

City of Columbus, Indiana
Columbus Redevelopment Commission

Second & Lafayette Property

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Executive Summary

July 13, 2015

Heather Pope
Director of Redevelopment
Columbus Redevelopment Commission
123 Washington Street
Columbus, IN 47201

**Re: Request for Information
Second And Lafayette Property**

Altera Development is pleased to submit our team to be the developers of the proposed development of the land at Second and Lafayette in Columbus, Indiana. We believe our combined experience and capabilities will provide the best team to work with the City of Columbus in making this project a reality. Properly conceived, designed, constructed, and operated, the Development at Second and Lafayette can become an iconic economic, social, and cultural destination that the City leadership and residents seek. Our team will coordinate the validation, concept development, financing, construction and operation of the facility, including:

- Arranging for an updated market study to validate market demand
- Evaluate brand options
- Finalize the site strategy, including parking
- Develop and confirm project programming
- Create options for development financing and ownership, with varying degrees of City participation
- Arrange for financing
- Manage the design and construction process
- Open and operate the facility

Altera Development brings development experience that includes: master planning, future development, with the ability to finance, operator relationships and brand relationships to make this project a reality. We stand ready to partner with the City, land owner, hotel brands, contractor, designers and finance entities to help the city arrive at the right product and strategy. Our team has been selected and is finalizing our development agreement with a significant Texas city on a very similar program, and we propose to provide the same innovative, collaborative process to the City of Columbus. We welcome the opportunity to meet with you to answer any questions you may have about Altera Development, and our approach to the project.

Sincerely,



Terry Quinn
Altera Development
CEO



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Altera Development



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DEVELOPMENT

WORKING WITH INVESTORS,
CITIES, LANDOWNERS,
OPERATORS, CONTRACTORS,
AND DESIGN TEAMS TO
CREATE COMPELLING,
SUCCESSFUL DEVELOPMENT
AND ACQUISITION
OPPORTUNITIES



ABOUT US

Founded in 2002, Altera brings together principals with a unique track record of success. Our capabilities in analysis, acquisition and development, blended with Fortune 500 financial experience, gives us the tools to create value for our investors, clients, and tenants. It's our goal to create open, transparent relationships while never losing sight of what a successful project requires. Our project types include:

OUR PROJECT TYPES

- Medical Office and Hospital
- Corporate Build-To-Suit
- Multifamily
- Hospitality
- Industrial

PHILOSOPHY

Our philosophy is based on maintaining shared goals and alignment with our clients and partners by co-investing with them. This builds trust with our investors, and gives Altera a competitive edge in the marketplace. If we don't believe in an opportunity to invest our dollars, we won't ask you to. Rigorous analysis of each new development, acquisitions or repositioning opportunity is the foundation of the Altera decision and advisory process.

OUR CAPABILITIES

- Development
 - Acquisitions
 - Project Financing
 - Project Management
 - Design & Planning Coordination
 - Facility Programming
 - Brand and Operator Negotiations
 - Financial Performance Modeling
 - Public Private Partnerships
- 



TERRY QUINN
CHIEF EXECUTIVE OFFICER

With over twenty five years in commercial real estate, Terry's prior experience includes Trammell Crow Company and Arthur Andersen. Terry co-founded Dillon Corporate Services, Inc. ("Dillon") in 1993, a real estate consulting firm focused on tenant representation. Dillon was purchased by Avison Young in November of 2013.

Terry has been involved in over 5 million square feet of transactions valued in excess of \$2B as principal including Altera and/or on behalf of such clients as Deaconess Hospital, Triad Hospitals, Legacy Hospital Partners, CHS, Texas Capital Bank, and Nationstar Mortgage LLC. Terry co-founded Altera in 2002 and has been instrumental in its growth. Terry spearheaded Altera's portfolio acquisition of its 500,000 sf, seven (7) building acquisition from Tenet Hospitals in December of 2011. Terry has been and remains integrally involved in all acquisitions and strategic initiatives.

Key Experience:

Development of 60,000 SF manufacturing facility for Tier 1 supplier of Hyundai
Acquisition of 120,000 SF on campus MOB in Oklahoma City, 60,000 SF vertical expansion
Development of MRI Imaging Center in Loganville, GA for HMA (now CHS)
Development of Social Security Regional Office in Abilene, TX
Purchase of 550,000 S.F.+ MOB Portfolio from Tenet Healthcare
Purchase of 115,000 S.F. MOB from Legacy Hospital Partners (LHP)
175,000 BTS SF HQ for NSM in Dallas, TX
Numerous consulting engagements with Fortune 500 clients



EDDIE TILLMAN
PRINCIPAL

Eddie Tillman has been a key contributor for Altera in over 3 million square feet of portfolio acquisitions and dispositions throughout the United States. Eddie views the acquisition or development of any facility as just one piece of the overall picture, envisioning the entire process from the viewpoint of the end user and/or operator. His unique insight as an expert in commercial leasing, combined with his client relationship experience, provides a strong foundation for evaluating the viability of a potential acquisition or development. This transparent, relationship based strategy is key to Eddie's ability to analyze and underwrite opportunities and lead an effective team decision process.

Key Experience:

Purchase of 180,000 S.F. MOB Portfolio from Triad Hospitals
Purchase of 550,000 S.F. MOB Portfolio from Tenet Healthcare
Purchase of 115,000 S.F. MOB from Legacy Health Systems
Head of Leasing and Management for MOB Portfolio in Excess of 700,000 s.f.



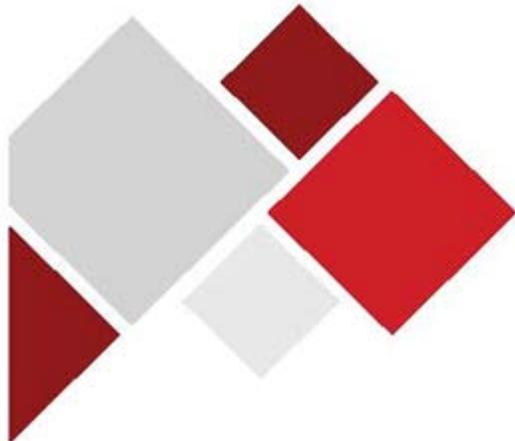
KERRY R. BURDEN
PRINCIPAL

With a thirty-year track record in commercial real estate development, Kerry brings best practice experience to the Altera Team from his tenure at PM Realty Group, Champion Partners, Cabot, Cabot and Forbes and other top tier companies. Kerry embraces a focused approach to strategic development planning, implementing a tested processes, setting high standards for quality control and inspiring collaborative team environments. Kerry has been involved in over 25 million square feet of real estate development both on a national and local level spanning multifamily, healthcare, hospitality, mixed use, industrial, corporate build-to-suite and retail, managing national contractors, vendors and consultants. His clientele includes Nestle, Microsoft, Perrier, Hunt Wesson, Comp USA, Wells Real Estate Funds, Baylor, Tenet, and Universal Health Realty Income Trust.

Kerry's ability to coordinate planning, financing, development and construction drivers is the key to his ability to maximize value for investors and controlling cost. Kerry holds a Bachelor of Science Degree in Industrial Engineering from Texas A&M University. His civic and professional affiliations include serving as a member of The Real Estate Council and the Texas A&M Association of Former Students.

Key Experience:

- Nestle Distribution, Lathrop CA
- Nestle Distribution, DeKalb, IL
- Nestle Distribution, Mira Loma, CA
- Nestle Distribution, Fort Worth, TX
- Park Lane Mixed Use Multifamily Development, Dallas, TX – 420 Units
- Dorado Heights Multifamily, Odessa, TX (in progress) – 290 units
- Addison Circle – 330 units
- Turtle Creek Mixed Use Development - 440 units (planned)
- Microsoft Technical Support Center, Irving, TX
- Two Turtle Creek Redevelopment – Dallas, TX Willow Bend Office Park, Plano, TX



MICHAEL B. KENNEDY
PRINCIPAL

Mike Kennedy is dedicated to creating high value real estate solutions that respond to market opportunities, dynamic user requirements and financial performance expectations. Mike's broad network of corporate C-suite, investor and economic development leaders is key to his success in building the right team and process for each transaction. Strategic Facility Acquisitions, Public-Private Partnerships, Design- Build Teaming and Fast Track Delivery are all frequent components of these strategies. Mike regularly provides Development Advisory Services to Economic Development Corporations, working with city leaders and real estate experts to create attractive opportunities for economic growth. Mike holds a degree in American Urbanism from the University of Virginia, with a career that has spanned Chicago, Washington, D.C, London, Guadalajara, Austin and Dallas. During a 14 year tenure with BOKA Powell, he was responsible creating teams for corporate real estate solutions and Build To Suit strategies, as well as a wide range of property types including Spec Office, Multifamily, Hotel, Mixed Use and Medical. His investment, consulting and acquisitions experience at Amberon Investors provides additional connectivity for his activities at Altera.

Michael is a frequent speaker at real estate and economic development events, including the 2014 PCBC Mixed Use Conference and NAIOP Marketplace Trends discussion panels, and participates in the Urban Land Institute, NAIOP, TREC, Greater Dallas Chamber and Lodging Conference.

Key Experience:

- Broadstone Galleria Multifamily Master plan, Dallas, TX
- Riverview Multifamily Austin – 302 Units
- The Cole Austin – 119 Units
- Mansion Residences Dallas – 25 Units
- Lamar Union Multifamily Mixed Use, Austin - 443 Units, completing construction
- Venue at the Ballpark, Birmingham – 326 Units
- Sterling Electronics Distribution and Assembly, Grapevine, TX
- Mary Kay Distribution Center, Irving, TX



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Altera Partners & Key Personnel



SCOTT LYNCH
F.C LYNCH GROUP

Scott has been a real estate broker for more than 30 years, licensed in both Indiana and Kentucky. He has owned and operated his own agency for over 24 years with current offices in Madison, North Vernon and Columbus, Indiana. Scott has extensive experience in real estate development and commercial brokerage, both retail and industrial, as well as office leasing.

Past clients include but are not limited to: CVS, Walgreens, Cummins, Centra Credit Union, Mainsource Bank, River Valley Financial Bank, Hanover College, Ivy Tech, Grote Manufacturing, Arvin Sango, LHP Industries, Armor Metal, City Madison, State of Indiana (DNR), Midwest Tube Mills, Century Tube, AutoZone, Social Security Administration, State of Indiana Bureau of Motor Vehicles, Verizon Wireless, Kind's Daughter's Hospital, Morgan Food's, and SuperATV.

- Ranked #1 Agency and Agent in Madison, Indiana for more than 20 consecutive years
- Columbus Office is the fastest growing real estate office in Columbus with growth exceeding 200% in 2013
- Top Ranked Agent in Columbus with over \$15 million in sales for 2013

Scott's Key Retail experience includes the Clifty Plaza Shopping Center leasing 80,000 S.F., and the Jefferson Plaza Shopping Center Phase I and Phase II for 80,000 S.F. of leasing. Scott graduated from the University of Mississippi



PATRICK A. DENNEY



Patrick founded eds America, LLC as a vehicle to help solve what he saw as "gaps" in economic development in urban, suburban and rural communities. Patrick creates a collaborative effort to maximize opportunities for future development in these areas. Whether it be to develop, advise or represent, eds America is a vital leader in the forefront of economic development throughout America. In addition to his role at eds America, Patrick serves Avison Young as Senior Vice President and head of the Birmingham, AL division with Avison Young Dallas, LLC. Patrick is a licensed broker in Kentucky, Tennessee, Mississippi, Louisiana and Alabama.

Patrick's focus in corporate real estate includes disciplines focused in office, retail, industrial, and medical with an emphasis on municipal, state and federal government consulting for many of his clients. Primarily his services involve: site selection, business incentives, build-to-suits, development, land and building acquisitions and dispositions as well as negotiating leases within these disciplines. Patrick's past experiences include: serving on U.S. Senator Richard Shelby's Senate staff and was Deputy Finance Director on his U.S. Senate Re-election Campaign from 1995-1998..

Prior to founding eds America and joining Avison Young, Patrick founded Dillon Corporate Services, Inc., in Birmingham, AL which at the time served as the Southeast Regional office for the company which was based in Dallas, TX. Ultimately, Dillon Corporate Services became Cresa and Patrick became the Managing Principal for Cresa Alabama. Patrick graduated from the University of Alabama



Frank Hoffman concentrates his practice in creative and complex federal, state, and local incentive-based financing transactions and closely-held business organizations. He currently leads the firm's Innovative Finance & Incentives group.

Representative Experience

- Closed over 15 New Markets Tax Credit Financing transactions that resulted in over \$100M in NMTC Tax Credit Equity and funded over \$430M in total Project Costs since 2005
- Structured and closed two of the Top 100 New Markets Tax Credit Financing Transactions (Marion – Winterfield & Indianapolis – Hoosier Gasket) selected by the National New Market Tax Credit Coalition from over \$30,000,000,000 in transactions closed during the first 10 years (2002-2012) of the Federal New Markets financing program
- NMTC Financing Transactions closed include transactions in Virginia (\$65M), Louisiana (\$112M) and Kentucky (\$42M)
- Closed four CRED Tax Credit Equity Financing transactions that resulted in over \$16M in CRED Tax Credit Equity and funded over \$96M in total Project Costs since 2005
- Created the New Markets Tax Credit Program for the Indiana Bankers Association and its 180 member banks - 2004, \$50 million Allocation
- Assisted in the creation of the New Markets Tax Credit Program for the city of Fort Wayne – 2008, \$15 million Allocation
- Assisted in the creation of the New Markets Tax Credit Program for the town of French Lick and seventeen (17) participating southern Indiana counties – 2009, \$50 million Allocation
- Assisted in the creation of the New Markets Tax Credit Program for the City of Indianapolis – 2010, \$32 million Allocation
- Represents ten (10) other Indiana units of government developing new market Tax Credit Programs
- Combined Indiana CRED Credit, Local TIF Bond and NMTC to fund \$5.5 million start-up manufacturing plant (Marion, Indiana)
- Combined local TIF Bond and NMTC to fund \$20 million hotel/indoor waterpark facility (French Lick, Indiana)
- Created the Wind Energy Manufacturers Association, Inc. to attract capital investment under ARRA to Indiana in 2009
- Obtained over \$28 million in ARRA economic development incentives and \$53 million in permanent financing for Indiana start-up wind turbine component part manufacturers since February 2009

Education

- Indiana University Robert H. McKinney School of Law in Indianapolis, Indiana (J.D., 1982)
- DePauw University, Greencastle, Indiana (B.A., 1979)



Michelle Zimmerman

Michelle brings a diverse background and wealth of knowledge to the eds America team through experience in the financial industry working as a loan officer, financial recruiter, business development/operations manager and residential / commercial relator. Michelle brings a focused and strategic approach to each business opportunity she has pursued over her twenty year career and her tenure includes stints with such prestigious firms as Lucent Technologies, Cornerstone Financial, Countrywide, New Penn Financial, British Telecom and Concentra.

Michelle is recognized for possessing the skill set of managing multiple projects and resolving complex problems in a timely, cost effective manner. Michelle has orchestrated several successful startups and turnaround of companies by building highly effective teams of professionals and by cultivating positive team relationships within organizations. Michelle's excellent communications, negotiations and analytical skills learned in the financial industry has aided her in her transition into the real estate arena since 2013.

Michelle holds active real estate licenses in Florida and Texas and received a Bachelor of Administration & Business Management from Colorado State University.





KISH DESAI
Hospitality and
Convention Services



Kish Desai came to the USA in 1984 and worked as a hotel manager in Orlando before buying a closed property in Montgomery, AL and with renovations reopened as a thriving hotel for 8 years prior to selling it. In the preceding years, Kish has managed to develop several new hotels and to acquire new assets all in partnership with other investors.

Born in Birmingham, England. Married since 1983 to Smita, they have three children - Manisha is eldest daughter followed by two boys Sanjay and Vishaal.

Interests in sports, traveling, Vedic culture and relay of Vedic culture to Asian Indian Youth.

Kish received his BSC in Biological Sciences, from Wolverhampton, England

HOTELS IN PORTFOLIO INCLUDE:

Fairfield Inn & Suites, Indianapolis IN

Holiday Inn Express, Prattville AL

Holiday Inn Express, Andalusia AL

Candlewood Inn & Suites, Enterprise AL

Hilton Garden Inn, Tupelo MS

Candlewood Inn & Suites, Auburn AL (under construction)

Hampton Inn, Wetumpka AL (under construction)

Home2Suites, Prattville AL (under construction)



MICHAEL G. FLINT
Transportation and
Infrastructure
Jefferson County, Indiana

Michael G. Flint, founding partner and President of the Flint Group, has extensive national campaign and political experience, having served as an aide to Congressman Richard A. Gephardt during his 1988 bid for the Democratic presidential nomination and again when Congressman Gephardt became Majority Leader. Mr. Flint has worked with former House members Ronnie Flippo and Glen Browder, and current members Cal Dooley and Bud Cramer. Mr. Flint has also worked closely with former Congressman Joe Kennedy and Senators Richard Shelby and Tom Harkin, as well as former Senator Howell Heflin.

Mr. Flint specializes in transportation and infrastructure projects in relation to economic development. His diverse strengths and abilities include assisting communities and authorities in locating, securing and implementing both federal and state funds. Mr. Flint's vast experience contributes to his overall flexibility and natural capacity for locating financial support for projects, whether securing a separate line item, obtaining federal, state, local or private grants, or achieving access to funding through a particular designation in the federal budget. He has been featured in The Wall Street Journal in addition to several business journals and newspapers around the country.

Mr. Flint renovated the former Madison High School (built in 1924) in Madison, Indiana into a 33-unit apartment facility for senior citizens and veterans. As sole owner, Mr. Flint single-handedly located more than \$300,000 for environmental cleanup and utilized his significant experience in the development of specific and appropriate funding strategies. One of the greatest challenges of this project was coordinating the extensive upgrades to the water and sewer systems. The project's total cost was \$3.2 million.

Mr. Flint's additional developments include The Lodge Building Apartments, a renovation of the former, historic Lodge Brothers Furniture Building in Madison, Indiana that now offers twelve luxury apartments. The Lodge Building project also required extensive upgrades to the water and sewer systems. The project's total cost was \$1.2 million.

In 2007, Mr. Flint was awarded the Dorothy Inglis Reindollar Preservation Award for his preservation work in downtown Madison, Indiana along with Main Street award from the state of Indiana for historical reuse.

Currently, Mr. Flint holds the position of Vice Chairman of the Jefferson County Tourism Tax Board.



Beam, Longest and Neff (BLN) is a full-service engineering firm with a staff of more than 100 engineers, designers, surveyors, environmental analysts, GIS consultants and other specialists. Founded in 1945, BLN provides decades of expertise in civil and structural engineering with in-house services including:

- Site Design
- Survey
- Environmental Services
- Environmental Engineering (Wastewater, Stormwater and Water)
- Structural Services
- Transportation
- Bridge
- Right-of-Way Engineering
- Right-of-Way Services
- Construction Inspection

Because BLN offers a full complement of services, including a full-time in-house right-of-way services staff (the only firm in the state of Indiana with this resource!), and construction inspection and water resources departments, BLN is readily able to accommodate client needs swiftly and accurately. Extensive resources, expertise and experience allow BLN to meet or exceed even the most challenging project schedules and budgets.

The quality of its staff and availability of a range of resources allows BLN to consistently provide a customer-focused project approach and see projects through from conception to successful completion. Each project undertaken by BLN is examined with an open mind to its unique characteristics and opportunities for innovation, scheduling efficiencies, and cost reduction measures.

BLN is headquartered in central Indiana and has offices in Colorado, Kentucky, and West Virginia.

Ashton L. Fritz
Site Department Manager

Education and Training
BS, Civil Engineering, Clarkson University 2000
MBA, Business Administration, Clarkson University 2002



Expertise and Responsibilities

Ashton Fritz is the site design department manager at Beam, Longest and Neff. He has worked on a variety of projects in the public and private sectors, focusing on various aspects of site development including storm water management, grading and drainage, erosion control and development plans.

Throughout his 14 years of experience, Ashton has also been actively involved with plan review for various governing agencies. He has been the lead design engineer for multiple projects with components including site layout, grading, design approvals, trail and multi-use pathways, stormwater drainage, utility coordination, and ADA compliance. He emphasizes timeliness of project deliverables and utilizes BLN's internal quality control/quality assurance procedures to keep assignments on schedule.

Project Experience

- Domain at Bennett Farms Apartments, Zionsville, IN
- Hat World Site Development, Zionsville, IN
- Indianapolis Professional Office Building (IPOB), Indianapolis, IN



J. Christopher Kaufman
Water Resources Department Manager

EDUCATION / TRAINING

BS, Civil Engineering, Valparaiso University 1998
MBA, Finance, Notre Dame University 2012

REGISTRATIONS

Professional Engineer, Indiana #10404516
Professional Engineer, California #64498
Professional Engineer, Colorado #43534



EXPERTISE / RESPONSIBILITIES

BLN Water Resources Department Manager Chris Kaufman has 17 years of experience in all facets of water, storm water, and waste water engineering. His experience includes a variety of projects consisting of drainage master plans, storm water pollution prevention plans, hydrology and drainage studies, and potable water and sanitary sewer studies and designs. He has also served as the city engineer for a west-central Indiana city. This unique experience provides an inside working knowledge of navigating review processes.

PROJECT EXPERIENCE

- Morrison Street over Prairie Creek Water and Sewer Project, Clinton County, IN
- Third Street Water Utility Relocation, Bloomington, IN
- I-69 and Union Chapel Road Interchange Water Main Relocation, Fort Wayne, IN (INDOT)

Peter R. Wamsley
Project Engineer

Education / Training

MS, Environmental Engineering, University of Dayton 2012
BS, Civil and Environmental Engineering, University of Dayton 2007

Registrations

Professional Engineer, Indiana #11300326



Expertise / Responsibilities

Pete has eight years of experience and serves as a project engineer in BLN's water resources department. He is deadline-driven and adept at developing effective client communication plans. Pete's expertise includes wastewater treatment plant improvements. He also has a significant amount of experience on the project construction side, having served as a project manager for a commercial construction company where he managed budgets and estimates, wrote subcontracts and purchase orders, maintained schedules and acted as the liaison between the field crew and office staff. He joined BLN in 2012 to assist the Water Resources Department with their focus on the master planning aspect of projects. He is responsible for evaluating development reviews, assisting with sewer maintenance plans and rehabilitation road maps, and identifying concerns and developing solutions for various water issues. He also aids in the creation of hydraulic analyses, feasibility studies, cost estimates and water and wastewater plans for various communities.

Project Experience

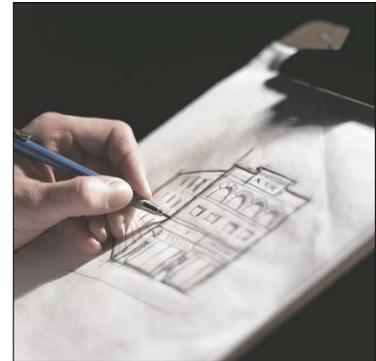
- Meridian Street Reconstruction, Lebanon, IN
- Hammond Storm Water Pumping Station and Drinking Water / Waste Water Relocation, Hammond IN
- Muncie Sanitary District Franklin Street Project, Muncie, IN

Who we are

From its inception in June 1999 to the present hendon + huckestein architects, p.c. / h+ha has evolved into a highly regarded and well respected multi-disciplined design firm, providing architectural, master planning and interior design expertise on work that ranges greatly in scale, complexity, and circumstance throughout the United States. With combined experience of over forty years, the firm's founders James M. Huckestein, AIA + Erik N. Hendon, AIA, LEED AP emphasize the fundamental principles of architectural and business practice, understanding the essentials of both in order to gain success. Our continued success lies in the firm's focus on providing the highest level of design and innovation through a profound understanding of our client's needs, budget and context.

The firm's work has a growing reputation for exceptional design, for its commitment to the particularity of place and user, and for an exemplary aesthetic built on both an intellectual and intuitive understanding of the rich possibilities of materials and the means of construction.

A growing concern of both our clients and our practice has been our natural environment and our stewardship of those resources. h+ha has continually worked to integrate conservation practices into our design where and when it is appropriate and beneficial. We seek to inform and discuss with clients the principals and practice of green architecture. We strive to incorporate the principals and intent with client requirements, needs, and goals. We have focused, not only on new technology and principals, but also on reestablishing traditional and time tested methods rooted in proven historical techniques and design.



Registered to practice in:

- Alabama
- Arizona
- Arkansas
- Colorado
- Florida
- Georgia
- Illinois
- Kentucky
- Louisiana
- Maryland
- Michigan
- Mississippi
- Missouri
- New York
- North Carolina
- Ohio
- Oklahoma
- South Carolina
- Tennessee
- Texas

h+ha

2126 Morris Avenue
Birmingham, AL 35203
www.hplusha.com

James (Jim) M. Huckestein, AIA, DSW Cert. *principal*

Jim Huckestein is co-founder of **h+ha** and brings recognized strength in design skills and a unique holistic understanding of both client and project parameters. Prior to starting the firm with co-founder Erik N. Hendon in 1999, Jim worked in Atlanta and Birmingham on a variety of projects throughout the southeastern United States.

Jim's ability to provide creative design solutions and his unique understanding of the holistic aspects of design, the implications of design on the context for which it resides, as well as the inherent inter-relational effects of design decisions that are a part of any project have been invaluable to the growth of **h+ha**. Additionally, Jim provides extensive technical knowledge and a comprehensive understanding of the design and construction process with a focus on exceeding client expectations. Jim's commitment to architecture and the practice of architecture is evident through his involvement with numerous community, professional, and institutional affiliations. Auburn University's Urban Studio routinely seeks Jim's involvement as a preceptor to fourth and fifth year students passing on both intellectual and intuitive knowledge of design and professional practice. Additionally, Jim routinely serves as a Juror for Auburn University's College of Architecture and Design.

As a member of Operation New Birmingham and the Alabama Preservation Alliance, Jim is committed to the revitalization of historic buildings and urban cores exploring ways to adaptively reuse vacant and dilapidated properties.

Jim has served as a past Treasurer, Secretary, and Director of AIA Birmingham. Additionally, he has served as a past Councilor for the Alabama AIA. Jim recognizes his responsibility to community and has been involved with organizations such as Rotary International, The Birmingham Zoo, United Cerebral Palsy, Operation New Birmingham, as well as numerous other charities and organizations.

Education:

- Auburn University: Auburn, Alabama
Bachelor of Architecture, Music Minor – 1991
- DSW – Volunteer / Cal EMA ID#68674

Professional & Civic Affiliations:

- Top Tiger Award by Business Alabama, Warren Averette and Auburn University (inaugural class) - 2015
- Who's-Who in Construction, Architecture & Engineering
Birmingham Business Journal - 2009
- Top 40 Under 40 - Birmingham Business Journal - 2006
- American Institute of Architects
- AIA Birmingham - Past Treasurer, Secretary, Councilor and Director



*creativity
communication
integration
innovation*

Registered to practice in:

- Alabama
- Arkansas
- Colorado
- Georgia
- Maryland
- North Carolina
- Ohio
- Oklahoma
- South Carolina
- Tennessee

h+ha

2126 Morris Avenue
Birmingham, AL 35203
www.hplusha.com

Trevor B. Matchett, AIA, LEED AP *senior project manger / architect*

With a balanced perspective stemming from degrees in both Architecture and Building Science from Auburn University, Trevor Matchett brings to **h+ha** over twenty years of experience working closely with clients and contractors throughout the design/build/occupy life cycle of a project. Trevor's project experience ranges from complex process-oriented projects like financial operations centers and chemical laboratory facilities to unique expressions of form and function like motorcycle museums and amusement parks.

Trevor's service-centered approach and a desire to know the clients and their needs has led to several repeat and account-based clients who have come to rely on him to respond to, and sometimes even predict their needs. His technical knowledge of building construction allows him to orchestrate project teams that can develop innovative, efficient, and cost-effective design solutions. His deep understanding of the construction process helps ensure that projects are executed to their fullest potential.

Trevor's commitment to the profession is evident in his many years of active service and leadership in the American Institute of Architects, through officer and committee positions. Trevor believes that architects have a unique opportunity to promote more sustainable practices in the construction of buildings, and was one of the first Leadership in Energy and Environmental Design (LEED) accredited professionals in Alabama. He continues to work through the AIA to bring more sustainable design and construction practices into the mainstream.

Education:

- Auburn University - B.S. in Building Science - 1991
- Bachelor of Architecture - 1992

Professional and Civic Affiliations:

- American Institute of Architects, Birmingham Chapter
 - 2003-2006 - Various Councilor and Officer Positions
 - 2005 Design Awards Chair
 - 2007 President
 - 2008 Birmingham Architectural Foundation President
 - Committee on the Environment Chair
 - International Green Construction Code Adoption Committee Chair



***creativity
communication
integration
innovation***

h+ha

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architecture • planning • interior design



architecture . planning . interior design



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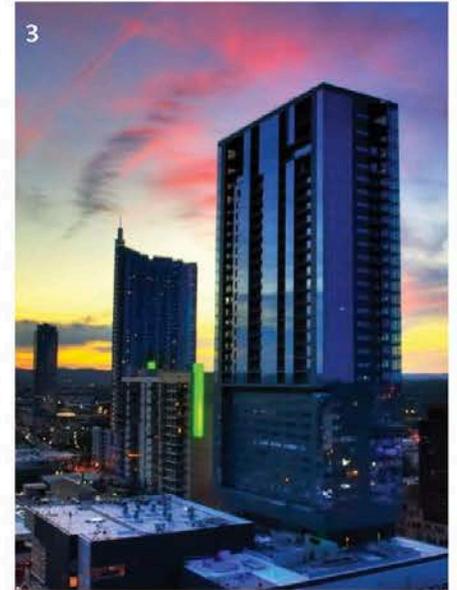
Altera Development Experience

MULTI-FAMILY



1. Addison Circle - Dallas 2. Palazzos - Las Vegas 3. Park Lane - Dallas 4. Riverview - Austin 5. Hunter Plaza - Fort Worth
 6. Centro Revolution - San Diego 7. Barton Place - Austin 8. Midtown ALPHA - Dallas 9. Broadstone - Frisco
 10. Cassidy Ridge - Telluride 11. Four Seasons Residences - Austin 12. Lamar Union - Austin 13. The Cole - Austin

- 1. Granite Park Hilton - Plano
- 2. Austin City Limit Theater - Austin
- 3. W Hotel - Austin
- 4. Omni Convention Hotel - Dallas
- 5. Convention Center and Hotel At Watters Creek - Allen





- 1. Eagles Landing Trade Center - Dallas
- 2. Nestle - DeKalb
- 3. General Electric - Dallas
- 4. Nestle Distribution - Fort Worth
- 5. Perrier Bottling - Allentown
- 6. Tradepoint One - Coppell
- 7. Nestle - Mira Loma,
- 8. Hunt and Wesson - NJ
- 9. Republic Beverage - Grand Prairie
- 10. Memphis Trade Center - Memphis

INDUSTRIAL



1. ACCOR - Addison 2. Lake Pointe - Rowlett 3. Westway One - Irving 4. HD Vest - Irving 5. Microsoft - Dallas
6. Tuscan Medical Center - Irving 7. Wylie Medical Center - Wylie 8. Willow Bend - Plano
9. Heritage Commons IV - Ft Worth 10. Daimler Motor Credit - Dallas 11. Sierra Medical Plaza - El Paso
12. Providence Medical Plaza - El Paso 13. Cornerstone Office Park - Henderson 14. Texas Health Presbyterian Hospital -WNJ Sherman



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Second and Lafayette Project Approach



Altera is committed to partner with the City of Columbus to develop the parcel of land at Second and Lafayette. Our approach is to determine with the City an optimal market and financial strategy to invigorate and exceed expectations for this vital new focal point for the City.

- Superb design providing both excitement and pride for the City
- Intelligently integrate the development within its overall downtown context
- create an "organic living/working/function space" in the heart of downtown adding to and connecting the existing features
- incorporate entertainment and public gathering spaces convenient ingress and egress for guests and visitors arriving by car or public transit
- add to Columbus' allure locally, nationally, and internationally.

Second and Lafayette

The 7 story mixed-use building's ground floor will consist of 23,000 square feet of retail space. The rest of the stories will contain apartments making a total of 180 residential units for the property (174,000/sf which includes balconies) and townhomes (6 units or 2 per floor). Amenities including a pool, fitness facility, large outdoor area with pavilion, fire pit for gathering and socializing, retail component will provide restaurants and vital neighborhood type retailers, community garden and direct access to doggy park and walking trails taking in the beautiful natural eco-features of the area.

A 120 Unit Hotel proposed to be a Home 2 Suites (will need to work with them directly on the set backs needed but had to propose their site plan for this phase) and City Park will be split between the residential/retail building, but all 3 will be connected by a greenway trail. The City Park will serve the community with a dog park, playground, pavilion and plenty of greenspace.

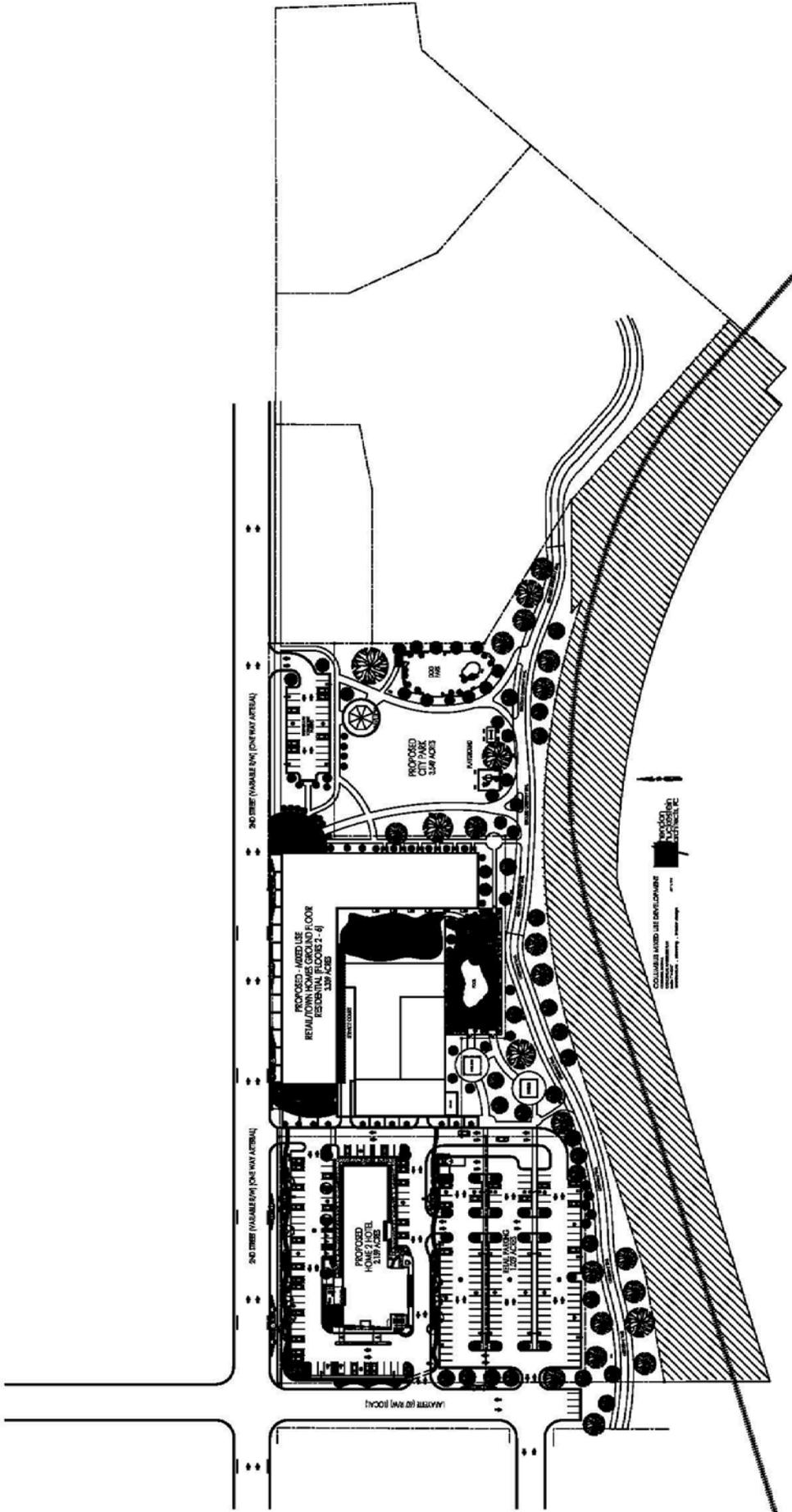
Our approach in designing this area is based on experience and our focus is on impactful and long-term success. With the connectivity of the Hotel, Retail, Residence, and Park. We believe this new venue will have a lasting and memorable experience that will make guest want to return, residents want to live, and the community want to join. These are the guiding principles with which our team approaches planning, design, construction, operations, and marketing.

Altera Development's Brand Strategy is to team with the City in negotiating with and selecting the best uses and branding for long-term operating success. Each of the prospective brands and operators we propose are well qualified, well-capitalized, and recognized in the industry. Once selected, we will work with the City to negotiate the most strategic development that will include an urban environment to flow with the Downtown area



4

Site Plan

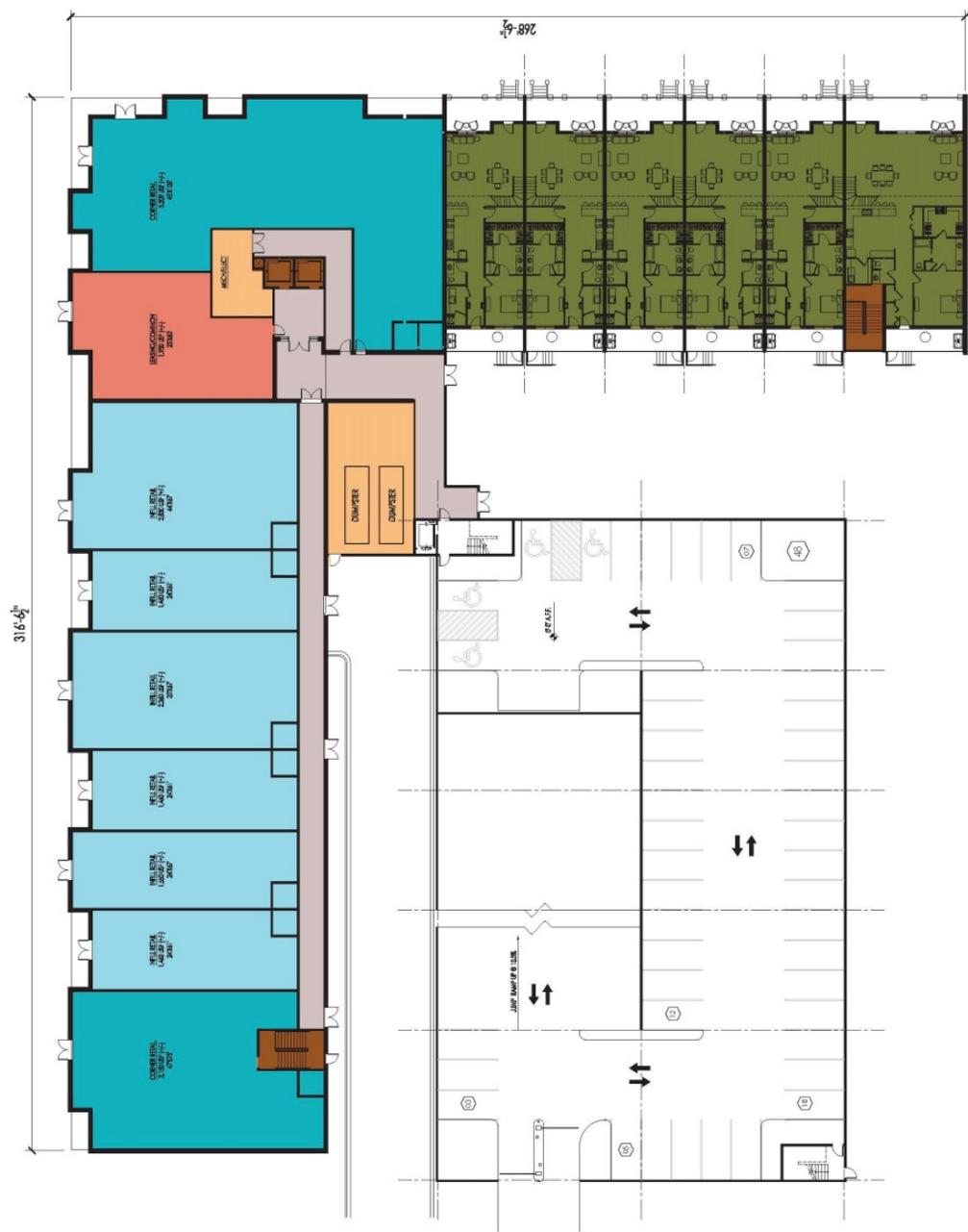


PROPOSED MIXED USE DEVELOPMENT AT
2ND STREET & LAFAYETTE



PROPOSED MIXED USE DEVELOPMENT AT
2ND STREET & LAFAYETTE
COLUMBUS, IN

DATE	07/26/13
DRAWN	TH
CHECKED	
APPROVED	PHK
PROJECT NUMBER	10045.04
SHEET TITLE	FLOOR PLAN
DRAWING NO.	A1.1



LEGEND

COMMERCIAL	RETAIL 1	RETAIL 2	LEASING	COMMON	UTILITY	RESIDENTIAL	UNITS 1A	UNITS 2A	UNITS 2B	BROWNSTONES	COMMON	UTILITY	VERTICAL CIRCULATION

FLOOR PLAN
SCALE: 1/16" = 1'-0"



LEGEND

COMMERCIAL
RETAIL 1
RETAIL 2
LEASING
COMMON
UTILITY
RESIDENTIAL
UNITS 1A
UNITS 2A
UNITS 2B
BROWNSTONES
COMMON
UTILITY
VERTICAL CIRCULATION

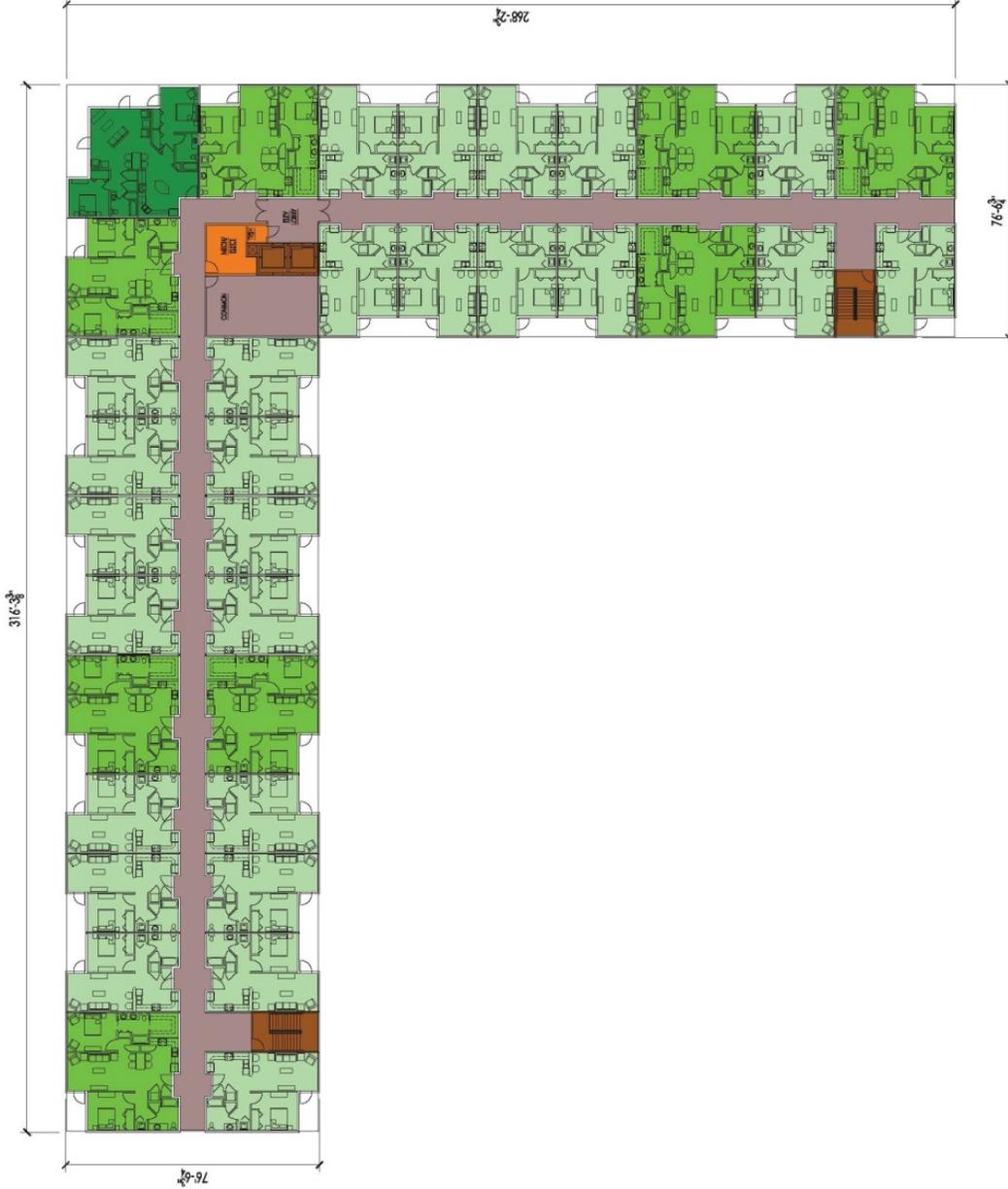
SECOND FLOOR PLAN
SCALE: 1/16" = 1'-0"

PROPOSED MIXED USE DEVELOPMENT A1
2ND STREET & LAFAYETTE
COLUMBUS, IN

hendson huckestein architects, pc
architecture • planning • interior design
225 North Senate Boulevard, #4
Columbus, IN 47201
Tel: 317.281.0070
Fax: 317.281.0075
www.hendsonhuckestein.com

RELEASES / DESCRIPTION / DATES
NOT FOR CONSTRUCTION
RELEASED FOR CONSTRUCTION
DATE
DESIGN
CHECKED
APPROVED
PROJECT NUMBER
13045.04

DRAWING NO. **A1.2**



316'-9 3/8"

268'-2 1/4"

76'-8 1/8"

76'-8 1/8"

LEGEND	
COMMERCIAL	
RETAIL 1	
RETAIL 2	
LEASING	
COMMON	
UTILITY	
RESIDENTIAL	
UNITS 1A	
UNITS 2A	
UNITS 2B	
BROWNSTONES	
COMMON	
UTILITY	
VERTICAL CIRCULATION	

FLOORS 3-6
SCALE: 1/16" = 1'-0"

PROPOSED MIXED USE DEVELOPMENT AT
2ND STREET & LAFAYETTE
COLUMBUS, IN

henderson huckestein architects, pc
architecture • planning • interior design
225 west new hampshire, #4
INDIANAPOLIS, IN 46204-2726
TEL: 317.633.7765
WWW.HENDERSONHUCKESTEIN.COM

RELEASE / DESCRIPTION / DATE	
NOT FOR CONSTRUCTION	D
RELEASED FOR CONSTRUCTION	D
DATE	07/08/15
DRAWN	TH
CHECKED	-
APPROVED	PH
PROJECT NUMBER	13045.04
SHEET TITLE	FLOORS 3-6
DRAWING NO.	A1.3

PROPOSED MIXED USE DEVELOPMENT AT
2ND STREET & LAFAYETTE
COLUMBUS, IN

RELEASE / DESCRIPTION / DATE	
NOT FOR CONSTRUCTION	□
RELEASED FOR CONSTRUCTION	□
DATE	07/28/15
DRAWN	TM
CHECKED	
APPROVED	PHK
PROJECT NUMBER	10045.04
SHEET NO.	
PLAN DETAILS	

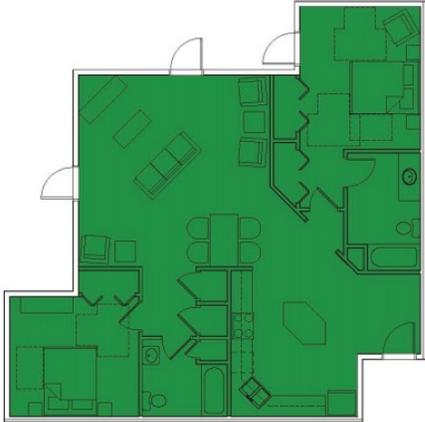
DRAWING NO. **A6.1**



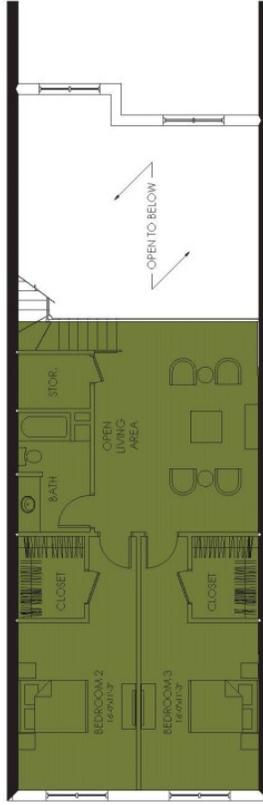
UNIT 28 (LIBRI) 1,175 SF
SCALE 1/8" = 1'-0"



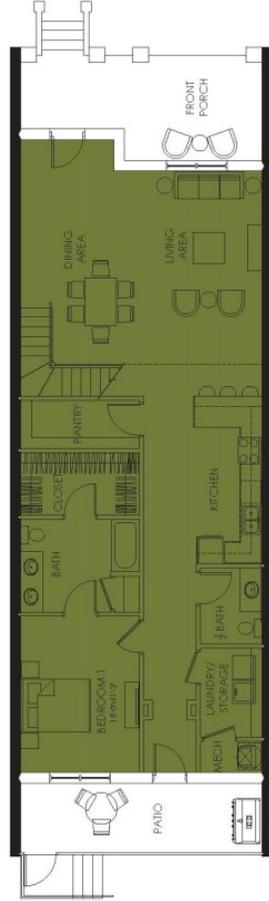
UNIT 26 (LIBRI) 1,038 SF
SCALE 1/8" = 1'-0"



UNIT 24 (LIBRI) 1,038 SF
SCALE 1/8" = 1'-0"



BROWNSTONE SECOND FLOOR PLAN 1,028 SF
SCALE 1/8" = 1'-0"



BROWNSTONE FIRST FLOOR PLAN 1,349 SF
SCALE 1/8" = 1'-0"



PROPOSED MIXED USE DEVELOPMENT AT
2ND STREET & LAFAYETTE



PROPOSED MIXED USE DEVELOPMENT AT
2ND STREET & LAFAYETTE





PROPOSED MIXED USE DEVELOPMENT AT
2ND STREET & LAFAYETTE



PROPOSED MIXED USE DEVELOPMENT AT
2ND STREET & LAFAYETTE



PROPOSED MIXED USE DEVELOPMENT AT
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PROPOSED MIXED USE DEVELOPMENT AT
2ND STREET & LAFAYETTE



PROPOSED MIXED USE DEVELOPMENT AT
2ND STREET & LAFAYETTE



6

Financial Capabilities



Our process for confirming the optimum program and financing stack is based on working with the City of Columbus to develop a collaborative public/private development and ownership plan. Our goal is to evaluate the following possibilities with the City prior to confirming a specific plan. Collaboration with the City in understanding the market opportunity, as well as the feasibility of a wide range of potential public support, will form the basis of any proposed financing options, as well as definition of the hotel brand, number of keys, square footage and configuration of the conference center, and potential phasing of the project. Support options that we believe merit early discussion with the City include;

- Joint Venture relationship with the City and the Parking Authority on the development, financing and/ or operation.
- Deferral or elimination of City ad valorem tax.
- Waiver or reduction of City portion of sales taxes in the construction, furnishing or operation of the facility (if applicable by State of Indiana laws).
- Assistance by the City in the origination and use of EB5 investment funds for construction.
- TIF support.
- Use of existing City bond capacities..
- Waiver or reduction of City owned use utilities or impact fees..
- Waiver or reduction of City permit fees..

The Altera team has developed collectively over 35 million square feet of mixed use, multi-family, hospitality, office, retail, industrial and medical product throughout its career and is actively involved in several million square feet more of new ground up development presently. Altera primarily, but not exclusively, makes its investments through its own members and friends and family on most projects except when the project calls for a different investment structure. Financials are available on a confidential basis per City request.

2012 Krieg DeVault Indiana Urban NMTC & CRED
Innovative Finance & Incentive Transactions

Ft. Wayne, Indiana - Harrison Mixed Use Building Downtown (office, retail & apartments) – a combined \$18,500,000 NMTC & CRED transaction providing permanent financing for portion of construction of a new 100,000 +/- sq. ft. mix use fitness facility by bringing a total tax credit benefit of \$11,650,000 to the Developer. It was the first time the City of Ft Wayne had participated in combination NMTC/CRED transaction. The Fort Wayne CDE, a client of KD, funded this NMTC transaction. KD advised and structured the entire transaction for the CDE and Developer, and assisted the CDE in obtaining the \$15M NMTC Allocation used for this transaction.



2011 Krieg DeVault Kentucky For-Profit
Innovative Finance & Incentive Transactions

Louisville, Kentucky (Urban) - \$42M Mixed Use (Five Buildings) Integrated Retail, Commercial, Affordable Residential Apartments and Parking Garage Development – providing a all of the permanent loan financing (\$39M) using total NMTC benefit in excess of \$15M for a National Developer (for-profit). KD structured the entire transaction and advised the Developer in closing the its first NMTC transaction.



2015 Krieg DeVault Indiana Urban CRED
Innovative Finance & Incentive Transactions

Fort Wayne, Indiana – \$28M+ Mixed Use Commercial Building (Office & Retail) - an Indiana CRED investment tax credit transaction resulting in \$5,000,000+ in non-dilutive tax credit equity financing for the construction of a new 65,000+/- sq. ft. mixed use commercial building with a total tax credit benefit in excess of \$5,700,000 to Developer (for-profit). KD advised the Developer successfully structure CRED Tax Credit Equity transaction.





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References

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