REQUEST FOR PROPOSAL FOR
THE CITY-OWNED REAL PROPERTY
LOCATED AT
1794 - 22nd STREET SOUTH
ST. PETERSBURG, FLORIDA, 33712

Issue Date
April 30, 2018

The undersigned certifies that the enclosed proposal is being submitted and is subject to the
terms and conditions as outlined in the Request for Proposal as issued by the City of St.
Petersburg on April 30, 2018.

Binger Financial Services, LLC
Roy Binger
Name of Company/Organization
Proposal Contact Person

Signature of individual submitting proposal
for above Company/Organization

Roy Binger, Founder
Printed Name of Individual

July 2, 2018
Date

rbinger@bingerfinancial.com
Contact Person E-mail Address

727-822-2719
Contact Person Phone

727-350-9882
Contact Person Fax
City of St. Petersburg
1245 S. Second Street North, Suite 310
St. Petersburg, FL 33701

JPMorgan Chase Bank, NA
3740 4th Street North
St. Petersburg, FL 33704

Incumbent Provider
Binger Financial Services, LLC
1245 S. Second Street North, Suite 310
St. Petersburg, FL 33701
727-822-2719

Tangerine Plaza RFP

$250,000

1245

1001 21st Ave. S
St. Petersburg, FL 33701

City of St. Petersburg
325 Central Avenue
St. Petersburg, FL 33701

PAY TO THE ORDER OF

Two hundred fifty dollars and 00/100

07/02/2018

Attorney Signature

1245
PROPOSAL:

SUGAR HILL
Farmers Market & Food Court
EST. 2018

AT TANGERINE CENTER
ON THE DEUCES • ST. PETERSBURG, FLORIDA
JULY 2, 2018

SUBMITTED BY:
ROY BINGER, CEO
BINGER FINANCIAL SERVICES, LLC
(& PARTNERS)
A: 146 2nd Street N Suite 310 N
St. Petersburg, FL 33701
O: 727-822-2719
E: rbinger@bingerfinancial.com
W: www.bingerfinancial.com

SUBMITTED TO:
DAVID DICKERSON,
REAL ESTATE COORDINATOR
CITY OF ST. PETERSBURG
REAL ESTATE & PROPERTY MANAGEMENT
Municipal Services Center, 9th Floor
One Fourth Street North
St. Petersburg, FL 33701
9.1: A description of the proposed use and identification of the end-user, if not the Proposer

**Space Uses for Three Phases**

The project proposed herein is Phase I of a three-phase project to redevelop and expand the footprint of the 3.6-acre Tangerine Center site to ultimately house an estimated 65,000 square feet of retail and commercial space.

- **Phase I** will redevelop the 39,079 square feet of space formerly occupied by Walmart, to grand open in June 2020 as *The Sugar Hill Farmers Market & Food Court*.
- **Phase II** will revitalize the 9,421 square feet of space that constitutes the remainder of the original 48,500 square foot plaza, to grand re-open in June 2021 with existing and new tenants occupying the space.
- **Phase III** will be new construction of an estimated 16,500 square feet of commercial space on the northwest corner of the site to be occupied by a fitness and health compound.

**End Users**

The three-phase project will be led by Binger Financial Services, LLC (Binger Financial) and partners, who together will form a Limited Liability Company occupying a master lease of the property. Phase I space will be sub-leased and occupied by an estimated 29 vendor-tenants in the following approximate ratios.

**Table 1: Phase I Space Uses Court**

<table>
<thead>
<tr>
<th>Spaces</th>
<th>Avg SF</th>
<th># Vendor-Tenants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepared Food Vendors</td>
<td>10,000</td>
<td>1,250</td>
</tr>
<tr>
<td>Fresh Food Vendors</td>
<td>12,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Other Vendors</td>
<td>9,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Management Space</td>
<td>2,500</td>
<td></td>
</tr>
<tr>
<td>Common Space</td>
<td>2,000</td>
<td></td>
</tr>
<tr>
<td>Inventory &amp; Storage Space</td>
<td>3,579</td>
<td></td>
</tr>
<tr>
<td><strong>Totals:</strong></td>
<td>39,079</td>
<td></td>
</tr>
</tbody>
</table>

A portion of Phase II space will be occupied by the same tenant who will anchor Phase III – Murphy Enterprises, LLC (MELLC). MELLC will fill the unmet need in St. Petersburg and Pinellas County for a world-class training, fitness and health facility for college and professional athletes and individuals whose work-out regimes eclipses the capacity of typical retail fitness centers. This last phase of the project is the brainchild of Louis Murphy, Jr., a nine-year veteran of the National Football League who routinely travels outside of the city and county to train, due to the lack of adequate facilities here at home.
The Sugar Hill Farmers Market & Food Court will replicate the strategies of the growing number of successful indoor farmers markets and food courts operating in urban centers across America.

Pioneers in this niche include the Grand Central Market in Los Angeles, California, and the North Market in Columbus, Ohio. Newer to market (and closer to home) is the smash-hit example of the Heights Public Market, located in the historic Armature Works facility in Tampa, overlooking the Hillsborough River.

The Heights Public Market is described by its creators as “a food-lover’s dream” and “truly innovative concept.” The facility houses 15 restaurants in 22,000 square feet designed with an open floor plan of communal seating. Alongside that is an 11,000 square foot co-working space called Bay 3.

The proposed Sugar Hill Farmers Market & Food Court will also build upon the supply chain strategies of market leaders, such as the fast-growing Sprouts’ Farmers Market chain, which currently has two locations in Tampa, and the retail business model of Sanwa Growers in Tampa (which expanded into a new facility in 2018, with the help of CDC of Tampa, one of the partners to this proposal).
Brand Strategy

The name "Sugar Hill" was chosen by the project team to evoke the imagery and energy of the famed Sugar Hill district in Harlem, New York, so named in the 1920s for the “sweet life” of wealthy, prominent African Americans who lived there during the Harlem Renaissance. The district’s residents included greats such as W.E.B. DuBois, Thurgood Marshall, Adam Clayton Powell, Jr., Duke Ellington, Cab Calloway, and Roy Wilkins.

The lore of the Sugar Hill brand was heightened over the ensuing decades by authors, historians and artists. One of Duke Ellington’s small group bands – the Fifty-Second Street Stompers – recorded Sugar Hill Shim-Sham in 1937. Langston Hughes wrote of the area’s affluence in a 1944 essay published in The New Republic. Terry Mulligan’s 2012 memoir "Sugar Hill, Where the Sun Rose Over Harlem" chronicles the writer’s experiences growing up in the neighborhood.

The district’s history remains alive in popular culture as well, through renditions by The Sugarhill Gang, which was the first rap group to have a Top 40 single, and by the 1994 film Sugar Hill, starring actor Wesley Snipes.

In adopting the moniker, the project team’s vision is to end-cap the historic Deuces corridor (22nd Street), with a thriving hub of entrepreneurship and innovation located at its terminus, at the corner of 18th Avenue South.

Business Development Strategy

Sugar Hill Farmers Market & Food Court will create a “marketplace” that can help to manifest the retail and sales potential of community enterprises that either do not currently have a brick-and-mortar location, or that have the potential to expand to a second or satellite location. The project team has identified a dozen community-owned businesses with interest in leasing space to sell food and other products at the venue, once developed.

The concept also has the advantage of fulfilling the market need for fresh and healthy food. Consistent with Community Solutions Group’s trade area analysis (which found that the area can support an estimated 30,000 square feet of grocery sales space), Sugar Hill Farmers Market & Food Court will overcome the challenge of sustaining a grocery tenant in Tangerine Center’s big box space.
9.2. Preferred real estate interest to be conveyed and specific terms thereto

The development team proposes a 30-year lease with a purchase option effective from the first day of the third year following grand re-opening of the facility, and effective through the last day of the tenth year. While all purchase terms may be subject to negotiation, the project team envisions terms such as the following:

- $1 per year site lease (encompassing ground lease and lease of improvements)
- Purchase option at a price of $750,000 (against appraised value of $1,175,000 by McCormick Seamon and Terrana Appraisers, April 16, 2018).
- $25,000 reduction in purchase price for each new permanent, full-time, living wage job created by the project and filled by a previously low-income person.

The team defines “living wage” at 200% of federal poverty level for a single individual; and defines “previously low-income” as below federally defined low-income level at time of hire.

9.3. Project pro-forma and construction budget

The all-in cost of Phase 1 will be an estimated $3,433,000, which we propose will be funded by a combination of public and private equity and debt sources. As is reflected in the project’s Sources & Uses (i.e., project budget), we propose that the City of St. Petersburg serve as an anchor public-sector investor in the project, while private funding sources will include owner’s cash equity, a non-profit interest-only loan that converts to a grant after five years, and market rate or below market rate debt by a bank or Community Development Financial Institution (CDFI) partner.

The project team modeled proformas for four scenarios. Scenarios one and two reflect the event that the team is successful in securing the $800,000 federal Community Economic Development (CED) grant (a source that has been secured for three projects in South St. Petersburg since 2003), at average lease rates of both $3.30 per square foot and $5.50 per square for the now-vacant Walmart space; and scenarios three and four, in the event that the team does not secure the CED grant, at average lease rates of both $3.30 per square foot and $5.50 per square foot. Both lease rates will enable the project to serve as a market platform for community enterprises.

See the Appendices for Sources & Uses and proformas for the four scenarios.

Preliminarily, even at below market lease rates, the project is feasible under all four scenarios, with minor modifications in the financing strategy and minimal impact to the enterprises that will sub-lease space in Sugar Hill Farmer’s Market & Food Court.
9.4. Confirmed or verifiable sources of funds supporting the Proposer’s financial capability of undertaking the proposed development, including company operating revenues and expenses, history of debt repayments, and letters of credit

Project financing will leverage the combined capacities of project team members, including Roy Binger, former City President of SunTrust Bank in St. Petersburg, whose executive roles included managing $12 billion in assets; Ernest Coney, Jr., who has overseen six commercial redevelopment projects totaling 139,000+ square feet of space and rehabilitation or new construction of 353 housing units in low-income communities; Pastor Louis M. Murphy, Sr., who helped developed the $9.2 million financing structure used for construction and development of the original Tangerine Plaza; and Louis M. Murphy, Jr., a nine-year veteran of the National Football League who will provide cash equity to the proposed project.

The Sources & Uses in the Appendices reflects the following sources:

- **Walmart Payout ($1,500,000)** - The team, if awarded a developer agreement, will request negotiation of a Walmart payout against its financial obligations, with the payout going to the City, which would then grant the negotiated sum to the project.

- **Proposed Grant: South St. Petersburg CRA ($200,000)** - The team will request an estimated $200,000 in Tax Increment Financing to complete the project budget.

- **Proposed Grant: Community Economic Development (CED) Grant ($800,000)** - The team will submit a proposal in late spring of 2019 (the typical proposal deadline) for an $800,000 grant from the federal Office of Community Service. The CED grant has been won for several development projects in South St. Petersburg, and for several others in the City of Tampa (by members of the project team).

- **Owners’ Cash Equity ($200,000)** - Project team members will commit $200,000 in cash equity to the Phase I financing structure.

- **CDC of Tampa Loan/Grant ($300,000)** - The CDC of Tampa will make an interest only loan to the project, which will convert to a grant after five years.

- **Debt ($433,000 - $1,233,000)** - Under the scenarios modeled by the project team (i.e., with and without the federal CED grant), the project’s debt will range from $433,000 to $1,233,000, yielding acceptable debt coverage ratios and loan to value ratios in both instances.

Should the City accept or short-list this proposal, the project team will provide documentation of the immediate availability of sources marked with this symbol (Ω) above.
9.5 A project timeline, including dates specific milestones such as project approvals, commencing and completing construction and opening for business.

### Summary Timelines

<table>
<thead>
<tr>
<th>Phase</th>
<th>Pre-development for Phases II and III</th>
<th>Phase II</th>
<th>Preparation, design, and construction</th>
<th>Phase III</th>
<th>Grand opening</th>
</tr>
</thead>
<tbody>
<tr>
<td>01Q2</td>
<td></td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q4</td>
</tr>
</tbody>
</table>

The project team expects that Phase I will grand open in June of 2020.

### Phase I Quarterly Project Work Plan

<table>
<thead>
<tr>
<th>ID</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>01Q2 FY2019</td>
<td>Project Tasks &amp; Milestones</td>
</tr>
</tbody>
</table>

### Phase II

- Pre-development for Phases II and III
- Preparation, design, and construction
- Grand opening

### Phase III

- Grand opening
- Preparation, design, and construction

### Target Jobs for Low-Income Pop.

- Screen and select new hires
- Complete employment skill training
- Conduct wrap around support for new hires

Development agreement executed
Executes sub-lease agreements
Architectural & engineering work begun
Secure federal development grant
Construction bid & quotes solicitations
Approval of schematic design drawings
Approval of design development drawings
Approval of exterior design drawings
Construction bid & quotes solicitations
Secured General Contractor

### Target Jobs for Low-Income Pop.

- Final inspections/completion; obtain occupancy certificate
- Health renovation/remodel done
- Shell completed
- Construction work started
- Application for building permit
- Construction inspections cleared
- Construction work finished
- Permanent certificate issued
- Final inspections/completion; obtain occupancy certificate
- Owner turnover
- Grand Opening Hosted
9.6. Estimated type and number of new jobs that the development will create, including a timeline, and projected salaries; and estimated type and number of existing jobs that will be relocated and/or retained.

The new Sugar Hill Farmers Market & Food Court will create an estimated 106 new jobs. 74 of them full-time (or 30 hours per week or more). Jobs created by the ownership group will offer benefits to include health insurance plans, retirement plans, and paid leave.

### Estimated Job Types and Salaries

<table>
<thead>
<tr>
<th>Job Type</th>
<th># Jobs</th>
<th># FT</th>
<th>FT %</th>
<th>Hourly Pay</th>
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</thead>
<tbody>
<tr>
<td>Ownership Group</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vendor-Farmers Market &amp; Food Court</td>
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<tr>
<td>Enterprise Owners</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Employees</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Owners</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Vendor</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Food Service Workers (multiple shifts)</td>
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<td></td>
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<tr>
<td>Human Resource Director</td>
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<td>$15.00</td>
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<tr>
<td>Human Resource Specialist</td>
<td>2</td>
<td>2</td>
<td>100</td>
<td>$30.00</td>
</tr>
</tbody>
</table>

**TOTALS:**

- Jobs: 106
- FT Jobs: 74
- Hourly Pay: $17.42
9.8. Affirmative agreement by Proposer to enter into a binding agreement to ensure the completion and occupancy of the development and to ensure the City’s objectives for the property are achieved.

The Proposer (Binger Financial and partners) hereby affirms that the project team will enter into a binding agreement to ensure the completion and occupancy of the development, and to ensure that the City’s objectives for the property are achieved.

9.9. A complete description of the Proposer’s entity (corporation, partnership, etc.) and identification of all parties including disclosure of all persons or entities having a beneficial interest in the proposal.

The Proposer entity for purposes of this proposal is Binger Financial Services, LLC, representing three equity partners in the project (Rev. Louis Murphy, Sr., Louis Murphy, Jr., and The CDC of Tampa, Inc.), and one technical assistance partner (Sembler Company). The team’s capacity is enhanced by three experienced contractors: Wannemacher Jensen Architects, Inc., for architectural and engineering services; Binger Financial for insurances; and a local, experienced law firm for legal services.

Binger Financial Services is a Florida Limited Liability Company (LLC) formed in 2014 by Roy Binger. Located in downtown St. Petersburg with a staff of three professionals, the firm specializes in Property and Casualty Insurance Services, Commercial Lending and Financial Consulting. Binger Financial holds multiple designations and credentials, including certified as a DBE with the Florida Department of Transportation under the Florida Uniform Certification Program; certified as an MBE with the State of Florida Office of Supplier Diversity; and certification as an SBE with the City of St. Petersburg and the City of Orlando.

If selected to enter a developer agreement with the City of St. Petersburg, Binger and equity partners will form a single purpose entity (a limited liability company) to execute a master lease with the City for use and sub-lease of the 48,500 square foot property and of the 3.6-acre site, which will be the subject of two additional phases of development (beyond the Phase I project detailed herein).

DBE, MBE and SBE = Disadvantaged/Minority/Small Business Enterprise, a status that meets the spirit of the RFP for redevelopment of Tangerine Center. All equity partners and all but one of the project’s vendor partners are ethnic minorities; and all partners are City of St. Petersburg residents. This fact will heighten the project’s impact on the local economy.
The project team possesses a combined 116 years of community development experience, including commercial project development and finance expertise; affordable and market rate housing development and finance (for ownership and rental properties); small business development and capital access; and human and social services aiding low-income residents of high-poverty communities, including East Tampa, South St. Petersburg, Overtown, Liberty City and Little Haiti (in Miami-Dade County).

Notable relevant projects by team members include Ernest Coney’s leadership of redevelopment and development two Tampa-based grocery store locations by Sanwa Growers, totaling over 105,000 square feet; Jason Jensen’s and Everald Colas’ design of the St Pete Pier Approach Park & Market, a 20-acre Waterfront Park connecting downtown to the new Pier District that includes a flexible multipurpose market that will serve as an active local artisan market during the week and a quiet art promenade during market off hours. Jensen’s and Colas’ recent experience includes their design of adaptive reuse of an existing 1960’s Publix of 23,000 square feet to serve as a flexible venue/forum/workshop/office space for local non-profit organizations.
Resume of Proposer's previous experience and a description of the scope and quality of past projects

Project team members' resumes are featured in the Appendices; below are their brief bios.

**Rev. Louis M. Murphy, Sr. & Louis M. Murphy, Jr.**

**Project Role: Senior equity partners**

Rev. Louis M. Murphy, Sr. has dedicated his pastoral career to kingdom building, inside and outside the walls of Mt Zion Progressive Missionary Baptist Church, where he was installed as Pastor in May 1999. He entered the ministry with a life-long track record in secular leadership. A one-time Drum Major for the famous Florida A&M Marching 100 band, a former non-commissioned Marine Corps officer, and a 4-year District Executive for the West Central Florida Council of Boy Scouts of America, Rev. Murphy brought his passion for service to Mt Zion Progressive. Rev. Murphy’s business and experience includes over a decade in the corporate sector as a purchasing agent and manager for the St. Petersburg Housing Authority, the St. Petersburg Times and Florida Progress. In his role as Senior Pastor of Mt Zion Progressive Missionary Baptist, Rev. Murphy led the congregation to pay-off the church’s $2.1 million mortgage 13 years ahead of schedule, before spearheading a multi-year campaign to redevelop the Mt Zion campus. The effort has so far resulted in Mt Zion’s acquisition of over 20 parcels of land in areas adjacent to Mt Zion’s three-story headquarters, and the church’s redevelopment of 50,000 square feet of space across multiple buildings owned by the congregation.

Louis Murphy, Jr. is a St. Petersburg native and an award-winning professional athlete who is prolific in service to his hometown. In addition to playing quarterback and wide receiver for the Lakewood High School Spartans football team, he was also a power forward for the basketball team, and anchored the relay events for the track team—winning the state championship as a sophomore. Following his senior football season in 2005, he was ranked as one of the top 40 wide receivers in the country. Louis accepted an athletic scholarship to attend the University of Florida, where he played wide receiver for the Florida Gators football team. As a senior team captain in 2008, he led the team in receiving yards (655) and ranked second in receptions (38) and average receiving yards per game (46.8). He was also the recipient of the Gators’ Fergie Ferguson Award. Louis had the honor of scoring his final college touchdown on a 20-yard pass in the first quarter of the Gators’ 24–14 BCS National Championship Game victory. He graduated from the University of Florida with a bachelor’s degree in 2008 and began his professional career with the Oakland Raiders. Over nine seasons, he also played as wide receiver for the Tampa Bay Buccaneers, New England Patriots, and San Francisco 49ers. Louis founded a non-profit organization – 1st Downs 4 Life – that, since 2008, has welcomed two dozen professional athletes to camps in St. Petersburg that have intensively trained thousands of at-risk boys and young men in the values of teamwork and community service, as well as athletic skill.

Father and son are partners in Murphy Enterprises, Inc. They have purchased and rehabilitated two residential properties in South St. Petersburg and acquired land to begin a third project.
Roy Binger, CEO, Binger Financial Services, LLC
Project Role: Financial Strategy

Roy Binger is CEO and Founder of Binger Financial Services, LLC. The company specializes in property and casualty insurance, personal insurance, commercial lending, and commercial real estate solutions. Mr. Binger received his bachelor's degree in Economics from Holy Cross College in Massachusetts, an MBA at the University of Miami in Finance, and graduated from the Emory Executive Advanced Leadership Program, Goizueta Business School. He was the CEO for a local community bank Peoples Bank, Miami, Florida. As the Senior Vice President, Retail Group Executive for Huntington Bank, Roy oversaw the expansion of a loan portfolio of over $1 billion while maintaining one of the lowest business banking delinquency ratios at the bank. He also served as Executive Vice President for one of SunTrust Bank’s largest divisions, overseeing $12 billion in assets, and as City President for SunTrust Bank St. Petersburg.

With over 25 years in the financial sector he is uniquely qualified to highlight risk management and commercial lending solutions to maximize profits within the guidelines of client’s risk tolerance for growth. Some of the financial solutions provided to clients include directors and officers insurance, trade credit insurance, bonds, mergers, private equity and commercial loans, which help companies gain strong footing in the financial world. He has been awarded the Tampa Bay Business Innovator of 2013 award and was inducted into the Florida Business Hall of Fame. Roy currently serves on the boards of several organizations, including the Museum of Fine Arts and the University of South Florida, St. Petersburg.

Locally, he was instrumental in working with the City of St. Petersburg to bring a financial institution to the Midtown area. He worked on the TLM initiative that is bringing a gas station and convenience store to Midtown; and insured the St. Petersburg College Midtown building and the Isaiah project with the Brayboys. As a former member of the USF Board of Advisors, he was part of the process that led to the development of a student center and a school of business. Roy was also part of the team that led the sale of Bayfront Medical Center for $205 million.

Ernest Coney, Jr. CEO, Corporate to Development Communities (CDC) of Tampa
Project Role: Co-Lead Developer & Social Equity Source

Ernest brings to his role as CEO of CDC of Tampa over 23 years of management-level experience in providing health and social programs to benefit low to moderate-income persons and the elderly, including 14 years of experience leading community economic development initiatives. Since joining the CDC staff in 2004 – first as Chief Operations Officers, then as President & CEO – Ernest has helped lead new construction or revitalization of 139,682 square feet of retail and office space, and rehabilitation or construction 353 units of housing (affordable and market rate). This includes new construction of the 10,000 square foot Chloe Coney Urban Enterprise Center; major renovation and expansion of an existing 50,398 square foot Sanwa Farmers Market on Hillsborough Avenue in Tampa; new development of a 55,284 Sanwa
Growers Distribution Center via rehabilitation of a long vacant facility on the periphery of the East Tampa CRA/community; and development of Haley Park, an 80-unit, new construction, senior housing development project that focuses on housing senior veterans.

With an undergraduate degree from Dartmouth College and a master’s degree from University of South Florida, Ernest has developed business acumen in the areas of management, finance, and performance improvement. Prior to joining CDC of Tampa, Ernest served in management positions that included Finance Administrator, Actuarial Analyst, and Director of Operations for national healthcare companies. His previous experience developing pricing models and performance improvement initiatives assisted in the successful turnaround of WellCare HMO of Florida into the State’s largest Medicaid health plan.

As CDC of Tampa’s chief executive, Ernest has successfully secured and overseen $76.6 million in funding and financing from public and private sources.

**Jason Jensen, AIA, LEED AP, Principal-in-Charge, Wannemacher Jensen Architects, Inc.**

**Project Role: Lead Architect**

Jason joined the firm in 2002. After gaining experience in New York City, he returned to St. Petersburg with a goal to innovate architecture for this generation in the Tampa Bay area. Throughout his career, Jason has worked on a range of project types, styles, scales, and budgets. His work is highly awarded by various entities and recognized by a long roster of international media. His thorough approach focuses on respecting the space and its intended use, relating the building to its site, and adding value with purposeful, thoughtful, memorable designs. Jason manages processes and communications to translate visions and desires of clients into cohesive designs and master plans. A University of Florida graduate, Jason remains active with the UF School of Architecture as a guest critic and lecturer. He also has been a guest critic/lecturer at the University of South Florida, Pratt University, Urban Land Institute, and Green Building Council.

He earned a Master of Architecture from the University of Florida and is the recipient of numerous awards in the field, including the University of Florida Eduardo Garcia Award, the 2016 AIA Tampa Bay H. Dean Rowe FAIA Award for Design Excellence - Madeira Beach City Hall, the 2011 AIA Tampa Bay Environment Sustainability Award, COTE - Largo Community Center; and the 2009 AIA Tampa Bay H. Dean Rowe FAIA Award for Design Excellence - Roberts Recreation Center.
Eve raid Colas, AIA, Principal, Wannemacher Jensen Architects, Inc.

Project Role: Architect

Everald is a licensed architect and educator with experience in commercial, aviation, multifamily-mix-used, and institutional buildings in the US, Caribbean, China, and Middle East. As a designer, he specializes in adaptive reuse and ground-up projects that require a sensitive approach to integrating mixed-use buildings in an historical context. Everald is skilled in guiding clients through the process of finding their projects identity within numerous constraints: social, functional, theoretical, technological, and most of all budgetary. Prior to joining WJA, Everald served as Senior Architect for Bjarke Ingels Group (BIG) and co-lead the E126 Gotham Residential project in New York City mixed-use 233 residential units and 39,000 sqf of commercials space. Prior to joining BIG, Everald was a specialist at Grimshaw’s New York office for quality assurance in BIM project delivery and design. He worked on The Qatar Civil Aviation Building in Doha as part of Doha New Airport City’s preparation for the 2022 World Cup. Prior to joining Grimshaw, Everald was a project manager at Kliment Halsband Architects, where he completed several New York projects. Everald received a Master of Science in Architectural Pedagogy and Master of Architecture degrees from University of Florida. Everald received the Garcia Award in 2016, which is the top design award given in Tampa to a licensed architect under 40 years old.

Everald earned Master of Architecture and a Master of Science in Architectural Pedagogy, both from the University of Florida. His work has garnered awards that include University of Florida’s Young Architect Design Award, the Garcia Award for Design Excellence, and a Florida AIA Design Award for Unbuilt Category: SWiMeau, Honor, A Restoration Proposal for Post-Katrina New Orleans 2008.

9.11.: A list of any previous or current City-project that the Proposer or any member of the Proposers team was involved with, directly or indirectly

Two members of the project team have prior and current involvement with City projects. Jason Jensen of Wanneinacher Jensen Architects, Inc. provided architectural and engineering services to the St Pete Pier Approach Park & Market project, a 20-acre Waterfront Park connecting downtown to the new Pier District. The park includes a flexible multipurpose market that will serve as an active local artisan market during the week and a quiet art promenade during market off hours.

Separately, Rev. Louis Murphy, Sr. has been involved with two City-supported projects. He was a board member with now defunct Urban Development Solutions, which developed Tangerine Plaza, and was an equity investor in Aracle Foods Corporation, the organization that spearheaded a brand licensing relationship with Sylvia’s Queen of Soul Food Restaurant, tenant at the Historic Manhattan Casino.
9.12. A complete description of the development team including names and addresses

Project team members’ roles and experience are summarized in previous sections. Below is their contact information.

**Roy Binger, CEO**
Binger Financial Services, LLC
146 2nd Street N Suite 310 N
St. Petersburg, FL 33701
Cell: 727-492-3411
Office: 727-822-2719
rberger@bingerfinancial.com
http://www.bingerfinancial.com

**Rev. Louis M. Murphy, Sr.**
2551 Tropical Shores Dr. S.E.
St. Petersburg, FL 33705
Cell: 727-415-1148
lmurphy@nzprogressive.org

**Ernest Coney, Jr., President & CEO**
CDC of Tampa, Inc.
1907 E Hillsborough Ave #100
Tampa, FL 33610
Office: 813-231-4362 Ext 3120
Fax: 813-231-4680
Ernest.conev@cdcoftampa.org
https://www.cdcotampa.org

**Jason Jensen, AIA, LEED AP**
Principal-in-Charge
Wannemacher Jensen Architects, Inc.
180 Mirror Lake Drive North
St. Petersburg FL 33701
Office: 727.822.5566
jason@wjarc.com
http://www.wjarc.com

**Louis Murphy, Jr., Founder**
1st Downs 4 Life
2551 Tropical Shores Dr. S.E.
St. Petersburg, FL
Cell: 727-318-9550
info@1stdowns4life.org
http://1stdowns4life.org

9.13. Any extraordinary terms or conditions;

The project team is fully versed in and committed to the workforce development strategies of the City of St. Petersburg and will be a devoted partner to the St. Pete Works! initiative to target jobs and business opportunities to residents of the South St. Petersburg CRA and surrounding areas. Notably, the team will also support and help fund wrap-around services to in-poverty and low-income hires of Sugar Hill’s ownership group and of vendor-tenants who locate there. This will include financial literacy training, career skills training, and financial support to help workers complete training programs that permanently improve their earning capacity. The team will also support a robust community benefit agreement, targeting construction contracting, investing and vendor opportunities to community-owned and locally-owned enterprises.
9.14. An affirmative statement that Proposer is not party to or affected by any litigation, administrative action, investigation or other governmental or quasi-governmental proceeding which would or could have an adverse effect upon the Property or upon the ability of Proposer to fulfill its obligations under any agreement relating to this RFP, and there are no lawsuits, administrative actions, governmental investigations or similar proceedings pending or, to Proposer's actual knowledge, threatened against or affecting the Proposer's interest herein.

The proposer – Binger Financial Services, LLC (Binger Financial) - is not party to or affected by any litigation, administrative action, investigation or other governmental or quasi-governmental proceeding which would or could have an adverse effect upon the Property or upon the ability of Binger Financial to fulfill its obligations under any agreement relating to this RFP, and there are no lawsuits, administrative actions, governmental investigations or similar proceedings pending or, to Binger Financial's actual knowledge, threatened against or affecting the Proposer's interest herein.

9.15. A primary contact name and numbers including phone, fax, and email;

The project’s primary contact is as follows:

Roy Binger, Founder
Binger Financial Services, LLC
146 2nd Street N Suite 310 N
St. Petersburg, Fl 33701
Cell: 727-492-3411
Office: 727-822-2719
Fax: 727-350-9882
rbinger@bingerfinancial.com
http://www.bingerfinancial.com/
Appendices

This section contains the following documents:

- Project Sources & Uses
- Project Proformas
- Resumes of Project Team Members
The project team modeled two scenarios for sources: one, whereby the team secures the federal Community Economic Development Grant, and two, whereby the team does not secure this grant source.

### Sources

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Sources</th>
<th>Uses/Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scenario 1</td>
<td>Federal Community Economic Development Grant</td>
<td>$800,000; Federal Grant</td>
</tr>
<tr>
<td>Scenario 2</td>
<td>Proposed Grant: South St. Pershing CRA</td>
<td>$200,000; Proposed Grant: Walmart Pay Out</td>
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</tbody>
</table>

### Uses/Budget

<table>
<thead>
<tr>
<th>SF</th>
<th>Loan Fees</th>
<th>Closing Costs</th>
<th>Contingency %</th>
<th>Owners Equity</th>
<th>Soft Costs</th>
<th>Architectural, Legal Fees, Engineering Fees</th>
<th>Furniture, Fixtures, and Equipment</th>
<th>Construction Food Prep Area and Grocery Store Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,233,000</td>
<td>433,000</td>
<td>300,000</td>
<td>200,000</td>
<td>800,000</td>
<td>200,000</td>
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<td>000,000</td>
<td>000,000</td>
<td>000,000</td>
<td>$3,433,000</td>
</tr>
<tr>
<td>200,000</td>
<td>000,000</td>
<td>000,000</td>
<td>000,000</td>
<td>000,000</td>
<td>000,000</td>
<td>000,000</td>
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<td>1,500,000</td>
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<td>2,500,000</td>
<td>2,500,000</td>
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<td>2,500,000</td>
<td>2,500,000</td>
<td>2,500,000</td>
<td>$3,433,000</td>
</tr>
</tbody>
</table>

**Office of Community Service/Community Economic Development Grant Program**

**SF = Square Foot**

<table>
<thead>
<tr>
<th>Total</th>
<th>Total</th>
<th>Total</th>
<th>Total</th>
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<tbody>
<tr>
<td>Deed</td>
<td>Deed</td>
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<td>$3,433,000</td>
<td>$3,433,000</td>
<td>$3,433,000</td>
<td>$3,433,000</td>
</tr>
</tbody>
</table>

**Notes:**

- **SF** = Square Feet
- **OE** = Owners Equity
- **SC** = Soft Costs
- **BC** = Bond Costs
- **AC** = Architectural Costs
- **LC** = Legal Costs
- **EF** = Engineering Fees
- **FF** = Furniture, Fixtures, and Equipment
- **CP** = Construction Food Prep Area and Grocery Store Area
- **GP** = Grocery Prep Area
- **GC** = Grocery Store Area
- **SP** = Soft Preparatory Area
Annual Proformas

The project team modeled two scenarios for lease rates: one at $5.50 per square foot per year for the space formerly occupied by Walmart; and two, at $3.30 per square foot for this space (supporting affordability for community enterprises). The proformas below reflect four combinations of sources and lease rates. The project is feasible under each of the four.

<table>
<thead>
<tr>
<th>Source Scenario 1</th>
<th>Source Scenario 2</th>
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<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td><strong>REVENUE</strong></td>
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<tr>
<td>Rent Scenario A</td>
<td>Rent Scenario B</td>
</tr>
<tr>
<td><strong>Unit 01754 Vacant</strong></td>
<td>14,174.20</td>
</tr>
<tr>
<td><strong>Unit 01762 Bao Yu Ren</strong></td>
<td>19,395.00</td>
</tr>
<tr>
<td><strong>Unit 01766 Cell Touch, Inc.</strong></td>
<td>18,748.56</td>
</tr>
<tr>
<td><strong>Unit 01778 Hussein Kaisi</strong></td>
<td>18,748.56</td>
</tr>
<tr>
<td><strong>Unit 01782 Jamekka R. Harris</strong></td>
<td>16,809.00</td>
</tr>
<tr>
<td><strong>Unit 01794 Walmart Store East</strong></td>
<td>214,934.52</td>
</tr>
<tr>
<td><strong>Unit 01770 Vacant</strong></td>
<td>13,990.26</td>
</tr>
<tr>
<td><strong>Unit 01786 Vacant</strong></td>
<td>5,779.52</td>
</tr>
<tr>
<td><strong>Total Income:</strong></td>
<td><strong>Total Income:</strong></td>
</tr>
<tr>
<td><strong>Unit 01754 Vacant</strong></td>
<td>$322,579.62</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th><strong>EXPENSES</strong></th>
<th><strong>EXPENSES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rent Scenario A</td>
<td>Rent Scenario B</td>
</tr>
<tr>
<td><strong>Accounting &amp; Legal</strong></td>
<td>7,000</td>
</tr>
<tr>
<td><strong>Management</strong></td>
<td>16,000</td>
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<tr>
<td><strong>City Ground Lease</strong></td>
<td>1</td>
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<tr>
<td><strong>Landscape/Miscellaneous</strong></td>
<td>6,000</td>
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<tr>
<td><strong>Debt Service</strong></td>
<td>26,556</td>
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<tr>
<td><strong>Utilities/Cleaning</strong></td>
<td>9,600</td>
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<tr>
<td><strong>Insurance (based on quotes)</strong></td>
<td>7,000</td>
</tr>
<tr>
<td><strong>Taxes (based on comp)</strong></td>
<td>93,344</td>
</tr>
<tr>
<td><strong>Total Expenses:</strong></td>
<td><strong>Total Expenses:</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Annual Operating Income</strong></th>
<th><strong>Annual Operating Income</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Unit 01754 Vacant</strong></td>
<td>157,079</td>
</tr>
<tr>
<td><strong>Unit 01762 Bao Yu Ren</strong></td>
<td>26,536</td>
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<tr>
<td><strong>Unit 01766 Cell Touch, Inc.</strong></td>
<td>183,635</td>
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<tr>
<td><strong>Unit 01778 Hussein Kaisi</strong></td>
<td>6.92</td>
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<tr>
<td><strong>Unit 01782 Jamekka R. Harris</strong></td>
<td>93,344</td>
</tr>
<tr>
<td><strong>Total Annual Operating Income:</strong></td>
<td><strong>Total Annual Operating Income:</strong></td>
</tr>
</tbody>
</table>

**Does not include vacancy factors**
Biographical Resume:

Reverend Louis M. Murphy, Sr.

Rev. Louis M. Murphy has dedicated his pastoral career to kingdom building, inside and outside the walls of Mt Zion Progressive Missionary Baptist Church, where he was installed as Pastor in May 1999. He entered the ministry with a life-long track record in secular leadership. A one-time Drum Major for the famous Florida A&M Marching 100 band, a former non-commissioned Marine Corps officer, and a 4-year District Executive for the West Central Florida Council of Boy Scouts of America, Rev. Murphy brought his passion for service to Mt Zion Progressive.

Rev. Murphy is a Florida native, educated in the public school system of DeLand, Florida. He continued his studies at Florida A & M University, University of Central Florida and Chaminade University, receiving a Bachelor of Science in Business Administration while serving in the United States Marine Corps stationed in Hawaii. He continued his professional development in ministry through the annual Dr. E. K. Bailey Expository Preaching Conference, and under the mentorship of Dr. Joel Gregory and Dr. Robert Smith, whom he considers his spiritual father.

Under his guidance, Mt. Zion Progressive has grown to become the largest African-American congregation in the city of St. Petersburg, Florida, while paying off the $2.1 million church mortgage 13 years ahead of schedule and opening the Mt Zion Christian Academy (grades K through 5), and reinvigorating and expanding Mt Zion Children's Center (serving children 2 and older) and Mt Zion Human Services (a 501c3 Community Development Corporation).

In addition to his leadership of the Mt Zion church family, Rev. Murphy’s unwavering focus on the vision, “To bring about effective change within a two-mile radius of the church,” has positioned Mt Zion on the leading edge of economic and spiritual renewal in the City of St. Petersburg’s poorest area.

Rev. Murphy’s community leadership roles have included service as a founding board member of Urban Development Solutions (which built the 47,000 square foot Tangerine Plaza shopping center in Midtown), as Co-Chair of the Power On! Campaign, which was credited with helping to produce a record black voter turnout in south St. Petersburg, as founder of Seven x 7, a movement of 30+ South St. Petersburg churches hosting a week-long annual revival, and as a 2020 Plan Core Team member, leading a collective plan to reduce poverty by 30% in South St. Petersburg by the year 2020.

Rev. Murphy has also served as a board member with the YMCA of Greater St. Petersburg and Mt Zion Human Services, as an advisory council member for the Community Foundation of Greater St. Petersburg, and as a member of over 25 years with the Kiwanis Club of Greater St. Petersburg.

Rev. Murphy and his deceased wife, Filomena, have two adult children Chiriga, Louis Jr., and two grandchildren, Jair and Filomena.

Military Service
- U.S. Marine Corps, 1981 to 1986
- Aviation Administration Supply School, US Marines, Meridian, MS
- Non-Commissioned Officer Leadership School, US Marines, Honolulu, HI
Education

- Certification in Expository Preaching, E.K. Bailey Ministries, Inc.
- Saint Thomas Christian College, Honorary Doctor of Divinity
- Graduate, Leadership St. Petersburg
- Bachelor of Science, Business Administration, Chaminade University of Honolulu, 1985
- Civil Engineering courses, University of Central Florida, 1979 to 1981
- Social Science courses, Florida A & M University, 1976 to 1978
- Diploma, DeLand High School, 1976

Community Service & Leadership

- Board Member, The 2020 Plan, Inc.
- Plan Development Committee Leader, One Community Plan
- Former Executive Board Member, Boy Scouts of America West Central Florida
- Former Board Member, Urban Development Solutions
- Member, Kiwanis Club of Greater St. Petersburg
- St. Petersburg Advisory Council Member, Community Foundation of Tampa Bay
- Co-Chair, The Power On! Campaign
- Former Board Member, Pinellas County Urban League
- Former Board Member, YMCA of Greater St. Petersburg
- Former Vice President, Kiwanis Club of Greater St. Petersburg.

Professional Experience

- Soil and Research Analyst, Florida State Department of Transportation
- Assistant to Staff Engineer, Martin Marietta Aerospace Center
- Purchasing Agent, St. Petersburg Housing Authority
- Aviation Support Account Supervisor, US Marine Corps
- Buyer, Times Publishing Company
- Buyer, Florida Power Corporation
- District Executive, West Central Florida Council, Boy Scouts of America
- Senior Pastor, Mount Zion Progressive Missionary Baptist Church

Honors & Recognition for Service & Leadership

(Select list)

- Prayer Leader, U.S. House of Representatives
- Prayer Leader, Florida House of Representatives
- Whitney Young Award, Boy Scouts of America
- Distinguished Citizen of the Year Award, Boy Scouts of America
- NAACP President’s Award, St. Petersburg Branch NAACP
- Citizen of the Year Award, Omega Psi Phi Fraternity
- Liberty Bell Award, St. Petersburg Bar Association
- WTBN Radio Ministry Recognition Award
- Cornerstone Award, The 2020 Plan Taskforce

References Available Upon Request
ROY A. BINGER
1288 Snell Isle Boulevard NE
St. Petersburg, Florida 33704
727.492.3411
rbinger8@aol.com

SUMMARY

Financial Services Executive with a track record of generating profits and growing a retail franchise; broad experience including general sales management, marketing, strategic planning, and proven success leading high performing teams; excellent problem solving and partnership skills with over 30 years in the financial services industry.

EXPERTISE

- 30 years of Retail Banking Experience
- Regional Sales Management
- Strategic Planning and Implementation
- Ability to Lead in a Matrix/Vertical Environment
- Risk Management
- Communicating Strategies
- Commercial Lending
- Successful Community Leader
- Reengineering
- Building a Retail Franchise

PROFESSIONAL EXPERIENCE

Binger Financial Services, Founder
Providing Risk Management Services and Financial Consulting
2015 - Present

Wallace Welch and Willingham – St. Petersburg, Florida
Commercial Insurance Advisor
Provide enterprise risk management solutions for complex commercial clients.
2013 - 2015

SUNTRUST BANK – Tampa/St. Petersburg, Florida
2002 - 2013

Executive Vice President, Retail Line of Business Manager (2007 – Present)

City President
Represent SunTrust within the Community and partner with community leaders, civic organizations and the Arts to enhance community and cultural development; responsible for the branding and community leadership. Responsible for 110 branches with over $7.0 billion dollars under assets with 700+ employees.

- 2011/2012 Company-wide task force for Teammate Engagement/SunTrust Brand
- 2010 Recognition of Excellence
- 2009 Chairman’s Team
- 2008 Play to Win Task Force Employee Retention
- Ranked #1 Retail Line of Business EdgeMaster 2007 and 2008
- Ranked as one of the top three regions to have one of the lowest employee turnover ratios for the past four years

District Manager Retail (2005 – 2006)
Provided leadership and coaching on sales performance and improvement for South District Retail Banking. Responsible for overall management of fifty-two traditional retail branches and five in-store branches. Ensured talent management development and implementation of talent management and diversity objectives. Ensured customer service standards were followed within the District that represented SunTrust; Responsible for South District overall sales, expense and profit performance. Developed, managed and implemented South District sales campaign strategies; partnership development across LOBs.

- Ranked #1 District Manager in EdgeMaster 2006
- Licensed Banking Program Manager for 150 licensed bankers for the Region
South Pinellas Area Manager (2002 – 2005)
Provided leadership and coaching for overall sales performance, profit performance, expense control, talent management development, diversity objectives and ensured customer service standards for ten traditional retail branches. Served as the Licensed Banker Program Manager for Tampa Region (96 branches).

HUNTINGTON NATIONAL BANK – Cleveland, Ohio 1998 – 2002

Senior Vice President, Retail Group Executive (1999 – 2002)
Executive management of seventy-five Banking Offices in Northern Ohio with over 600 associates; Partnered closely with Regional President and Corporate Management of Retail to achieve revenue growth and profitability objectives; Objectives included maximizing cross-selling opportunities to grow the balance sheet and income statement via sales, service and retention; Retail Leadership for Matrix of five Community Bank Presidents, Investment Company and Residential Real Estate Company.

• Increased total Loan Portfolio 16% from $870,000,000 to over $1 Billion
• Increased total Deposits 6% as net growth from $1.7 Billion to $1.8 Billion
• Lowest efficiency ratio in corporation at 54.30%
• Lowest Business Banking delinquency in the corporation at 1.58%
• Reduced Teller turnover from 48% to 28%
• Increased Investment net Revenue growth to 72% in 2 years - #1 in corporation
• Developed and implemented corporate wide business performance measurement criteria used across all retail job families.
• Introduced corporation wide blitz days for contacting clients for free financial check-ups and external calling days for Business Banking clients across the National Franchise
• Chaired a Task Force of six Retail Banking Executives in establishing the role of a Banking Office Manager for the Corporation
• Recipient of the 2000 Chairman Club Award recognizing exceptional performance in Operating Income, Balance Sheet and Income Statement Growth

Senior Vice President, Market Executive (1998 – 1999)
Managed fifteen Banking Offices in Pinellas County, Florida; responsible for overall performance of operations, sales, service and employee development for the District.

• Developed a Banking Office Manager and Personal Banker Guide Book as a tool for daily activity
• Developed corporate wide client profile used with Consumer and Business Banking clients for relationship and client assessments
• Served on corporate wide Task Force with McKinsey & Company to improve Consumer Lending performance
• Recipient of 1999 President’s Club Award for overall performance in the area of Sales, Service and Operating Income

PEOPLES NATIONAL BANK – Miami, Florida 1997 – 1999
President and Chief Executive Officer

Senior Vice President Direct Loan Manager
EDUCATION

MBA, Finance – UNIVERSITY OF MIAMI, Coral Gables, Florida

BA, Economics – COLLEGE OF THE HOLY CROSS, Worcester, Massachusetts

ADDENDUM

AFFILIATIONS

Current Community Involvement

University of South Florida St. Petersburg, FL Board Member
Museum of Fine Arts, Board of Trustees
Bayfront Health System, Board of Trustees
St. Petersburg Catholic High School, Board of Trustees
St. Petersburg Junior Triton Basketball, Coach
St. Petersburg Area Chamber of Commerce, Finance Committee

Past Community Involvement

Bayfront Health System, Chair Finance Committee
Bayfront Health System, Member of Sub-Committee for Indigent Care Funding
BayCare Health System, Member Sub-Committee of Investment
St. Petersburg School College of Banking Board Member
City of St. Petersburg Pier Task Force
FBI Academy Tampa
St. Petersburg Area Chamber of Commerce, Board of Trustee/Economic Vice Chair
St. Raphael School, Board of Trustees
Devil Rays, Ray of Hope, Board Member
Urban League of Cleveland, Board of Trustees/Treasurer
Big Brother/Big Sisters, National Board Member
Cuyahoga Metropolitan Housing Authority, Board of Trustees
American Stage, Board of Directors
Vocational Schools of Broward County, Advisory Board Member
Affordable Housing Program (SHIP), Advisory Council
City of Miami, Blue Ribbon Task Force, Vice Chair Finance Committee
Taste of Ft. Lauderdale, Chairperson
United Way Board of Directors, Pinellas County
ERNEST M. CONEY JR.
2109 N. Jefferson St | Tampa FL 33602 | (813) 231.4362 office | (813) 294-0220 cell
ernest.coney@cdcoftampa.org

NONPROFIT SENIOR EXECUTIVE
15 YEARS SUCCESSFUL EXPERIENCE PROVIDING FISCAL, STRATEGIC AND OPERATIONAL LEADERSHIP

DYNAMIC, RESULTS-ORIENTED LEADER WITH A STRONG TRACK RECORD OF PERFORMANCE IN TURNAROUND AND HIGH-PACED ORGANIZATIONS. UTILIZE KEEN BUSINESS ACUMEN AND TEAM APPROACH TO DRIVE ORGANIZATIONAL IMPROVEMENTS AND IMPLEMENTATION OF BEST PRACTICES. SUPERIOR INTERPERSONAL SKILLS, CAPABLE OF SOLVING COMPLEX BUSINESS ISSUES AND MOTIVATING STAFF TO PEAK PERFORMANCE. EXCELLENT POLITICAL AND CORPORATE RELATIONSHIPS AS A RESULT OF FUNDRAISING EFFORTS, COMMUNITY INVOLVEMENT AND CREATION OF EFFECTIVE PROGRAM SERVICES.

AREAS OF EXPERTISE
NONPROFIT PROGRAM DEVELOPMENT | REAL ESTATE DEVELOPMENT | PERFORMANCE MEASUREMENT
GRANT FUNDRAISING | STATISTICAL AND FINANCIAL REPORTING | STRATEGIC PLANNING
BUDGET PLANNING | SENIOR MANAGEMENT EXPERTISE | COLLABORATIVE PARTNERSHIP DEVELOPMENT

EDUCATION
Master of Public Health, Concentration on Health Policy and Management
University of South Florida, Tampa, FL

B.A. in Sociology, Concentration on Administrative and Organizational Theories
Dartmouth College, Hanover, NH

PROFESSIONAL EXPERIENCE

CDC OF TAMPA, INC. (The Corporation to Develop Communities of Tampa)
Tampa, FL
October 2006 - present

ACCOUNTABLE FOR STRATEGIC PLANNING, HUMAN RESOURCES, FINANCIAL MANAGEMENT, FUNDRAISING AND MANAGEMENT LEADERSHIP OF A $6 MILLION ASSET NONPROFIT ORGANIZATION. SERVED AS THE PUBLIC SPOKESPERSON FOR THE ORGANIZATION; DELIVER PRESENTATIONS TO VARIOUS POLITICAL, COMMUNITY-BASED, AND FUNDING STAKEHOLDERS.

President/CEO
October 2010 to Present

• Designed self-sufficiency programs in the areas of workforce and youth development, and housing counseling to create an economic impact of $30 million.
• Planned and executed the annual fundraiser, resulting in a 50% increase over prior year.
• Improved indebtedness, financial ratios and operating results to yield improved productivity and $1 million in savings.
- Awarded $1.4 million in new grants, within a 1 year period.
- Creation of a vocational institution (Tampa Vocational Institute) for East Tampa to certify and train residents in various areas including call center, IT, customer service, and construction.
- Co-developed 200 multi-family units, utilizing $18 million in state housing tax credits and HOME funds.
- Oversight of the acquisition and rehabilitation of 26 homes in partnership with Hillsborough County and City of Tampa, utilizing NSP (Neighborhood Stabilization Plan), HOME, or Urban LIFT funds.
- Created team to develop a $6 million plaza, resulting in 26,000 square feet of retail space within a CRA-TIF district.
- Initiated new strategic plan to result in organizational and individual performance measures.
- Oversaw and managed more than 20 full-time and part-time employees.

Chief Operations Officer
October 2006 to October 2010
- Wrote and received over $2 million in grant funding from private foundations, corporations and government entities.
- Created a $1 million Façade Program (which provides funding for small businesses to improve their properties appearance), which was adopted citywide by City Council. Funded by Tampa’s CRA-TIF.
- Implemented database management systems for Youth, Career, and Housing Counseling services.
- Oversight of 25,000 square feet of commercial real estate, utilized for economic development purposes.
- Facilitated the development and sale of 20 single family homes, utilizing $3.6 million in HOME and HOP funds.

WELLCARE HEALTHPLANS, INC., Tampa, FL
Sr. Actuarial Analyst, Actuarial Department
August 2004 to October 2006
- Identified and evaluated new product lines, expansion markets and contracting strategies, to help company reach goal of $3 billion in revenues.
- Took the lead on standardizing methodologies and pricing models to effectively set strategic direction to include revenue maximization, product and benefit selection, and cost saving initiatives.
- Responsible for producing the corporate Medicare budget ($2 billion), reforecast, and operational indicators to assist Plan Level Executives (State Executives) maintain goals for operational quality and financial viability.

QUALITY HEALTH PLANS, INC., Holiday, FL
Director, Managed Care
April 2003 to July 2004
- Created P&L initiative to increase revenue by 25% and decrease expenses by 15%.
- Developed a $4 million market expansion plan for Medicare and Medicaid to include external trend analysis, profitability, market share, and hospital networks by county.
- Responsible for producing utilization and financial reports to evaluate Hospital and Physician contract performance, to include settlement and bonus payment.
- Developed restated financials by product line to evaluate corporate profitability.
- Assisted in the development of product lines and member benefits.
- Worked with the IS&T department to develop database reporting logic and data integrity.

WELLCARE HMO, INC., Tampa, FL
Sr. Financial Analyst, Medical Economics
September 2000 to March 2003
- Identified new market share and product lines, eliminated unprofitable business and
increased the performance of marginal products, resulting in increased corporate profit of $19 million.

- Prepared quantitative reports to include profitability, and sensitivity analysis to effectively understand and track the major drivers behind revenues and expenses.
- Responsible for preparing Florida Medicare ACRP's, and Commercial (Florida and New York) rate filings to State Insurance Departments and other regulatory agencies.
- Produced the pricing model and actuarial memorandum for the acquisition and renewal of the Healthy Kids product in several counties.
- Responsible for preparing IBNR reports for all lines of business (Medicaid, Medicare, and Commercial) by region (Florida, New York, and Connecticut).
- Assisted in the development of the Florida Medicare benefit designs by market, to include the impact of copays and value added medical benefits on utilization and profit.

UNITED HEALTHCARE OF FLORIDA, Tampa, FL
Senior Financial Analyst
November 1997 to September 2000
- Responsible for contracting physicians in Hillsborough, Manatee and Polk Counties and also assisted in hospital contracting.
- Produced the Annual Business Plan, utilizing several strategic analyses - external trend, performance review, internal assessment, etc.
- Developed budgets approximating $500,000,000 in revenue.
- Assisted in the development of several Integrated Delivery System Financials, based on their respective risk arrangements and funding.
- Developed program to analyze fee schedules, which assisted Contracting Department in negotiating profitable reimbursement levels.
- Responsible for a variety of financial reports and analysis to include IBNR calculations, Medical Cost, SG&A Expenses and Revenues for the Gulf Coast Region.
- Member of the Quality Assurance Committee and Medical Expense Team.

FIRST PHYSICIAN CARE OF TAMPA BAY INC., Tampa, FL
Office Administrator
July 1995 to September 1997
- Responsible for the business and professional management of two Medicaid pediatric physician offices to include policy and procedure adherence, budget controls, accounts payable, personnel management and supervision of all employees.
- Prepared cost analysis, variance analysis, and financial ratios as well as the business or corrective action plan to result in process improvement for several primary care offices.
- Trained physicians and staff on respective contractual and policy issues associated with various Medicaid, and other indigent populations from private and governmental organizations.
- Trained billing specialist on batch billing and cash deposit process.
- Responsible for marketing, credentialing, and necessary networking. Increased managed care members by 9%.
- Maintained a 38% contribution margin by increasing billed revenue by 45% and decreasing expenses by 13%.

CERTIFICATIONS
Non Profit Management, John Sykes School of Business, University of Tampa, 2012
Community Real Estate Development, University of South Florida, 2007

COMMUNITY ACTIVITIES
Economic Development Chair, CAC-East Tampa CRA, 2007 to 2013
Member, Equal Business Opportunity Advisory Committee – City of Tampa, 2010 to present (appointed by Mayor)
Jason Jensen
AIA, LEED AP

PRINCIPAL-IN-CHARGE

Experience:
16 years

Education:
Masters of Architecture, University of Florida 2001

Registration / Affiliations:
AR94244, NCARB #48738, LEED AP

Awards/Accomplishments:
University of Florida 2012 Eduardo Garcia Award

(15) Tampa Bay AIA Design Awards Including:
- 2016 AIA Tampa Bay H. Dean Rowe FAIA Award for Design Excellence - Madeira Beach City Hall
- 2011 AIA Tampa Bay Environment Sustainability Award, COTE - Largo Community Center
- 2009 AIA Tampa Bay H. Dean Rowe FAIA Award for Design Excellence - Roberts Recreation Center
- 2008 AIA TAMPA BAY, Young Architect Award, The Eduardo Garcia Award

Jason Jensen, AIA, LEED AP, joined the firm in 2002. After gaining experience in New York City, he returned to St. Petersburg with a goal to innovate architecture for this generation in the Tampa Bay area. Throughout his career, Jason has worked on a range of project types, styles, scales, and budgets. His work is highly awarded by various entities and recognized by a long roster of international media. His thorough approach focuses on respecting the space and its intended use, relating the building to its site, and adding value with purposeful, thoughtful, memorable designs. Jason manages processes and communications to translate visions and desires of clients into cohesive designs and master plans. A University of Florida graduate, Jason remains active with the UF School of Architecture as a guest critic and lecturer. He also has been a guest critic/lecturer at the University of South Florida, Pratt University, Urban Land Institute, and Green Building Council.

RELEVANT EXPERIENCE:
St Pete Pier Approach Park & Market, St. Petersburg, FL
20 Acre Waterfront Park connecting downtown to the new Pier District. The park includes a flexible multipurpose market that will serve as an active local artisan market during the week and a quiet art promenade during market off hours.

Foundation for a Healthy St. Pete, St. Petersburg, FL
Adaptive reuse of an existing 1960's Publix. The 23,000 sf space will bear no specific agenda but serve as a flexible venue/forum/workshop/office for various non-profit organizations to come together, share resources, develop strategies and carry out initiatives.

Doc Ford’s Rum Bar and Grille, St. Petersburg, FL
New 6,000 sf restaurant located within the new St. Petersburg Pier Approach Park.

Cassis American Brasserie, St. Petersburg, FL
1,300 sf interior build-out of restaurant along St. Petersburg’s Beach Drive.

Pacific Counter Sushi Bar, St. Petersburg, FL
Interior Build-out for new Sushi Concept on Central Ave. St. Petersburg.

C1 Bank Wynwood Center, Miami, FL
Interior build-out for a multipurpose bank / event space in Miami’s art district.

Mirror Lake Development, St. Petersburg, FL
39,000 sf mixed-use project including offices, residential and retail space.

Madeira Beach City Centre Park, Madeira Beach, FL
A new waterfront City Hall, Recreation Center, Park and Fire Station

Largo Community Center, Largo, FL
The Nation’s first LEED Platinum certified community center.

The James Museum of Western + Wildlife Art, St. Petersburg, FL
80,000 sf Museum and event Space in downtown St. Petersburg

Doral Legacy Park, Doral, FL
A new 18 acre park including a 38,000 sf LEED Silver recreation center.

SPC Student Success Center, St. Petersburg, FL
New three-story 48,000 sf student union and student services building.
Everald Colas
AIA

PRINCIPAL

Experience:
13 years

Education:
Master of Architecture, University of Florida 2007
Master of Science in Architectural Pedagogy, University of Florida 2008

Registration / Affiliations:
AR97903

Awards/Accomplishments:
University of Florida's Young Architect Design Award
Garcia Award For Design Excellence
American Institute of Architects Florida AIA Design Award for Unbuilt Category: SWiMcau, Honor, A
Restoration Proposal for Post-Katrina New Orleans 2008

Prior to joining WJA Everald served as Senior Architect for Bjarke Ingels Group (BIG) and co-lead the E126 Gotham Residential project in New York City mixed-use 233 residential units and 39,000 of commercials space. Prior to joining BIG, Everald was a specialist at Grimshaw's New York office for quality assurance in BIM project delivery and design. He worked on The Qatar Civil Aviation Building in Doha as part of Doha New Airport City's preparation for the 2022 World Cup. Prior to joining Grimshaw, Everald was a project manager at Kliment Halsband Architects, where he completed several New York projects. Everald received a Master of Science in Architectural Pedagogy and Master of Architecture degrees from University of Florida. Everald received the Garcia Award in 2016, which is the top design award given in Tampa to a licensed architect under 40 years old.

RELEVANT EXPERIENCE:
Foundation for a Healthy St. Pete, St. Petersburg, FL
Adaptive reuse of an existing 1960's Publix. The 23,000sf space will bear no specific agenda but serve as a flexible venue/forum/workshop/office for various non-profit organizations to come together, share resources, develop strategies and carry out initiatives. The space will have adjustable walls to accommodate a large range of meeting capacities.

ArtCenter Manatee, Bradenton, FL
New 30,000sf art center to replace existing center located within the same site. The facility includes several classrooms, studios and workshops, an art supplies shop, multi-purpose rental space for parties and events, café, and gallery for local artist to display and sell their work

SUNY Geneseo Doty Hall Renovation, Geneseo, NY*
Adaptive reuse of the historic Geneseo High School building to be used as the campus's Welcome Center, Recital Hall and Administrative Office Space. The existing facility was gutted while retaining the historical exterior shell. Project Architect with Kliment Halsband Architects.

James Museum of Western & Wildlife Art, St. Petersburg, FL
The 80,000sf museum will include over 30,000sf of gallery space; a 2,500 square foot indoor sculpture court throughout a 2-story stone 'arroyo' whose backdrop is an indoor waterfall; a Native American jewelry collection; a 120 seat theater; a 6,000sf museum event space, which will support both large events and break-out sessions; a significant catering kitchen; a museum store and café; as well as all of the spaces required to support and operate a 21st century museum of this scale.

Gotham Plaza, New York, NY*
275,000sf mixed used building including 233 Rental units and 40,000 SF of commercial tenant fit out. Senior Architect with Bjarke Ingels Group

Airport Visitor and Information Center, Doha, Qatar *

*Individual Experience