



**FORTRESS**  
SECURED



# City of Cape Coral



Unsolicited Proposal for a  
Public Private Partnership (P3) to Complete  
**Jaycee Park Improvements**  
for the City of Cape Coral, FL

November 17, 2023

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City of Cape Coral  
1015 Cultural Park Blvd.  
Cape Coral, FL 33990



**Re: Unsolicited Proposal to Complete Improvements to Jaycee Park in Cape Coral**

Dear City Manager Ilczyszyn, Asst. City Manager Barron and Elected Officials,

Thank you for considering our request to complete park improvements for Jaycee Park in The City of Cape Coral ("City") pursuant to Florida's statewide law authorizing public-private partnerships ("P3"), section 255.065, Florida Statutes ("P3 Law"). Our offer is to provide you with an efficient and cost-effective design, construction and finance package for new improvements to Jaycee Park. The proposed team's extensive experience working together on outdoor public facilities projects coupled with our expertise with complex environmental circumstances and surroundings will assure a worry-free, well-constructed build-out that is high quality and easy to maintain. We view the City as a long-term partner for other projects in this ecosystem for years to come.

Fortress Secured, LLC is a minority owned business created in 2019 to specifically focus on P3 development, with an emphasis on government facilities. Fortress Secured provides coordination of site feasibility analysis, consulting, design prototype packages, development, financing, and construction services. Fortress Secured and the team proposed in this package are known for the following:

- **Specialization** in the coordination of design, development, construction and financing of cost-effective, public projects with timely delivery.
- **Our experience** with preventive maintenance features will assure a project that is well designed and constructed, while being economical to maintain for years to come.
- **Completing projects on an efficient delivery schedule** without compromising quality or safety.

A true Public-Private Partnership combines the leadership, technical expertise and experienced staff all working together. This combined team needs to continually look at function, cost effectiveness, efficiencies, as well as progressive design and construction methodologies. The goal of the P3 is to deliver a practical, flexible and gratifying solution, and we feel this team has accomplished that goal with the package that follows.

Our project goal, supported by information in this proposal, is to provide the City with the most economical, user friendly, functional, and aesthetically pleasing project possible that directly addresses and improves the aspects of Jaycee Park outlined in the redesign plans. This project will reflect long-term sustainability goals and reasonable operational/maintenance costs.

We look forward to the opportunity to provide the City on adding improvements to Jaycee Park in a safe and timely manner and are eager to share our vision in greater detail with your team in the near future.

Sincerely,

A handwritten signature in blue ink that reads "Shannon C. Everett".

Shannon C. Everett  
President, Fortress Secured, LLC



# Project Summary



## Project Overview

Fortress Secured, LLC is proposing to enter into a Public-Private Partnership (P3) with City of Cape Coral to complete a variety of improvements to Jaycee Park. Partnership and collaboration will be at the forefront of the City - Fortress Secured Partnership. Fortress Secured will take all development, construction and financing risks and will deliver to the City an improved and expanded Jaycee Park. Finance payments for the park improvements will commence after delivery and the City's acceptance of the project.

There are many benefits to partnering with Fortress Secured on this project in lieu of traditional project delivery methods (separate RFPs for design and construction services). The P3 Law recognizes the need for public infrastructure – and that the need may not be satisfied by traditional procurement methods. The P3 Law is intended to encourage private investment in public facilities and to provide the greatest possible flexibility to public and private entities. Toward these ends, here are a few highlights of our proposed program:

### Project Highlights

1. **Lowered risk:** Project risk is transferred to Fortress Secured for scheduling, design, and construction (including cost overruns and construction delays).
2. **Accelerated project delivery:** The City forgoes the time-consuming process of issuing two separate RFPs for design and construction services.
3. **Favorable financing:** Innovative, long term custom lease financing can be provided. This financing structure is not considered statutory debt and should not impact the City's bonding capacity.
4. **Regulation compliance:** Project completed in accordance with the latest edition of all applicable federal, state, and local regulatory requirements and codes.
5. **Lease / Loan payment deferral:** If desired, the interest costs during construction can be capitalized into the lease / loan and payments can be deferred until the first stations are successfully delivered.
6. **Cost savings:** Cost savings realized due to the use of prototype design. Significantly reduced architectural/engineering costs if prototype is utilized.
7. **Post-project completion:** Optional furniture and equipment packages offered to the City for additional value and convenience.



## Project Approach

We have developed our project approach with the following milestone dates in mind:

- » Early Release of all Long Lead Procurement Items by April 5, 2024.
- » Notice to Proceed (with actual construction activities) on October 7, 2024
- » Substantial Completion October 30, 2025
- » Final completion on or before December 1, 2025

Upon receiving a Notice to Proceed, we will immediately notify our subcontractors, confirm project costs and begin to expedite the project buy out utilizing the skills of our highly qualified team and the resources of our project management software, RedTeam. Throughout the course of administering the project, the project team will utilize the tools of RedTeam to process contracts, change management, submittals, RFI's and daily progress reports.

While the project buy out is in progress, our project Superintendent and field staff will mobilize to the site to set up our job trailer and lay down yard and perimeter fencing. Our approach to this project includes immediate procurement of the long lead items such as the drainage structures which currently have a 12-14 week lead time. With survey and associated elevations in hand by that time, we will know if any of the new site design for Jaycee Park requires import fill to fulfill the drainage demands and immediately work on the placement of said fill material. Upon placement, we will strategically release the site crews to construct and perform grading operations in a methodical fashion with emphasis on the seaward side and establishing the rip-rap bank as a priority and then working landward from there in order to maintain proper access. While the site construction is progressing, we will work to install the surrounding site lighting infrastructure, bandshell, and restroom spaces to then allow for the completion of the splash pad delegated design to be completed and subsequently be released for fabrication. To ensure compliance with our proposed schedule, we will leverage our relationships with local subcontractors and rely on our past experience with similar projects.

While this project will be run from our local general contractor's Fort Myers office, our team also features a local architect in ADG, who also has a local Fort Myers office in addition to the planned usage of local consultants to round out the Structural, and MEPF requirements for the project – all while being sensitive to promote the local economy throughout the course of the project fulfillment. Additionally, a unique fact about our general contractor, Wharton-Smith, is that they also hold licenses for Plumbing, Mechanical, and Underground Utility Excavation and directly employ approximately 160 craft workers. In the event of a subcontractor failure, we have the ability to supplement skilled labor to complete a project on time and ward off potential delays.

## Scheduling Techniques

Keeping this project on schedule will be critical to its success. Our project schedules are created in-house with input from our entire project team. Utilizing the skills of our Senior Scheduling Manager, along with Primavera P6 scheduling software, we will carefully update and track the project status. Additionally, for our park projects in particular, on-site production planning boards will be utilized by our site Superintendent, to convey the project status to the subcontractors. Production planning is a powerful resource that allows for real time updates of the project progress to the project

## Design-Build Experts

The Fortress Team has been performing design-build and alternative delivery projects for over 39 years. This experience has sharpened and refined the way design-build projects are executed and have maximized the efficiencies and benefits of an integrated design-builder. Managing the design process is just one component of a design-build project, but in many ways sets the stage for how the rest of the project unfolds. Our team's history successfully delivering design-build and alternative delivery projects has resulted in refined processes and proven procedures that integrate collaborative decision-making into the management of the entire project. We deliver projects on-time and under budget. Design-Build projects with the Fortress Team offer a holistic view of the project and the owner's objectives, and ensures that the end result meets or exceeds the project vision.



team, owner and the subcontractors. It also immediately identifies any obstacles or coordination concerns among the subcontractors.

In addition to the overall P6 project schedule and production planning, the following tools will also be utilized to ensure the project stays on schedule:

### Short Interval Plans

- ✓ Accountable to Schedule
- ✓ Look Ahead Schedule
- ✓ Meeting Milestones

### Weekly Meetings

- ✓ Jaycee Park Personnel – Upon Request
- ✓ Design Team

### Subcontractor Management

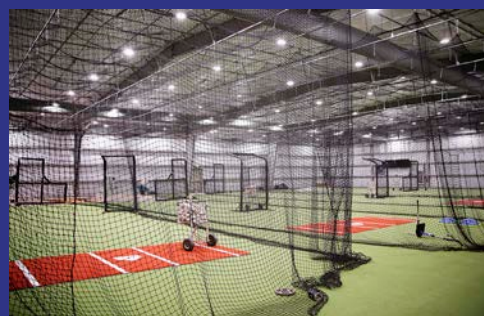
- ✓ Daily Production Meetings
- ✓ Weekly Subcontractor Meetings
- ✓ Material Deliveries



The project team will meet weekly during construction to accurately update the overall project schedule. The daily reports, subcontractor input, and field reviews are used to update the schedule and record what work has been put in place. After each update is complete, it will be reviewed by the entire project team and adjusted, if necessary, so the plan going forward allows for an on-time finish. We will distribute copies of the project schedule to all subcontractors, design team members, and the Owner. A preliminary project schedule is enclosed herein to serve as an example for planned milestones and sequence of work based on the information and project goals obtained to date.

## Scheduling Success – Charlotte Sports Park Renovation

Wharton Smith contracted with the Tampa Bay Rays on September 6, 2019 to provide renovations to the Charlotte Sports Park. The renovations included adding 5,000 s.f. to an existing building to create a 10,000 s.f. Major League Fitness Center along with converting the existing batting cages to an enclosed, high-tech Player Development Space. The cost of this work was \$2.3 million and had to be completed on or before February 3, 2020 to meet the Spring Training Schedule. Having less than 5 months to design, permit and construct this project required very careful planning and scheduling. Our team had to rely on our strong subcontractor relationships to work through all of the scheduling details such as availability of materials, lead times, holiday closings, and logistics.



Due to the solid relationships we have within Charlotte County and the skill of our team, the project was completed right on time. This project clearly demonstrates the skill and ability of our team to schedule and successfully execute a project. No scheduling challenge is too difficult for our team to overcome!



## Permitting Process

We have developed a highly efficient method for meeting regulatory requirements. By determining all permitting/approval requirements early in the process, we can customize a plan to obtain permitting/approvals in the most expeditious manner. In the beginning stages of the project, we quickly identify and address any issues that may require special attention. We work with regulatory agencies to agree on requirements and permit schedule durations. When possible, informal pre-submittal review meetings are held with permitting officials to obtain valuable input. Early and open dialogue with all required agencies aids in expediting the permitting process and is a good defense against surprises during permitting and construction.



## Environmental Awareness and Best Management Practices (BMPs)

The Fortress team is well aware that the Jaycee Park area has potential concern for gopher tortoises and therefore we are happy to offer and administer BMPs for environmental protection on all of our projects. For the Crest Lake Community Park project featured in our project experience section, our team proactively worked to protect and prevent stormwater runoff or the discharge of any potential pollutants into the existing lake and surrounding residential neighborhood streets or through-fares. We understand the importance of sustaining a healthy ecosystem and plan to install a double silt fence and floating turbidity barriers or full-

scale turbidity curtains prior to the start of any construction activities. In addition, we will continuously test the water quality, especially after any rain event. Our sustainability measures have resulted in numerous awards, including the Outstanding Environmental Award from the City of Gainesville Beautification Board on the Paynes Prairie Sweetwater Wetlands Restoration Project.

## Collaboration with Permitting Agencies Maintains Schedule at Davenport High School

**Gopher Tortoises:** It was discovered early on in the design phase of the project that there were a significant amount of gopher tortoise burrows located on the project site. This is a common occurrence in Florida, especially in more rural areas of the state. The process to remove the tortoises and their burrows is quite complex and requires licensed removal companies and permits issued by several State departments such as the Fish and Wildlife Commission and the Department of Environmental Protection.

Wharton-Smith worked with all agencies, the design team, and the Owner to adjust the schedule around this removal process and still allow for proper scheduling of the workflow following the complete removal of tortoises. There were several hurdles along the way and delays (cold weather, waiting periods, etc.) that caused the anticipated start date of construction to be pushed back by over a month. Wharton-Smith and its subcontractors worked together to rearrange the schedule to make up for the lost time and brought the project to completion per the Owner's requirements.

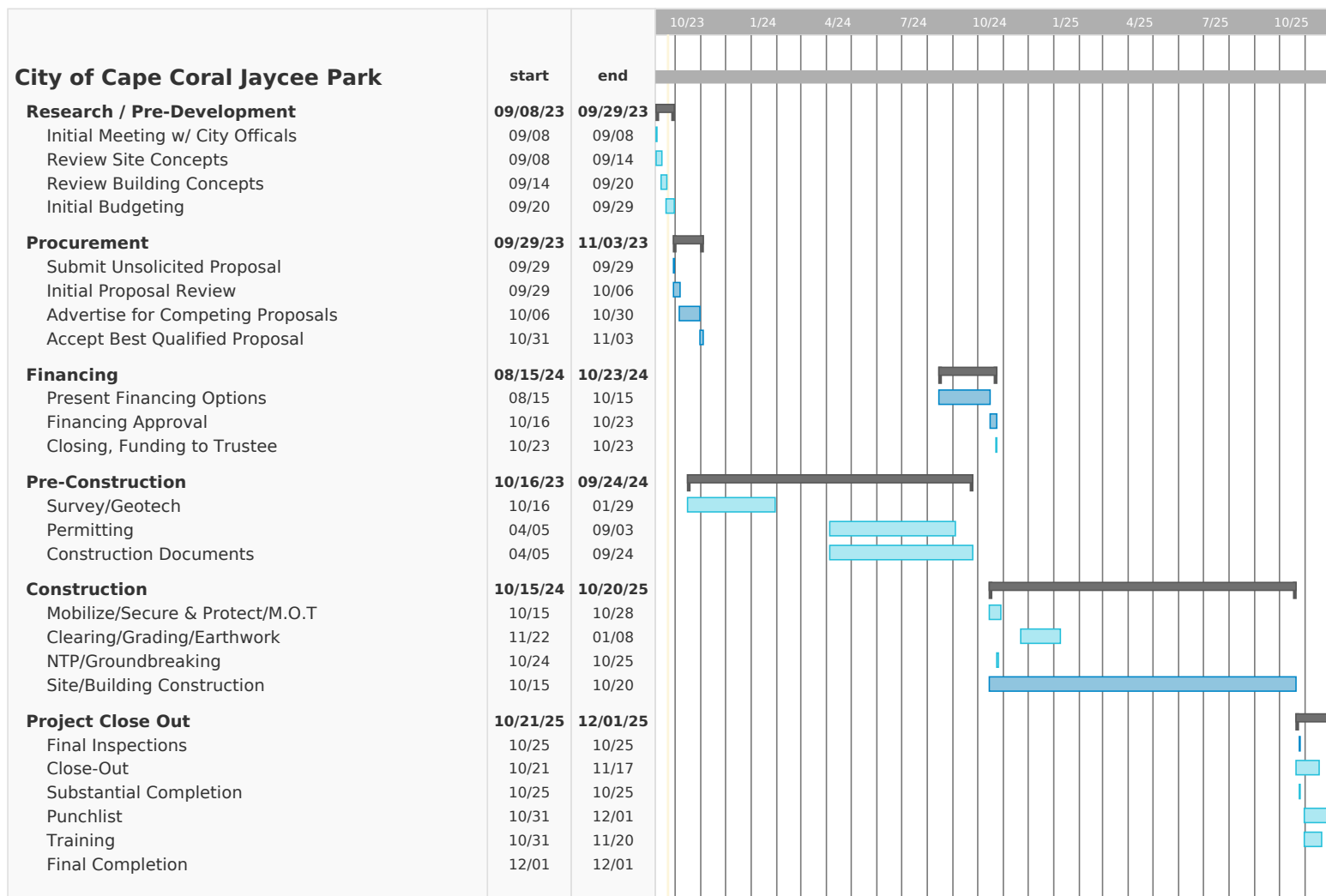


*Gopher Tortoise Burrow*





# Timeline Details



## Proposed Timeline Overview

### Project Discovery

Our leadership team is already meeting with City staff to develop a full understanding of the project needs. By involving the finance, design, and construction members of our team, we can provide feedback in real time to help establish reasonable and achievable goals early in the development process. We continue discussions around a collective understanding of existing designs, requirements, specialized equipment requirements, furniture, fixture and equipment requirements, and special features to be included in the improvements.

### Final Plan

At completion of the Project Discovery and site selection stage, our team will quickly work to finalize project costs. Our team will consistently reevaluate throughout the design process and provide feedback to the City as required.

### Financing

Fortress Secured utilizes a government finance expert that can work closely with the City on competitive financing options. The City can finance 100% of the design/construction cost, land purchase, third party architect/engineering fees, and other costs. Financing details are highlighted under the Financing section of this proposal. A forecasted cost analysis is also provided for City review and feedback.



### Construction

Once site plans, design and financing are finalized, we move into the construction sequence. This is another area our team's unique qualifications help separate us from other companies. The Fortress team will perform the site and park improvements. Past experiences on many projects shared between this team offer further assurances of a well-orchestrated, safe, and timely project.

### Post-Construction Follow-Up & Close-Out

One of the most overlooked areas of project sequencing is the post construction activities. Our team does not consider the project finished until all post construction punch lists are completed and, more importantly, we have educated our client in post construction meetings on every operational aspect of each of the improvements to Jaycee Park.



# Conceptual Designs



# Logistics Plan

## Jaycee Park Proposed Logistics Plan



- LEGEND:**
- = PROPOSED AREAS OF TEMPORARY FENCING
  - = AREA OF BANDSHELLS
  - = AREA OF DOCKS
  - = AREA OF LAWN
  - = VEGETATED EDGE
  - = THE OVERLOOK
  - = PARKING LOTS
  - = AREA OF PAVILLIONS
  - = SPLASH PAD
  - = BEACH VOLLEYBALL COURT
  - = LAWN GAMES
  - = PLAYGROUND
  - = FOOD TRUCKS
  - = PROPOSED AREAS OF TURBIDITY BARRIERS
  - = PROPOSED AREAS OF SILT FENCE
  - = AREAS OF EGRESS
  - = WSI JOB TRAILER / DUMPSTER / PORTALETS
  - = BAR
  - = ART WALK
  - = ACCESS GATES



## Conceptual Designs

See conceptual site plan and shade strategies provided by Pennoni on the next 5 pages to illustrate our project understanding that the submittal is based on.





**EXISTING PARKING**

VAULT SPACES	22
B STOP	28
Y DRIVE	13
TRIFLOT	14
TOTAL	77

**PROPOSED PARKING**

VAULT USE	132
TOTAL SPACES	132

BRIDGES: 3729

VEHICULAR ACCESS POINT #4

PAVILION (10x10)

SHADE SAILS OVER BENCHES  
VEGETATION SCREENING AND STORMWATER AREA

LOCATION 1 DOCK (12 VESSELS)

POCKET FOREST  
SECONDARY BANDSHELL (16x16)  
FOOD TRUCKS (6)

ART PLATFORM

SEAT WALL

THE OVERLOOK

SEAT WALL

VEGETATED EDGE

VEGETATED EDGE

LOCATION 2 DOCK (12 VESSELS)

THE NORTH LAWN

THE SOUTH LAWN

LAWN GAMES

PIAZZA (60x50)

DUMPSTER (12x12)

PARKING (24 SPACES)

PAVILION (10x10)

MEMORIAL GARDEN

RESTROOM BLDG (16x16)

PAVILION (18x24)

POCKET FOREST

RELOCATE/BURY EXISTING ELECTRICAL INFRASTRUCTURE

POCKET FOREST

THE NORTH LAWN

BANDSHELL W/ RESTROOMS (50x50)

PAVED SURFACE

POCKET FOREST

RESTROOM BLDG (16x16)

PAVILION (18x24)

PARKING (36 SPACES)

VEHICULAR ACCESS POINT #1

ENTRY SIGNAGE

VEHICULAR ACCESS POINT #2

VEHICULAR ACCESS POINT #3

VEHICULAR ACCESS POINT #4

VEHICULAR ACCESS POINT #5

VEHICULAR ACCESS POINT #6

VEHICULAR ACCESS POINT #7

VEHICULAR ACCESS POINT #8

VEHICULAR ACCESS POINT #9

VEHICULAR ACCESS POINT #10

VEHICULAR ACCESS POINT #11

VEHICULAR ACCESS POINT #12

BACK 381

BLOCK 383

BEACH PARKWAY

VEHICULAR ACCESS POINT #2

VEHICULAR ACCESS POINT #3

VEHICULAR ACCESS POINT #4

VEHICULAR ACCESS POINT #5

VEHICULAR ACCESS POINT #6

VEHICULAR ACCESS POINT #7

VEHICULAR ACCESS POINT #8

VEHICULAR ACCESS POINT #9

VEHICULAR ACCESS POINT #10

VEHICULAR ACCESS POINT #11

VEHICULAR ACCESS POINT #12

VEHICULAR ACCESS POINT #13

VEHICULAR ACCESS POINT #14

VEHICULAR ACCESS POINT #15

VEHICULAR ACCESS POINT #16

VEHICULAR ACCESS POINT #17

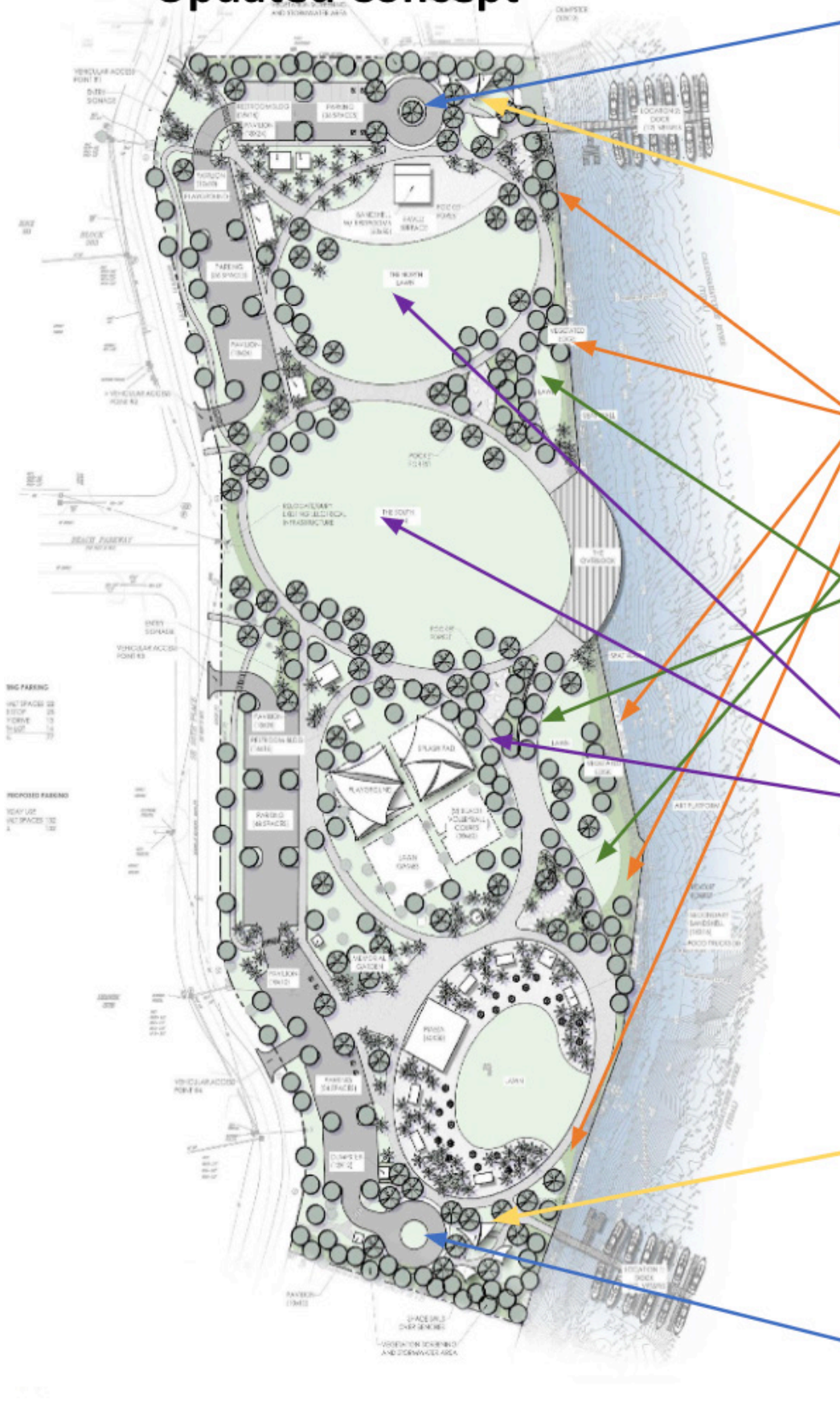
VEHICULAR ACCESS POINT #18

VEHICULAR ACCESS POINT #19

VEHICULAR ACCESS POINT #20

VEHICULAR ACCESS POINT #21

# Updated Concept



North Parking Lot Shifted West

Shade Sail Covered Seating

Shade Trees Along Shoreline

Shade Trees in Walking Path

More Shade Trees in Interior

Shade Sail Covered Seating

South Parking Lot Shifted West



**South Lawn and Overlook**



**North Lawn/Band Shell**



**Piazza**



# Jaycee Park

Concept Views  
August 2023



**SPECIMEN TREES**



**ROYAL POINCIANA**



**SILK FLOSS TREE**



**SPECIMEN FICUS**

**SHADE TREES**



**GUMBO LIMBO**



**NATIVE TAMARIND**



**NATIVE LIVE OAK**

**PALM TREES**



**SYLVESTER DATE PALM**



**COPERNICIA PALM**

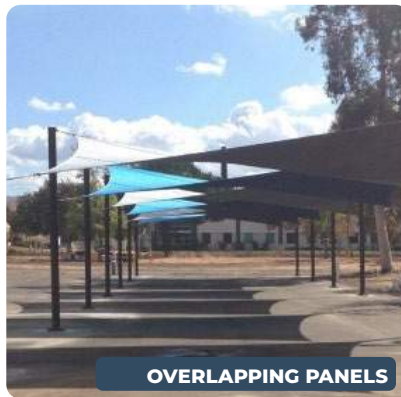


**ROYAL PALM**

**SHADE FEATURES**



**UMBRELLA SEATING**



**OVERLAPPING PANELS**



**LINEAR WALKWAY PANEL**



COASTAL VISTA

CUMMINS | CEDERBERG  
Coastal & Marine Engineering

# Jaycee Park

Shade Strategies

August 2023

# Team Qualifications



## Team Overview



### **Fortress Secured, LLC**

Fortress Secured, LLC was founded specifically to execute and expedite P3 projects such as parks, schools, and other public facilities. With a deep understanding of the P3 process and typical obstacles, Fortress leadership is able to swiftly navigate challenges, work with City leaders to adjust and meet milestones, and deliver the desired new park features.



### **Summit Construction Group**

With 30+ years of experience in the public sector, Summit's proven design-build-finance management approach to building government projects will enable the team to quickly integrate with City of Cape Coral leadership, adapt to changing needs, address obstacles, and provide oversight in the construction of the various park improvements.



### **Wharton-Smith Inc.**

Wharton-Smith brings a strong depth of experience with park projects of similar nature throughout the state of Florida. The collective team and staff assembled not only provides related project experience but carries the added benefit of working on extremely similar projects that include county parks, major league baseball facilities, and educational sports complexes. The experience and knowledge acquired while completing these relevant projects within these current market conditions will pay tremendous dividends by assuring our team will ultimately complete the program goals and have the ability to hit the ground running from day one - with no learning curve!



### **Nelson Mullins**

Nelson Mullins is comprised of experienced lawyers specializing in a wide spectrum of industries including P3s, public finance, project finance, tax, and government contracting, procurement and construction. This experience enables the Nelson Mullins legal team to navigate the transactional, financial and regulatory elements of P3 projects and tailor specialized solutions to fit the parties' needs and facilitate successful project deliveries.



### **Pennoni**

Pennoni has completed 100% of the architectural plans. They will be in the role of professional services representing the City and working in concert with Fortress Secured LLC & Wharton-Smith Inc.



### **ADG Architecture, LLC**

For 33 years, ADG has successfully completed hundreds of public facility projects within the state of Florida. Our team has a passion for designing educational facilities, especially those which contribute to the Cape Coral Community.



## Executive Team



### TOM IAROSSI



#### VICE PRESIDENT, WHARTON-SMITH INC.

Tom brings a wealth of experience overseeing commercial operations throughout the west coast of Florida and beyond. As Vice President, Tom's responsibilities will include ensuring the project will be completed on time within budget and to the client's satisfaction. He will also help provide executive guidance and problem-solving advice to our Project Manager and Superintendent.

#### Location

Fort Myers, FL

#### Experience

8 years at Wharton-Smith  
29 years in the Industry



### CARYN HUFF



#### Project Executive, WHARTON-SMITH INC.

As Project Executive, Caryn is responsible for ensuring projects are completed on time and to the client's satisfaction and for providing executive guidance and problem-solving advice to project managers and superintendents. She assists in staffing, outlining project plans, setting project goals/deadlines, and evaluating performance.

#### Location

Fort Myers, FL

#### Experience

6 years at Wharton-Smith  
32 years in the Industry





## CHARLES CORDES



### President, Summit Construction Group

Chip has focused on development of property for government. Infrastructure projects has performed site selection, planning, development, design, and construction of government infrastructure projects most recently with schools and public safety facilities. Holding a General Contractor license in several states nationwide, Mr. Cordes maintained close supervision of projects developed throughout America, Europe, Mexico, and South America. Mr. Cordes also fixated on additional development and construction in the new emerging market of charter schools, an industry that was still very active during the downturn in the economy. Traveling globally throughout his career, Mr. Cordes acquired a vast knowledge of successful markets, construction styles, and operational trends.

#### Location

Jacksonville, FL

#### Experience

34yr total, 13 at Summit



## SHANNON EVERETT



### President, Fortress Secured LLC

Shannon has executive oversight of the entire public private partnership (P3) process from initiation to ribbon-cutting. She has presently overseen all projects within the last three years these projects are government infrastructure facilities. She heads Fortress Secured with a talented team of public safety, development, construction and finance professionals insuring a cost-effective, best-practices approach with timely delivery for each project.

#### Location

Jacksonville, FL

#### Experience

4yr total, 4 at Fortress



## JOHN O'GRADY



### Director of Public Projects, Fortress Secured LLC

Mr. John O'Grady is a thirty-three-year Public Safety Professional. Mr. O'Grady started his Law Enforcement career in 1986 with the Orlando Police Department. During his 26-year run with the Orlando Police Department, Mr. O'Grady developed a reputation as a servant leader and professional with extensive experience in leading operations, administration, projects/programs and staff. He was responsible to oversee numerous public safety construction projects to include: 3 Fire Station deliveries totaling \$22M, renovation of 8,000 sq. ft. Police Evidence Section, build out of 2,000 sq. ft. Police Sub-station, and overseeing the 40,000 sq. ft. \$11 million state of the art gun range.

#### Location

Orlando, FL

#### Experience

33yr total, 4 at Fortress





## BOB TAYLOR



### Planning, President, ADG ARCHITECTURE, LLC

Robert founded ADG Architecture, llc in 1990 and brings to your team a strong background in architectural design and construction. His experience includes leading project design and engineering teams for over thirty years. Past project experience includes consulting for the Army Corp of Engineers, multi-national corporations, school districts and local municipal governments. Under his leadership, ADG has built an outstanding resume of quality recreation facilities, government, commercial, and education projects.

#### Location

Fort Myers, FL

#### Experience

48 yr total, 32 at ADG



## CLARISA PARODI



### Assistant Project Manager, ADG ARCHITECTURE, LLC

Clarisa joined ADG Architecture, llc in 2002 with an impeccable background in architectural design and construction. Her experience includes the architectural and interior design of all types of governmental facilities. For over 20 years, Clarisa has lent her expertise to Lee, Charlotte and the surrounding counties on various projects. These projects included work in design and project management for building additions, interior renovations and facility upgrades for ADA accessibility.

#### Location

Fort Myers, FL

#### Experience

27 yr total, 21 at ADG



## CLAUDE PULLEN



### Construction Administration, ADG ARCHITECTURE, LLC

Claude joined ADG Architecture, llc in 2006 with a robust background in architectural design and construction. His architectural experience of 25 years includes leading the design and engineering teams for all types of government and educational facility projects.

#### Location

Fort Myers, FL

#### Experience

25 yr total, 17 at ADG





## TREVOR WRIGHT



**AIA, NCARB**

### **Project Manager, ADG ARCHITECTURE, LLC**

Trevor joined ADG Architecture, llc with a well-rounded career in architecture. His experience spans an array of types of projects including schools, recreational facilities, healthcare and hospitals, multi-national chain stores and restaurants and hurricane remediation reports.

**Location**

Fort Myers, FL

**Experience**

35 yr total, 1 at ADG



## ZACHARY ISAACS



**AIA Associate**

### **Architectural Intern, ADG ARCHITECTURE, LLC**

Zach's experience spans across several architectural disciplines including large commercial, multi-family, assisted living and residential projects. He specializes in developing core ideas, coordinating between other building systems and creating a more holistic building.

**Location**

Fort Myers, FL

**Experience**

6 yr total, 2 at ADG





## MICHAEL ANTHONY AMATO

### INVESTOR, BLACK DIAMOND REAL ESTATE GROUP

Mike Amato is a chef, restaurant owner and real estate investor. Micheal opened Overtime Pizzeria & Sports Pub located in SW Cape Coral in 2015. He was responsible for the restaurant's concept, menu, and design. He was also in charge of many day to day operations, including food preparation, product ordering, employee management and advertising. In 2020 he expanded the restaurant and opened an upscale lounge, the Loft at OT.

Prior to his ventures in SW Florida, Mike owned two restaurants at the Jersey Shore, Nemos in Avalon and Stone Harbor, NJ for 10 years.

Michael comes from a family of restaurant owners. He began his career in the restaurant industry at 13 years old as a dishwasher at his parents' restaurant, Angelo's in Philadelphia. He spent his young adulthood working at many different restaurants and bars in Pennsylvania, New Jersey and Florida, before opening his first restaurant at 19 years old.

When he's not running the kitchen or working on new restaurant concepts, Mike enjoys offshore fishing and spending time with his wife, Kristina and 2 kids, Alexander and Ariana.



## STEPHEN SOLOWAY

### INVESTOR, BLACK DIAMOND REAL ESTATE GROUP

Originally from Northwest Michigan, Steve moved to Southwest Florida in 1991 and attended school in Charlotte County. After Graduation Steve moved to Lee county and worked in retail management. During this time Steve made many relationships with distribuion companies and transitioned to working for an alcoholic beverage wholesaler for 15 years, working his way through the ranks until becoming a district manager covering Sarasota, Charlotte, Lee and Collier counties.

After years in the beverage distribution industry Steve decided that he would begin working for himself in the real estate industry and currently owns Black Diamond Real Estate Group, Island Minded Management and with his brother and father opened Consumers Contracting Services a local custom home builder.

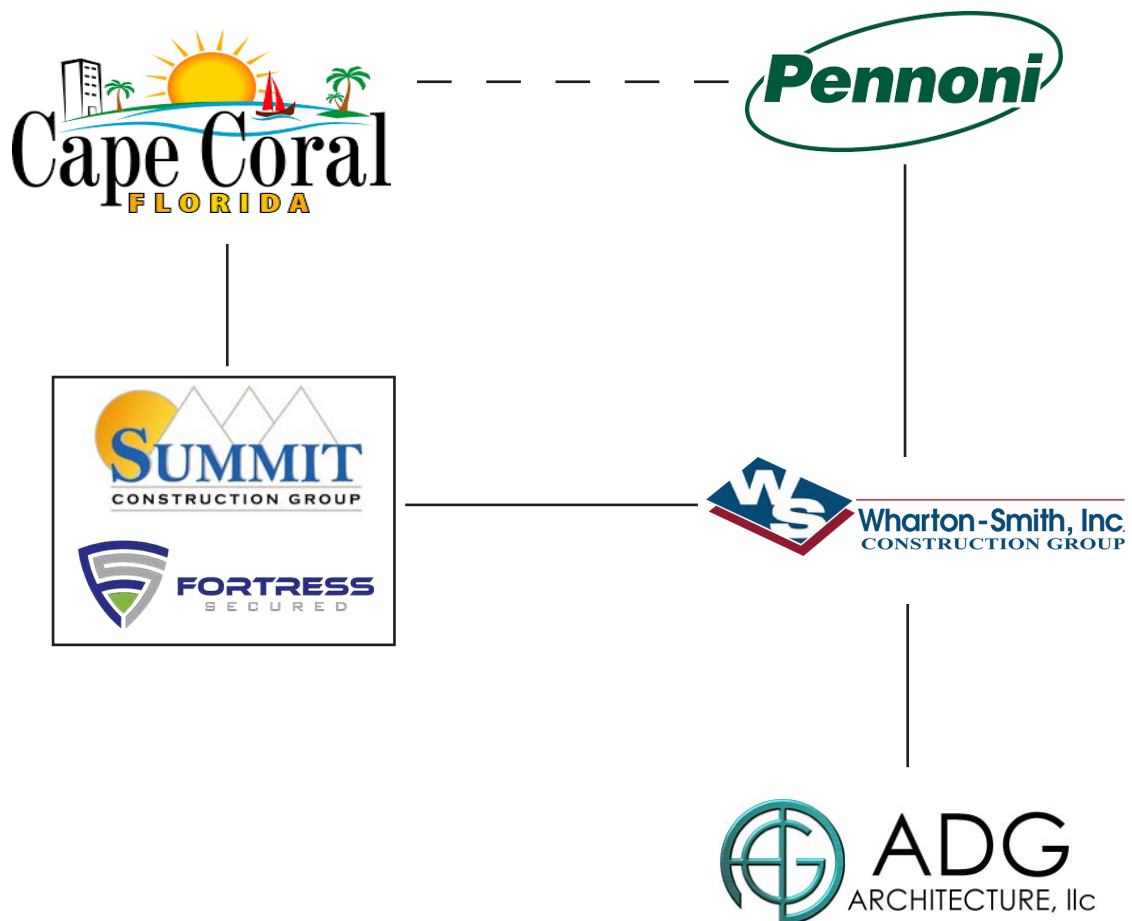
When not working Steve enjoys spending time with his wife Erin and five children Chandler, Jackson, Piper, Lily and Paul as well as serving at church, boating and golfing.





## Organizational Chart

Fortress Secured, LLC and Summit Construction Group will work directly with representatives from the City of Cape Coral (on an as-needed basis) and will coordinate directly with Wharton-Smith, Inc. and other partners. Given Pennoni has provided plans in advance, they will work directly with Wharton-Smith on construction and all considerations around that. The proposed team aims to provide a seamless experience through frequent communication and efficient processes.



### Other Partners:



# Project Experience



## Project Experience Summary

The Fortress Team has been performing design-build and alternative delivery projects for over 39 years. This experience has sharpened and refined the way design-build projects are executed and have maximized the efficiencies and benefits of an integrated design-builder. Managing the design process is just one component of a design-build project, but in many ways sets the stage for how the rest of the project unfolds. Our team’s history successfully delivering design-build and alternative delivery projects has resulted in refined processes and proven procedures that integrate collaborative decision-making into the management of the entire project. We deliver projects on-time and under budget. Design-Build projects with the Fortress Team offer a holistic view of the project and the owner’s objectives, and ensures that the end result meets or exceeds the project vision.

SIMILAR PROJECT EXPERIENCE	PARK PROJECT	MUNICIPAL CLIENT	RENOVATIONS	BOARDWALK	FOOD SERVICE
<b>Crest Lake Park Renovations</b> <i>City of Clearwater</i>	★	★	★	★	
<b>Secret Lake Park</b> <i>City of Casselberry</i>	★	★	★	★	
<b>Riverwalk Phases I-III</b> <i>City of Sanford</i>	★	★	★		
<b>Lake Concord Park</b> <i>City of Casselberry</i>	★	★	★		
<b>Soldier’s Creek Park</b> <i>City of Sanford</i>	★	★	★		★
<b>Dew Drop Park Improvements</b> <i>City of Casselberry</i>	★	★	★	★	
<b>Wirz Park and Pool</b> <i>City of Casselberry</i>	★	★	★		
<b>Sunnytown Park</b> <i>City of Casselberry</i>	★	★	★		
<b>Wheel Park</b> <i>City of Casselberry</i>	★	★			
<b>Sweetwater Wetlands Park</b> <i>City of Gainesville</i>	★	★	★	★	





## CREST LAKE PARK RENOVATIONS

Clearwater, FL

Wharton-Smith provided renovations of Crest Lake Park for the City of Clearwater. This project provided improvements to the park including wider sidewalks around the lake and through the park along with boardwalks and decks in portions of the lake, new lighting, irrigation, and landscaping and grassing. The construction also features a new restroom building, two picnic shelters, two volleyball courts, and four new play areas including a splash pad. Finally, Wharton-Smith also provided improvements to the lake's shoreline, a lighted fountain in the lake, rain gardens to filter stormwater, and improved parking spaces.

### HIGHLIGHTS

- PARK/MUNICIPAL CLIENT
- REHAB/RENOVATION
- NEW BOARDWALK
- NEW LIGHTING/PARKING
- SPLASH PAD



#### COMPLETION TIME

April 2020 - April 2021



#### CONTRACT VALUE

\$5.0M





## SECRET LAKE PARK

Casselberry, FL

Wharton-Smith provided Construction Management at Risk services on the Secret Lake Improvements project for the City of Casselberry. This project includes a new 8-foot-wide trail and boardwalk; the replacement of the existing baseball field with multi-sports fields, a pavilion, and a new outdoor exercise station; raised wood structural walkways; an over-water wood pier; a new playground for children ages 2 to 5; and additional shade structure and pedestrian lighting. A precast fabricated modular restroom building was also incorporated in addition to renovations to the existing restroom.



### COMPLETION TIME

Nov. 2021 - June 2022

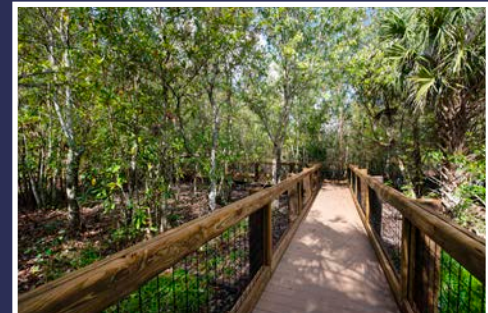


### CONTRACT VALUE

\$3.0M

## HIGHLIGHTS

- PARK/MUNICIPAL CLIENT
- REHAB/RENOVATION
- NEW BOARDWALK & PIER
- NEW LIGHTING/PARKING
- PREFABRICATED RESTROOM





## RIVERWALK

Sanford, FL

Wharton-Smith collaborated with the preliminary design presented by the City on this multi-phase 1.2-mile lakefront redevelopment project on Lake Monroe in Downtown Sanford, Florida. The project included a new seawall, new and relocated utilities, new roadway, traffic signalization, bike/pedestrian walkway, hardscape, plaza development and landscaping. The work included demolition of the existing fixed docks at the marina boat ramp. The docks were replaced with three aluminum floating tending piers, each 70-feet long and 6-feet wide. The project also included a Memorial Park designed as a passive recreation space with a cenotaph. The park encompasses a colonnade of palm trees and linear paths surrounding a central lawn and is used for quiet contemplation or as a green space to host small informal or formal gatherings.



### COMPLETION TIME

Aug. 2013 - Nov. 2019

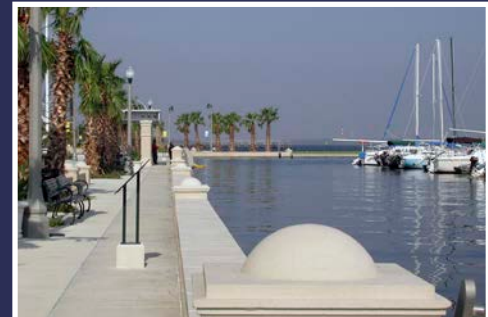


### CONTRACT VALUE

\$28.2M

## HIGHLIGHTS

- PARK/MUNICIPAL CLIENT
- REDEVELOPMENT/RENOVATION
- NEW SEAWALL
- NEW LIGHTING/PARKING
- NEW FLOATING TENDING PIERS





## LAKE CONCORD PARK

Casselberry, FL

Wharton-Smith performed construction management at risk services on this project for the City of Casselberry, which consisted of four parts: (1) Lake Concord Park mass grading, (2) realignment of Triplet Lake Drive, (3) Public Works Building renovation, and (4) Lake Concord Park public amenities. The mass grading project consisted of clearing, organic material removal, underground utilities, and grading to allow for the subsequent development of residential, commercial, and public properties. The Triplet Lake realignment project involved the demolition of the existing roadway from 17-92 to Quail Pond Circle, adjustment of affected utilities, and new hardscape and landscaping. The Lake Concord Park project included the construction of a three-acre public park, consisting of two retention ponds with decorative water fountains, hardscape and landscaping, park furnishings, and site lighting.



### COMPLETION TIME

Jan. 2016 - May 2017

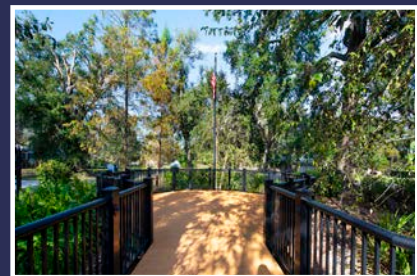


### CONTRACT VALUE

\$10.6M

## HIGHLIGHTS

- PARK/MUNICIPAL CLIENT
- NEW BOARDWALK
- SITE LIGHTING/PARKING
- HARDSCAPE & LANDSCAPING
- MASS GRADING
- UNDERGROUND UTILITIES
- PARK FURNISHINGS





## SOLDIER'S CREEK PARK

Sanford, FL

Wharton-Smith provided preconstruction and construction management services for the demolition and redevelopment of 25.49 acres of an existing recreational park. The newly developed Soldiers Creek Park features six natural turf fields with state-of-the-art LED lighting, eight lanes of batting cages, warm-up and assembly areas, a central indoor meeting space for group events, playground, and concession and hospitality space.



### COMPLETION TIME

May 2016 - April 2017



### CONTRACT VALUE

\$7.5M

## HIGHLIGHTS

- PARK REDEVELOPMENT
- PLAYGROUND
- ASSEMBLY AREAS
- LED SITE LIGHTING
- CONCESSION AND HOSPITALITY SPACE







## DEW DROP PARK IMPROVEMENTS

Casselberry, FL

The Dew Drop Park Improvements project will include a paved multi-use path; a fishing pier; exercise stations; play area improvements such as slides, rock climbing walls, and zip line; pedestrian entry features; open space for multi-use activities; shade pavilions with grills; technology upgrades (WiFi/charging stations); benches and picnic; and a sensory garden. It will also include replacement and relocation of the tennis, basketball and volleyball courts, improvements to stormwater outlets and opportunities for stormwater education along Dew Drop Pond, a new restroom building at a central location, and upgrades to the existing restroom.

### HIGHLIGHTS

- PARK/MUNICIPAL CLIENT
- REHAB/RENOVATION
- NEW BOARDWALK
- NEW LIGHTING/PARKING
- SHADE PAVILLIONS
- VOLLEYBALL COURT



**COMPLETION TIME**  
TBD



**CONTRACT VALUE**  
\$2.4M (estimate)





## WIRZ PARK AND POOL

Casselberry, FL

The Wirz Park and Pool project includes renovations to the existing park to include an outdoor event patio with a shade pavilion and several terraces to hold large events; a splash pad with play elements, zero-entry pool, lap pool, and office building; and pavilions and shade structures throughout the area. The current field will be renovated to accommodate multi-use sports play with an expanded parking lot to service the expanded pool and event spaces. A new pavilion, basketball courts and fitness court are also proposed. Connectivity into the park will also be improved by implementing a raised crosswalk crossing Mark David Boulevard as well as an upgraded trail connection point to the south.



**COMPLETION TIME**  
TBD



**CONTRACT VALUE**  
\$5.3M (estimate)

### HIGHLIGHTS

- PARK/MUNICIPAL CLIENT
- REHAB/RENOVATION
- NEW PAVILLION
- NEW LIGHTING/PARKING
- SHADE STRUCTURES





## SUNNYTOWN PARK

Casselberry, FL

The Sunnytown Park project will include a new pedestrian access point, with a decorative fence along the road and a new proposed crosswalk added to improve neighborhood connections. A new ADA-accessible playground with pavilion, restroom building, and bike parking is also proposed. Adjacent to the play area will be a wet retention pond with an aerating fountain and a new fitness court. A pedestrian loop trail will surround the existing fields to connect the various amenities and will include benches and trash receptacles. Drainage improvements will also be included.

### HIGHLIGHTS

- PARK/MUNICIPAL CLIENT
- REHAB/RENOVATION
- NEW PLAYGROUND
- NEW LIGHTING/PARKING
- PEDESTRIAN MULTI-USE TRAIL



**COMPLETION TIME**  
TBD



**CONTRACT VALUE**  
\$2.1M (estimate)





## WHEEL PARK

Casselberry, FL

The currently undeveloped Wheel Park will be developed into a family-oriented park. It will be divided into two areas: the west active bike/skate park and the east family zone. The large bike/skate park area will include a flow bowl, snake run area, street area, and associated parking. There will also be a formal ceremonial lawn with a pavilion and restroom building. Raised crossing will lead to the family area will have its own parking lot and include an ADA-accessible adventure playground, bicycle “Tiny Towne” training area for children ages 2-5, skills and pump track for children ages 5-12, a restroom building, and two pavilions. Space has also been reserved for a sensory/community garden.

### HIGHLIGHTS

- PARK/MUNICIPAL CLIENT
- REHAB/RENOVATION
- EVENT LAWN
- NEW LIGHTING/PARKING
- PAVILLION AND RESTROOM BUILDING
- PLAYGROUND



**COMPLETION TIME**  
TBD



**CONTRACT VALUE**  
\$8.9M (estimate)





## SWEETWATER WETLANDS PARK

Gainesville, FL

The combination of smart engineering and environmental conservation, Sweetwater Wetlands Park is a beautiful habitat filled with gravel trails and boardwalks, with breathtaking views of the Florida skyline, birds, alligators, wild horses, and more. The project is part of an ambitious plan to improve water quality in the Alachua sink and restore more than 1,300 acres of wetlands in the Paynes Prairie Preserve State Park. The new 125-acre enhancement wetland uses a naturally sustainable filtration system to remove sediment and trash while reducing nutrient loads in order to meet federal requirements. The wetland not only provides protection for the Floridan Aquifer, but establishes a natural habitat for wildlife and creates opportunities for public recreation, wildlife study and education. As Construction Manager for the project, Wharton-Smith oversaw all efforts to construct the wetland. The project also included construction of a visitors center, education center, public restrooms, natural trails, boardwalks, observation towers, ranger residence facilities, and associated site work.



### COMPLETION TIME

Aug. 2012 - Jan. 2015



### CONTRACT VALUE

\$22M

## HIGHLIGHTS

- PARK/MUNICIPAL CLIENT
- BOARDWALK
- WETLANDS
- PUBLIC RESTROOMS





## DR. ANN MURPHY-KNIGHT S.T.A.R.S. COMPLEX

Fort Myers, FL

The STARS Complex (Success Through Academic and Recreational Support) is a recreational and educational support center located in the City of Fort Myers. Children enrolled in the STARS Complex programs have been improving grades and graduation rates and the STARS Complex is looking to expand their programs, but lacks the spaces and amenities. The project consists of improvements throughout the more than 20-acre site including:

- New 30,000 SF+ facility expansion with classrooms, multipurpose rooms, gymnasium, activity pool and other amenities
- The first hurricane shelter located within Fort Myers
- Remodel the existing facility to incorporate more teen activities and educational support spaces.
- New football field house with locker rooms, restrooms and concessions.
- Outdoor basketball courts
- Additional parking and storm water management areas.



### COMPLETION TIME

60% Documents Completed



### SIZE

130,000 SQF



### CONTRACT VALUE

Estimated at \$21,100,000.00

## HIGHLIGHTS

- COMPLEX SITE PLANNING
- CONCESSIONS STAND
- MULTIPLE BUILDINGS AND ADDITIONS





# HAROLD AVENUE REGIONAL PARK CONCESSION BUILDINGS

Lehigh Acres, FL

The project consisted of developing prototype documents for a concession building and public restrooms with site adaptation to 2 ballfield complexes. These 1,900 S.F. projects were designed and constructed with green building design criteria as required by the Florida Green Building Coalition (FGBC) and both project sites received FGBC certification. Project design considerations included creating ADA compliant building access while accessing established pedestrian and vehicle circulation routes. Both building sites have provisions for future park lighting electrical control and power equipment.



## COMPLETION TIME

June 2010 - June 2011



## SIZE

1,900 SQF



## CONTRACT VALUE

\$6.6 M

## HIGHLIGHTS

- CONCESSION STAND
- GREEN CERTIFIED
- PROTOTYPE FOR FUTURE USE





## JOHN YARBROUGH LINEAR PARK

Fort Myers, FL

The John Yarbrough Linear Park Trailhead at Six Mile Cypress Parkway is the starting point for the 6 Mile Park Trail. It is part of the Lee County Parks and Recreation District. The trailhead includes two (2) 225 SF architectural covered pavilions with picnic tables and a 256 SF restroom facility. Other amenities include drinking fountains, bicycle racks with repair stations, pet waste stations, site lighting, parking for 25 vehicles and a motorized entrance gate. The park is designed to be pet friendly and ADA Compliant.



### COMPLETION TIME

January 2022 - September 2021



### SIZE

706 SQF



### CONTRACT VALUE

\$340,629.00

## HIGHLIGHTS

- RESTROOM BUILDINGS
- SHADE STRUCTURES
- QUICK DESIGN TIME







## FIRE STATION NO. 82

Fort Myers Shores, FL

The Ft. Myers Shores Fire County Station 82 is a new state of the art Fire Station capable of withstanding a category 5 Hurricane. Fortress Secured worked with Fire Department leadership and the community to ensure the new station facade seamlessly fits into the community landscape. The design included standing seam roof, CMU block with stucco, and distressed red brick. It also features 3 drive-thru apparatus bays, 6 bunk rooms, Officer's bunk, office space, indoor and outdoor kitchen, day room, treatment room, fitness room, conference and training room, and the required Hot Zone area. With the 2-acre parcel, we were able to incorporate a 3-story training tower designed for rappelling and laddering, search and rescue, hose advancement, and confined space activities.



### COMPLETION TIME

Sept. 2022 - August 2023 (48 weeks)



### SIZE

11,812 SQF

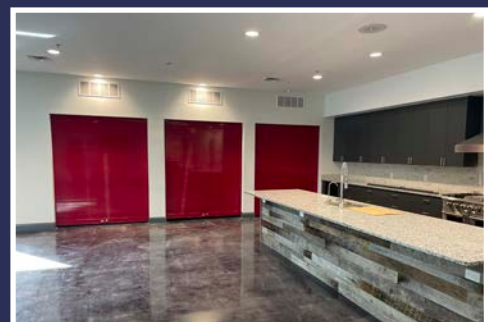


### CONTRACT VALUE

\$6.1M

## HIGHLIGHTS

- 48-WK COMPLETION TIME
- 3 DRIVE-THRU BAYS
- 6 BUNK ROOMS
- REQUIRED HOT ZONE AREA
- 3-STORY TRAINING TOWER





## NAPLES CLASSICAL ACADEMY

Naples, FL

Summit worked with Optima Foundation and Naples Classical to design and construct this 72,130 sq. ft school. The school consists of tilt-wall construction, an open cafeteria, specialty art and science rooms along with play fields, tot lot and future expansion of gym. The campus is located at 10270 Immokalee Road in Collier County. Naples Classical opened in the Fall of 2021 and exceeded admissions in the first year. This project is an example of a recent successfully completed P3 project by this team.



### COMPLETION TIME

Dec. 2020 - July 2021



### SIZE

72,130 SQF



### CONTRACT VALUE

\$14.1M

## HIGHLIGHTS

- QUICK COMPLETION TIME (LESS THAN 10 MONTHS)
- P3 PROJECT





# Southwest Water Reclamation Facility Operations/Maintenance Building

City of Cape Coral, FL

Wharton-Smith was hired by the City of Cape Coral to provide construction manager at risk services for the construction of their new operations building at the Southwest Water Reclamation Facility. The new operations building, funded by the Utilities Department's capital improvement budget, is designed to withstand a Category 4 hurricane and allows staff to shelter in place while maintaining the operation of the wastewater plant. This project sheet is being included to show regional relevancy as part of the overall benefit our team brings for the Jaycee Park project. Not only do we have experience with multiple Park projects for municipalities throughout the state, but we also have worked directly for the City of Cape Coral to illustrate our familiarity with the local jurisdictions, subcontractors, and vendors.



## COMPLETION TIME

June 2019 - July 2023



## SIZE

34,000 SQF New Construction

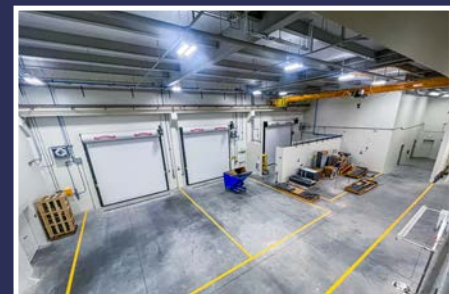
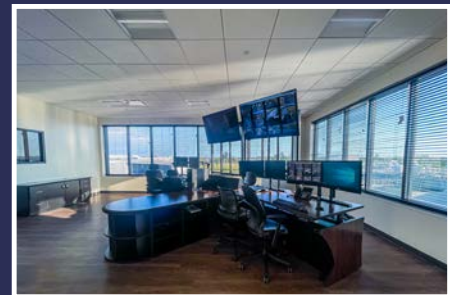


## CONTRACT VALUE

\$15.7M

## HIGHLIGHTS

- NEW BUILDING ON EXISTING SITE
- TELECOMM / SECURITY
- SUSTAINABILITY & BUILDING PERFORMANCE



# Financing & Qualifications



## Qualifications

The below chart shares various components that will either be included or not included in the construction of park improvements.

Item #	Qualifications	INCLUDED	
		YES	NO
1	Assumes floating docks	X	
2	Assumes shore line naturally slopes down to the water (no sea wall / bulkhead)	X	
3	Site Investigation (Environmental, Site Survey, Geotechnical, etc)		X
4	Material Testing		X
5	Permits, Development Fees, Water-way, SFWMD, Offsite, ROW		X
6	Interior Design		X
7	Audio-Visual, Theatrical Lighting, Fire Sprinkler potentially needed for Band Shell		X
8	Civil, Landscape, Irrigation, Aquatic Design elements		X
9	HVAC - limited to minimal ventilation in RR / Bandshell / Public RR only	X	
10	Earthwork scope assumes an existing balanced site (no import)	X	
11	Picnic Pavilion assumed pre-engineered	X	
12	Tiki Bar assumed to include need for grease trap and food service	X	
13	Fire sprinklers and Fire Alarm for Tiki Bar only	X	
14	Fortress design elements assumed to pick up at 5' outside the vertical foundation of a given building for tie-ins	X	
15	Remediations efforts for all environmental related scope		X
16	Qualified scope shown within project limit lines only - per site plan (offsite utilities excluded)	X	
17	Natural Gas / LP / Fuel gas piping		X
18	Screen walls or retaining wall design		X
19	South "secondary bandshell" to be stage equipment only, no structure per renderings (Not Included)	X	
20	Threshold Inspections		X



## Financing Options

### Financing Options Overview

Today, many Florida municipalities are experiencing tremendous population growth and are forced to find solutions to balance budgets as capital spending needs are outpacing increases in revenues. Additional public services are needed to support the growing population and most cities must borrow to pay for the necessary infrastructure.

While general obligation debt structures and revenue bonds are the most common form of financing infrastructure projects, alternative lease financing structures are becoming increasingly utilized to finance real property over long periods of time. Fortress Secured's team includes a municipal finance expert dedicated to assisting the City with the most appropriate and competitive financing option for the park. Assisting with over \$400M in development financing, Fortress Secured and Summit have developed relationships with many financial institutions, both on a regional and national level, forming an assortment of funding partners who have experience in financing real property transactions. Fortress Secured will work closely with the City to review financing options and facilitate a single lender financing. Fortress Secured can solicit financing proposals on the City's behalf through a formal Finance RFP process to assist the City in receiving competitive rates and terms for the park. Financing assistance is considered a value-added service and Fortress Secured does not profit from any financing.

The Forecasted Cost Overview table details estimated costs for the Jaycee Park construction and financing.

### State Appropriations Assistance

Fortress secured has engaged Greenberg Traurig LLP as a value-added service to assist our clients interested in seeking state appropriations funding for their P3 projects. This includes lobbying the Florida Executive and Legislative branches, and various state agencies. These services are provided to our clients with no initial fee. Fortress Secured LLC and Greenberg Traurig LLP cannot give any assurance or guarantee concerning the success or outcome of this additional service.



### Financing Options

#### Option 1: Tax Exempt Municipal Lease Purchase Agreement

Tax-exempt leases are structured as a series of one-year renewable obligations that are subject to the City's ability to appropriate funds for the continuation of lease payments. Payments constitute a current expense of the City and, if sufficient funds are not available for payment, the agreement is terminated. In a lease involving equipment, the City is required to return the equipment in the event the lease is terminated. However, in a real property financing, returning a building or improvements is not an option. Therefore, as additional investor security, in a real property lease financing, often an additional ground lease is entered into between the City and the lender for a term greater than the City's lease term. In the event of non-appropriation, the lender has the right to re-lease the property in an effort to recover its investment. At the end of the ground lease term, the building and improvements are turned over to the City free and clear.





### Some advantages to using a tax-exempt lease:

- Avoids constitutional or statutory limitations on issuing public debt; voter approval is not necessary
- Low tax-exempt rate for the life of the financing
- Flexible payment structures and terms (annual, semi-annual, quarterly or monthly payments are available)
- Up to 20-year financing available
- Lease may be prepaid
- Low issuance costs; no ongoing disclosure requirements
- Payments can be deferred until project construction is complete
- Spreads out the cost of an asset over the useful life of that asset or project
- Faster and more efficient financing than bond or other public debt issues

A Tax-exempt Municipal Lease Purchase Agreement with a Covenant to Budget and Appropriate (CBA) may be considered more secure by investors than a standard lease and is the most common form of bank financing for equipment purchases with Florida municipalities. Florida is unique in that it does not allow lenders to take a security interest / title in equipment or real property when providing financing to municipalities. A long-term unsecured financing that is subject to annual appropriation of funds creates increased lender risk. In a CBA structure, the City provides an affirmative covenant that it will budget and appropriate funds for the lease payments. If funds are not appropriated for lease payments in a given year, the lease is not terminated. It continues in place and the process of budgeting and appropriating payments continues the next year and after until the lease is paid in full. Because lenders consider this structure less risky than a traditional lease, a lower interest rate may possibly be obtained.

### Option 2: Tax Exempt Bank Bond Loan

This structure is a Tax Exempt loan directly between the City and the Lending Institution. Advantages of this structure are that interest rates are lower than taxable loans with otherwise similar terms and since the underwriting and compliance terms are established directly with the Lending Institution, the initial costs and the on-going compliance costs are much less than bonds issued on the open market.

### Advantages to using a tax-exempt bank bond loan include:

- Low tax-exempt rate for the life of the financing
- Flexible payment structures and terms
- Up to 20-year financing available
- May be prepaid
- Low issuance costs; no ongoing disclosure requirements
- Payments can be deferred until project construction is complete
- Spreads out the cost of an asset over the useful life of that asset or project
- Faster and more efficient financing than other public debt issues



### Option 3: Tax Exempt Bonds Issued on the Open Market

This structure is the issuance of bonds for purchase by institutional and other investors and involves significant underwriting fees and on-going compliance costs. However, it can be a desirable option for larger projects with sufficient time to underwrite and issue the bonds. An advantage of an open market bond is that the term can be up to 30 years, which is longer than is typical for a lease or bank bond loan, and therefore can result in lower annual payments.

## Financing Terms

### Financing Terms:

- Estimated Tax Exempt interest rate of 5.50%. This is an estimate and will vary depending on credit worthiness and market rates at the time of closing. Lending institutions may require an interest rate reset provision after year 10 or 15 for municipal leases or bank bond loans.
- The following illustration shows the estimated total construction costs with estimated finance costs for 20-year finance terms under the 3 different financing options described above.
- Longer term interest rate locks are available between 60-120 days prior to financial closing (dependent on selected lender).

### Term:

Up to 20 year financing is typically available with leases or bank bonds. 30 year financing is available with open market bonds.

### Payment Structure:

A variety of payment structures are available including monthly, quarterly, semi-annual and annual payments, skipped payments, and escalating payments.

### Finance Fees:

There are no origination, legal, or other fees of any kind charged by Fortress Secured. Option 1 and 2 will involve minimal fees from the Lending Institution and Option 3 will include substantial underwriting fees.

### Payment Estimation:

**Assuming the entire cost of the project is financed, annual payments could be as low as \$971,415.**  
(Please see forecasts on following pages for more detail)

- Estimated Tax Exempt Interest rate of 5.50%
- Monthly payments with principal amortization beginning after completion of construction
- Total Financed Cost as low as: \$11,768,103
- Land Acquisition and offsite improvements: \$0
- Site Earthwork, Utilities & Paving do not exceed the \$2,216,876 allowance shown on the forecasted cost overview.





## Forecasted Cost Overview

The Forecasted Cost Overview table displays the estimated total construction costs with estimated finance costs for 20-year finance terms under the 3 different financing approaches described previously. For each finance option, the construction cost is the same, with only the finance costs differing.

### City of Cape Coral / Jaycee Park

	Option 1	Option 2	Option 3
	Tax Exempt Municipal lease	Tax Exempt Bond - Bank	Tax Exempt Bond - Open Market
Project Square Feet - total	507,914	507,914	507,914
Land Acquisition Cost	\$ -	\$ -	\$ -
Site Earthwork, Utilities & Paving ( <b>Allowance</b> )	\$ 2,216,876	\$ 2,216,876	\$ 2,216,876
Improvements	\$ 10,229,401	\$ 10,229,401	\$ 10,229,401 (a)
3rd party review fee (architect or engineer)	\$ 60,000	\$ 60,000	\$ 60,000
Issuance Costs	\$ 10,000	\$ 10,000	\$ 300,000 (b)
Administration Fee	\$ 622,314	\$ 622,314	\$ 622,314
Less Private Capital Contribution*	\$ (1,370,488)	\$ (1,370,488)	\$ (1,370,488) *
<b>Total financed cost</b>	<b>\$ 11,768,103</b>	<b>\$ 11,768,103</b>	<b>\$ 12,058,103</b>
Term (Years)	20	20	20 (c)
Tax Exempt Rate - Estimated	5.50%	5.50%	5.50% (d)
<b>Total Annual Payments</b>	<b>\$ 971,415</b>	<b>\$ 971,415</b>	<b>\$ 995,354 (e)</b>
Total of payments after Completion	\$ 19,428,309	\$ 19,428,309	\$ 19,907,078 (e)
Estimated Interest paid during construction period	\$ 404,529	\$ 404,529	\$ 414,497 (f)
<b>Total of all payments over life of lease / loan</b>	<b>\$ 19,832,837</b>	<b>\$ 19,832,837</b>	<b>\$ 20,321,575</b>
Construction Cost per Sq Foot, including Allowances for Site Improvements	\$ 25	\$ 25	\$ 25
Total Cost per Sq Foot including Administration Fees, Reviewer Fees and Lender Issuance Fees, and net of Private Contribution	\$ 23	\$ 23	\$ 24

**The above examples are for illustrative purposes only and are not an offer to provide financing. Actual financing options, including interest rates and payment terms, will depend on credit worthiness and market conditions at the time financing is received.**

\* The Private Capital Contribution will come from the Black Diamond Real Estate Group (BDREG). As part of the team they will be bringing their local knowledge, experience and expertise to help realize the City's vision of Jaycee Park. The BDREG will focus on the Design of the Bar and Food Truck concepts. By contributing financially to the project the BDREG will have "skin in the game" and look for a long term lease to manage and operate the Bar and Food Truck areas. They will be responsible for all licenses and permits for this venture.

(a) Construction cost estimate based on project approval in Q4, 2023

(b) Issuance costs are typically included in the amount financed

(c) 20 year term on Municipal lease or Bank issued bond may require an interest rate reset after 10 or 15 years.

(d) Rates will be dependent upon credit rating, and the lowest rates may require penalties in certain situations if paid off early

(e) Assumes debt begins amortizing upon completion of the project

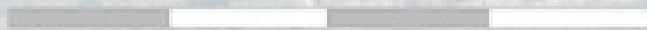
(f) There are options for paying interest during the construction period, or deferring it and capitalizing it into the debt proceeds. It is broken out separately here for ease of comparison



# P3 & Compliance Information



50' 100' 150' 200'



GRAPHIC SCALE



## P3 History & Statute

### Public-Private Partnerships Defined

A Public-Private Partnership (P3) is a contractual arrangement between a public agency (federal, state or local) and a private sector entity. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility. P3s have been utilized by many countries and by political entities in the United States for many years. Since the downturn of the US economy in 2008, P3s have become increasingly popular and utilized to develop public use and infrastructural projects.

### Florida Statute

In 2013, the Florida Legislature passed, and Governor Scott signed the P3 Law to authorize the use of public-private partnerships by local governments. The Legislature cited the public need for the construction or upgrade of facilities that are used predominantly for public purposes, stating that it is in the public's interest to provide for the construction or upgrade of such facilities and to encourage investment in the state by private entities. The law allows political entities (State, Counties, and Cities) to utilize P3s to develop governmental buildings, roads and other public and social infrastructural items. The law has become instrumental in bringing forward projects and developments where land was not available to the public entity, funding sources were limited, and/or expedited delivery schedules were preferred.

The law allows a political entity to receive unsolicited proposals for projects and services. The Florida P3 Law is included in the appendix of this document for full review. The Law's requirements and scheduling needs are discussed further in this document.

***“The most common type of P3 is design-build (DB). Design-build is popular because it allows state and local governments to contract with one private sector firm for both the design as well as the construction of an infrastructure project. In doing so, the government can transfer substantial risk for the project schedule and budget to the private sector partner. Under the more traditional design-bid-build approach, one private sector firm designs the project and another does the construction. Having one private sector firm perform both functions reduces project completion time, costs less, and provides equal or better quality.”***

*--Design-Build Effectiveness Study. Washington, DC: Author, p. v.; W. Eggers & T. Dovey (2007). Closing America's Infrastructure Gap: The Role of Public-Private Partnerships. Washington, DC: Deloitte Research.*



### P3 Comparison Table

The Public-Private Partnership has several advantages over a Traditional Muni Board. The main benefit of transferring risk from the public sector is that it generates incentives for the private sector to supply cost effective and higher quality services on time.

Public-Private Partnership	Traditional Muni Board
Investor loans to governmental agencies	Investor loans to governmental agencies
Tax exempt federal, most state, local	Tax exempt federal, most state, local
Government agency pays back the note over the life of the loan	Government agency pays back the note over the life of the loan
Florida State Statute 255.065	Florida State Statute 215.84
Loan is not tied into tax revenue	Requires bond raise to tax revenue
May not encumber bonding capacity or credit rating	✗ Capital raise comes with inconvenient restrictions
End-to-end capabilities: Design, Build, Finance, Maintenance	✗ RFP/RFQ per phase: Design, Build, Engineering, Finance, Maintenance
Projects built faster and with less cost over the life of the loan	✗ Slower process, prone to delays in coordinating different companies
Guaranteed initial pricing	✗ Projects often late, over budget
Requires only Responsible Public Entity (RPE) approval	✗ Bond requires public approval
Ownership throughout the process & guaranteed pricing	✗ No guaranteed pricing



### P3 Process

The Florida P3 Law is written with clear steps and directives which must be followed to allow for a fair and public process. As stated, a copy of the Florida Statute 255.065 and 287.057 is included in the appendix of this document.

To help streamline the process, we've highlighted key scheduling items and requirements associated to the Florida P3 statute.

Once an unsolicited proposal is received by a city or Responsible Public Entity (RPE), the RPE must determine if the proposal is of interest and meets the initial benchmarks for advancement:

- Is there a public need for or benefit derived from a project of the type that the private entity proposes as the qualifying project?
- Is the estimated cost of the qualifying project reasonable in relation to similar facilities?
- Will the private entity's plans result in the timely acquisition, design, construction, improvement, renovation, expansion, equipping, maintenance, and/or operation of the qualifying project?

This decision process is typically a 7 to 10-day exercise and performed internally without public involvement.

Once the RPE determines the submitted unsolicited offer meets the initial qualifications, the RPE is required to publish notice in the Florida Administration Register and a newspaper of general circulation at least once a week for 2 weeks stating the RPE has received an unsolicited proposal and will accept other proposals for a similar project. The timeframe within which the RPE may accept other proposals shall be determined by the RPE on a project-by- project basis, based upon the project's complexity and the public benefit to be gained by allowing a longer or shorter period of time for other proposals to be submitted. However, the time frame allowing other proposals must be at least 21 days which can run concurrently with the 14-day required advertisement period.

A copy of the notice must also be mailed to each local government in the affected area.

In order to accept an unsolicited proposal, the RPE must contract with an architect or engineer for review/ evaluation services as well as oversee the construction process. The RPE must formally advertise for these services. This solicitation can coincide with the Florida Administration Register notice. Section 255.065(3)(a)5 of the Florida P3 statute pertains to this requirement:

- A professional review and evaluation of the design and construction proposed by the initial or subsequent proposers to assure material quality standards, interior space utilization, budget estimates, design and construction schedules, and sustainable design and construction standards consistent with public projects.
- Such review shall be performed by an architect, a landscape architect, or an engineer licensed in this state qualified to perform the review
- Such professional shall advise the responsible public entity through completion of the design and construction of the project. After the RPE's notification period has expired, the RPE shall rank all received proposals in order of preference. In ranking the proposals, the RPE may consider factors that include but are not limited to, professional qualifications, general business terms, innovative design techniques or cost-reduction terms, and finance plans.



## FAQs

**1) What types of projects can be developed under a P3?** P3s are used to deliver a wide range of public facilities, public buildings and public infrastructure projects. Common examples include county facilities (parks, transportation facilities, police stations/training facilities, libraries, convention centers, and more), education, transportation, recreation, public utilities, wastewater treatment, redevelopment of neighborhoods and riverfront, public housing, energy savings programs, defense, telecommunications, and public healthcare projects.

**2) How is a P3 different from design-build or construction management services?** While all three are basically project delivery methods, a P3 is often more sophisticated because it includes additional elements necessary for the long-term success of a project. Typically, a P3 may include a private financing component.

**3) Is the government entity required to have a local ordinance governing Public-Private Partnerships?** No, the County can choose to follow the state statute. The P3 law clearly authorized local governments to undertake P3s based on the statewide statute alone.

Section 287.057 12(8)(f) Fla Statute: “The establishment of guidelines pursuant to this section or the adoption of such guidelines by a responsible public entity is not required for such entity to request or receive proposals for a qualifying project or to enter into a comprehensive agreement for a qualifying project. A responsible public entity may adopt guidelines so long as such guidelines are not inconsistent with this section”.

**4) Can the government entity choose to send out a formal RFP for a P3 project, rather than accept an unsolicited proposal?** Yes, the government entity can choose to move forward with negotiations (after required advertisement period has ended and all competing proposals have been reviewed) under an unsolicited proposal or alternatively, issue their own RFP under the P3 statute.

**5) Does the government entity have to issue an RFP for the third-party architectural or engineering review requirement?** If a proposed project is over \$2M in cost, the government entity is required to issue an RFP to select a third-party engineer, architect, or landscape architect to review/approve drawings and oversee the construction process.

Section 255.065(3)(a)5 Fla Statute: “If the responsible public entity chooses to evaluate an unsolicited proposal involving architecture, engineering, or landscape architecture, it must ensure a professional review and evaluation of the design and construction proposed by the initial or subsequent proposers to assure material quality standards, interior space utilization, budget estimates, design and construction schedules, and sustainable design and construction standards consistent with public projects. Such review shall be performed by an architect, a landscape architect, or an engineer licensed in this state qualified to perform the review, and such professional shall advise the responsible public entity through completion of the design and construction of the project.”

**6) Can the cost of a third-party architect/engineer be paid by the private entity?** The cost of the third-party reviewer can be financed (reimbursed) as part of the project cost.



# Reference Letters



## Fortress Secured & Summit Reference Letters



### LIZA JACKSON PREPARATORY SCHOOL

*Terri Roberts, CEO ~ Kaye McKinley, Principal*

1123 Hospital Road  
Fort Walton Beach, FL 32547  
P 850-833-3321 x266 ~ F 850-833-3292  
troberts@lizajackson.org

To Whom it May Concern:

This letter serves as a reference letter for Summit Construction Management. Summit served as the General Contractor for the construction of our new school. The project included construction of a new 76,000 square foot school building with 60 classrooms, lunchroom, library, PE fields and the renovation of an existing gymnasium. Additionally, they provided parking, retention ponds, driveways and road improvements that were required under state and local building codes.

The construction began in September 2020 and was complete in July of 2021 both on time and on budget. Normal school construction averages 2-3 years and the cost is at least triple what we paid. All of this was done during the height of the pandemic with goods and labor shortages nationwide. Summit guaranteed our price and delivered a high quality school that is the envy of all the schools in the area.

I was the owner's representative on this project and worked with Summit through every detail of the project. I can say that we are extremely pleased with our building. Summit has also worked with us post construction on any warranty issues. I hope that we can work together with them on future projects.

Sincerely,

Terri Roberts

CEO, Liza Jackson Preparatory School



*"We are a caring community of learners, dedicated to making the world a better place with academic preparation, good manners, common sense and one hundred percent effort."*





## KIPP:MIAMI

**A** 3000 NW 110th Street, Miami, FL 33167  
**P** 786-309-7697 **F** 786-353-1455

[www.kippmiami.org](http://www.kippmiami.org)

December 14, 2022

To Whom It May Concern,

KIPP Miami is part of national organization of non-profit charter schools which serve in exclusively low income and educationally underserved communities. Our mission is to create joyful, academically excellent schools that prepare students with the skills and confidence to pursue the paths they choose – college, career and beyond – so they can lead fulfilling lives and build a more just world.

Over the past three years, we have partnered with Summit Construction to help bring our program to Miami and to be able to serve more students. Our team had been impressed by the level of commitment and customer service orientation that they have brought to our partnership. The Summit team really worked to understand our needs and desires and have worked tirelessly to navigate a difficult real estate market by thinking about various creative solutions and opportunities and have worked to leverage and expand partnerships throughout the county. This type of thinking has led to us building a 120,000 square foot state of the art school building on the property of Miami Dade College North Campus – a mutual benefit for both organizations which has kicked started a partnership that benefits all students, staff and families of the local neighborhood.

Prior to developing the building and despite a strong collaboration and working relationship with Summit, our board wanted to ensure that we had a competitive process before awarding the full development contract. In that process Summit clearly won our board members though their commitment to excellence, aligned vision and passion for the work our schools do, and lastly the knowledge and drive to deliver a quality project that our students deserve.

We experienced several hiccups, outside of the developer's scope on this project, which caused us to pivot locations and needing to deliver a building in record breaking time. This was also during a challenging time fraught with supply chain issues and labor shortages. Summit consistently came up with creative solutions and various plans which never compromised quality and ensured we had what we needed to serve students and families. They honored their commitments to us financially and delivered a project in which they personally ensured the best in quality. Anytime there were issues or concerns, the team was responsive to our needs and made sure that there was a path forward.

It was an honor to have the Summit team there to celebrate the first day of school with our students and families in our new building this August. We look forward to continuing to work with Summit on our next project and hopefully many more to come as we look to expand.

Best,



Monica Kress  
 Managing Director of Growth and Operations



## Wharton-Smith Inc. Reference Letters



### CITY OF CLEARWATER

Parks and Recreation Department,  
100 SOUTH MYRTLE AVENUE, CLEARWATER, FLORIDA 33756  
TELEPHONE: (727) 562-4800 Fax (727) 562-4825

January 11, 2021

RE: Recommendation of Wharton-Smith, Inc.

To Whom it May Concern:

Wharton-Smith, Inc. provided preconstruction services and is currently providing construction management services for the Crest Lake Park project for the City of Clearwater.

The Wharton-Smith team was heavily engaged from initial design through the development of the GMP. Wharton-Smith's project team provided an overall "road map" to success to get the project budget in line. This road map created an organized and phased sequencing that allowed for optimal schedule and therefore savings to the budget. The team also provided value management options of specified products that would meet the project's intent (without sacrificing quality), but that were also regionally sourced and therefore more readily available to help provide additional savings.

The Wharton-Smith project team was a pleasure to work with. They listened to our concerns and were helpful in finding solutions to issues that arose during construction. We were consulted and kept informed of the progress during every stage of the construction process. Wharton-Smith maintained cost compliance throughout the project due to their open-book financial policies and great communication.

I am pleased to submit this letter of recommendation on behalf of Wharton-Smith, Inc. I am confident their team looks after our best interest and is delivering a quality project at a competitive price. Should you have any questions feel free to contact me directly.

Sincerely,

Art Kader

Deputy Director, Parks and Recreation

City of Clearwater: [art.kader@myclearwater.com](mailto:art.kader@myclearwater.com) or 727-562-4824

Mark Bowles, Councilmember  
Kathleen Lederman, Councilmember

Frank Hubbard, Mayor



David Allerton, Councilmember  
Trey Hamilton, Councilmember

"Equal Employment and Affirmative Action Employer"



# City of Sanford, Florida

P.O. Box 1788 • 32772-1788  
 Telephone (407) 330-5673  
 Fax (407) 330-5679

Department of Engineering, Planning and Zoning

October 1, 2003

George Smith  
 Wharton Smith, Inc.  
 POB 471028  
 Lake Monroe, FL 32747-1028

Re: Letter of Recommendation

Dear George,

We would like to express our gratitude for the outstanding work and progress your firm is accomplishing on the Sanford Riverwalk. Your firm, and especially members of your staff, have exemplified impeccable courtesy and professionalism through the whole process. Tim Smith, Project Manager has been very helpful and we enjoy his personality and well versed knowledge and ability to resolve matters as they arise.

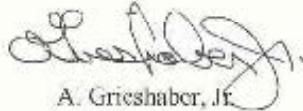
We would like to continue our relationship on future projects with the City of Sanford and would not hesitate to recommend your firm to anyone.

Again, many thanks!

Sincerely,



Christopher G. Smith  
 Project Manager



A. Grieshaber, Jr.  
 City Manager



Brady Lessard  
 Mayor

c: file

**"The Friendly City"**



**MAILING ADDRESS**  
 CITY OF SANFORD  
 POST OFFICE BOX 1788  
 SANFORD, FL 32772-1788

**PHYSICAL ADDRESS**  
 CITY HALL  
 300 NORTH PARK AVENUE  
 SANFORD, FL 32771-1244

**TELEPHONE**  
 407.688.5080

**FACSIMILE**  
 407.688.5081

**CITY COMMISSION**

JEFF TRIPLETT  
 MAYOR

ART WOODRUFF  
 DISTRICT 1

VELVA H. WILLIAMS  
 DISTRICT 2

RANDY JONES  
 DISTRICT 3

PATTY MAHANY  
 DISTRICT 4

NORTON N BONAPARTE, JR.  
 CITY MANAGER



[www.sanfordfl.gov](http://www.sanfordfl.gov)

## PUBLIC WORKS

April 28, 2015

Letter of Recommendation  
 Wharton Smith, Inc.

To whom it may concern,

I am writing this Letter of Recommendation in respect to the exceptional experience that I had with Wharton Smith, Inc. during and after the construction of our Riverwalk Phase II Multi Use Pedestrian Pathway Project along our waterfront. I was deeply impressed by the overall professionalism of the entire staff that participated in the successful completion of our beautiful Riverwalk. Wharton Smith's staff proved beyond a shadow of a doubt that their professional attitude, attention to detail and commitment to quality delivered a product to the City of Sanford that will be enjoyed for many years to come. Along with Ed Waters and Sons Contracting Co., Wharton Smith was indeed an outstanding pleasure to work with. I look forward to working with them again.

Sincerely,

Jeffrey James Davis, CPM  
 Project Manager  
 City of Sanford Public Works

*The Friendly City*



GAINESVILLE REGIONAL UTILITIES

*Strategic Planning Department*

August 10, 2015

Mr. Ron Davoli  
 President and CEO  
 Wharton-Smith, Inc.  
 750 Monroe Road  
 Sanford, Florida 32771

RE: Letter of Recommendation for Wharton-Smith, Inc.

Mr. Davoli:

Gainesville Regional Utilities (GRU) has worked with Wharton-Smith (WSI) on the Sweetwater Branch/Paynes Prairie Sheetflow Restoration Project over the last four years. We brought WSI into the project during the design phase. We believe that WSI's pre-construction involvement resulted in higher quality construction documents and fewer Requests for Information from our contractors than we would have experienced without WSI constructability reviews. Also, we were very favorably impressed with the accuracy of WSI construction estimates. WSI helped us to structure the construction bid to match our budget with a minimal number of bid alternates.

WSI served as Construction Manager at Risk for this \$23 million project. From the beginning, we noted the professionalism and experience that guided WSI staff as they interacted with contractors. This was first observed at contractor interviews during the bid selection process. This important step ensured that contractor bids were based on a uniform understanding of the scope of work. WSI consistently approached contractor issues and changes from a position of honesty and fairness to both owner and contractor.

GRU and the City of Gainesville were provided access to all contract documents. This open book approach allowed the owner to be informed and involved in decision making as construction progressed. WSI helped GRU and the City of Gainesville to manage a \$3.2 million construction grant program. Also, WSI assisted GRU in implementing an Owner Direct Purchase Program that resulted in \$145,000 in tax savings.

P.O. Box 147117, Station A136, Gainesville, Florida 32614-7117, Phone: (352) 334-3400 ext. 1218 Fax: (352) 334-3151





## City of Cape Coral Utilities Administration

March 24, 2022

Re: City of Cape Coral, Florida  
Southwest Water Reclamation Facility – Operations Building and Warehouse Building

To Whom it May Concern:

Wharton-Smith was selected as the Construction Manager at Risk (CMAR) firm for the above referenced project. The project includes the construction of a 24,000 sf multi-story administration building and 8,300 sf warehouse building with a total value of \$15.2 million. The project is currently ongoing with a completion date scheduled for December 2022.

This project is particularly challenging due to the fact the new operations building is located central to an operating 15 MGD water reclamation facility. To date the project team has been able to negotiate through supply chain and cost escalation issues that have been prevalent in the construction industry, keeping the project on schedule and within budget.

Based on the progress to date for the Operations Building project, the City would recommend Wharton-Smith's Commercial Division for projects of similar scope and size. If you have any further questions please do not hesitate to contact me at [tmclean@capecoral.gov](mailto:tmclean@capecoral.gov).

Respectfully,

**Thomas W. McLean, P.E.**  
Project Manager  
Utilities Administration  
City of Cape Coral

---

Utilities Department • City of Cape Coral • 815 Nicholas Pkwy East • Cape Coral, Florida 33915  
(239) 574-0700 • [www.capecoral.gov](http://www.capecoral.gov)



Ron Davoli  
August 10, 2015  
Page 2

Environmental coordination was extremely important. The site is located within Florida's Paynes Prairie Preserve State Park which is also an Outstanding Florida Water. WSI managed issues associated with water quality, cultural resources, soil contamination, wetlands, and flood plains. WSI worked closely with the site contractor and representatives from local government, the Water Management District, Paynes Prairie Preserve State Park, and the US Army Corps of Engineers to ensure that environmental impacts were minimized. Government officials recognized and respected WSI's commitment to environmental sustainability.

The Sweetwater Branch/Paynes Prairie Sheddow Restoration Project is now substantially complete and GRU and the City of Gainesville have received the Florida Section of the American Society of Civil Engineer's 2015 *Project of the Year* award as well as the Florida Stormwater Association's 2015 *Outstanding Achievement* award. We believe that Wharton-Smith has played a significant role in the success of the project and we would like to thank you for your professionalism and commitment to excellence.

Sincerely,



Alice Rankellor, P.E.  
Project Manager

P.O. Box 147117, Station A136, Gainesville, Florida 32614-7117, Phone: (352) 334-3400 ext. 1218 Fax: (352) 334-3151





## SouthTech Schools

*Preparing Students for Work, Higher Education & Productive Citizenship*

**Steven Kozak**, Business & Community Partnership Liaison

SouthTech Academy • SouthTech Preparatory Academy • SouthTech Success Center • SouthTech Adult Education

April 20, 2020

To Whom It May Concern,

On behalf of SouthTech Schools in Boynton Beach, Florida, I am pleased to provide this letter of recommendation for the services of Wharton-Smith, Inc. Wharton-Smith is nearing the completion of a new, 37,000 sq. ft. transportation-hub building, as well as a 180,000 sq. ft. renovation to a currently existing school building. This extensive project transformed a 1,400-student middle school into a fully operational career & technical high school and adult education center. SouthTech Academy boasts 13 career & technical programs in Palm Beach County, the 9th largest school district in the country. This project was certainly no small task.

From the beginning of our work with Wharton, assigned project Manager Michael O'Neil served as our liaison. Michael's approach to our team was purely customer focused, carefully identifying and acknowledging our wants and needs. Michael and his team worked diligently with all of our career & technical instructors alongside the architect to best suit all program needs. Further, very early in the project, Michael suggested and "round-table" of our stakeholders from various industries. He welcomed their expertise so he and his team could best understand from an industry perspective, what the best equipment and approaches would be for building-out our programs that train the generation workforce.

As SouthTech Academy's Transition Director on this project, I must say, working with Wharton, especially Michael O'Neil and his team, has been quite the pleasure. I have rarely worked with a company, let alone a contractor, with a such a "can do", client-focused approach and attitude. Michael and his team always met our project questions and desires with a positive attitude, without exception. Michael's unique professionalism took away a lot of the anxiety that comes with a project of such magnitude. I'm incredibly thankful to the Wharton-Smith Team for creating such a beautiful presence for SouthTech Academy in the Boynton Beach community.

Best Regards,

Steven Kozak  
 Transition Coordinator  
 Business & Community Liaison Officer  
 561-302-5600  
[steven.kozak@pbcharterschools.org](mailto:steven.kozak@pbcharterschools.org)

SouthTech Schools, a state-approved LEA, does not discriminate on the basis of race, color, national origin, sex or sexual orientation, marital status, age, religion, disability, genetic information, gender identity, or any other characteristic prohibited by law. For questions contact 561.369.7042  
 SouthTech Schools • 1300 SW 30th Avenue • Boynton Beach, Florida 33426 • 561-369-7000 • [southtechschools.org](http://southtechschools.org)







## City of Casselberry

95 Triplet Lake Drive, Casselberry, Florida 32707

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### **RE: Letter of Recommendation- Wharton-Smith, Inc.**

To whom it may concern,

Please accept this reference letter for Wharton-Smith, Inc. regarding the outstanding construction management services they have provided on the completed Casselberry Public Works Operations Facility project.

From the very beginning in preconstruction, Wharton-Smith team members brought solutions to every challenge put in front of them. This was a complex phased project that was completed while maintaining daily operations for the existing City staff who remained on-site throughout the duration of the project. The existing complex space was tight before construction began, but the Wharton-Smith team worked to minimize conflicts so that operations would not be impacted. Even with their early and thorough preparation, challenges continued to arise during construction such as environmental impacts, extensive soil mitigation, and several material supply chain issues. Wharton-Smith project managers diligently worked through these challenges to project completion. Their client-focused approach put collaboration with the City first in every decision that needed to be made.

Wharton-Smith was a critical strategic partner throughout this project and their support, along with their ability to adapt to challenges throughout the project, helped to ensure the City's Public Works Operations Facility was a success from start to finish.

I highly recommend this team and their services on any similar project in the future. If you have any questions, please contact me at 407-262-7700, x1130.

Sincerely,

James (Randy) Newlon,  
City Manager





**Date:** April 6<sup>th</sup>, 2023

**To:** Wharton-Smith, Inc.  
750 Monroe Road  
Sanford, FL 32771

**Attention:** Darin Crafton

**Project:** Phase II – Zone 1A2 – Vehicle Maintenance Facility  
Contract No. C-201A.2

**RE:** Letter of Recommendation – Wharton-Smith Inc.

Dear Mr. Crafton,

Thank you and your Wharton-Smith project team for your efforts to ensure the successful completion of the Vehicle Maintenance Facility project for Brightline. This complex project involved many moving parts requiring detailed coordination, phased site contractors, specialized rail safety training, and collaboration with engineers and stakeholders. Your team handled all these elements with dedication and determination to keep the project on schedule and within budget.

I was particularly impressed with the teamwork, dedication, pride, communication, and willpower the Wharton-Smith team demonstrated to deliver this high-quality project to Brightline. Your team met my expectations throughout the project by communicating clearly throughout preconstruction, bidding, construction, and post-construction. Wharton-Smith has always collaborated with us, addressed our concerns, and worked to ensure that all our requirements were met every step of the way. Their commitment to our satisfaction has not gone unnoticed.

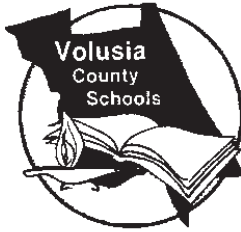
I am proud to have had Wharton-Smith on our team as we strive to bring rail transportation to Central Florida. I am pleased to submit this letter of recommendation on their behalf and would recommend their services without hesitation. If you have any further questions, please do not hesitate to contact me at [isadore.carrie@gobrightline.com](mailto:isadore.carrie@gobrightline.com).

Respectfully,

Isadore Carrie III, P.E.  
Zone 1 – Project Manager  
Brightline Trains Florida LLC

10705 JEFF FUQUA BLVD | SUITE 4114 | ORLANDO, FL





Dr. Margaret A. Smith  
Superintendent of Schools

P. O. Box 2118  
DeLand, Florida 32721-2118

DeLand  
(386) 734-7190

Daytona Beach  
(386) 255-6475

200 North Clara Avenue  
DeLand, FL 32720

New Smyrna Beach  
(386) 427-5223

Osteen  
(386) 860-3322

School Board of Volusia County  
Mrs. Diane Smith, Chairman  
Ms. Candace Lankford, Vice Chairman  
Mrs. Linda Costello  
Mr. Stan Schmidt  
Mrs. Ida D. Wright

July 3, 2013

Wharton-Smith, Inc.  
Attn: Ron Davoli  
750 Monroe Road  
Sanford, FL 23771

SUBJECT: Wharton-Smith, Inc. Reference

Dear Mr. Davoli:

I would like to take this opportunity to commend Wharton-Smith, Inc. on providing excellent construction management (CM) services for Volusia County School District over the past ten years. Wharton-Smith provided the construction expertise and quality control over both large and small projects. The phased replacement and renovation of South Daytona Elementary was a particularly complex project as were the renovations at Longstreet Elementary. The new Student Transportation Services facility in Daytona Beach was the first new, ground up transportation facility that the School District constructed in over 20 years, replacing a 50+ year old facility and that too had a number of nuances associated with it.

On behalf of the Volusia County School District Facilities Department, it was a pleasure working with Wharton-Smith on these and other projects.

Sincerely,

Saralee L. Morrissey, AICP  
Director for Planning

An Equal Opportunity Employer

## ADG Architecture LLC Reference Letters

### Peace River Wildlife Center

3400 Ponce de Leon Pkwy.  
Punta Gorda, Florida 33950  
941.637.3830 phone~941.637.3857 fax  
[peacriverwildlife@yahoo.com](mailto:peacriverwildlife@yahoo.com) ~ [www.peacriverwildlifecenter.com](http://www.peacriverwildlifecenter.com)

December 5, 2017

To Whom It May Concern,

The Peace River Wildlife Center, a 501 (C)(3) non-profit organization, has had a business relationship with Clarissa Parodi of ADG Architecture since 2015 when the Center began designing a new facility.

Clarissa has donated her time on numerous occasions and is always very prompt in her communications. Her knowledge and professionalism have been an asset to us and we look forward to working more with her in the future. She is an exemplary architect and it has been our pleasure to work with her. I would recommend Clarissa to others.

Sincerely,



Callie Stahl  
Executive Director





February 27, 2019

RE: Letter of Recommendation – ADG Architecture, LLC

To Whom It May Concern,

I am writing this letter of recommendation for ADG Architecture for the consideration of future projects as their company, staff, professional capabilities have proven to be successful in recent projects I have managed with them as the lead design consultant.

I recently had the pleasure to work with ADG on the Charlotte County Community Development Expansion project. The project was well designed within the scope and budget. The design team met every expectation of myself and the stakeholders as well as were very responsive to the contractor.

I am confident that ADG Architecture will perform above expectation and would highly recommend them for your project.

Respectfully,

Travis Perdue

Project Manager, Charlotte County BCC

(941) 764-4130

Charlotte County Facilities Construction and Maintenance  
18500 Murdock Circle, Building D, Port Charlotte, FL 33948

941.743.1392  
941.743.1568 fax  
CharlotteCountyFL.gov



## City of Cape Coral

March 1, 2019

City of Cape Coral  
Public Works Department  
815 Nicholas Parkway  
Cape Coral, FL 33990

To Whom It May Concern:

I am writing this reference, at the request of Alliance Design Group (ADG), who pursues professional architectural service related projects throughout southwest Florida.

As a civil engineer, in the Public Works Department, for the past twenty-five years; I have been involved with numerous projects, of varying size, cost, and complexity, which included consultants, architects, and engineers from a wide variety of design specialties. As the City's Principal Engineer, I worked closely with ADG in 2018 and 2019, during their comprehensive interior design of the City's new \$1,000,000 Sign Shop facility.

ADG is certainly capable of performing any architectural design tasks assigned to them. They were quick to completely explain any questions City staff had, and they were open to making subjective changes at our request. The lines of communication, between the City and ADG, were very open and clear during our internal architectural design reviews; as well as when additional information was needed during the permitting review process. Their drawings/details were very professional in appearance; as they were easy for bidders to understand, and will be for contractors to interpret during construction. The interior layout and architectural design of our Sign Shop building was completed on time, and within budget; with no significant permitting review issues.

I would highly recommend ADG for any architectural design contract, RFP, RFQ, etc. that they submit a proposal for. They have been one of the finest architectural firms that we have been associated with. Their facilities, staff, motivation, attention to detail, product, and abilities are all of the highest professional quality. Should you have any other questions regarding our experiences with ADG, feel free to contact me at (239) 574-0468. Thank you.

Respectfully,

  
Christopher Camp  
Principal Engineer

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Public Works Department - Administration • City of Cape Coral • P.O. Box 150027 • Cape Coral, Florida 33915-0027  
(239) 574-0701 • Fax (239) 574-0732 • [www.capecoral.net](http://www.capecoral.net)

Co-County Seat – Lee County, Florida





**Florida Fire Systems, LLC**  
 17430 Alico Center Road  
 Ft. Myers, FL 33967  
 Phone: (239) 275-6293  
 Fax: (239) 334-6568  
 State of Florida Fire Contractor 1  
 #12789500012008  
 EC# 13004413

**September 22, 2020**

**To Whom It May Concern,**

**It is with great pleasure that I write this recommendation letter for ADG Architecture LLC. We recently used them to help us with an addition / remodel to our commercial business.**

**We would definitely use them again in the future.**

**Sincerely,  
 Michael Koliass  
 President  
 Florida Fire Systems LLC**

1 of 1

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State of Florida Fire Contractor-1 #12789500012008 EC# 13004413





PERSONAL | PASSIONATE | PROGRESSIVE

## THE SCHOOL DISTRICT OF LEE COUNTY

**Stephen Hanna**

Project Manager, Construction Project Management

3308 Canal Street, Fort Myers, FL 33916 | O: 239.479.4245 | C: 239.707.3885 | E: stephenlh@leeschools.net

08-04-20

To Whom it May Concern,

I have personally worked with the staff at ADG Architecture, llc on numerous projects throughout the years. ADG, for years, has been and are currently on the School District's continuing contract list for Architectural and Roofing Consultant Services.

Throughout their time working with the school district, ADG has completed a multitude of different types of projects, including new construction, renovations, and consulting projects for our district. During these projects, they have worked closely with the contractor throughout construction. In each project, they have demonstrated professionalism and a well-managed team that met and exceeded every expectation of myself and the stakeholders.

ADG is quick to answer all questions and stay within the budget set for these projects. They have an expertise and insight in their designs and promptness in their project approach. ADG will perform above expectation and I would highly recommend them for your next project.

If you require additional information, please do not hesitate to contact me.

Stephen Hanna

Project Manager LCSD

3308 Canal Street

Fort Myers FL33916

O:239.479.4245 C:239.7507.388

**BOARD MEMBERS** MARY FISCHER, CHAIR, DISTRICT 1 | DEBBIE JORDAN, VICE CHAIR, DISTRICT 4 | MELISA W. GIOVANNELLI, DISTRICT 2  
CHRIS N. PATRICCA, DISTRICT 3 | GWYNETTA S. GITTENS, DISTRICT 5 | BETSY VAUGHN, DISTRICT 6 | CATHLEEN O'DANIEL MORGAN, DISTRICT 7  
GREGORY K. ADKINS, Ed.D., SUPERINTENDENT | KATHY DUPUY-BRUNO Esq., BOARD ATTORNEY





# THANK YOU FOR REVIEWING OUR PROPOSAL.

We look forward to working with you!



**FORTRESS**  
SECURED



For questions or comments, please contact John O'Grady:

**[John@fortressesecured.com](mailto:John@fortressesecured.com)**

**407-227-4392**