

## THE JEWEL 21 W. Church Street | Downtown Jacksonville JULY 29, 2025

RFP #1411940446 – JEA Headquarters Redevelopment

Presented by The Jewel at 21 West, LLC A partnership of Live Oak Estates, Lone Pine Development, and affiliates





### RESPONSE TO THE REQUEST FOR PROPOSALS

**SOLICITATION NO. 1411940446** 

for

## PURCHASE AND REDEVELOPMENT OF JEA'S FORMER HEADQUARTERS CAMPUS

from



Submitted By: THE JEWEL AT 21 WEST, LLC

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This proposal includes data that shall not be disclosed outside JEA or the City of Jacksonville and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. If a contract is awarded as a result of this submission, JEA and the City of Jacksonville shall have the right to duplicate, use, or disclose the data as provided in the resulting contract. This restriction does not limit JEA or the City's right to use information if obtained from another source without restriction.

### LETTER OF INTEREST

July 29, 2025

JEA

Attention: Elaine Selders, JEA Representative or to whom it may concern

Email: seldel@jea.com

On behalf of **The Jewel at 21 West, LLC**, a joint venture entity formed specifically for the redevelopment of the former JEA Headquarters Campus, I am pleased to submit our response to JEA's Request for Proposals.

The Jewel at 21 West, LLC brings together a seasoned and capable team with the leadership of **Live Oak Estates Group**, **Lone Pine Development** and industry-leading partners in architecture, construction legal counsel, and strategic advisory. This collaboration is built to deliver a transformative, mixed-use destination that honors the site's architectural legacy while supporting the ongoing revitalization of Downtown Jacksonville. Historic charm blends with modern updates and experiences, reimagining the project as the crown jewel of downtown, and a hub of energy centered around culture, lifestyle, and community.

We recognize the catalytic role this redevelopment can play in advancing the goals of JEA, the City of Jacksonville, and the Downtown Investment Authority (DIA), and we are fully committed to aligning our vision with the community's long-term objectives.

Our team affirms its understanding of and commitment to comply with all terms, conditions, and requirements set forth in the RFP. Upon review of our submission, we welcome the opportunity to present our approach, financial capacity, and design concept for the JEA Headquarter campus — now reimagined as **The Jewel**.

Thank you for your time and consideration.

Sincerely,

Paul Bertozzi President & CEO Live Oak Estates Group, LLC On behalf of The Jewel at 21 West, LLC

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DEVELOPMENT TEAM

### **DEVELOPMENT TEAM**

If selected to lead the redevelopment of the Former JEA Headquarters Campus, Live Oak will mobilize the following team of experts:

#### LIVE OAK ESTATES

A vertically integrated development and consulting firm based in Jacksonville, FL with extensive experience in multifamily, mixed-use, and adaptive reuse projects across the ten states. Live Oak will oversee project leadership, financial strategy, and development execution. Paul Bertozzi, President & CEO brings over two decades of multifamily and commercial development experience will serve as overall Project Lead and Development Principal.

#### LIVE OAK CONTRACTING

A full-service general contracting and construction management firm with over \$1.3B in multifamily and commercial construction experience. Live Oak Contracting will serve as Construction Manager, working in tandem with the General Contractor and design team.

#### **GENSLER**

A global architecture and design firm with a local presence in Tampa and Jacksonville and strong adaptive reuse credentials. Gensler will lead architectural design, interior planning, and branding integration for the site.

#### **OLTO CONSTRUCTION**

Serving as General Contractor, Olto brings decades of experience delivering large-scale commercial, multifamily, and hotel conversions across the Southeast. The firm is led by Olti Curri, whose recent adaptive reuse work includes hospitality and multifamily projects throughout Jacksonville.

#### LONE PINE DEVELOPMENT

Focused on capital structuring and investor relations, Lone Pine's principals bring deep experience in repositioning underutilized real estate assets and led the redevelopment of several multifamily and commercial projects in Florida, will asist on project capitalization and strategic execution.

#### **BALLARD PARTNERS**

Ranked #1 as the most respected lobbying and government affairs firms in the country, Ballard Partners provides the team with unmatched insight and access at the local, state, and federal levels. Led by former City of Jacksonville Chief of Staff Jordan Elsbury, Ballard will support intergovernmental relations, incentive strategy, and stakeholder alignment. Their involvement ensures maximum civic coordination and policy fluency.

#### **RIVER NORTH STRATEGIES**

A government affairs and land use advisory firm led by Deno Hicks. The team brings 20+ years of experience in Jacksonville policy, incentive structuring, and city engagement.

#### **BURR & FORMAN, LLP**

Legal counsel providing support on real estate, land use, and entitlement matters. Led by Jason Gabriel, former General Counsel for the City of Jacksonville and current partner at Burr & Forman.

### LIVE OAK ESTATES



Live Oak Estates is a diverse multifamily development and consulting group that has experience with Market Rate, HUD, and Tax Credit communities in Florida, Georgia, Alabama, South Carolina, Virginia and Connecticut.

Live Oak was founded in 2014 with the mindset of creating long-term partnerships with its development partners and equity groups. We focus on bringing our 50 years of combined construction and development experience to create the best product for each market that we work within. We do so by working with a diverse group of professionals in their fields, from designers and engineering firms to financial institutions, legal teams that are experts in multifamily real-estate and the finest multifamily brokers/real estate professionals in the industry.

Our founder, Paul Bertozzi, was named as one of the Top 100 most Influential people in Commercial Real Estate by the American City Business Journals. He is passionate about the industry and take a hands on role from project inception to completion.

Live Oak has learned by experience that a successful developer/development team is a jack-of-all-trades who knows how to partner with the best in their field of expertise and lead them in a group effort towards a common goal.

The proposed work with JEA is the kind of project we pursue and enjoy. We have formed a lineup of subject matter experts to deliver a dedicated team readily available that will consistently be engaged in JEA's needs as they develop as well as the varying local community interests that must be incorporated into the planning and execution.

We understand the benefits achieved through local representation from our team. Based out of Jacksonville, Live Oak serves the entire state of Florida with ease.

With Live Oak vast experience in multifamily projects, Live Oak's team will utilize a proven process to control the schedule and process for this project.



### LIVE OAK ESTATES

Live Oak Estates follows a tested redevelopment framework for adaptive reuse and downtown infill projects. The following process illustrates our typical step-by-step methodology, adapted for the JEA Headquarters site, to ensure orderly entitlement, capital formation, and delivery.

### DOWNTOWN REDEVELOPMENT & ADAPTIVE REUSE IMPLEMENTATION FRAMEWORK:

- Conduct comprehensive site control verification, including title review, boundary survey, and confirmation of property transfer terms
- Order and review Phase I environmental assessment, ALTA survey, and structural feasibility studies for existing buildings
- Assess adaptive reuse potential of tower and customer service center; determine scope for selective demolition, retrofit, and vertical redevelopment
- Finalize proposed development program mix, including residential, commercial, office, retail, and civic/public uses
- Engage architectural and engineering teams to produce conceptual floor plans, massing studies, and schematic-level renderings
- Initiate coordination with the Downtown Investment Authority (DIA) to confirm overlay compliance and explore available incentive programs
- Conduct zoning analysis and identify any required variances or land use approvals
- Select land use counsel and prepare documentation for entitlement applications
- Develop phased permitting strategy and prepare for site plan review submission

- Establish preliminary construction and redevelopment budgets aligned with program scope
- Order updated building systems reports (HVAC, MEP, elevator, roofing) to refine capex projections
- Finalize development pro forma and construction schedule
- Structure full capital stack, including developer equity, institutional equity, private equity, debt financing, and any city or state participation
- Solicit debt quotes and issue investor memoranda for equity partners
- Engage legal counsel to prepare acquisition and financing agreements
- Prepare and submit financing package for internal and third-party review
- Execute acquisition and financial close
- Mobilize general contractor and construction management teams; begin early site work
- Oversee phased rehabilitation of vertical construction of each building
- Implement tenant improvement plans and initiate marketing and lease-up strategy
- Complete construction, obtain certificate of occupancy, and transition to permanent financing and long-term operations

### LIVE OAK CONTRACTING



Live Oak Contracting is a full-service general contracting firm that specializes in multifamily and commercial construction including development, design-assist build, renovation, rehab and tenant improvement projects. Our team has an extensive portfolio, including 50+ years of construction experience spanning ten states. From our clients to our team of professionals, we incorporate a collaborative approach with a full spectrum of services on every project, ensuring the highest quality product delivered on time and within budget.

#### CORPORATE DATA PROJECT EXPERTISE

- FEIN #: 46-4806707 - DUNS: 079433808

- FL LICENSE #: CGC1518595

- Bonding Capacity: \$60M Single/\$300M Aggregate

#### **LICENSE INFO**

#### **General Contractor Licenses:**

- AL #56187
- SC #118730
- CT #MCO.090426
- TN #69114
- FL #CGC1518595
- VA #2705178530
- GA #GCC004418
- WV #WV060700
- NC #75765

#### **NASCLA Certi ication:**

Eligible For Licenses In AR, LA, MS, TX

- Multifamily market-rate projects U.S. Department of Housing and Urban Development (HUD)
- Low-income housing tax credit projects Commercial projects
- Rehabs and renovations
- Senior living communities
- Single family for rent (SFR)

#### **PROJECT EXPERTISE**

- Project Due Diligence Review
- Design-Assist Builds
- Project Estimating
- Pre-Construction Services
- General Contracting
- Plan Review and Value Analysis Construction Management

### LIVE OAK LEADERSHIP TEAM



PAUL BERTOZZI
PRESIDENT & CEO
LIVE OAK ESTATES GROUP | LIVE OAK CONTRACTING

Paul Bertozzi is the Founder, President, and CEO of both Live Oak Contracting and Live Oak Estates Group, where he oversees a fully integrated platform spanning general contracting, construction management, and real estate development. Since founding the firm in 2014, Paul has led its expansion from a Jacksonville-based startup into one of the fastest-growing construction and development

firms in the U.S., with over \$1.3 billion in construction value representing 9,126 multifamily units and over 11.3 million square feet of commercial space. Under his leadership, Live Oak has grown to include development services, capital structuring, and public private partnerships through Live Oak Estates. Paul brings nearly two decades of industry experience and holds general contractor licenses in nine states. His development expertise spans the full lifecycle—from site selection and entitlement to construction delivery and stabilization—across market-rate multifamily, mixed-use, LIHTC, HUD, and commercial sectors.

#### **SELECT ACHIEVEMENTS:**

- Scaled company revenue from \$7.5M in 2015 to \$1.3B by 2025
- Delivered over 11.3M square feet in total commercial construction across the nation
- Led the launch of Live Oak Estates to expand development and capital capabilities

#### **AWARDS & RECOGNITION:**

- Inc. 500 #34 Fastest-Growing Companies in the U.S. (2018)
- #1 Fastest-Growing Contracting Company Inc. 500
- Ernst & Young Entrepreneur of the Year Finalist (2018)
- Jacksonville Business Journal Ultimate CEO (2019)
- Daily Record Top Entrepreneur (2021)

#### **CIVIC ENGAGEMENT:**

A Jacksonville native, Paul serves on the Board of K9s United, supports Downtown Vision, Inc., and funds youth programs through the Len Mattiace Foundation and Duval County Public Schools, including antibullying and mental health initiatives. He is also an active member and mentor within the Urban Land Institute.

#### **EDUCATION:**

Auburn University – BA in Economics

Licensure: Licensed General Contractor in: AL, CT, FL, GA, NC, SC, TN, VA, WV NASCLA Certified – Eligible in TX, LA, MS, AK, and additional states



### LIVE OAK LEADERSHIP TEAM



## KATHERINE RUTTELL VICE PRESIDENT LIVE OAK ESTATES GROUP | LIVE OAK CONTRACTING

Katherine Ruttell is Vice President of Live Oak Estates Group and Director of Marketing & Development at Live Oak Contracting, where she leads national branding, investor relations, and business development. With over a decade of experience in strategic growth, capital partnerships, and real estate development, she brings a multidisciplinary approach to project execution and

and market positioning. Prior to her leadership in development, Katherine managed operational strategy at ThyssenKrupp Elevator. She has since helped transform Live Oak into one of the fastest-growing construction firms in the U.S., recognized by Inc. 500 and American City Business Journals. She spearheaded the company's national trademark registration and has led award-winning initiatives in branding, media, and public-private engagement.

At Live Oak Estates, Katherine drives capital strategy, site selection, and feasibility modeling, while also managing government relations and community partnerships to align complex mixed-use and multifamily developments with regional goal.

#### **KEY CONTRIBUTIONS:**

- National branding, media strategy, and investor communications
- · Development strategy, feasibility, and capital raising
- Public-private partnership positioning and stakeholder engagement
- Oversight of philanthropic and community outreach initiatives

#### **AWARDS & RECOGNITION:**

- Hightower Emerging Leader Jacksonville Chamber of Commerce
- JAX MVP Emerging Leader Jacksonville Jaguars
- Center for Leadership, Class of 2021 Urban Land Institute
- Former Communications Chair ULI Northeast Florida

#### **EDUCATION:**

Florida State College at Jacksonville – Business Administration



### LIVE OAK LEADERSHIP TEAM



## BILL WARE DEVELOPMENT MANAGER LIVE OAK ESTATES GROUP | LIVE OAK CONTRACTING

Bill Ware serves as the senior leader of Live Oak Estates Group, where he directs all aspects of the firm's real estate development activities. With over 40 years of experience in development, construction management, and asset strategy, Bill brings executive oversight and technical expertise to every project in the Live Oak Estates portfolio. His sole focus is on development—from concept through

completion—ensuring projects are market-aligned, financially sound, and strategically executed.

Bill's career spans a wide range of asset types, including Publix and Winn Dixie-anchored shopping centers, urban condominium and mixed use developments, luxury multifamily, and historic adaptive reuse. Notably, he led the development of a premier apartment community in Jacksonville's San Marco district, in addition to numerous build-to-suit and mixed-use projects across Florida and Alabama. His leadership combines strategic vision with operational discipline, consistently delivering high-quality outcomes in both urban and suburban environments.

At Live Oak Estates, Bill leads each project from raw land acquisition and feasibility through entitlements, design, engineering, project financing construction administration, and stabilization. He works closely with municipalities, consultants, and capital partners to align development goals with community needs and long-term value creation.

#### **CORE EXPERTISE:**

- End-to-end development oversight from predevelopment through stabilization
- Site acquisition, land use strategy, and entitlement negotiations
- Budgeting, pro forma modeling, and lender procurement and coordination
- Design, engineering, and construction management oversight
- Lease-up strategy and asset performance optimization

#### **EDUCATION & LICENSURE:**

Bachelor of Arts in Psychology – Loyola University New Orleans Licensed Real Estate Broker – Florida and Alabama



### **GENSLER**



Gensler is a global architecture, design, and strategic planning firm with over 6,000 professionals in 57 locations throughout Asia, Europe, the Middle East, and the Americas.

At Gensler, the value of our work stems from its positive impact on the human experience. We are a dynamic and collaborative design firm uniting creativity, research, and innovation to solve complex problems for our clients. Our work challenges conventional ideas about architecture and the built environment. We aren't just designing buildings—we are reimagining cities and places that make a difference in people's lives.

Founded in 1965, Gensler has built a team of 6,000 professionals who partner with clients in over 100 countries each year. Everything we do is guided by our mission: to create a better world through the power of design.

In the vibrant heart of downtown Tampa, where innovation meets tradition and growth intertwines with heritage, Gensler Tampa found its new home nestled within the flourishing Water Street neighborhood. Amidst a flurry of development and a commitment to holistic well-being, Gensler strategically relocated its Tampa office to this dynamic locale, embracing the ethos of balance between work, play, and health.

Over the years, we've helped local companies use design to strengthen and enhance their business goals. We have created brands and identities, designed workplaces, and converted outdated spaces into vibrant facilities, all while finding new ways to enhance the way people work and play. We continue to be at the forefront of forward-thinking design for innovative workplaces, headquarters, and creative spaces.



### GENSLER LEADERSHIP TEAM



#### SARAH JOUBERT, AIA, LEED AP Principal Project Principal, Co-Managing Director

As Managing Director of Gensler's Tampa office, Sarah leads client relationships, talent development, office strategy, operations, and business development. Driven by a determined optimism, she champions the transformative power of design to foster positive change and create a future that promotes equity, resilience, and wellbeing for all.

Sarah ensures comprehensive leadership and organization across all phases of project delivery. She defines success criteria, striving for peak team performance and exceptional quality in project execution. Serving as a conduit for firmwide thought leadership, Sarah adeptly manages and mobilizes expert resources to ensure project success. Her focus remains steadfast on understanding and meeting client needs and expectations, thereby achieving the defined goals of each project.

20 Years of Experience Joined Gensler 2011

#### Background

Masters of Architecture, University of Florida Bachelor of Design, University of Florida USGBC LEED®-Accredited Professional Registered Architect, Florida Registered Interior Designer, Florida

Selected Project Experience	Size (sq ft)
JEA HQ Repositioning Analysis, Jacksonville, FL	3126 (34 16)
Tavistock Lake Nona, Orlando, FL	250,000
Apella on Newport, Tampa, FL	257,700
Clearwater Marina District Block A, Clearwater, FL	50,000
Feil	30,000
Baypoint Commerce Master Plan, St. Petersburg, FL	67 Acres
31	40,000
Putnam Lot Site Study, St. Petersburg, FL	•
Hensel Phelps - Collab Werks, Tampa, FL Hertz Global	100,000
Headquarters, Estero, FL	240,300
Meridian Office Campus Repositioning, Tampa, FL	600,000
Orion 180 Headquarters, Melbourne, FL	80,000
Riverwalk Place, Tampa, FL	576,500
Safepoint Senior Living Site Study, Clearwater, FL	100,000
Historic Gas Plant Master Plan, St. Petersburg, FL	86 Acres
Clearwater Marina District Block A, Clearwater, FL	50,000
Johnson & Johnson	
Institute Interiors Redesign, Jacksonville, FL	13,000
Jacksonville Retrofit WPI, Jacksonville, FL	6,000
Vision Cafeteria Expansion Concept, Jacksonville, FL	14,500
Vision Deerwood East Workplace, Jacksonville, FL	12,800
Vision GIC Space Redesign, Jacksonville, FL	2,000
Vision R&D Concept Design, Jacksonville, FL	55,317
JJV P-III 2nd Flr WE/WI Reno, Jacksonville, FL	,-
Bradenton Veterans Village Entitlements, Bradenton, FL	9 Acres



### GENSLER LEADERSHIP TEAM



#### **DUNCAN LYONS**, LEED AP BD+C

Principal & Firmwide Office Buildings Developer Practice Area, Design Director

Duncan has a broad background in base buildings and interiors from his work with institutional and commercial clients around the world.

His strong ability to communicate design concepts allows him to effectively facilitate discussions between a project's owner and design & construction teams. He has coordinated technical efforts and led sustainable practices on many projects, and his work has been recognized by awards from AIA, NAIOP, and the Washington Business Journal.

36 Years of Experience Joined Gensler 2012

#### Background

Bachelor of Science, Architecture, Bath University, Bath, UK
Foreign Exchange Program, University of Kentucky, Lexington, KY
Registered Architect: United Kingdom
Member, Royal Institute of British Architects (RIBA)
USGBC LEED®-Accredited Professional

Selected Project Experience	Size (sq ft)
Square 669 & 670 Residential Massing Study, Washington, Do	2
1,500,000	
Wesley Student Housing, Washington, DC	350,000
Kroskin Group, Residential Programming & Massing Study,	
Tysons, VA	300,000
Orion 180 Headquarters, Melbourne, FL	80,000
1201 Connecticut NW - Office to Residential Study,	
Washington, DC, United States	200,000
1350 Connecticut Ave - Office to Residential Conversion Stud	у,
Washington, DC, United States	195,000
2020 K St NW Retail Storefront Concept, Washington, DC	11,000
2051 Jamieson Ave., Office to Residential Study, Alexandria, \	/A 143,200
21 Church Street Study, Rockville, MD, United States	
Park Tower Repositioning, Tampa, FL, United States	
6977 SF 1770 Crystal Drive, Arlington, VA	274,000
6832 Old Dominion, Mclean, VA	24,470
Ashburn Campus Quantum Park, GSA Building, Ashburn, VA	7,000
Cypress Center Repostioning, Concept Study, Tampa, FL	10,000
LaFayette Centre II, Alternate Tenant Studies, Washington, De	
Potomac Yard, Land Bay H, Alexandria, VA	825,000
SouthPark Center Concept, Orlando, FL	2,000,000
The Boro Tower, Tysons, VA	597,100
The Wellness Center at West Falls, West Falls Church, VA	145,520
Tysons Overlook, Tysons, VA	308,000
Washington Gateway PUD, Washington, DC	234,000
West Falls Church, West Falls Church, VA	145,000
Wheaton Town Center, Wheaton, MD	662,500
WMATA, Eisenhower Avenue Office, Alexandria, VA	431,000



### GENSLER LEADERSHIP TEAM



NOAH A. ROLLINS, AIA, LEED AP, RID Senior Associate, Design Architect

Focused on simple and elegant solutions to design, Noah brings an extremely detail-oriented approach to relationships, which are viewed by him as symbiotic partnerships in problem solving.

Noah is a Project Architect and design leader with Gensler's Tampa office. Over his 25-year career, his portfolio has involved a wide range of program types and scales, with a focus on adaptive reuse and developer-driven projects. He received his degrees in Architecture from the University of Florida and Harvard University, where he cultivated an approach toward architecture that is a synthesis of intimate client relationship, reaction to complex user needs, and design excellence. Noah's technical and methodical approach to design results in spaces and architectural forms which are highly developed and thoughtful responses to a project's needs.

25 Years of Experience Joined Gensler 2014

#### Background

Master in Architecture, Harvard University, Graduate School of Design, Cambridge MA

Universidad Autonoma de Yucatan, Studio: Poetics of Climate and Construction, Merida, Yucatan, Mexico

Bachelor of Design in Architecture, University of Florida, Gainesville FL Registered Architect, State of Florida, License AR 96725

NCARB, Certificate No. 77149

USGBC member, LEED Accredited Professional BD+C Member, American Institute of Architects (AIA)

Selected Project Experience	Size (sq ft)
JEA HQ Repositioning Analysis, Jacksonville, FL	
Tavistock Lake Nona, Orlando, FL	250,000
Apella on Newport, Tampa, FL	257,700
Wells Fargo Lobby Refresh, Jacksonville, FL	25,000
200 South Orange Repositioning, Orlando, FL	600,000
400 Channelside Drive, Tampa, FL	1,406,000
Clearwater Marina District Block A, Clearwater, FL	50,000
Cypress Center Repostioning, Concept Study, Tampa, FL	10,000
Baypoint Commerce Master Plan, St. Petersburg, FL	74 acres
Project Firebird, Tampa, FL	230,000
Hensel Phelps - Collab Werks Due Diligence, Tampa, FL	100,000
Meridian Office Campus Repositioning, Tampa, FL	600,000
One East Pratt Street Repositioning, Baltimore, MD	40,000
Project Osceola, Clearwater, FL	90,000
Riverwalk Place, Tampa, FL	576,500
St. Petersburg MXU Concept Design, Saint Petersburg, FL	450,000
Waterchase Zoning Study, Largo, FL	50,000
SouthPark Center Concept, Orlando, FL	2,000,000
100 North Tampa Building Lobby Renovations, Tampa, FL	20,000
Commonwealth Tower Repositioning, Arlington, VA	549,588



### **OLTO CONSTRUCTION**



OLTI CURRY
PARTNER, LONE PINE DEVELOPMENT
PRESIDENT, OLTO CONSTRUCTION

Olti Curry brings over 35 years of international and U.S.-based construction and legal experience to his role as Partner at Lone Pine Development and President of Olto Construction. With 18 years of hands-on leadership in the U.S. and 20 years in Europe, Olti has successfully overseen the delivery of thousands of multifamily units, over 1,200 hospitality rooms, and a wide range of adaptive reuse, historic,

and occupied renovation projects across the Southeast and Mid-Atlantic.

Originally trained and licensed as an attorney in Albania, Olti holds a Master's in Law from Diamond University in Tirana, a Master's in International Business from EPHEC International in Brussels, and a Bachelor's in Business. His early legal career informs his strategic oversight of entitlement, risk mitigation, and complex deal structures—particularly in public-private and capital-intensive projects.

At Lone Pine Development, Olti focuses on development execution, capital coordination, and project delivery. As President of Olto Construction, he leads field operations and construction administration with a reputation for precise scope execution, budget discipline, and strong municipal relationships. His experience spans urban infill, workforce housing, value-add portfolios, and military housing renovations.

#### **SUMMARY OF EXPERIENCE**

- 35+ years in development, construction, and legal strategy
- Thousands of residential units developed or repositioned
- Over 1,200 hotel rooms renovated across multiple portfolios
- Leadership in complex mixed-use and adaptive reuse projects
- Delivery across Florida, Georgia, Virginia, and the Mid-Atlantic

#### **LICENSES & CERTIFICATIONS**

State of Florida:

- Roofing License
- Plumbing License
- Electrical License
- HVAC License
- Certified Building Contractor (CBC) renewal in progress

#### **EDUCATION**

Master's in Law – Diamond University, Tirana, Albania Master's in International Business – EPHEC International, Brussels, Belgium Bachelor's in Business – Albania

### LONE PINE DEVELOPMENT



JACOB ORENDER
PARTNER
LONE PINE DEVELOPMENT

Jacob Orender is a Partner at Lone Pine Development, where he focuses on sourcing investment opportunities, structuring private equity partnerships, and leading real estate development initiatives across multifamily, mixed-use, and urban infill projects. With a deep-rooted connection to real estate through his family's legacy in development and private capital, Jacob brings a next-generation

approach to strategic dealmaking—prioritizing sustainable growth, long-term value, and collaborative partnerships.

Jacob holds a Bachelor's degree from the University of California, Berkeley, where he studied Sustainable Economics and Urban Development. He later earned a Master of Arts in CSSE (Cultural Study of Sport in Education), a highly selective and customizable program at Berkeley that emphasized global sport systems, sports management, and cultural theory. He was one of only nine students in his graduating class. Jacob was recently accepted into the MIT Master of Science in Real Estate Development (MSRED) program—one of the most prestigious graduate programs in the field.

Prior to entering real estate, Jacob played professional basketball internationally for Hapoel Be'er Sheva in Israel. That experience instilled in him the discipline, resilience, and global perspective that now inform his leadership style in business. His professional journey has been shaped by mentorship under Ed Burr, founder of GreenPointe Holdings, one of the Southeast's most respected development firms.

At Lone Pine Development, Jacob plays a central role in identifying and securing high-impact development opportunities, building strategic capital relationships, and aligning investment partners with best-in-class project teams. His ability to navigate both financial and community-driven development goals makes him a valuable contributor to public-private partnerships and ground-up initiatives.

#### PHILANTHROPY & CIVIC ENGAGEMENT:

Jacob is actively involved in community and philanthropic initiatives, including the Monique Burr Foundation for Children and Generation W, a platform focused on women's leadership and empowerment.

#### **EDUCATION**

University of California, Berkeley – BA in Sustainable Economics & Urban Development University of California, Berkeley – MA in Cultural Study of Sport in Education (CSSE) Incoming: Massachusetts Institute of Technology – MS in Real Estate Development (Class of 2026)



### BALLARD | PARTNERS



## JORDAN ELSBURY MANAGING PARTNER, JACKSONVILLE PARTNER, TALLAHASSEE

Jordan Elsbury is a Managing Partner at Ballard Partners, leading the firm's Jacksonville office and co-directing its governmental affairs presence in Tallahassee. With over a decade of political, legislative, and executive leadership experience, Jordan brings deep expertise in intergovernmental affairs, public policy, and infrastructure strategy.

Jordan began his career in Louisiana as Regional Political Director for the Republican Party during the 2014 election cycle, securing numerous

victories at the federal, state, and local levels. Following a successful run with the Bill Cassidy for U.S. Senate campaign, he relocated to Jacksonville to serve as Campaign Coordinator for Lenny Curry's 2015 mayoral race, contributing to one of the most significant political wins in the city's history.

He went on to serve in the Curry administration as Director of Appointments, was later promoted to Chief of Intergovernmental Affairs, and ultimately served as Chief of Staff to the Mayor. In that role, Jordan led the administration through the COVID-19 pandemic and secured passage of one of the largest infrastructure investment packages in Jacksonville's history. During his tenure, he played a central role in more than \$1 billion in public-private economic development initiatives and was instrumental in shaping legislative outcomes at the local, state, and federal levels.

Jordan is widely respected for his ability to align government agendas with business and development goals, leveraging strategy and relationships to advance major initiatives for clients across industries.

#### **EDUCATION**

Bachelor of Arts – Southeastern Louisiana University

#### **COMMUNITY INVOLVEMENT & RECOGNITION**

- Board of Directors & Executive Committee Jacksonville Zoo & Gardens
- Eagle Scout
- Member Theta Xi Fraternity
- Named "30 Under 30 Political Rising Star" by Florida Politics (2016)

#### **PERSONAL**

Jordan and his wife, Stephanie, reside in Jacksonville with their three daughters: Kennedy Grace, Molly Marie, and Charlie Elizabeth.

### RIVER NORTH STRATEGIES



## DENO A. HICKS MANAGING PARTNER, JACKSONVILLE PARTNER, TALLAHASSEE

Deno Hicks is the President of River North Strategies, a Florida-based government affairs and business development firm serving clients across the real estate, infrastructure, energy, and technology sectors. With over 23 years of experience navigating state and local policy, incentives, and procurement strategies, Deno has earned a reputation for delivering results through strategic alignment, deep relationships, and tailored advocacy.

Deno's expertise spans entitlement support, legislative engagement, and public-private partnerships. He has successfully represented clients in real estate, transportation, telecommunications, water utilities, outdoor advertising, maritime, health care, and more. He regularly supports complex development projects by helping secure local and state approvals, incentives, and regulatory support.

A Jacksonville native, Deno has served in numerous leadership and advisory roles, including the Mayor's Transition Team, the City of Jacksonville Planning Commission, the Zoning Code Re-Write Committee, and the Charter Revision Commission. He has also served on the Major Issues Committee for the 2030 Comprehensive Plan Update and the Sheriff's Community Engagement Task Force.

At the state level, Deno has been appointed by multiple Florida Governors to serve on the Florida Greenways and Trails Council, the 4th Circuit Judicial Nominating Commission, and as a member of the Executive Board of the Republican Party of Florida. He was also a delegate to the 2008 Republican National Convention and a nominee to the Electoral College.

Deno began his career in the engineering and consulting field before shifting his focus to public policy. He also served as Florida liaison to the Department of Political Affairs under the George W. Bush Administration.

#### **EDUCATION**

- University of Florida B.S. in Environmental Science & Policy
- Former Chair, University of Florida College of Agricultural and Life Sciences Professional Advisory Council

#### **COMMUNITY INVOLVEMENT & RECOGNITION**

Deno is actively involved in civic leadership and nonprofit service across Northeast Florida. He has supported organizations including Leadership Florida (Class XXXVI), JaxBiz, Family Support Services, Seamark Ranch, Five Star Veteran's Center, K9s For Warriors, the American Cancer Society's Real Men Wear Pink Campaign, and Florida House in Washington, D.C.

#### **PERSONAL**

Deno lives in Jacksonville with his wife, Lee-Catherine Bateh Hicks, and their three children.



### **BURR & FORMAN**

Burr & Foreman's experienced legal team serves clients with local, national, and international legal needs. With particular industry strengths in the financial institutions, health care and manufacturing sectors, our attorneys draw from a diverse range of backgrounds and experience to serve as trusted business advisors and legal counsel to help clients achieve their goals. Burr & Forman is a Southeast, regional firm with 350 attorneys and 19 offices in Alabama, Delaware, Florida, Georgia, Mississippi, North Carolina, South Carolina and Tennessee.



JASON R. GABRIEL
PARTNER
REAL ESTATE PRACTICE GROUP

Jason's primary focus is real estate, land use, zoning, economic development and government law. He advises and counsels clients on all matters of development and assists them in obtaining land use, zoning and other permitting approvals and entitlements. He also assists clients in securing authorizations, permits and incentives at the federal, state and local levels of government. Additionally,

Jason represents clients in matters involving general business, corporate law, financial transactions, transportation, constitutional law, elections law and ethics. He is Board Certified in City, County, and Local Government Law by the Florida Bar.

Prior to joining Burr & Forman, Jason served the Consolidated City of Jacksonville, Florida for over 11 years, and as General Counsel for the last 7 years.

#### **EDUCATION**

J.D., University of Florida (2001) B.A., cum laude, University of Florida (1998) Licensed In Florida

#### **ADMITTED IN**

U.S. District Court - Middle District of Florida

#### **HONORS & AWARDS**

Martindale-Hubbell AV Preeminent© Peer Review Rating Florida Trend Magazine, "Legal Elite" Board Certified Specialist, Florida Bar: City, County & Local Government Law

#### **ASSOCIATIONS**

Florida Bar: City, County and Local Government Law Section Florida Bar International Municipal Lawyers Association Florida Association of County Attorneys

Florida League of Cities Municipal Attorneys Association



## PURCHASE PRICE

### **PURCHASE PRICE**

### CASH EQUIVALENT LUMP SUM OFFERING PRICE: \$1,000,000.00

The Respondent proposes a purchase price of One Million Dollars (\$1,000,000.00) for the fee simple acquisition of the Former JEA Headquarters campus (Tower, CSC and Adair Building.)

This offer reflects our team's commitment to delivering a thoughtful, economically viable redevelopment that balances community benefit, long-term investment in Downtown Jacksonville, and adaptive reuse of the existing improvements. Our underwriting assumes considerable costs related to environmental abatement, vertical retrofitting, and infrastructure upgrades required to bring the property to current code and tenant-ready conditions.

This price is offered with the understanding that a final amount will be subject to negotiations upon selection and pending the outcome of additional due diligence.

SECTION 3

# DUE DILIGENCE AND CONDITIONS PRECEDENT

### DUE DILIGENCE AND CONDITIONS PRECEDENT

Our development team proposes an 18-month total closing timeline, structured in two primary phases:

- Due Diligence Period: 12 months
- Closing Period: 6 months, with optional extensions if necessary

This phased approach allows for thoughtful execution of environmental studies, structural analyses, schematic design progression, and engagement with public partners to ensure successful redevelopment of the Former JEA Headquarters Campus.

#### **DEPOSITS**

- Initial Deposit: \$100,000.00 (refundable during due diligence period)

#### CONDITIONS PRECEDENT TO CLOSING

Our proposal includes the following key conditions precedent, to be satisfied prior to or as part of closing:

**Assignment or Approval of Development Rights** – Including execution of a Development Agreement with the Downtown Investment Authority (DIA) and any required amendments to current zoning and entitlements.

Completion of Environmental and Structural Assessments - Including but not limited to:

- Verification and remediation plans for water intrusion in the basement
- Structural viability studies for adaptive reuse
- Confirmation of asbestos and other hazardous material abatement (if applicable)

**Execution of Economic Development Incentives** – Including completion of negotiations and approvals from the City of Jacksonville and DIA for applicable incentives. We anticipate a 4–6 month approval timeline for these incentives, subject to scope definition and financial modeling.

**Design and Preliminary Pricing Milestones** – Including the completion of ~50–70% Design Development (DD) drawings to facilitate reliable pricing and financing structure.

**Approval of Final Financing Plan** – Including commitments from equity partners, lender Commitment letter(s), and confirmation of capital stack sufficient to close, begin and complete redevelopment. Preliminary lender conversations are now underway.

**Governmental Approvals and Permits** – Including building permits, applicable variances, and design approvals from local and state agencies. All regulatory approvals required for closing

### DUE DILIGENCE AND CONDITIONS PRECEDENT

#### **SUMMARY TIMELINE**

Phase	Duration	Activities
Due Diligence	0–12 months	Environmental, structural, entitlement, design development
Closing Preparation	12-18 months	Finalize financing, permitting, incentives, and contracts
Optional Extensions	As negotiated	Based on milestone progress and mutual agreement

We believe this timeline reflects a realistic and proactive path to closing, balancing JEA's and all appropriate government agencies' goals for expedient disposition with the complexity of a multi-phase adaptive reuse development.

SECTION 4

## FINANCIAL INFORMATION

### FINANCIAL INFORMATION

#### **DEVELOPMENT ENTITY AND CAPITAL STRATEGY**

The Respondent, The Jewel at 21 West, LLC, is a newly formed joint venture entity created specifically for the acquisition and redevelopment of the former JEA Headquarters Campus. The entity is led by Live Oak Estates and Lone Pine Development, in partnership with affiliated consultants and advisors.

#### **OWNERSHIP STRUCTURE AND GUARANTEES**

The joint venture will define equity positions for Live Oak Estates and Lone Pine Development, among others. The Respondent acknowledges that JEA may request performance assurances. Our team is prepared to offer such guarantees as will be required by our debt and equity providers, to ensure contractual obligations are met throughout development and stabilization.

#### FINANCIAL ADVISORY PARTNERSHIP WITH CBRE

The Jewel at 21 West, LLC is working with CBRE Capital Markets serving as exclusive financial advisor. CBRE's team, led by:

- Philip S. Rachels, Senior Vice President
- · Jeffery E. Kinney, Senior Vice President
- · John Simmons, Senior Analyst

will support the development team in securing both equity and debt for the project. CBRE's national platform and extensive investor relationships will enhance the project's financial credibility and execution certainty. Their scope of services includes:

- Strategic equity placement through institutional channels
- Sourcing of senior and subordinate debt from bank and non-bank lenders
- Pro forma review, underwriting, and capital structuring guidance

#### FINANCIAL CAPACITY AND DOCUMENTATION

The team has initiated investor outreach and lender engagement. Indicative term sheets and commitment letters will be submitted with final documentation. Additionally, the Respondent will provide the following:

- · Certifications affirming no IRS or SEC investigations
- Confirmation of no bankruptcies or active litigation involving principals
- Summary of debt-to-capitalization ratios and preliminary capital stack

#### CONCLUSION

With the development and financial leadership of Live Oak Estates and Lone Pine, and the capital markets expertise of CBRE, The Jewel at 21 West, LLC is positioned to execute a financially feasible and impactful redevelopment of the former JEA Headquarters Campus. Our team's combined strength ensures a well-capitalized, thoughtfully structured, and execution-ready approach to acquisition, development, and long-term value creation.

SECTION 5

## EXPERIENCE ON SIMILAR PROJECTS

### **EXPERIENCE ON SIMILAR PROJECTS**

The development team assembled under The Jewel at 21 West, LLC offers unmatched experience in adaptive reuse, historic renovation, urban mixed-use development, and public-private partnerships. Each member brings complementary strengths essential for the successful redevelopment of the Former JEA Headquarters Campus.

#### LIVE OAK ESTATES / LIVE OAK CONTRACTING

#### Role: Developer & Construction Manager

Live Oak has delivered over \$1.3 billion in multifamily, mixed-use, and student housing developments across the Southeast. As a vertically integrated firm with in-house construction management capabilities, Live Oak bridges the gap between design vision and construction execution.

#### **Relevant Projects:**

#### • The Local - Opelika, AL

Ground-up Class A multifamily development totaling 198 units across six residential buildings, with a clubhouse and surface parking. Located in the fast-growing Auburn-Opelika MSA, the project is fully entitled and preparing to break ground in 2025.

#### • The Hendricks - Jacksonville, FL

Infill multifamily development integrating adaptive reuse and new construction in the San Marco district.

#### Olea at Beach Haven – Jacksonville, FL

Luxury active adult community designed for aging-in-place, delivered in partnership with RangeWater Real Estate.

#### • One Riverside - Jacksonville, FL

Riverfront redevelopment of a former industrial site, involving demolition, environmental remediation, and negotiation of public incentives.

#### • Kings Landing - Fort Pierce, FL

Downtown revitalization initiative led by Live Oak as master developer through a public RFP process. Currently advancing preconstruction and entitlement phases.

#### • Canfield at Fairfield Metro - Bridgeport, CT

Transit-oriented multifamily development near the Fairfield Metro-North station.

#### • Great Pond Village - Windsor, CT

Mixed-income residential community with walkable connectivity and access to regional transit.

Live Oak's dual expertise in entitlement and construction ensures execution certainty and alignment with financial performance, particularly in complex urban and public-private environments.







Ground-up Class A multifamily development totaling 198 units across six residential buildings, with a clubhouse and surface parking. Located in the fast-growing Auburn-Opelika MSA, the project is fully entitled and preparing to break ground in 2025.

### THE HENDRICKS







Infill multifamily development integrating adaptive reuse and new construction in the San Marco district.

### **OLEA AT BEACH HAVEN**







Luxury active adult community designed for aging-in-place, delivered in partnership with RangeWater Real Estate.

### **ONE RIVERSIDE**





Riverfront redevelopment of a former industrial site, involving demolition, environmental remediation, and negotiation of public incentives.

#### **Project Uses:**

One Riverside is a mixed-use riverfront development that transforms a former industrial site into a vibrant urban residential destination. The program includes:

- · 270 residential apartment units across two seven-story buildings
- · An eight-story structured parking garage with 625 spaces
- · A 3,000 SF single-story co-work facility
- · Ground-level retail and restaurant space adjacent to the future Whole Foods



Residents benefit from a robust amenity package, including rooftop sky lounges, a riverfront pool, fitness and wellness spaces, podcast and dog-wash stations, and seamless access to the Northbank Riverwalk. The unit mix includes studios, 1BR, 2BR, and 3BR options, catering to a range of demographics seeking walkable access to downtown Jacksonville and the St. Johns River.

### KING'S LANDING





Downtown revitalization initiative led by Live Oak as master developer through a public RFP process. Currently advancing preconstruction and entitlement phases.

#### **Project Uses:**

King's Landing is a planned mixed-use waterfront development integrating hospitality, residential, and retail elements to support a true live-work-play experience. The proposed program includes:

- · 148-key boutique hotel with ground-level restaurant and rooftop event space
- · 106 luxury residential condominiums with expansive balconies and rooftop pool/amenities
- · Street-activated retail and restaurant spaces woven throughout the site
- · Waterfront plaza and pedestrian promenade connecting the marina to the urban core
- · Structured parking hidden behind active uses for both residents and guests

Designed in a contemporary South Florida vernacular, the architecture prioritizes indoor-outdoor living, community engagement, and visual cohesion with the surrounding neighborhood. The stepped massing, human-scaled colonnades, and diverse material palette elevate the public realm and support long-term economic development in the district.

### **CANFIELD AT FAIRFIELD METRO**







Transit-oriented multifamily development near the Fairfield Metro-North station.

### **GREAT POND VILLAGE**







Mixed-income residential community with walkable connectivity and access to regional transit.

### **EXPERIENCE ON SIMILAR PROJECTS**

#### **GENSLER**

#### Role: Architect & Urban Design Lead

Gensler is a global design and architecture firm with over 60 years of experience in delivering transformational adaptive reuse, commercial, and mixed-use projects. The Tampa-based team leading this project brings local context, strong urban design principles, and stakeholder fluency.

### **Select Comparable Projects:**

#### • The District - Tampa, FL

Master-planned community integrating residential, retail, and public spaces.

### • Miami Worldcenter - Miami, FL

One of the largest private urban real estate developments in the U.S., blending retail, hospitality, and public infrastructure.

### • Adaptive Reuse Projects

Gensler has reimagined numerous towers and historic buildings across the Southeast, including core and shell conversions, public-private collaborations, and transit-oriented redevelopments.

The Gensler team is currently developing full space planning, programming, and conceptual diagrams for both the Tower and CSC components of this project.

### THE RESIDENCES AT RIVERMARK CENTRE







### Baton Rouge, LA

The Residences at Rivermark Centre is a transformative residential space in the beating heart of downtown Baton Rouge's growing and dynamic cultural scene.

### 207,000 sq ft / 144 units

### Completed 2022

**Services Provided:** Architectural Design, Site & Building Analysis, Interior Architectural Design, Environmental Graphics

### THE RESIDENCES AT RIVERMARK CENTRE









Wampold's first residential project builds upon a previous partnership—the Watermark Baton Rouge Hotel—with Gensler. Located in the 21-story southern tower of the newly branded Rivermark Centre, The Residences at Rivermark converts the top twelve floors from offices to 144 residential units, replaces an aging pedestrian skywalk bridge, adds a plaza retail pavilion for Chase Bank at ground



level, and infuses the building with a variety of highend luxury amenities.

Reaching high to overlook the majestic Mississippi River and wide to embrace the contemporary collection of retail, restaurants, and the cultural programming that links them across a grand green plaza, Rivermark Centre is a modern classic that exemplifies the glory of Baton Rouge.

### PEARL HOUSE







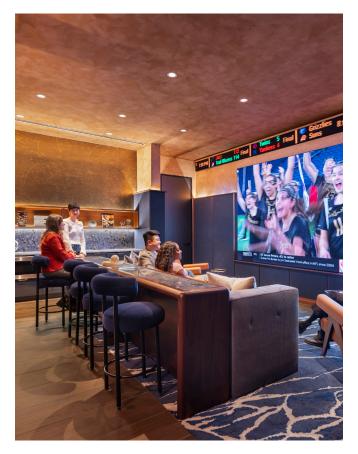
### New York, NY

To address demand for housing in New York City, Vanbarton Group engaged Gensler to convert its 525,000-square-foot downtown office building into a premier residential building. 525,000 sq ft / 588 units

Completed 2024

**Services Provided:** Architectural Design, Interior Architectural Design

### PEARL HOUSE









The 588-unit building includes a mix of studios, oneand two-bedroom market-rate apartments— 45% of which will include a home office—and features amenities such as a gym, game rooms, a spa, coworking spaces, lounges, dining areas, a shared roof terrace and more. In addition to preliminary building conversion planning, Gensler provided full architectural and interior design services related



to the implementation, inclusive of a building infrastructure overhaul, façade upgrades, new entrances and lobbies, common spaces, and amenities. The reconstruction includes the addition of five new floors atop the existing 24-story tower, made possible by the inclusion of three new voids which run the height of the existing building.

### FRANKLIN TOWER











### Philadelphia, PA

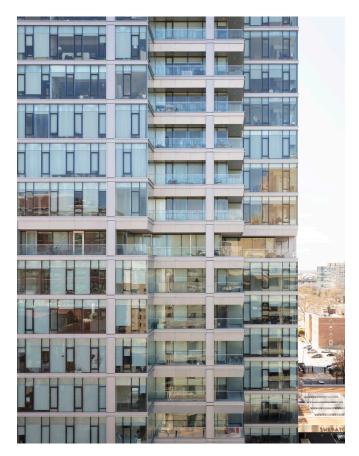
After acquiring a vacant and outdated office building located in the vibrant Logan Square neighborhood, PMC Property Group partnered with Gensler to transform it into a modern, amenityrich residential building with ample outdoor and retail space.

### 605,000 sq ft / 549 units + Retail

### Completed 2019

**Services Provided:** Architectural Design, Interior Architectural Design, Site & Building Analysis, Façade Renovation

### FRANKLIN TOWER









Gensler's redesign uplifts the exterior and lobby spaces, creates 13,000 square feet of street-level retail, and adds a 7,000 square-foot rooftop penthouse space. In a design-build process with an exterior façade contractor, the 24-story tower was fully reclad in glass and aluminum to refresh its appearance. Previous four-foot-high strip windows were replaced with floor-to-ceiling window glass,



bringing an abundance of natural light to the interior. Gensler's design also allows the client to transition any office space into residential units if desired.

The secondary, hospitality-inspired design residential entrance features a fireplace. The exterior spaces include a communal outdoor alley and greenspace with modular wood benches, a dog park, and bike racks and ample rooftop penthouse.

### **UPTOWN STATION ADAPTIVE REUSE**







### Oakland, CA

Built as a Beaux Arts flagship department store in 1929, Uptown Station is being upgraded and restored while preserving its historic charm. The project reopens windows, adds retail, offices, rooftop deck, and improves transit access, bike facilities, and parking.

375,000 sq ft

Completed 2018

**Services Provided:** Architectural Design, Feasibility Analysis

### **WESTERN MARKET REPOSITIONING**







### Washington, DC

Western Market celebrates its historic 19th-century roots while introducing an elevated blend of retail and workplace to the Foggy Bottom neighborhood.

### 55,000 sq ft

### Completed 2021

**Services Provided:** Architectural Design, Core & Shell Renovation, Urban Design

### **WESTERN MARKET REPOSITIONING**









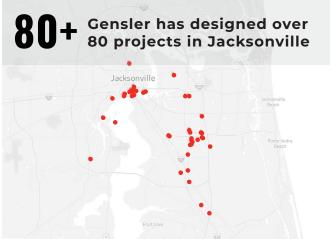


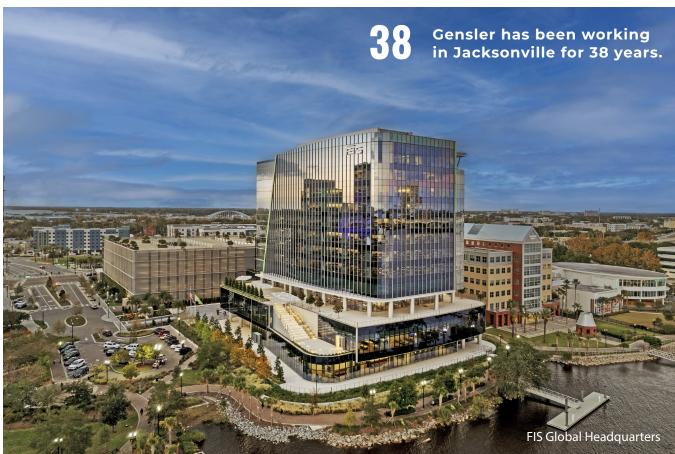
As one of D.C.'s original marketplaces, Western Market has long served as a hub for commerce and community. In 2018, MRP enlisted Gensler to revitalize the historic rowhouses, retail interiors, and office lobby. The redesign respects the past while meeting modern needs, reactivating I Street with retail, landscaping, and signage. Thirteen rowhouses received subtle upgrades—steel-framed

windows, lighting, and signage—blending history with contemporary appeal. A new, inviting office entrance features two-story glass and metal canopies. Inside, the refreshed lobby offers warm finishes, improved circulation, and operable partitions. The marketplace now feels open, bright, and flexible—a unified experience for tenants and visitors alike.

### GENSLER'S JACKSONVILLE EXPERIENCE







### **Select Clients:**

Dun & Bradstreet | BDO | FIS | Fidelity Investments | Foley Lardner | Regency Centers | Bank of America's Gramacy Park | Citi's Corporate Campus | Johnson & Johnson Vision | Macquarie Group | Fidelity National Financial (FIS) | Pajcic & Pajcic | Southeast Development | Hines

### **EXPERIENCE ON SIMILAR PROJECTS**

#### **OLTO CONSTRUCTION**

Role: General Contractor

With deep experience in occupied renovations and adaptive reuse, Olto specializes in the precise execution of construction scopes in historic, mixed-use, and multifamily assets. Their field leadership has completed capital projects across the Southeast and Mid-Atlantic regions.

### **Highlighted Projects:**

- Independent Life Tower Jacksonville, FL | 135 units + grocery, sky lounge, restaurant
- Ambassador Hotel Jacksonville, FL | 100-room conversion with rooftop bar
- BLVD Gainesville Gainesville, FL | 262-unit apartment complex overhaul
- NAS Jax Base Housing Jacksonville, FL | 150 home renovations
- Best Western & OYO Hotel Portfolios Florida | 1,200+ hospitality rooms renovated

Olto's approach is grounded in field-tested construction expertise, tight project coordination, and commitment to cost transparency.







### **EXPERIENCE ON SIMILAR PROJECTS**

#### LONE PINE DEVELOPMENT

Role: Capital Formation & Investment Structuring

Lone Pine Development brings capital market expertise focused on structuring complex debt and equity for transformative real estate projects. Its founders have raised institutional and private capital for over 5,000 residential units and hundreds of hospitality rooms.

#### **Notable Experience Includes:**

- Lighthouse Bay Jacksonville, FL | 1,200 units renovated and recapitalized
- Southwood Apartments Richmond, VA | 1,286-unit repositioning
- Mayfair Village, Abington Square, Chelsea Courtyards Jacksonville, FL | Over 800 units repositioned
- Best Western Hotels (Multiple) Portfolio recapitalizations and value-add upgrades

Lone Pine's principal-to-principal relationships and direct oversight of capital structuring enhances execution certainty.

#### CONCLUSION

The Jewel at 21 West, LLC represents a deeply qualified, locally committed team with national experience and institutional backing. From concept to completion, the development team offers the talent, resources, and strategic alignment required to ensure the Former JEA Headquarters becomes a catalytic, community-enhancing success.

SECTION 6

# PROPOSED USES, DESIGN & ECONOMIC BENEFITS

### PROPOSED USES, DESIGN & ECONOMIC BENEFITS

#### **PROJECT OVERVIEW**

The proposed redevelopment of the Former JEA Headquarters Campus transforms two iconic downtown assets—the Tower and the Customer Service Center—into a vibrant, mixed-use destination branded as The Jewel at 21 West. The project combines residential, retail, food and beverage, office, wellness, and amenity uses to catalyze long-term revitalization of Downtown Jacksonville.

#### JEA TOWER – ADAPTIVE REUSE & RESIDENTIAL CONVERSION

The 19-story tower will be converted into a 180-unit multifamily residential building with integrated commercial uses, rooftop amenity space, and ground-floor retail. This adaptive reuse celebrates the tower's historic architectural form while bringing new life through modern urban living.

#### **RESIDENTIAL UNIT PROGRAM**

- Total Minimum Units: 180
- Proposed Unit Mix:
  - 25% Studios (Approx. 682–729 SF)
  - 50% One-Bedrooms (Approx. 837–879 SF)
  - 25% Two-Bedrooms (Approx. 1,116 SF)

#### FLOOR-BY-FLOOR SUMMARY

- Level G1: Residential common area, back-of-house support, vertical circulation, and valet/ride share drop-off (CAD not available)
- Level 1: Main arrival, residential lobby, ground-floor restaurant/retail (12,960 SF)
- Levels 2–16: Residential (13,772 SF per floor; 83% efficiency including terrace)
- Level 17: Penthouse residences, rooftop lounge, and amenity deck (12,408 SF; 84% efficiency)
- Level 18: Back-of-house support for rooftop venue (CAD pending)
- Level 19: Rooftop destination (4,901 SF) for bar/restaurant or resident-only venu

#### **AMENITY & ACTIVATION STRATEGY**

- Level 17–19 Rooftop Program: Premium amenity deck, panoramic lounge, optional pool, and potential public-facing venue
- Ground Floor Activation: Opportunity for café, wine bar, or flexible retail
- Interior Common Spaces: Fitness studio, coworking nooks, and clubroom integrated into levels 1 and 17

Design and spatial efficiency have been guided by Gensler, who is preparing diagrams and test fits to illustrate adaptive reuse opportunities while preserving key structural and vertical circulation systems.

### JEA CUSTOMER SERVICE CENTER (CSC) - MIXED-USE ACTIVATION

The CSC will be reprogrammed as a dynamic community hub centered on food, wellness, and office innovation. With ~175,000 GSF of potential area, the building's scale and flexible core allow for diverse commercial and civic uses.

### PROPOSED USES, DESIGN & ECONOMIC BENEFITS

#### PROGRAM BREAKDOWN

- Level 1
  - Public-facing food hall and café space
  - · Possible community gallery or commercial retail
- Levels 2–3
  - Additional commercial retail
  - Gym or wellness tenant (e.g., training facility or healthcare use)
- Levels 4–6
  - Class-A or creative office use
  - Potential for innovation, life sciences, or co-working tenancy
- Rooftop (TBD):
  - Outdoor terrace for café, tenant amenity, or public event use

Gensler is preparing program stack diagrams to support planning discussions and tenant targeting. The layout anticipates Class A-level infrastructure with core improvements as needed.

#### PUBLIC REALM IMPROVEMENTS & CONNECTIVITY

- · Pedestrian Access: Enhanced sidewalk zones along Laura and Church Streets
- Through-Block Experience: Activated alley and outdoor plaza to connect CSC and Tower
- Inspiration: Urban precedents from Tampa's Armature Works and Denver's Dairy Block
- Safety & Lighting: Public spaces will be designed to feel welcoming, safe, and well-lit at all hours. Thoughtful placement of lighting, sightlines, and gathering areas will encourage visibility, comfort, and a sense of community throughout the site.

#### PROJECTED ECONOMIC BENEFIT

The project is designed to create immediate and long-term benefits to Jacksonville's urban core:

- New Housing: 180+ residential units addressing critical downtown supply
- Commercial Activation: New retail, food/beverage, and office space
- Job Creation:
  - Construction phase: Over 300 jobs
  - Permanent: 100+ jobs in hospitality, retail, and management
- Tax Revenue: Substantial increase in taxable value post-completion
- Civic Value: Enhanced perception of downtown, supporting tourism and private reinvestment, and promotes consistent foot traffic and street-level activation.

### **ARCHITECTURAL & PLANNING SUPPORT**

Gensler is the design lead for the adaptive reuse of both buildings. Their early-phase work includes:

- Preliminary test fits and programming diagrams
- Unit planning and vertical circulation analysis
- CSC stack diagrams and space use concepts
- Public realm visioning and connectivity strategies

### PROPOSED USES



Historic Universal-Marion building (JEA Tower) and J.B. Ivey & Co building (JEA Customer Center) c.1963

### PROPOSED USES

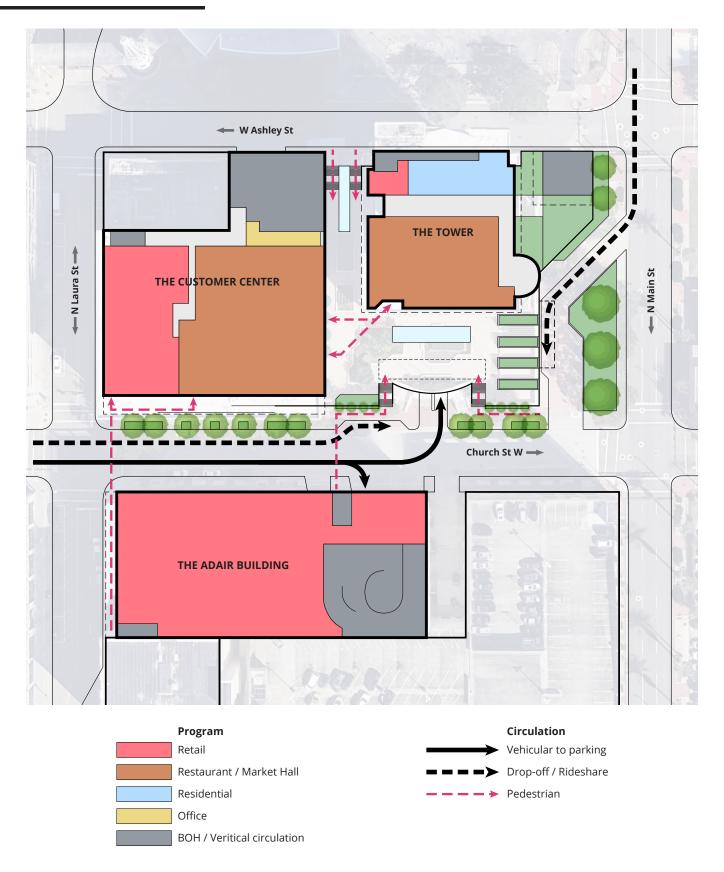


### THE JEWEL

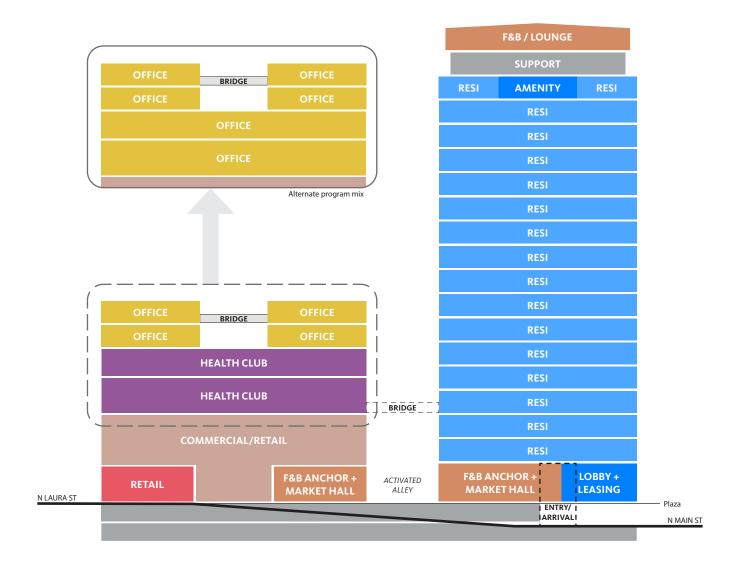
This radical transformation of the 65-year-old iconic Downtown Center Complex is where Jacksonville's legacy meets its future, converging at a rich mixed-use development.

Historic charm blends with modern updates and experiences, reimagining the project as the crown jewel of downtown, and a hub of energy centered around culture, lifestyle, and community.

### SITE & APPROACH



### **PROGRAM MIX**



### A DIVERSE MIX OF USES

**The Tower** adapts floors 2-17 into a mix of residential units and balconies, and is capped by rooftop resident amenities and penthouse units. The ground floor houses a mix of food & beverage (f&b) tenants, residential leasing & mail receiving, and a dedicated lobby access to a rooftop lounge.

**The Customer Service Center** ground floor features retail spaces facing Laura Street, and additional food & beverage tenants spanning to the Tower, creating a highly-activated plaza between the two buildings. Floor 2 has the opportunity for a commercial retail tenant accessed through the ground floor food & beverage, while the upper floors 3-6 will be a mixture of office and/or fitness tenants.

The Adair Building ground floor features redeveloped retail space and parking to serve the project.

### **DESIGN FEATURES**

### THE ROOFTOP

Formerly 'The Embers', the rooftop circular floor is restored as a new lounge space. Meanwhile, the 17th floor features added glass and balconies for penthouse units, and an exclusive indoor tenant clubhouse that opens to an outdoor terrace with sweeping views of downtown and the St. Johns River.

### THE TOWER

The Tower adds a modern language while honoring the historic character of the building. With updated glass in the iconic 'diamond' windows, and punctuated by new balconies and floor-to-ceiling glazing, it features +180 residential units with views throughout Jacksonville's downtown.

### THE CENTER

Similar to the Tower, the Center honors the historic mid-century architecture while increasing tenant access to daylight with double-story windows. The upper two levels also add light and air access by removing the middle of the floor plate, and creating a shaded central terrace for office tenants.

### THE PLAZA

With food & beverage tenants in the ground floors of both buildings, the Plaza becomes a highly-energized hub - a dynamic terrace for gathering, dining, and recreation. The animated space spills north down an activated alley between the buildings with improved access to West Ashley Street.





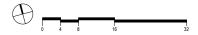






### Tower ground floor

- 1 Residential lobby
- 2 Leasing offices
- 3 Mail/packages
- 4 Rooftop lounge lobby
- 5 Market hall
- 6 Dog park
- 7 Gallery/circulation
- 8 Stair/elevator from drop-off

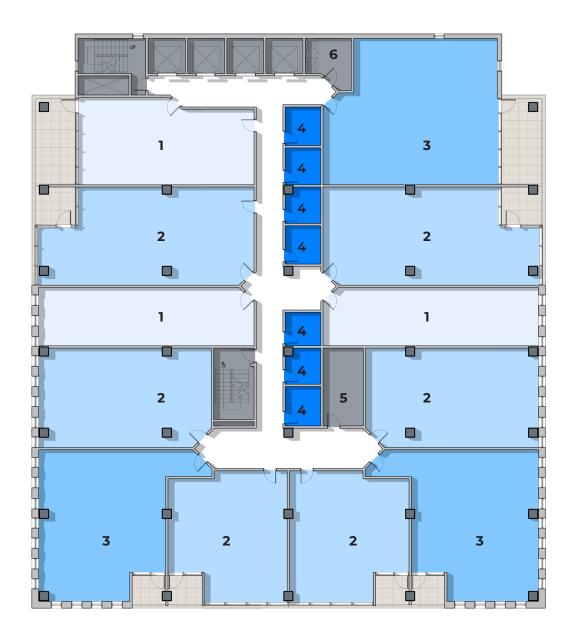


### **GROUND FLOOR\***

AREA TOTALS (sf)

Residential lobby	672
Residential office/mail	903
Market hall	6,450
Rooftop lounge lobby	570
Support / core	798
Circulation	4,056

Total Floor area 13,449



### Tower typical residential floor

- 1 Studio
- 2 1 bedroom
- **3** 2 bedroom
- 4 Storage amenity
- **5** Core
- **6** Trash



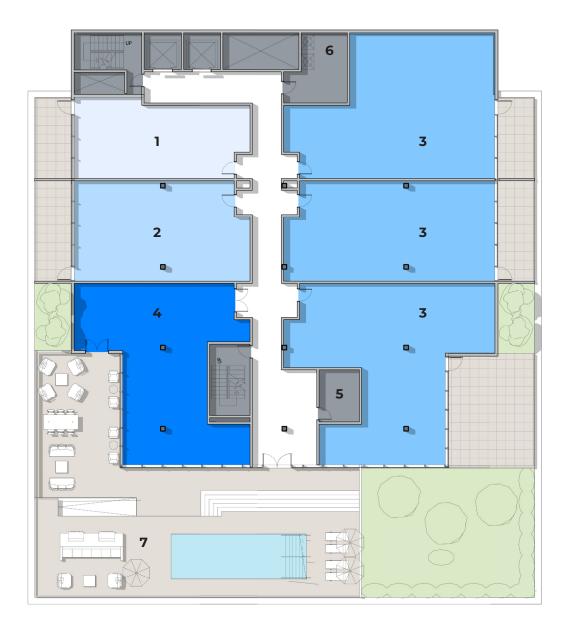
#### FI OORS 2-16\*

FLOOKS 2-16 <sup>a</sup>				
UNIT MIX	Per Floor	Per Bldg	% Mix	Avg. Size
Studio	3	45	25%	684
1BR	6	90	50%	862
2BR	3	45	25%	1,083
UNIT METRICS Unit count	12 668	180 10.020		
Terrace area (sf)	000	10,020		

### AREA TOTALS (sf)

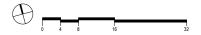
,141 16	7,115
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9 7,6	535
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%	
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<sup>\*</sup> all areas approx. pending site verification/due diligence



### **Tower 17th floor**

- 1 Studio
- 2 1 bedroom
- **3** 2 bedroom
- 4 Resident lounge amenity
- **5** Core
- **6** Trash
- **7** Outdoor amenity/pool



#### FLOOR 17\*

UNIT MIX	Per Floor	% Mix	Avg. Size
Studio	1	20%	667
1BR	1	20%	878
2BR	3	60%	1,246

#### **UNIT METRICS**

Unit count	5
Terrace area (sf)	1,240

#### **AREA TOTALS (sf)**

Total unit area	6,523
Support / core	1,014
Circulation	1,809
Storage / amenity	4,949
Total Floor area	14,295
EFFICIENCY (incl. amenity)	80%
FFFICIENCY (excl. amenity)	46%

<sup>\*</sup> all areas approx. pending site verification/due diligence



### **Customer Center ground floor**

- 1 Market Hall
- 2 Restaurant
- **3** Retail
- 4 Circulation to Level 2
- 5 Lobby (levels 3-6)
- 6 Loading
- **7** BOH

storefront/curtain wall glazing



### **GROUND FLOOR \***

### AREA TOTALS (sf)

Market hall	6,300
Restaurant	5,500
Retail	7,000
Office / fitness tenant lobby	600
Support / core	4,725
Circulation	2,075

Total Floor area 26,200

<sup>\*</sup> all areas approx. pending site verification/due diligence



### **Customer Center ground floor (alt)**

- Market Hall
- 2 Restaurant
- **3** Restaurant
- 4 Retail + prefunction
- **5** Lobby (levels 3-6)
- **6** Loading
- **7** BOH

storefront/curtain wall glazing



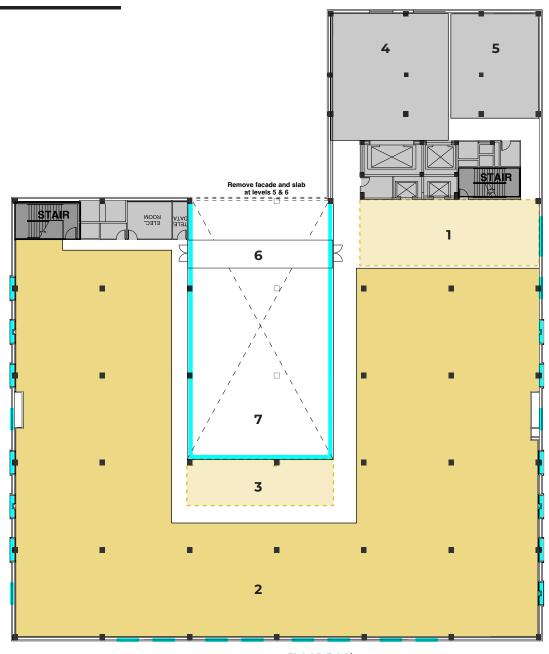
### GROUND FLOOR \*

AREA TOTALS (sf)

Market hall	6,300
Restaurant	5,500
Office/Retail	7,000
Office tenant lobby	600
Support / core	4,725
Circulation	2,075

Total Floor area 26,200

<sup>\*</sup> all areas approx. pending site verification/due diligence



### **Customer Center 6th floor**

- 1 Office lobby
- **2** Office
- 3 Common lounge
- **4** BOH
- **5** Restrooms
- **6** Open air bridge
- **7** Courtyard below at level 5

storefront/curtain wall glazing



### FLOOR 5 / 6\* AREA TOTALS (sf)

demo from floor plate

Office 23,100 Support / core 1,900 Total Floor area 25,000

4,000

<sup>\*</sup> all areas approx. pending site verification/due diligence

SECTION 7

# PROJECT CAPITALIZATION

### PROJECT CAPITALIZATION

The proposed redevelopment of the Former JEA Headquarters Campus transforms two iconic downtown assets—the Tower and the Customer Service Center—into a vibrant, mixed-use destination branded as The Jewel at 21 West. The project combines residential, retail, food and beverage, office, wellness, and amenity uses to catalyze long-term revitalization of Downtown Jacksonville.

### **EQUITY FINANCING**

The Jewel at 21 West, LLC will acquire the JEA Headquarters Campus. Lone Pine Development is actively leading equity sourcing for the project. Their efforts include direct outreach to private equity partners, real estate funds, and high-net-worth capital pools. This equity will cover:

- Predevelopment and soft costs
- Equity thresholds required for debt underwriting

To further strengthen capital formation, the team has partnered with CBRE Capital Markets, whose capital advisors are assisting in institutional equity placement through CBRE's national investment network.

Phil Rachels, Jeff Kinney, and John Simmons of CBRE's Jacksonville office are directly advising on capital structuring and investor outreach.

Equity financing is actively underway, with due diligence in progress alongside potential investment partners. Letters of interest have been submitted by Mark Buller and members of the Kohler family in support of this project.

#### **DEBT FINANCING**

CBRE is also engaged to structure and source the project's construction and bridge financing. Leveraging its national lender relationships, CBRE will guide the Respondent through:

- Lender selection and engagement
- Financial modeling and cash flow underwriting
- Negotiation of loan terms and covenants

Initial conversations with regional and national lenders are already underway. Indicative term sheets and Commitment letters will be submitted when procured.

Debt structure targets:

- Competitive loan-to-cost ratios
- Fixed or hedged interest rates
- Flexible draw schedules aligned with construction milestones

### PROJECT CAPITALIZATION

#### **PUBLIC PARTICIPATION AND INCENTIVES**

The Respondent plans to apply for public participation through various government agencies local incentives administered by the Downtown Investment Authority (DIA) and the City of Jacksonville.

Consultation with local incentive counsel and city officials is underway to prepare application packages. Based on precedent, incentive review and approval is expected to occur within 4–6 months of submission.

### **CAPITAL STACK SUMMARY (PRELIMINARY - SUBJECT TO REFINEMENT)**

Source	Purpose	Est. Share*
Equity (The Jewel at 21 West, LLC/ CBRE Network)	Land + predev equity + gap closure	20%
Debt (CBRE Capital Markets)	Construction, carry, contingency	65%
Public Support (DIA, City, State)	Incentives, tax credits, fee offsets	15%

<sup>\*</sup>Final structure to be determined upon receipt of binding commitments, due diligence and final negotiations

#### CONCLUSION

The financial strength of the Respondent team, bolstered by CBRE's institutional reach and investor network, ensures the project will be fully capitalized with resilient, flexible capital. The Jewel at 21 West, LLC is positioned to move forward with confidence, maximizing both private and public benefit.

SECTION 8

## EXHIBITS & ATTACHMENTS

### CONFLICT OF INTEREST DISCLOSURE FORM

Disclosing a potential conflict of interest does not disqualify buyers. In the event buyers do not disclose potential conflicts of interest, and they are detected by JEA, buyer may be **disqualified** from doing business with JEA.

Questions about this form? Contact (JEA, Buyer)

JEA Bid/Solicitation/Contract Number:	Name of JEA Empl	oyee(s) Working	on Buyer's Current Contract(s) with	th JEA:
#1411940446				
Buyer Name:			Buyer Phone	<u> </u>
The Jewel at 21 West, LLC			904-226-8826:	
Buyer's Authorized Representative Name and	Title:		Authorized Representative's Ph	one:
Jacob Orender			904-226-8826	
NAME(S) OF JEA EMPLOYEE(S	6) / PUBLIC OFF	CER(S) WITH	POTENTIAL CONFLICT	OF INTEREST
Name of JEA public officer(s), employee(s), or potential conflict of interest. If more than five, a	relatives with whom t ttach a second form.	here may be a	Relationship of JEA public office and/or relative(s) to buyer's con (e.g. 1(a), 2, etc.). Please list a	pany from list above
1. MG Orender			Father	
2.				
3.				
4.				-
5.				
Buyer has no conflict of interest to report.	•			-
Buyer hereby declares it has not and will no	t provide aifte er been	بالماء بيجم كم يطالمان		
employee to obtain or maintain a contract.	t provide gitts of riosp	manty of any dolla	ar value or any other gratuities to a	ny JEA officer or
I certify that this Conflict-of-Interest Disclosubelief and I have the authority to so certify on b	re has been examine ehalf of the Buyer.	d by me and that	its contents are true and correct t	o my knowledge and
Buyer's Authorized Representative Signature:			Dat	te:
100	Sala	ער	7/25	125
		7		
F	OR JEA USE ONLY This form has be	IF CONFLICT No	OTED:	
Name of JEA Ethics Officer:		Signature:		Data
Tame of the fallow of floor.		Signature.		Date:

Note:

### RFP 1411940446 APPENDIX B – RESPONSE FORM PURCHASE OF JEA'S FORMER HEADQUARTERS CAMPUS

#### RESPONDENT INFORMATION:

RESPONDENT NAME:	Paul Bertozzi
BUSINESS ADDRESS:	100 North Laura Street, Suite 900
CITY, STATE, ZIP CODE:	Jacksonville, FL 32202
TELEPHONE: Office: 904.497	1.1500
EMAIL OF CONTACT:	PaulB@liveoakcontracting.com & Paulb@liveoakestates.com
WEBSITE: www.liveoakco	ntracting.com

#### 1.11) Selection Criteria

The following criteria will be used by JEA to evaluate and rank Responses from Respondents.

#### 1. Purchase Price (10 Points)

#### **Purchase Price**

Each Response shall contain a cash equivalent lump sum offering price assuming fee simple acquisition.

#### Purchase Price \$ 1,000,000

### 2. Due Diligence and Conditions Precedent (15 Points)

- Respondents will provide a proposed due diligence period and a proposed closing time period and will specify the amounts and timing of refundable and non-refundable deposits to be posted.
- The Respondents will include a list of any conditions precendent to closing (e.g. assignment of development rights and development agreement with the Downtown Investment Authority, additional approvals by City Council, etc.)
- Scoring will be given for Responses based on the following attributes:
  - Due diligence periods.
  - Closing periods.
  - Conditions precedent to closing.

#### 3. Background on the Respondent and the Entire Development Team (15 Points)

- Respondents will provide background information on the principals of the responding company as well as the other known members of the development team including architects, engineers, consultants, attorneys, and contractors. Respondents will briefly describe the individuals' experience with successful development projects of similar scope.
- Scoring will be given for Responses based on the following attributes:
  - Responses that provide as much detail as reasonably possible on the Respondent and the known members of the redevelopment team and demonstrate a high level of expertise.

#### 4. Financial Information (15 Points)

• Respondents will provide financial information on the Response firm or firms including two years of audited financial statements, senior unsubordinated debt rating (if any), any investigations by the IRS or SEC of the firm(s), bankruptcies of firms or principals, outstanding litigation, total debt to capitalization of firms, and structure of proposed

### RFP 1411940446 APPENDIX B – RESPONSE FORM PURCHASE OF JEA'S FORMER HEADQUARTERS CAMPUS

ownership interest (JEA will seek parent company guarantees and/or other assurances guaranteeing performance during negotiation). The audited financial statements may be included as addenda.

- Scoring will be given for Responses based on the following attributes:
  - Responses that provide as much financial information as reasonably possible on the Respondent.
  - Responses that demonstrate the Respondent has adequate financial strength to acquire and redevelop the Former HQ.

### 5. Experience on Similar Projects (15 Points)

- Respondents will provide a description of significant projects on which the proposed development team has worked, with emphasis on those projects of similar size and scope and which were in urban or downtown settings and may include adaptive reuse.
- Respondents' descriptions of similar projects will include project name, location, site
  size, development program mix, public/private elements, project cost, Respondent's
  equity position, general financing terms and vehicles, stage of completion, sales or
  marketing success or problems, and a project reference.
- Respondents will describe incorporation of public development elements and public input process on past projects of similar magnitude.
- Respondents should cite examples of track record of closing large scale redevelopment projects.
- Respondents may provide a description of the development team's experience developing
  in Jacksonville, including working with the City of Jacksonville to obtain all approvals
  and entitlements needed for development within the City of Jacksonville Downtown
  Overlay. If Respondent lacks local experience, Respondent may include information
  with respect to Respondent's experience with a similar development framework in a
  different jurisdiction.
- Scoring will be given for Responses based on the following attributes:
  - Responses that demonstrate that the Respondent has experience with urban, downtown, or adaptive reuse projects.
  - Responses that demonstrate that the Respondent has experience with the incorporation of public development elements and public input process.
  - Responses that demonstrate that the Respondent has experience with permitting past projects of similar magnitude.
  - Responses that demonstrate that the Respondent has local presence and experience with permitting projects within the City of Jacksonville or the Respondent demonstrates experience with a similar framework in a different jurisdiction.

### 6. Proposed Uses, Design Information and Economic Benefit (15 Points) Proposed Uses:

• Respondents will provide a detailed plan showing the proposed uses and are encouraged to submit conceptual plans and development program mix.

#### **Economic Benefits:**

- Respondents will include information and analysis with respect to the projected economic benefit of the project (i.e., capital investment, new job creation, housing units).
- Scoring will be given for Responses based on the following attributes:
  - High-quality, well-conceived, detailed development and design plans.

### RFP 1411940446 APPENDIX B – RESPONSE FORM PURCHASE OF JEA'S FORMER HEADQUARTERS CAMPUS

• Capital investment and other economic benefits.

#### 7. Project Capitalization (15 Points)

- Respondents will include a description of how they will capitalize each component of the development plan including sources and amounts of funds broken down by the following categories:
  - Equity (commitment letters from equity investors should be provided, if available)
  - Debt (lender quotes should be provided, if available)
  - Federal, State, and Local Public Participation
- Scoring will be given for Responses based on the following attributes:
  - A Project that has all capital sources validated with terms sheets, commitment letters, or similar documents.
  - Detailed information with respect to proposed federal, state, and local public participation.

### Respondent's Certification

By submitting this Response, the Respondent certifies (1) that the Respondent has read and reviewed all of the documents pertaining to this Solicitation and agrees to abide by the terms and conditions set forth therein, (2) that the person signing below is an authorized representative of the Respondent, and (3) that the Respondent is legally authorized to do business and maintains an active status, in the State of Florida.

The Respondent certifies, under penalty of perjury, that it holds all licenses, permits, certifications, insurances, bonds, and other credentials required by law, contract or practice to perform the Work. The Respondent also certifies that, upon the prospect of any change in the status of applicable licenses, permits, certifications, insurances, bonds or other credentials, the Respondent shall immediately notify JEA of status change.

Please initial below:

disclosed to the public "as-is".

We have received addenda Five (5) through 7.2025		
Signature of Authorize Officer of Respondent or Agent	7.28.2025 Date	
Paul Bertozzi, President & CEO	904.497.1500	
Printed Name & Title	Phone Number	

(Initials) I have read and understood the Sunshine Law/Public Records clauses contained within this solicitation. I understand that in the absence of a redacted copy my proposal will be

**Outlook Investments, LLC** 

411 E. WISCONSIN AVE., STE. 2400 MILWAUKEE, WI 53202

July 17th, 2025

Re: Statement of Intent to Explore Equity Investment – The Jewel at 21

West

To Whom It May Concern:

This letter serves as confirmation of Jack Kohler's interest in exploring an equity investment in the redevelopment of JEA's former headquarters site, as proposed by The Jewel at 21 West, LLC. We understand this project is being submitted under Solicitation No. 1411940446 and represents a unique opportunity to contribute to the revitalization of Downtown Jacksonville.

Based on preliminary discussions and review of the development team and project vision, we support the team's approach and look forward to engaging in further due diligence should the project be awarded.

This letter does not constitute a binding agreement, but rather a good faith expression of intent to continue discussions around a potential equity contribution, pending the outcome of the RFP and project structuring.

Sincerely,

signed by:

Jack koller

77A7B45A089A43F...

Jack Kohler

Founder, Managing Member

Outlook Investments, LLC

#### **Mark Buller Letter of Interest**

**Date:** July 22, 2025

**To:** Lone Pine Development and their respective Partners

**Re:** Equity Investment Intent – 21 Jewel Redevelopment (Solicitation No. 1411940446)

Regards to you and your partners/investors on the long-overdue redevelopment of 21 Jewel. That eyesore—JEA's former headquarters—is finally on its way to becoming a productive, high-value site we can all be proud of.

Your team's commitment to leveraging local resources is both admirable and, frankly, smart business. It's the kind of approach that builds projects and strengthens community at the same time.

This memo serves as my confirmation of interest in making an equity investment in the proposed project. Based on our initial conversations and a review of the development team and the broader vision, I support your direction and look forward to conducting further due diligence if and when the project is awarded.

Your energy and focus on delivering a successful outcome are clearly evident—and commendable.

To be clear, this letter is not a binding agreement, but a good faith expression of intent to continue discussions regarding a potential equity contribution.

As a reminder, I was the founder and owner of Marjam Supply Co. for 45 years and still own the Florida Mining Boulevard site. I'm also actively involved with DecoPlast and Greenmaker—two local companies providing high-quality, sustainable exterior materials. I hope we can support the project both directly and indirectly through our Jacksonville-based contractors and distribution networks.

Please keep me updated, and (hopefully) send along the appropriate documents to begin next steps.

Best regards,

Mark Buller

7606734ECF8F467..

Email: Mark@BullerGroup.com



### **LIVE OAK HEADQUARTERS**

100 North Laura Street, Suite 900 Jacksonville, FL 32202

904.497.1500

paulb@liveoakcontracting.com

paulb@liveoakestates.com

LiveOakContracting.com







### **LICENSE INFO GENERAL CONTRACTOR LICENSES:**

AL #56187

CT #MCO.090426

FL #CGC1518595

GA #GCC004418

NC #75765

SC #118730

TN #69114

VA #2705178530

WV #WV060700

NASCLA CERTIFICATION: ELIGIBLE FOR LICENSES IN

AK, LA, MS, TX