entire North Tulsa community for many years to come.

## Vertical Development Program

When approaching the redevelopment of the GPDG project, the Greenwood Phoenix Development Group (GPDG) ventured to create a community-centric Tourism District (Greenwood Phoenix) that brings back the vibrancy that was historic Greenwood. While recreating a historic Greenwood Main Street environment with the same vibrancy that historic Greenwood had is not feasible with just one large project, we wanted to create a vibrant tourism district that creates health and wellness, economic development and wealth creation opportunities for Greenwood and North Tulsa residents and future generations. With this goal in mind, we have designed a development program that will feed off the tourism created by USA BMX with a new multi-purpose outdoor stadium (Greenwood Community Field) and an indoor youth and amateur sports complex (Greenwood Indoor Sports Complex) to create a permanent year-round tourism district that will be anchored with retail and a hotel operated and owned by African American Tulsans. This opportunity for ownership will create real and tangible wealth creation opportunities for African American Tulsans.

## The Health & Wellness Approach

This site offers unique challenges, but also opportunities from a health and wellness perspective. During community gathering sessions as part of this RFP process and other community feedback we gathered, we learned that there is real and perceived mistrust regarding the environmental contamination and future major environmental risks regarding this site. We are aware that environmental clean-up has taken place on the site over the last few years, however given our scope of development and desire to demolish the historic Iron Works building, we anticipate further environmental clean-up will be needed. Undoubtedly, the largest source of environmental concern is the existing Watco butane transloading facility. This facility poses significant risks to any development that will be constructed on GPDG from an environmental standpoint, but also from a potential redevelopment.

For the above reasons, we have determined that to redevelop the GPDG site property, Watco must be relocated off the site adjacent to GPDG to another suitable location in Tulsa County. We have been in conversations with Watco about relocation. One of the principals of GPDG, Tim Strange, is uniquely equipped to lead the relocation effort for Watco. Tim is also a principal and President of Newmark Robinson Park and given this has the experience and skillset to lead the relocation effort for Watco in Tulsa County. To date, we have identified one suitable site for relocation and are in negotiations with Watco on what it will take to get them to relocate to this site in northern Tulsa County. Furthermore, to ensure the future environmental safety, health and wellness for the GPDG site, Watco has committed to make a financial investment in GPDG's planned redevelopment of the GPDG site and existing Watco land.

Our team is acutely aware that the life expectancy of North Tulsans is nearly 10 years less than South Tulsans. Given this very troubling fact, our development team is focused on creating real opportunities for promoting health and wellness for Greenwood residents and North Tulsa residents. Beyond removing environmental risks on this site, our project promotes health and wellness directly in two primary ways with an outdoor multi-purpose stadium, Greenwood

Community Field, which will be programmed throughout the year by ASM Global (ASM) and Sports Facilities Companies and an indoor sports facility that will be programmed year-round by Sports Facilities Companies. Furthermore, our development plan calls for a sizeable green space on the southside of the development, which will promote a park-like atmosphere. This space will also be programmed year-round with community focused events that promote socialization while creating a sense of place and belonging.

What is the other key reason for the health and wellness approach? GPDG believes it solves a community need while generating economic value for the city of Tulsa and competitive wealth creation opportunities for north Tulsan residents. Specifically, for the youths of North Tulsa, there is evidence from studies that illustrate appreciable value with this approach.

According to a Harvard University study, 9 in 10 parents whose middle or high school aged child plays sports say that their child benefits from participating in sports. Another survey of parents revealed the following:

Benefits child's physical health	88%
Gives child something to do	83%
Child learns about discipline or dedication	81%
Child learns how to have a good relationship with other people	78%
Benefits child's mental health	73%
Benefits child's social life	65%
Gives child skills to help in future schooling	56%
Gives child skills to help in future career	55%

GPDG intends to deliver this level of impact with the redevelopment of the Evans-Fintube site.

## GREENWOOD INDOOR SPORTS COMPLEX

When a community gathers to cut the ribbon on a brand-new venue, a sense of pride and ownership in that venue is established. When that venue is a health and wellness indoor sports complex designed to simultaneously meet the health and wellness needs of its community's residents—of all ages—and contribute to the economic development and wealth creation opportunities for the same residents—it is transformative and the cause for a greater celebration. The 135,000 square foot Greenwood Indoor Sports Complex is a culmination of the challenging work, but more importantly it is an open door to the power of sports to eradicate a portion of a community's health and wellness disparities. Our development team's mission is to improve the health and economic vitality of the Greenwood community we would serve. We are looking forward to the day when we see the crowds of people at a ribbon cutting or groundbreaking ceremony, families gathered to cheer on their children's games, our seniors socializing during a brisk walk, or friends gathering for community celebrations, we are one step closer to fulfilling our mission and motivated to continue to work tirelessly to achieve unprecedented results in all phases of facility development and operation.

The GPDG team is bringing Sports Facilities Companies (SFC) to Greenwood Phoenix to serve as the program operator for the Greenwood Indoor Sports Complex. Strategically master-planned, the Greenwood Indoor Sports Complex is a 135,000 square foot facility designed to market to indoor sports programs locally and regionally. SFC has the bandwidth to not only ensure premier community engagement, but the company will also work towards making the venue a self-sustaining sports tourism operation that also positively impacts lodging and food & beverage in the area.

This sports venue represents so much more to North Tulsa than simply a sports operation. The venue also allows for partnership with a prominent healthcare provider. GPDG will recruit a local healthcare provider to Greenwood Phoenix that offers basic and continuum of care services that are an extension of the programmed physical activities. The complexity of healthcare has intensified at every level. The complexity of healthcare changes are driven by increased competition and the need for health systems to reach broader audiences in ways that impact community health outcomes. Hospitals and healthcare service providers are increasingly engaged in programs that impact physical activity levels and nutrition education objectives.

In the most ideal settings, health care providers connect with families in non-clinical settings and in ways that promote long term wellness. These are just some of the reasons why hospitals and healthcare systems across the U.S. are engaged directly in youth sports and community recreation venues run by SFC. SFC venues host 25 million + visits annually. The firm is the only recreation/sports strategic partner to the International City Managers Association, and a founding member of the Aspen Institute Project Play 2020. Their venues build connections with families, drive health care preferences, and help hospital systems broaden their offerings and brand appeal through expansion of sports medicine, orthopedic, and family medicine. They also provide direct opportunities to improve physical activity levels, to provide diabetes prevention and other nutrition and lifestyle education, and they reach families throughout the region through their hub and spoke approach. This allows health partners to institute programs that meet federal guidelines for contributions to the social determinants

of health. And, to connect with families with school aged children in ways that positively impact outcomes.

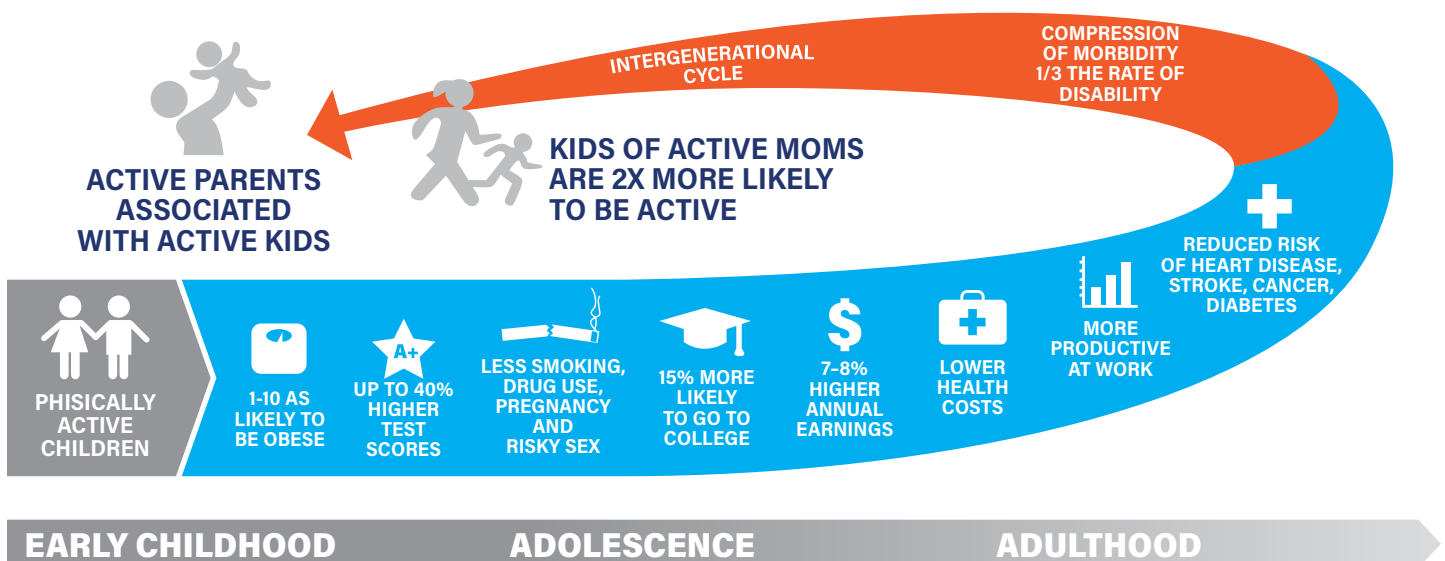
Through this partnership SFC and GPDG, the 135,000 square foot venue will bring the leading-edge approaches to community impact, wellness, brand awareness, and engagement in clinical and non-clinical settings. We desire to engage directly with the healthcare provider in strategizing and maximizing this opportunity to connect with the North Tulsa community at the next level. The venue and its operations will be designed to program the following:

- Health & Wellness Programming
- Community & Socialization
- Engagement & Activation
- Sports & Recreation

There is a growing need for access to sport for North Tulsa's young children and their families. The need includes the integration of physical activity back into the daily lives of communities. This Greenwood Indoor Sports Complex will serve as the hub of recreation activity, nutrition education, and potentially sports medicine. The center will deploy technology that allows for reporting on a variety of key metrics related to wellness and health outcomes.

Addressing the root cause of inactivity helps to build a healthier and stronger community. Health and wellness programming opens the door for the healthcare operator to engage the adult population through various possibilities to include, but not exclusive to orthopedics, sports medicine, physical rehabilitation and physical therapy.

Community and socialization programming will be consistent with the healthcare operator's Corporate Social Responsibility program, which involves partnership with local and regional youth and amateur sports programs. Engagement and activation involve the integration of partnerships. For example, the healthcare operator can use the youth and amateur sports venue in partnership with higher education (Langston University and Oklahoma State University) that strengthens regional healthcare infrastructure.



What is evident is that the youth and amateur sports venue supports the mission of a health care operator and Greenwood Phoenix as the hub and epicenter of healthcare administration and operations as well as health and wellness programs. The GPDG team believes this venue and program integration with the healthcare operator embeds the company at Greenwood Phoenix for many years to come.

The venue will also represent a robust sports tourism business that not only benefits the healthcare operator, but it also creates measurable economic impact for the city of Tulsa and for hospitality throughout the city and region. This is explained in further detail under Community Ownership, Wealth Building, and Economic Opportunity.

## **GREENWOOD COMMUNITY FIELD**

A destination for community sports and entertainment, Greenwood Community Field is destined to co-anchor a vibrant, dynamic redevelopment of Evans-Fintube by providing community engagement, socialization, sports and entertainment to North Tulsa. The building will be iconic in its design, complementing the character of the overall complex while creating an immediately recognizable destination within the larger Greenwood Phoenix development. The facility also fills a gap between smaller venues—typically high school facilities—and larger venues such as collegiate outdoor facilities. Greenwood Community Field is an outdoor, open-air sports complex that will be the new home of FC Tulsa and will boast a seating capacity of 10,000 people. FC Tulsa is Oklahoma's premier professional soccer club that plays in the USL Championship, the second division of U.S. Soccer. FC Tulsa, previously known as the Tulsa Roughnecks, were purchased by the Craft family in 2019. FC Tulsa is more than a professional soccer club. FC Tulsa is a community change agent. The Tulsa Dream League was formed through partnership between FC Tulsa and the Tulsa Dream Center, a community center in North Tulsa. The Tulsa Dream League will be Tulsa's first fully funded North Tulsa elementary soccer league for boys and girls. Tulsa Dream League held its inaugural season in Spring of 2021. A myriad of opportunities to partner with community groups on several programs—including curriculum on topics surrounding health and wellness, sports medicine and sports education—are now possible with the development of Greenwood Community Field and the Greenwood Indoor Sports Complex.

Consistent with a community engagement and socialization focus, Greenwood Community Field will be diverse in its uses and flexible in its design to accommodate and include youth and amateur sporting activities, high school and collegiate sporting activities, concerts, graduations, weddings, community festivals and corporate and other private banquet functions. As a part of the Greenwood Phoenix development, Greenwood Community Field will serve as a destination that benefits area restaurants, retail shopping and night life. Coupled with the Greenwood Indoor Sports Complex, USA BMX and other cultural and entertainment assets—Greenwood Community Field is a job and wealth creation catalytic economic engine.

Leading the effort in community engagement effort through sports and community activities is SFC. Greenwood Community Field will be an extension of SFC's extensive programming that also includes the Greenwood Indoor Sports Complex.

GPDG is also pleased to introduce ASM Global, which is responsible for additional programming—up to ten events annually—that is beyond the activities of FC Tulsa and SFC. ASM Global was formed by the merger of AEG Facilities and SMG, the leaders in venue and event strategy, management and other services. For more than 40 years, the company's clients have benefited from ASM Global's depth of resources and unparalleled experience, expertise and creative problem solving. ASM Global is the world's most trusted manager with experience and capabilities that are unmatched in its industry. The company's expertise, resources and local knowledge enable ASM Global to deliver localized solutions that bring stadiums to life with unforgettable experiences where communities come together to celebrate and thrive. To provide a seamless experience, ASM Global combines the best practices, knowledge and innovation from its global network with local knowledge and expertise. In doing so, the company can optimize the operations of each stadium it manages and deliver an unmatched guest experience in North Tulsa. The ASM Global team has decades of experience successfully collaborating with the company's stadium partners to develop customized solutions that increase efficiency, drive value and deliver unparalleled guest experiences. ASM Global provides a full range of stadium management, operations, hospitality, marketing and content development services, as well as pre-development, pre-opening and operations consulting, which can be fully customized for the needs of Greenwood Community Field and the North Tulsa community.

## **HOSPITALITY**

With the development of the state-of-the-art Greenwood Indoor Sports Complex and the premier outdoor venue, Greenwood Community Field, the GPDG team recognized the importance of hospitality within the development mix. Sports tourism, community engagement events and festivals, and events programmed by ASM Global speak to the need for a quality hospitality experience. The hotel can also serve as the anchor hotel for USA BMX and its cache of events. The GPDG plan calls for the development of a 199-key full-service Sports Illustrated Hotel & Resort. Since 1954, Sports Illustrated (SI) has been the trusted leader of most iconic impact name in sports media. For more than 67 years, SI has shaped the narrative around sports. SI captures moments and makes them history. Through the magazine, sports have become culturally relevant, and not just part of the conversation—it is the conversation. As a cultural touchstone, SI creates communities that connect players, teams, and fans to the world of sports and tells the stories that make athletes bigger than their game and the journey bigger than the win. With more than seventy million followers, SI is now expanding its impact and global reach into experiential hospitality. The most iconic brand in sports is now becoming the most exciting and unique place to stay, work and play. Sports Illustrated Hotels and Resorts have created a place for families and students to gather, hold events and simply create a fun, welcoming home away from home. It is also a place that can host North Tulsa proprietary events and awards ceremonies that honor community

youth programs, local high school, and collegiate athletes. The hotel and resort amenities include:

- Active Lifestyle Amenities for the Whole Family
- SI Sports Bar & Grill
- Co-Working Spaces and Conference Rooms
- Events and Sports Center
- SI Fitness and Wellness Center
- Proprietary Retail Experience and Merchandise

Experiential Ventures Hospitality (EXP) is the lead component developer of the Sports Illustrated Hotel and Resort. EXP is a trailblazer in experiential hospitality, restaurants, active lifestyles, sports and entertainment with a seasoned team of hospitality, culinary, branding, retail, design, technology, entertainment and real estate leaders. The team has worked with iconic brands like Disney, MGM, Universal Music Group, American Express, Marriott, IHG, Samsonite, Reebok and more. EXP uses its expertise to create, expand or reposition brands and especially brands with high consumer appeal. The company believes the five main experiential drivers are technology, music, sports, arts and cuisine. The Greenwood Phoenix development program is a perfect fit for the EXP team.

EXP will design the hotel to not only meet lodging needs, but it will also ensure the hotel is consistent with the health and wellness GPDG theme. EXP and SI believe a healthy mind and body translates into a happy, productive person. The SI Hotels and Resorts feature an extensive fitness center with access to personal trainers, specialized fitness programs and sports medicine. Hotel amenities are available for patrons in search of physical and extracurricular activities that are enjoyable for all ages and promote health and wellness.

The Sports Illustrated Hotel and Resort team will work closely with SFC and ASM to promote and program the SI Youth Camps. SI will provide exciting sports camps featuring appearances by recognized sports stars providing not only advice on how to up-your-game, but positive mentoring within a health and wellness platform. Sports are one of the most crucial factors in teaching team building skills and insuring a greater sense of health and wellness. Sports programs are also a primary factor in keeping kids away from distractions and providing them with a sense of accomplishment.

## **RETAIL & RESIDENTIAL**

The final program element is a series of mixed-use buildings which is flanking the ceremonial gateway into the site and encompassing an outdoor area that will be activated by local, black tenants showcasing professional services, unique retail, and food and beverage establishments.

The true success of any commercial district is a healthy mix of local, small business retailers adjacent to large, national credit tenants. These two extremes which may appear at the surface as a dichotomy will actual thrive better when paired together. With Sports Illustrated Hotels bringing food & beverage and proprietary retail to the site, we will build an adjacent retail experience at the base of multi-family housing that is in the same vein of what was created at EastPoint in Oklahoma City. This retail will be a

mix of local, black-owned businesses which will showcase the entrepreneurial spirit of Black Wall Street. Over the past several weeks, we have successfully engaged with several young, black entrepreneurs who are ready to be a part of a project of this magnitude. They are ready and willing to take the stage and be the face of this development that is not only driving significant economic growth for Greenwood and North Tulsa but will also be on the national stage for true equitable development.

Given the community feedback we received during the second community session, we felt it important to incorporate mixed-income housing into the planned development. With Rose Rock and Pivot's background building high quality mixed-income multifamily, this was a natural addition to the overall program for us. The best place on the site for the multi-family to be located is above the planned retail spaces in the development. We have planned for sixty-two (62) total multifamily units with 50% of our units set aside for those earning at or below 60% of AMI, with the other 25% of our units being at workforce rates and the final 25% being at market rates. In examining the final program with the multifamily housing included on the site, we are extremely excited to make this addition to our overall program and create a development that is truly live, work and play all on the same site with housing that is attainable and inclusive.

## **Horizontal Improvement Program**

Our approach to horizontal improvement involves modernizing all the infrastructure on the site in addition to creating new roads within the development. Our development plan requires our site to be connected to city water, storm sewer, city sewer, ONG natural gas, and PSO for electric power. We will also need access to Cox and AT&T for data services.

If chosen as the designated redeveloper, we will need to contract studies on the existing Evans-Fintube site and the Watco land to the west. We will need to conduct a comprehensive environmental report, taking into account the environmental remediation completed to date. We will also conduct geotechnical studies, and if necessary, begin environmental subsurface remediation activities.

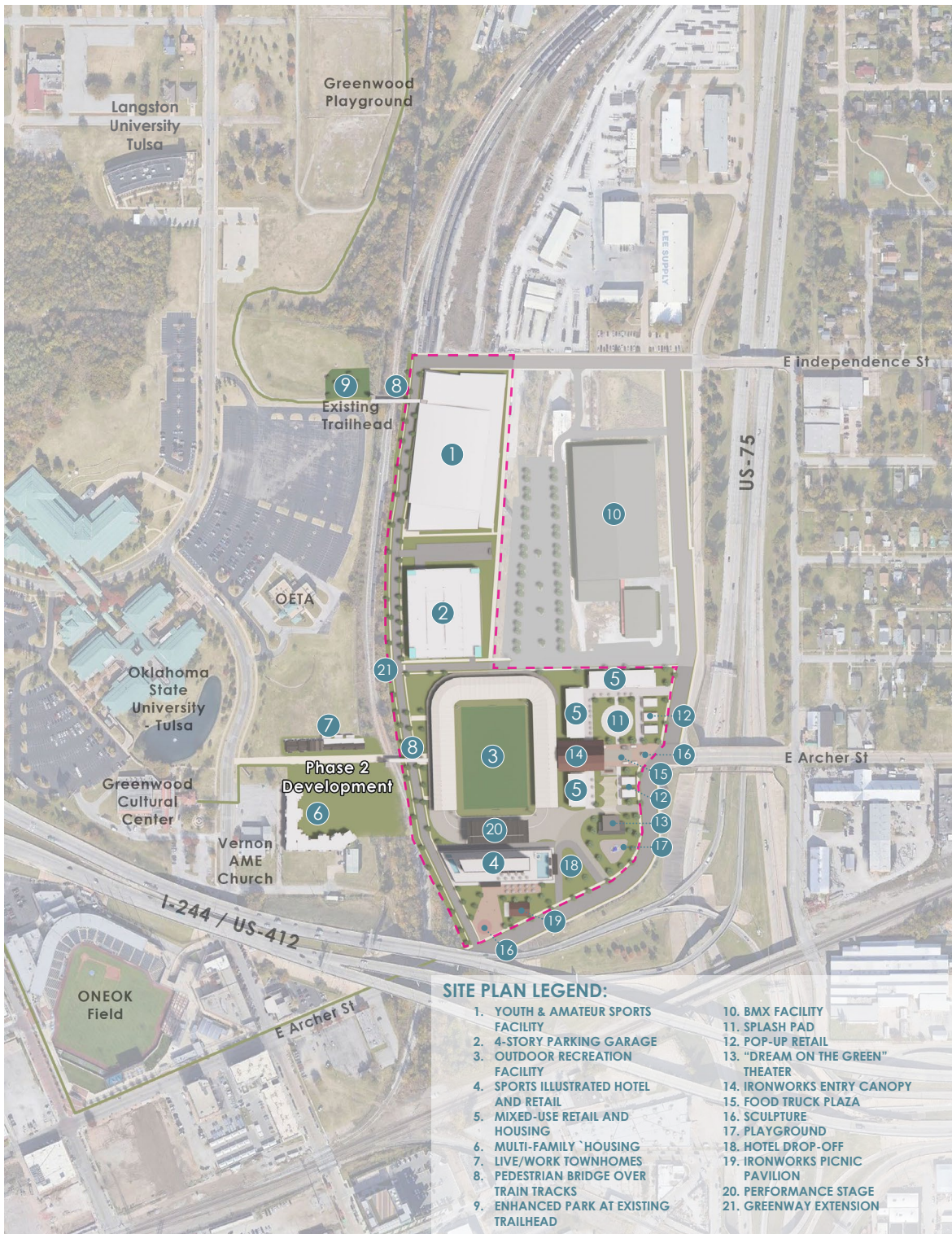
Our first phase once environmental remediation is complete, and construction begins will be to demolish all existing structures on the Evans-Fintube site and the Watco site. Once all structures have been demolished, we can begin site preparation and construction of all the site improvements.

We are currently evaluating saving certain aspects of the historic Ironworks Building for inclusion in our development to pay homage to the historic structure and Tulsa's history on this site.

## Architecture Concept

The GPDG team understands that architecture is not simply about designing buildings; it is about creating an experience and opportunities to thrive and prosper because of that experience. Looking back at historic Greenwood, the buildings which formed the community provided the backdrop for that experience exactly.

And when those buildings were destroyed, the devastation reached beyond bricks and mortar crippling any opportunity and prosperity that still has implications on the vitality of the Greenwood community and the livelihood of its residents to this date.







## HISTORY

The historic Oklahoma Ironworks building is proposed to be removed from its original location on the site and deconstructed for reuse. Our team understands that every structure within the Greenwood community holds historical significance, so this decision was not made lightly. Considering the environmental impacts and the need for abatement at the area on which it is located guided our decision. We made a conscious decision to repurpose components of the original structure and incorporate them in the most prominent entry areas of our architectural concept. The approach to the GPDG site from the E. Archer overpass will be designed as a ceremonial gateway using the ironworks steel. This relocated, reconstructed Oklahoma Ironworks structure stands tall to greet visitors at the entry plaza. The structure's roof covering not only creates a ceremonious entry to the site, but it allows protected areas for the location of Black-owned food trucks to serve the site.

The tallest and middle part of the structure acts as a visual framed backdrop for the iron plaza sculpture that commemorates the rising of Greenwood. The sculpture is also molded from the Ironworks building steel (see rendering #1 thru #3).



RENDERING #1



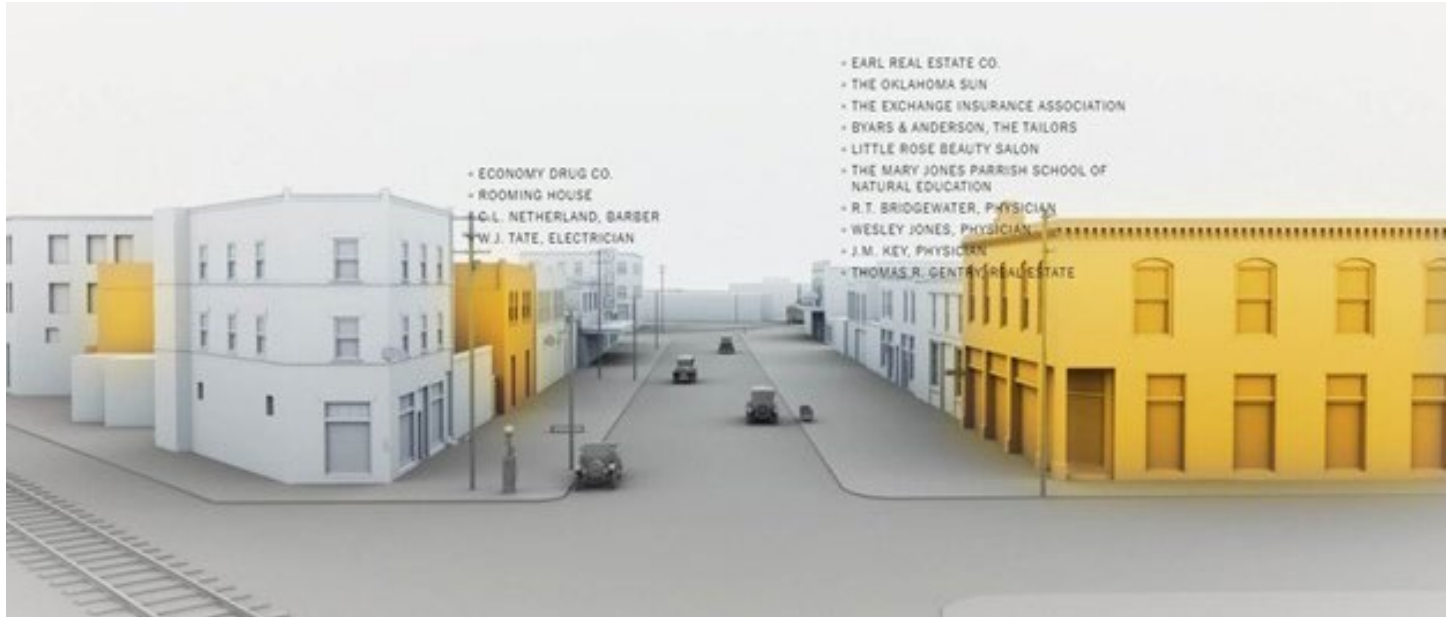
RENDERING #2



RENDERING #3

## BUILDING PLACEMENT AND WELLNESS

Learning from historic Greenwood and Black Wall Street, we understand that building placement and adjacencies have a profound effect on how people move throughout a site and the resulting experiences that they have. The New York Times illustration below demonstrates the types of businesses and their location on historic Black Wall Street.



A person could literally be entertained, eat dinner, shop, find a room for rent, get a haircut, and go to the doctor without leaving the area. This is the essence of “walkable” sites. They are meant to promote physical activity and wellness naturally by placing complimentary buildings in relative proximity and creating opportunities to make stops along the way to your destination. This is a proven business model where one business or building type is a catalyst or driver for foot traffic to other destinations. To accomplish this goal, we have

placed several foot traffic drivers on our site. The placement of the Greenwood Community Field located central in our site, surrounded by dozens of retail shops, restaurants, businesses, a 199 key hotel, an indoor sports & wellness facility, and residential units is an opportunity for 10,000 (seats) people who might otherwise be a passerby to experience and explore the full Intent of the Greenwood Phoenix site. See rendering #4.



RENDERING #4

## COMMUNITY CONNECTIVITY

Connectivity to Historically Black Langston University and the historic Greenwood District is of the utmost importance in the development of the GPDG site. We have incorporated 2 pedestrian bridges to bridge the gap that was caused by the existing railway. One bridge is located plan North on the site which connects to the existing Greenwood walking trailhead near Langston University. This bridge connects to the GPDG site at the indoor sports complex. The GPDG team will work with Langston University so that the facility can be an asset to the Physiology/Rehabilitation program which covers courses such as HA 3333 Community Health, HA 4333 Issues in Minority Health, RS 3673 Introduction to Health and Wellness, RS 3733 Culture, Health, Wellness &

Disability, and many others. GPDG will also work with Langston University to provide jobs, training, and mentorship in any other programs that can be supported by the offerings of the site. The other bridge will be located plan South on the site near Vernon AME Church and Greenwood Cultural Center. The bridge will terminate at what GPDG is designating as Phase II development where we intend to add even more housing units and live/work townhomes. Our team is sensitive to the damage that the highway and railway system has caused in the Greenwood community and these beautifully designed bridges aim to heal those wounds and reconnect North Tulsan's to the services and resources that they deserve.



RENDERING #5



RENDERING #6

## SITE PROGRAM AND PARKING

Because the Greenwood Phoenix site is focused on prosperity, health, and wellness our team has designed the site with many community spaces that allow users the flexibility to accommodate various activities. There is a community pavilion located on the hotel plaza for public use. The pavilion uses the historic Ironworks framing to make the shelter. Also located on the hotel plaza/community space is an iron sculptural element that symbolized the spirit of the Greenwood community, a fire that cannot be quenched. See rendering #7. The community space at the East Archer entrance hosts Black-owned pop-up retail venues, an outdoor

covered performance theater (see rendering #8), mixed use retail and housing, park/playground, and a community splashpad for families to enjoy (see rendering #9). Understanding that the site will be largely accessed by vehicles, our team is providing a 4-story garage to accommodate parking needs. The parking garage (see rendering #10) is located central on the site, but it is also located so that it encourages site exploration and aids in creating a “walkable” site in which everyone of all ages can get to their destination comfortably.



RENDERING #7



RENDERING #8

## PROSPERITY, HEALING, & NEW MEMORIES

The community of North Tulsa is long overdue the opportunity to prosper, heal, and to create new positive memories of what Black wealth looks like. Can this be facilitated with an architectural concept? Our team believes that it can. Not because we are designing beautiful buildings, which we will, but because we have worked to create an experience through our design and program which fosters opportunities for the Greenwood community to return to and even surpass its former vitality.



RENDERING #9



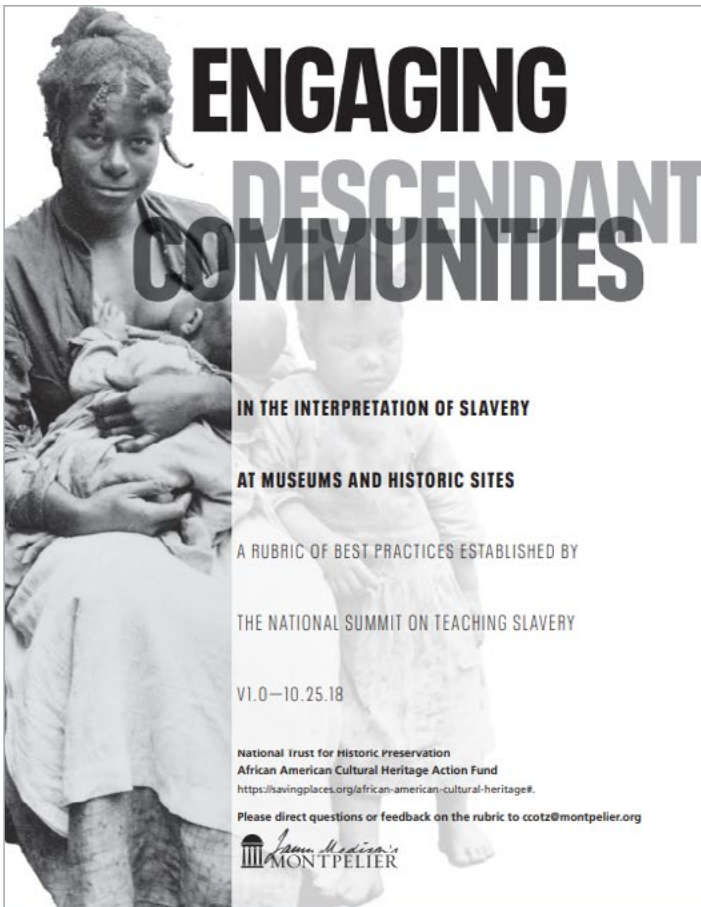
RENDERING #10

## Greenwood Phoenix Development Group Civic Engagement Process

STUDIOROTAN, The Civic Design/Cultural Heritage Firm, CEO Renee Kemp-Rotan, Birmingham, Alabama will organize and lead methods, tools and practices for successful civic engagement for the Evans Fintube Site in Tulsa, OK. Studiorotan will manage the civic engagement and collective actions process that the Greenwood Phoenix Development Group will use to identify and address issues of public concern throughout the planning, programming, design and development of project. [www.studiorotan.com](http://www.studiorotan.com)

Studiorotan is important to the civic engagement process and to the design team. As urban designer, scholar and "subject matter expert," Kemp-Rotan of studiorotan wishes to introduce and apply The Rubric as Civic Engagement Tool for: "Engaging Descendant Communities in the Interpretation of American Slavery in Museums and Interpretive Sites."

Application of this work and other studiorotan scholarly contributions will greatly inform and enhance both the civic engagement process and the final programming/design/development proposals for this interpretive site with the inclusion of descendant research, history, narratives and documents, while using the Rubric to unpack yet another American "Hard Topic", such as the 1921 Tulsa Massacre and the making of Black Wall Street in Tulsa, OK. This work will not be overlooked.



***"The rubric provides a methodology for openly addressing the central role slavery played in the development of the United States, as well as its lasting impact on American society today, in ways that highlight our shared humanity. Drawing from lessons learned at museums and historic sites, in classrooms, and relying on current scholarship, the rubric is comprised of three pillars upon which to build descendant engagement: historical research, relationship building, and interpretation."***

***The City as client and community as benefactors will surely have the last word as to process and participants, but it is incumbent upon the design team to help them realize that "Engaging Descendant Communities in the Interpretation of American Slavery in Museums and Interpretive Sites" comes with especial responsibilities,--best espoused in The Rubric for this very purpose, as commissioned by the National Trust for Historic Preservation/African American Heritage Action Fund.***



## **STUDIOROTAN METHODS FOR CIVIC ENGAGEMENT AT THE EVANS FINTUBE SITE INCLUDE:**

1. **CIVIC ENGAGEMENT DISCOURSE ON HARD TOPICS** with Historians and Archaeologists as subject matter experts in the civic engagement discourse on Black Wall Street and Tulsa Massacre 1921.(Such as John Franklin former Chief Curator of Smithsonian's National Museum of African American History and Culture DC- whose father great historian John Hope Franklin was from Tulsa; and Dr. Michael Blakey pre-eminent African American archeologist of NYC African Burial Ground fame- to discuss Tulsa mass graves.)
2. **TRUTH AND RECONCILIATION DIALOGUES** with African American descendants of Tulsa Massacre, including Greenwood victims and the descendants of the dominant culture who participated in the massacre, as open dialogue mechanisms for healing and reparation. Collecting the oral histories from both sides.
3. **WRITING THE NEW AND FUTURE NARRATIVE** of the history of Tulsa, past, present, future.
4. **PRE-PROGRAMMING COMMUNITY CONCERNS/ DESIGNING HIGHLY CREATIVE PLACES** that allow the community to establish economic viability, cultural identity with performance standards for the Evans Fintube Site with live/work/play design programs, and public places that promote intercultural dialogue and healing behaviors.
5. **CONNECTING MULTIPLE SITES THROUGH THE PROGRAMMING OF NARRATIVES** for a series of public places.
6. **RECOMMENDING OPPORTUNITIES FOR STRUCTURAL PARITY FOR COMMUNITY** to become a bona fide part of the decision making teams at both government and private sector/ investment level.
7. **IDENTIFICATION OF COSTS, SOURCES AND USES OF FUNDING VIA PUBLIC PRIVATE PARTNERSHIPS** that help the community to understand the wealth share component of the project. Also identify federal, state and local funds for all components in the live/work/play/interpretive site program.
8. **DEVELOP COMMUNITY BENEFITS AGREEMENT**
9. **DEVELOP A COMMUNITY DEVELOPMENT AUTHORITY.** Community development corporations (CDCs) are 501(c) (3) non-profit organizations that are created to support and revitalize communities, with a continuous source of funding for infrastructure, jobs and businesses to develop Greenwood as viable urban community by providing decent housing, a suitable living environment, and expand economic opportunities for low- and moderate-income persons . A CDA would allow millions of dollars to be financed through issuance of bonds paid off over many years by owners of real estate in the CDA district. The locality collects the assessments for the Community Development Authority to be used for site maintenance, workforce development and land lease concerns.

## **STUDIOROTAN TOOLS FOR CIVIC ENGAGEMENT AT THE EVANS FINTUBE SITE WILL EXECUTE THE FOLLOWING INITIATIVES:**

1. Schedule Monthly participation meetings with stakeholders/ community/Include youth
2. Make Workshop/Charrette/Meeting Agendas
3. Write Press Releases
4. Develop Strategic Alliances
5. Schedule Community/Special Events
6. Schedule Mayor Meets Community
7. Schedule Meet City Leaders/Stakeholders
8. Schedule Community Site Walks
9. Research Historic Documents
10. Map Cultural Assets/Games
11. Present Options
12. Make 3D Models
13. Schedule Community/Stakeholders Reviews
14. Develop Site Options
15. Develop Community Benefits Agreement

## **STUDIOROTAN PRACTICES FOR CIVIC ENGAGEMENT AT THE EVANS FINTUBE SITE WILL EMPLOY THE FOLLOWING:**

1. **THE RUBRIC: "ENGAGING DESCENDANT COMMUNITIES FOR THE INTERPRETATION"** especially the Rubric's three pillars that impact descendant engagement processes, subject matter expertise and subsequent design programming, through:
  - a. Knowledge of community groups, (i.e., factions/coalitions) leading to alliances
  - b. Historical research to review the body of work on Greenwood's architecture, African design principles for Greenwood as "Little Africa" and African American design of buildings and monuments dedicated to African American cultural identity.
  - c. Interpretation of Greenwood's entrepreneurial history, by programming and design.
2. **THE ENTIRE "GREENWOOD DESCENDANT COMMUNITY"** defined as a group of people whose ancestors/descendants were affected by the events of Black Wall Street, the 1921 Tulsa Massacre and histories throughout the region; and also includes those who feel connected to the past present and future work the community is doing, whether or not they know of a genealogical connection. Such engagement includes:
  - a. Greenwood Descendants Through Dialogue, Oral History And Research, through a series of phased interactive workshops and informative lectures that involve them throughout the research and design process.
  - b. Ways tell the truth about race and the massacre. Review means by which dominant cultural institution should issue an apology or a statement for the massacre
  - c. Legacy/Impact That Black Wall Street and Massacre continues to have on race relations

- d. Historic Resources about Black Wall Street Innovative ways to involve Greenwood descendants in research as stewards of public memory.
- e. Possibilities of an interpretive plan that actively seeks and embraces oral histories, and expressly values current descendent relationships on the site.

3. **BEST DESIGN IDEAS AND DEVELOPMENT PRACTICES FROM TEAM, CITY, COMMUNITY** that acknowledge the history of Tulsa's Black Wall Street as the foundation for programming, design, development and wealth sharing on the site by identifying:

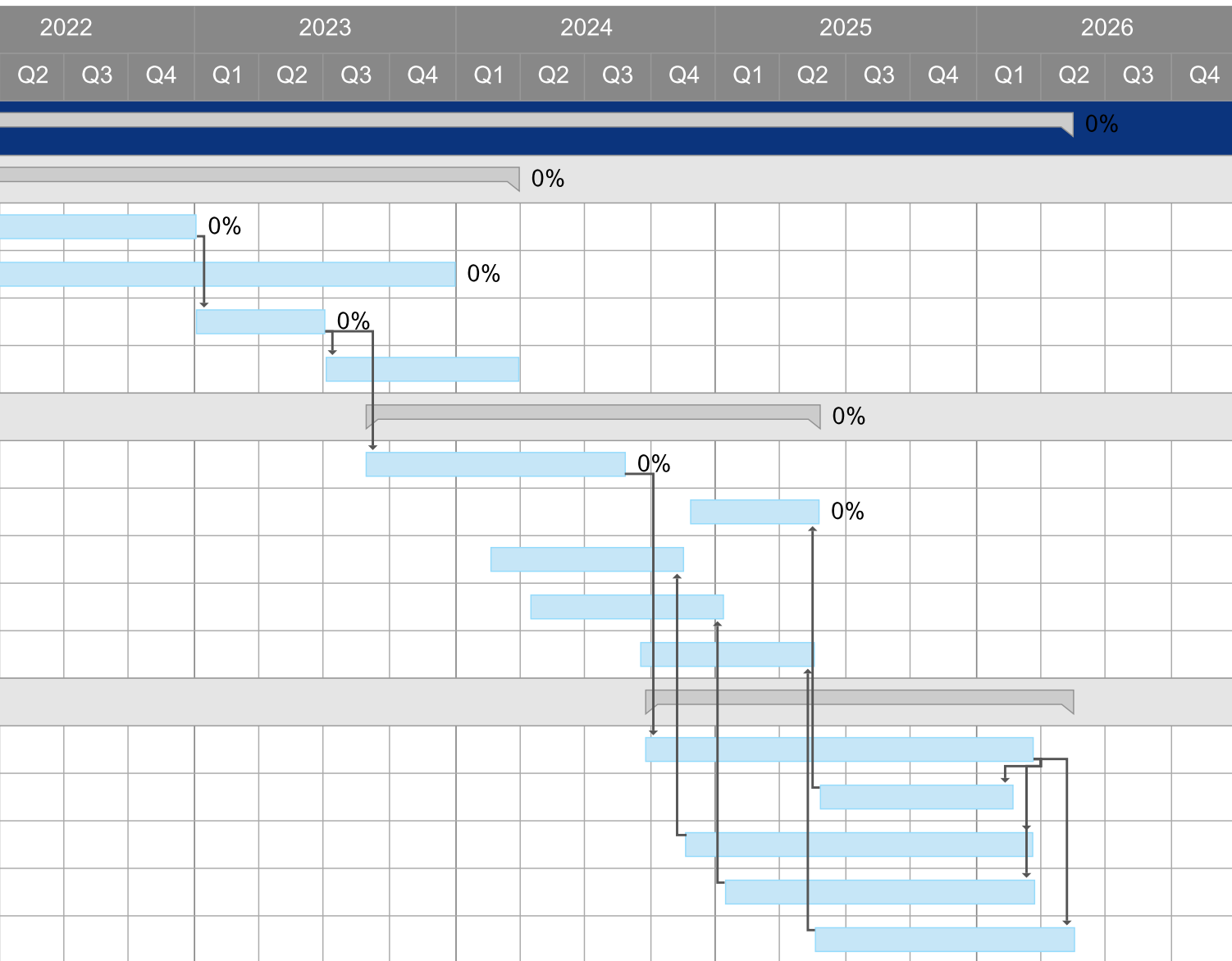
- a. Current/Projected Community Demographics
- b. Current/Future Public/Private Capital, Investment and Infrastructure Projects in the Area
- c. Opportunities For Creative Placemaking where Black Wall Street and The Tulsa Massacre history can be interpreted in the spirit of restorative justice and shared understanding.
- d. Important ways the City and Project Team can powerfully and publicly express commitment to Greenwood descendant communities.
- e. Transparency and accountability Techniques throughout the civic engagement process including City ability to be accountable to the Greenwood descendant community, to own up to mistakes or omissions of the past, and to strive for transparency and truth-telling about the history of Greenwood in the future.
- f. Ways the Public/Private Partners can create a written Community Benefits M.O.U with descendants that clearly outlines commitments and responsibilities, such as shared decision-making authority, asset co-management, and the adequate allocation of resources.

# B. Development Phasing and Timeline



# Evans Fintube Development Timeline

Task Name		Start Date	End Date	
1	<input type="checkbox"/> <b>Evans Fintube Development</b>	<b>01/03/22</b>	<b>05/15/26</b>	Q1
2	<input type="checkbox"/> <b>Pre-Development</b>	01/03/22	03/29/24	
3	Development Agreement Negotiations	01/03/22	12/30/22	
4	Relocate WATCO	01/03/22	12/29/23	
5	Demolish Existing Evans Fintube Structure	01/02/23	06/30/23	
6	Environmental Cleanup under Evans Fintube	07/03/23	03/29/24	
7	<input type="checkbox"/> <b>Design</b>	08/28/23	05/23/25	
8	Drawings for Outdoor Facility	08/28/23	08/23/24	
9	Drawings for Structured Parking	11/25/24	05/23/25	
10	Drawings for Indoor Facility	02/19/24	11/15/24	
11	Drawings for Hotel	04/15/24	01/10/25	
12	Drawings for Retail & Residential	09/16/24	05/16/25	
13	<input type="checkbox"/> <b>Construction</b>	09/23/24	05/15/26	
14	Outdoor Facility	09/23/24	03/20/26	
15	Structured Parking	05/26/25	02/20/26	
16	Indoor Facility	11/18/24	03/20/26	
17	Hotel	01/13/25	03/20/26	
18	Retail & Residential	05/19/25	05/15/26	







# C. Development Team Qualifications

## Description of Firms



The E Smith Legacy family of companies, led by corporate real estate entrepreneur and NFL legend Emmitt Smith, is a commercial real estate solutions and services firm consisting of operating businesses and ventures in real estate services, real estate development, real estate finance and investments, commercial construction and construction supplies. The company combines domain knowledge, experience, talent and strong relationships to create, finance and deliver real estate solutions.



Pivot Project focuses on urban development, new construction & adaptive re-use, that improves the quality of surrounding neighborhoods. We address community needs and enhance connections by creating new opportunities for Oklahomans to live and work. All of our projects start with a long-term vision and a commitment to making a positive, lasting impact on the future for all stakeholders. From finance to design and construction, we oversee each project from start to finish — enabling us to maximize returns to investors and the community.



Rose Rock Development Partners is a full-service real estate development company with offices in Oklahoma City and Tulsa specializing in urban development and multifamily projects. Founded in 2017, Rose Rock has a propensity for tackling complex projects, including public private partnerships (P3s), historic renovations, and tax credit projects. Rose Rock's mission is to continue developing mixed-use real estate projects throughout the region with a focus on generating value for the company's stakeholders and community partners.



studio|rotan is a Signature Cultural-Heritage Design Firm led by Renee Kemp-Rotan. studio|rotan assists progressive major and minor firms to better focus on projects of socio-cultural-economic consequence for underserved populations.



As the largest African American owned firm in the country, Moody Nolan maintains a strong commitment to diversity in their staff, as well as their approach to solving client problems. Moody Nolan's expertise in a broad range of industries allows them to think inventively and design solutions that are responsive to client needs.

This year, Moody Nolan was selected as the 2021 American Institute of Architects (AIA) National Architecture Firm Award. This is the highest honor a firm can achieve through the AIA. We are not only the first Ohio-based firm they are the first African American owned firm to receive the recognition. Additionally, the firm has won over 340 design citations, including 55 from the American Institute of Architects and 45 from the National Organization for Minority Architects.



KKT is a full service Architectural Design, Structural Engineering and Interior Design Services firm established in 1989 in the Tulsa Metro Region. They are proud to have a reputation built on innovative design solutions, client partnership throughout design, elevated customer service, repeat clientele, and adherence to project budget and schedules. Their team of professionals is led by Sarah Gould, President and CEO. KKT is dedicated, nimble and proactive through the leadership of their experienced Principals and Department Leads who keep their projects and teams organized and running smoothly. They consistently utilize our resources to address the most complex projects and aggressive schedules while remaining 100% committed to meeting clients needs and exceeding their expectations.



Founded in 1924, JE Dunn Construction is the 13th ranked domestic general builder in the United States. Their vision is to be an indispensable business partner for clients by first understanding their purpose, goals and customers and then delivering transformational solutions with certainty of results. JE Dunn maintains a commitment to their clients and their building goals while being true to their guiding principles — the philosophy of the business operation which is both family and employee-owned. The firm's purpose is to enrich lives through inspired people and places. JE Dunn has been working in Oklahoma for the past 36 years and supports more than 110 employees, most of which are native Oklahomans.



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, their staff of 27 principals and over 180 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. They are proud to have a history of producing highly optimized and safe projects on-time and within budget. They have engineered well over \$100B of construction nationwide and are known for their quality control and quick response.



Agape Community Sports Services (ACSS), Inc is dedicated to investing in, promoting, programming, maintaining, developing and operation on behalf of the general public and state and local government. By offering public parks, greenspace, and recreational sport facilities, ACSS engages in the activities related to the relief of the most vulnerable and underprivileged. Through Agape Community Sports Services, it is their goal to work within the community and give underserved children the opportunity to participate in sports, usually not accessible because of socio-economic barriers, transportation or family dynamics. These activities build self-esteem, confidence and fosters an overall well-being. It is also shown to help children excel academically and improve social skills.





Prospect Sports Partners was created to develop and revitalize green spaces, parks, and recreational sports facilities with local municipalities to create healthy lifestyle infrastructure that enhances communities and fosters economic growth. In

partnership with Agape Community Sports Services, its first development, which is set to open in 2022, features a 45+ acre site in Kings Park, Long Island, with 10 outdoor turf fields, a 64,000 sq. ft. indoor sports facility and 100,000 sq. ft. of adjacent commercial space. Prospect Sports Partners is expanding this strategy to several new sites in marquee locations, including Austin, San Antonio, and Los Angeles.



Since 2003, the Sports Facilities Companies, comprised of Sports Facilities Advisory, Sports Facilities Management, and Sports Facilities Development, have worked to become the trusted resource for

communities who want plan, fund, develop, or manage sports, recreation, entertainment and fitness centers. In this time, they have guided projects in over 2,000 communities nationwide and overseen \$10 billion in developed projects. Through their managed venues in the SFM Network, they host more than 25 million visits annually and drive \$200 million in overnight hotel stays annually.



Experiential Ventures Hospitality (EXP) is the lead component developer of the Sports Illustrated Hotel and Resort. EXP is a trailblazer in experiential hospitality,

restaurants, active lifestyles, sports and entertainment with a seasoned team of hospitality, culinary, branding, retail, design, technology, entertainment and real estate leaders. The team has worked with iconic brands like Disney, MGM, Universal Music Group, American Express, Marriott, IHG, Samsonite, Reebok and more. EXP uses its expertise to create, expand or reposition brands and especially brands with high consumer appeal.



ASM Global was formed by the merger of AEG Facilities and SMG, the leaders in venue and event strategy, management and other services. ASM Global is the world's most trusted manager with experience

and capabilities that are unmatched in the industry. Their expertise, resources and local know-how enable them to deliver localized solutions that bring stadiums to life with unforgettable experiences where communities come together to celebrate and thrive. Their team has decades of experience successfully working with stadium partners to develop customized solutions that increase efficiency, drive value and deliver unparalleled guest experiences. ASM Global provides a full range of stadium management, operations, hospitality, marketing and content development services, as well as pre-development, pre-opening and operations consulting, which can be fully customized for the needs of your stadium and your community.

ASM Global currently oversees over 300 venues world-wide, with a portfolio that contains stadia, arenas, convention centers, theaters, amphitheaters, equestrian centers and recreational facilities, and is the only facility management company to provide a professional asset management approach to day-to-day venue operations.

## Organization Chart



### DEVELOPMENT TEAM

**GREENWOOD PHOENIX DEVELOPMENT GROUP, LLC**

**CO-DEVELOPER**

ESmith Legacy

**CO-DEVELOPER**

Pivot Project

**CO-DEVELOPER**

Rose Rock

**COMPONENT  
DEVELOPMENT PARTNER**

Agape Community  
Sports Services / Prospect  
Sports Partners

**COMPONENT  
DEVELOPMENT PARTNER**

Experiential Ventures

**OPERATOR**

Sports Facilities Advisory

**OPERATOR**

ASM Global

### DESIGN TEAM

**LEAD ARCHITECT**

Moody Nolan

**LOCAL ARCHITECT**

KKT Architects

**COMMUNITY ENGAGEMENT  
CONSULTANT**

Studio | Rotan

**CIVIL ENGINEER**

Wallace Design Collective

### CONSTRUCTION TEAM

**GENERAL CONTRACTOR**

JE Dunn Construction

**GENERAL CONTRACTOR**

EJ Smith Construction

## Joint Venture Structure



### DEVELOPMENT TEAM



## Project Commitment and Management

The Greenwood Phoenix Development team has been assembled with experienced and qualified team members whose expertise is highly focused on designing mixed-use developments which reflect the community and provide wealth-building opportunities. Our carefully assembled project team's workload is below normal capacity and therefore would be able to begin working on this project immediately. Each of the individuals assigned to this project will expend their full efforts to the completion of the task they have been assigned. Their involvement will gradually diminish or increase depending on the stage of the project and the level of effort

required. We look forward to bringing our design, development, and construction expertise to the Greenwood Community, being able to deliver a project that meets your desires, goals, and schedule. We commit to you an effort beyond 100 percent; because we will not be out performed.



## Vernon J Marrow

CEO



### EDUCATION

B.S. Mass Communication,  
Towson State University

### AFFILIATIONS

Series 7, General Securities  
License

Series 63/65 Registered  
Investment Advisor Securities  
License

Securities 24 General  
Securities Principal License

Securities 27 Financial  
Operations Principal License

Securities 53 Municipal Bond  
Principal License

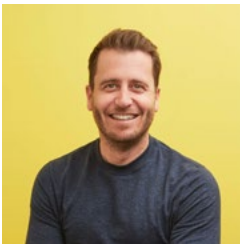
Greater Baltimore Committee  
Leadership Class of 2002

Tamela Mr. Marrow began his focus in Business and Real Estate Finance and Solutions in 2000 when he transitioned from the commercial banking, commercial insurance, and securities industries. During his years as a commercial banker and insurance and securities professional, he worked as commercial product development, commercial and securities product sales, corporate finance, and personnel management.

In January 2007, joined E Smith Legacy, Inc. as a founding partner and is President and Chief Executive Officer of E Smith Legacy Holdings, an integrated solutions company that combines domain knowledge, experience and talent to create, finance and execute the real estate and infrastructure the company's clients demand. Mr. Marrow is also the President and Chief Executive Officer of E Smith Horizons, which is the master development and investment subsidiary of E Smith Legacy Holdings. E Smith Horizons is a joint venture partner of Gold Jacket, which operates as an Opportunity Zone and investment consulting and advisory firm. Mr. Marrow is also a Managing Director of Gold Jacket and a Board Member of E Smith

Advisors, which is the E Smith Family of Companies' real estate services and brokerage company.

Mr. Marrow is an experienced strategic leader, demonstrating the ability to lead diverse teams to new levels of success in the competitive financial services and real estate industries. As the leader of the E Smith Family of Companies, Marrow uses his strong leadership, business qualifications and 30-year history of success in banking, securities, insurance, real estate, strategic planning, process management, analytics, operations leadership, project management, and customer strategies to grow the company's presence in real estate development, real estate investment, infrastructure investment, and real estate services. Mr. Marrow is also the former Director for the Minority Business Development Agency Office in Baltimore, MD.



## Jonathan Dodson

Founding Partner | CEO



### EDUCATION

B.S. Finance, Oklahoma State  
University

### AFFILIATIONS

Urban Land Institute

Bricktown Urban Design  
Commissioner

State Legislative  
Compensation Board

A former banker turned Oklahoma City developer, Jonathan is passionate about creating value through new partnerships and projects. His financial background, paired with his experience as one of the initial members of the ULI Oklahoma, fostered an interest in urban neighborhoods and re-development initiatives.

Dodson co-founded Pivot in 2014. His creative vision and constant encouragement allow him to approach challenging projects from a different angle. He leads the team, navigating tough conversations and decisions to create the best outcomes for his teammates, partners, and tenants.

When he is not developing, Jonathan can be found running, hiking, or hanging out with his wife and four kids.

### KEY PROJECT EXPERIENCE

#### EastPoint

**Healthcare, Grocery, Equitable Commercial Retail Development**

Oklahoma City, OK

#### Tower Theatre

**Music Venue, Commercial Retail Development**

Oklahoma City, OK

#### 301 NW 13th

**Commercial Retail Development**

Oklahoma City, OK

#### NW 2nd & Klein

**Music Venue, Brewery, Commercial Retail Development**

Oklahoma City, OK

#### Sunshine Cleaners

**Brewery, Commercial Retail Development**

Oklahoma City, OK



## David Wanzer

Founding Partner | CFO

### EDUCATION

M. Arch., University of Oklahoma

B.S., University of Oklahoma

B.S. Finance, Oklahoma State University

### AFFILIATIONS

Board of Directors-Film Row OKC

Business Improvement District

Board for Downtown, OKC

Board of Trustees-Price Tower, Urban Land Institute

David is an Oklahoma City developer and designer with a passion for modern architecture, adaptive re-use and community building. He holds Bachelor's degrees in both Finance and Environmental Design, as well as a Master of Architecture degree, and serves as a member of ULI.

Wanzer co-founded Pivot in 2014, and is passionate about finding projects that balance great vision with great architecture. As Pivot's CFO, he works to ensure that all projects are forward thinking and innovative, while staying on track from strategic planning to asset management.

He and his wife, Dara, reside in Oklahoma City, with their cat Hobbes. When David's not in the office he enjoys hiking, traveling, visiting the Wichita Mountain Wildlife Refuge, and serving on the Board for the Oklahoma Chapter of the Alzheimer's Association.



### KEY PROJECT EXPERIENCE

**11th & Hudson  
Brewery, Commercial Retail Development**  
Oklahoma City, OK

**Tower Theatre  
Music Venue, Commercial Retail Development**  
Oklahoma City, OK

**Sunshine Cleaners  
Brewery, Commercial Retail Development**  
Oklahoma City, OK

**Main Street Arcade  
Commercial Retail Development**  
Oklahoma City, OK

**Town House  
Multifamily Development**  
Oklahoma City, OK



## Candace Baitz

Partner | VP of Acquisitions and Development

### EDUCATION

M.ARCH, Illinois Institute of technology

B.F.A., University of Central Oklahoma

### AFFILIATIONS

CREW Network

Urban Land Institute

Leadership Oklahoma City, LOYAL Class IX

Candace has a passion for empowering the people behind a project. In addition to a combined 16 years in the architecture and development space, she also holds a Bachelors of Fine Arts and a Masters of Architecture.

Playing a hand in the strategy of all projects, Candace employs long term vision to move projects forward. Her thoughtful nature fosters the creation of authentic relationships and camaraderie with her partners and teammates alike.

Outside of the office, Candace spends her time cooking, traveling, and being with friends and family. She resides in a historic home in Putnam Heights along with her husband Cory and their son Thomas.



### KEY PROJECT EXPERIENCE

**EastPoint  
Healthcare, Grocery, Equitable Commercial Retail Development**  
Oklahoma City, OK

**301 NW 13th  
Commercial Retail Development**  
Oklahoma City, OK

**NW 2nd & Klein  
Music Venue, Brewery, Commercial Retail Development**  
Oklahoma City, OK

**Main Street Arcade  
Commercial Retail Development**  
Oklahoma City, OK

**Town House  
Multifamily Development**  
Oklahoma City, OK



**Drew Dugan** LEED AP  
VP of Construction Management



**EDUCATION**

B.S. Construction Management, Oklahoma State University

**AFFILIATIONS**

CREW Network  
Urban Land Institute

Drew is a detail-oriented and relationship driven project manager with extensive experience across various industries both domestic and international. His past experience with JE Dunn Construction, Burns & McDonnell, and as founder of James Consulting Company will set any project up for success.

Drew focuses on the construction execution of projects, keeping them on track while staying true to our collective vision of vibrant communities. His knowledge of high-risk design-builds provides predictable outcomes for everyone involved, from our partners in construction to the tenants we work with day-to-day.

When he isn't working, Drew enjoys spending time with his wife and three kids on their acreage outside of Oklahoma City or camping off the grid as a family all across the country.

**KEY PROJECT EXPERIENCE**

**301 NW 13th Commercial Retail Development**  
Oklahoma City, OK



**Steven Watts**  
CEO



**EDUCATION**

M.B.A., Oklahoma State University  
B.B.A., Entrepreneurship & Venture Management, University of Oklahoma

**AFFILIATIONS**

South Tulsa Community House, Past President  
NAIOP Oklahoma, Chapter Secretary  
City of Tulsa – Sales Tax Overview Committee  
Riverwood Collaborative, Trustee

Steven is the Co-Founder and Chief Executive Officer of Rose Rock Development Partners.

Rose Rock Development Partners (Rose Rock) is a full-service real estate development company. Rose Rock has redeveloped, owns and manages three historic redevelopment projects in Tulsa, totaling 188 total multifamily units and ~ \$40 Million in Value. Additionally, Rose Rock has over 800 multifamily units in the development pipeline in Tulsa and Oklahoma City and total costs of ~ \$170 Million.

Prior to founding Rose Rock, Steven worked for an Oklahoma based development, construction, and engineering company where he was responsible for identifying and executing real estate development projects. Steven has undergraduate and graduate degrees from University of Oklahoma and Oklahoma State University. He serves on the board and past President of a Tulsa area non-profit – South Tulsa Community House. He is the prior chairman of the Developing Leaders for NAIOP Oklahoma and currently serving as chapter Secretary. Steven is a Mayoral Appointee to the City of Tulsa Sales Tax

Overview Committee.

**KEY PROJECT EXPERIENCE**

**Adams Building Historic Renovation**  
Tulsa, OK

**Renunion Building Historic Renovation**  
Tulsa, OK

**Vandever Lofts Acquisition and Value Add**  
Tulsa, OK

**Boulevard Place**  
Oklahoma City, OK

**Alley's End**  
Oklahoma City, OK

**Parker Village**  
Owasso, OK

**Trulo Homes**  
Jenks, OK



## Tim Strange CCIM, SIOR

Chairman

### EDUCATION

B.S. Mechanical Engineering,  
Southern Methodist  
University

### AFFILIATIONS

CCIM, Past President

Society of Office and  
Industrial Realtors,  
Past President

Rotary Club of Oklahoma City,  
Past President

Greater Oklahoma City  
Chamber of Commerce,  
Past Board Member

Tim Strange serves as the Chairman of Rose Rock Development Partners, a full-service commercial real estate development firm with over 1.2MM square feet of commercial real estate assets owned or in development with offices in Oklahoma City and Tulsa. over a 35 year career, and as an owner/general partner/sponsor he is involved with in excess of \$250MM in commercial real estate assets developed, acquired or in development. He is a Certified Commercial Investment Member (CCIM) and Society of Industrial & Office Realtors (SIOR) office specialist and is a past President of both Oklahoma chapters of CCIM and SIOR. He is a past President of the Oklahoma City Commercial Real Estate Council.

### KEY PROJECT EXPERIENCE

#### Adams Apartments

Tulsa, OK

#### Reunion Apartments

Tulsa, OK



#### Vandever Lofts

Tulsa, OK

#### Happy Valley Self Storage

Phoenix, AZ

#### Red Mountain Self Storage

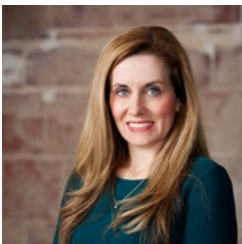
Mesa, AZ

#### Woodlands Self Storage

Tulsa, OK

#### North Penn Self Storage

Colmar, PA



## Ashley Smith

Senior Vice President

### EDUCATION

J.D., University of Oklahoma  
College of Law

B.B.A. Marketing, Oklahoma  
Christian University

### AFFILIATIONS

Rotary Club of Oklahoma City

Leadership Oklahoma Class  
34

Leadership Oklahoma City  
LOYAL Class IX & Signature  
Class 36

CREW Network

Urban Land Institute

Ashley Smith is lifelong Oklahoman, attorney, and developer with a passion for urban development.

### KEY PROJECT EXPERIENCE

#### Adams Apartments

Tulsa, OK

#### Reunion Apartments

Tulsa, OK

#### Vandever Lofts

Tulsa, OK

#### Happy Valley Self Storage

Phoenix, AZ

#### Red Mountain Self Storage

Mesa, AZ

#### Woodlands Self Storage

Tulsa, OK

#### North Penn Self Storage

Colmar, PA





## Scott Moehlenbrock

Vice President

Scott Moehlenbrock is a developer with a passion for historic tax credit projects, adaptive re-use and urban infill projects.

### KEY PROJECT EXPERIENCE

#### Adams Apartments

Tulsa, OK

#### Reunion Apartments

Tulsa, OK

#### Vandever Lofts

Tulsa, OK

#### Happy Valley Self Storage

Phoenix, AZ

#### Red Mountain Self Storage

Mesa, AZ

#### Woodlands Self Storage

Tulsa, OK

#### North Penn Self Storage

Colmar, PA



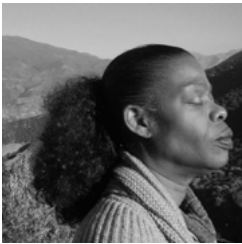
### EDUCATION

B.A. Advertising, University Of Oklahoma

### AFFILIATIONS

Leadership Oklahoma City, LOYAL Class XI

Urban Land Institute



## Renee Kemp-Rotan AIA

CEO | Urban Designer and Master Planner

Renee Kemp-Rotan was the first African American woman to graduate from Syracuse University's Architecture program and has served ten mayors as urban policy and designer advisor. She was the master planner of 8 communities for the 1996 Atlanta Olympics and then went on to serve as Director of Economic Development of Atlanta and Chief of Urban Design and Development including master planning for the Atlanta Aquarium, Olympic Park, and construction liaison to Philips Arena.

While in Birmingham, she directed planning for \$200M Capital Projects including The Railroad Reservation Park and The Birmingham Civil Rights Heritage Trail. Her works are included in the African American National Biography, editor Dr. Henry Louis Gates; Harvard University, WEB DuBose Center and Oxford University, African American Research Center. She has lectured worldwide on issues of design and social impact, i.e. National Museum of African American History and Culture, Sorbonne, Cairo University, MIT, Harvard, Cooper Hewitt, Howard, FAMU, Georgia Tech, Auburn, Michigan, Tuskegee, etc. She is contributing editor, Encyclopedia of

studio|rotan

Vernacular Architecture of the World, Ed. Paul Oliver, Cambridge Press/Bloomsbury, London. Her work as lead designer for the international Grand Egyptian Museum Competition placed 21st among 2000 worldwide entries.

Presently, Kemp-Rotan is working with MOVE CDC, the community, AIA and NOMA to develop The Africatown International Design Idea Competition, in Mobile, Alabama at the site of the last African slave cargo ship.

### EDUCATION

M.S. Urban Regional Planning, Columbia University

B.Arch. Syracuse University, Cum Laude

### AFFILIATIONS

AIA Diversity+Inclusion Council

National Organization of Minority Architects





## Brian Tibbs

AIA, NOMA, NCARB  
Partner-in-Charge



### EDUCATION

Bachelor of Architecture,  
New Jersey Institute of  
Technology, 1991

### REGISTRATIONS & CERTIFICATIONS

Registered Architect, AL, AR,  
CT, FL, GA, LA, MA, NY, TN  
#104734, TX  
NCARB

Brian has been with Moody Nolan for more than 24 years and has led projects from the largest in Moody Nolan's history to some of our smallest which gives him the ability to bring this diverse experience to all projects.

As Partner of the firm, Brian regularly leads teams of architects and engineers during design and construction for major projects. He is one of Moody Nolan's team leaders for large scale programming and design. With Brian's collaborative approach, he employs a system of team responsibility assignments that ensures all parties participate fully and are held accountable for their work.

### KEY PROJECT EXPERIENCE

#### B.W. Cooper / Marrero Commons

New Orleans, LA

#### University of Oklahoma Everest Training Center

Norman, OK

#### Alabama A&M University Residence Hall

Huntsville, AL

#### Music City Convention Center

Nashville, TN

#### Jacob Javits Convention Center Expansion

New York, NY

#### Metropolitan Nashville Airport Authority Garage and Administrative Building

Nashville, TN

#### Omni Boston Hotel at the Seaport

Boston, MA



## Curtis Moody

FAIA, NOMA, NCARB, LEED AP  
Chairman of the Board | Partner-in-Charge of Design



### EDUCATION

Honorary Doctorate  
Ohio Dominican University,  
2008

BS, Architecture  
The Ohio State University,  
1973

### REGISTRATIONS

Registered Architect, 1982  
DC, DE, GA, KS, KY, MD, MO,  
MS, NC, NJ, OH, OK, PA, SC, TN,  
VT, WV

NCARB

FAIA, 1997

USGBC LEED Accreditation,  
2009

Award-winning architectural designer Curtis J. Moody has been involved in the design of several billion dollars in construction over his 49-year career. A winner of the prestigious Whitney M. Young, Jr. award as an outstanding African American Architect in the United States in 1992, Curt's designs have won more than 330 design citations, including 51 from the American Institute of Architects (AIA) and 45 from the National Organization of Minority Architects (NOMA), more awards than any other minority architectural firm in the United States.

### KEY PROJECT EXPERIENCE

#### Greenwood Cultural Center

Tulsa, OK

#### International African American Museum

Charleston, SC

#### Warner and Swasey Building Redevelopment

Cleveland, OH

#### Bridge Park Mixed-use Development

Dublin, OH

#### Michigan Street African American Heritage Corridor

Buffalo, NY

#### National Museum of African American Music (NMAAM) Retail Store

Nashville, TN

#### Smith Brothers Hardware Building Renovation

Columbus, OH



**Valarie Franklin** AIA, NOMA, NCARB  
Senior Associate | Project Manager



**EDUCATION**

Bachelor of Architecture,  
Tuskegee University 1996

**REGISTRATIONS**

Registered Architect, TN, OK  
NCARB

Valarie brings more than 22 years of experience with a wide variety of projects including healthcare, corporate, religious and institutional architectural design and documentation. Valarie maintains a thorough knowledge of developing technologies and design concepts, has written several published articles, possesses building information modeling experience, and the ability to communicate through all levels of project delivery and design. The Nashville, Tennessee, native proudly founded the local Chapter of the National Organization of Minority Architects (NOMA) and is immediate past president, serves on the AIA Tennessee Architects Political Action Committee (TAPAC) as a board member and was 2020 President.

Valarie was honored by the American Institute of Architects as a Citizen Architect for bringing her insights, talents, training, and experience to make positive contributions to her community through engagement.

**KEY PROJECT EXPERIENCE**

**Greenwood Cultural Center**

Tulsa, OK

**International African American Museum**

Charleston, SC

**Clark UMC Community Development Corporation - Affordable Housing**

Nashville, TN

**Buffalo Valley Affordable Housing Masterplan**

Cookville, TN

**National Museum of African American Music (NMAAM) Retail Store**

Nashville, TN



**Jakiel Sanders** AIA, NOMA, NCARB  
Associate | Project Architect and Designer



**EDUCATION**

BArch,  
Tuskegee University, 2010

**REGISTRATIONS**

Registered Architect, Ohio,  
2018  
NCARB

With more than 10 years of experience in architectural design and documentation, Jakiel has professional experience on a variety of project types including civic, educational, hospitality, and residential. As a project architect he is adept at balancing design and programmatic requirements to produce quality built solutions. He is proficient with Microsoft Office, Revit, AutoCAD, Sketch-up and Adobe Photoshop and uses these tools to create everything from visual presentations to well-coordinated construction documents.

**KEY PROJECT EXPERIENCE**

**Warner and Swasey Building Redevelopment**

Cleveland, OH

**Axis at Ansel Mixed-Use Development**

Cleveland, OH

**Parker Hannifin Downtown YMCA**

Cleveland, OH

**Seattle Public Schools Rainier Beach High School**

Seattle, WA

**Cleveland Metropolitan Library Hough Branch**

Cleveland, OH

**Atlanta Fulton County Public Library System - Central Library Renovation**

Atlanta, GA



**Angela Claeys** LEED AP BD+C, Associate AIA  
Associate | Project Coordinator



**EDUCATION**

BArch, Architecture  
Minor, Studio Art  
University of Tennessee,  
Knoxville, 2016

**REGISTRATIONS**

USGBC LEED  
Accreditation, 2018

As a LEED Certified Project Coordinator, Angela brings professional dedication and precise expertise to every project she is involved with. In her time at Moody Nolan, she has valued her involvement with Studio 9 (Moody Nolan’s design studio that collaborates on projects with a “9-square” approach) and has worked on a variety of project types which include mixed-use, higher education and civic pursuits. Angela’s background is focused in 3D modeling and expert schematic presentation.

**MDHA Envision Sudekum - Napier planning**  
Nashville, TN

**Massport Parcel H**  
Boston, MA

**Crossroads Campus Expansion**  
Nashville, TN

**Jacob Javits Convention Center Expansion**  
New York, NY

**KEY PROJECT EXPERIENCE**

**Meharry Medical College Live Learn Center**  
Nashville, TN

**Tennessee State University Residence Hall**  
Nashville, TN

**Metropolitan Nashville Airport Authority Garage and Administrative Building**  
Nashville, TN



**Isoke Miller-Harris** NCIDQ, IIDA  
Interior Designer



**EDUCATION**

Bachelor of Fine Arts in  
Interior Design, Virginia  
Commonwealth University,  
Richmond, VA , 2013

**REGISTRATION**

NCIDQ, 2021

Isoke feels most fulfilled by implementing her client’s wants and needs into her designs. She enjoys challenging her levels of creativity during the conceptual/schematic design phase, watching details come to life during the construction administration phase, and most importantly seeing the client’s reaction to the completed product. Her favorite project to work on was the National Museum of African American History and Culture; this was on account of the rich history that it illustrates. The variety of Isoke’s past experiences brings out unique qualities to her current work that she continues to implement to-date.

**Urban League Center for Social Justice**  
Cincinnati, OH

**Central Piedmont Community College Library & Student Success Center**  
Charlotte, NC

**PRIOR PROJECT EXPERIENCE**

**National Museum of African American History and Culture (NMAAHC)**  
Washington, DC

**KEY PROJECT EXPERIENCE**

**Michigan Street African American Heritage Corridor**  
Buffalo, NY

**Greenwood Cultural Center**  
Tulsa, OK



## Barry Goldstein AIA

Principal | KKT Architecture Lead



### EDUCATION

BA, Art History,  
Arizona State University

### REGISTRATIONS

Registered Architect, OK, AZ

Barry is a licensed architect with over 34 years of experience. He has held multiple leadership roles in his career, as well as previous firm ownership, that has provided him with a complete skillset for managing architectural projects and teams.

In his role as Architecture Lead, Barry is responsible for overseeing project development, staffing resources as well as elevating our overall design and business practices. He is specifically responsible for resource allocations, design oversight, business management, client development, and quality control. Barry has been a key component to KKT, overseeing the team, and coordination between the General Contractor, Owner, Consultants, and Design Team.

### KEY PROJECT EXPERIENCE

#### Oasis Fresh Market

Tulsa, OK

#### Charles Page Freshman Academy and STEM Center

Sand Springs, OK

#### GEIM at Motion

Tulsa, OK



## Kate Cofer AIA, IIDA, PMP

Principal | Senior Project Manager



### EDUCATION

M, Real Estate, Development  
Concentration, New York  
University

BS, Architecture  
Oklahoma State University

BS, Architectural Engineering  
Oklahoma State University

Principal and Architect at KKT Architects, Kate will focus on the Design, Schedule and Client and Stakeholder Communication and Management. Kate's passion is for designing nurturing interior environments that shape human experiences with a focus on programming, space planning and understanding a client's functionality and workflow. Kate has tremendous experience with large corporate offices and non-profit partners including recent projects such as Legacy Plaza West, Life Senior Services, Vast.Bank and Family Safety Center. Kate has completed many complex large scale projects nationwide. Kate works to communicate clearly, stay on top of deadlines and to provide resources for efficient, successful and timely completion of projects. She brings energy to each project and clients love her enthusiasm and competence.

She has been the recipient of numerous national and local awards, and has spent her career focused on Interior Architectural Design and Project Management.

Kate serves as a Director of the AIA Eastern Oklahoma Board. She is also a registered Project

Management Professional (PMP) as well as an active member of our local IIDA Chapter. She is a Leadership Tulsa graduate (Class #61) and a board member at the Tulsa YWCA.

### KEY PROJECT EXPERIENCE

#### Vast.Bank Executive Offices

Tulsa, OK

#### Legacy Plaza East and West

Tulsa, OK

#### Family Safety Center

Tulsa, OK



## Katy Dinnen AIA

Project Architect

### EDUCATION

BS, Architecture  
Oklahoma State University

As Katy is a licensed Architect and Project Manager at KKT. As project architect she will focus on design coordination, documentation, and detailing. Katy excels at synthesizing the design process; working collaboratively with each client, consultant and design team. Katy enjoys creating spaces for people and finding opportunities on each project to evaluate multiple creative options as well as to work extensively to test all design boundaries to make sure the final solution is the right solution for the end users. Katy has a lot of experience coordinating project teams and is a friendly and patient manager. She places special emphasis on providing clients with quality solutions that adhere to both budget and schedule. Her experience is in healthcare, higher education master planning, residential life facilities, performing arts buildings as well as public improvement and commercial office projects.

### KEY PROJECT EXPERIENCE

#### AAON Exploration Center

Tulsa, OK

#### Veteran's Opportunity Center

Tulsa, OK

#### GEIM at Motion

Tulsa, OK



## Robert Guess

Field Surveyor

### EDUCATION

BS, Business Administration,  
University of Phoenix

### AFFILIATIONS

Board Member, Black Wall  
Street Chamber of Commerce

Robert, a senior architectural drafter, compiles detailed information about existing structures and oversees the information-gathering process of building forensics. He has worked on a variety of buildings throughout his career including industrial, retail establishments, medical buildings, restaurants, churches, offices, tenant finish-outs, apartments, and numerous renovations.

Robert has extensive experience in architectural drafting, and he completes organized and thorough surveys so a project is designed on sound knowledge of the existing structure. He recently completed an extensive survey of Will Rogers Museum in Claremore, OK, a process which required discreetly assessing the structure while it was occupied by museum-goers. Ultimately, Robert presented the Board with an explicitly defined book on which to base their fundraising campaign for museum repairs and improvements.

### KEY PROJECT EXPERIENCE

#### Will Rogers Museum

Claremore, OK

#### Oasis Fresh Market

Tulsa, OK

#### ASAP Grocery

Hinton, OK





**Jason Bishop** LEED AP  
Vice President

**EDUCATION**

BS, Construction Engineering Technology, Missouri Western State University

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.



**KEY PROJECT EXPERIENCE**

**National Cowboy & Western Heritage Museum - Liichokoshkomo' Addition**

Oklahoma City, OK

**Saint Francis Observation Unit Renovation**

Tulsa, OK

**BOK Park Plaza Enable Midstream Tenant Finish**

Oklahoma City, OK

**Oklahoma State Capitol Exterior Renovation**

Oklahoma City, OK

**University of Oklahoma Cross Village**

Norman, OK

**University of Oklahoma Residential Colleges**

Norman, OK

**University of Oklahoma Gallogly Hall**

Norman, OK



**Lynnsee Boyse** LEED GA  
Project Director

**EDUCATION**

BS, Construction Science, University of Oklahoma, 2012

**REGISTRATIONS**

LEED GA

**AFFILIATIONS**

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

Moment Connection - JE Dunn Women's Networking

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.



**KEY PROJECT EXPERIENCE**

**Oklahoma State Capitol Exterior Renovation**

Oklahoma City, OK

**The Skirvin Hilton Interior Renovation**

Oklahoma City, OK

**BOK Park Plaza**

Oklahoma City, OK

**Mercy Rehabilitation Hospital**

Oklahoma City, OK

**Aramark Solar Inn Cafe at Altus Air Force Base**

Oklahoma City, OK

**Austin-Bergstrom International Airport**

**Maintenance Facility**

Austin, OK

**BP Westlake 4 Level 11 Conference Room Renovation**

Houston, OK

**BP Westlake One Technical Library**

Norman, OK



# Court Pollard

Sr Project Manager

### EDUCATION

BS, Construction Science,  
University of Oklahoma, 2004

### AFFILIATIONS

Tulsa Regional Chamber

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

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.



### KEY PROJECT EXPERIENCE

#### Saint Francis Observation Unit Renovation

Tulsa, OK

#### Osage Casino and Hotel

Tulsa, OK

#### University of Oklahoma Cross Village

Norman, OK

#### Union Collegiate Academy

Tulsa, OK

#### Union 8th Grade Expansion and Renovation

Tulsa, OK

#### Bixby 9th Grade and Band Facility

Bixby, OK

#### Union 6th & 7th Grade Expansion and Renovation

Tulsa, OK



# Greg Bohler AIA

Project Architect

### EDUCATION

MS, Architecture, Georgia  
Institute of Technology, 1984

BS, Architecture, Georgia  
Institute of Technology, 1981

### AFFILIATIONS

Greater OKC Chamber of  
Commerce

Commercial Real Estate  
Council

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.



### KEY PROJECT EXPERIENCE

#### Underground Atlanta Mixed Use Development

Atlanta, GA

#### Journal Record Building Renovation

Oklahoma City, OK

#### 21C Museum and Hotel

Oklahoma City, OK

#### Hilton Garden Inn / Edmond Conference Center

Edmond, OK

#### Integriss, Multiple Projects

Oklahoma City, OK

#### Union 8th Grade Expansion and Renovation

Tulsa, OK

#### Oklahoma Heart Hospital

Oklahoma City, OK

#### Boeing Office / Lab

Oklahoma City, OK



## Indria Hollingsworth AIA

Diversity Manager

### EDUCATION

BS, Accounting, Grambling State University, 1991

### AFFILIATIONS

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

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.



### KEY PROJECT 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**



## Eugene Walker, Jr

CEO

### EDUCATION

BS, Construction Management, Southern Illinois University

AAS, Building Construction, Southern Illinois University

Morgan State University Center for Continuing & Professional Services

Master Compliance Administrator

Certified Compliance Administrator

Eugene is a well-respected seasoned construction professional with over 36 years of construction industry experience with invaluable experience managing major construction projects and business development efforts in the Texas market and has developed meaningful relationships with owners, developers, contractors, industry associations, community leaders and public officials. He has functioned in the capacities of Corporate Director, PreConstruction Manager, Business Development, Sr. Estimator and part of the PreConstruction and Construction Leadership Teams.



### KEY PROJECT EXPERIENCE

**Parkland Hospital Parking Garage**

Dallas, TX

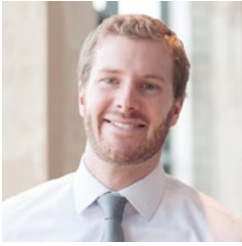
**DFWIA Terminal A Parking Garage**

Dallas, TX

**Toyota North America Corporate Headquarters**

Plano, TX





**Jordan Rodich** PE, CFM, PRINCIPAL  
Principal-in-Charge of Civil Engineering Services



**EDUCATION**

BS, Civil Engineering  
Oklahoma State University  
2008

**REGISTRATIONS**

Professional Engineer in  
Oklahoma  
#26548

Certified Floodplain Manager  
in Oklahoma

**Mr. Rodich has more than 13 years experience in the field of civil engineering and is a Principal at Wallace Design Collective.**

He has experience in site development projects that include grading, detention/drainage, utility relocations, roads and parking lots. Jordan’s project experience includes healthcare, commercial, retail, residential, hospitality, sports and recreation. He is a member of American Society of Civil Engineers and Oklahoma Floodplain Managers Association. Jordan has been a licensed Professional Engineer since 2013.

**KEY PROJECT EXPERIENCE**

**Flats on Archer**

Tulsa, OK

**Archer Warehouse Renovation**

Tulsa, OK

**The View**

Tulsa, OK

**USA BMX National Headquarters**

Tulsa, OK

**Red Robertson Field**

Miami, OK

**Golfsuites (Formerly Flyingtee)**

Tulsa, OK

**Holiday Inn Express**

Tulsa, OK

**Hampton Inn and Suites**

Tulsa, OK

**Hotel Indigo Tulsa**

Tulsa, OK

**21 Greenwood**

Tulsa, OK

**222 N Detroit**

Tulsa, OK

**Folds of Honor Foundation Headquarters**

Tulsa, OK



**Jared Bates** PE  
Project Engineer of Drainage Projects



**EDUCATION**

MS, Civil Engineering  
New Mexico State University  
1998  
BS, Civil Engineering  
New Mexico State University  
1995

**REGISTRATIONS**

Professional Engineer in  
Oklahoma - #20681, and Five  
Additional States

Professional Affiliations  
American Society of Civil  
Engineers

**Mr. Bates has more than 26 years of experience in the field of civil engineering.**

His experience includes roadway widening and rehabilitation, commercial subdivisions, residential developments, pump stations, and site development. He is a member of the American Society of Civil Engineers. Jared has been a licensed Professional Engineer since 2002.

**KEY PROJECT EXPERIENCE**

**River West Choice Neighborhood Public Improvements - TMUA-W 19-10 And ES2019-11**

Tulsa, OK

**City of Tulsa Pine and Lewis Intersection Improvements**

Tulsa, OK

**Downtown Atoka Infrastructure Improvements**

Atoka, OK

**Muscogee Nation Stream Mitigation**

Muscogee, OK

**River Spirit Casino Flood Assessment**

Tulsa, OK

**University of Central Oklahoma Multiple New Parking Lots and Parking Lot Improvements**

Edmond, OK

**Educare 4 | Celia Clinton Campus**

Tulsa, OK

**Midwest Crane Sanitary Sewer Extension**

Tulsa, OK

**Downtown Atoka Developments**

Atoka, OK

**City of Broken Arrow Fire Station No. 7**

Broken Arrow, OK

**Sperry Public Schools High School Flood Control**

Sperry, OK

**Tulsa Public Schools Patrick Henry Elementary School Library Addition**

Tulsa, OK



**Ryan Pierce** PE  
Project Engineer of Transportation Projects



**EDUCATION**

BS, Civil Engineering  
University of Arkansas  
2008

**REGISTRATIONS**

Professional Engineer in  
Oklahoma - #27211

**Mr. Pierce has more than 14 years of experience in the field of civil engineering and joined Wallace in February 2021.**

Ryan has been involved in a variety of projects including site development, drainage and stormwater management systems, water treatment facility design, dam inspections, surveying, utility relocations, and bridge and roadway design and rehabilitation. His skills also include AutoCAD Civil 3D, StormCAD, and HEC-RAS. He is a member of American Society of Civil Engineers and is a Tulsa Engineering Foundation Trustee. He has been a licensed Professional Engineer since 2014.

**KEY PROJECT EXPERIENCE**

**Tulsa County Maintenance Zone 8057**  
Tulsa, OK

**Bnsf Railroad Spur Drainage**  
Tulsa, OK

**Osage Nation Fairfax Senior Housing Development**  
Fairfax, OK

**Osage Nation Casino Pawhuska | ODOT Highway Improvements**  
Pawhuska, OK

**Osage Nation Casino Bartlesville | ODOT Highway Improvements**  
Bartlesville, OK

**US 81 Over Kingfisher Creek\***  
Kingfisher County, OK

**SH 52 Over Chisholm and Mill Creeks\***  
McIntosh County, OK

**SH 44 Over Turkey Creek\***  
Washita County, OK

**Bridge 119\***  
Washington County, OK

**Bryant Avenue Roadway and Bridge\***  
Moore, OK

**County Road Ns-230 Roadway and Bridge Replacement\***  
Woods, County

• \*Prior to employment at Wallace Design Collective



**Brian Walker** PE, SE, PRINCIPAL  
Principal-in-Charge of Structural Engineering



**EDUCATION**

Master of Architectural  
Engineering  
Oklahoma State University  
1985  
BS, Architectural Studies  
Oklahoma State University  
1983

**REGISTRATIONS**

Structural Engineer in  
Oklahoma - #15706, Arizona,  
and Utah  
Professional Engineer in  
Colorado, Michigan, Missouri,  
Nebraska, New Mexico and  
Texas

**Mr. Walker has over 43 years of experience in the field of structural engineering and is a Principal at Wallace Design Collective.**

He has been the project engineer for a wide variety of building types including high-rise office buildings, multifamily residential and hotels, healthcare, museums, educational, sports facilities, retail building and remodel projects, industrial and warehouse facilities, and aircraft maintenance hangars. Brian also specializes in the area of investigation and repair of structural systems. He is a member of Oklahoma Structural Engineers Association and American Society of Civil Engineers. He has been a licensed Professional Engineer since 1989

**KEY PROJECT EXPERIENCE**

**Union 101**  
Tulsa, OK

**Universal Ford Building**  
Tulsa, OK

**The June**  
Tulsa, OK

**USA BMX National Headquarters**  
Tulsa, OK

**OKPOP Museum**  
Tulsa, OK

**Gathering Place**  
Tulsa, OK

**Hampton Inn and Suites**  
Tulsa, OK

**Altas Life Building | Courtyard by Marriott**  
Tulsa, OK

**La Quinta Hotel and Convention Center**  
San Antonio, TX

**222 North Detroit**  
Tulsa, OK

**One Place | Northwestern Mutual Building**  
Tulsa, OK



## Dan Popp PE, SE, PTI, ASSOCIATE

Structural Engineer - Mixed-Use | Commercial | Hospitality



### EDUCATION

MS, Structural Engineering  
University of Texas, 2004

BS, Civil Engineering  
University of Missouri, 2002

### REGISTRATIONS

Structural Engineer in Oklahoma - #31092, Georgia, Hawaii, and Illinois

Professional Engineer in Missouri and North Carolina

### Mr. Popp has more than 17 years of experience in the field of structural engineering and is an Associate at Wallace Design

He has been the project engineer for a wide variety of building types including multifamily, commercial, education and government projects, both nationally and internationally. Dan specializes in mid-rise and high-rise structures. He has designed a wide variety of concrete, steel and masonry structures located in moderate and severe seismic regions across the globe. Dan has been a licensed Structural Engineer since 2008.

### KEY PROJECT EXPERIENCE

#### Universal Ford Building

Tulsa, OK

#### The June

Chicago, IL

#### The Winnie

Chicago, IL

#### Inspire West Town

Chicago, IL

#### 1131 West Winona Street

Chicago, IL

#### 1135 West Winona Street

Chicago, IL

#### 982 Memorial Apartments

Atlanta, GA

#### Union 101

Tulsa, OK

#### Spoke | 1001 West Chicago

Chicago, IL

#### Union West

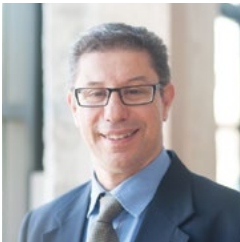
Chicago, IL

#### USA BMX National Headquarters

Tulsa, OK

#### OKPOP Museum

Tulsa, OK



## Mondher Labbane PHD, PE, SE, PRINCIPAL

Structural Engineer - Parking Structures



### EDUCATION

MS, Civil Engineering Purdue University, 1987

BS, Civil Engineering Purdue University, 1985

### REGISTRATIONS

Structural Engineer in Oklahoma - #18532 and Nevada

Professional Engineer in Florida and Missouri

### Dr. Labbane has more than 30 years of experience in structural design and is a Principal of Wallace Design Collective.

He has been the project engineer and Engineer-of-Record for a variety of structures including public safety, parking garages and bridges, institutional, commercial and industrial facilities. He also specializes in the investigation and repair of structural systems. Mondher has extensive design experience with prestressed, precast, post-tensioned and conventionally reinforced concrete. He is proficient in the finite element analysis and modeling of complex structures. Mondher has been a licensed Professional Engineer since 1994.

### KEY PROJECT EXPERIENCE

#### 21 Greenwood Parking Garage

Tulsa, OK

#### 222 North Detroit Parking Garage

Tulsa, OK

#### Arvest Bank Parking Garage

Tulsa, OK

#### Fairfield Inn and Suites Parking Addition

Tulsa, OK

#### Fine Airport Parking

Tulsa, OK

#### Ascension St. John Medical Center Parking Garage

Tulsa, OK

#### Children's Hospital at Saint Francis Parking Garage

Tulsa, OK

#### Saint Francis Hospital South Parking Garage

Tulsa, OK

#### Community Care Parkade

Tulsa, OK

#### Tulsa International Airport Parking Deck Expansion

Tulsa, OK

#### Oklahoma State University Wentz Lane Parking Garage

Stillwater, OK



**Ron Jantz** PE, PRINCIPAL  
Structural Engineer - Stadium



**EDUCATION**

BS, Architectural Engineering  
Oklahoma State University  
1988

**REGISTRATIONS**

Professional Engineer in  
Oklahoma- #17762, Arkansas,  
Louisiana, Michigan and Texas

**Mr. Jantz has more than 33 years of experience in the field of structural design and is a Principal at Wallace Design Collective.**

His project engineering experience includes educational, athletic, commercial, retail, medical, and institutional projects. Ron's experience also includes many rehabilitation, renovation and repair projects. His skills include project coordination and management and specifications. Ron has a consistent record of providing quality engineering while producing projects on-time and within budget. He is a member of the Oklahoma Structural Engineers Association and Construction Specifiers Institute and he serves on the Oklahoma State Installation Code Variance and Appeals Board. Ron has been a licensed Professional Engineer since 1995.

**KEY PROJECT EXPERIENCE**

**Oklahoma State University Neal Patterson Soccer Stadium**  
Stillwater, OK

**Oklahoma State University O'Brate Stadium**  
Stillwater, OK

**Oklahoma State University Boone Pickens Stadium Maintenance Program**  
Stillwater, OK

**Oklahoma State University Allie P. Reynolds Stadium Improvements**  
Stillwater, OK

**Oklahoma State University Colvin Recreation Center**  
Stillwater, OK

**Oklahoma State University Michael and Anne Greenwood Tennis Center**  
Stillwater, OK

**University Of Oklahoma Griffin Family Performance Center**  
Norman, OK

**Service Blake Soccer Complex Renovation**  
Edmond, OK



**Andrew Kern** PE, SE, AIA, CWI, ICCMSI, PTI, PRINCIPAL  
Principal-in-Charge of Special Inspections



**EDUCATION**

Master of Architecture,  
Structures Division  
University of Illinois at  
Urbana-Champaign, 2000

BS, Architectural Studies  
University of Illinois at  
Urbana-Champaign, 1998

**REGISTRATIONS**

Structural Engineer in  
Oklahoma, California, Hawaii,  
Illinois and Washington

Professional Engineer in  
Colorado

Registered Architect in  
Oklahoma, Colorado and  
Illinois

**Mr. Kern has more than 22 years of experience in the field of structural engineering and construction observations and is a Principal of Wallace Design Collective.**

Andrew has been the project engineer for a wide variety of building types including industrial and warehouse facilities, retail, commercial, multi-family, educational, municipal and residential projects. He also specializes in the renovation of existing buildings. Andrew has been responsible for project coordination, supervision of design, preparation of construction documents and construction administration, and administration of special inspections. He has been a licensed Structural Engineer, Professional Engineer and Architect since 2006.

**KEY PROJECT EXPERIENCE**

**Saint Francis Servery Special Inspections**  
Tulsa, OK

**Saint Francis Garage Repair Special Inspections**  
Tulsa, OK

**Saint Francis Warren Garage Precast Panel Repair Special Inspections**  
Tulsa, OK

**Gastroenterology Specialists Inc. Clinic and Ambulatory Surgery Center Special Inspections**  
Tulsa, OK

**Nate Waters Physical Therapy Clinic Special Inspections**  
Tulsa, OK

**Geophysical Resource Center Special Inspections**  
Tulsa, OK

**Hogan Assessments Systems Headquarters Special Inspectionse**  
Tulsa, OK

**Tulsa Airport Parking Level 3 Expansion Special Inspections**  
Tulsa, OK

**Tandy Family YMCA Expansion Special Inspections**  
Tulsa, OK



**Joe Howell** PLA, ASLA  
 Director of Landscape Architecture



**EDUCATION**

BS, Landscape Design  
 Oklahoma State University  
 1974

**REGISTRATIONS**

Professional Landscape  
 Architect in Oklahoma - #10,  
 and Kansas

**Mr. Howell has more than 47 years of experience in landscape architecture and site planning.**

He has established a reputation for his innovative approach to projects, outstanding design skills, unique graphic capabilities, and communication skills. He has designed and managed a great number of complex land projects ranging from academic and cultural facilities to large-scale commercial entities and institutional sites. Joe's extensive experience has been recognized both locally and nationally, and spans a broad range of project types, budgets, and solutions.

**KEY PROJECT EXPERIENCE**

**Pathway to Hope**

Tulsa, OK

**Greenwood Rising: Black Wall Street History Center**

Tulsa, OK

**BOK Center**

Tulsa, OK

**Tulsa Botanic Garden A.R. And Marylouise Tandy Floral Terrace**

Tulsa, OK

**Tulsa Botanic Garden Children's Discovery Garden**

Tulsa, OK

**Crystal Bridges Museum of American Art**

Bentonville, AR

**The Momentary**

Bentonville, AR

**Philbrook Museum of Art Improvements**

Tulsa, OK

**Oklahoma State University Boone Pickens Stadium**

**Parking Phases I & II**

Stillwater, OK

**Oklahoma State University Gallagher Iba Arena**

Stillwater, OK

**University Of Tulsa H.A. Chapman Stadium Renovation**

Tulsa, OK



**Jordan Richardson** PLA, ASLA  
 Landscape Architecture · Project Manager



**EDUCATION**

BS, Landscape Architecture  
 Oklahoma State University  
 2010

**REGISTRATIONS**

Professional Landscape  
 Architect in Oklahoma - #418

**Mr. Richardson has more than 12 years of experience in landscape architecture.**

Robert has been involved in many diverse production efforts from large-scale park master planning to site specific detailing and design-build projects. He applies a keen interest in the documentation and construction phases of projects. Robert is a member of the American Society of Landscape Architecture National and Oklahoma Chapter. He has been a licensed Professional Landscape Architect since 2015.

**KEY PROJECT EXPERIENCE**

**Pathway to Hope**

Tulsa, OK

**Greenwood Rising: Black Wall Street History Center**

Tulsa, OK

**Tulsa Botanic Garden A.R. And Marylouise Tandy Floral Terrace**

Tulsa, OK

**Tulsa Botanic Garden Children's Discovery Garden**

Tulsa, OK

**Ruby Grant Park**

Norman, OK

**Chandler Park Improvements**

Tulsa, OK

**Kendall-Whittier Park**

Tulsa, OK

**Oklahoma City Zoo African Savanna**

Oklahoma City, OK

**Norman Football and Softball Complex**

Norman, OK

**Quiktrip Corporate Headquarters Campus Deck Expansion**

Tulsa, OK

**Oasis Fresh Market**

Tulsa, OK

**Cherokee Springs Development**

Tulsa, OK



## David Starr

President & Director



### BOARD POSITIONS

- American Opportunity for Housing (AOH), President, since 1999
- Rural Rental Housing Association, Advisory Board Member
- National Multifamily Housing Board, Advisory Board Member
- Howard University, Advisory Committee
- South Texas Blook and Tissue Center, Board Member
- Alamo Regional Mobility Authority, Board Member, since 2013

**Since 1999 Mr. Starr has been president and director of the American Agape Foundation, Inc. which presides over Agape Community Sports Services.**

Agape Community Sports Services (ACSS), Inc is dedicated to investing in, promoting, programming, maintaining, developing and operation on behalf of the general public and state and local government. By offering public parks, greenspace, and recreational sport facilities, ACSS engages in the activities related to the relief of the most vulnerable and underprivileged.

David Starr is also an advisor to the real estate industry on finance and development. Mr. Starr pioneered the marketing and placement of tax-exempt bonds for the acquisition and development of multifamily housing projects. He has become one of the largest providers of development capital debt on both rated and unrated bases throughout the Southwest and Southeast with over \$1 Billion in funded transactions



## Anthony Orso

President



### EDUCATION

- MBA, Finance, Columbia University, 1990
- BA, St. John's University, 1985

### BOARD POSITIONS

- Big Brothers Big Sisters of New York, Board of Directors

**Anthony Orso is the president of Prospect Sport Partners, which was created to develop and revitalize green spaces, parks, and recreational sports facilities with local municipalities to create healthy lifestyle infrastructure that enhances communities and fosters economic growth.**

In addition, Anthony serves as president of Capital Markets Strategies for Newmark Knight Frank. Prior to joining Newmark, Mr. Orso was the co-founder and former CEO of CCRE (Cantor Commercial Real Estate), Cantor Fitzgerald's fully integrated commercial and multifamily real estate finance company. During his tenure as CEO, CCRE closed approximately \$50 billions of dollars' worth of loans and opened locations across the U.S. In 2014, CCRE was ranked as the No. 1 Fastest Growing Company by Crain's New York Business. That same year, Mr. Orso was named No. 1 in Commercial Observer's 50 Most Important People in Commercial Real Estate Finance.



## Dev Pathik

Founding Partner | Strategy & Partnership Development | Strategic Funding



### EDUCATION

BA, Psychology, University of Maryland College Park

### BOARD POSITIONS

Outward Bound USA, Board of Directors, since 2016

YMCA of the Suncoast, Board Member, since 2014

Pinellas County Economic Development, Board Member, since 2014

Downtown Clearwater Partnership, Board Member, since 2013

St. Leo University Sports Advisory, Board Member, 2012-2014

**Dev's passion for developing teams and for engaging kids and communities in sport led him to develop the Sports Facilities Advisory. His leadership has produced facilities that integrate traditional sports with special events, adventure sports, education, leadership-development, and amusement to turn early concepts into financeable and sustainable facilities that make a difference in communities.**

Under his leadership, SFA has become respected as the industry leader in strategy, program planning, and project finance; a position achieved through global brand presence and measurable impacts for communities. Dev's expertise and thought leadership have been sought out by The Wall Street Journal, Forbes, Market-Watch, CNBC, NBC, The Aspen Institute Sports & Society, The National Association of Sports Commissions, The National Recreation and Parks Association, The Sports Business Journal, Sports Travel Magazine and many others.

### KEY PROJECT EXPERIENCE

**Myrtle Beach Sports Center**  
Myrtle Beach, SC

**Perfect Game**  
USA

**Rocky Mount Events Center**  
Rocky Mount, NC

**The E Town Sports Park**  
Elizabethtown, KY



## Chris Schroeder

CEO | Founding Partner



**Mr. Schroeder is the CEO and a Founding Partner of Experiential Ventures. He brings an award-winning background in creating and implementing large scale marketing, branding and development projects for globally recognized organizations including American Express, California Travel & Tourism Commission, and MGM Resorts.**

Prior to forming Experiential Ventures, Chris served as Chief Marketing Officer for Veremonte, a multi-billion-dollar investment company out of London, where he worked to create the largest leisure development in Europe, bringing partnerships with Hard Rock Hotels and Cirque du Soleil. He also worked to incubate and launch Formula E, the first fully electric racing championship in the world, with such notable partners as Leonardo di Caprio, Michael Andretti, Alain Prost, and Virgin Racing. Races are held in iconic cities including Paris, London, and New York.



## Charela (Chuck) Steedman

Executive Vice President | Strategy & Development

### EDUCATION

Certificate, Data Modeling & Analytics, Massachusetts Institute of Technology, 2016  
MBA, Queens University of Charlotte, 1994

BS, Sports Management, University of Massachusetts, Amherst, 1983

**Mr. Steedman serves as Executive Vice President, Strategy and Development for ASM Global. In this capacity, the well-respected industry veteran oversees and leads strategic growth of the division through the acquisition of arenas, stadiums and theaters along with other investment opportunities. Prior to the merger which created ASM Global, Chuck served as the Chief Operating and Development Officer of AEG Facilities.**

Prior to joining ASM Global, Chuck spent several years under the employ of New England Sports Ventures, the parent company of the Boston Red Sox, New England Sports Network and Fenway Sports Group. He has held a number of positions in college athletics, working at the University level (University of Connecticut Director of Athletic Marketing) and in the industry at Raycom Sports (VP of Programming and Events) and Fenway Sports Group (EVP in charge of marketing relationships with Boston College).

### KEY PROJECT EXPERIENCE

**Renovation of Fenway Park**  
Boston, MA

**T-Mobile Arena**  
Las Vegas, NV

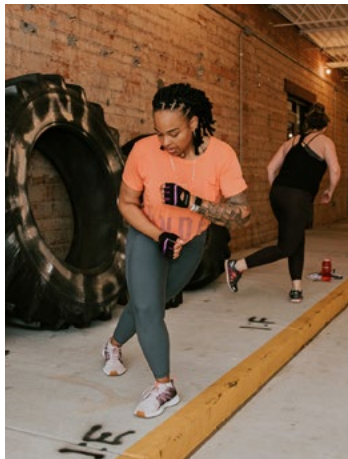
**Allegiant Stadium**  
Las Vegas, NV

**Renovation of Target Center**  
Minneapolis, MN

**Renovation of AT&T Arena**  
San Antonio, TX



# Select Experience



## EastPoint - Equitable, Commercial Real Estate Development

EastPoint has set the standard for equitable development with International recognition. In 2021 The Urban Land Institute has recognized EastPoint as setting the standard for equitable development. It was one of 12 projects that was awarded the 2021 Americas Awards of Excellence and one of 9 projects from all of the world that awarded the 2021 ULI Global Awards of Excellence out of over 200 submissions.

This forward-thinking development model empowers a historically underserved community with new opportunities for wealth creation and business ownership through giving an ownership share of the real estate asset when signing a ten-year lease. In addition, the project includes Centennial Health which established a new mission to tailor services to the unique healthcare needs of people using Medicare. The project also includes The Market at EastPoint which is a partnership with the non-profit Restore OKC and Homeland bringing a full grocery store with affordable, local produce abolishing a historic food desert area.

<b>LOCATION</b>	<b>SIZE</b>	<b>2021 WINNER</b>
Oklahoma City, OK	40,000 sq. ft.	<b>ULI AMERICAS</b> AWARDS FOR EXCELLENCE
<b>YEAR COMPLETED</b>	<b>TOTAL COST</b>	<b>2021 WINNER</b>
2020	\$8,000,000	<b>ULI GLOBAL</b> AWARDS FOR EXCELLENCE



## The Zenith

Known as the "Gateway to the West", The Zenith boasts 191 luxury units and 6,000 sq. ft. of retail space. This stunning 21-story building located on the West side of downtown Baltimore features a 200 space parking garage, a 7th-floor roof terrace, 2-story penthouse units, a business center, a fitness center, and party rooms, plus a 24-hour full-service concierge desk. The land was purchased as part of a successful competitive public bidding process.

<b>LOCATION</b>	<b>TOTAL COST</b>
Baltimore, MD	\$48,000,000



## 414 Water Street

Having purchased the air rights at this attractive downtown Baltimore location, the company developed 414 Water Street into a 31-story luxury condominium building offering breathtaking Inner Harbor views. With 312 units ranging in size from 650 to 1460 square feet, amenities include a two-level cascading outdoor pool, fitness center, business center, a fully-equipped party/entertainment room, and on-site parking.

<b>LOCATION</b>	<b>TOTAL COST</b>
Baltimore, MD	\$49,000,000



THIS CERTIFIES THAT

# E Smith Advisors, LLC

\* Nationally certified by the: **CAPITAL REGION MINORITY SUPPLIER DEVELOPMENT COUNCIL**

\*NAICS Code(s): **531210; 531312**

\* Description of their product/services as defined by the North American Industry Classification System (NAICS)

**11/17/2020**

**Issued Date**

**CR16397**

**Certificate Number**

*Adrienne C. Trimble*  
Adrienne Trimble

*Sharon R. Pinder*

**01/31/2022**

**Expiration Date**

**Sharon R. Pinder, President/CEO**

By using your password (NMSDC issued only), authorized users may log into NMSDC Central to view the entire profile: <http://nmsdc.org>

*Certify, Develop, Connect, Advocate.*

\* MBEs certified by an Affiliate of the National Minority Supplier Development Council, Inc.®

THIS CERTIFIES THAT

# E Smith Horizons, LLC

DBA E Smith Horizons



\* Nationally certified by the: **CAPITAL REGION MINORITY SUPPLIER DEVELOPMENT COUNCIL (MD/DC MSDC)**

\*NAICS Code(s): 531390

\* Description of their product/services as defined by the North American Industry Classification System (NAICS)

05/03/2021

Issued Date

CR23436

Certificate Number

*Jose Turkienicz*

Jose Turkienicz

*Sharon R Pinder*

Expiration Date

Sharon Pinder, President

By using your password (NMSDC issued only), authorized users may log into NMSDC Central to view the entire profile: <http://nmsdc.org>

[Certify, Develop, Connect, Advocate.](#)

\* This MBE is certified by an Affiliate of the National Minority Supplier Development Council, Inc.®



THIS CERTIFIES THAT

# Gold Jacket LLC

\* Nationally certified by the: **FLORIDA STATE MINORITY SUPPLIER DEVELOPMENT COUNCIL**

\*NAICS Code(s): 523910

\* Description of their product/services as defined by the North American Industry Classification System (NAICS)

02/11/2021

**Issued Date**

FL234131

**Certificate Number**

*Adrienne C. Trimble*  
Adrienne Trimble

*Beatrice Louissaint*

**Expiration Date**

**Beatrice Louissaint, President & CEO**

03/01/2022

By using your password (NMSDC issued only), authorized users may log into NMSDC Central to view the entire profile: <http://nmsdc.org>

[Certify, Develop, Connect, Advocate.](#)

\* MBEs certified by an Affiliate of the National Minority Supplier Development Council, Inc.®



THIS CERTIFIES THAT

# Moody Nolan Inc

dba Moody Nolan, Inc.

\* Nationally certified by the: **OHIO MINORITY SUPPLIER DEVELOPMENT COUNCIL**

\*NAICS Code(s): 541310; 541410

\* Description of their product/services as defined by the North American Industry Classification System (NAICS)

05/19/2021

**Issued Date**

CN03574

**Certificate Number**

*Jose Turkenich*  
NMSDC Board Chair

**Expiration Date**

05/31/2022

**Jacqueline Neal, President & CEO**

By using your password (NMSDC issued only), authorized users may log into NMSDC Central to view the entire profile: <http://nmsdc.org>

[Certify](#), [Develop](#), [Connect](#), [Advocate](#).

\* MBEs certified by an Affiliate of the National Minority Supplier Development Council, Inc.®





# **D. Financial Offer & Deal Structure Proposal**

## Financial Offer

The Greenwood Phoenix Development Group (GPDG) desires to acquire the Evans Fintube and Watco properties for the development of a Health & Wellness campus in the Greenwood District of North Tulsa. It is GPDG intention to acquire both properties simultaneously. GPDG is currently negotiating acquisition and relocation of Watco to north Tulsa County.

We included in this section two (2) non-Binding Letters of Intent. The first is for the fee simple transaction with TAEO for the acquisition of the Evans-Fintube property. The second is for the fee simple transaction with Watco for the property contiguous with Evans-Fintube.



# Letter of Intent to Purchase

Evans Fintube

Tulsa, OK

Dear Tulsa Authority for Economic Opportunity:

This letter will serve as a non-binding Letter of Intent to purchase the Evans Fintube under the following terms and conditions.

- Buyer:** Greenwood Phoenix Development Group, LLC  
403 S. Cheyenne Ave, # 205  
Tulsa, OK 74103  
Point of Contact: Steven Watts  
Telephone: 918-645-0804  
Email: Steven.Watts@roserockdev.com
- Seller:** Tulsa Authority for Economic Opportunity
- Purchase Price:** One Million Dollars and Zero Cents (\$1,000,000.00)
- Terms of Offer:** Subject to Buyer securing financing from a third party. Seller to pay one half of the closing fee and one half of the transfer tax.
- Due Diligence:** Three-hundred (300) day inspection period, then an additional 60 days to close, after receipt and approval of required third party reports (i.e., appraisal, title, survey, environmental, feasibility study, etc.)
- Closing Date:** December 30, 2022
- Escrow:** Ten Thousand Dollars (\$10,000.00) to be deposited at TITLE COMPANY  
With headquarters at  
With contact information
- Subject To:** Physical Inspection of the property acceptable to Buyer.
- Negotiation and execution of mutually acceptable Purchase Agreement containing normal contingencies to be completed no later than January 15, 2021.
- Review and approval of Phase I Environmental Survey or updated or dated no less than twelve (12) months prior to Closing Date.
- Participation in the final approvals or plans due to the changes inclusive of, but not exclusive to zoning, eminent domain, remediation and proposed physical changes to the property.
- No restrictions or encumbrances to the ingress and egress of the property due to parcel address.
- Documents Needed to Close Checklist:** The Seller to provide copies of the following to the Buyer:
- Seller's existing title insurance policy
  - Seller's existing Phase I Environmental Survey dated or updated no less than twelve (12) months prior to closing date
  - All pertinent environmental, survey, structural or engineering reports regarding the property

**Inspection Period:**

Buyer shall have thirty (30) days after full execution of a Purchase Agreement, at which time Seller shall deliver the pertinent documentation or Due Diligence materials, (the "Inspection Period") to conduct all necessary document examinations and inspections of the Property. Buyer Shall indemnify, defend, and hold Seller harmless from and against any and all liability, loss, damage, claim, cost or expense which may result from any entry upon or inspection of the Property by Buyer, its employees, agents or contractors. During such Inspection Period, should Buyer find any unacceptable condition, the Purchase Agreement may be canceled, in writing, at Buyer's discretion, and all Earnest Money shall be refunded. If, however, the Buyer does not cancel the Purchase Agreement, the Seller shall retain the Earnest Money, which shall be applied to the Purchase Price at Closing or shall be forfeited to the Seller in the event the buyer does not close on the sale.

**Acceptance:**

This Letter of Intent shall be open for acceptance until December 15, 2021, at 5:00 PM CST.

This Letter of Intent shall not constitute a binding offer to purchase or a binding offer to sell. If the terms above are acceptable, please sign and return this letter in the space provided.

Agreed and Accepted  
Seller

Agreed and Accepted  
Buyer

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Printed Name

# Letter of Intent to Purchase

Evans Fintube

Tulsa, OK

Dear Watco:

This letter will serve as a non-binding Letter of Intent to purchase the Evans Fintube under the following terms and conditions.

- Buyer:** Greenwood Phoenix Development Group, LLC  
403 S. Cheyenne Ave, # 205  
Tulsa, OK 74103  
Point of Contact: Steven Watts  
Telephone: 918-645-0804  
Email: Steven.Watts@roserockdev.com
- Seller:** Watco, Inc.
- Purchase Price:** To Be Determined. A fair market value price agreed upon by both parties.
- Terms of Offer:** Subject to Buyer securing financing from a third party. Seller to pay one half of the closing fee and one half of the transfer tax.
- Due Diligence:** Three-hundred (300) day inspection period, then an additional 60 days to close, after receipt and approval of required third party reports (i.e., appraisal, title, survey, environmental, feasibility study, etc.)
- Closing Date:** On or before December 30, 2022
- Escrow:** Ten Thousand Dollars (\$10,000.00) to be deposited at TITLE COMPANY  
With headquarters at  
With contact information
- Subject To:** Physical Inspection of the property acceptable to Buyer.
- Negotiation and execution of mutually acceptable Purchase Agreement containing normal contingencies to be completed no later than January 15, 2021.
- Review and approval of Phase I Environmental Survey or updated or dated no less than twelve (12) months prior to Closing Date.
- Participation in the final approvals or plans due to the changes inclusive of, but not exclusive to zoning, eminent domain, remediation and proposed physical changes to the property.
- No restrictions or encumbrances to the ingress and egress of the property due to parcel address.
- Documents Needed to Close Checklist:** The Seller to provide copies of the following to the Buyer:
- Seller's existing title insurance policy
  - Seller's existing Phase I Environmental Survey dated or updated no less than twelve (12) months prior to closing date
  - All pertinent environmental, survey, structural or engineering reports regarding the property

**Inspection Period:**

Buyer shall have thirty (30) days after full execution of a Purchase Agreement, at which time Seller shall deliver the pertinent documentation or Due Diligence materials, (the "Inspection Period") to conduct all necessary document examinations and inspections of the Property. Buyer Shall indemnify, defend, and hold Seller harmless from and against any and all liability, loss, damage, claim, cost or expense which may result from any entry upon or inspection of the Property by Buyer, its employees, agents or contractors. During such Inspection Period, should Buyer find any unacceptable condition, the Purchase Agreement may be canceled, in writing, at Buyer's discretion, and all Earnest Money shall be refunded. If, however, the Buyer does not cancel the Purchase Agreement, the Seller shall retain the Earnest Money, which shall be applied to the Purchase Price at Closing or shall be forfeited to the Seller in the event the buyer does not close on the sale.

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This Letter of Intent shall be open for acceptance until December 30, 2022, at 5:00 PM CST.

This Letter of Intent shall not constitute a binding offer to purchase or a binding offer to sell. If the terms above are acceptable, please sign and return this letter in the space provided.

Agreed and Accepted  
Seller

Agreed and Accepted  
Buyer

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Printed Name

## Financial Statements

E Smith Advisors is a premier real estate solutions and services provider that brings integrity, innovation and insight to the commercial real estate industry. In partnership—through a joint venture—with Newmark Group, Inc. (Newmark)—a publicly traded company (NASD: NMRK)—E Smith Advisors is part of a global network with operations in more than four hundred offices worldwide. The firm offers an integrated service platform to a diverse portfolio of clients, and as a certified minority-owned business, inclusivity is always one of its primary goals, both in our service offerings and in our hiring practices.

E Smith Advisors combines the entrepreneurial, bespoke approach of a boutique firm with the comprehensive expertise and resources of an international Top 5 firm, to create a global enterprise that operates with a balanced, nuanced perspective.

E Smith Advisors excels at creating customized real estate solutions that take the intricate, unique needs of each client into account, and this methodology—in partnership with Rose Rock and Pivot Project—makes for a perfect relationship for the development of the Evans-Fintube and Watco properties in North Tulsa.

E Smith Advisors delivers intricate real estate solutions. For real estate development opportunities, E Smith Advisors brings its sister corporation, E Smith Horizons. This approach allows E Smith Advisors to deliver its capital markets, leasing, property management and many other services through a development platform built on delivery and trust. E Smith Advisors, through E Smith Horizons, is serving as the lead developer for this exciting pursuit. The following pages are the financial statements for Newmark Group, Inc., which is a Managing Member in E Smith Advisors.

To view Newmark Group, Inc.'s full financial statements, please click the link below.

<https://www.dropbox.com/s/l4huo03iqj13d1m/NEWMARK%20FINANCIALS%20-%2010Q%202021.11.08.pdf?dl=0>

undertake to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise.

4

#### WHERE YOU CAN FIND MORE INFORMATION

We file annual, quarterly and current reports, proxy statements and other information with the SEC. These filings are also available to the public from the SEC's website at [www.sec.gov](http://www.sec.gov).

Our website address is [www.nmrk.com](http://www.nmrk.com). Through our website, we make available, free of charge, the following documents as soon as reasonably practicable after they are electronically filed with, or furnished to, the SEC: our Annual Reports on Form 10-K; our proxy statements for our annual and special stockholder meetings; our Quarterly Reports on Form 10-Q; our Current Reports on Form 8-K; Forms 3, 4 and 5 and Schedules 13D filed on behalf of Cantor, CF Group Management, Inc., our directors and our executive officers; and amendments to those documents. Our website also contains additional information with respect to our industry and business. The information contained on, or that may be accessed through our website, is not part of, and is not incorporated into, this Quarterly Report on Form 10-Q.

5

#### PART I - FINANCIAL INFORMATION ITEM 1. FINANCIAL STATEMENTS

##### NEWMARK GROUP, INC. CONDENSED CONSOLIDATED BALANCE SHEETS (In thousands, except share and per share amounts) (unaudited)

	September 30, 2021		December 31, 2020	
<b>Assets:</b>				
Current assets:				
Cash and cash equivalents	\$	170,752	\$	191,448
Restricted cash		74,453		66,951
Marketable securities		536,154		33,283
Loans held for sale, at fair value		1,200,192		1,086,805
Receivables, net		514,392		376,795
Other current assets (see Note 19)		115,228		63,790
<b>Total current assets</b>		<b>2,611,171</b>		<b>1,819,072</b>
Goodwill		651,695		560,332
MSRs, net		533,923		494,729
Loans, forgivable loans and other receivables from employees and partners, net		449,746		454,270
Right-of-use assets		642,825		190,469
Fixed assets, net		133,569		96,367
Other intangible assets, net		71,825		44,289
Other assets (see Note 19)		238,411		322,922
<b>Total assets</b>	\$	<b>5,333,165</b>	\$	<b>3,982,450</b>
<b>Liabilities, Redeemable Partnership Interests, and Equity:</b>				
Current liabilities:				
Warehouse facilities collateralized by U.S. Government Sponsored Enterprises	\$	1,184,329	\$	1,061,202
Accrued compensation		393,631		279,872
Accounts payable, accrued expenses and other liabilities (see Note 29)		579,966		326,548
Securities loaned		140,000		33,278
Payables to related parties		7,347		4,392
<b>Total current liabilities</b>		<b>2,305,273</b>		<b>1,705,292</b>
Long-term debt		544,615		680,385
Right-of-use liabilities		618,149		218,629
Other long-term liabilities (see Note 29)		218,516		436,952
<b>Total liabilities</b>		<b>3,686,553</b>		<b>3,041,258</b>
Commitments and contingencies (see Note 31)				
Redeemable partnership interests		22,890		20,045
<b>Equity:</b>				
Class A common stock, par value of \$0.01 per share: 1,000,000,000 shares authorized; 190,744,565 and 167,604,348 shares issued at September 30, 2021 and December 31, 2020, respectively, and 174,407,338 and 161,175,894 shares outstanding at September 30, 2021 and December 31, 2020, respectively		1,907		1,676
Class B common stock, par value of \$0.01 per share: 500,000,000 shares authorized; 21,285,533 shares issued and outstanding at September 30, 2021 and December 31, 2020, convertible into Class A common stock		212		212
Additional paid-in capital		482,715		351,450
Retained earnings		932,268		342,764
Contingent Class A common stock		1,572		1,572
Treasury stock at cost: 16,337,227 and 5,498,228 shares of Class A common stock at September 30, 2021 and December 31, 2020, respectively		(160,599)		(40,531)
Accumulated other comprehensive loss		(2,292)		(2,094)
<b>Total stockholders' equity</b>		<b>1,255,783</b>		<b>655,049</b>
Noncontrolling interests		367,939		266,098
<b>Total equity</b>		<b>1,623,722</b>		<b>921,147</b>
<b>Total liabilities, redeemable partnership interests, and equity</b>	\$	<b>5,333,165</b>	\$	<b>3,982,450</b>

The accompanying Notes to the Condensed Consolidated Financial Statements are an integral part of these financial statements.

6

NEWMARK GROUP, INC.  
CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS  
(In thousands, except per share data)  
(unaudited)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2021	2020	2021	2020
<b>Revenues:</b>				
Commissions	\$ 483,628	\$ 197,903	\$ 1,121,565	\$ 639,303
Gains from mortgage banking activities/originations, net	60,029	91,192	148,683	210,686
Management services, servicing fees and other	244,469	146,829	651,729	453,583
<b>Total revenues</b>	<b>788,126</b>	<b>435,924</b>	<b>1,921,977</b>	<b>1,303,572</b>
<b>Expenses:</b>				
Compensation and employee benefits	444,408	253,908	1,274,879	784,684
Equity-based compensation and allocations of net income to limited partnership units and FPU's	33,963	50,769	315,743	74,544
<b>Total compensation and employee benefits</b>	<b>478,371</b>	<b>304,677</b>	<b>1,590,622</b>	<b>859,228</b>
Operating, administrative and other	152,363	61,790	394,546	215,083
Fees to related parties	5,664	6,109	17,696	17,126
Depreciation and amortization	28,883	29,627	80,804	104,613
<b>Total operating expenses</b>	<b>665,281</b>	<b>402,203</b>	<b>2,083,668</b>	<b>1,196,050</b>
Other (loss) income, net	102,720	108,608	1,187,322	73,657
<b>Income from operations</b>	<b>225,565</b>	<b>142,329</b>	<b>1,025,631</b>	<b>181,179</b>
Interest expense, net	(8,498)	(9,532)	(26,034)	(28,617)
<b>Income before income taxes and noncontrolling interests</b>	<b>217,067</b>	<b>132,797</b>	<b>999,597</b>	<b>152,562</b>
Provision for income taxes	53,811	33,272	206,572	38,158
<b>Consolidated net income</b>	<b>163,256</b>	<b>99,525</b>	<b>793,025</b>	<b>114,404</b>
Less: Net income attributable to noncontrolling interests	34,707	24,176	191,627	30,563
<b>Net income available to common stockholders</b>	<b>\$ 128,549</b>	<b>\$ 75,349</b>	<b>\$ 601,398</b>	<b>\$ 83,841</b>
<b>Per share data:</b>				
<b>Basic earnings per share</b>				
Net income available to common stockholders (1)	\$ 128,549	\$ 72,101	\$ 595,198	\$ 75,703
Basic earnings per share	\$ 0.64	\$ 0.40	\$ 3.14	\$ 0.42
Basic weighted-average shares of common stock outstanding	199,413	179,501	189,317	178,527
<b>Fully diluted earnings per share</b>				
Net income for fully diluted shares	\$ 128,549	\$ 103,623	\$ 595,198	\$ 110,422
Fully diluted earnings per share	\$ 0.63	\$ 0.39	\$ 3.06	\$ 0.42
Fully diluted weighted-average shares of common stock outstanding	205,281	266,793	194,320	265,104

(1) Includes a reduction for dividends on preferred stock or EPU's in the amount of \$0.0 million and \$6.2 million for the three and nine months ended September 30, 2021, respectively, and \$3.2 million and \$8.1 million for the three and nine months ended September 30, 2020, respectively. (see Note 1 — "Organization and Basis of Presentation").

The accompanying Notes to the Condensed Consolidated Financial Statements are an integral part of these financial statements.

7

NEWMARK GROUP, INC.  
CONDENSED CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME  
(In thousands)  
(unaudited)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2021	2020	2021	2020
<b>Consolidated net income</b>	<b>\$ 163,256</b>	<b>\$ 99,525</b>	<b>\$ 793,025</b>	<b>\$ 114,404</b>
Foreign currency translation adjustments	(116)	(1,135)	(321)	(3,739)
<b>Comprehensive income, net of tax</b>	<b>163,140</b>	<b>98,390</b>	<b>792,704</b>	<b>110,665</b>
Less: Comprehensive income attributable to noncontrolling interests, net of tax	34,707	24,176	191,627	30,563
<b>Comprehensive income available to common stockholders</b>	<b>\$ 128,433</b>	<b>\$ 74,214</b>	<b>\$ 601,077</b>	<b>\$ 80,102</b>

The accompanying Notes to the Condensed Consolidated Financial Statements are an integral part of these financial statements.

8

NEWMARK GROUP, INC.  
CONDENSED CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY  
(In thousands, except share and per share amounts)  
(unaudited)

## DEAL STRUCTURE AND PROGRAM DELIVERY

The goal of the financing plan is simple: to enable the City of Tulsa to achieve its vision to redevelop Evans-Fintube (Greenwood Phoenix Development) while minimizing the cost to the city and maximizing the value for the community. Executing this plan is complicated due to the size and mixed-use embedded in the City's vision and our proposal. We, Greenwood Phoenix Development Group (GPDG), have assembled a world-class team of financing industry experts to address this complexity. Our plan achieves this goal, and we are including this narrative to guide you through your review and understanding of the pro-forma model.

It is important to start with a summary of the structure.

- a. Greenwood Phoenix Development Group, LLC (GPDG), along with its affiliated Qualified Opportunity Fund, Greenwood Phoenix OZ Fund, LLC, is the Master Developer. GPDG is the entity that will transact directly with the City and TAE0, inclusive of a fee simple acquisition of the Evans-Fintube property.
- b. GPDG will also make a fee simple acquisition of the contiguous Watco property. Watco is proposed to be relocated to northern Tulsa County.
- c. There are four (4) Component Developers which will transact with the Master Developer to develop the mixed-use components of the plan through a condominium structure. These components include:
  - i. Greenwood Indoor and Outdoor Sports Complex Condominium
  - ii. Parking Condominium
  - iii. Residential/Retail Mixed-Use Condominium
  - iv. Hospitality Condominium

GPDG's priority is to masterplan, design, develop and construct a vibrant mixed-use development that serves as the epicenter of North Tulsa and specifically, Greenwood. Through exhaustive research and planning, we determined the optimal mix of uses to achieve this priority.

Our approach to financing is a plan that is mutually beneficial for the City of Tulsa, the State of Oklahoma and GPDG. We understand the City's objective to maximize private investment, optimize public investment and minimize public risk. To meet the needs of all parties, GPDG took an innovative approach with alternative finance vehicles and conduits. Note, our plan involves scraping the existing site, which means we are not in pursuit of Federal or State Historical Tax Credits. We are proposing the creation of Opportunity Zone funds for wealth creation purposes and cost-effective investment. Using Opportunity Zone funds represent we are a long-term holder (minimum of ten (10) years) of the real estate and vertical development. GPDG is also responsible for property management in partnership with the proposed Authority/Trust created for Greenwood residents. Our plan achieves these objectives as described below.

Before we introduce the finance plan strategy, it is important to begin with site control and the economic benefits to TAE0. The summary of our proposed structure with TAE0 is referenced below.

- Fee Simple acquisition of the Evans-Fintube property – \$1MM
- Fee Simple acquisition of the Watco property – TBD A fair market value price agreed upon by both parties.
  - » GPDG will acquire the Evans-Fintube and Watco properties simultaneously
- Create a leasehold condominium regime for each real estate mix component:
  - » Greenwood Indoor and Outdoor Sports Complex Condominium
  - » Parking Condominium
  - » Residential/Retail Mixed-Use Condominium
  - » Hospitality Condominium

Below we describe a Base Case finance plan strategy, along with financing enhancements that can be utilized separately or collectively. Under the Base Case, most of the Project will be funded through private debt and equity, which would be repaid through a combination of project cashflow and an allocation of tax revenues. The team will need tax revenues both in the capital stack of at least three (3) condominium regimes and to support of debt service on its tax-exempt debt; however, the City of Tulsa will not be obligated to repay any debt on the project. We believe we accomplished our finance strategy through the debt service coverage support plan outlined below. We have included several enhancements to the Base Case along with their impact in discussion below. A macro description of our finance strategy is on the following page.



<b>Program Condominium</b>	<b>Developer</b>	<b>Budget (Round)</b>	<b>Finance Vehicles</b>	<b>Tulsa Public Subsidy Needed</b>	<b>Tulsa Public Sector Debt Service Coverage Support Needed</b>
Greenwood Indoor and Outdoor Sports Complex	Prospect Sports Partners/ Agape Community Sports Services	\$124MM (includes 2 years of Principal & Interest reserves and 2 years of interest capitalization)	In the Base Case, the condominium receives \$40M from Oklahoma ARPA Economic Development pool, \$10MM from restricted charitable donations, and Tax-Exempt Municipal Bonds can finance \$74MM with Tourism Development Act (sales tax rebate) and a hotel assessment (hotel planned for the development) being used with net cash flows for debt service support. New Markets Tax Credit Equity will be pursued as an enhancement.	Agape—a 501(c)(3)—will seek to issue (through a local conduit), \$74MM in tax-exempt debt to finance the projected construction cost for the Greenwood Indoor and Outdoor Complex Condominium, inclusive of its proportionate share of the common area and civil infrastructure construction.	Yes, through the North Tulsa Tourism Investment District (1% of hotel revenues in North Tulsa headlined by the Greenwood Phoenix Development hotel) and a sales tax rebate (4.25%) through the Tourism Development Act therein.
Parking	GPDG	\$19.5MM	Opportunity Zone private equity and \$4MM bondable TIF	GPDG will seek a \$4MM TIF for the capital stack to finance construction cost for the Parking Condominium, inclusive of its proportionate share of the common area and civil infrastructure construction	No
Residential/ Retail	Pivot Project Rose Rock	\$21.8MM	Opportunity Zone private equity, \$4.4MM bondable TIF, \$1MM Tulsa Housing Trust Fund, \$2MM TI Grant, traditional private equity and commercial debt	Pivot Project & Rose Rock will seek a \$4.4MM TIF & \$1MM from the Tulsa Housing Trust Fund for the capital stack to finance tenant improvement cost for the Residential/Retail Condominium, inclusive of its proportionate share of the common area and civil infrastructure construction	No
Hospitality	Experiential Ventures	\$74MM	Opportunity Zone private equity, up to \$15MM bondable TIF depending on NMTC allocation, traditional private equity and commercial debt	Experiential Ventures will seek up to \$15MM TIF (depending on NMTC allocation) for the capital stack to finance tenant improvement cost for the Residential/Retail Condominium, inclusive of its proportionate share of the common area and civil infrastructure construction	No

## Greenwood Indoor and Outdoor Sports Complex Condominium

Through the Prospect Sports Partners/Agape Community Sports Services development team, GPDG will secure tax-exempt bonds to finance the Greenwood Indoor Sports Complex and the Greenwood Community Field. Following are the Base Case and the potential enhancements with important details about the tax-exempt financing and the Tulsa public sector support of debt service.

### Base Case:

- The tax-exempt financing will be the obligation of Agape Community Sports Services (Agape) and will not be the obligation of the City of Tulsa. We do not believe this finance plan will impact the City's General Obligation bond ratings.
- The tax-exempt financing will be non-rated. The financing will be underwritten and acquired by a prominent money center bank. The tax-exempt financing interest rate is being modeled at 8.0% but expected to be lower.
- The tax-exempt bond underwriting will require a 1.5x debt service coverage ratio (DSCR), thus, the financing will need \$10.15MM annual cash flows and/or credit support to meet the DSCR requirement for an annual debt service of \$6.76MM. Again, this assumes the modeled interest rate at 8%.
- One hundred percent (100%) of net cash flows from the Greenwood Indoor Sports Complex and Greenwood Community Field will be used for bond debt service. Through a lease structure, 100% of parking net cash flows will be used for bond debt service.
- The GPDG team will pursue the Tourism Development Act benefit. One hundred percent (100%) of the sales tax "rebate" will be used for bond debt service.
- The GPDG team proposes the creation of a North Tulsa Tourism Investment District (TID) based upon the tourism business plan and assets developed at the Greenwood Phoenix location. Our team is proposing an average 1% special revenue assessment of all hospitality and food & beverage revenues. One hundred percent (100%) of the TID revenues will be used for bond debt service.

Below is a detailed description of the federal New Markets Tax Credits program and the U.S. Department of Commerce, Economic Development Administration Tourism Grant. The descriptions and application of each assume each instrument is an enhancement to the Base Case.

### Base Case + Enhancements:

- **Enhancement - New Market Tax Credits:** Census tracts identified as Opportunity Zones qualify for New Market Tax Credits (NMTC). Historically, these communities experience a lack of investment, as evidenced by vacant commercial, outdated manufacturing facilities (Evans-Fintube), and inadequate access to health and wellness service providers and education. The NMTC Program aims to break this cycle of disinvestment by attracting the private investment

necessary to reinvigorate struggling local economies. Given the programming and community benefits of the Evans-Fintube redevelopment planned by GPDG, it is the project would attract a NMTC allocation.

- **Enhancement - U.S. Department of Commerce, Economic Development Administration Tourism Grants:** The Economic Development Administration (EDA) has competitive and non-competitive grants targeted for tourism and economic development. The economic development and tourism specific grants were established through CARES Act and ARPA legislation. The GPDG team is prepared to engage with the EDA—in partnership with the city of Tulsa—to pursue these federal grants that can be incorporated into the capital stack and reduce the size of the borrowing requirement.

## Parking Condominium

Through the Greenwood Phoenix Development Opportunity Zone Fund and potentially other Opportunity Zone Fund relationships, structured parking, surface parking, and civil infrastructure will be funded. The parking condominium will subsequently develop the parking and lease 100% of the developed parking to the Greenwood Indoor and Outdoor Sports Complex Condominium so the parking net cash flows can be used for that condominium's tax-exempt financing debt service. The parking development does require bondable \$4MM in TIF financial support from the City of Tulsa. The parking condominium sales taxes, upon operation, will be used to underpin the Tax Development Act program.

## Residential/Retail Condominium

Through the Pivot Project and Rose Rock development team, a retail and multifamily mixed-use development program will be financed with private equity and commercial debt. The development is expected to arrange the following capital stack:

- 54% Commercial Debt
- 21% Private Equity / Grants
- 24% Incentives

The residential/retail condominium development does require bondable \$4.4MM in TIF financial support from the City of Tulsa. The \$4MM bondable TIF will specifically target lowering rent rates. The retail condominium component sales taxes, upon operation, will be used to underpin the Tax Development Act program.

## Hospitality Condominium

Through the Experiential Ventures development team, a hospitality development program will be financed with private equity and commercial debt. The development is expected to arrange the following capital stack:

- 53% Commercial Debt
- 28% Private Equity
- 19% Bondable TIF

The hospitality condominium development does require bondable \$15MM in TIF financial support from the City of Tulsa. The \$15MM bondable TIF will reduce the need for private investment and debt, which subsequently improves returns for Opportunity Zone investors that are comprised of Greenwood residents and North Tulsans. A greater discussion of this Wealth Creation model will be discussed in Section E. The hospitality condominium sales taxes, upon operation, will be used to underpin the Tax Development Act program. The proposed hotel will be a part of the North Tulsa TID for additional support of the Greenwood Indoor and Outdoor Sports Complex. The hospital condominium will also seek New Market Tax Credits (NMTC) to reduce the need for TIF assistance.

## Detailed Pro-forma

In this Section is detailed pro-forma utilizing the TAO template. The GPDG pro-forma contains detailed budget and revenue projections for each real estate mix condominium. Each condominium pro-forma feeds into a "master," which allows TAO and its review team to have a macro view of the entire Project. Again, each pro-forma shows all revenue and expense calculations and supporting detail for revenues that provide the basis for the Project plan and our proposed request for debt service.

The financing model and funding uses are unique to each real estate mix condominium. Therefore, the GPDG team created an Assumptions, Summary Sources & Uses, Detailed Cash Flow tab for each real estate mix condominium.

Evans-Fintube Pro Forma Template

ASSUMPTIONS SUMMARY

PROGRAM & INCOME ASSUMPTIONS	Unit	Total
<b>Greenwood Phoenix Sports Complex</b>		
<b>Program</b>		
Indoor Program Size	NSF	135,000
Outdoor Program Size	NSF	108,304
<b>Operating Indoor Facility</b>		
Rentals: Tournaments & Events	\$	1,957,436
Other Revenue	\$	1,314,413
Annual Rent Growth	%	9%
<b>Operating Expenses</b>		
Cost of Goods Sold	\$	822,795
Facility Expense	\$	426,736
Operating Expense	\$	360,340
Management Payroll	\$	784,755
Payroll Taxes/Benefits/Bonus	\$	264,611
Annual Operating Expense Growth	%	5%
<b>Operating Outdoor Facility</b>		
Sponsorship Revenues - Net	\$	1,395,000
Suites	\$	353,000
Premium Seats	\$	39,900
Food and Beverage Sales - Net	\$	459,000
Merchandise Sales - Net	\$	10,970
Facility Fees and Rebates (Tickets)	\$	122,274
Rentals: Tournaments & Events	\$	1,957,436
Other Revenue	\$	1,314,413
Annual Rent Growth	%	9%
<b>Event Expenses</b>		
	\$	530,433
<b>Operating Expenses</b>		
Administration	\$	175,807
Operations	\$	360,340
Facility Expense	\$	426,736
Event and Guest Services	\$	205,943
IT and Telecomm	\$	72,597
Utilities	\$	310,992
Insurance	\$	34,631
Salaries/Management Payroll	\$	850,480
Payroll Taxes/Benefits/Bonus	\$	264,611
Base Management Fee	\$	113,850
Cost of Goods Sold	\$	822,795
Annual Operating Expense Growth	%	5%
<b>Development Cost</b>		
Hard costs	\$	87,606,830
Sitework & Contingency	\$	10,232,372
Soft costs	\$	18,397,434
Finance Fees	\$	1,511,076
Capitalized Interest	\$	7,064,863

CAPITAL STACK	Total
<b>Development Budget</b>	
	124,812,575
<b>Equity</b>	
Oklahoma ARPA Economic Development	\$ 40,000,000
Restricted Charitable Donations	\$ 10,000,000
	\$
<b>Debt</b>	
Tax-Exempt Municipal Bonds	\$ 74,812,575

CONSTRUCTION FINANCING	Unit	Total
<b>Construction</b>		
Loan-To-Cost	%	
Loan Amount	\$	
Interest Rate	%	4%
Term of Loan	Yrs.	
<b>Mezzanine</b>		
Loan Amount	\$	
Interest Rate	%	
Term of Loan	Yrs.	

PERMANENT FINANCING	Unit	Total
<b>Exit Cap Rate (Blended)</b>		
	%	
<b>Primary</b>		
Loan-To-Value	%	
Loan Amount	\$	
Interest Rate	%	
Term of Loan	Yrs.	
Annual Payment	\$	
<b>Mezzanine</b>		
Loan Amount	\$	
Interest Rate	%	
Term of Loan	Yrs.	
Annual Payment	\$	
<b>Other Debt Source</b>		
Loan Amount	\$	
Interest Rate	%	
Term of Loan	Yrs.	
Annual Payment	\$	

Evans-Fintube Pro Foma Template

ASSUMPTIONS SUMMARY

PROGRAM & INCOME ASSUMPTIONS	Unit	Total
<b>Greenwood Phoenix Parking</b>		
<b>Parking</b>		
Total SF	SF	248,020
Total Spaces	Spaces	800
Average Annual Rate - Monthly Package	\$	1,440
Average Annual Rate - Non-Monthly Event Parking	\$	25
Average Annual Rate - Non-Monthly Non-Event Parking	\$	15
Average Hourly Rate	\$	4
Average Retail Stay - Hours		1
Annual Revenue & Expense Growth	%	0.02
Residential Units		62
Residential Ratio		1.5
Residential Volume		93
Residential Occupancy Factor - Year 1	%	0.5
Residential Occupancy Factor - Year 2+		0.95
Spaces allocated for Residential - Year 2+		88
Retail Square Footage		37,800
Square Footage Factor		1,000
Retail Ratio		0.70
Retail Volume		26.46
Monthly Rate Target	\$	120
Retail Demand Factor - Year 1	%	0.5
Retail Demand Factor - Year 2	%	0.75
Retail Demand Factor - Year 3+	%	0.95
Retail Months		12
Hospitality - Keys		199
Hospitality Ratio		0.05
Hospitality Volume		10
Monthly Rate Target	\$	120
Hospitality Months		12
Hospitality Demand Factor - Year 1	%	0.75
Hospitality Demand Factor - Year 2+	%	0.85
Indoor Sports Complex Square Footage		135,000
Square Footage Factor		1,000
Indoor Sports Complex Ratio		0.70
Indoor Sports Complex Volume		95
Monthly Rate Target	\$	120
Indoor Sports Complex Months		12
Indoor Sports Facility Demand Factor	%	0.6
Outdoor Sports Complex & BMX Events		100
Transient Demand - Event Day Capacity		600
Credit Card Assumptions		
% of Monthly Payments	%	0.4
Credit Card Fee	%	0.03
% of Transient Payments	%	0.95
Credit Card Fee	%	0.03
<b>Operating Expenses</b>		
Salaries & Wages	%	0.055
Payroll Taxes & Burden	%	0.007
Health, Pension & 401(k)	%	0.021
Workers Compensation	%	0.005
Sphere Remote Management	%	0.005
Sphere IQ Analytics	%	0.001
Marketing Services	%	0.001
Uniforms & Laundry	%	0.0009
Tickets & Credentials	%	0.005
Amenities & Supplies	%	0.009
Repairs & Maintenance	%	0.001
Elevator Service	%	0.011
Sweeping	%	0.01
Wash/Scrub	%	0.035
Liability Insurance	%	0.055
Rental Expense	%	0.0006
Utilities	%	0.025
Telephone & Internet	%	0.003
Monthly Invoicing & Processing	%	0.009
Payroll Processing	%	0.001
Bank Fees	%	0.0005
PCI Compliance	%	0.002
Computer Expense	%	0.0005
Customer Survey/Appreciation	%	0.0005
General Expense	%	0.001
Auto Damage and Other Claims	%	0.0003
Real Estate Taxes	%	0
Management Fees	%	0.0118
Liability Insurance Annual Increase	%	0.05
<b>Development Cost</b>		
Hard costs	\$	14,499,467
Site work & Contingency	\$	2,483,759
Soft costs	\$	997,312
Finance Fees	\$	241,855
Capitalized Interest	\$	1,366,680

CAPITAL STACK	Unit	Total
<b>Development Budget</b>		
		19,589,073
<b>Equity</b>		
Bondable TIF	\$	4,000,000
Greenwood Opportunity Zone Fund	\$	5,456,176
<b>Debt</b>		
Loan Amount	\$	10,132,897

CONSTRUCTION FINANCING	Unit	Total
<b>Construction</b>		
Loan-To-Cost	%	0.65
Amortization	Yrs.	25
Interest Rate	%	0.05
Term of Loan	Yrs.	2
<b>Mezzanine</b>		
Loan Amount	\$	0
Interest Rate	%	0
Term of Loan	Yrs.	0

PERMANENT FINANCING	Unit	Total
Exit Cap Rate	%	0.07
Residual Trade Haircut Factor	%	0.1
Exit Sales Costs (%)	%	0.04
<b>Primary</b>		
Loan-To-Value	%	0.65
Loan Amount	\$	10,132,897
Interest Rate	%	0.05
Term of Loan	Yrs.	5
Annual Payment	\$	727,349
<b>Mezzanine</b>		
Loan Amount	\$	0
Interest Rate	%	0
Term of Loan	Yrs.	0
Annual Payment	\$	0

Evans-Fintube Pro Forma Template

ASSUMPTIONS SUMMARY

PROGRAM & INCOME ASSUMPTIONS	Unit	Total
<b>Greenwood Phoenix Hospitality</b>		
<b>Program</b>		
Program Size	NSF	138400
Gross-to-Net Ratio	%	1.11
Total Keys	Keys	199
Event Nights - Sports Tourism (Sports Complex & USA BMX)		75
Event Nights Occupancy - Year 1	%	0.8
Event Nights Occupancy - Year 2 Stabilized	%	0.9
Event Nights Metric	%	0.92
Event Nights Year-over-Year Growth	%	0
Event Night ADR Metric	\$	200
Event Night ADR Year-over-Year Growth	%	0.04
Non-Event Nights		290
Non-Event Nights Occupancy - Year 1	%	0.68
Non-Event Nights Occupancy - Year 2 Stabilized	%	0.75
Non-Event Nights Year-over-Year Growth - Year 2 to Year 3	%	0.0267
Non-Event Night ADR Metric	\$	185
Non-Event Night ADR Year-over-Year Growth	%	0.02
Sales Tax Rate	%	0.085
Meetings/Events Revenue Growth Factor	%	0.02
Other Misc Revenue (Sponsorship, Spa, Studio, etc) Metric		4
Operating Expenses		
Rooms Factor	%	0.21
Meetings/Events Factor	%	0.50
Other Misc Factor	%	0.20
Administrative & General Metric	%	0.04
Administrative & General Metric Year-over-Year Growth	%	0
Information and Telecom Systems	%	0.01
Information and Telecom Systems Year-over-Year Growth	%	0
Credit Card Commissions	%	0.02
Property Sales and Marketing	%	0.04
Property Sales and Marketing Year-over-Year Growth	%	0
Reservation Fee	%	0.04
Repairs and Maintenance	%	0.03
Repairs and Maintenance Year-over-Year Growth	%	0
TID Fee - Visit Tulsa	%	0.03
TID Fee - North Tulsa	%	0.01
Utilities	%	0.015
Utilities Year-over-Year Growth	%	0
Management Base Fees	%	0.03
SI Royalty	%	0.065
Property and Other Taxes	%	0.02
Insurance	%	0.01
Replacement Reserves - Year 1	%	0.02
Replacement Reserves - Year 2	%	0.03
Replacement Reserves - Year 3	%	0.04
<b>Development Cost</b>		
Land acquisition		320,000
Hard costs	\$	47,895,700
FF&E Package	\$	9,446,000
Soft costs	\$	3,411,401
Contingency/GC Owners Rep/PM/Developer's Fee	\$	7,290,372
Finance Fees	\$	821,491
Capitalized Interest	\$	5,188,872
<b>Exit Assumptions</b>		
First Exit Year	Year	10
Exit Capitalization Rate (%)	%	0.07
Exit Sale Costs (%)	%	0.04
Residual Trade Haircut Factor	%	0.1

CAPITAL STACK	Unit	Total
<b>Development Budget</b>		
		74,053,837
<b>Equity</b>		
Bondable TIF	\$	14,000,000
Greenwood Opportunity Zone Fund	\$	21,018,843
<b>Debt</b>		
Loan Amount	\$	39,034,994
<b>CONSTRUCTION FINANCING</b>		
<b>Construction</b>		
Loan-To-Cost	%	0.65
Amortization	Yrs.	25
Interest Rate	%	0.05
Term of Loan	Yrs.	2
<b>Mezzanine</b>		
Loan Amount	\$	0
Interest Rate	%	0
Term of Loan	Yrs.	0
<b>PERMANENT FINANCING</b>		
<b>Exit Cap Rate</b>		
	%	0.07
<b>Primary</b>		
Loan-To-Value	%	0.65
Loan Amount	\$	39,034,994
Interest Rate	%	0.05
Term of Loan	Yrs.	5
Annual Payment	\$	2,755,312
<b>Mezzanine</b>		
Loan Amount	\$	0
Interest Rate	%	0
Term of Loan	Yrs.	0
Annual Payment	\$	0

**ASSUMPTIONS SUMMARY**

<b>PROGRAM &amp; INCOME ASSUMPTIONS</b>	<b>Unit</b>	<b>Total</b>
<b>Greenwood Phoenix Retail</b>		
<b>Program</b>		
Program Size	NSF	37,800
Gross-to-Net Ratio	%	100%
<b>Product Mix</b>		
Food & Beverage	%	35%
Services	%	45%
Entertainment/Destination	%	0%
Other	%	20%
<b>Operating</b>		
Average Rent PSF	\$	12.00
Annual Rent Growth	%	3%
Initial Vacancy	%	15%
Stabilized Vacancy	%	10%
NNN Lease?	Y/N	Y
<b>Operating Expenses</b>		
Real Estate Taxes PSF	\$	1.00
Insurance PSF	\$	1.00
Common Area Maintenance PSF	\$	1.25
[Expense Category #4]	\$	
Annual Operating Expense Growth	%	3%
Tenant Improvements PSF	\$	60
Leasing Commission as % of Lease	%	6%
Reimbursable CAM PSF	\$	3.25
<b>Development Cost</b>		
Hard costs per GSF	\$	243.5
Soft cost as a share of hard costs	%	15%
<b>Exit Assumptions</b>		
Exit Month	Month	120
Exit Capitalization Rate (%)	%	7%
Exit Sale Costs (%)	%	4%
Residual Trade Haircut Factor	%	10%

<b>CAPITAL STACK</b>	<b>Total</b>
<b>Development Budget</b>	
	10,637,385
<b>Equity</b>	
Bondable TIF	\$ 2,000,000
Greenwood Opportunity Zone Fund	\$ 1,268,000
TI Grant	\$ 2,000,000
<b>Debt</b>	
Loan Amount	\$ 5,369,385

<b>CONSTRUCTION FINANCING</b>	<b>Unit</b>	<b>Total</b>
<b>Construction</b>		
Loan-To-Cost	%	50%
Loan Amount	\$	5,369,385
Interest Rate	%	4.00%
Term of Loan	Yrs.	25
<b>Mezzanine</b>		
Loan Amount	\$	
Interest Rate	%	
Term of Loan	Yrs.	

<b>PERMANENT FINANCING</b>	<b>Unit</b>	<b>Total</b>
Exit Cap Rate (Blended)	%	7%
<b>Primary</b>		
Loan-To-Value	%	50%
Loan Amount	\$	5,369,385
Interest Rate	%	4.00%
Term of Loan	Yrs.	25
Annual Payment	\$	\$346,404
<b>Mezzanine</b>		
Loan Amount	\$	
Interest Rate	%	
Term of Loan	Yrs.	
Annual Payment	\$	

<b>SCHEDULE &amp; TIMING</b>	<b>Duration (Mos.)</b>	<b>Ending Mo./Yr.</b>
Project Start		Jan-22
Project Start		Jan-22
Development Agreement	11	Dec-22
Due Diligence	8	Aug-23
Land Closing Date	0	Aug-23
Hold for Phasing	13	Sep-24
Pre-Development	8	May-25
Construction	11	May-26
First Unit Delivered	1	Jun-26
Initial Occupancy	0	Jun-26
First Stabilized Month	3	Sep-26

ASSUMPTIONS SUMMARY

PROGRAM & INCOME ASSUMPTIONS	Unit	Total
<b>Greenwood Phoenix Residential</b>		
<b>Program</b>		
Number of Units	Units	15
Program Size	NSF	11,055
<b>Unit Mix</b>		
Studio	%	7%
1-Bedroom	%	67%
2-Bedroom	%	20%
3-Bedroom	%	7%
<b>Unit Size</b>		
Studio	NSF	447
1-Bedroom	NSF	672
2-Bedroom	NSF	922
3-Bedroom	NSF	1,122
Average Unit Size	NSF	736
Gross-to-Net Ratio	%	
<b>Operating</b>		
Average Monthly Rent per NSF	\$	1.60
Annual Rent Growth	%	2%
Stabilized Vacancy	%	5%
<b>Operating Expenses</b>		
All Operating Expenses PSF	\$	5.76
Annual Operating Expense Growth	%	2%
<b>Residential: Affordable Rental</b>		
<b>Program</b>		
Number of Units	Units	47
Program Size	NSF	34,559
<b>Unit Mix</b>		
Studio	%	11%
1-Bedroom	%	60%
2-Bedroom	%	23%
3-Bedroom	%	6%
<b>Unit Size</b>		
Studio	NSF	447
1-Bedroom	NSF	672
2-Bedroom	NSF	922
3-Bedroom	NSF	1,122
Average Unit Size	NSF	735
Gross-to-Net Ratio	%	
<b>Operating</b>		
<b>AMI Bands</b>		
60%	%	66%
80%	%	34%
<b>Average Monthly Rent per NSF</b>		
60% AMI	\$	1.19
80% AMI	\$	1.36
Annual Rent Growth	%	2%
Stabilized Vacancy	%	5%
<b>Operating Expenses</b>		
All Operating Expenses PSF	\$	4.49
Annual Operating Expense Growth	%	2
<b>Development Cost</b>		
Hard costs per GSF	\$	212.34
Soft cost as a share of hard costs	%	15%
<b>Exit Assumptions</b>		
Exit Month	Month	120
Exit Capitalization Rate (%)	%	7%
Exit Sale Costs (%)	%	4%
Residual Trade Haircut Factor	%	10%

CAPITAL STACK	Total
<b>Development Budget</b>	
	11,120,338
<b>Equity</b>	
Bondable TIF	\$ 2,800,000
Greenwood Opportunity Zone Fund	\$ 850,000
Tulsa Trust	\$ 1,000,000
<b>Debt</b>	
Loan Amount	\$ 6,470,338

CONSTRUCTION FINANCING	Unit	Total
<b>Construction</b>		
Loan-To-Cost	%	58%
Loan Amount	\$	6,477,163
Interest Rate	%	4.00%
Term of Loan	Yrs.	30
<b>Mezzanine</b>		
Loan Amount	\$	
Interest Rate	%	
Term of Loan	Yrs.	

PERMANENT FINANCING	Unit	Total
Exit Cap Rate (Blended)	%	7%
<b>Primary</b>		
Loan-To-Cost	%	58%
Loan Amount	\$	6,477,163
Interest Rate	%	4.00%
Term of Loan	Yrs.	30
Annual Payment	\$	377,955
<b>Mezzanine</b>		
Loan Amount	\$	
Interest Rate	%	
Term of Loan	Yrs.	
Annual Payment	\$	
<b>Low Income Housing Tax Credit</b>		
As-of-Right Rate	%	
Years of Credits	Yrs.	
Investor Ratio	%	
Upfront Fee	%	

SCHEDULE & TIMING	Duration (Mos.)	Ending Mo./Yr.
Project Start		Jan-22
Development Agreement	11	Dec-22
Due Diligence	8	Aug-23
Land Closing Date	0	Aug-23
Hold for Phasing	13	Sep-24
Pre-Development	8	May-25
Construction	11	May-26
First Unit Delivered	1	Jun-26
Initial Occupancy	0	Jun-26
First Stabilized Month	3	Sep-26



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<b>HOSPITALITY SOURCES &amp; USES</b>		<b>% of Total</b>	<b>Per SF</b>
<b>Uses</b>			
Hard Costs (1)	\$47,895,700	65%	\$346
Soft Costs	\$3,411,401	5%	\$25
FF&E Package	\$9,446,000	13%	\$68
Finance Fees	\$821,491	1%	\$6
Capitalized Interest	\$5,188,872	7%	\$37
Contingency/GC Owners Rep/PM/Developer's Fee	\$7,290,372	10%	\$53
<b>TOTAL USES</b>	<b>\$74,053,837</b>	<b>100%</b>	
<b>Sources</b>			
Construction/Perm Debt	\$39,034,994	100%	
Other	\$0	0%	
<b>Total Debt</b>	<b>\$39,034,994</b>	<b>100%</b>	
Bondable TIF Proceeds or NMTC	\$14,000,000	40%	
Greenwood Opportunity Zone Fund	\$21,018,843	60%	
Other Equity	\$0	0%	
<b>Total Equity</b>	<b>\$35,018,843</b>	<b>100%</b>	
<b>TOTAL SOURCES</b>	<b>\$74,053,837</b>		

(1) Hard cost details are in the JE Dunn estimate found in the Appendix

<b>RESIDENTIAL SOURCES &amp; USES</b>		<b>% of Total</b>	<b>Per SF</b>
<b>Uses</b>			
Hard Costs	\$9,670,503	87%	\$212
Soft Costs	\$1,287,394	12%	\$28
Finance Fees	\$31,193	0%	\$1
Capitalized Interest	\$130,727	1%	\$3
<b>TOTAL USES</b>	<b>\$11,119,817</b>	<b>100%</b>	
<b>Sources</b>			
Construction/Perm Debt	\$6,477,163	100%	
Other	\$0	0%	
<b>Total Debt</b>	<b>\$6,477,163</b>	<b>100%</b>	
Bondable TIF Proceeds	\$2,400,000	52%	
Greenwood Opportunity Zone Fund	\$1,250,000	27%	
Tulsa Housing Trust Fund	\$1,000,000	22%	
<b>Total Equity</b>	<b>\$4,650,000</b>	<b>100%</b>	
<b>TOTAL SOURCES</b>	<b>\$11,127,163</b>		

<b>RETAIL SOURCES &amp; USES</b>		<b>% of Total</b>	<b>Per SF</b>
<b>Uses</b>			
Hard Costs	\$9,239,308	87%	\$244
Soft Costs	\$1,243,269	12%	\$33
Finance Fees	\$28,441	0%	\$1
Capitalized Interest	\$126,367	1%	\$3
<b>TOTAL USES</b>	<b>\$10,637,385</b>	<b>100%</b>	
<b>Sources</b>			
Construction/Perm Debt	\$5,369,385	100%	
Other	\$0	0%	
<b>Total Debt</b>	<b>\$5,369,385</b>	<b>100%</b>	
Bondable TIF Proceeds	\$2,000,000	38%	
Greenwood Opportunity Zone Fund	\$1,268,000	24%	
TI Grant	\$2,000,000	38%	
<b>Total Equity</b>	<b>\$5,268,000</b>	<b>100%</b>	
<b>TOTAL SOURCES</b>	<b>\$10,637,385</b>		

PARKING SOURCES & USES		% of Total	Per SF
<b>Uses</b>			
Hard Costs	\$14,499,467	74%	\$58
Sitework & Contingency	\$2,483,759	13%	\$10
Soft Costs	\$997,312	5%	\$4
Finance Fees	\$241,855	1%	\$1
Capitalized Interest	\$1,366,680	7%	\$6
<b>TOTAL USES</b>	<b>\$19,589,073</b>	<b>100%</b>	
<b>Sources</b>			
Construction/Perm Debt	\$10,132,897	100%	
Other	\$0	10%	
<b>Total Debt</b>	<b>\$10,132,897</b>	<b>100%</b>	
Bondable TIF Proceeds	\$4,000,000	42%	
Greenwood Opportunity Zone Fund	\$5,456,176	58%	
Other Equity	\$0	0%	
<b>Total Equity</b>	<b>\$9,456,176</b>	<b>100%</b>	
<b>TOTAL SOURCES</b>	<b>\$19,589,073</b>		

SPORTS COMPLEX SOURCES & USES		% of Total	Per SF
<b>Uses</b>			
Hard costs	\$ 87,606,830	70%	\$360
Sitework & Contingency	\$ 10,232,372	8%	\$42
Soft costs	\$ 18,397,434	15%	\$76
Finance Fees	\$ 1,511,076	1%	\$6
Capitalized Interest	\$ 7,064,863	6%	\$29
<b>TOTAL USES</b>	<b>\$124,812,575</b>	<b>100%</b>	
<b>Sources</b>			
Tax-Exempt Municipal Bonds	\$74,812,575	100%	
Other	\$0	0%	
<b>Total Debt</b>	<b>\$74,812,575</b>	<b>100%</b>	
Oklahoma ARPA Economic Development	\$40,000,000	80%	
Restricted Charitable Donations	\$10,000,000	20%	
Other Equity	\$0	0%	
<b>Total Equity</b>	<b>\$50,000,000</b>	<b>100%</b>	
<b>TOTAL SOURCES</b>	<b>\$124,812,575</b>		

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EVANS-FINTUBE PRO FORMA INCOME STATEMENT  
Sports Complex

	Total	2024 Year 1	2025 Year 2	2026 Year 3	2027 Year 4
<b>Revenues</b>					
<b>Indoor Sports Complex</b>					
Rentals: Tournaments & Events	\$29,739,188	\$1,957,436	\$2,133,605	\$2,325,630	\$2,534,936
Other Revenue	\$19,969,784	\$1,314,413	\$1,432,710	\$1,561,654	\$1,702,203
<b>Total Indoor Sports Complex</b>	<b>\$49,708,972</b>	<b>\$3,271,849</b>	<b>\$3,566,315</b>	<b>\$3,887,284</b>	<b>\$4,237,139</b>
<b>Outdoor Sports Complex</b>					
Sponsorship Revenues - Net	\$21,194,137	\$1,395,000	\$1,520,550	\$1,657,400	\$1,806,565
Suites	\$5,363,104	\$353,000	\$384,770	\$419,399	\$457,145
Premium Seats	\$606,198	\$39,900	\$43,491	\$47,405	\$51,672
Food and Beverage Sales - Net	\$6,973,555	\$459,000	\$500,310	\$545,338	\$594,418
Merchandise Sales - Net	\$166,666	\$10,970	\$11,957	\$13,033	\$14,206
Facility Fees and Rebates (Tickets)	\$1,857,700	\$122,274	\$133,279	\$145,274	\$158,348
Rentals: Tournaments & Events	\$29,739,188	\$1,957,436	\$2,133,605	\$2,325,630	\$2,534,936
Other Revenue	\$19,969,784	\$1,314,413	\$1,432,710	\$1,561,654	\$1,702,203
<b>Total Outdoor Sports Complex</b>	<b>\$19,969,784</b>	<b>\$1,314,413</b>	<b>\$1,432,710</b>	<b>\$1,561,654</b>	<b>\$1,702,203</b>
<b>Gross Revenues</b>	<b>\$69,678,756</b>	<b>\$4,586,262</b>	<b>\$4,999,026</b>	<b>\$5,448,938</b>	<b>\$5,939,342</b>
Event Expenses	\$6,671,729	\$530,433	\$556,955	\$584,802	\$614,043
<b>Operating Expenses</b>					
Administration	\$2,211,282	\$175,807	\$184,597	\$193,827	\$203,519
Operations	\$4,532,318	\$360,340	\$378,357	\$397,275	\$417,139
Facility Expense	\$5,367,440	\$426,736	\$448,073	\$470,476	\$494,000
Event and Guest Services	\$2,590,329	\$205,943	\$216,240	\$227,052	\$238,405
IT and Telecomm	\$913,117	\$72,597	\$76,227	\$80,038	\$84,040
Utilities	\$3,911,624	\$310,992	\$326,542	\$342,869	\$360,012
Insurance	\$435,585	\$34,631	\$36,363	\$38,181	\$40,090
Salaries/Management Payroll	\$10,697,246	\$850,480	\$893,004	\$937,654	\$984,537
Payroll Taxes/Benefits/Bonus	\$3,328,249	\$264,611	\$277,842	\$291,734	\$306,320
Base Management Fee	\$1,431,993	\$113,850	\$119,543	\$125,520	\$131,796
Cost of Goods Sold	\$10,349,027	\$822,795	\$863,935	\$907,131	\$952,488
<b>Total Operating Expenses</b>	<b>\$45,768,209</b>	<b>\$3,638,782</b>	<b>\$3,820,721</b>	<b>\$4,011,757</b>	<b>\$4,212,345</b>
<b>EBITDA</b>	<b>\$17,238,818</b>	<b>\$417,047</b>	<b>\$621,350</b>	<b>\$852,378</b>	<b>\$1,112,955</b>

2028 Year 5	2029 Year 6	2030 Year 7	2031 Year 8	2032 Year 9	2033 Year 10
\$2,763,081	\$3,011,758	\$3,282,816	\$3,578,270	\$3,900,314	\$4,251,342
\$1,855,401	\$2,022,387	\$2,204,402	\$2,402,798	\$2,619,050	\$2,854,765
<b>\$4,618,482</b>	<b>\$5,034,145</b>	<b>\$5,487,218</b>	<b>\$5,981,068</b>	<b>\$6,519,364</b>	<b>\$7,106,107</b>
\$1,969,156	\$2,146,380	\$2,339,555	\$2,550,115	\$2,779,625	\$3,029,791
\$498,288	\$543,134	\$592,016	\$645,298	\$703,375	\$766,678
\$56,322	\$61,391	\$66,916	\$72,939	\$79,503	\$86,659
\$647,916	\$706,228	\$769,789	\$839,070	\$914,586	\$996,899
\$15,485	\$16,879	\$18,398	\$20,054	\$21,858	\$23,826
\$172,600	\$188,134	\$205,066	\$223,522	\$243,639	\$265,566
\$2,763,081	\$3,011,758	\$3,282,816	\$3,578,270	\$3,900,314	\$4,251,342
\$1,855,401	\$2,022,387	\$2,204,402	\$2,402,798	\$2,619,050	\$2,854,765
<b>\$1,855,401</b>	<b>\$2,022,387</b>	<b>\$2,204,402</b>	<b>\$2,402,798</b>	<b>\$2,619,050</b>	<b>\$2,854,765</b>
<b>\$6,473,883</b>	<b>\$7,056,533</b>	<b>\$7,691,621</b>	<b>\$8,383,866</b>	<b>\$9,138,414</b>	<b>\$9,960,872</b>
\$644,745	\$676,982	\$710,831	\$746,372	\$783,691	\$822,876
\$213,695	\$224,379	\$235,598	\$247,378	\$259,747	\$272,734
\$437,996	\$459,895	\$482,890	\$507,035	\$532,386	\$559,006
\$518,700	\$544,635	\$571,867	\$600,460	\$630,483	\$662,008
\$250,325	\$262,841	\$275,983	\$289,782	\$304,272	\$319,485
\$88,242	\$92,654	\$97,287	\$102,151	\$107,259	\$112,622
\$378,013	\$396,913	\$416,759	\$437,597	\$459,477	\$482,451
\$42,094	\$44,199	\$46,409	\$48,729	\$51,166	\$53,724
\$1,033,764	\$1,085,452	\$1,139,725	\$1,196,711	\$1,256,546	\$1,319,374
\$321,636	\$337,718	\$354,604	\$372,334	\$390,951	\$410,499
\$138,385	\$145,305	\$152,570	\$160,198	\$168,208	\$176,619
\$1,000,112	\$1,050,118	\$1,102,624	\$1,157,755	\$1,215,643	\$1,276,425
<b>\$4,422,962</b>	<b>\$4,644,110</b>	<b>\$4,876,316</b>	<b>\$5,120,132</b>	<b>\$5,376,138</b>	<b>\$5,644,945</b>
<b>\$1,406,176</b>	<b>\$1,735,440</b>	<b>\$2,104,474</b>	<b>\$2,517,362</b>	<b>\$2,978,585</b>	<b>\$3,493,051</b>

Evans-Fintube Pro Forma Template

EVANS-FINTUBE PRO FORMA INCOME STATEMENT

Parking	Total	2024 Year 1	2025 Year 2	2026 Year 3	2027 Year 4	2028 Year 5	2029 Year 6	2030 Year 7	2031 Year 8	2032 Year 9	2033 Year 10
<b>Revenues</b>											
Residential - Monthly	\$1,207,983	\$66,960	\$127,224	\$129,768	\$132,264	\$135,011	\$137,711	\$140,466	\$143,275	\$146,140	\$149,063
Rent/Duty - Transient	\$258,208	\$19,551	\$28,577	\$36,197	\$36,921	\$37,640	\$38,413	\$39,181	\$39,965	\$40,754	\$41,579
Hospitality - Transient	\$129,546	\$10,746	\$12,179	\$12,422	\$12,671	\$12,924	\$13,183	\$13,446	\$13,715	\$13,990	\$14,269
Indoor Sports Complex - Transient	\$89,403	\$81,448	\$83,281	\$84,947	\$86,446	\$88,778	\$90,146	\$91,949	\$93,788	\$95,664	\$97,577
Outdoor Sports Complex & BMX - Transient	\$16,245,881	\$1,500,000	\$1,530,000	\$1,560,000	\$1,591,812	\$1,623,448	\$1,656,121	\$1,689,244	\$1,723,029	\$1,757,489	\$1,792,639
<b>Gross Revenues</b>	<b>\$19,114,441</b>	<b>\$1,678,405</b>	<b>\$1,781,261</b>	<b>\$1,823,935</b>	<b>\$1,866,413</b>	<b>\$1,899,422</b>	<b>\$1,933,274</b>	<b>\$1,974,286</b>	<b>\$2,013,771</b>	<b>\$2,054,047</b>	<b>\$2,095,128</b>
Credit Card Fees	(\$523,180)	(\$46,730)	(\$48,667)	(\$49,841)	(\$50,838)	(\$51,855)	(\$52,892)	(\$53,949)	(\$55,028)	(\$56,129)	(\$57,252)
Net Revenues	\$18,591,261	\$1,631,675	\$1,732,594	\$1,774,094	\$1,809,576	\$1,845,767	\$1,882,682	\$1,920,336	\$1,958,743	\$1,997,918	\$2,037,876
<b>Operating Expenses</b>											
Salaries & Wages	\$982,652	\$89,742	\$91,537	\$93,368	\$95,235	\$97,140	\$99,083	\$101,064	\$103,086	\$105,147	\$107,250
Payroll Taxes & Burden	\$125,665	\$11,422	\$11,650	\$11,883	\$12,121	\$12,363	\$12,611	\$12,863	\$13,120	\$13,382	\$13,650
Health, Pension & 401(k)	\$375,194	\$34,065	\$34,950	\$35,649	\$36,362	\$37,090	\$37,832	\$38,588	\$39,360	\$40,147	\$40,950
Workers Compensation	\$89,332	\$8,158	\$8,322	\$8,488	\$8,658	\$8,831	\$9,008	\$9,188	\$9,371	\$9,559	\$9,750
Sphere Remote Management	\$89,332	\$8,158	\$8,322	\$8,488	\$8,658	\$8,831	\$9,008	\$9,188	\$9,371	\$9,559	\$9,750
Sphere IQ Analytics	\$17,866	\$1,632	\$1,664	\$1,698	\$1,732	\$1,766	\$1,802	\$1,838	\$1,874	\$1,912	\$1,950
Marketing Services	\$25,013	\$2,284	\$2,300	\$2,377	\$2,424	\$2,473	\$2,522	\$2,573	\$2,624	\$2,676	\$2,730
Uniforms & Laundry	\$16,080	\$1,469	\$1,498	\$1,528	\$1,558	\$1,590	\$1,621	\$1,654	\$1,687	\$1,721	\$1,755
Tickets & Credentials	\$89,332	\$8,158	\$8,322	\$8,488	\$8,658	\$8,831	\$9,008	\$9,188	\$9,371	\$9,559	\$9,750
Amenities & Supplies	\$160,798	\$14,685	\$14,979	\$15,278	\$15,584	\$15,896	\$16,214	\$16,538	\$16,869	\$17,206	\$17,550
Repairs & Maintenance	\$17,866	\$1,632	\$1,664	\$1,698	\$1,732	\$1,766	\$1,802	\$1,838	\$1,874	\$1,912	\$1,950
Elevator Service	\$196,530	\$17,948	\$18,307	\$18,674	\$19,047	\$19,428	\$19,817	\$20,213	\$20,617	\$21,029	\$21,450
Sweeping	\$178,664	\$16,217	\$16,443	\$16,676	\$17,315	\$17,662	\$18,015	\$18,375	\$18,743	\$19,118	\$19,500
Wash/Scrub	\$625,324	\$57,109	\$58,251	\$59,416	\$60,604	\$61,816	\$63,053	\$64,314	\$65,600	\$66,912	\$68,250
Liability Insurance	\$1,128,767	\$89,742	\$94,229	\$98,941	\$103,888	\$109,082	\$114,536	\$120,263	\$126,276	\$132,590	\$139,220
Rentals Expense	\$107,200	\$9,979	\$9,999	\$10,219	\$1,039	\$1,060	\$1,081	\$1,103	\$1,125	\$1,147	\$1,170
Utilities	\$446,660	\$40,792	\$41,608	\$42,440	\$43,289	\$44,154	\$45,038	\$45,938	\$46,857	\$47,794	\$48,750
Telephone & Internet	\$53,999	\$4,895	\$4,993	\$5,093	\$5,195	\$5,299	\$5,405	\$5,513	\$5,623	\$5,735	\$5,850
Monthly Invoicing & Processing	\$160,798	\$14,685	\$14,979	\$15,278	\$15,584	\$15,896	\$16,214	\$16,538	\$16,869	\$17,206	\$17,550
Payroll Processing	\$17,866	\$1,632	\$1,664	\$1,698	\$1,732	\$1,766	\$1,802	\$1,838	\$1,874	\$1,912	\$1,950
Bank Fees	\$8,933	\$816	\$832	\$849	\$866	\$883	\$901	\$919	\$937	\$956	\$975
PCI Compliance	\$35,733	\$3,263	\$3,329	\$3,395	\$3,463	\$3,532	\$3,603	\$3,675	\$3,749	\$3,824	\$3,900
Computer Expense	\$8,933	\$816	\$832	\$849	\$866	\$883	\$901	\$919	\$937	\$956	\$975
Customer Survey/Appredation	\$8,933	\$816	\$832	\$849	\$866	\$883	\$901	\$919	\$937	\$956	\$975
General Expense	\$17,866	\$1,632	\$1,664	\$1,698	\$1,732	\$1,766	\$1,802	\$1,838	\$1,874	\$1,912	\$1,950
Auto Damage and Other Claims	\$5,360	\$490	\$499	\$509	\$519	\$530	\$540	\$551	\$562	\$574	\$585
Real Estate Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Management Fees	\$210,823	\$19,254	\$19,639	\$20,032	\$20,432	\$20,841	\$21,258	\$21,683	\$22,117	\$22,559	\$23,010
Total Op Ex	\$5,104,039	\$452,790	\$464,538	\$476,656	\$489,157	\$502,057	\$515,370	\$529,114	\$543,304	\$557,958	\$573,095
EBITDA	\$13,487,222	\$1,178,886	\$1,268,056	\$1,297,438	\$1,320,419	\$1,343,710	\$1,367,312	\$1,391,222	\$1,415,439	\$1,439,959	\$1,464,781

Summary Cash Flows	2022 YEAR 1	2023 YEAR 2	2024 YEAR 3	2025 YEAR 4	2026 YEAR 5	2027 YEAR 6	2028 YEAR 7	2029 YEAR 8	2030 YEAR 9	2031 YEAR 10	2032 YEAR 11	2033 YEAR 12
Equity Investments		(\$5,456,176)										
Residual EBITDA			\$1,178,886	\$1,268,056	\$1,297,438	\$1,320,419	\$1,343,710	\$1,367,312	\$1,391,222	\$1,415,439	\$1,439,959	\$1,464,781
Debt Service			(\$727,349)	(\$727,349)	(\$727,349)	(\$727,349)	(\$727,349)	(\$727,349)	(\$727,349)	(\$727,349)	(\$727,349)	(\$727,349)
Franchise Value at Exit Cap Rate	7.00%				\$18,534,830.07	\$19,195,863	\$19,856,896	\$20,517,929	\$21,178,962	\$21,839,995	\$22,501,028	\$23,162,061
Franchise Value at Exit Cap w/Haircut					(\$1,853,483)	(\$1,919,586)	(\$1,985,689)	(\$2,051,792)	(\$2,117,895)	(\$2,183,998)	(\$2,250,101)	(\$2,316,204)
Debt Outstanding					(\$8,975,739)	(\$8,425,755)	(\$7,875,771)	(\$7,325,787)	(\$6,775,803)	(\$6,225,819)	(\$5,675,835)	(\$5,125,851)
Residual (Exit) Cap Expenses					(\$743,393)	(\$767,835)	(\$792,277)	(\$816,719)	(\$841,161)	(\$865,603)	(\$890,045)	(\$914,487)
<b>Total Cash Flows</b>		<b>-\$5,456,176</b>	<b>\$0</b>	<b>\$451,536</b>	<b>\$540,707</b>	<b>\$570,889</b>	<b>\$599,070</b>	<b>\$626,361</b>	<b>\$653,652</b>	<b>\$680,943</b>	<b>\$708,234</b>	<b>\$735,525</b>

10-Year IRR	13.79%	-\$5,456,176	\$0	\$451,536	\$540,707	\$570,889	\$599,070	\$616,361	\$639,663	\$663,965	\$688,267	\$10,587,076	
11-Year IRR	13.78%	-\$5,456,176	\$0	\$451,536	\$540,707	\$570,889	\$599,070	\$616,361	\$639,663	\$663,965	\$688,267	\$11,256,959	
12-Year IRR	13.75%	-\$5,456,176	\$0	\$451,536	\$540,707	\$570,889	\$599,070	\$616,361	\$639,663	\$663,965	\$688,267	\$712,610	\$11,948,447



Evans-Fintube Pro Forma Template

EVANS-FINTUBE PRO FORMA INCOME STATEMENT

Retail	Total	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
Retail Area (NSF)	37,800														
Initial Vacancy (%)	15%														
Stabilized Vacancy (%)	10%														
Average Rent PSF	\$ 1,200														
<b>Construction Period Costs</b>															
Leasehold Improvements	\$ 13,440.84	\$ 13,440.84	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease Closing Costs	\$ 150,000.00	\$ 150,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Acquisition Costs	\$ 160,000.00	\$ 160,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hard Costs	\$ 9,079,208.00	\$ 1,488,744.00	\$ 7,590,464.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Soft Costs	\$ 1,243,299.00	\$ 648,662.00	\$ 594,637.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Constr. Loan Payment and other Financing Costs	\$ 126,367.00	\$ 186.00	\$ 126,181.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Construction Period Costs</b>	<b>\$10,637,385</b>	<b>\$2,376,033</b>	<b>\$8,311,352</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Income</b>															
Rental Income	\$ 4,033,563.63	\$ -	\$ -	\$ 453,600.00	\$ 467,208.00	\$ 481,224.24	\$ 495,660.97	\$ 510,530.80	\$ 525,846.72	\$ 541,622.12	\$ 557,870.79	\$ 574,606.91	\$ 591,845.12	\$ 609,600.47	\$ 627,888.48
Reimbursable CAM	\$ 1,092,423.48	\$ -	\$ -	\$ 122,850.00	\$ 126,535.50	\$ 130,331.57	\$ 134,241.51	\$ 138,268.76	\$ 142,416.82	\$ 146,689.32	\$ 151,090.00	\$ 155,622.70	\$ 160,291.39	\$ 165,100.13	\$ 170,053.13
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Gross Potential Income</b>	<b>\$ 5,125,987.11</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 576,450.00</b>	<b>\$ 593,743.50</b>	<b>\$ 611,555.81</b>	<b>\$ 629,902.48</b>	<b>\$ 648,799.55</b>	<b>\$ 668,263.54</b>	<b>\$ 688,311.45</b>	<b>\$ 708,960.79</b>	<b>\$ 730,229.61</b>	<b>\$ 752,136.50</b>	<b>\$ 774,700.60</b>	<b>\$ 797,941.61</b>
Less: Vacancy/Turnover	\$ (541,421.21)	\$ -	\$ -	\$ (86,467.50)	\$ (59,374.35)	\$ (61,155.58)	\$ (62,990.25)	\$ (64,879.96)	\$ (66,826.35)	\$ (68,831.14)	\$ (70,896.08)	\$ (73,022.96)	\$ (75,213.65)	\$ (77,470.06)	\$ (79,794.16)
Other Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Effective Gross Income</b>	<b>\$ 4,584,565.90</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 489,982.50</b>	<b>\$ 534,369.15</b>	<b>\$ 550,400.22</b>	<b>\$ 566,912.23</b>	<b>\$ 583,919.60</b>	<b>\$ 601,437.19</b>	<b>\$ 619,480.30</b>	<b>\$ 638,067.71</b>	<b>\$ 657,206.65</b>	<b>\$ 676,922.85</b>	<b>\$ 697,230.54</b>	<b>\$ 718,147.45</b>
<b>Operating Expenses</b>															
Common Area Maintenance	\$ 420,162.88	\$ -	\$ -	\$ 47,250.00	\$ 48,667.50	\$ 50,127.53	\$ 51,631.25	\$ 53,180.29	\$ 54,775.70	\$ 56,418.97	\$ 58,111.54	\$ 59,854.89	\$ 61,650.53	\$ 63,500.05	\$ 65,405.05
Real Estate Taxes	\$ 336,303.00	\$ -	\$ -	\$ 37,800.00	\$ 38,934.00	\$ 40,102.02	\$ 41,305.08	\$ 42,544.23	\$ 43,820.56	\$ 45,135.18	\$ 46,489.23	\$ 47,883.91	\$ 49,320.43	\$ 50,800.04	\$ 52,324.04
Management Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tenant Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Leasing Commission	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses	\$ 336,303.00	\$ -	\$ -	\$ 37,800.00	\$ 38,934.00	\$ 40,102.02	\$ 41,305.08	\$ 42,544.23	\$ 43,820.56	\$ 45,135.18	\$ 46,489.23	\$ 47,883.91	\$ 49,320.43	\$ 50,800.04	\$ 52,324.04
<b>Total Operating Expenses</b>	<b>\$ 1,092,423.48</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 122,850.00</b>	<b>\$ 126,535.50</b>	<b>\$ 130,331.57</b>	<b>\$ 134,241.51</b>	<b>\$ 138,268.76</b>	<b>\$ 142,416.82</b>	<b>\$ 146,689.32</b>	<b>\$ 151,090.00</b>	<b>\$ 155,622.70</b>	<b>\$ 160,291.39</b>	<b>\$ 165,100.13</b>	<b>\$ 170,053.13</b>
<b>NET OPERATING INCOME</b>	<b>\$ 3,492,142.42</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 367,132.50</b>	<b>\$ 407,833.65</b>	<b>\$ 420,068.66</b>	<b>\$ 432,670.72</b>	<b>\$ 445,650.84</b>	<b>\$ 459,020.37</b>	<b>\$ 472,790.98</b>	<b>\$ 486,974.71</b>	<b>\$ 501,583.95</b>	<b>\$ 516,631.47</b>	<b>\$ 532,130.41</b>	<b>\$ 548,094.32</b>
<b>Other Income &amp; Expenses</b>															
Capital Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Dispositions</b>															
Sale Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,956,781.52	\$ 7,165,484.97	\$ 7,380,449.51	\$ 7,601,863.00	\$ 7,829,918.89
Less: Cost of Sale	\$ 6,956,781.52	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (278,271.26)	\$ (286,619.40)	\$ (295,217.98)	\$ (304,074.52)	\$ (313,196.76)
<b>UNLEVERED CASH FLOW</b>	<b>\$ 10,448,923.94</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 367,132.50</b>	<b>\$ 407,833.65</b>	<b>\$ 420,068.66</b>	<b>\$ 432,670.72</b>	<b>\$ 445,650.84</b>	<b>\$ 459,020.37</b>	<b>\$ 472,790.98</b>	<b>\$ 486,974.71</b>	<b>\$ 501,583.95</b>	<b>\$ 516,631.47</b>	<b>\$ 532,130.41</b>	<b>\$ 548,094.32</b>
<b>Permanant Financing</b>															
Loan Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service and Fees	\$ (2,771,232.48)	\$ -	\$ -	\$ (346,404.06)	\$ (346,404.06)	\$ (346,404.06)	\$ (346,404.06)	\$ (346,404.06)	\$ (346,404.06)	\$ (346,404.06)	\$ (346,404.06)	\$ (346,404.06)	\$ (346,404.06)	\$ (346,404.06)	\$ (346,404.06)
Loan Takeout	\$ (4,535,156.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (4,535,156.00)	\$ (4,535,156.00)	\$ (4,535,156.00)	\$ (4,535,156.00)	\$ (4,535,156.00)
<b>LEVERED CASH FLOW</b>	<b>\$ 3,142,535.46</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,728.44</b>	<b>\$ 61,429.59</b>	<b>\$ 73,664.60</b>	<b>\$ 86,266.66</b>	<b>\$ 99,246.78</b>	<b>\$ 112,616.31</b>	<b>\$ 126,386.92</b>	<b>\$ 128,924.91</b>	<b>\$ 2,498,889.45</b>	<b>\$ 2,720,302.94</b>	<b>\$ 2,948,358.83</b>	<b>\$ 3,183,256.40</b>
<b>NPV</b>	<b>\$ 1,638,081.43</b>														
<b>Summary Cash Flows</b>		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Equity Investments		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	YEAR 11	YEAR 12	YEAR 13	YEAR 14
Balance Sheet				(\$1,268,000)											
Retail EBITDA					\$ 367,132.50	\$ 407,833.65	\$ 420,068.66	\$ 432,670.72	\$ 445,650.84	\$ 459,020.37	\$ 472,790.98	\$ 486,974.71	\$ 501,583.95	\$ 516,631.47	\$ 532,130.41
Debt Service					(\$346,404)	(\$346,404)	(\$346,404)	(\$346,404)	(\$346,404)	(\$346,404)	(\$346,404)	(\$346,404)	(\$346,404)	(\$346,404)	(\$346,404)
Franchise Value at Exit Cap Rate	7.00%				\$6,000,381	\$6,000,381	\$6,000,381	\$6,000,381	\$6,000,381	\$6,000,381	\$6,000,381	\$6,000,381	\$6,000,381	\$6,000,381	\$6,000,381
Franchise Value at Exit Cap w/Waircut					(\$4,676,982)	(\$4,676,982)	(\$4,676,982)	(\$4,676,982)	(\$4,676,982)	(\$4,676,982)	(\$4,676,982)	(\$4,676,982)	(\$4,676,982)	(\$4,676,982)	(\$4,676,982)
Debt Outstanding					(\$240,039)	(\$240,039)	(\$240,039)	(\$240,039)	(\$240,039)	(\$240,039)	(\$240,039)	(\$240,039)	(\$240,039)	(\$240,039)	(\$240,039)
Residual (Exit) Cap Expenses					\$73,865	\$73,865	\$73,865	\$73,865	\$73,865	\$73,865	\$73,865	\$73,865	\$73,865	\$73,865	\$73,865
<b>Total Cash Flows</b>				<b>-\$1,268,000</b>	<b>\$0</b>	<b>\$20,728</b>	<b>\$61,430</b>	<b>\$73,665</b>	<b>\$86,267</b>	<b>\$99,247</b>	<b>\$112,616</b>	<b>\$126,387</b>	<b>\$140,571</b>	<b>\$155,180</b>	<b>\$170,227</b>
10-Year IRR	<b>10.46%</b>			-\$1,268,000	\$0	\$20,728	\$61,430	\$73,665	\$86,267	\$99,247	\$112,616	\$126,387	\$140,571	\$155,180	\$170,227
11-Year IRR	<b>11.55%</b>			-\$1,268,000	\$0	\$20,728	\$61,430	\$73,665	\$86,267	\$99,247	\$112,616	\$126,387	\$140,571	\$155,180	\$170,227
12-Year IRR	<b>12.23%</b>			-\$1,268,000	\$0	\$20,728	\$61,430	\$73,665	\$86,267	\$99,247	\$112,616	\$126,387	\$140,571	\$155,180	\$170,227

D. FINANCIAL OFFER AND DEAL STRUCTURE PROPOSAL

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EVANS-FINTUBE PRO FORMA INCOME STATEMENT

Residential: Affordable Rental

	Total	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
Residential (Units)	62														
Residential (SF)	45,614														
Vacancy	5%														
Average Rent PPSF	\$ 1.33														
<b>Construction Period Costs</b>															
Lender's Points	\$ 16,192.91	\$ 16,192.91	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Loan Closing Costs	\$ 15,000.00	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Acquisition Costs	\$ 160,000.00	\$ 160,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hard Costs	\$ 9,510,503.00	\$ 1,559,413.00	\$ 7,951,090.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Soft Costs	\$ 1,287,394.00	\$ 671,684.00	\$ 615,710.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contn. Loan Payment and other Financing Costs	\$ 130,722.00	\$ 811.00	\$ 129,916.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Construction Period Costs</b>	<b>\$ 11,119,816.91</b>	<b>\$ 2,423,100.91</b>	<b>\$ 8,696,716.00</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>LIHTC Equity</b>															
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Income</b>															
Rental Income	\$ 6,248,396.66	\$ -	\$ 727,999.44	\$ 742,559.43	\$ 757,410.62	\$ 772,558.83	\$ 788,010.01	\$ 803,770.21	\$ 819,845.61	\$ 836,242.52	\$ 852,967.37	\$ 870,026.72	\$ 887,427.26	\$ 905,175.80	
<b>Gross Potential Income</b>	<b>\$ 6,248,396.66</b>	<b>\$ -</b>	<b>\$ 727,999.44</b>	<b>\$ 742,559.43</b>	<b>\$ 757,410.62</b>	<b>\$ 772,558.83</b>	<b>\$ 788,010.01</b>	<b>\$ 803,770.21</b>	<b>\$ 819,845.61</b>	<b>\$ 836,242.52</b>	<b>\$ 852,967.37</b>	<b>\$ 870,026.72</b>	<b>\$ 887,427.26</b>	<b>\$ 905,175.80</b>	
Less: Vacancy/Turnover	\$ (312,418.83)	\$ -	\$ (36,399.97)	\$ (37,127.97)	\$ (37,870.53)	\$ (38,627.94)	\$ (39,400.50)	\$ (40,188.51)	\$ (40,992.28)	\$ (41,812.13)	\$ (42,648.37)	\$ (43,501.54)	\$ (44,371.36)	\$ (45,258.79)	
Other Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Effective Gross Income</b>	<b>\$ 5,935,976.83</b>	<b>\$ -</b>	<b>\$ 691,599.47</b>	<b>\$ 705,431.46</b>	<b>\$ 719,540.09</b>	<b>\$ 733,930.89</b>	<b>\$ 748,609.51</b>	<b>\$ 763,581.70</b>	<b>\$ 778,853.33</b>	<b>\$ 794,430.40</b>	<b>\$ 810,319.00</b>	<b>\$ 826,525.38</b>	<b>\$ 843,055.89</b>	<b>\$ 859,917.01</b>	
<b>Operating Expenses</b>															
Operating Expenses	\$ 1,875,302.01	\$ -	\$ 218,491.06	\$ 222,860.88	\$ 227,318.10	\$ 231,864.46	\$ 236,501.75	\$ 241,231.79	\$ 246,056.42	\$ 250,977.55	\$ 255,997.10	\$ 261,117.04	\$ 266,339.38	\$ 271,666.17	
Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Total Operating Expenses</b>	<b>\$ 1,875,302.01</b>	<b>\$ -</b>	<b>\$ 218,491.06</b>	<b>\$ 222,860.88</b>	<b>\$ 227,318.10</b>	<b>\$ 231,864.46</b>	<b>\$ 236,501.75</b>	<b>\$ 241,231.79</b>	<b>\$ 246,056.42</b>	<b>\$ 250,977.55</b>	<b>\$ 255,997.10</b>	<b>\$ 261,117.04</b>	<b>\$ 266,339.38</b>	<b>\$ 271,666.17</b>	
<b>NET OPERATING INCOME</b>	<b>\$ 4,060,674.82</b>	<b>\$ -</b>	<b>\$ 473,108.41</b>	<b>\$ 482,570.58</b>	<b>\$ 492,221.99</b>	<b>\$ 502,066.43</b>	<b>\$ 512,107.76</b>	<b>\$ 522,349.91</b>	<b>\$ 532,796.91</b>	<b>\$ 543,453.85</b>	<b>\$ 554,321.90</b>	<b>\$ 565,408.34</b>	<b>\$ 576,716.51</b>	<b>\$ 588,250.84</b>	
<b>Other Income &amp; Expenses</b>															
Capital Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Capital Reserves	\$ (266,072.04)	\$ -	\$ (31,000.00)	\$ (31,620.00)	\$ (32,252.40)	\$ (32,897.45)	\$ (33,555.40)	\$ (34,226.50)	\$ (34,911.03)	\$ (35,609.26)	\$ (36,321.44)	\$ (37,047.87)	\$ (37,788.83)	\$ (38,544.60)	
<b>Disposition</b>															
Sale Proceeds	\$ 7,763,612.11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,763,612.11	\$ 7,918,884.35	\$ 8,077,262.04	\$ 8,238,807.28	\$ 8,403,583.42	
Less: Cost of Sale	\$ (310,544.88)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (310,544.88)	\$ (316,755.37)	\$ (323,090.48)	\$ (329,552.29)	\$ (336,143.34)	
<b>UNLEVERED CASH FLOW</b>	<b>\$ 11,247,670.41</b>	<b>\$ -</b>	<b>\$ 442,108.41</b>	<b>\$ 450,950.58</b>	<b>\$ 459,969.59</b>	<b>\$ 469,168.98</b>	<b>\$ 478,552.36</b>	<b>\$ 488,123.41</b>	<b>\$ 497,885.87</b>	<b>\$ 507,961.21</b>	<b>\$ 518,329.44</b>	<b>\$ 528,992.03</b>	<b>\$ 539,958.27</b>	<b>\$ 551,324.50</b>	
<b>Permanent Financing</b>															
Loan Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Debt Service and Fees	\$ (3,023,638.48)	\$ -	\$ (377,954.81)	\$ (377,954.81)	\$ (377,954.81)	\$ (377,954.81)	\$ (377,954.81)	\$ (377,954.81)	\$ (377,954.81)	\$ (377,954.81)	\$ (377,954.81)	\$ (377,954.81)	\$ (377,954.81)	\$ (377,954.81)	
Loan Takeout	\$ (5,878,786.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (5,878,786.00)	\$ (5,878,786.00)	\$ (5,878,786.00)	\$ (5,878,786.00)	\$ (5,878,786.00)	
<b>LEVERED CASH FLOW</b>	<b>\$ 2,345,245.93</b>	<b>\$ -</b>	<b>\$ 64,153.60</b>	<b>\$ 72,995.77</b>	<b>\$ 82,014.78</b>	<b>\$ 91,214.17</b>	<b>\$ 100,597.55</b>	<b>\$ 110,168.60</b>	<b>\$ 119,931.06</b>	<b>\$ 130,176.40</b>	<b>\$ 140,992.23</b>	<b>\$ 152,499.22</b>	<b>\$ 164,716.47</b>	<b>\$ 177,647.70</b>	

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Summary Cash Flows	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	YEAR 11	YEAR 12	YEAR 13	YEAR 14
Equity Investments			(\$1,250,000)											
Refinance Amount														
Residential EBITDA				\$ 473,108.41	\$ 482,570.58	\$ 492,221.99	\$ 502,066.43	\$ 512,107.76	\$ 522,349.91	\$ 532,796.91	\$ 543,453.85	\$ 554,321.90	\$ 565,408.34	\$ 576,716.51
Debt Service				\$ (377,955)	\$ (377,955)	\$ (377,955)	\$ (377,955)	\$ (377,955)	\$ (377,955)	\$ (377,955)	\$ (377,955)	\$ (377,955)	\$ (377,955)	\$ (377,955)
Franchise Value at Exit Cap Rate	7.00%			\$ (7,031,743)	\$ (7,031,743)	\$ (7,031,743)	\$ (7,031,743)	\$ (7,031,743)	\$ (7,031,743)	\$ (7,031,743)	\$ (7,031,743)	\$ (7,031,743)	\$ (7,031,743)	\$ (7,031,743)
Debt Outstanding				\$ (5,858,433)	\$ (5,858,433)	\$ (5,858,433)	\$ (5,858,433)	\$ (5,858,433)	\$ (5,858,433)	\$ (5,858,433)	\$ (5,858,433)	\$ (5,858,433)	\$ (5,858,433)	\$ (5,858,433)
Residual (Exit) Cap Expenses				\$ (281,270)	\$ (281,270)	\$ (281,270)	\$ (281,270)	\$ (281,270)	\$ (281,270)	\$ (281,270)	\$ (281,270)	\$ (281,270)	\$ (281,270)	\$ (281,270)
<b>Total Cash Flows</b>			<b>-\$1,250,000</b>	<b>\$0</b>	<b>\$95,154</b>	<b>\$104,616</b>	<b>\$114,267</b>	<b>\$124,112</b>	<b>\$134,153</b>	<b>\$144,395</b>	<b>\$154,842</b>	<b>\$165,498</b>	<b>\$176,367</b>	<b>\$187,454</b>

10-Year IRR	10.26%		\$-1,250,000	\$0	\$95,154	\$104,616	\$114,267	\$124,112	\$134,153	\$144,395	\$154,842	\$165,498	\$176,367	\$187,454
11-Year IRR	11.54%		\$-1,250,000	\$0	\$95,154	\$104,616	\$114,267	\$124,112	\$134,153	\$144,395	\$154,842	\$165,498	\$176,367	\$187,454
12-Year IRR	12.41%		\$-1,250,000	\$0	\$95,154	\$104,616	\$114,267	\$124,112	\$134,153	\$144,395	\$154,842	\$165,498	\$176,367	\$187,454





**E. Community  
Ownership, Wealth  
Building, and Economic  
Opportunity**

## Community Ownership

The GPDG team is a strong proponent for wealth creation and views the creation of various opportunity zone funds as the catalyst for Greenwood Phoenix ownership.

The GPDG team will establish the Greenwood Phoenix Trust Opportunity Zone Fund (GPTOZ). GPDG will serve as the co-General Partner of the GPTOZ, and a Trust created for the Greenwood residents would serve as a co-General Partner. GPDG and the Trust would collectively solicit investors (Limited Partners) in the GPTOZ. The GPDG team is currently negotiating with two corporate investors that will serve as limited partners. It is our plan to have local Greenwood residents serve as limited partners beside the corporate investors within the GPTOZ. At a minimum, the co-General Partner—the Trust—has the potential to earn from investments in the Greenwood Phoenix development. As referenced in Section D (Finance Plan), opportunity zone investments play a primary role in land acquisition and each real estate mix condominium. This means GPTOZ is investing in every aspect of this project.

We are proposing an additional opportunity zone fund for North Tulsans as well as a fund for all Tulsan residents. The Trust would also serve as a co-General Partner for these funds and benefits from an array of investors who are interested in seeing the success of Greenwood Phoenix. Opportunity Zone funds represent tangible ownership possibilities. The GPDG team is ready to put this tool—established in 2017—to work.

## Wealth Building

Wealth Building is at the heart of our work and completely integrated in the small-business retail portion of our project. Not only have we successfully implemented how a private real estate development company can build equitable development projects, but we have also been globally recognized for this work by the Urban Land Institute and were awarded the 2021 ULI Global Award for Excellence. This is one of the industry's most prestigious awards recognizing "truly superior development efforts" with an emphasis that the projects are not one-off developments, but instead, can be replicated. This project will be our first endeavor to replicate and improve upon our model and, similarly, our business owners and entrepreneurs will be representative of the community of Greenwood. In our EastPoint project in Oklahoma City, aside from one non-profit, we achieved 100% African American-owned businesses and 50% of those businesses are women-owned businesses.

Our model gives each of our tenants 15% pro-rata equity in the real estate asset once they sign a 10-year lease. This ownership share is guaranteed to the tenant as long they stay current on their lease and it will not be subject to capital calls or dilution. First and foremost, this model allows the tenant to share in the wealth of the real estate and benefit from the value in the asset that they create. Second, this alters the narrative of the typical landlord-tenant relationship by aligning interests between the two. Third, it prevents displacement as the tenant is now an owner in the real estate asset. After 10 years, the equity is memorialized and the tenant has the option to stay in as an owner or sell their shares at market value based on a third party appraisal.

The next most important aspect of our wealth building model is to provide a low barrier to entry for our small-business tenants. Opening a business is expensive. Between tenant improvements beyond shell space, purchasing furniture, fixtures, and equipment, and start-up capital for overhead, any business can be required to bring over a hundred thousand dollars to the table. We understand these challenges and have a solution to make the barrier to entry much easier on the tenant. We have identified a few foundations that are willing to provide an investment in our tenants in the form of a grant for tenant improvements. We are targeting up to \$2.0 million which equates to \$60 per square foot that will allow for the tenant to build a customizable space that is move-in ready. In addition, the Tulsa Economic Development Corporation (TEDC) has offered each tenant a loan up to \$250,000 at a 3% fixed interest rate that can be used for start-up expenses, general working capital, inventory, FFE (furniture, fixtures, and equipment), and "most" other business purposes. Additionally, TEDC has also offered to create a business planning and assistance program specifically for the Evans Fintube site. Lastly, our model proposes a low rent of \$12 per square foot for all of our small-business tenants which is 50% of the market rate in the area.

## Economic Opportunity

Outside of community ownership and wealth building there are numerous economic opportunities built into the Greenwood Phoenix Development Project. The GPDG team believes local minority participation should occur in every aspect of the development process. The baseline is targeting minority participation during the Design, Build, Finance, Leasing, Operations and Maintenance phases of every project. The GPDG team is comprised of Moody Nolan, which is the largest African American architecture firm in United States. EJ Smith Construction is a leading minority construction company headquartered in Dallas. Alone, these two firms have the ability to perform and attract other local minority businesses.

Consistent with creating opportunity and beyond this project alone, our local minority contractors will be enrolled in the Minority Contractor Development (MCD) Program that is offered by our general contractor, JE Dunn. The MCD Program, which is implemented nationally since 2006, is a series of classes and activities designed to further educate and equip minority contractors for success, help grow their business, and launch a partnership with JE Dunn. At the end of this program, our minority contractors will become more competitive in the marketplace which will serve them well into the future beyond this project alone.

Gold Jacket is a certified minority-owned firm that sources and creates financing solutions. Gold Jacket serves as the General Partner of the various Opportunity Zone funds proposed for this project. E Smith Advisors is a commercial real estate services firm that not only offers finance and leasing solutions among its cache of services, the firm also offers property and facilities management solutions. So again, the GPDG team is well-represented with minority services firms and contractors. The team is more than prepared to contract local minority services firms and contractors—as previously stated—because it is good business and the city's minority participation goals represent our minority participation floor.

Beyond engaging with local minority services firms and contractors, we have a unique approach to targeted tenancing and leasing. We strongly believe that the community has a better awareness of the type of tenants they want to see. For this reason, we partner with individuals in the community to help us lease our space. After the tenant is underwritten and a lease is signed, the individual who referred that tenant will be paid a consulting fee for their effort.

The economic opportunities for this project have far reaching implications beyond the development, design, and construction of this project. Through the program uses we are proposing, the North Tulsa Community at large will benefit from the significant dollars being spent which will mostly come from outside of the community. With wealth creation through real estate ownership at the heart of our proposal, having an economic generator that is greater than a typical multi-family, retail, or office project was a key driver in our program.

Sports tourism is an integral part of local economies across the United States. Travelers attending sports tournaments, races, and other events – either as a participant or spectator – generate significant economic benefits. Amateur adult and youth sporting activities are embedded in these figures and we will see continued growth in this segment. To illustrate the impact of sports tourism, here are some key findings:

- Sports Travelers: Nearly 180 million people traveled to a sports event in the U.S. in 2019 either as a participant or spectator, which generated roughly 70 million room nights or \$9.2 billion on lodging.
- Sports Related Travel Spending: Sports travelers, event organizers, and venues spent \$45.1 billion in 2019, which generated \$103.3 billion in business sales when including indirect and induced impacts. This equates to \$359 per person trip for overnight travelers and \$79 per person trip for day trippers.
- Employment Generator: A total of 739,386 jobs were sustained by sports tourism in 2019. This included 410,762 direct and 328,624 indirect and induced jobs.
- Fiscal Contribution: Sports tourism generated \$14.6 billion in tax revenues in 2019, with \$6.8 billion accruing to state and local governments.

The US hotel industry is also a critically important part of the economy. Hotels generate billions in wages, salaries and taxes, employ millions of workers, and hotel guests bring billions in spending to local economies. Below is a 2019 summary of these impacts by the American Hotel & Lodging Association (AHLA) and Oxford Economics.

At a national level, a typical hotel with 100 occupied rooms supports 241 total jobs, including 137 direct jobs and 104 indirect and induced jobs. This impact includes 66 direct jobs at the hotel, with \$2.8 million of wages, salaries and other labor income. This typical property supports \$5.4 million of total tax revenue, including \$1.9 million of direct taxes generated at the hotel. Hotel guest ancillary spending totaled \$278.1 billion which includes \$65.4 billion on off-site food and beverage, \$45 billion on off-site entertainment, and \$41.2 billion on off-site retail. At a state level, the average hotel in Oklahoma creates 60 new jobs with an average salary of \$37,553. This salary is 132% higher than state salary average of \$28,422 and over 200% higher than the North Tulsa salary average of \$18,131.

While the above metrics are extremely large dollar amounts represented at a national level, these are real dollars that have granular implications in the communities that house these programs. Since we are strategically locating our small business tenants directly adjacent to these programs, they will be the first to benefit from these dollars spent.



# F. Appendix



# Lieutenant Governor Matt Pinnell

State Capitol Building, Suite 117  
Oklahoma City, Oklahoma 73105



Office: 405-521-2161  
Fax: 405-522-8694

November 12, 2021

RE: Evans-Fintube Redevelopment Plan

To Whom it May Concern:

I am pleased to support the proposed redevelopment of the Evans-Fintube site located in the historic Greenwood District to include the development of a multi-purpose stadium that would have community events and be the permanent home of the FC Tulsa soccer club. In addition, I support the development of a new hotel, indoor sports facility, and mixed-use retail buildings that would further bolster this area of the Greenwood District. I feel it is very important that the redevelopment of this site leverage the tourism that will be created by the almost complete, BMX facility.

Given the redevelopment plan put forward by the Greenwood Phoenix Development Group (a joint venture company created by Rose Rock Development Partner, Pivot Project, and E Smith Legacy to redevelop this site), there is a real opportunity to create a significant Tourism District in this part of Tulsa that can serve as a true model for wealth generation for the Greenwood and North Tulsa communities for generations to come.

Sincerely,

A handwritten signature in black ink that reads "Matt Pinnell".

Matt Pinnell  
Oklahoma Lieutenant Governor



**FC TULSA**  
201 N. ELGIN AVE., TULSA, OK 74120

November 11, 2021

Mr. Steven Watts  
Greenwood Phoenix Development Group  
403 S. Cheyenne Ave, Ste. 205  
Tulsa, OK 74103

RE: Letter of Interest & Support

Dear. Mr. Watts,

This letter is to emphasize our interest in partnering on the development of a multi-purpose outdoor stadium that could be the permanent home field for FC Tulsa: Oklahoma's Premier Pro Soccer Club. We further support the development plan that Greenwood Phoenix Development Group has put forward for the other uses that would be on this site. Additionally, we have strong interest in becoming the primary operating tenant of the multi-purpose outdoor stadium.

We look forward to exploring this opportunity further and solidifying this partnership in the near future.

Sincerely,



Ryan Craft  
Owner, FC Tulsa

918-297-6808





November 8, 2021

Mr. Allen Robinson  
President  
FIN-X, Inc.  
402 West Second Avenue  
Owasso, OK 74055-1048

Parcel Numbers: R91431143116660, R91431143108860

Dear Mr. Robinson,

This is to confirm your email of November 5, 2021, indicating that the owner of the subject parcels, the H. Allen and Doris Robinson Revocable Trust (Owner) would sell to Greenwood Phoenix Development Group or Watco up to ~154 acres. The purchase price is yet to be determined and the sale will be subject to a definitive purchase and sale agreement.

Further, the Owner will pay a commission upon the closing of the sale to Newmark Robinson Park Commercial Real Estate Brokerage, subject to a separate agreement.

Sincerely,

Tim Strange, CCIM, SIOR  
President  
Newmark Robinson Park  
O: 405.605.6628 C: 405.413.8467  
newmarkrp.com

OWNER:

H. Allen Robinson, Trustee  
H. Allen and Doris Robinson Revocable Trust

**NEWMARK**  
ROBINSON PARK

204 N Robinson, Suite 700, OKC, OK 73102  
110 W 7<sup>th</sup> St., Suite 2600, Tulsa, OK 74119  
*Independently Owned and Operated*





November 9, 2021

Mr. Daniel R Roberts  
Owner  
Daniel R Roberts and Lavonne H Roberts Living Trust  
12674 Kevin LN  
Sapulpa, OK 74055-1048

Parcel ID: 0000-06-017-011-0-012-00

Dear Mr. Roberts,

This is to confirm the owner of the subject parcels, Daniel R Roberts and Lavonne H Roberts Living Trust (Owner), would sell to my client or Watco up to ~20 acres running parallel to the Southern Kansas and Oklahoma Line. The purchase price to be determined and the sale will be subject to a definitive purchase and sale agreement.

Further, the Owner will pay a commission upon the closing of the sale to Newmark Robinson Park Commercial Real Estate Brokerage, subject to a separate agreement.

Sincerely,

Tim Strange, CCIM, SIOR  
President  
Newmark Robinson Park  
O: 405.605.6628 C: 405.413.8467  
newmarkrp.com

*Will sell if price (including closing & commission) is agreed upon by seller.*

OWNER:

Daniel R Roberts, Trustee  
Daniel R Roberts and Lavonne H Roberts Living Trust

November 12, 2021

Curtis Frazier  
Vice President of Real Estate / Industrial Development  
Watco  
(913) 303-4509 (O) | (913) 449-0851 (C)  
[curtis.frazier@watco.com](mailto:curtis.frazier@watco.com)

Re: Watco

Dear Mr. Frazier:

This is to confirm that Watco would consider relocating from its current facility in downtown Tulsa ("Tulsa Yard") to a site to be determined. The cost to relocate Watco would be deemed a relocation cost associated with the proposed redevelopment noted below. Watco acknowledges that it has been working with Newmark Robinson Park Commercial Real Estate Brokerage on behalf of Greenwood Phoenix Development Group to find a site suitable for relocation of the Tulsa Yard. The attached letter from a landowner in Owasso includes parcels that are within the geographical boundaries of the targeted relocation area.

Watco estimates that the total project cost will be to be determined. Watco has expressed interest in partnering in the redevelopment and would contribute from the net proceeds of the sale of the Tulsa Yard an amount to be determined. The Watco contribution could go toward a joint venture that would re-develop the Tulsa Yard acreage and the Evans-Fintube site in the Greenwood District.

Thank you for your cooperation in this matter.

Sincerely,



Tim Strange, Chairman  
Rose Rock Development Partners, LLC  
[tim.strange@roserockdev.com](mailto:tim.strange@roserockdev.com)  
405.413.8467

Watco:



Curtis Frazier  
Vice President of Real Estate/Industrial Development



November 11, 2021

Mr. Steven Watts  
Greenwood Phoenix Development Group  
403 S. Cheyenne Ave, Ste. 205  
Tulsa, OK 74103

RE: Letter of Interest & Support

Dear. Mr. Watts,

This letter is to emphasize our interest in being a retail partner at the new retail your firm is proposing to develop at the Evans-Fintube site. We further support the development plan that Greenwood Phoenix Development Group has put forward for the redevelopment of the Evans-Fintube site. We feel that as proposed it offers significant wealth creation opportunities for North Tulsa residents.

If your firm is chosen as the designated redeveloper for the Evans-Fintube project, we look forward to exploring this opportunity further and solidifying this partnership in the near future.


Sincerely,

**Aaron (AJ) Johnson**  
Owner, Oasis Fresh Market  
Founder, The Oasis Project  
m: (918) 812-4049  
e: [aj@oasisfreshmarkets.net](mailto:aj@oasisfreshmarkets.net)  
1725 N. Peoria Ave.,  
Tulsa, OK 74106

# Construction Costs

Construction Cost Summary Page 4

**Pivot Evans Fintube  
Tulsa, Oklahoma  
November 9, 2021  
Concept Estimate V3**




**Construction Cost Summary**

Description	Quantity	Cost	Unit Cost
Stework	54	14,078,436	251,817
4 Level CIP Parking Garage	800	14,499,467	18,124
Sports Facility Building	135,000	36,490,525	270.30
6 Story Hotel	138,400	40,891,061	295.46
<b>Construction Subtotal</b>	<b>273,400 SF</b>	<b>\$105,959,490</b>	<b>\$387.56</b>
Design Contingency	6.00%	6,357,569	23.25
Construction Contingency	4.00%	4,492,682	16.43
Escalation to 1st Qtr 2023	6.25%	7,300,609	26.70
<b>Total Construction Cost</b>	<b>273,400 SF</b>	<b>\$124,110,351</b>	<b>\$453.95</b>

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Construction Cost Summary Page 4

**Pivot Evans Fintube Stadium  
Tulsa, Oklahoma  
November 9, 2021  
Concept Estimate**



**Construction Cost Summary**

Description	Quantity	Cost	Unit Cost
Stadium Entry Canopy	2,349	280,724	119.51
VIP Club & Team Store	4,590	1,689,005	367.97
Concession and Restroom Buildings	16,878	6,029,629	357.25
Team Building	10,019	3,395,837	338.95
Suites	3,873	2,313,927	597.45
Operations and Maintenance	13,142	3,939,563	299.77
Stadium and Pitch	56,585	20,361,542	
Loge Seating	1,090	158,358	145.28
Pressbox	2,127	1,317,993	619.65
<b>Construction Subtotal</b>	<b>108,304 SF</b>	<b>\$39,486,577</b>	<b>\$364.99</b>
Design Contingency	6.00%	2,369,195	21.88
Construction Contingency	4.00%	2,511,346	23.19
Escalation to 1st Qtr 2023	6.25%	2,698,360	24.91
<b>Total Construction Cost</b>	<b>108,304 SF</b>	<b>\$47,065,478</b>	<b>\$434.57</b>

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To view full concept estimates for the **Evans-Fintube Mixed-Use Development**, please click the link below.

[https://www.dropbox.com/s/6zxitops864w8dz/1-Pivot\\_Evans\\_Fintube\\_Concept\\_Estimate\\_-\\_Multi\\_Use\\_Development\\_11.12.2021.pdf?dl=0](https://www.dropbox.com/s/6zxitops864w8dz/1-Pivot_Evans_Fintube_Concept_Estimate_-_Multi_Use_Development_11.12.2021.pdf?dl=0)

To view full concept estimates for the **Evans-Fintube Stadium Development**, please click the link below.

[https://www.dropbox.com/s/9pu16qqxkjgb57h/2-Pivot\\_Evans\\_Fintube\\_Concept\\_Estimate\\_Stadium\\_11.09.2021.pdf?dl=0](https://www.dropbox.com/s/9pu16qqxkjgb57h/2-Pivot_Evans_Fintube_Concept_Estimate_Stadium_11.09.2021.pdf?dl=0)

WE ARE TULSA'S TEAM.



#ForTulsa

PRO SOCCER FOR TULSA



## FC Tulsa In the Community



- Dream League

- An initiative spearheaded by FC Tulsa to bring the game of soccer to kids in North Tulsa
- Over 360 children served
  - Uniforms and gear provided by FC Tulsa
- Over 150 hours committed by FC Tulsa to North Tulsa youth
- Raised nearly \$50,000 in donations to support the Dream League for years to come

[Click here to see the 2021 Dream League Finals](#)



FC TULSA

WE ARE TULSA'S TEAM.

# FC Tulsa In the Community



- Project eNGAGE

- An initiative created by the Tulsa Police Department (TPD) and FC Tulsa to bring youth and the Police Department together to share their love for Video Games
- Over 180 children served
  - 20 events across Tulsa
- Over 50 hours committed by FC Tulsa and TPD to North Tulsa youth
- Local businesses donated PS4's, TV's, games, and over \$1,000 to support Project eNGAGE!

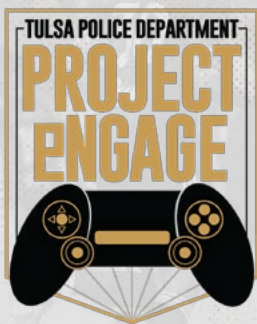


[Click here to see the TPD Project Engage!](#)

FC TULSA

WE ARE TULSA'S TEAM.

# Community Engagement



“The Tulsa Police Department is proud to join forces with FC Tulsa for Project eNGAGE. The TPD Community Engagement Unit is always looking for ways to foster positive interactions between officers and the youth of Tulsa, and this new program will help provide a fun and safe environment to help build those relationships.”

- Tulsa Police Chief Wendell Franklin

WE ARE TULSA'S TEAM.

FC TULSA

# FC Tulsa In the Community



## • Non-Profit Partners



- Over 425 children served
- Over 3200 adults served
- 15 events
  - 13 North Tulsa
  - 2 East Tulsa
  - More to come!



[Click here to see FC Tulsa's Partnership with The Real Black Wall Street Tour](#)

WE ARE TULSA'S TEAM.

FC TULSA

# Community Partners

- Create more opportunities for all of Tulsans to enjoy the game of soccer.
- Use the game of soccer to promote a healthy and active lifestyle.
- Co-brand with FC Tulsa on all community outreach projects for reward and engagement



WE ARE TULSA'S TEAM.

FC TULSA

# FC Tulsa In the Community



## • Community Events

- Over 3000 adults and children interacted with
- Over 45 events across Tulsa
- Nearly 100 hours donated by FC Tulsa Front Office Staff
  - Monroe Garden Build
  - Credit Recovery Program (Tulsa Dream Center)
  - Care and Connect (Credit Recovery with TPS)
  - Grocery delivery to teachers (UpLiftEd)
  - Kendall-Whittier clean-up
  - And Many More!



FC TULSA

WE ARE TULSA'S TEAM.

# FC Tulsa In the Community



## • Mural Kit

- The FC Tulsa Mural kit was designed to commemorate the 100<sup>th</sup> anniversary of the Tulsa Race Massacre and to educate, and remember the events of the Massacre but to also celebrate the diversity, and culture in the Greenwood District
- FC Tulsa partnered with local artists from the Arts Alliance Tulsa, and Monroe Demonstration Academy to take the mural painted in the academy to apply them to our Mural Kits



WE ARE TULSA'S TEAM.

FC TULSA

[Click here to see the Mural Kit's Story](#)





# 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>**



# THE SPORTS FACILITIES COMPANIES



## PLAN & FUND

### SPORTS FACILITIES ADVISORY

Founded in 2003, we have served more than 2,000 communities and assisted with more than \$10 billion in planned projects. Our plan-to-fund approach means we can deliver much more than the industry's leading research and financial forecast documents, we can deliver projects that are attractive to finance sources, capital partners, and municipal funding sources.



## DEVELOP

### SPORTS FACILITIES DEVELOPMENT

The services provided by the Development Team were born out of customer demand for better alignment between facility design and operations. Our owner's representation, procurement, and venue planning services not only achieve this goal by pairing proven operators with clients' design teams, but save money in procurement, reduce risk, and streamline the process for everyone involved.



## PERFORM

### SPORTS FACILITIES MANAGEMENT

Sports Facilities Management is the youth and amateur sports industry leader in outsourced facility management. We are purpose built to serve the goals and visions of our clients and produce results. We are the ultimate partner for clients who want to maintain control of their assets without the headaches, expense, and risk of daily operations. Our proven performance has led us to represent the SF Network, the largest and fastest growing network of sports and recreation facilities in the country.

**NUMBER OF YEARS IN BUSINESS:** 18 years

**NUMBER OF EMPLOYEES:** 1,500+

**CORPORATE HEADQUARTERS LOCATION:**  
600 Cleveland St, Suite 910, Clearwater, FL 33755

**COMMUNITIES SERVED:** 2,000

**MANAGED FACILITIES:** 29

# COMMUNITY ACCESS TO SPORT

At SFC, we truly believe in the impact that our facilities have on our communities. Each and every one of our 1,200+ employees has a story of how sports impacted their lives. It is critical to our mission to ensure that every resident of in all of our communities have access to sports, regardless of age, ability, gender or income level. This is not a mantra we simply talk about, but one that we put into practice and one that we financially support across the industry, both inside and outside of our managed facilities.

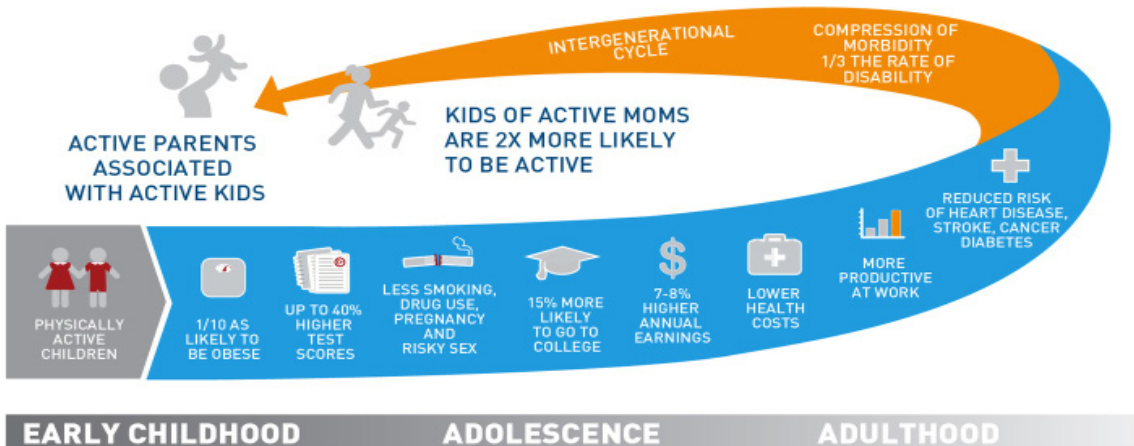
## SFC ACCESS PROGRAM

The Access Program with SFC launched in Hoover, AL and Rocky Mount, NC in 2018. Our team is currently expanding this program across our entire network of facilities. The Access Program teams local sponsors with good-will marketing and branding opportunities to cover player registration fees and dues. All proceeds from the Access Program go to ensuring that kids within our communities who do not traditionally have access to sports are provided with the opportunity to participate within our venues. SFC will immediately institute our Access Program at the Paradise Coast Sports Complex.



## ASPEN INSTITUTE PROJECT PLAY

SFC is a proud partner of The Aspen Institute's Project Play. The Aspen Institute has often been referred to as the "conscience of youth sports." Project Play's mission is to develop, apply and share knowledge that helps build healthy communities through sports. The program identifies gaps in sports access and works with leading organizations such as SFC. Together, we can fill the gaps so that every child in America can access sports, regardless of zip code or ability.



# UNIQUELY CAPABLE

You won't find a team more dedicated, passionate, and capable of producing extraordinary results than ours. We will be the ultimate partner for the City of Tulsa.

For 18 years and in more than 2,000 communities, Sports Facilities Companies have been a leading force in the growth of sports tourism in America. This has led to ancillary developments, partnerships at the highest level of sport, and municipal-friendly finance solutions.

With SFC as your partner, the City of Tulsa will join-in the power of the SF Network. Now the largest single network of sports tourism facilities in the U.S. producing 25 million+ visits annually and \$285 million+ in overnight hotel stays. We manage 25+ venues around the country including many in destinations similar to Tulsa. Our 25+ million annual guest visits are driven by sports tourism, live entertainment, festivals, e-sports, community sports, graduations, and all manner of community and civic events.

This deep experience set will drive the Evans-Fintube destination and the entire region to new levels of success. We know the best ways to minimize costs and maximize revenues while our unique position in the marketplace allows us immediately fill the facilities with the biggest brands and events in sports tourism. Most importantly, we have a complete and unrivaled understanding of the 3 most important customers to the long-term success of your facilities - the County, your out-of-market guests, and your residents.

## CVB EXPERIENCE

SFC partners with CVB's at a majority of our facilities around the country, many of who represent markets with similar tourism profiles as the City of Tulsa. These partnerships have been instrumental to the success of our venues as well as the overall growth of sports and tourism in their markets.

SFC currently works with our CVB partners to promote our venues and markets in multiple ways, ranging from traditional advertising and marketing coordination to national promotion at industry shows such as SportsETA, Teams and Connect Sports. As thought leaders in the industry, we collaborate with

our Clients and CVB partners to find unique ways to promote their markets, including leading panel discussions together at national trade shows and joining forces on podcasts and other similar functions.

We are fortunate to work side-by-side with some of the most tenured, creative and respected CVB's and sports commissions in the country as well as those that are just getting started. We have become board members and helped our partners create their own sports commissions from the ground up.

SFC views the relationship between the venue and tourism organizations, and other related stakeholders, as instrumental to the success of the venue and destination. Collaboration across all stakeholders will improve the experience of visitors and support their stay in-market, rather than traveling to a neighboring county. Incentives, when available, can be used to encourage use of specific hotel properties. Typically, this can be in the form of a few dollars per booked hotel room validated, or a reduction in rental costs based on performance.

## EXPERIENCE IN TOURISM MARKETS

We know tourism marketplaces. SFC understands the importance of hosting events to engage visitors with the surrounding community and other tourism experiences. By immersing programs and events in City of Tulsa experience we:

1. Amplify the guest experience
2. Increase length of stay beyond event dates
3. Attract first-time visitors and introduce them to the market; creating opportunity for loyal customers
4. Promote the interests of the business community
5. Significantly increase new marketing and social media exposures nationally



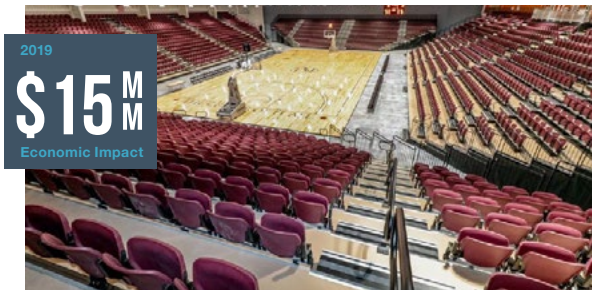
# OUR DESTINATIONS HAVE NATIONAL DRAW & PROVEN ECONOMIC IMPACT



**PANAMA CITY BEACH SPORTS COMPLEX**  
PANAMA CITY BEACH, FL



**ELIZABETHTOWN SPORTS PARK**  
ELIZABETHTOWN, KY



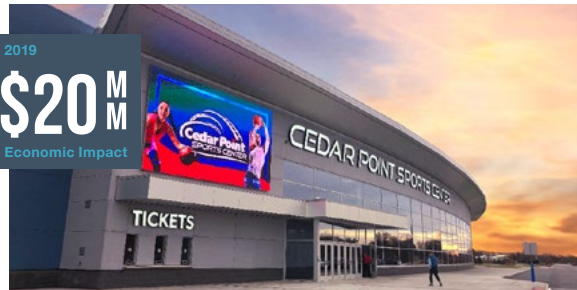
**ROCKY MOUNT EVENT CENTER**  
ROCKY MOUNT, NC



**HOOVER MET COMPLEX**  
HOOVER, AL



**MYRTLE BEACH SPORTS CENTER**  
MYRTLE BEACH, SC



**CEDAR POINT SPORTS CENTER**  
SANDUSKY, OH



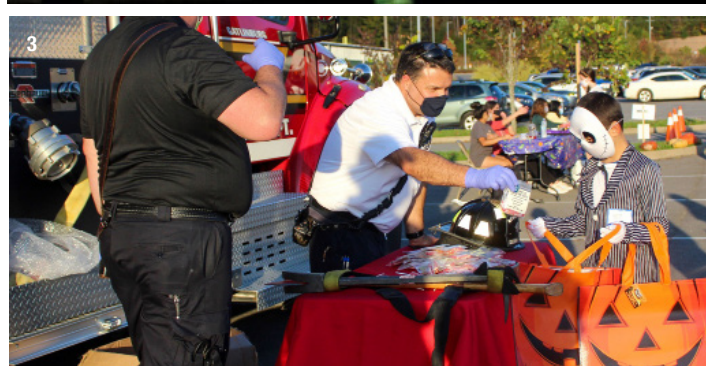
**ROCKY TOP SPORTS WORLD**  
GATLINBURG, TN

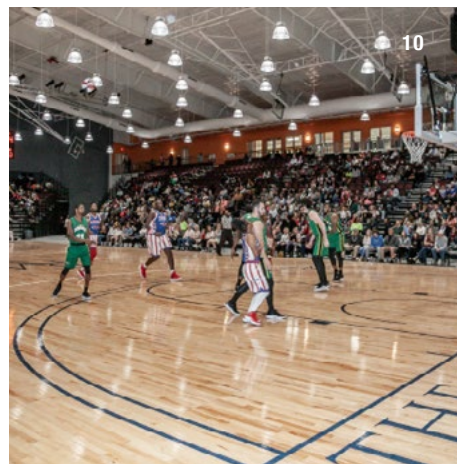
# ENGAGING THE COMMUNITY WITH THE BEST EVENTS

The City of Tulsa is building more than just a sports destination - you are building an events destination, concert venue, and cultural center for the City and the Region. We think holistically about the Evans-Fintube development, considering every opportunity for event hosting, booking, creation, and activation. This is just one way we maximize your destination while also improving the impact and activation of local residents.

Below are just a handful of the thousands of non-sports events that have recently taken place in SFC facilities.

1. NEW YEARS EVE GALA, CEDAR POINT SPORTS CENTER / 2020
2. ALABAMA MMA CHAMPIONSHIPS, SAND MOUNTAIN / 2021
3. TRUNK OR TREATING, ROCKY TOP SPORTS WORLD / 2020
4. BBQ CHAMPIONSHIPS, E / 2019
5. NATIONAL CORNHOLE TOURNAMENT, MYRTLE BEACH S.C. / 2019
6. LEE BRICE CONCERT, SAND MOUNTAIN / 2021
7. COVID DRIVE-IN CONCERT SERIES, HOOVER MET COMPLEX / 2020
8. NEW YEARS EVE 5K / HOOVER MET COMPLEX / 2020
9. USA PICKLEBALL NATIONAL CHAMP. / HOOVER MET COMPLEX / 2020
10. HARLEM GLOBE TROTTERS / ROCKY MOUNT EVENT CENTER / 2018
11. ADIDAS GAUNTLET / HOOVER MET COMPLEX / 2019









**GREENWOOD**  
**PHOENIX**  
DEVELOPMENT GROUP