



Public-Private
Partnership
Project
Management, Inc.

May 19, 2022

Mayor Angelyne Butler
City of Forest Park
City Hall
745 Forest Parkway
Forest Park, GA 30297

Dr. Marc-Antonie Cooper
City Manager
City of Forest Park
City Hall
745 Forest Parkway
Forest Park, GA 30297

Re: Catalytic Project at Old Carter's Cleaners

Dear Mayor and Dr. Cooper,

Public-Private Partnership Project Management, Inc. (4PM) is pleased to provide a proposal for project management services to the City of Forest Park and its Downtown Development Authority for the exciting concept of a potential restaurant at the site of the old Carter's Cleaners on Main Street. We recently completed a similar project for the City of Jonesboro with the conversion of their old fire station facility into the Nouveau Bar & Grill.

We have reviewed our files on the Jonesboro project and based on the size of the existing building estimate that a project budget for such an undertaking would be approximately \$1,150,000.00. Such a budget would include the renovations of the existing building, site improvements, soft costs such as design fees, environmental, financing costs as well as our project management fees. Such does not include any expansion of the current building, addition of outdoor dining space or additional properties; all things which you may wish to be consider during the conceptual phase of the project.

Our proposal is attached, along with examples of other projects we have managed. We will be happy to answer any questions you may have or meet to discuss our services in greater detail if you would like. Thank you for considering 4PM for this important downtown project.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Kirby A. Glaze', is written over a white rectangular area.

Kirby A. Glaze,
President

(770) 472-4024 • FAX (770) 478-4555
205 Corporate Center • Suite B • Stockbridge, Georgia 30281
www.4pmcdp.com



Former Carter's Cleaners Project

A Proposal To: The City of Forest Park and the
Downtown Development Authority of Forest Park

May 18, 2022



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Public/Private Partnerships

The challenge facing many public and private sector owners and developers in today's economy is how to deliver needed projects and facilities in the most efficient and cost effective manner possible. Over the past twenty years, we at 4PM have learned how to address the needs of local communities and believe such a challenge is uniquely suited to the expertise and abilities of the principals of 4PM and our partners.

The ability to understand and work within the legal and governmental constraints of such community projects is an orderly but specific process and to ensure our clients proceed knowing the availability of funding options in a specific project is critical to the overall project financing. Combining the various financing options available to the parties, while balancing the best practice considerations of design, engineering and construction industries, we believe make us the right partner for this project. 4PM will serve as the principle contact and negotiator with the public/private sector participants required for delivery of your facility.

This involves coordinating and balancing input and the impact of various decisions on the project. Our role is to serve as the owner's representative in coordinating the efforts of a team of professionals, from finance to design through construction, to deliver the best facility possible within a budget the owner can afford and agrees to undertake.



Our Team

KIRBY GLAZE – Founder and President, Public-Private Partnership Project Management, Inc. (4PM), President, Community Development Partners, Inc. (4PM)

As president of both 4PM and CDP, Kirby Glaze manages a consortium of professionals representing disciplines critical to project development, management and marketing. Kirby has a long history of community development success and public private partnership project management, including economic revitalization projects, civic centers, housing developments and other community partnerships. A Georgia native, Kirby graduated with a Bachelor of Arts Degree from the University of Georgia in 1972 and received his law degree from UGA in 1975. As an attorney and partner in his Jonesboro law firm, Kirby has been instrumental in proposing legislation and policy governing public-private partnerships in the state of Georgia. Kirby enjoys a statewide reputation representing municipal and government clients including development, industrial, housing and downtown authorities in transactions ranging from bond issues, financial matters, development and construction planning and oversight for public-private ventures. This practice area has become the focal point for Kirby in his role as President of 4PM and 4PM.

Kirby has served as program speaker and seminar leader in a variety of university and professional forums, including the University of Georgia's Office of Economic Assistance, the Georgia Economic Developers Association, Georgia Municipal Association, The Georgia Department of Community Affairs, and The Annual Institute for City-County Attorneys. Kirby has served as a member of numerous Quality Growth Resource Teams, helping communities develop strategies for sustainable, quality patterns for growth.

His expertise in public-private projects has benefited numerous Georgia municipalities, communities and governmental entities, including Clayton County Housing Authority, College Park Business and Industrial Authority, Hapeville Development Authority, Forest Park Development Authority, College Park Housing Authority, the Monroe



Downtown Development Authority, the Downtown Waycross Development Authority, and the Thomasville Downtown Development Authority, as well as the local governments of Athens-Clarke County, College Park, Hapeville, Forest Park, Monroe, Richmond Hill, Suwanee, Thomasville, and Waycross. In 2010 Kirby was recognized by the Georgia Downtown Association and the DCA for “Outstanding Leadership in Downtown Development”.

ANDREW HAM – Managing Director, Urban Trust, LLC

As Managing Director of Urban Trust, LLC a tax credit real estate investment capital advisory firm Andrew Ham has been actively involved in providing tax credit equity placements, tax credit investment financial advice, and historic property rehabilitation and entitlement services since the-mid 1980’s. With a background in private and public development Andy leads the client’s consulting team on most assignments. Andy is a recognized expert on tax credit rehabilitation real estate and finance. He is proficient in commercial real estate development, construction, leasing, market analysis and the structuring of historic rehabilitation real estate transactions.

Andy received his Bachelor of Arts Degree in Political Science from Widener University and a Masters of Science in Urban Planning from Virginia Tech. He has served on the adjunct faculty of several colleges teaching courses in urban redevelopment. He is a lecturer on the historic tax credit and historic rehabilitation at the Department of Urban and Regional Planning, University of Florida and the University of Georgia, Athens. Andy’s experience in urban planning, finance and tax credits provide 4PM with additional insight into the planning, structuring and financing of community projects.

THOMAS H. DRAFFIN—President, Knox Creek Enterprises, LLC

A native of McIntosh County, Georgia, Tom received an Associate Degree from Middle Georgia College in 1975 followed by a BBA in Accounting from the University of Georgia in 1977. Tom received a law degree as well from the University of Georgia in 1980. During a career both in the legal field and in the construction field, Tom has represented major insurance carriers, businesses in the seafood industry, developers, and contractors. In addition, Tom represented the McIntosh County Board of Commissioners and the McIntosh County Board of Education.



In 1996, Tom joined Mitchell Construction Company and rose to the position of Vice President before assisting the ownership in closing the company in 2002 after which the ownership entered the development business. During his tenure at Mitchell Construction, Tom had management responsibilities over offices and projects in Atlanta, Charlotte, NC, Richmond, VA, Washington, DC, New York City, and New Orleans, LA. In addition, he was a member of the team that negotiated the purchase of 90+ year old marine construction company to supplement the vertical and highway construction performed by Mitchell.

In 2002 and 2003, Tom provided consulting services to the Construction and Development division of the Atlanta Housing Authority.

In the summer of 2003, Tom started a 12-year career as the Director of Operations for J.T. Turner Construction Company. During that period, Tom managed project managers in high-end residential projects as well as commercial projects. In addition, he was involved in business development activities company-wide. Projects included the Richmond Hill City Center and the Baldwin Building in Milledgeville in conjunction with the 4PM team. Other projects of interest included residences at the Ford Plantation, Palmetto Bluff, Yellow Bluff Marina, and on behalf of the Old Edwards Inn in Highlands, NC. In addition, renovation of the three original buildings at ABAC in Tifton, renovation of the 100-year-old Effingham County Courthouse, Kiah Hall Museum for the Savannah College of Art and Design, and the Critz BMW Dealership in Savannah.

STEVEN W. WATSON, CPM – President, Commercial Asset Group

Steve has been in commercial real estate since 1984. His work has involved commercial and residential properties. Commercial properties have included, office portfolios of 1,000,000 square feet, retail portfolios of 1,200,000 square feet, and industrial buildings.

Geographically these properties were in market areas from Clifton, New Jersey to Dallas, Texas. His background with institutional clients includes such companies as DRA Advisors in New York, PMRA of California and ITOCHU of Japan.



Project experience involves working with governmental departments on zoning issues, coordinating multiple engineering disciplines, management and sourcing of construction elements and adherence of project time lines.

Concentrated experience has been utilized in the areas of project development (values from \$5 to \$20 million), space design, interior finish, lease negotiations, service contract negotiations, and meeting partnership operating objectives. The work includes supervision and collaboration with architects, engineers, general contractors and others disciplines in the development arena. Developing and implementation of project budgets and variances.

Career positions have moved Steve from a local property manager in North Carolina, thru Regional Vice President with Hanson PLC, to the formation of and partnership management of Commercial Assets Group in 1996. The experience has covered properties in most of the eastern United States. Steve is also a licensed real estate broker in the State of Georgia and has held the Certified Property Manager (CPM) designation from the Institute of Real Estate Management since 1986.

Steve earned his Bachelor's Degree from the University of North Carolina at Chapel Hill. He has served as a board member for Henry Council for Quality Growth, Greater Henry Educational Foundation, volunteers with hospice and has worked with numerous community organizations.



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Our Fees

4PM works on the basis of value added pricing, meaning that our fees are based on the value we believe our experience, expertise and efforts bring to the project. Our fee for the management of a project of this size from concept through construction is eight (8%) percent of the project budget (the fees will be adjusted as the project budget is finalized). At this point we are estimating a project budget of approximately one million one hundred fifty thousand dollars (\$1,150,000.00) but this number will be finalized based on final project costs. This process includes working with the owners in the identification and structuring of the transaction, working with the design professional selected by the owner, to determine the concept for the facility, creating a budget and plan of financing for the project and assisting in securing the financing, overseeing the design to meet the budget, selection of a qualified construction contractor for delivery of the project and serving as the owner's representative for management of the actual construction. Every project is different; however, we have found that the process to complete a successful project remains fairly constant. Projects are broken into phases and the fee is earned and paid as various milestones are achieved. We also recognize that in the beginning most projects are usually somewhat vague in size and scope and even uncertain as to likelihood of completion. While we believe our talents increase the likelihood of success of any project, there are many factors which can influence such over which we have no control. Our fees include a retainer of One thousand one hundred fifty dollars (\$1,150.00). The remaining fees are allocated among the phases of the project based on our experience as to the work necessary to move the project from phase to phase. We have divided this project into four phases:



Project Phases

Phase I.

Preliminary Project and Development Strategy

During this phase we will work with the owner to identify and establish the development plan most likely to insure a successful project. We will assist in the negotiation and implementation of any necessary intergovernmental or other agreements with the owners necessary to effectuate their development strategy. Along with the owners, we will work with the Project Architect to produce a concept for the facility to include a basic site plan and layout design for the project as well as a Preliminary Budget for the project to include design, construction, and financing costs. Our fee for such is two (2%) percent of the Total Project Budget, payable in equal monthly installments of six thousand six hundred seventy dollars (\$6,670.00) per month for a period not to exceed three (3) months.

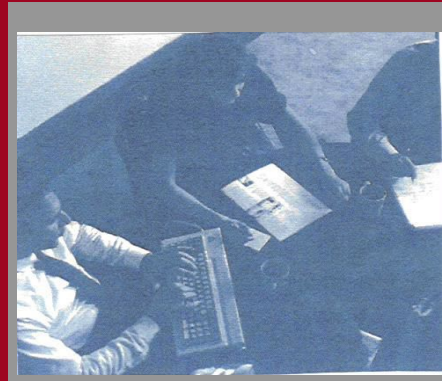


Phase II.

Schematic Design and Pricing – During this phase we will work with the Project Architect to complete a schedule of values, schematic design and specifications, outlining the initial size, scope and level of finish anticipated for the project which can be used as part of the Request for Qualification/Price Proposal Process utilized to identify a Preferred Contractor for the project and establish a guaranteed fixed price contract amount within the prospect's budget constraints. We will assist the owner in identifying and selecting a qualified general contractor who, as the Preferred Contractor will work with the Development Team to arrive a final construction budget. In addition, we will assist the owner in identifying and negotiating with such funding sources for the Project as the Development Team deems appropriate. Our fee for such is two (2.0%) percent of the Total Project Budget, payable in equal monthly installments of seven thousand fifty dollars (\$7,050.00) per month for a period not to exceed three (3) months.

Phase III.

Final Design and Financing – During this phase we will work with the Project Architect and the Preferred Contractor to finalize all design and construction documents and in negotiating a Guaranteed Fixed Price contract with the Preferred Contractor. In addition, we will assist the owner in securing and closing such funding of the project as has been previously identified.



Our fee for such is two (2.0%) percent of the Total Project Budget, payable in equal, monthly installments of seven thousand fifty dollars (\$7,050.00) per month for a period not to exceed three (3) months.

Phase IV.

Project Construction – During this phase of the project, we act as the owner’s representative in all aspects of the actual construction of the project. Our fee for such is two (2%) percent of the project budget payable with each construction draw.

In order to allow the owner to arrive at a decision with respect to this facility in the most economically prudent manner possible, we have structured our proposal such that at each phase you may consider whether to proceed with our services or not. We believe that such an arrangement allows the owner to explore the opportunities this project presents at a reasonable cost, while allowing us to be compensated by creating value in this project.

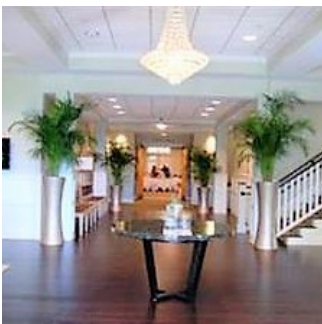


Richmond Hill City Center

520 Cedar Street
Richmond Hill, Georgia 31324



4PM managed the design, financing, construction, and management agreement for this 29,000 square foot conference center in Richmond Hill, Georgia. This year, the Richmond Hill City Center was selected as one of the “Elite Conference Centers of the South” by Convention South, a national resource for planning events held within the southern region of the United States.



Client:

Richmond Hill Convention
& Tourism Authority

Tenant:

City of Richmond Hill

Project Type:

New Construction

General Contractor:

Turner Construction Co.

Architect:

Dawson & Associates

Cost:

\$6,850,000

Funding:

Local Bank Loan
SPLOST
Hotel-Motel Tax



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Monroe Old City Hall

227 South Broad Street
Monroe, Georgia 31324



4PM managed the design, financing, renovation, and leasing of this historic City Hall building in Monroe, Georgia. The City of Monroe leased the building and loaned the funds for the project to their Downtown Development Authority. The Authority, in turn, leased a portion of the space to AIG Insurance Co.

Client:

City of Monroe

Tenant:

AGI Insurance & Downtown
Development Authority of
Monroe

Project Type:

Historic Renovation

General Contractor:

Malone Construction Co.

Architect:

Design Build

Cost:

\$745,000

Funding:

City Bond Loan
Proceeds



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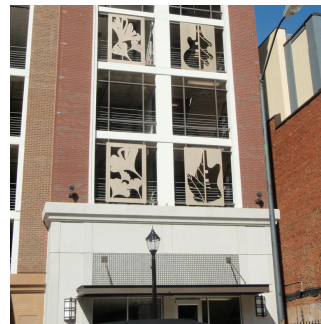
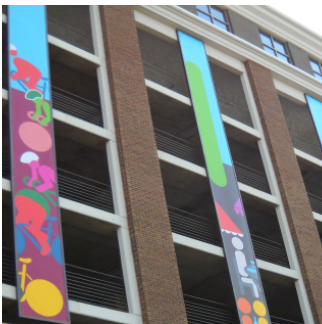
Athens Mixed Use & Parking

Washington Street
Athens, Georgia 30814



4PM managed identification, selection and negotiation of a development agreement with a private development company for a mixed use facility in Athens, Georgia containing 540 parking spaces, 14,600 square feet of retail space and 28,800 square feet of office space.

The project also included a green roof over the parking deck.



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Client:
Athens-Clark Co.
Consolidated Government

Tenant:
Various Retail & Office

Project Type:
New Retail, Office
Space & Parking Deck
Construction

General Contractor:
Baston-Cook
Construction Co.

Architect:

Cost:
\$16,400,000

Funding:
SPLOST
Private Financing

Harlem Public Safety

110 West Milledge Road
Harlem, Georgia 30814



4PM managed the design, financing, renovation and new construction for this 11,000 square foot conversion of a historic car dealership into a Public Safety Building for the City of Harlem. The project also included the construction of an additional new fire station at 6375 Campbell's Way in Harlem.

Client:

City of Harlem

Tenant:

City of Harlem
Police & Fire Departments

Project Type:

Historic Renovation &
Expansion

General Contractor:

Spratlin & Son
Construction Co.

Architect:

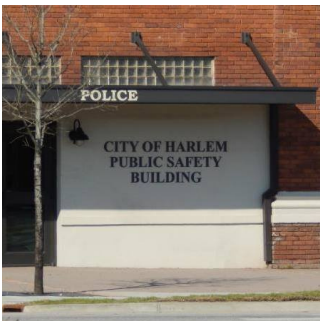
Carter Watkins
Associates

Cost:

\$3,000,000

Funding:

GMA Bricks & Mortar
SPLOST



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Jonesboro - Broad Street

103 West Mill Street
Jonesboro, Georgia 30236



4PM was retained to manage the feasibility, design, financing, and rehabilitation of the downtown fire station, Broad Street and a public plaza. The City of Jonesboro, in conjunction with its DDA and URA, redeveloped the building and adjoining properties as part of an overall downtown redevelopment strategy. The project was completed \$300,000 under budget in 2020.



Client:

Urban Redevelopment
Agency &
City of Jonesboro

Tenant:

In Negotiation

Project Type:

Rehabilitation
Public Plaza / Streetscape

General Contractor:

Hogan Construction

Architect:

TSW

Cost:

\$9,000,000

Funding:

SPLOST
CDBG Funds
Rural Tax Credits
Local Bank Loan

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Jonesboro City Center

1859 Smith Street
Jonesboro, Georgia 30236



4PM was selected to manage the financing, design and construction of the \$14 million Jonesboro City Center Complex, which includes a new city hall, police station and community room. The 32,000 square foot project is located in downtown Jonesboro, Georgia and is part of the city's "Blue Print Jonesboro" initiative for revitalization. In 2019, 4PM also managed Jonesboro's Broad Street project, which included renovation of a historic firehouse into restaurant space, a gathering place for concerts and events and enhanced streetscape design.

Client:
City of
Jonesboro

Tenant:
City of
Jonesboro

Project Type:
New Construction

General Contractor:
Hogan Construction
Group

Architect:
Nelson Worldwide

Cost:
\$14,000,000

Funding:
Municipal Bonds



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Powder Springs Municipal Complex

4426 Marietta Street
Powder Springs, Georgia 30127



The City of Powder Springs made the decision to renovate its existing municipal court facility and expand the building's footprint to create a new municipal complex. Additionally, when completed, the new facility will consist of approximately 7,700 square feet of renovated space and close to 20,000 square feet of new construction. The project could also include a new downtown parking deck depending on costs and funding availability. Powder Springs has already contracted for the sale of its existing City Hall building for a new private downtown development.

Client:

City of
Powder Springs

Tenant:

City of
Powder Springs Municipal
Court, Admin Office, Police
and Fire Departments

Project Type:

Renovation & New
Construction

General Contractor:

Spratlin & Son

Architect:

Croft & Associates

Cost:

\$3,500,000

Funding:

Municipal Bonds



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