BUILD COMMUNITY. BETTER PEOPLE’S LIVES.

RFP RESPONSE: BROOKLYN VILLAGE & WALTON PLAZA REDEVELOPMENT

MARCH 2016
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OUR VISION

We are excited about the opportunity to honor Brooklyn’s rich history through this development initiative. Our charge is to respectfully restore the character of the area in a way that is modern, innovative and in demand for years to come. Second Ward is emotional and endearing for many who consider the erasure of its rich and positive sense of community a detriment to African Americans and the city at-large. We will develop a comprehensive mixed-use, mixed income community; and lead this project with thoughtful, sincere and transparent community engagement at the heart of our decisions.

Our development approach and community outreach is inclusive and carefully balances reverence for the past and requirements for the future. It is a privilege to pay homage to the families of Brooklyn through restoration of the diversity and character that was Second Ward. Equally important to honoring the history of Brooklyn is the need to understand future market trends and demands. We will engage the community in conversations, seeking feedback to questions like:

“HOW WOULD SECOND WARD HAVE EVOLVED?”

“How do we honor the past, yet build a sustainable, innovative forward-thinking community that is a place people will want to live for many years to come?”

WE WILL REACH BACK AND STRETCH FORWARD, CAREFUL TO INCORPORATE AN EFFECTIVE MIX OF THE PAST AND FUTURE.

To aid Crescent Communities (“Crescent”) in this mission we have engaged two new team members that will partner with Crescent to execute on this vision for Brooklyn Village. First is The Drakeford Company led by Charlotte native Bobby Drakeford. The Drakeford Company will focus on the market rate and affordable for-sale residential townhome component of the project. The second is Laurel Street Residential, led by Dionne Nelson. Laurel Street will focus on the affordable for-rent housing project component.
## Vertical Development Program

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<tr>
<th>Product</th>
<th>Development Company</th>
<th>Plan Location</th>
<th>Square Footage or Unit Count</th>
<th>Anticipated Height</th>
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<td>65 Units</td>
<td>3-4 Stories</td>
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<tr>
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<td>Crescent Communities</td>
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<td>350 Units</td>
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<td>Laurel Street Residential</td>
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<td>160 Total Units</td>
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<td>64 Units at 60% AMI</td>
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<td>Crescent Communities</td>
<td>C</td>
<td>300 Units</td>
<td>25 Stories</td>
</tr>
</tbody>
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## Horizontal Improvement Program

The plan includes the following:

- +/- 1.6 acres of green space highlighted by the +/- 1.3 acre public park located on the CMS site as well as additional green space through the development.
- Two new public roads, one between 3rd Street and MLK and the other between MLK and Stonewall. Both providing greater pedestrian and vehicle connectivity between the blocks that are not present today.
- Pedestrian friendly walkways and linear parks throughout the development.
- Combination of surface and structured parking based on the density of the intended uses.
MARKET RATE MULTI-FAMILY

BROOKLYN VILLAGE (BLOCK A-2)
The architectural language of the mid-rise residential building derives from important contextual influences. Most importantly, the façades along 3rd Street and MLK Boulevard speak to the diversity and urban character of the historic Brooklyn Village neighborhood.

The southern façade of the building speaks to the rich, entertaining history of Brooklyn Village with diverse neighborhood retail offerings lining MLK Boulevard. Unique glassy storefront designs coupled with building material changes will be carefully crafted to compliment playful streetscape details to enhance the pedestrian experience and promote interaction. Along 3rd Street, massing “fingers” defining landscaped amenity courtyards and the preservation of mature trees help to soften the scale of the building.

These various contextual forces that guide the building’s exterior design converge at an intimately-scaled linear green along Grigsby Street (a new street named after long time Second Ward High School principal, Jefferson E. Grigsby) lined with raised stoops providing direct access to apartments facing the park appropriately complimenting the lower density residential townhomes across the green.

WALTON PLAZA (BLOCK C)
The contrasting architectural language of the high-rise residential building confidently announces one’s arrival into the Second Ward. This tower will symbolize the growth and progress that Charlotte stands for. The sculptural elegance of this modern structure will be an appropriate icon to complete the vital transformation occurring along the entire Stonewall Corridor and become an iconic symbol of Uptown’s southern skyline.

At street level, the building’s sculptural quality will come alive with exciting destination retail offerings opening to the wide, tree-lined streetscapes that will soon line the entire southern boundary of Stonewall Street from Walton Plaza to Bank of America Stadium and Romare Bearden Park. This urban linear park linking the Second and Third Ward neighborhoods will provide Uptown’s thousands of new residents with a safe and suitable means to enjoy Charlotte’s most prominent retail, art, and entertainment venues.

ARCHITECTURAL CONCEPTS

As stated in our vision statement, we desire to respectfully restore the character of the area in a way that honors the past but is modern, innovative and in demand for years to come. We will achieve this vision with a mix of architectural design drivers.

Please see the attached site plan as well as the two conceptual renderings on pages 7 & 8 that convey the massing and architectural look and feel we envision for Brooklyn Village.

COMMERCIAL OFFICE

Feeding off the design concepts of the multi-family residential tower that Crescent will develop, the sustainably designed mid-rise office building will incorporate an upper tower façade of glass accented by brick and precast concrete to provide a clean and crisp feel as it stands within the Brooklyn Village neighborhood. The ground level connection to Stonewall Street will be highlighted by highly visible glass storefronts inviting the neighborhood into the retail and restaurant spaces.

The ground level storefronts will allow food and beverage customers access to outdoor seating creating an open and welcoming pedestrian experience along Stonewall Street.

FOR-SALE HOUSING

Each unit will have three stories, a deck and planting area. Some shall offer an optional rooftop terrace. i.e., fourth floor. Four to 12 unit buildings of a row house or brownstone nature shall be constructed. All buildings shall face a street or courtyard. Brick, stone and hardi-plank siding will be the predominate exterior material used. A modern appliance package that incorporates green / enviro-friendly features shall be standard. Hardwood and tile floors, stainless steel appliances and a variety of upgrade options shall be offered. The ground floor shall contain a one or two car garage and flexible living space. Most of the single car garage units will have a parking pad behind the building. Living spaces shall occupy the second floor and the bedrooms shall be situated on the third.

With the addition of the CMS parcel, we propose to work with the County Park and Recreation Department to revitalize the historic Second Ward Gymnasium. Our objective with the design is to pay homage to the past with community recognition on the exterior and to update the interior so it is both attractive and functional for community sporting activities as well as public and civic uses.

MIXED-INCOME HOUSING

The designs will follow the Laurel Street Residential standard of producing affordable communities to market-rate standards. This tastefully crafted design will incorporate a brick and hardiplank exterior to complement the neighboring commercial office, residential and residential uses.
HONORING THE PAST. BUILDING FOR THE FUTURE.
We are excited about the opportunity to honor Brooklyn's rich history through this development initiative. Our charge is to respectfully restore the character of the area in a way that is modern, innovative, and in demand for years to come. Second Ward is emotional and endearing for many who consider the erasure of its rich and positive sense of community a detriment to African Americans and the city at-large. We will develop a comprehensive mixed-use community; and lead this project with thoughtful, sincere and transparent community engagement at the heart of our decisions.

Our approach to community outreach is inclusive and carefully balances reverence for the past and requirements for the future. It is a privilege to pay homage to the families of Brooklyn through restoration of the diversity and character that was Second Ward. Equally important to honoring the history of Brooklyn is the need to understand future market trends and demands. We will engage the community in conversations, seeking feedback to questions like:

“How would Second Ward have evolved?”

“How do we honor the past, yet build a sustainable, innovative forward-thinking community that is a place people will want to live for many years to come?”

We will reach back and stretch forward, careful to incorporate an effective mix of the past and future.

WE’VE BEEN ENGAGED FOR A DECADE.
During the last decade, members of our team have conducted research, held formal and informal discussions with former Brooklyn residents, become life members of the Second Ward Alumni Association Foundation, and attended public forums to learn more about values and experiences that embodied Brooklyn.

These efforts have allowed us to develop a deeply rooted understanding of historical Second Ward, and outline a comprehensive program that will personify life in Brooklyn.

We are committed to strengthen our community outreach through offering a variety of housing opportunities. The attached dwelling structures will be developed to a scale that acknowledges Brooklyn was the least densely developed uptown community where all socio-economic classes resided. Streets and buildings will be named after former residents and stakeholders who significantly impacted life in Second Ward. Rental housing shall be offered that is affordable to both the low-income and moderate income households. For-sale housing shall be offered at price points that are affordable to the workforce population.

Additional details for the initiative are provided below. However, it is noteworthy to mention that we will leverage feedback from a series of public forums and other best practice strategies. These sessions will serve to further refine all proposed concepts through an engaging, community outreach effort. Outcomes will be incorporated into the final Brooklyn Village plan, combining programmatic and development concepts for creation of a successful, long-term community.

COMMITMENT TO FUNDING
Crescent is committed to the execution of a comprehensive community engagement program; as a participant and financial sponsor of both the capital and operational requirements. These initiatives are projected to costs $300,000 over the anticipated 10-year buildout of the development.

Therefore, we are committed to provide the requisite support during this timeframe. Our support includes funding a capital campaign that will help the Second Ward Alumni Foundation renovate its current facility and/or lease space in Brooklyn Village. The Crescent team will contribute $50,000 for this initiative within 24 months of being selected. We will also provide advisory services to the Foundation free of charge to ensure efficiency.

The remaining $250,000 contributions shall support the following initiatives:

• The proposed Brooklyn Village Public Arts Commission, which will select artists and fund their creations for the Wall of Faith and Commerce Row and other initiatives that surface through our feedback process.

• We will provide ongoing funding to promote the legacy of the Brooklyn experience, coordinate the community outreach program that includes the apprenticeship/internship program, maintain the public art, etc.

OUR APPROACH: REACHING BACK. STRETCHING FORWARD.
Community outreach is a key component and an effective tool to bridge cultural gaps, demographic divides, language barriers, and to breakdown preconceived stereotypes. It can build the foundation for revitalization that brings vitality to a place, breathes new life into neighborhoods and stimulates the economy. Community outreach takes commitment, vision and people you can count on.

Preservation and restoration contributes much to a forgetful society. Restoration of Brooklyn Village will be empowering by revealing positive historical themes that once characterized the African American-centered area: entrepreneurship, economic development, social justice, equal rights, entertainment, sports, education, and political activism.

Thoughtful community outreach and engagement regarding real estate acquisition and development can leverage the strength of institutional power. It benefits the community in ways that create safety, stimulates economic revitalization, and supports the local housing market with a keen eye on the past and on the future.

To reach mutually beneficial goals, we will align all plans with broader community goals. We will accomplish this through partnering with residents, local officials and other stakeholders to ensure community participation in the planning, decision-making and development process while building trust and addressing broader community development needs.

Closely partnering with community groups and stakeholders and exploring the planning and development process to partners requires the developer to be a true community partner. WE ARE THAT PARTNER; and with a mutually beneficial development plan and agenda, we are better able to create a vibrant Brooklyn Village for its residents, businesses, and the community at-large.
Through strategic and intentional community outreach, we will invest in sustainable strategies for providing a framework for community capacity building while increasing the effectiveness of existing service programs. These strategies incorporate the arts, education, social enterprise and economic initiatives. Key resources for this project are Stakeholders, Key Constituents, Community Leaders and Thought Leaders.
TIMELINE
The projected timeline for the community engagement initiative is four and a half months. This timing will be confirmed and begin six months prior to the scheduled commencement of construction. Ongoing support for community engagement will be provided for the duration of the project.

STRATEGIC IMPERATIVES
Along with the primary mission of Honoring Historic Brooklyn Village, these are our highest priority objectives that will enable us to remain committed to the mission, while fulfilling the vision of the project:

1. Keep Former & Future Residents at the Center — Consistently ensuring former and future residents, as well as local stakeholders are at the center of planning through deliberate engagement to encourage and foster conversations is a priority.

2. Meaningful Support of the Ongoing Legacy of Second Ward — As one of the last groups organized in support of Second Ward, it is important that the viability of this organization is sustained. We are committed to supporting this Foundation and its commitment to remembering Second Ward and the promising tenets it stood for.

3. Build Community Capacity — Resident engagement and community leadership catalyzes and sustains comprehensive revitalization and rebuilding efforts.

4. Arts Driving Social Change — Leveraging a newly formed public arts commission to define innovative ways to use art to tell the Brooklyn story and rewrite the ending will be a key ingredient in our community outreach plan.

5. Broaden Our Reach to Leverage Best Practices — Taking a look outside of our community to research and identify best practices for community revitalization and restoration will help build a Brooklyn Village for the future, grounded in the past.

6. Strengthen Brooklyn through Architecture — Architecture is an expression of our values. Preserving architecture through building restoration or design incorporation is a sustainable, responsible use of resources. Restoration is a legacy we leave to the next generation. It is about vitality and renewal. It is about craftsmanship and responsible and sustainable stewardship of our resources.

7. Economic Development and Social Enterprise — Building strong partnerships to support revitalization is essential to success. In reverence for the access to business opportunities and mentorships Brooklyn provided for many, we seek to leverage this project as a medium to broaden access to opportunities for minorities.

8. Housing as a Social Facilitator — Society benefits from the appreciation of and respect for diverse perspectives, the creation of which is facilitated by meaningful interaction with different cultures. This interaction should occur in a residential setting as well. Because Brooklyn housed families of all economic strata, our plan seeks to replicate this environment while providing Mecklenburg County with a justifiable, sustainable economic model. Therefore, we have incorporated over 110 housing units that are affordable to low-income, moderate-income and workforce households to lease or purchase.
I. KEEP FORMER & FUTURE RESIDENTS AT THE CENTER

A. BUILDING SOCIAL CAPITAL

• Conversations for Change — Stakeholder conversations will be held through public forums, community gatherings, surveys, design charrettes, visioning sessions, historical data review, and, focus groups with youth, millennials and past/present residents.

• Grassroots to Grassstop — One of our next steps will be the development of a campaign strategy including messages highlighting the benefits of the proposed project crafted to resonate with each key constituency. This strategy with tactical messaging is deployed with campaign-style execution including strategically designed materials such as fact sheets, mailings, presentations and project-specific websites. Successful grassroots campaigns are also comprised of town hall-style meetings to identify and address community concerns, door-to-door communication with neighbors and coalition building of supporters. These types of campaigns leverage the diversity of the communities and supports building social capital.

B. BUILDING STRONG CULTURAL/EDUCATIONAL INITIATIVES AND PARTNERSHIPS

• Second Ward High School National Alumni Foundation Support: The Second Ward High School National Alumni Foundation (SWNAF) is dedicated to keeping the school’s memory alive and to be a resource in finding and sharing our community’s African American heritage. Since the organization of the Foundation in 1980, one of its missions has been to be a resource to the community, to its partners and to individuals looking for people, stories, images and information. The SWNAF has 501c3 status.

• The SWNAF has a collection of artifacts, photographs and other memorabilia that need to be catalogued. It has developed its collections from numerous donations and projects. However, it seeks recognition as more than an archive. Working with colleagues and volunteers, the SWNAF has created museum exhibits, books, interactive media, a documentary film, special events and on-camera interviews with many Charlotte black leaders. For several decades SWNAF has served as a resource to conserve and preserve the images of its community. Its mission grew out of the educational endeavors of the teachers at Second Ward – to document and educate all citizens.

• Youth and Millennial Engagement — Intentional conversations and focus groups with all stakeholders, including millennials, the largest growing demographic, will ensure we are forward-thinking our approach, programming and design for this initiative.

II. MEANINGFUL SUPPORT OF THE ONGOING LEGACY OF SECOND WARD

Through corporate, capital and operational contributions, we will support the programs and initiatives that promote the ongoing legacy of Second Ward.

A. THE SECOND WARD HIGH SCHOOL NATIONAL ALUMNI FOUNDATION (SWNAF) is dedicated to keeping the school’s memory alive and to being a resource in finding and sharing the community’s African American heritage. Since the organization of the Foundation in 1980, one of its missions has been to be a resource to the community, to its partners and to individuals looking for people, stories, images and information. This resource and partnership is invaluable to rebuilding the Second Ward and the Crescent team is committed to financially supporting the SWNAF capital campaign to renovate its facility and acquire bordering property to enhance parking. The Crescent team will also donate design and construction management services for this project.

The Second Ward National Alumni Foundation (SWNAF) was founded in 1980. It purchased its headquarters at 1905 Beatties Ford Rd. in 1995 through member donations. This 80-year old, 1,700 sq. ft. house is in disrepair. The small, unpaved parking lot has limited maneuverability and severe drainage problems.

The SWNAF has contemplated for several years renovating its facility and acquiring bordering property to enhance parking. The Crescent team will fund at least $50,000 for this effort. Of this figure, it is recommended that a portion of these funds be allocated for a fundraising consultant who would pursue matching grants, etc. The Crescent team will also donate design and construction management services for this project.

The SWNAF has also expressed interest in a presence in Second Ward. In the event that the SWNAF elects to relocate to leased space in Brooklyn Village, the funds that remain (after establishing an allowance for rent and utilities) will be available for an up-fit allowance, furnishing, etc.

B. ONGOING SUPPORT

Brooklyn Village will contain multiple buildings whose member associations will belong to a Master Community Association. Each association will make annual contributions to support initiatives that promote the ongoing legacy of Second Ward. The ASC or Gantt Center are suitable candidates to administer these funds and distribute them per criteria to be determined. An administration fee shall be allowed. The Crescent team also recommends that consideration be given to retaining a fundraising consultant to support its efforts.
III. BUILDING COMMUNITY CAPACITY

Most of us want the same things from our communities. We want them to be safe from violence and illness; encompass wholesome social norms: safety, healthy, economic stability; we want neighborhoods that are vibrant and progressive. And we would all like to have strong social capital: people who care, who work for the common good and whom we trust. But how do we develop a community like that? Our belief is that communities are built when people work together on things that matter to them. Community capacity refers to the ability of community members to make a difference over time and across different issues. Through active and ongoing community outreach, we will guide and support building community capacity.

A. STAKEHOLDER UPDATES — When we talk about building community capacity, we mean the process of two-way dialogue and people working together to impact what matters to them. We propose hosting quarterly community meetings to promote civic engagement by community members such as: the alumni association, community at-large, past and future residents, city/county government.

B. INVESTING IN LOCAL SCHOOLS — Building strong partnerships with schools, PTO’s, and essential audiences to develop awareness and appreciation of the city’s historic assets among the youth of the community. This may happen through local events, school curriculum enhancements, and cooperative partnerships with local youth groups, teachers, and librarians.

C. USING INTERNET-BASED TOOLS TO PROMOTE COMMUNITY DEVELOPMENT — Acknowledging millennials are one of the fastest growing demographics today and that preservation of local history will eventually fall to a new generation, we will create opportunities for innovative and creative ways to use technology to engage Charlotte and the Brooklyn Community around the revitalization and rebuilding. Community outreach strategies will recognize that the internet and technology gives access to knowledge and information to everyone. Technology makes it possible for people to change communities. We will engage millennials, and all other target audiences, through social media and other innovative platforms to build awareness, engagement and dialogue.

D. PRESERVATION OF LOCAL HISTORY will eventually fall to a new generation. Our focus on preservation will encourage this generation to continue to retrieve, interpret and preserve the history of the African American community. Millennials celebrate brand purpose. This is one of the most compassionate generations with regard to social issues. Engaging millennials in thought leadership through social media and other innovative platforms are paramount to build awareness and engagement and dialogue.

IV. ARTS DRIVING SOCIAL CHANGE

A. BROOKLYN PUBLIC ARTS COMMISSION — A public arts commission comprised of representation from the Brooklyn Village Master Association, Second Ward National Alumni Foundation, the Crescent Resource team and the possibly the Gantt Center and/or Charlotte Mecklenburg Public Arts Commission will be formed. This body will be charged with artist selection and the allocation of the Brooklyn Village Public Arts Fund. Additional community outreach efforts might include sponsoring an annual local artist festival/competition.

B. WALL OF FAITH: HONORING OUR CHURCHES — A Wall of Faith will be created acknowledging each of the 12 churches demolished by urban renewal. The Crescent team will commit financial support from project capital budgets to include funding research, commissioning artist, art installation, etc.

C. REBUILDING BROOKLYN’S HISTORIC STREETSCAPE THROUGH ART — A researcher will be retained to identify the names of establishments that operated in Brooklyn. Within Brooklyn Village, we will create public art project(s) that recognize or replicate many of the establishments. For example, we may create an artist mural that replicates storefronts. Homage shall also be paid to the leading Brooklyn community business within Brooklyn Village. Prominent recognition shall also be given to County Commissioner Bob Walton. Our team will allocate funds from the project capital budgets to this effort for research, creating and installing the art.

D. CMS ART COMPETITION — Engaging students in the rich history of Charlotte’s Second Ward is important. The art competition will offer the opportunity to educate students and engage them in the rebuilding process. The works will be curated and showcased in Brooklyn Village with the top 3 hanging in a city building for a year.
**V. BROADEN OUR REACH TO LEVERAGE BEST PRACTICES**

We will take a look outside of our community to research and identify best practices for community revitalization and restoration. Such alliances and resources could include the US Department of Agriculture or the Brookings Institute, Hood Tours in Asheville for example.

**VI. STRENGTHENING BROOKLYN THROUGH ARCHITECTURE**

A study will be done of the buildings designed and constructed by Brooklyn business and civic leader W.W. Smith to identify signature elements for incorporation into architecture.

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**A. RESTORE STREET NAMES AND BUILDING NAMES** — Transforming the landscape that often obscures or makes invisible the past is a community outreach priority. One of the ways we will accomplish this is to restore the names of streets and buildings to reflect the historic past of the Second Ward.

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**B. PRESERVE HISTORY** — Getting a historic designation for Brooklyn Village can increase property values and build a strong sense of community. We recognize this takes a lot of work, requires neighborhood agreement, surveys, local official involvement. However, it is important to note that this process runs parallel with our community outreach efforts.

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**C. SHOTGUN HOUSE RELOCATION** — The Crescent team seeks to explore the relocation feasibility of two Shotgun houses located behind the original African American Cultural Center at 401 N. Myers St. These properties would more appropriately fit with the redesigned Brooklyn and will help provide a more meaningful experience to visitors, and increased programming opportunities for the Harvey B. Gantt Center that is physically located closer to Second Ward and owns the Shotgun houses.

The Crescent team would like to explore acquiring the Charlotte Mecklenburg School property located between the Mecklenburg Aquatic Center and the Metro School for a townhome development that would be centered on the Shotgun house(s). This development would also include some workforce housing. The acquisition of this property is not a condition of the commitment to explore housing these structures in Brooklyn Village. However, we have not be able to identify a suitable setting in the current plan because the mass of the proposed buildings would dwarf these structures. In the event the CMS property can be secured, the Crescent team will fund their relocation and renovation costs, plus provide 10 years of maintenance and operational costs.

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**D. GREEN STRATEGIES** — We are committed to dedicating at least 1.6 acres for a park or open space, transforming vacant land into green infrastructure that can be programmed.

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**VII. ECONOMIC DEVELOPMENT & SOCIAL ENTERPRISE**

Brooklyn was a self-sustaining community where the economic, and the educational and cultural interest of African American life was advanced. Therefore, it is fitting that our program addresses economic interest by meaningfully incorporating African American firms.

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**A. MECKLENBURG INVESTMENT COMPANY, LLC**

A group of African American corporate and civic leaders have formed the Mecklenburg Investment Company, LLC (MIC). In the 1920s, Thad Tate and other civic minded African American business owners formed the Mecklenburg Investment Company. This group designed, built, owned the Mecklenburg Investment Company building that stands in the northeast corner of S. Brevard St. and 3rd St. The Mecklenburg Investment Company Building was a beacon for the African American community. Its ornate architecture, and its ownership, design and construction by African Americans was symbolic of progress. A variety of social-economic classes frequented the commercial and civic offerings housed in the building. The Mecklenburg Investment Company Building is one of two facilities built by and for African Americans that survived, without modification, the Department of Housing and Urban Development (HUD) Urban Renewal mandate that demolished the Brooklyn Community in the late 1960s.

In addition to mimicking the name, membership in MIC will be extended primarily to persons who possess the characteristics of the Mecklenburg Investment Company organizers, such as civic leadership. Several MIC members are current investors in real estate development projects being sponsored by The Drakeford Company. This group will invest primarily in the condominium projects that will be sponsored by TDC. However, it may have other interest within the Brooklyn Village / Walton Plaza geography that TDC is not sponsoring.

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**B. MINORITY FIRM INVOLVEMENT**

- **Market Rate Condominium Development:** TDC
- **Affordable Condominium Development:** TDC
- **Affordable Rental Housing Development:** Laurel St.
- **Investment:** MIC, LLC
- **Community Outreach Coordination:** D. Wilson Agency
- **Real Estate Brokerage / Marketing:** Brooks Agency
- **Condominium Architecture:** Neighboring Concepts
- **Contractors:** TBD
VII. ECONOMIC DEVELOPMENT & SOCIAL ENTERPRISE

C. APPRENTICESHIP/INTERNSHIP PROGRAM — The community outreach coordinator will establish employment standards that will apply for students enrolled in the Brooklyn Village apprenticeship/internship program. Students will be recruited primarily from Central Piedmont Community College and the Central Carolinas Urban League HVAC Certification program for the apprenticeship opportunities. These students shall be presented with a $1,000 stipend. Johnson C. Smith, UNC Charlotte and Queens University students will fill the internship program slots.

• Internship – firms providing the following service will hire a minority undergraduate or graduate student: (1) development (2) civil engineering (3) architecture (4) general contractor.

• Apprenticeship - firms providing the following service will hire a minority high school student or student enrolled in a vocational program: (1) plumbing (2) electrical (3) HVAC (4) framing / carpentry (5) flooring (6) fire protection/life safety.

D. MINORITY/SMALL BUSINESS RECRUITMENT — A targeted effort will be made to recruit minority owned businesses to Brooklyn Village. A particular focus will be made to recruit the types of establishments that operated in Brooklyn and the Bob Walton Plaza prior to its conversion to government use. This may warrant the engagement of minority commercial real estate agents to lease commercial space. It will entail marketing to African American professional associations, advertising in African American publications and broker outreach efforts.

STAKEHOLDER ENGAGEMENT & MARKETING STRATEGY

VIII. HOUSING AS A SOCIAL FACILITATOR

Society benefits from the appreciation and respect for diverse perspectives, the creation of which is facilitated by different experiences. Brooklyn housed families of all economic strata. Our plans seeks to replicate this offering to the greatest degree possible, while providing Mecklenburg County with a sustainable economic model. Our current preliminary plans include the following:

• offer more than 60 apartments that are affordable to families earning no more than 60% of the area median income (AMI).

• offer more than 40 apartments that are affordable to families earning no more than 100% of the area meaning income (AMI).

• sell 5 townhomes that are offered at a price that is affordable to a family earning no more than 120% of the area meaning income (AMI).

SUMMARY

In summary, our commitment to meaningful community engagement is driven by honoring and promoting the legacy of Second Ward / Brooklyn Village in a manner that is well-informed by history, future market needs, key stakeholders, a broad base of constituents and best practices. It is impossible to create anything that pleases everyone; but it is possible to try. The Crescent Team commits that we will give every effort to build a community that exceeds expectations.

APPROACH TO MARKETING & OUTREACH OF THE AFFORDABLE UNITS:

As part of the development of the affordable rental community, Laurel Street Residential will prepare an Affirmative Fair Housing Marketing Plan. The purpose of the plan is to ensure that the development offers equal housing opportunities regardless of race, color, national origin, religion, sex, familial status, or disability. The Plan helps Laurel Street effectively market the availability of the rental units to individuals that are least likely to apply for occupancy. The Plan uses demographic data to determine which groups are least likely to apply for occupancy and then designs a marketing approach that is specifically targeted to those groups least likely to apply. This marketing approach includes contacting community groups representing the target population as well as advertising in newspaper, radio, and TV stations that serve the target population.
## Anticipated Project Phasing

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<td>2017</td>
<td>2018</td>
<td>2020</td>
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<tr>
<td>Commercial Office</td>
<td>C</td>
<td>200,000 sf</td>
<td>2021</td>
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<td>2023</td>
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<tr>
<td>Highrise Multi-Family</td>
<td>C</td>
<td>300 units</td>
<td>2022</td>
<td>2023</td>
<td>2025</td>
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</table>
DEVELOPMENT TEAM
& QUALIFICATIONS
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TODD MANSFIELD  
President & Chief Executive Officer

BRIAN LEARY  
President, Commercial & Mixed-Use

BOBBY DRAKEFORD  
Founder & Managing Partner Principal  
The Drakeford Company

DIONNE NELSON  
Principal & Chief Executive Officer  
Laurel Street Residential

BEN COLLINS  
Vice President, Mid-Atlantic, Multifamily

ELIZABETH MCMILLAN  
Director of Development, Commercial & Mixed-Use

MICHAEL TUBRIDY  
Senior Development Manager

NED AUSTIN  
Vice President, Leasing
FINANCIAL OFFER & DEAL STRUCTURE

FINANCIAL OFFER
We submit the following offer based on a two phase approach to our mixed use, mixed income plan providing +/-650 market rate multi-family residential units, +/-160 mixed income for-rent housing units, +/-65 mixed income for-sale residential townhomes, 200,000 sf of commercial office space and +/-30,000 sf of ground level retail space.

PHASE ONE
Guaranteed purchase price for block A (Brooklyn Village) - $17,000,000

PHASE TWO
To be determined future right to purchase block C (Walton Plaza) – $11,000,000

TOTAL PRICE
$28,000,000

The aforementioned offer shall be subject to a customary due diligence investigation period to be further defined in the purchase and sale agreement as well as mutual agreement on the requests outlined in the Deal Structure section of the proposal.

It is noted that this offer and all its terms and conditions are non-binding on either party until such time as both parties have mutually agreed and fully executed a purchase and sale agreement.

FINANCIAL STATEMENTS
Financial statements to be provided with execution of a Confidentiality Agreement by the County and/or its representatives

DEAL STRUCTURE
Crescent requests the following relative to the redevelopment of the Walton Plaza and Brooklyn Village sites contemplated in this proposal:

• The County will work with Crescent to help facilitate the purchase of the vacant school site, that sits between the Aquatic Center and the Metro School, from the Charlotte Mecklenburg School System (“CMS”)
• Mecklenburg County Park & Recreation Department commitment to funding of the +/-1.3 acre park on the CMS site as well as the renovation of the Second Ward School Gymnasium
• Prior to the purchase of block C (Walton Village) the County shall demo the any and all existing structures providing a pad ready site available for development

PROFORMA
Provided in the attached flash drive

It is Crescent’s intent to use traditional sources of construction financing to develop the project. The equity required for this financing shall be provided by Crescent or Crescent in conjunction with an institutional partner.
FINANCING THE AFFORDABLE HOUSING

FOR RENT COMPONENT

PROJECT DESCRIPTION

Laurel Street Residential will develop the affordable rental component of the overall Brooklyn Village development. It will feature a 160 unit mixed-income rental community featuring sixty-four units targeted to households earning below 60% of Area Median Income (AMI). Of the remaining units, forty-eight will have rents affordable to households below 100% AMI and forty-eight will have rents affordable to households above 100% AMI. All 160 units will have rents below the current market rent for rental housing in Center City Charlotte. This mixed-income approach to the affordable rental development combined with the other diverse rental and for-sale units proposed for Brooklyn Village will make Brooklyn Village a true mixed-use and mixed-income development. The mixed income rental units will be well designed for comfortable living and long-term durability. The designs will follow the Laurel Street Residential standard of producing affordable communities to market-rate standards.

LONG-TERM AFFORDABILITY COMMITMENT

Please note that the sixty-four units serving families below 60% AMI will be deed restricted to be affordable to households below 60% AMI for a minimum of 30 years ensuring the presence of a long-term affordable rental option in Brooklyn Village and Center City where rents are expected to continue to rise.

FINANCING APPROACH FOR AFFORDABLE HOUSING (SOURCES)

Funding sources for the Affordable Rental Component will include 4% low-income housing tax-credits, tax-exempt bonds, a HUD insured 221(d)(4) construction to permanent loan, and a loan from the City of Charlotte Housing Trust Fund. Laurel Street Residential collectively has over 25 years of experience developing affordable housing with low-income housing tax credits and tax-exempt bonds including over 20 projects awarded low-income housing tax-credits including projects awarded 4% tax-credits and tax-exempt bonds. Of these 4% tax credits and tax exempt bonds, several have included a HUD 221(d)(4) insured construction to permanent loan. Additionally, Laurel Street and its leadership have experience with other HUD programs including HOPE VI, Section 9, Project Based Section 8, Rental Assistance Demonstration (RAD), and Section 202 to name just a few programs. The majority of Laurel Street’s experience in with tax-credits and tax-exempt bonds has been in North Carolina. In addition, Laurel Street has extensive experience with projects funded by combining low-income housing tax credits with the City of Charlotte Housing Trust Fund. The 4% low-income housing tax-credit is the non-competitive low-income housing tax-credit. A developer with expertise with tax-credits in North Carolina that has a project that meets underwriting thresholds can receive an allocation of the 4% tax-credit without competing against other projects making it an ideal source for the Brooklyn Village project.

TOWNHOME COMPONENT

The Drakeford Company will develop the townhome component of the overall Brooklyn Village development.

Townhomes will be offered for-sale to individual consumers prior to commencing construction.

A comprehensive marketing plan will include print and internet advertising, broker events, which will include a targeted outreach to brokers whose focus is minority consumers and / or the workforce population. Five of the units shall be offered at prices that are affordable to families that earn between 80% and 120% of the area median income (AMI). This earnings range generally includes municipal employees, entry level managerial positions, etc. A three - five year profit recapture provision shall be explored. If applied, the Brooklyn Village Public Arts Commission shall be the economic beneficiary of this provision. The workforce units shall be indistinguishable from the exterior and shall be integrated throughout the project. However, the interior specifications may vary.

Each unit will have three stories, a deck and planting area. Some shall offer an optional rooftop terrace. i.e., fourth floor. Four to 12 unit buildings of a row house or brownstone nature shall be constructed. All buildings shall face a street or courtyard. Brick, stone and hardi-plank siding will be the predominate exterior material used. A modern appliance package that incorporates green / enviro-friendly features shall be standard. Hardwood and tile floors, stainless steel appliances and a variety of upgrade options shall be offered. The ground floor shall contain a one or two car garage and flexible living space. Most of the single car garage units will have a parking pad behind the building. Living spaces shall occupy the second floor and the bedrooms shall be situated on the third.

Sixty five units are included in the current program. It is possible that additional townhomes can be incorporated. In that event, the increase will be made proportionally between the market and workforce housing units. The workforce units will be subsidized by the market rate units, as the costs of their delivery exceeds their sales prices. The Drakeford Company has developed nine residential communities in the City of Charlotte. The current market value of seven of these communities is affordable to the low-income and workforce population.

LONG TERM OWNERSHIP & MANAGEMENT

The decision to own long term or sell the rental assets will be determined at such time when each component of the project is fully development. That decision will be based on market conditions and each partner’s strategic objectives at such time.

MISCELLANEOUS PROJECT REQUIREMENTS

Crescent has read and agrees to the miscellaneous project requirements as outlined in Appendix B of the RFP.
CRESCENT FOOTPRINT

Crescent has been a developer of quality residential, commercial, and mixed-use communities throughout the Southeast and beyond for over three decades.

Selected by Multifamily Executive as one of the nation’s top 25 Developers in 2013

19,800 home sites sold, with more than $2.8B in land revenue since company inception

9,500+ homes built and sold, with more than $5.9B in revenue since company inception

Legacy Land division has sold more than 223,000 acres of land since 1990

High quality office projects totaling more than 19 million square feet and attracting top companies including General Electric, Wells Fargo, Bank of America, the EPA, Piedmont Natural Gas and FedEx
CRESCENT CREATES THE SINGLE AND MULTIPLE USE COMMUNITIES OF TOMORROW MOST DESIRED BY CUSTOMERS

Recognized leader with deep history of value creation through award-winning communities located in high growth locations and submarkets with barriers to entry.

MIXED USE COMMUNITIES

SINGLE FAMILY

**SINCE INCEPTION**, we have developed more than 60 MPCs and sold over 21,000 home sites, resulting in $2.9B in lot sales

**CORE EXPERTISE** in sourcing, entitled, planning, and developing land

**SIGNIFICANT EXPERIENCE** in amenity creation including golf, hospitality, and other recreational assets

**RECORD OF PARTNERING** with move-up and luxury builders. Internal homebuilding operations in Mid-Atlantic communities

**PORTFOLIO INCLUDES** high-quality assets such as Palmetto Bluff and the AAA Five Diamond award-winning Inn at Palmetto Bluff

**SIGNIFICANT PIPELINE** of investment opportunities in FL, NC, SC, TN & TX

MULTIFAMILY

**SINCE INCEPTION**, we have developed 22 multifamily communities, totaling $1B of total investment and more than 5,300 units

**FOCUSED INVESTMENT** strategy of developing best in class communities from highly sought after locations

**CORE EXPERTISE** in developing highly-amenitized, urban infill and garden style apartments targeting affluent renters

**INTEGRATED PLATFORM** and expertise in sourcing, entitlement, design, finance, development, construction, leasing and asset management

**TOP 15** U.S. multifamily developer with robust pipeline in AZ, CO, FL, GA, NC, TN, TX and VA

COMMERCIAL & MIXED USE

**DEVELOPED A PORTFOLIO** of nearly 20 million SF of office, industrial and retail communities totaling over $1.7B of total investment

**SIGNIFICANT EXPERIENCE** in land entitlement, development, construction, marketing, leasing, finance and asset management

**EXPERTISE IN MAXIMIZING** the value of land inventory holdings and selectively pursuing build-to-suit and other vertical development

Clients and tenants include Fortune 500 firms

**APPROXIMATELY 688 ACRES** of commercially-zoned land in inventory with significant development potential

Multiple-use development capacity enables a better product, vertical investment opportunities and enhances investment returns

**MULTIFAMILY**

- BELLE, Austin
- Central Station, Orlando
- Cool Springs, Nashville
- Deerfield, Atlanta
- Dilworth, Charlotte
- Gateway, Orlando
- Highland, Phoenix

**SINGLE FAMILY**

- Cameron Village, Raleigh
- Circle Southend, Charlotte
- Howell Mill, Atlanta
- Piedmont Row, Charlotte

**COMMERCIAL & MIXED USE**

- Potomac Yard, Washington DC
- Terminus, Atlanta
- Westshore, Tampa

**COMPLETED**

- Belterra, Austin
- Circle Southend, Charlotte
- Howell Mill, Atlanta
- Piedmont Row, Charlotte

**IN PROCESS**

- Belterra, Austin
- Central Station, Orlando
- Cool Springs, Nashville
- Deerfield, Atlanta
- Dilworth, Charlotte
- Gateway, Orlando
- Highland, Phoenix

**IN PLANNING**

- Bellevue, Nashville
- Bishop Arts, Dallas
- Crabtree North, Raleigh
- Dixie River, Charlotte
- Lenox Road, Atlanta
- Lucerne, Orlando

- NoDa, Charlotte
- Providence Farm, Charlotte
- Stonewall Station, Charlotte
- South Capitol, Washington DC
- Tryon Place, Charlotte
- 5th & Ash
Diversified mix of office, street level retail, restaurants and multifamily

11 acre site located in the heart of South Park, an upscale Charlotte neighborhood

415,000sf office; 179 multi-family units; 87,500sf retail completed in 2007

321 unit second phase of multifamily now under construction

OFFICE & RETAIL
Total Construction Cost of Office approximately $70MM
Total Construction cost of Retail approximately $40MM
Total Construction Cost of Infrastructure approximately $25MM
Total Commercial Costs approximately $135,000,000
Sold to Prudential in 2007, for a Charlotte office psf record, for a total sales revenue of $95,162,282
JV with Lincoln Harris

MULTI-FAMILY PHASE I (CONDOMINIUM)
Total Construction Cost of 179 units $47,976,995
Total gross revenues between June 2006 and June 2007 was $61,414,650
Net revenue of $13,437,655

MULTI-FAMILY PHASE II (APARTMENTS)
Estimated Construction Costs of 321 units $51,600,000
Estimated completion January 2016
GATEWAY CENTER
ORLANDO, FL

Mix of office, retail, hotel and multifamily

80 acre tract in Altamonte Springs, Florida

Purchased in 2004

Crescent developed a Publix anchored center adjacent to the site, a 400,000 headquarters complex for Adventist Health Systems and currently under construction with 249 apartments

ENTITLED FOR
1.5 million sf office
150,000 sf retail
190 room full-service hotel
249 multifamily

RETAIL
225,000 sf retail center
32 acres
Anchored by Publix and includes other restaurants, shops and banking locations

APARTMENTS
249 units
8.44 acres
Started in 2013 and should deliver in 1st quarter of 2016
**STONEWALL STATION**

**CHARLOTTE, NC**

**Mix of** Apartments, Whole Foods grocery, retail and two stand-alone hotels

**4.2 acre site** at the SE Corner of Stonewall Street & South Caldwell Street in Uptown Charlotte, NC.

**Closed on land** in November 2015.

**Crescent Stonewall Station** will consist of 459 units in two multifamily buildings, one wood-framed mid-rise structure and a concrete 11-story high-rise structure.

**Whole Foods Market** has signed a lease with Crescent for 47,500 square feet in the development. Additionally, Crescent will also be working to develop a master plan for adjacent sites to include two hotel developments and additional retail space.

**Hotels are** on parcels immediately adjacent to the project proper. These parcels will be sold by Crescent for development directly by a hotel developer.

**Direct access to** Charlotte’s LYNX Light Rail network, making Stonewall Station Charlotte’s premier transit-oriented, mixed-use development

**Construction will commence** by the end of 2015 and the project is expected to deliver in 2017.
POTOMAC YARD
WASHINGTON, D.C.

**Diversified mix** of office, retail, residential units, hotel, transit and open space in Arlington and Alexandria, Virginia

**300 acre site** located adjacent to Reagan National Airport and minutes from downtown Washington, DC

**Crescent was master developer** from 1999-2006

**Total investment** $398.2 million

**Total sales** $588.4 million

**ONE & TWO POTOMAC YARD**

First vertical construction project for Crescent at Potomac Yard

650,000 sf Class A office building

Developed for the General Services Administration (GSA) and their tenant, the Environmental Protection Agency (EPA)

First LEED New Construction Gold certified project in Washington, DC MSA

Started construction May 2004

Completed May 2006 and sold to JP Morgan
The Atlanta Beltline was and remains the largest and most comprehensive urban redevelopment effort ever undertaken in the City of Atlanta and amongst the largest sustainable redevelopment projects in the nation. From 2009-20012, Under the leadership of Brian Leary, who served as President and Chief Executive Officer for the project, the Beltline was designed to shape the way Atlanta and the surrounding region grow over the next several decades through investments in transit, trails, parks, affordable housing, long-term land use and transportation planning. Brian was instrumental in the planning and execution with a host of partners including City of Atlanta Departments.

Prior to leading the Beltline team, Brian oversaw the design and development of Atlantic Station, the largest urban brownfield redevelopment in the nation at the time and its 13.5 million square foot master plan for the joint-venture between AIG Global Real Estate & Jacoby Development including approximately 2 million square feet of retail, 1.5 million square feet of LEED-certified Class-A office, 3,000 residential units and 1 hotel built to date.

Project success was due largely to a massive public-private partnership including engineers, planners, environmental scientists from both the private and public sectors at the federal, state, local and grassroots level. In particular, unique partnerships with the U.S. EPA, the State of Georgia and local neighborhoods have provided a national case study for finding common ground on the path to a common goal.
Prior to working for Crescent, Senior VP of Multifamily for the Mid Atlantic, Ben Collins spent 2009 working with the Charlotte Housing Authority. During that time, Ben managed the rezoning of over 1,500 units and provided pre-development, construction and asset management oversight for:

- **21 total projects**
- **2,400 units**
- **Approximately $250M** of total investment

During his career Ben has also served as Board Chair for the North Carolina Housing Coalition and Board member for the Affordable Housing Group.
Integration drives our innovation

Modern communities require a progressive, multi-disciplined and forward-thinking approach to development. We focus on consumer experiences and lifestyle dynamics and use specific learnings to inform our decisions and build the most innovative communities.
TODD MANSFIELD  President & Chief Executive Officer

Tod Mansfield was named president and chief executive officer of Crescent Communities in 2011 after serving as a member of the board of managers and lead director. Mansfield has more than three decades of real estate operations and investment experience. During his career, Mansfield has overseen deployment of more than $6 billion in equity investment capital.

Mansfield’s experience also includes serving for 11 years as chairman and chief executive officer of Crosland and as executive vice president of Disney Development Company, where he had operating responsibility for Disney’s development and corporate real estate activities worldwide. He led the team that initiated development of the 5,000-acre Town of Celebration and was involved in the planning and execution of Val d’Europe, the transit-oriented town east of Paris, under the French government.

Mansfield also was previously a managing director of Security Capital Group in London, where he launched and operated a private equity investment fund that acquired seven real estate operating companies in the parking, self-storage, office, and residential sectors in Europe and Australia.

Active in the community and industry, Mansfield is a director and former chairman of Charlotte City Center Partners and serves on the board of directors of the Foundation for the Carolinas. He is a director of American Residential Properties, Inc. (NYSE:ARP). He also served as a board member and is a past chairman of the Urban Land Institute and The Nature Conservancy NC Chapter.

He earned a master’s of business administration from Harvard University and a bachelor’s degree from Claremont McKenna College. Mansfield is co-author of “Craving Community: The New American Dream,” published in 2008 by Abecedary Press.

Crescent Communities is a real estate investment company with interests throughout the southeastern and southwestern United States. Established in 1969, the Charlotte-based company is a mixed-use developer and operator of single-family, multifamily, resort and commercial communities.

BRIAN LEARY  President, Commercial & Mixed-Use

Brian Leary joined Crescent Communities as president of its Commercial & Mixed-Use business unit in 2014. In this role, he directs the company’s office, industrial and retail developments and property management across the country. Through Brian’s 19 years of experience in real estate, he’s overseen in excess of $2 billion in development.

Prior to joining Crescent, Brian held senior management and executive positions with Jacoby Development, Inc., Atlanta Beltline, Inc., AIG Global Real Estate, Atlantic Station, LLC and Central Atlanta Progress. As the managing director of Jacoby Development, a national developer of corporate, mixed-use and retail projects, he launched ONE Daytona, a 4.5-million square foot joint venture with International Speedway Corp. Previously Brian served as president and CEO of Atlanta Beltline, Inc., the organization executing the implementation of the BeltLine, one of the largest, most wide-ranging urban redevelopment projects in the United States. When complete, the over $3 billion project will provide a network of public parks, multi-use trails, transit, public art and thousands of units of housing along a historic 22-mile railroad corridor circling Atlanta.

While vice president of AIG Global Real Estate, he oversaw the design and development of Atlantic Station, a 13.5-million square foot joint venture that, at the time, represented the largest urban brownfield redevelopment in the United States and currently includes the approximately 1.5 million square feet of retail, 1.5 million square feet of LEED-certified Class A office, 3,000 residential units and a 120-room hotel. In 1998, he successfully negotiated with the U.S. Environmental Protection Agency for Atlantic Station to become the first project of its kind in the United States. Brian’s development experience spans the country with successful assignments in Hawaii, the Midwest and in Central Florida. His focus on urban development and sustainability included leading a national coalition to create a $2 billion alternative energy and energy efficiency tax-exempt financing program with the U.S. Treasury and EPA.

Prior to Atlantic Station, Brian worked for Atlanta’s downtown development organization, Central Atlanta Progress (CAP). With CAP and COPA, Inc. (the non-profit development arm for the Centennial Olympic Park area) Brian helped implement the first tax-increment-financing district in the State of Georgia.

Brian is a graduate of Georgia Tech’s College of Architecture with an undergraduate degree in architecture with minor concentrations in land development and real estate, and in addition, holds a master’s degree in City Planning from Georgia Tech. While focusing on transportation and land development in graduate school, he finished a redevelopment plan for the Atlantic Steel property that would provide the basis for Atlantic Station.

Over the years, Brian has spoken to groups across the United States on Smart Growth, real estate development and leadership. He has presented on Capitol Hill, the National Partners for Smart Growth, the Real Estate Roundtable, and previously served on AIG’s & ICSC’s Sustainability Committees. He has been published nationally and has taught at Georgia Tech where he currently serves on the College of Architecture’s Executive Council.

Brian recently joined the Board of the Charlotte Chamber of Commerce and prior to moving to Charlotte from Atlanta, Brian served on the Board of Trustees of Leadership Atlanta and ULI’s Livable Communities Coalition Council, the Governing Board of Atlanta Medical Center, Emory University’s Board of Visitors and the Woodruff Arts Center Roundtable. He is a member of the Urban Land Institute (ULI), NAIRP, ICSC and formerly of Atlanta’s Downtown Rotary Club. With his wife Whitney, he chaired the Atlanta Police Foundation’s Annual Gala and graduated in the inaugural class of the Institute for Georgia Environmental Leadership. He is also an alumni of the Atlanta Regional Leadership Institute, served on the Department of Homeland Security’s Advisory Council’s Academe, Policy & Research Committee, the US Mayor’s Institute for City Design, and at the request of the Mayor of Atlanta, previously served as Chairman of the City’s Public Art Advisory Committee.

Brian, his wife and their two daughters reside in Charlotte.
**BEN COLLINS**  Senior Vice President Mid-Atlantic, Multifamily

Ben Collins joined Crescent Communities in 2010 and currently serves as Senior Vice President for the Mid-Atlantic region. He has over 13 years of real estate development experience and has been responsible for the development of over 5,000 multifamily units throughout the Southeast and Mid-Atlantic totaling over $800 million.

Prior to Crescent, Collins was responsible for leading a regional multifamily office for Colonial Properties Trust (NYSE: CLP) and has served in development and acquisition roles for Grubb Properties and The Community Builders.

Collins is a founding member of the University of North Carolina at Charlotte Real Estate Alumni Association, former president and chairman of the North Carolina Housing Coalition, and a current Board member for the Greater Charlotte Apartment Association, National Multi Housing Council and The Affordable Housing Group. He is also a member of the Urban Land Institute and volunteers with Crisis Assistance Ministries, Habitat for Humanity and Big Brothers Big Sisters.

He earned a graduate degree from the University of Wisconsin - Madison Real Estate program and also has an MBA from the University of North Carolina, Charlotte.

**NED AUSTIN**  Vice President, Leasing

Ned Austin joined Crescent Communities in 2000 and serves as Vice President of its Commercial & Mixed-Use business unit. In his role, he directs the marketing and leasing of the business unit’s office, industrial and retail developments. With 19 years of experience in commercial real estate, he has been involved in the leasing, development and management of over 13 million square feet of commercial space.

Prior to joining Crescent, Ned worked for Spectrum Properties and led the marketing and leasing effort for South Tryon Square, a mixed-use development in the Charlotte CBD, comprised of over 225,000 square feet of redeveloped office and retail space. He also served as general manager, overseeing all operations of a 1.1 million square foot office and industrial portfolio in Winston-Salem, NC. Also while at Spectrum, Ned was involved with the marketing and leasing of Vanguard Center, Hedgemore Plaza and Two Wells Fargo in Charlotte, NC, and the IBM Building in Columbia, SC. At Crescent, he has served as a leasing associate and Director of Leasing on such projects as Piedmont Town Center, Coliseum Center, Resource Square, Crosspoint Center, AirPark West and Lakemont Business Park, totaling over 2.75 million square feet.

Ned is a past director of the Charlotte Region Commercial Board of Realtors and the National Association of Industrial Office Properties. He currently sits on the board of directors for Mecklenburg County Council, Boy Scouts of America and the Harvey B Gantt Center for African American Arts & Culture. Ned is also a former board member of University City Partners, Charlotte Region Commercial Board of Realtors, and NAIOP, the Commercial Real Estate Development Association.

Ned began his career in sales with Dixie Yarns in New York and Charlotte.

Ned resides in Charlotte with his wife, son and daughter.

Ned's notable Build to Suit projects include:
- Wells Fargo Home Mortgage: 175,000 square feet
- Bonded Distribution: 174,000 square feet
- Federal Express: 112,000 square feet
- American Standard (Trane): 100,000 square feet
- ESP Associates: 30,000 square feet

Notable Office/Building Parks that Ned has leased include:
- Two Wells Fargo – Charlotte, NC
- Vanguard Center – Charlotte, NC
- South Tryon Square – Charlotte, NC
- Coliseum Center – Charlotte, NC
- Resource Square – Charlotte, NC
- IBM Building – Columbia, SC
- BB&T Building – Winston Salem, NC
**ELIZABETH MCMILLAN**  Director of Development, Commercial & Mixed-Use

Elizabeth McMillan joined Crescent Communities in 2002. She currently serves as Director of Development, focusing on mixed-use, retail, office, and industrial developments. She is involved in all portions of the development process, including land acquisition, design, entitlement, permitting, construction, leasing, land sales, budget preparation, and project sales.

Elizabeth has worked on a number of notable projects since joining Crescent, including Potomac Yard, Belgate, and Tryon Place, among others. While at Potomac Yard, Elizabeth was involved with $26 million of public infrastructure and $228 million in land sales. She was instrumental in both the acquisition and sale of Potomac Yard Retail Center and the development, lease and project sale of One & Two Potomac Yard, a 650,000 square feet, two tower office project that achieved Gold certification for LEED New Construction. Most recently, Elizabeth has served as project manager overseeing Crescent’s retail projects in the Carolinas and worked with tenants such as Wal-Mart, IKEA, Walgreens, and Lowe’s Home Improvement, and McDonalds.

Currently, she directs all development activity for Tryon Place, Crescent’s $250+ million office tower and mixed-use project in Uptown Charlotte.

She is a LEED Accredited Professional, a licensed real estate broker in North and South Carolina, ULI Certificate recipient, and a graduate of Leadership Arlington. She is a current board member of University City Partners and the Advisory Board for ULI Charlotte. She is also a past board member of the Junior League of Charlotte, a non-profit women’s group aimed at organizing and promoting volunteer activities in the community, and Art with Heart, a fundraising project for United Family Services.

A graduate of the University of North Carolina at Chapel Hill, Elizabeth holds a BA in Journalism and Mass Communication with a focus in Public Relations and a minor in History.

Elizabeth lives in Charlotte with her husband and two sons.

**MICHAEL TUBRIDY**  Senior Development Manager

With over 10 years of multifamily development experience, Michael has been responsible for leading over $500 million in development and redevelopment projects throughout the Southeast and Mid-Atlantic. Since joining Crescent Communities in 2013, Michael has developed over 1,000 units in the Charlotte and Nashville markets and is currently leading the predevelopment efforts on Crescent’s $400 million pipeline of mixed-use developments throughout the Carolinas. Prior to joining Crescent, Michael served as the Vice President of Development for Aimco, a national apartment REIT, where he led the Southeast Region’s multifamily redevelopment and repositioning efforts. Michael is a graduate of the University of Richmond and holds a Masters of Business Administration from the Kenan-Flagler Business School at UNC Chapel Hill.

The projects Michael is overseeing over the next couple years are:
Crescent Noda
Crescent Providence Farm
Laurel Street Residential is a leading mixed-income housing development company experienced in developing high-quality residences with superior amenities, features, and programs for working families and seniors throughout the Southeast.

Laurel Street Residential brings over 35 years of collective experience in affordable, workforce and market rate developments. Our team is a well-coordinated group of real estate professionals with both a wealth of expertise planning and developing award-winning housing, and a passion for making an impact in our communities. We are an agile and efficient private firm that can be responsive to market dynamics and flexible enough to plan, design, and develop in a way that benefits the project, the partners, the residents, and the community. We work on developments of all sizes, including both new construction and rehabilitation projects.

PHILOSOPHY
We believe all working families deserve a quality, affordable and safe place to live that they can call home. We believe home should be located in a well-designed community that fosters connections to neighbors and the surrounding area and provides reasonable access to the necessities of life such as transportation, employment, education, shopping and recreation. We believe home should be a source of pride for every individual.

VALUES
As a company, we live by strong corporate values, which include the following:

- Strong work ethic: the hard work, focus and dedication required for success
- Teamwork and collaboration: bringing together the best that many have to offer
- Integrity: consistently prioritizing what it means to do the right thing
- High impact: the work we do should make a difference
- Passion: fostering a professional culture that thrives because we love what we do
- Stewardship: we should always either give back or pay it forward

HISTORY
The history of Laurel Street Residential is deep. The core team worked together at Crosland as its residential development group. Prior to exiting the development business in 2011, Crosland was long recognized as one of the Southeast’s leading diversified real estate companies. Laurel Street Residential was formed by Dionne Nelson, former leader of the affordable housing development group, to separately structure and recapitalize the affordable development activities of Crosland into a new company. Based in Charlotte, NC, Laurel Street Residential has a development portfolio of approximately 1,000 units valued at more than $100 million. Our current development pipeline includes nearly 700 additional units.

Laurel Street’s success in multi-family development is a result of the efforts of a talented and committed development team. The Laurel Street team is headed by Dionne Nelson, and it is supported by several other team members, each bringing valuable skills and capabilities to each development effort.

Laurel Street is a growing firm that limits hierarchical structures and employs individuals committed to the company’s philosophy and values. Projects are led by the development team, with other staff actively involved in the process. We have a team that collaborates on many different aspects of the project, lending expertise as needed. We also hire experienced consultants for project support as appropriate.
**DIONNE NELSON** Principal & Chief Executive Officer

Dionne Nelson is the Principal and Chief Executive Officer of Laurel Street Residential. She has 20 years experience in real estate development, finance and operations. As CEO, Dionne establishes and manages the overall strategic direction, operations and growth of the company. She also identifies new development opportunities and oversees the execution of development activities. Previously, Dionne was Senior Vice President at Crosland with responsibility for the company’s affordable housing developments and operations. Prior to joining Crosland, Dionne managed investments at NewSchools Venture Fund in Boston and Earnest Partners in Atlanta. She began her experience in financial services as an investment banking analyst at Salomon Brothers in New York. Dionne also worked as a strategy, organization and operations consultant with McKinsey & Company in the Chicago and Atlanta offices.

Dionne is a member of the Charlotte-Mecklenburg Planning Commission and the Urban Land Institute’s Affordable and Workforce Housing Council. She is a board member of the North Carolina Housing Coalition and the Levine Museum of the New South, and is a member of Leadership Charlotte Class XXIX. Dionne serves as the board Co-Chair for Renaissance West Community Initiative, the organization leading supportive services and the education initiative at the Renaissance community in Charlotte. She has served as an evaluator for several national housing competitions sponsored by the Urban Land Institute and the Terwilliger Center for Housing. Dionne holds an MBA from Harvard University and graduated magna cum laude with a BA in economics from Spelman College.

**LEE COCHRAN** Senior Vice President

Lee leads development activities for Laurel Street Residential. He has over 10 years of experience in affordable and market rate housing development, including elderly and family housing utilizing a variety of funding structures and sources. His development oversight is from project concept through completion and project stabilization. His prior experience and relationships in mixed income development and with public/private partnerships are leveraged throughout the organization.

Previously, Lee was Chief Operating Officer for Levine Properties, a full-service real estate development and management company. Lee was responsible for working with the City of Charlotte and Mecklenburg County on public/private partnerships for the redevelopment of First Ward, a 30-acre, $700 million mixed-use project in Charlotte’s city center.

Before joining Levine Properties, Lee worked for The Housing Partnership, a Charlotte-based non-profit housing development company that also provided technical and financial assistance to first-time homeowners. During his nine years at The Housing Partnership, Lee helped develop projects that included single-family rehabilitation, multi-family new construction and master-planned development of neighborhoods. Lee served as the organization’s Chief Financial Officer during his last three years. He began his experience in real estate with the Housing Authority and Housing Department of the City of Baltimore.

Lee is a member of the City of Charlotte Business Advisory Committee and the Urban Land Institute, and he serves on the Finance Council for St. Gabriel Catholic Church. He holds a Master’s in public policy from Duke University and also received a BS in engineering from Duke University.

**SHAY BAIRD** Vice President of Design and Construction

Shay directs the design, engineering and construction management activities for the Charlotte area and surrounding region. He has 20 years of experience in construction management of market rate and tax-credit developments, single and multi-family residential neighborhoods, retail and hospitals. A senior apartment community led by Shay was the first of its type to be Earthcraft certified in North Carolina. Shay is currently directing construction activities for Renaissance, Civic Park I and II, and coordination with the Greensboro Housing Authority for the rehab of Claremont Courts.

Previously, Shay led land development on projects for Crosland’s Charlotte office. Prior to joining Crosland, Shay managed his own company, Lou-Con Development, which developed single family lots for resale to area builders and performed development oversight for other local builder/developers. His company self-performed all infrastructure work including the heavy grading, underground utilities and paving as it relates to the project’s road infrastructure.

Shay is currently a licensed general contractor and is LEED Accredited. He holds a BS in Civil Engineering from North Carolina State University.

**KEMENA BROOKS** Development Manager

Kemena provides project management for ongoing development projects. She is active in all stages of the development process from pursuit of financing, review of architectural design and plans, and construction management. Current efforts focus on the Renaissance in Charlotte, NC (a 40-acre 334-unit HOPE VI redevelopment), Patterson Avenue in Winston-Salem, St. Paul Apartments in Charlotte, NC, and other mixed income developments in the Southeast.

Prior to joining Laurel Street Residential, Kemena worked for the Charlotte Housing Authority where she worked on key projects including internal planning efforts for future Choice Neighborhood Redevelopments. Kemena also worked with the urban design team for the Prince George’s County Planning Department in Maryland.

Kemena is a member of Leadership Charlotte Class XXXVI and the Urban Land Institute, and she participates in Charlotte’s ULI Young Leaders Group. Kemena has served as a volunteer for Citizens Schools Apprenticeship program where she taught principals of urban planning. She holds a Master’s degree in urban design from the University of North Carolina, Charlotte and a BS in interior architecture from the University of North Carolina, Greensboro. While pursuing her undergraduate studies, Kemena was a Division I scholar athlete.
ANDY MILLER Development Manager

Andy oversees the day-to-day project management for developments from initial concept through project stabilization. His responsibilities range from project planning and finance structuring through design, construction, and lease-up. Current efforts focus on the redevelopment of Civic Park in Salisbury, NC, Park Terrace in High Point, NC, and other mixed income developments in the Southeast.

Prior to joining Laurel Street Residential, Andy worked for Kimley-Horn & Associates where he analyzed the market potential for proposed commercial, multifamily, and mixed-use assets throughout the southeastern United States. Andy has also worked as an architect on a wide range of project types and has extensive experience working with the design, entitlement, and construction aspects of affordable and market rate housing developments.

Andy is currently a licensed architect, LEED AP, and member of both the Urban Land Institute and the American Institute of Architects. He holds a Master of Science in Real Estate from the University of North Carolina, Charlotte, a Master of Architecture from the University of California, Berkeley, and a BS in architecture from the University of Maryland, College Park.

SYLVIA SULLIVAN Director of Finance and Operations

Sylvia leads financial management and business operations for Laurel Street Residential. She is responsible for the oversight and management of daily business operations as well as corporate and project financial management. Her corporate responsibilities include coordination with the CEO on financial planning, cash management, preparation of financial statements, coordination of third party reviews, and management of payroll and benefits. She provides oversight to project level financial requirements.

Sylvia brings over 15 years of experience in real estate accounting. Her experience includes general accounting, construction and development for market rate multifamily and affordable housing ventures and investments.

Prior to joining Laurel Street, Sylvia held the controllers position at Northwood Ravin LLC and was previously finance manager for the residential division of Crosland, LLC. She holds a BA in accounting from the State University of New York and passed the New York CPA exam.

RAVEN WILLIAMS Asset Manager

Raven provides asset management for projects after construction completion. She is active in monitoring portfolio performance throughout the compliance period. She is also active in pre-development activities focusing on operations. Her primary focus is protecting asset quality for both Laurel Street Residential and investors.

Raven has over 13 years of progressive real estate finance experience. Previously, she was an asset manager for RBC Tax Credit Equity Group where she maintained a portfolio of over 3,000 multi-family units invested through the affordable housing tax credit program across the Mid-Atlantic. Raven also worked as a Senior Commercial Real Estate Underwriter with RBC Bank USA.

Raven is a CCIM (Certified Commercial Investment Member) and has an active real estate broker license. She holds an MBA from North Carolina State University and a BA from the University of North Carolina, Chapel Hill.

KATEERA CROMER Project Accountant

Kateera manages project level financial transactions through development and construction. She is responsible for tracking the financial progress for all projects which includes management of project cash flows and draws, bank reconciliations, accounts payable, financial analysis, and collaboration with the development team. Kateera also assists the Director of Finance with various aspects of corporate accounting and reporting.

Kateera previously held project accounting roles with both Parsons Brinckerhoff and EnergySolutions. Immediately prior to joining Laurel Street, Kateera was an accounting supervisor with Time Warner Cable where she provided oversight and analysis of high-level financial data and reporting. Kateera was a key contributor in the design and implementation of process improvements for various financial models. Kateera actively volunteers in her local school system and church. She holds a BS in finance from Winthrop University.

SUE MOODY Development Coordinator

Sue provides general support and coordination for the development team. She is also responsible for coordinating with partners, attorneys, financial providers, contractors and local municipality staff. She has substantial experience working with the pursuit, closing, construction, lease up and stabilization requirements of affordable housing developments.

Previously, Sue was a development coordinator with Crosland for 11 years. There she provided coordination and support for senior members of the residential development and contracting teams. Prior to joining Crosland, Sue was a paralegal.

Sue is very active in the community including serving as a Girl Scout troop leader for the last 12 years, an active member and volunteer at Newell Presbyterian Church for over 20 years, and a current parent volunteer at Hickory Ridge High School in Cabarrus County. She holds an AAS in office administration with a legal concentration from Central Piedmont Community College.

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COMPANY HISTORY & BUSINESS STRATEGY

The Drakeford Company ("TDC") was founded in 2001 by Bobby Drakeford, as a Charlotte, NC based real estate services firm. The company's primary focus and core competency is to develop or broker urban residential infill sites that are within close proximity to downtown Charlotte, NC.

- TDC's primary focus is to develop and broker residential infill sites within well located urban centers of activity that are positioned for growth.
- Our infill residential developments typically incorporate modern interior amenities with exteriors that enhance the architecture of existing neighborhoods.
- TDC is proud to be an integral part of the urban renaissance that is transforming many of Charlotte’s urban communities such as Commonwealth/Morningside, First Ward, Greenville, Plaza-Midwood and Wesley Heights.
- The company is committed to developing projects that balance social, environmental and economic factors.

HISTORY

The Drakeford Company’s primary development strategy is to control and develop highly attractive urban infill residential sites in Charlotte, North Carolina. Our deep knowledge and experience successfully developing urban sites for over 20 years is a key competitive advantage.

- We have tremendous experience and success securing entitlements, land control and assembling urban sites near centers of activity. Many well capitalized tract builders prefer not to control and develop residential product in our targeted area due to the complexities involved in obtaining adequate land control, potential rezoning hurdles and other issues that may slow the development process.
- Many of the projects we develop are near downtown Charlotte and are typically within very walkable communities, which feature highly desirable amenities such as shopping, dining and a variety of entertainment options.
- Our development team is focused on a very defined target market and has a strong understanding of customer preferences and demand.
ROBERT “BOBBY” T. DRAKEFORD   Founder & Managing Partner Principal

- The Drakeford Company is majority owned by Robert “Bobby” T. Drakeford who has developed single family, multifamily, condos/townhomes and multi-use communities over the past twenty (20) plus years.

- Mr. Drakeford has successfully developed several single family projects in Charlotte, NC, including eight (8) for sale projects consisting of approximately 200 units with a market value in excess of $50.0MM.

- Bobby began his career as an IRS estate attorney upon graduating from UNC Chapel Hill’s School of Law in 1991, where he also completed MBA real estate course work. He then joined Trammell Crow Company in 1995 where he performed market analyses for the development and brokerage groups. At Trammell Crow, Bobby developed the Lexington at Mallard Creek Apartments and the Central Carolina’s Urban League office. In 2001, he founded the Drakeford Company with a primary focus on affordable housing (apartments) and the for-sale urban housing sector.

- Mr. Drakeford has also focused on land assembly and real estate owned (REO) disposition (brokerage capacity) for select clients such as Bank of America, Mecklenburg County, Greystar, Levine Properties, the Affordable Housing Group of North Carolina and others.

- Bobby earned an MBA from Wake Forest University in 1988 after receiving his BS in Accounting from Elon University in 1986. He has been admitted to the North Carolina Association of Certified Public Accountants (CPA) and the North Carolina Bar Association. Both licenses were voluntarily placed on inactive status in 2007. He holds an active North Carolina Real Estate Broker’s license. Bobby also has been a member of the Congress for New Urbanism (CNU) and the Urban Land Institute (ULI) and held leadership positions in numerous local cultural and civic organizations and political campaigns. He is the proud father of three school aged children.

BORIS J. HENDERSON   Partner & CFO

- Boris Henderson is a Partner and the CFO of the Drakeford Company. Boris brings deep financial, underwriting and risk management experience to his role as Chief Financial Officer. As CFO, Boris is primarily responsible for capital raise, cash flow forecasting and modeling and construction/A&D loan procurement.

- Prior to joining TDC, Mr. Henderson spent thirteen years at Wells Fargo and predecessor companies. During Boris’ banking career, he primarily focused on structuring and underwriting loan requests from commercial real estate developers and investors. Subsequent to Wells Fargo, Boris founded a consulting company that provided risk management, underwriting and financial management guidance and implementation for various real estate companies, including TDC.

- Mr. Henderson graduated from Davidson College (2001) and obtained a Master of Business Administration (MBA) from Wake Forest University (2006).

- Currently, Boris is the Board Vice Chair/Chair Elect of Habitat for Humanity Charlotte and is a newly elected member of the Johnston YMCA Board. Mr. Henderson is also a proud Charlotte native.
DEALVA W. GLENN Founder & CEO

DeAlva Wilson Glenn is Founder and CEO of the D. Wilson Agency, a consulting and leadership development firm.

DeAlva launched the D. Wilson Agency to help address consistent leadership gaps she observed among company executives and managers. While many are talented, they lack the knowledge of fundamental strategies and skills to move both their careers and organizations forward most effectively. Today the D. Wilson Agency supports executives and organizations in strategic leadership planning, achieving professional excellence and strategies for organizational growth. The firm accomplishes this through Purposeful Leadership©, a skillfully designed, comprehensive approach to strengthen leadership, organizational effectiveness and change management. The D. Wilson Agency’s client list has now grown to include leaders and organizations across a wide range of industries including financial services, communications, energy, arts & culture, social services, and education.

DeAlva’s professional career spans over 20 years with a range of executive and senior leadership roles within Fortune 500 companies. Her experience includes an extensive background in the financial services sector where many of her roles focused on designing and implementing strategies for organizational growth, organizational effectiveness and operational efficiencies.

With her significant corporate experience in creating strategy, process design, operations and technology, the firm has organically grown a strong consulting practice that provides strategy development and implementation, project management, and organizational development services.

DeAlva is a graduate of the Harvard Management Development Program. She has an MBA and a Bachelors Degree in Accounting from Winthrop University. She received her Executive Coach certification from both the University of Georgia. In addition, she is a Six Sigma Green Belt indicating her knowledge of sustainable process design.

Driven by the demand for Purposeful Leadership©, today DeAlva spends more time working with mid to large size firms looking to leverage effective leadership as a competitive advantage. She is also a speaker on several conference circuits and in 2014 launched the Purposeful Leadership™ Conference to support the needs of leaders in the workplace.

Beyond leading the D. Wilson Agency, DeAlva is active in the community including having served on the board for several non-profit organizations. Most recently the Charlotte City Council appointed her to the city’s Business Advisory Committee. DeAlva is based in Charlotte, N.C. She enjoys spending time with her son, yoga, golf, and creating meaningful experiences through travel.