



JAXONE
INNOVATION DISTRICT



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City of Jacksonville
Procurement Division
ATTN: Professional Services Specialist
214 N. Hogan Street, Room 105
Jacksonville, FL 32202

Wess Holdings, LLC, along with our teammates is pleased to submit this proposal in response to the City of Jacksonville's NOTICE OF DISPOSITION/REDEVELOPEMENT OF CITY-OWNED RIVERFRONT PROPERTY ISP-30-17 JACKSONVILLE, FLORIDA which opened January 9, 2017.

Inside the City will find a different type of proposal response from the **right team**. While most developers will tell you what should be built, we will tell you what needs to be in place to make the development sustainable and then talk about what has to be in place to support that goal. Our team, headlined by EMJ Corporation and C2C Innovation Labs, has extensive experience in development and in turning around City's like Jacksonville – the most relevant being Chattanooga, Tennessee.

Should there be any questions to the response please do not hesitate to contact me via email at jalbers@wessholdings.com or via cell at 301-481-0929. We would love the opportunity to discuss our proposal and approach in person if you would find that valuable at the right time.

We wish you the best in selecting your partner to develop the future of Downtown Jacksonville.

Sincerely,

A handwritten signature in black ink, appearing to read 'John Albers', is written over the typed name and title.

John Albers
Sr VP Wess Holdings, LLC



TABLE OF CONTENTS

Introduction 6

Who We Are 14

What We Know 20

How We Do It 30

What We Propose 38

Appendix 50



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"We cannot seek achievement for ourselves and forget about progress and prosperity for our community. Our ambitions must be broad enough to include the aspirations and needs of others, for their sakes and for our own." -Cesar Chavez

Community

What is a community, a tribe, a culture? Is it a people, an ideology, a place? What is it motivated by? What does it inform? What sustains its survival? What nurtures it to thrive?

There is a longing, deeply engrained inside each and every one of us, tugging on the strings of our soul. It is a longing that is pursued by all peoples, but which is too frequently left unmet. It captivates us and can be stirred one direction or another, or dashed completely. It surpasses all limitations of human language and knows no boundaries or borders. The object of our longing is...

Hope

Hope is the sculptor of belief, and belief is the singular truth that exists inside the human heart.

This truth defines our entire purpose for existence. If hope is the longing, and belief is the purpose, what then is the action?

Those among us who are citizens of Jacksonville, Florida know all too well the city's long-endured suffering due to racial tension, disenfranchisement, financial injustice, poverty, and ultimately a loss of hope for far too many within our community. We have seen the ups and downs, we have been both victims and victors, we have both rejoiced in opportunity and refused it. We are the people, speaking on behalf of the people, eager to bring a purpose, a justice, a hope back to this great American city.

Collectively, we have been given a vision of hope for the people of the First Coast. A vision for a culture that listens before it speaks. A culture that stands together through trials and through peace to see the vision of One City, One Jacksonville become a reality.

We have been given a vision for an identity founded upon prosperity through sufficiency; a prosperity which is sustained by the joyful chant of a people who stand as one.

We have been given a vision of a nourished city, rich in fulfillment, sewed by the seeds of a healthy labor force working for sacrificial servant-leaders.

We have been given a vision of the friendship of strangers, bound together by a unifying cause, where trust is assumed and conflict is handled with grace, love, and allegiance.

Over the course of history, monuments and structures have been the vice to provide a temporary burst of energy to a tired community, like a spoon of sugar to a man in the morning. And like a spoon of sugar, the constructed monuments of the built environment can abandon a community, leaving them dazed in a mid-afternoon fog.

Without the sustaining protein of a job-creation infrastructure at the heart of the built environment, there is no muscular system to burn the sugar-calories of the vibrant amenities, and what once was the energy of the city will quickly become the fat.

While our flesh desires the sugar, Wisdom gently whispers to choose the protein. That same Wisdom allows us to distinguish the empty idols of architectural wonder from the life-giving energy of a job-creation infrastructure. Our souls can not be quenched by temporal elements which time and nature can ultimately destroy. We need the nurturing elements of life which allow us, as a people, to prosper and to thrive; gifting us with a singular unifying promise that we can come together and be united upon, to restore us as One City, One Jacksonville.

“As the United States slowly emerges from the Great Recession, a remarkable shift is occurring in the spatial geography of innovation. For the past 50 years, the landscape of innovation has been dominated by places like Silicon Valley—suburban corridors of spatially isolated corporate campuses, accessible only by car, with little emphasis on the quality of life or on integrating work, housing, and recreation. A new complementary urban model is now emerging, giving rise to what we and others are calling “innovation districts.” These districts, by our definition, are geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators, and accelerators. They are also physically compact, transit-accessible, and technically-wired and offer mixed-use housing, office, and retail. Innovation districts are the manifestation of mega-trends altering the location preferences of people and firms and, in the process, re-conceiving the very link between economy shaping, place making and social networking.” Bruce Katz, The Brookings Institute

JaxOne leverages the lessons-learned by The Electric Power Board of Chattanooga and EMJ Corporation in their pivotal roles in the transformation of Chattanooga from “Dirtiest City in America” to “Best Town Ever”. Chattanooga, known as “Gig City” because of the Gigabit internet bandwidth delivered by EPB’s ground-breaking fiber infrastructure, is widely regarded as the first mid-size city to designate a downtown area as an innovation district. Chattanooga’s leaders were aware that what their community members wanted more than anything was an influx of new good jobs. And they felt sure they could rally their citizens around a focus on jobs-creation through innovation and entrepreneurial energy. As it turns out, Chattanoogaans are not unique in their desire for good jobs.

In fact, what the whole world wants is a good job. This is one of the most powerful findings Gallup has uncovered in its 80 years of research. By scientifically sampling 98% of the world’s adult population, Gallup has learned that, regardless of age, gender, culture or country, everyone in the world has the same fundamental desire — to have a good job. Historically, higher education has been linked to higher levels of employment and life evaluation, making it a fundamental step to both a great job and a great life; however, in the hypercompetitive 21st century, there is a growing need to also identify and develop entrepreneurs who will create jobs to fill the current deficit. Gallup estimates that there are 1.8 billion people on the planet who want a good job but do not have one.

In the United States, startups are, and will continue to be, a critical component of sustained growth because they account for more net job creation compared to all other firms. According to the Small Business Association, small businesses create 65% of all new jobs. Yet current data shows that the rate of business startups, the percentage of all businesses with at least one employee that were started in a given year, has been declining for 30 years, while the rate of businesses closing has remained relatively constant. For the first time since the government began measuring business growth in the 1970s, the U.S. is now running a deficit between the number of new business being created and the number failing each year. Further, more than half of new firms are no longer in business five years later, presenting an average survival rate of 45.6%. This decline in new business creation has also impacted the employment rate. In 2014, only 44% of the adult population was employed full time for an employer.

These data present a clear trend of declining business growth and stagnation in the broader American economy. For Jacksonville to create the sustainable growth that it desires, its leaders will have to commit to business growth and success, ideals which are propelled by innovation and entrepreneurship. Nothing will help accelerate the Jacksonville economy more rapidly than new business creation.

NEW JOBS FROM NEW VENTURES

Gallup understands that the educational landscape is changing quickly and that cities and universities must compete more than ever to recruit and retain top talent. Economies with good jobs will win the war for talent because of employment opportunities that are readily available to students when they graduate. Jacksonville’s local colleges and universities have a unique opportunity to fundamentally transform the

role of higher education institutions by providing learning opportunities and experiences that cultivate entrepreneurial talents for the next generation of business leaders. Entrepreneurs are business-builders that turn ideas into products and provide services that are a vital source of energy to any economy. Identifying individuals with high potential for entrepreneurship can significantly improve the number of successful businesses, spur job creation in the state and ensure that all students have the professional and personal skills to thrive.

In the past several years, Gallup has conducted more research on higher education than any other organization. The Gallup-Purdue Index is the largest representative study of college graduates in U.S. history, examining their long-term outcomes in work and life. Gallup also recently launched a daily nationally representative survey in collaboration with USA Funds that will seek to understand adult’s higher education interests, experiences and outcomes. Gallup understands the needs of higher educational institutions and the students they serve.

Gallup is an industry leader in creating and measuring impactful interventions that improve performance for cities, companies, universities and individuals. Breakthrough studies conducted by Gallup were the first to demonstrate linkages between talent and strengths development and business outcomes like productivity, engagement and more. Gallup has studied human behavior and development, building a reputation as the most trusted research organization in the world.

For more than 40 years, Gallup researchers have studied the unique talents of those successful business builders who are the primary source of new economic energy. After years of research, Gallup identified 10 talents that the best entrepreneur’s exhibit — all of which drive business success — and subsequently created an online assessment that measures them. Gallup’s research proves that the best business builders use these 10 talents to start and grow a business. The 10 talents of successful entrepreneurs are:

1. **Risk:** They are comfortable with ambiguity, take a rational approach to decision-making and embrace challenges enthusiastically
2. **Independence:** They can operate a business single-handedly and autonomously set goals and take action
3. **Selling:** They are persuasive and communicate clearly
4. **Delegator:** They understand the strengths of the team and are proactive collaborators who easily delegate authority to achieve the organizations goals
5. **Relationship:** They have high social awareness and the ability to build relationships that are beneficial for the firms growth
6. **Confidence:** They know themselves well and can convince others of their ability to get positive results
7. **Profitability:** They have strong business instincts and set clear goals for organizational growth
8. **Disruptor:** They think of novel ways to move the business forward and are constantly thinking of new ideas
9. **Knowledge:** Constantly search for new information about the business and value information as an asset
10. **Determination:** They persevere through difficult even seemingly insurmountable obstacles

Leaders and educational institutions that develop these entrepreneurial talents will create new business and, subsequently, quality GDP and job growth. Highly talented entrepreneurs compared with their peers are:

3X more likely to build large businesses and grow them significantly

5X more likely to exceed sales goals

4X more likely to exceed profit goals

4X more likely to create jobs

Gallup is currently working with universities, states and countries like Mexico to help them identify and develop high potential entrepreneurs. In Mexico City alone 25,000 youths have completed the Entrepreneurial assessment and participated in workshops focused on helping them develop their entrepreneurship talents and learn the fundamentals for launching and starting a business.

Jacksonville would also benefit from cultivating high potential entrepreneurs. The early identification of rare entrepreneurial talent can be a significant turning point in the revitalization of Jacksonville’s economy. By helping to facilitate the development of entrepreneurial talents, Jacksonville can exhibit great leadership in improving both economic conditions and overall well-being of its citizens for generations to come. The partnership between Gallup and C2C® Labs brings the ability to identify talent, cultivate entrepreneurial mindset among students and provide the critical learning experiences that accelerate growth. This partnership has created the world’s first software platform to incorporate Talent Science, LEAN Startup Process Management, Hypothesis Validation Documentation Standardization, Innovation Accounting, Seed Capital Allocation, and Venture Capital Allocation from concept-to-completion. This proprietary software platform will be the central nervous system of the Jacksonville Jobs Factory, which is the heart of JaxOne, and Innovation District.

“The fascinating thing is that identifying entrepreneurial talent will not only allow them (students) to engage in more quality businesses ... with high potential growth, but it will allow them to attend the university that they select and further develop their ambition. That is very important in a city that has very few opportunities for young people of these socioeconomic statuses and have a very limited sense of opportunities to exclusively pursue higher education.”

Dr. Sylvia Ortega, General Manager of Colbach High School System in Mexico City

Development Group Structure

This team has been constructed for success and with the primary goal of launching the first Jobs Factory in the country. As such, focus and availability of the principals and our sub-teams will be no issue.

EMJ Corporation and Wess Holdings, LLC, have a shared passion for growth, entrepreneurship, and excellence and we are working towards changing the way development and construction are viewed in America.

EMJ Corporation has entered into a formal mentor-protégé relationship with Wess Holdings, LLC to facilitate the development of our SDVOSB into a formidable jobs creating economic entity in the construction and development sector. EMJ is a national developer and contractor with a culture of servant leadership having completed successful projects in 48 states including over \$917M in construction within the state of Florida.

Wess Holdings, LLC is a Certified Disabled Veteran Owned Company specializing in managing complex multi-year programs.

The team is one like no other. We are a team that is modeling what we propose. We are a team that brings together varied groups with extensive experience in government, business, law, and most importantly urban mixed-use and waterfront development. Working collaboratively, team lead Wess Holdings, LLC principals, John Albers, Col USMC (Ret) and Lynn Wess (Navy Veteran) will be working directly with Jason Walker & Jonathon Renfro of EMJ Corp to direct the project from concept-to-completion. Chuck McGlothlen, CFO of EMJ Corp, will provide financial guidance. Cindy Laquidara, Ackerman LLP will provide legal counsel, and John Newman, Chairman of Mission One Community Development Corporation, working with the DIA / City Council / Mayor’s office, the private sector, and the philanthropic sector, will provide governmental interface assistance and community input for the development and evolution of JaxOne. Mission One Global Holdings, LLC will provide real estate and property management services for the project.

The JDG, LLC team is supported by a cast of professionals that will elevate the development and ultimately the City of Jacksonville to new heights.

Group Construct

Our roles are varied and yet complementary. We seek to enable each of us to work in our strengths. Below details who the principals are and our respective roles:

Wess Holdings, LLC, (WH) a Service Disabled Veteran Owned Small Business (WH) – Lead Developer
EMJ Corporation – Joint Developer (Strategic Development and Construction Services)
C2C® Labs – Real Estate Innovation Lab (Market Validation of each Real Estate Business Model)
Mission One Global Holdings, LLC – Full-Service Real Estate Brokerage
JaxOne Development Group LLC (JDG, LLC) – Development Entity

Equity Partners:
Wess Holdings, LLC
EMJ Corporation, Inc.
C2C® Labs
Mission One Global Holdings, LLC
JDG, LLC will be formed prior to the start of negotiations with the City.

Our financial structure will have Wess Holdings, LLC holding the construction bond (working with EMJ Corporation’s bonding partner). EMJ Corporation will work alongside Wess Holdings, LLC to oversee the financial management of the project and ensure the viability of our project. EMJ will provide the strategic direction of the project.

Wess Holdings, LLC envisions the inclusion of other joint venture partners in JDG, LLC as negotiations are completed and the project progresses. Our team will be organized as follows:

Entity	Role	Contact Info
Wess Holdings, LLC	Developer	Lynn Wess – President; Lwess@wessholdings.com John Albers – SVP; jalbers@wessholdings.com
EMJ Corp, Inc	Joint Developer/ Strategic Development and Construction Services	Jonathan Renfroe – Director of PreConstruction jrenfroe@emjcorp.com
C2C Labs	Jobs Factory Lead	Jason Walker - VP Innovation, EMJ Corporation Founder – C2C Innovation Labs jason.wallker@emjcorp.com
Mission One Community Development Corp, (501c3)	Visionary Community Development	John Newman - Chairman dr.jnewman@missiononeglobal.com
Mission One Global Holdings, LLC	Commercial/ Residential Real Estate	edmond@missiononeglobal.com

WHO WE ARE

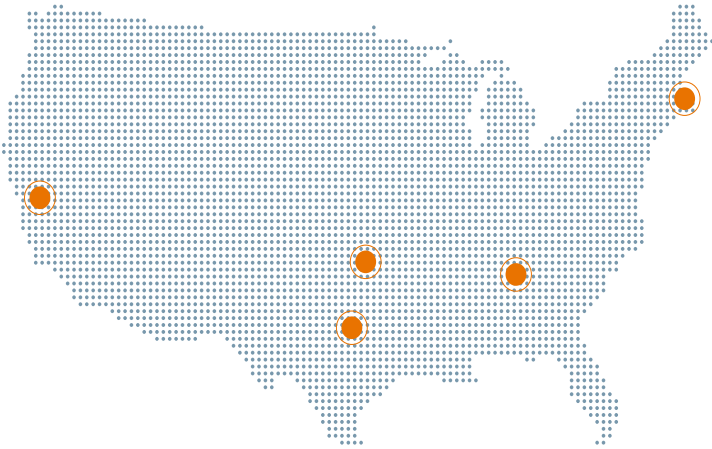


EMJ Corporation

Since 1968, EMJ and its family of companies have built over 260 million square feet of construction across the nation.

EMJ was formed in Chattanooga through a promise to deliver exceptional construction projects with impeccable customer service. Today, the family of companies maintains that promise, while growing its projects, relationships and trusted partners to a variety of sectors and locations nationwide. Our experience reflects our reputation, and you will find EMJ as the builder of record on a wide variety of projects.

Our diversity and long-term success result from our company’s commitment to maintain the principles on which we began.



Our Foundation



Vision: Change the Industry
Change the industry, one project experience at a time.



Mission: Deliver Unique Value
Deliver unique value through servant leadership to our clients, partners and colleagues.



Culture: Practice Servant Leadership
Practice servant leadership, lead by example, inspire and serve others.

A Family of Innovative Businesses



EMJ Corporation’s foundation is EMJ Construction, a respected general contracting and construction services company. Over its nearly 50 years of operation, EMJ expanded its efforts and branched into specialty organizations, creating a family of companies which serve clients nationwide.

Signal Energy is a leading contractor in the renewable energy industry, and has earned a reputation for excellence in the planning, design and execution of wind energy, solar energy and infrastructure projects.

Procrut is a recruiting firm that specializes in placing top-notch talent for clients nationwide. Distinguished by a high degree of professionalism, industry expertise and personalized customer service, Procrut aims to obtain clients’ trust and build long-term relationships.

CORE Safety Group, a national safety consulting firm, has vast experience regarding the safety challenges in a variety of environments, from construction, insurance programs, healthcare, hotel and multi-family, to retail, transportation, and industrial. CORE’s goal as a safety provider, risk management and loss-control firm is to provide companies with confidence and support in a functional, efficient, and effective program.

RedStone a Native-owned, MBE- and TERO-certified industry leader strives to be an advocate for clients through trust, collaboration and value generation and performs work in various sectors throughout the U.S. and Canada.

Equitas Management Group is a full-service development company that uses a value-added approach to their growth strategy in order to meet clients’ build-to-suit needs. Equitas brings nearly 40 years of combined real estate and retail development experience to assist clients in turning their concepts into reality.

Electric Power Board of Chattanooga (EPB)

Established as an independent board of the City of Chattanooga in 1935, The Electric Power Board of Chattanooga (EPB) is a municipally-owned utility that provides electric power and fiber optic communications services as a means of promoting economic development and enhancing quality of life across the local area. EPB serves nearly 180,000 homes and businesses in a 600 square-mile area that includes greater Chattanooga, as well as parts of surrounding counties and areas of North Georgia. In 2010, EPB became the first provider in the United States to deliver up to 1 Gig (1,000 mbps) internet speeds utilizing a community-wide fiber optic network that provides access to every home and business in its service area. In 2015, EPB became the first (and to date) only American ISP to make up to 10 Gig (10,000 mbps) internet speeds accessible to all of its residential and commercial customers as a standard offer. EPB has also utilized its community-wide fiber optic network to deploy the most advanced and highly automated smart grid power management system in the nation. In recognition of EPB’s groundbreaking infrastructure, the Department of Energy and Oak Ridge National Laboratory are utilizing EPB’s smart grid as a national model for researching and developing best practices. EPB is also the first major power distribution utility to earn the USGBC’s PEER certification for having a highly automated, modernized electric power grid.

Wess Holdings

Wess Holdings, LLC, Service Disabled Veteran Owned Small Business, fulfills the Developer role within the JaxOne Innovation District. Our role is to deliver the finances necessary for our team to strategically cultivate a vibrant, healthy, and unified Jacksonville by stimulating the community’s economic, social, and spiritual growth.

Wess Holdings, LLC was founded by Lynn Wess. A veteran of the US Navy in which he served for three years as an avionics technician. Following his separation from the service he received a disability rating and after working in the private sector for a short time he formed Wess Holdings, LLC. Lynn has found success in the distributor role and in aircraft manufacturing of components for the Defense Logistics Agency. Lynn is the joint visionary and serves as the President of Wess Holdings, LLC overseeing day to day operations.

John Albers, Col, USMC (Ret) is the Chief Executive Officer and joint visionary for Wess Holdings, LLC. Following his 24 years of service in the US Marine Corps, John entered the entrepreneurial world and began building enterprises to bring differentiated services and products to the American Economy. He and Lynn joined forces in Wess Holdings, LLC to multiply their efforts and to focus on construction and real estate development. Wess Holdings, LLC knows well the value of good jobs and the challenge it is to grow companies from the ground up – we also have an appreciation for veterans who struggle to find meaningful employment following their service to our Constitution. We believe that a steady flow of New Good Jobs from innovative startups is a prerequisite for a thriving Jacksonville. We believe our team is called to bring our passion and talent to this great cause. We believe that we’ve assembled a team of experts from across the country who, collectively, contribute the knowledge, expertise, experience, strategy, and resources necessary to make the vision of One City One Jacksonville a reality. We believe this is the greatest collection of best-in-class capabilities ever assembled for creating a sustainable growth engine for our community. We call this growth engine “JaxOne, an innovation district”.

Our goal for Wess Holdings, LLC is to join with our teammates in developing an inclusive cross section of the Jacksonville community as well as our partners in the public sector.

Our vision is to play an integral role in the redevelopment and revitalization of Downtown Jacksonville which leads to a revitalization of this beautiful city. Through our mentor-protégé relationship with EMJ, a national developer manager, and our equity partners we will grow our SDVOSB into an entity that hires veterans into good jobs that contribute towards infrastructure development and growth.

Mission One Community Development Corporation

Mission One Community Development Corporation, a Jacksonville 501C-3 private non-profit, is the visionary community development engine behind the JaxOne Innovation District. Our role is to strategically cultivate a vibrant, healthy, and unified Jacksonville by stimulating the community’s economic, social, and spiritual growth.

With over 40 years of collective service to the Jacksonville community, the executive team of Mission One Community Development Corporation has worked in partnership with local government, the private sector, and the philanthropic sector to support our community.

We believe that a steady flow of New Good Jobs from innovative startups is a prerequisite for a thriving Jacksonville. We believe that our team has been called to bring our passion and talent to this great cause. We believe that this team of experts from across the country, collectively contribute the knowledge, expertise, experience, strategy, and resources necessary to make the vision of One City One Jacksonville a reality. We believe this is the greatest collection of best-in-class capabilities ever assembled for the purpose of creating a sustainable growth engine for our community. We call this growth engine “JaxOne, an innovation district”.

Our goal for the Mission One Community Development Corporation’s Board of Directors is to incorporate representatives from an inclusive cross section of our community as well as our partners in the public sector.

Our vision for Mission One Community Development is to play an integral role in the redevelopment and revitalization of Downtown Jacksonville which leads to a revitalization of our beloved city. We will be building our capitalization through generous contributions from local and national foundation partners as well as the business community.

By working with the DIA / City Council / Mayor’s office, the private sector, and the philanthropic sector, Mission One Community Development Corporation supports the development and evolution of JaxOne. From the development of ONE Park and the Riverwalk, to the development of the JAX Jobs Factory and 21st Century Waterfront Plan, Mission One Community Development Corporation is a public purpose development company with a passion for creating a thriving community that reflects One City One Jacksonville.

Gallup

For more than 70 years, Gallup has built its reputation on delivering relevant, timely, and visionary research on what humans around the world think and feel. Using impeccable data, our advisers assist leaders in identifying and monitoring critical economic and behavioral indicators that are vital to their strategic plans.

No other organization captures the human need to share opinions and the breadth of the human spirit like The Gallup Poll. Since 1935, The Gallup Poll has chronicled reactions to the events that have changed our world – and in turn, those reactions have shaped who and what we are today. Today, The Gallup Poll continues to be a reliable source of intelligence for a changing world. Our data often answer the questions that are “top of mind” with leaders around the globe. Through its offices worldwide, Gallup measures public opinion and attitudes on virtually every political, social, and economic issue. Its data reach the highest levels of government, the judiciary, business, and academia.

Gallup has committed the next century to achieving a global endeavor of peerless magnitude, integrity, and strategic value – the Gallup World Poll. Gallup’s World Poll continually surveys the wellbeing, behaviors, and attitudes of the world’s citizens in more than 130 countries and areas – from the steppes of Central Asia to the savannahs of Africa – and provides a new access point to the voices, hearts, and minds of samples representing 95% of the Earth’s adult population. Worldwide core questions, as well as region-specific questions, are asked across countries over time, which enables leaders to compare data and spot emerging social and economic trends.

Globalization requires leaders to scrutinize how their nations, economies, and organizations not only fit into the dynamic global landscape, but also promote growth and create partnerships. The World Poll provides these insights by continually measuring key indicators such as Leadership, Law and Order, Food/Shelter, Work, Economics, Health, Wellbeing, Migration, Environment, Education, Entrepreneurship, and Engaged Citizens and demonstrating their correlations with world development indicators such as GDP and Brain Gain.

These indicators assist leaders in understanding the broad context of national interests, establishing organization-specific correlations between leading indexes and lagging economic outcomes, and identifying trends key to their strategic plans.

When Gallup applied their state of the art Talent-Science to the worlds of Innovation and Building Startups, they discovered that the world’s most successful entrepreneurs are born with rare talents. They also discovered that the distribution of these rare talents do not vary by race, socioeconomic background, or even by country. These business builders can turn ideas into customers. They are the primary source of new economic energy to any economy. Communities can leverage this Talent-Science to identify and develop these builder talents to create new businesses, economic growth, and job growth.

Gallup studied the best entrepreneurs to understand the actions and decisions that lead to venture creation and growth. After years of research, Gallup identified 10 innate talents that define the best and drive business success. Gallup created an assessment tool using the same scientific approach as Gallup’s popular Clifton StrengthsFinder assessment.

Gallup’s research shows the best business builders use 10 talents to start or grow a business:

- **Confidence:** You accurately know yourself and understand others.
- **Delegator:** You recognize that you cannot do everything and are willing to contemplate a shift in style and control.
- **Determination:** You persevere through difficult, even seemingly insurmountable, obstacles.
- **Disruptor:** You exhibit creativity in taking an existing idea or product and turning it into something better.
- **Independent:** You are prepared to do whatever needs to be done to build a successful venture.
- **Knowledge:** You constantly search for information that is relevant to growing your business.
- **Profitability:** You make decisions based on observed or anticipated effect on profit.
- **Relationship:** You have high social awareness and an ability to build relationships that are beneficial for the firm’s survival and growth.
- **Risk:** You instinctively know how to manage high-risk situations.
- **Selling:** You are the best spokesperson for the business.

Akerman

Akerman LLP is a leading transactions and trial law firm known for its core strengths in middle market M&A, within the financial services and real estate sectors, and for a diverse Latin America practice. With more than 650 lawyers and government affairs professionals and a network of 24 offices, we are ranked among the top 100 law firms in the United States by The American Lawyer (2016). Akerman also is ranked among the top 60 law firms for diversity in The American Lawyer’s Diversity Scorecard (2016).

Practice Highlights:

- Economic Development & Incentives
- Environment & Natural Resources
- Green & Sustainable Development
- Public-Private Partnerships

Thurgood Marshall College Fund

The Thurgood Marshall College Fund (TMCf) is named for the U.S. Supreme Court’s first African American Justice, Thurgood Marshall. TMCf is the only national organization that supports all Historically Black Colleges and Universities (HBCUs) with member-schools including the 47 publicly-supported HBCUs. Since our inception in 1987, our story has been an amazing journey. TMCf helps students acquire a high-quality college education at an affordable cost; develops leaders of tomorrow; and, connects high-performing students with top tier employment opportunities. To date, TMCf has awarded more than \$250 million in assistance to its students and member-schools. TMCf member-schools remain a vital source of higher education for all students; and, more than 80% of all students enrolled in HBCUs attend TMCf member-schools.

OFC Innovation & Entrepreneurship Program – Igniting an Entrepreneurial Mindset. TMCf acquired the Opportunity Funding Corporation (OFC) as a platform to re-infuse entrepreneurial skills into the African-American community, with HBCUs as the focal point.

Entrepreneurship Institute

The Entrepreneurship Institute of Mission One CDC, Inc., is designed on the fundamental belief that community development needs two components; a moral standard and an economic influx in order to create a sustainable impact. The Institute's vision is to eliminate systemic poverty in low-income communities. Systemic poverty simply put is the entitlement mindset, economic barriers, lack of financial acumen and the overall "glass ceiling" effect. However, by attacking systemic poverty the Institute believes that families and communities will be restored back to a place of sustainability and self-sufficiency. Transforming low-income communities must begin by creating an economic infrastructure, which will entail developing entrepreneurs and creating employment opportunities. The flight of discretionary income in the target areas of downtown, northwest and the west side of Jacksonville are devastating and stifling to any potential growth. This lost income must be recaptured through businesses that meet the needs of these consumers. The Institute's mission is to transform low-income communities by building an economic infrastructure while creating a relationship and atmosphere of restoration and stability. This mission will be spurred by the Entrepreneurship Institute launching businesses that meet the demands of the consumers. Owning and operating businesses will be another component of Mission One CDC, Inc., to create long-term sustainability and jobs for the communities we're rooted in.

The Entrepreneurship Institute focuses on cultivating future business owners through an advanced and rigorous training program to assist them in learning the basics of business, business plan development, business management and leadership in preparing them to develop funding capital. The four-phase process will include: Level 1 Basic Business Courses, Management Development, Level 2 Business Plan Development and Leadership Courses. Entrepreneurs will be enrolled in this one-year intensive learning-community where they will be mentored and coached towards launching the business of their dreams, knowing that there is a real market demand. Entrepreneurs selected to be funded by the investment arm of Mission One will be required to commit to having a community focus; meaning they will operate, hire and reinvest within a designated community.

The Mission One CDC, Inc. will own and operate businesses as a means of creating jobs and developing a greater economic base for the designated communities they serve. The job creation component will consist of varying businesses that operate and employ individuals from the communities being served. Along with the job creation there will be job training and employee development programs for these companies which will not be just about the next best software or business practice, but more focused on instituting successful life-skills (i.e. healthy relationships, financial management and proper parenting programs). This phase of the Foundation also becomes a profit center to build capital for sustainability and future projects.



WHAT WE KNOW



What we believe

We believe that Mayor Curry’s vision of a diverse, inclusive, and THRIVING Jacksonville is possible!
The sustainable engine of growth for that vision will be the 70 acres of land that we call JaxOne

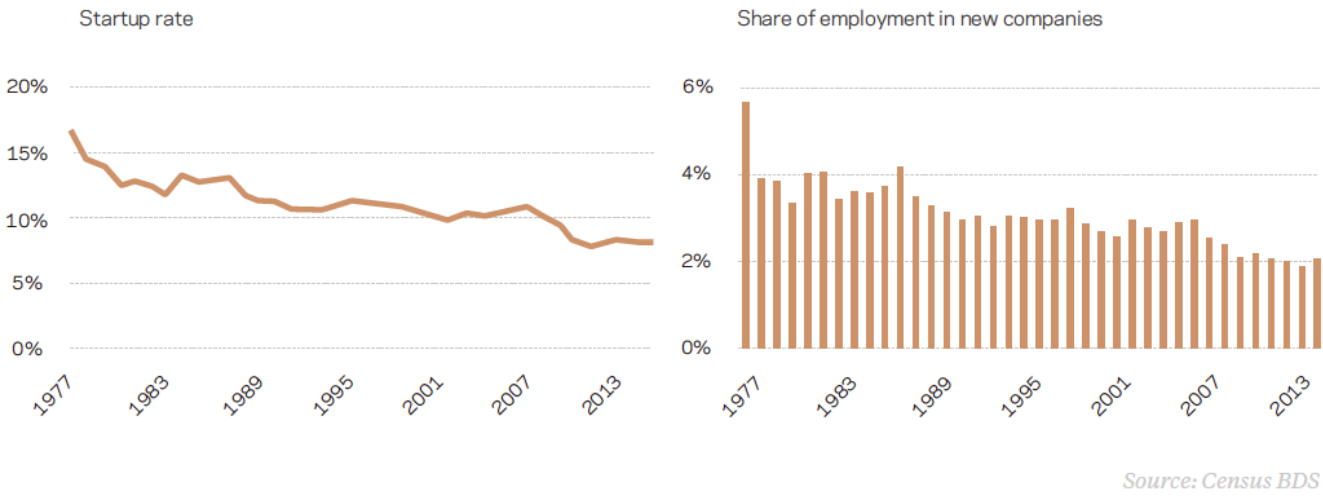
National Level

Startups are the only source of new good jobs
America is in crisis, deaths outnumber births

Local Level

Disenfranchised populations are bad for everyone.
Jacksonville WILL NOT thrive until the wound of inequality is healed.
The cavalry is not coming.
Jacksonville’s leaders must lead the city to healing. Our ONEness shall be our new identity.
For those who share in our Christian Faith, our ONEness rests in Christ.
For those who share our love of this city and its residents, our ONEness finds its home in the singular mission of creating good jobs.
For those who share our desire for a diverse and thriving community, our ONEness will be known by what we did, and not merely by what we said. And what we are going to do is turn Jacksonville, Florida into a job-creation engine that sets the pace for the entire state of Florida.

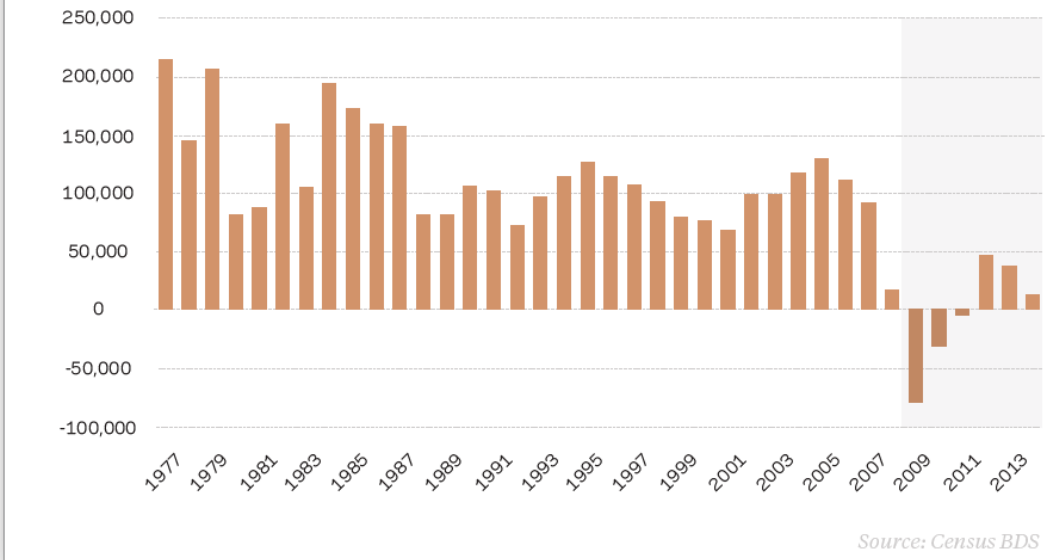
1. Startup rate and share of total U.S. employment in new companies



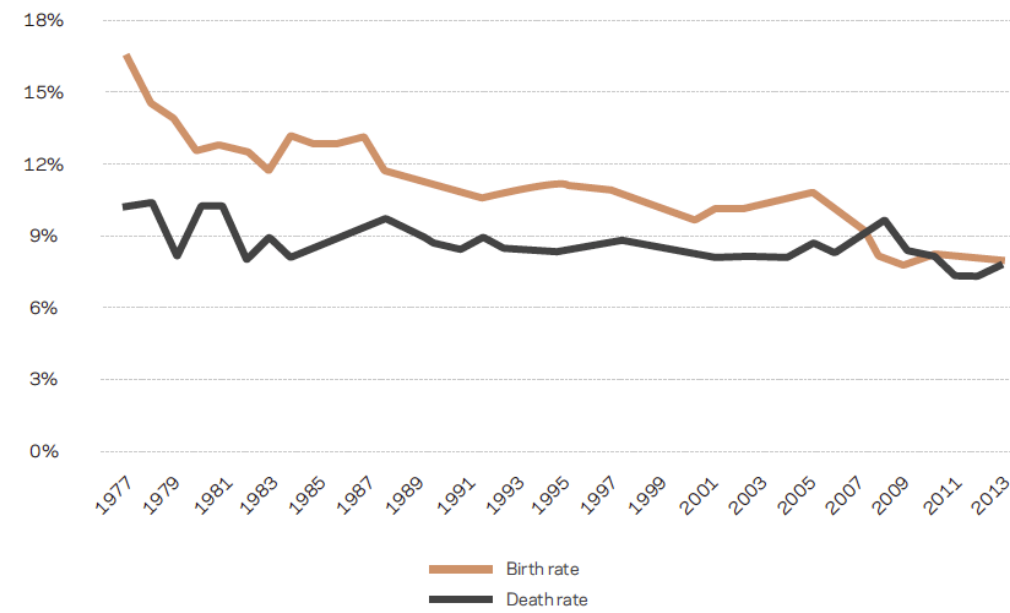
“If you have a great job – one with unlimited growth opportunity, a manager who is interested in your development, and that gives you a sense of mission and purpose – you have about the best life you can have at this time in human history.”

– Jim Clifton, Gallup’s Chairman

2. Annual difference between firm births and deaths in the U.S. economy

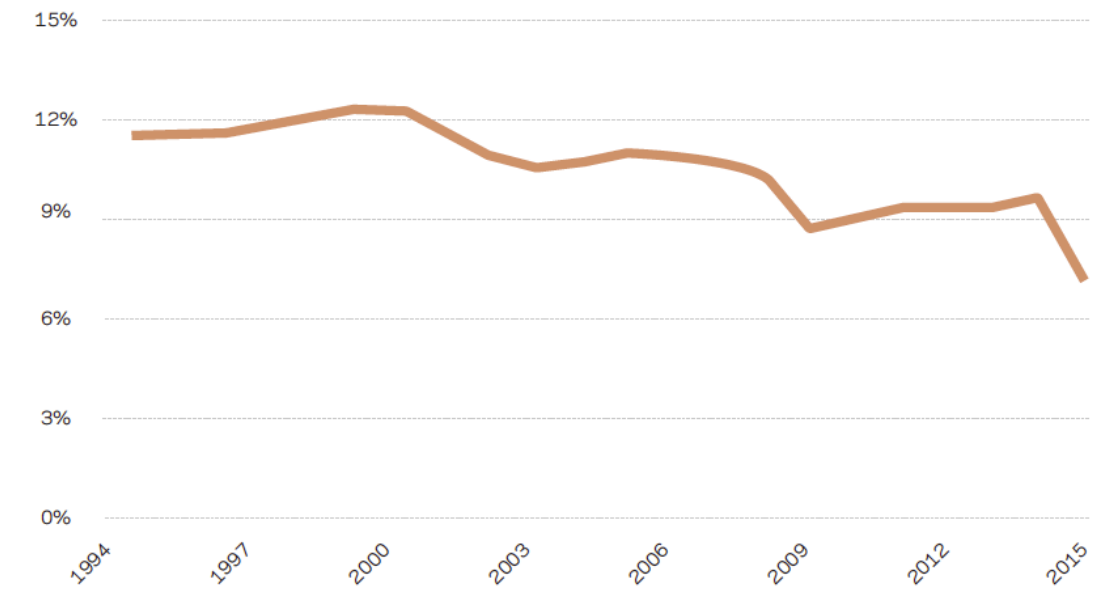


3. Firm birth (startup) and death rates



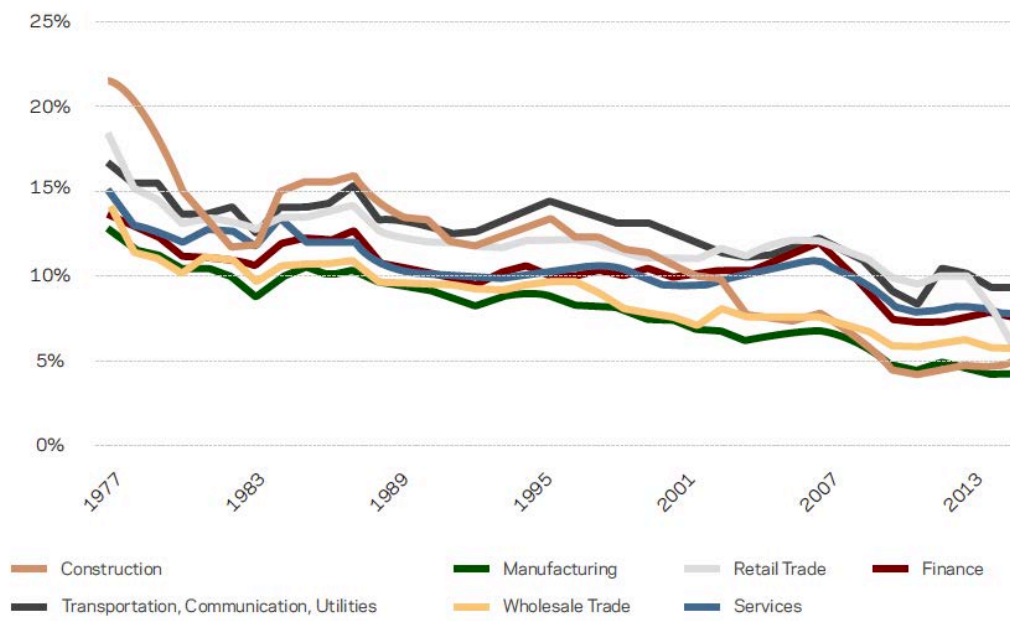
Source: Census BDS

5. Job turnover rate



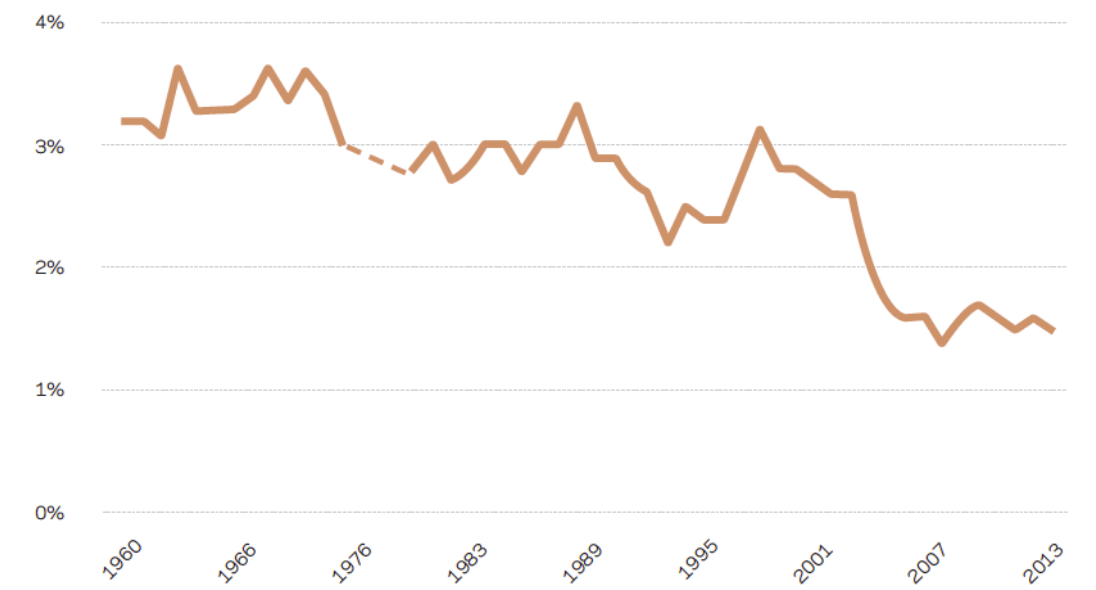
Source: Census LEHD

4. Startup rate by sector



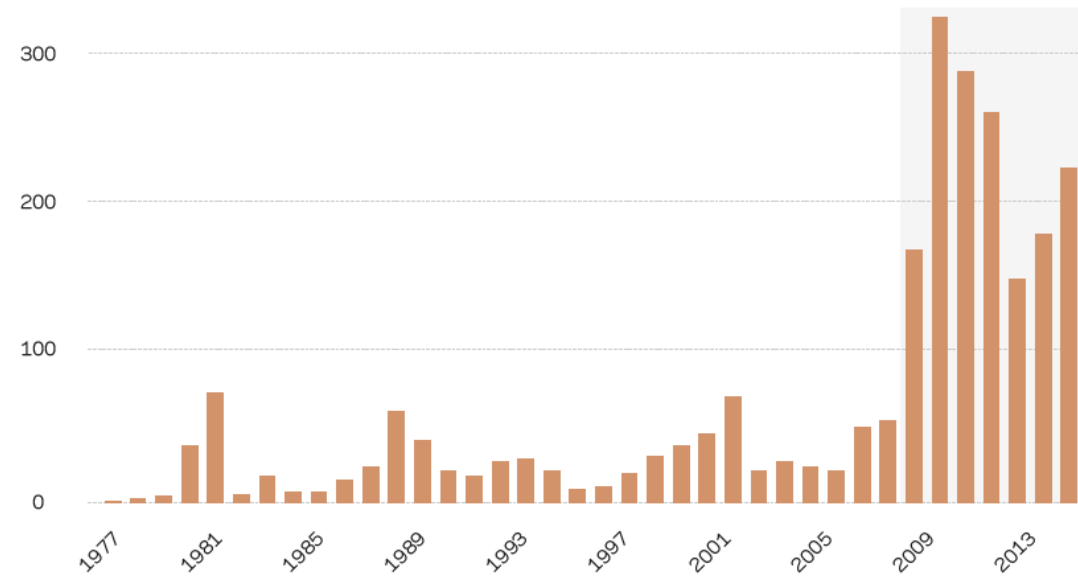
Source: Census BDS

6. Percent of the population moving across state lines



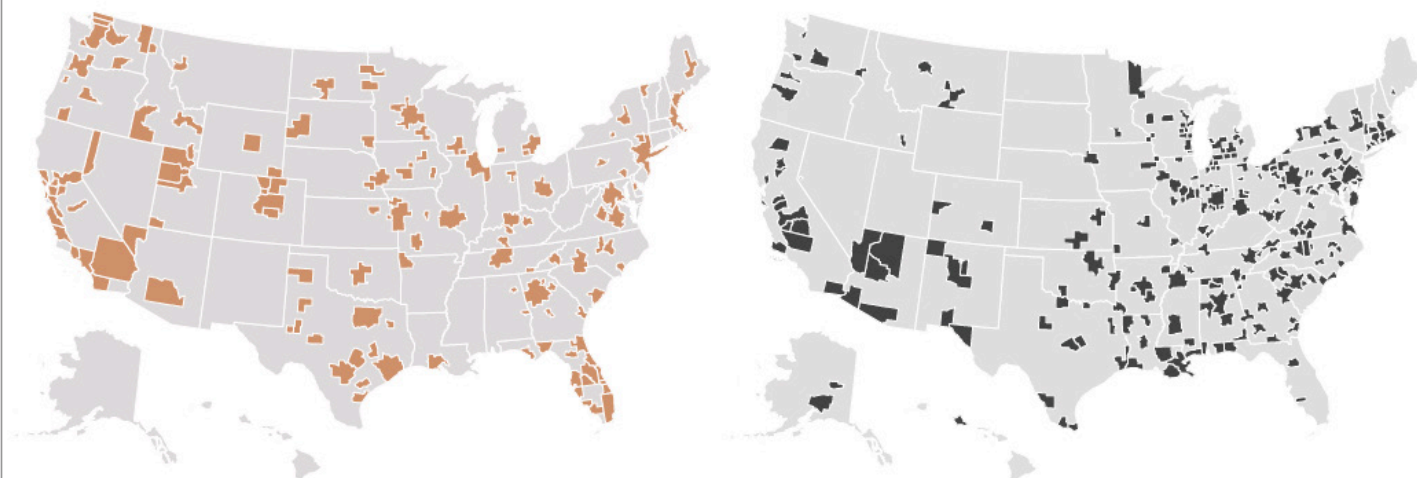
Source: Census Bureau

7. Number of metro areas with higher firm death rates than birth rates
(Total number of metro areas is 366)



Source: Census BDS

8. Metro areas with increasing (left) and decreasing (right) numbers of firms in 2014



142 metro areas saw a **rise** in firms in 2014

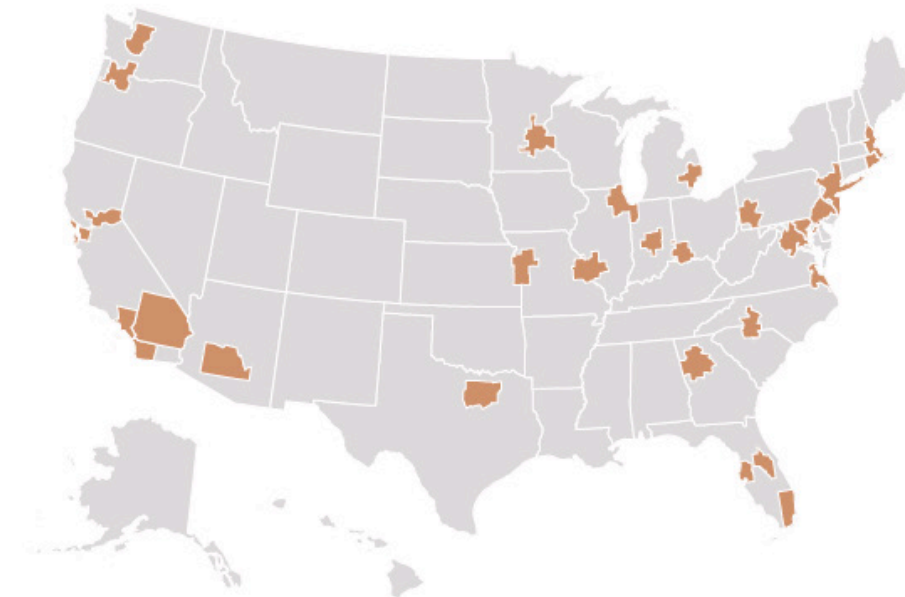
224 metro areas saw a **decline** in firms in 2014

Source: Census BDS

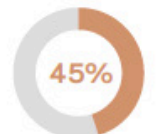
9. Metro areas powering the national increase in firms over four recent expansions

1983-1987

+491,600 increase in firms nationwide



metro areas



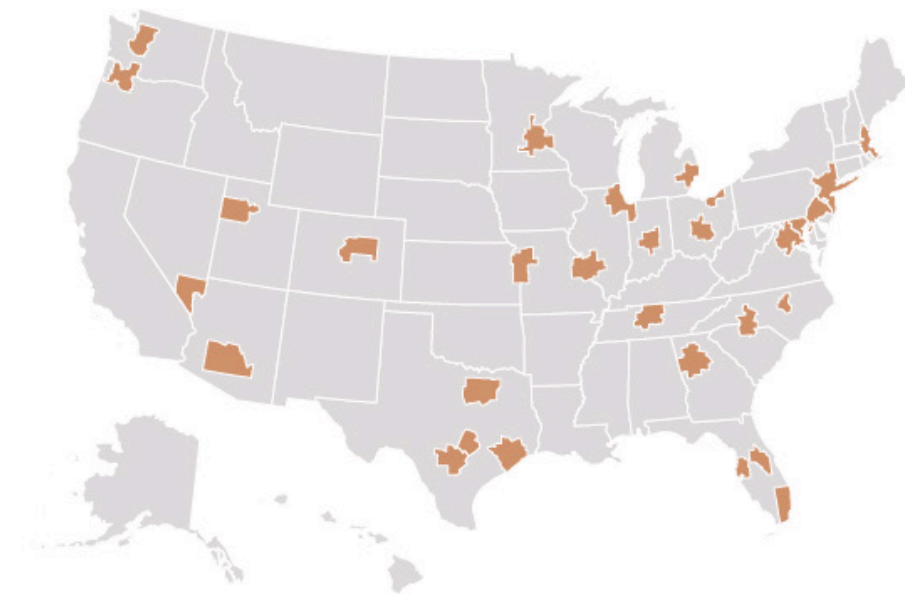
of employment



of increase in firms

1992-1996

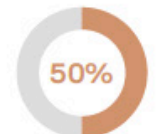
+313,300 increase in firms nationwide



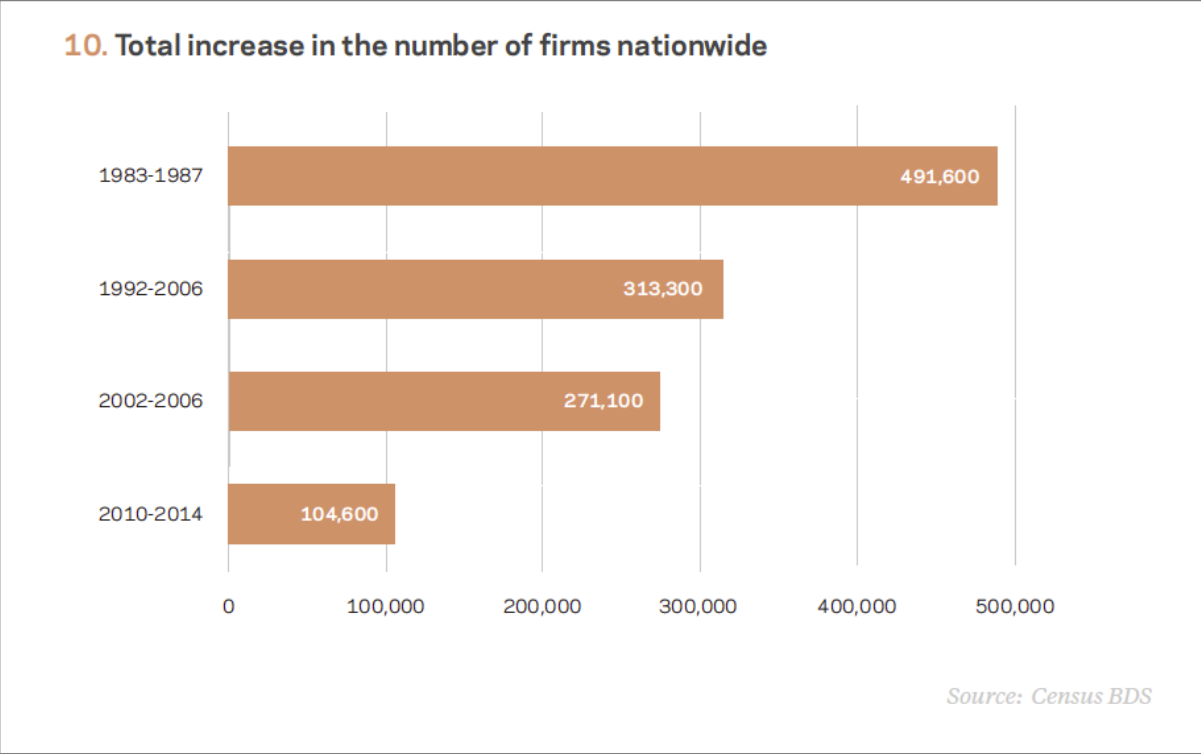
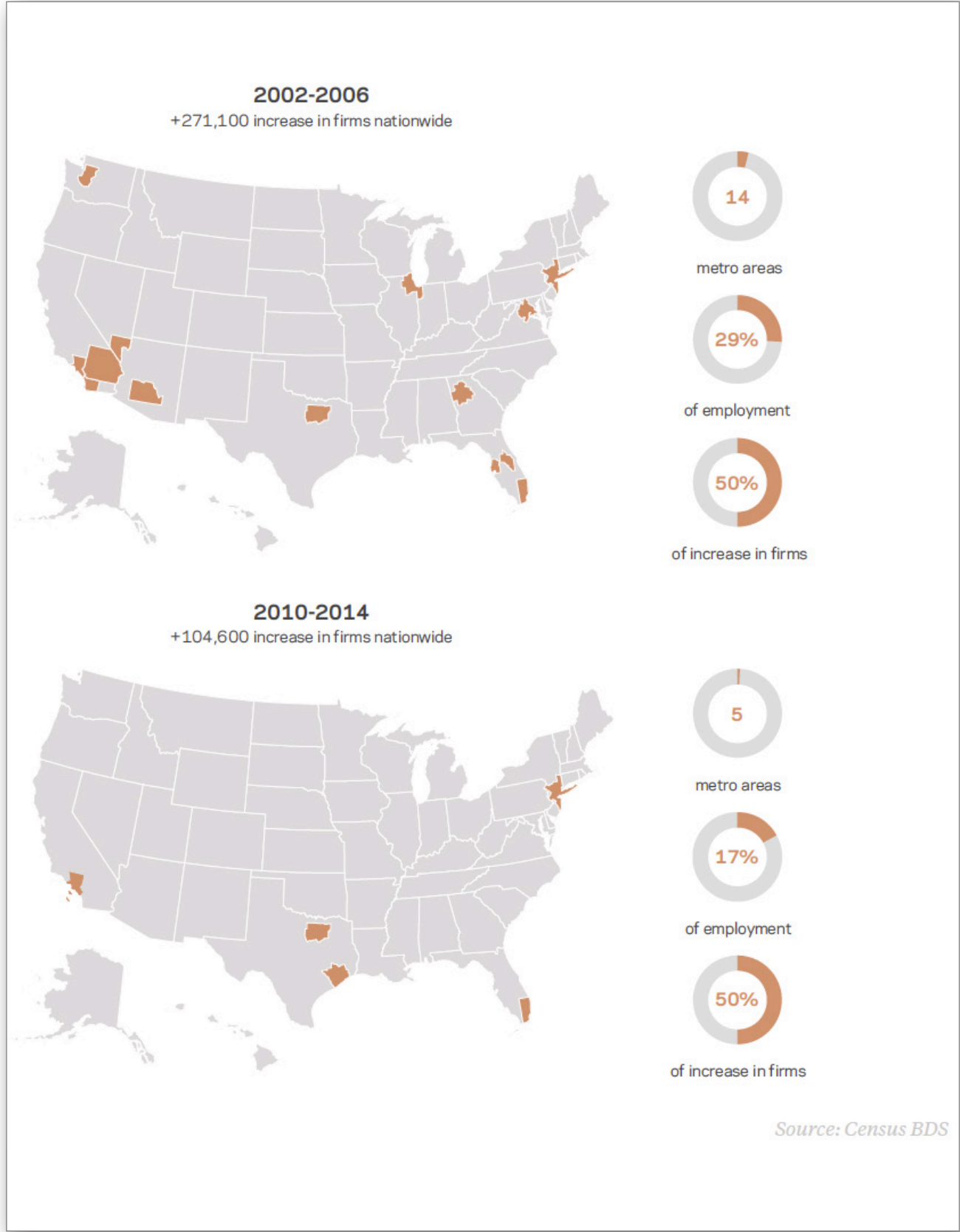
metro areas



of employment



of increase in firms




11. The 20 metro areas with the highest and lowest average startup rates over the recovery (2010-2014 averages)

The 20 metro areas with the highest average startup rate				
Metro name	Average startup rate	Average firm death rate	Average annual startups	Average annual firm deaths
Las Vegas - Paradise, NV	11.8%	10.4%	3,200	2,810
Provo - Orem, UT	11.7%	9.1%	960	750
Miami - Fort Lauderdale - West Palm Beach, FL	11.4%	9.1%	13,900	11,110
Orlando - Kissimmee - Sanford, FL	10.7%	9.3%	4,190	3,630
Cape Coral - Fort Myers, FL	10.5%	9.0%	1,230	1,050
Austin - Round Rock - San Marcos, TX	10.4%	7.6%	3,220	2,340
McAllen - Edinburg- Mission, TX	9.8%	8.1%	820	680
St. George, UT	9.8%	8.2%	310	260
Naples - Marco Island, FL	9.7%	7.8%	770	620
Tampa - St. Petersburg - Clearwater, FL	9.6%	8.7%	4,810	4,340
Phoenix - Mesa - Scottsdale, AZ	9.5%	9.1%	5,530	5,290
Dallas - Fort Worth - Arlington, TX	9.4%	8.1%	9,240	7,880
North Port - Bradenton - Sarasota, FL	9.4%	8.3%	1,420	1,250
Houston - The Woodlands - Sugar Land, TX	9.4%	7.6%	8,300	6,760
Atlanta - Sandy Springs - Roswell, GA	9.3%	8.6%	8,220	7,640
Riverside - San Bernardino - Ontario, CA	9.4%	8.8%	4,300	4,080
Jacksonville, FL	9.2%	8.8%	2,180	2,080
Denver - Aurora - Lakewood, CO	9.1%	7.8%	4,770	4,080
San Diego - Carlsbad, CA	9.1%	8.2%	5,040	4,540
Los Angeles - Long Beach - Anaheim, CA	9.0%	8.0%	21,870	19,430
United States	8.0%	7.8%	400,140	388,370


HOW WE DO IT



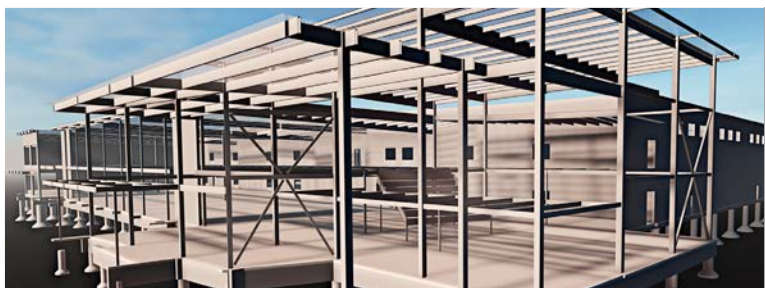
C2C® is more than what we do; it's who we are. C2C expands the way we approach construction, making us think beyond simply the “building” and “immediate cost” to client value, client-desired results and true project potential. The principles of C2C enable our team to analyze project goals in order to meet client needs with precision, timeliness and quality. We seek to find not only the best approach to construction projects, but also what is important to the client. To implement C2C, we take four client-focused steps: ask, listen, think, do.




ASK:
Discover more about the community’s vision, business environment, construction experiences and expectations for the project.



LISTEN:
Understand the project parameters, the community’s motivators and concerns as well as what they see as value.



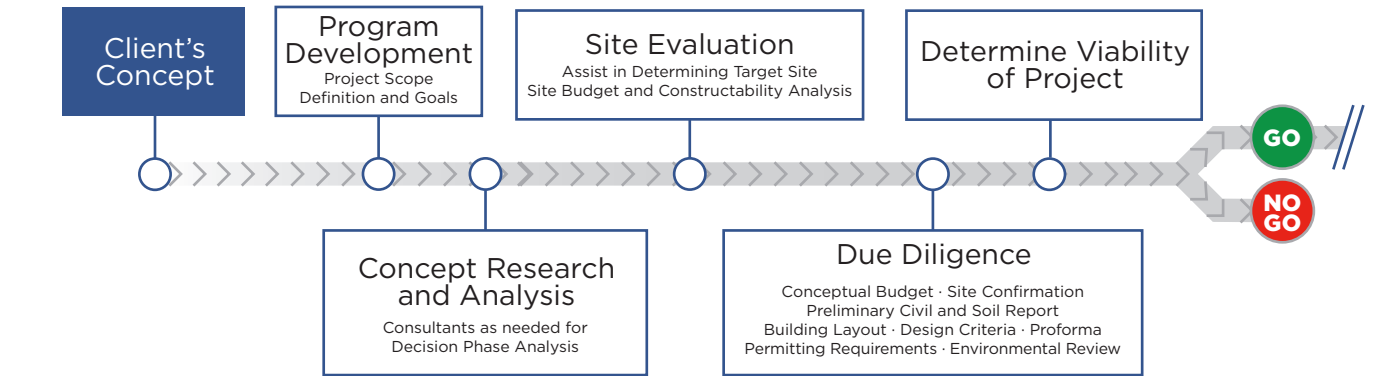
THINK:
Develop strategies for the relationship, delivery, risk reduction and value.



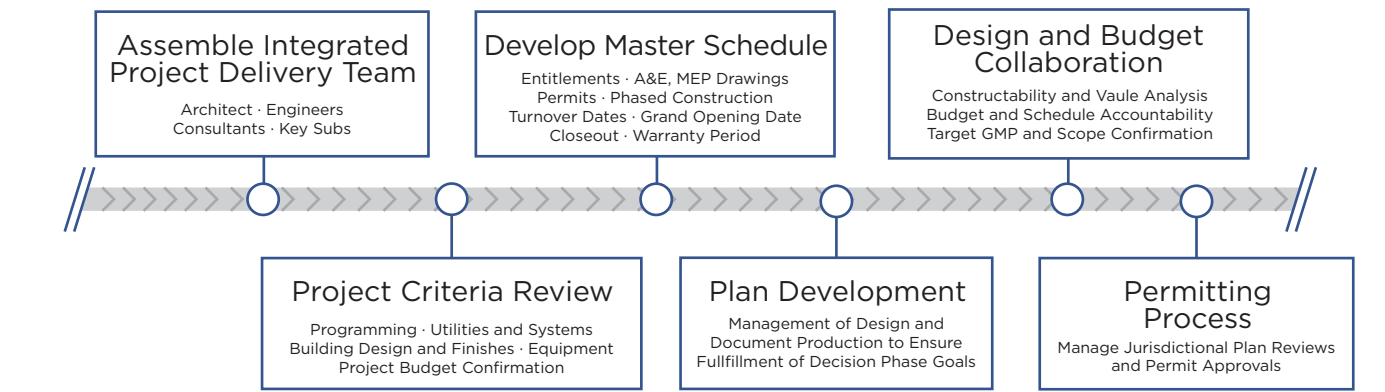
DO:
Execute by delivering the strategies with collaboration, exceptional client service and excellence.

EMJ uses the C2C approach to create collaboration and trust. When the project team works toward a common goal and stays consistent throughout the project, it results in proactive solutions, custom project strategies, risk identification and mitigation, maximized project potential, community satisfaction and value realization. Value is a set of benefits provided to a client. Client-defined value varies on each project, but it often includes time, budget, advocacy, quality, leadership, and trust.

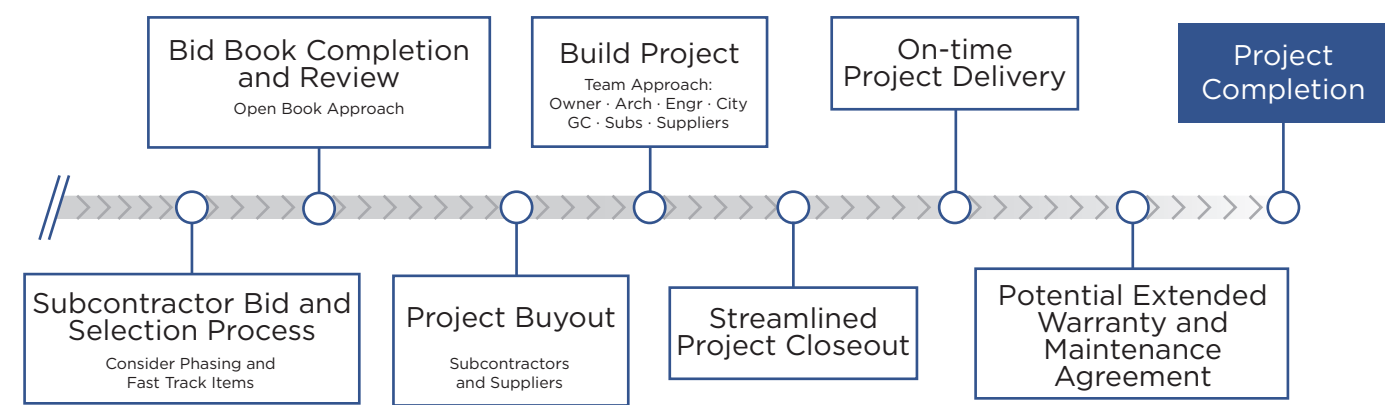
Decision Phase



Planning Phase



Execution Phase



A CITY REBORN

The legend of Chattanooga goes something like this: A faded industrial town on the Tennessee River was burdened with empty factories, a deteriorating downtown, sprawling suburbs, and the worst air quality of any city in the country. In five years, the air was clean, and a vision for the future was developed, with leadership from the private, nonprofit, and public sectors, to rebuild the downtown, reconnect the city to its historic riverfront, and in doing so, bring economic stimulation and tourism to the city. Today it is one of the most talked about, emulated cities in the southeast. EMJ and EPB played critical roles in redefining the downtown built environment in the City of Chattanooga.

EMJ and EPB understand the keys to Chattanooga’s success in establishing its innovation district. Those keys include openness to new ideas, flexibility to adapt to them, and an extensive community process that has allowed ideas to be widely discussed and then implemented. This process which seeks to change nearly every facet of the city, began with a startling “wake up call.”

In 1968, Edgar M. Jolley started a construction company in Chattanooga named EMJ Construction. In October of 1969 on an evening news broadcast, Walter Cronkite announced to the country that Chattanooga, Tennessee had been named the “Dirtiest City in America.” In 1970, EPB shifted focus from encouraging energy consumption to energy conservation and cleaner air.

With the unusual idea that the city’s economic fortunes could be reclaimed through planning, Chattanooga Venture attacked the city’s problems with zeal. They involved any and all who would participate, and tried to take all suggestions and comments seriously. They sought out opinions, rather than requiring people to come to them. And instead of developing a plan and later asking for approval, they allowed ideas and plans to germinate up from the meetings with participants. They allowed the MARKET to dictate reality, rather than telling the market what it should like.

Chattanooga Venture called this process “Vision 2000.” The primary goal of the plan was to increase Chattanooga’s livability and raise its attractiveness for potential investment. The key feature of the plan was Riverwalk, a 22-mile greenway along the Tennessee River has served as a catalyst for new development, generating jobs and tax revenues benefiting both the city and county. The vision of the Riverwalk was “the spine that supported everything Chattanooga wanted for itself,” according to Rick Montague, director of the Lyndhurst Foundation.

A nonprofit corporation was created to coordinate redevelopment projects along the riverfront and downtown. Thus, the RiverCity Company, later renamed RiverValley Partners, was formed to raise funds for and participate in the development of the renewal project. Formally organized in 1986 as a private, not-for-profit corporation, RiverValley Partners was to drive the master planning process and fuel a public/private collaboration. Initially, they were given \$12 million, contributed by eight local foundations and seven financial institutions, to start the transformation. The money was used as a revolving fund for beginning and completing development projects.

In 2011 and 2015, Outside Magazine named Chattanooga “Best Town Ever” award. It is the only city in America to have received this award twice.

EPB and EMJ played key roles in the transformation of Chattanooga, TN from an underused riverfront into a vibrant public place.

“We now have a very balanced economy between industrial and clean jobs. We have something no one else in North America has, and something that will sustain our future development.” said Senator Bob Corker, who was mayor of Chattanooga during its early transformation.

Lesson #1 – do something

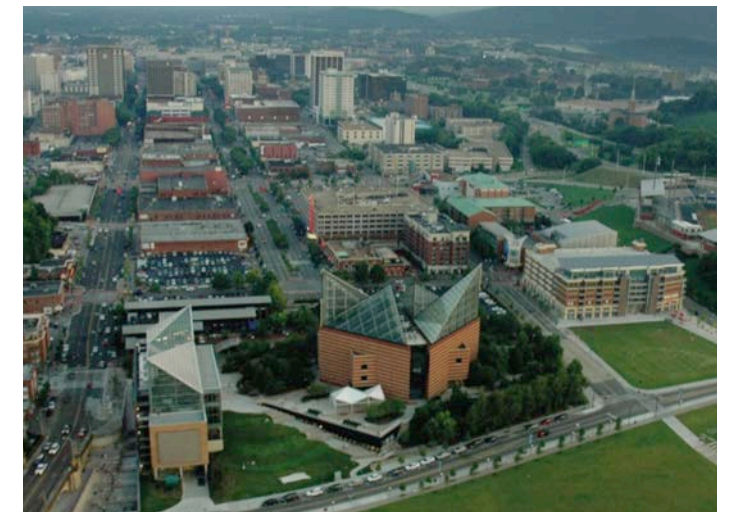
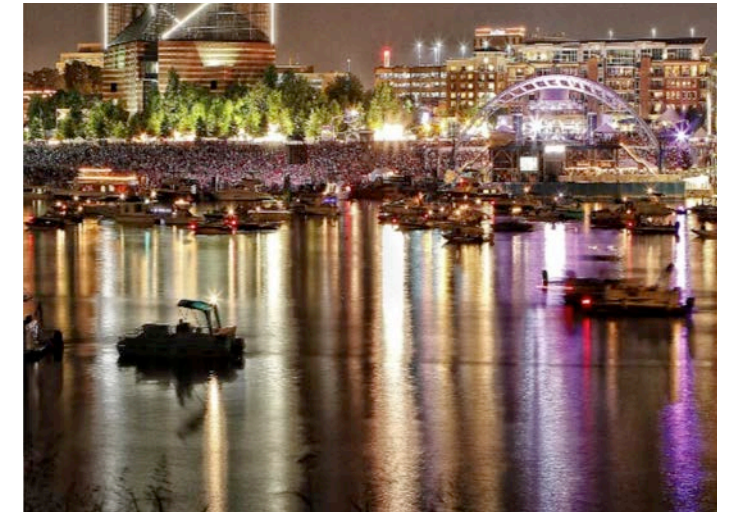
We’re thinking about Chattanooga as we develop suggestions for a city that needs to reclaim its waterfront, and it’s hard to find a city that’s done a better job than Chattanooga. After all, it’s morphed from being called the most polluted city in American in 1969 to one of the most honored for its courage and success in redeveloping its waterfront and downtown.

Transformation of Chattanooga

Before



After



Key Players

Interestingly, Chattanooga had similar key players to Jacksonville – city government, a mayor with downtown and riverfront improvements as a priority, a private nonprofit devoted to improving the riverfront and private foundations determined to make the city more competitive.

What it did have that we’re missing is a design center – there called the Planning and Design Studio – that serves as convener on urban design issues, as a voice for high quality design and as advocate for the mixed-use, vibrant, walkable, livable developments that elevate the quality of life so important to city competitiveness in the current economy.

Making The Most Of Crisis

It’s been said that a “crisis is a terrible thing to waste,” and reeling on its heels, Chattanooga sure didn’t waste its chance to turn the city around. The battle back began on the riverfront. In some ways, the city had little choice, because its economy was cratering and every sector of civic leadership felt the same – that Chattanooga was fighting for its life.

The new partnerships created out of crisis were so strong that they have endured through four mayors, and before they were through, the signature projects that we’re all familiar had become Chattanooga landmarks – the \$75 million Tennessee Aquarium project and a new riverfront, a 10-mile recreational greenway along both sides of the Tennessee River, new mixed-use development, \$1.2 million in public art and a free electric shuttle.

The Fab Five

Analysts have traced the Chattanooga “culture of cooperation” and “era of enlightenment” to five factors that converged to make it possible:

- A clear regional vision. Public and private leaders came together to reach consensus on an agenda for growth.
- Public processes to set goals. The plan created in 1984 led to the Aquarium opening in 1992, and the success from that led to a three-year, \$120 million 21st Century Waterfront Plan.
- One-stop design center. Setting higher design standards and becoming the vehicle for problem-solving, the focus was kept on quality and livability.
- Portable planning for neighborhoods. A process was set up in which the city identifies priority zones, a nonprofit organization works with neighborhood citizens to set goals and the development agency follows with plans of action. It’s produced two downtown magnet schools, incentives for corporate and public employees to buy homes and jumps in property values of 60 percent in four years.
- Design excellence. Chattanooga’s unyielding obsession with high-quality, well-designed infrastructure created walkable, pleasing experiences that connect public space with development.

Milestones Of Success

Key benchmarks on the Chattanooga timeline include much more than the Aquarium. Other milestones from the momentum are renovation of the Walnut Street Bridge for pedestrian use between south and north shore developments, 1993; multi-family housing at Riverset Apartments, 1994; opening of the Creative Discovery Museum, 1995; IMAX theater opens, 1996; Coolidge Park opens on north shore, 1999; BellSouth baseball park opens on south shore, 2000; groundbreaking for two new schools, 2001; roll-out of the 21st Waterfront Plan including museum improvements, waterfront piers and redesign of the Riverfront Parkway from four lanes to two lanes through downtown, 2002; and completion of 21st Waterfront Plan, 2005.

Chattanooga’s version of the RDC – The RiverCity Company – led the transformation, including the 21st Century Waterfront Plan, and along the way, it leveraged \$12 million in seed money into \$1.5 billion in private investment.

In addition, special attention was given to connectivity, and the most dramatic example of it was the reduction of the four-lane Riverfront Parkway to two lanes so museums would have river access and so development parcels could be created. In addition, an impressive glass pedestrian bridge connected the once-isolated Hunter Museum of American Art into the fabric of downtown.

Common Ground

Since its opening in 1992, the Tennessee Aquarium has attracted more than one million visitors, and the area adjacent to the aquarium on the south shore quickly became the city’s most popular common ground, made even more popular by the addition of a well-designed, newly-constructed project where visitors to the river could enjoy scenic vistas, participate in river events and gather for civic celebrations.

To make connections easier, with the opening of the aquarium, an electric-powered shuttle was added, but it was there to do more than provide transportation. For a city maligned as the most polluted in the nation, the shuttle became a symbol of a commitment to more environmentally sensitive policies. The shuttle eliminates an estimated 130,000 pounds of diesel particulates.

Today, Chattanooga bears little resemblance to the sad city that we knew a couple of decades ago..

The truth is that there are no magic answers that can be transplanted from city to city. The truth is that by the time that something is called a best practice, it no longer is. The truth is that Jacksonville needs to quit chasing the last, greatest answer to its problems.

That said, there are few things as instructive as taking the lessons that come from cities that have faced similar challenges, and one of these is 330 miles away in Chattanooga.



WHAT WE PROPOSE



Industry Cluster Focus

Sixty percent of the respondents to Area Development's 2010 Corporate Survey said the presence of activities similar to theirs was a consideration when selecting a site. More recently, a 2011 Brookings Institution report showed that "strong clusters foster innovation through dense knowledge flows and spillovers; strengthen entrepreneurship by boosting new enterprise formation and start-up survival; enhance productivity, income levels, and employment growth in industries; and positively influence regional economic performance.

Logistics & Distribution

For companies that depend on logistics and inter-modal capacity, few communities can compare to Jacksonville – the gateway to Florida and the Southeastern United States. Three major interstates (I-95, I-75 and I-10), three railroads (CSX, Norfolk Southern and Florida East Coast), JAXPORT - a deep-water port with three separate marine terminals, an international airport and many development sites converge to provide exceptional infrastructure.

Speedy access to growing domestic markets is why many supply chain logistic companies have made Jacksonville their home. There are 45 million people within an eight-hour drive of Jacksonville and 60 percent of the U.S. population (approximately 179 million people) within a 24-hour truck drive. Many people are surprised when they hear that Jacksonville is the most western city on the entire East Coast of the United States (and even more western than Cleveland).

Recent developments at JAXPORT are drawing even more supply chain logistic companies to the city. Establishments can also take advantage of Foreign Trade Zone #64 and a large experienced supply chain logistics workforce. Ten percent of employment in Jacksonville is in transportation and warehousing sectors – greater than the state and national figures. These sectors also represent nine percent of all business establishments in Jacksonville. Visit JAXPORT at www.jaxport.com.

Available sites and buildings for distribution are located throughout the city. Cecil Commerce Center has more than 8,300 acres available for development, entitlements to industrial space and direct interstate access. North and Northwest Jacksonville offer industrial parks with easy access to both I-95 and I-10. Access to rail; available land-side sites; frequent and reliable container-ship service; a business-friendly environment and a qualified workforce and recognition as one of the 'Top 10 Logistics' areas in the nation by Expansion Management magazine are some of the many reasons why Jacksonville is a supply chain logistics leader.

Support for all secondary sectors:

- Advanced Manufacturing
- Aviation and Aerospace
- Finance and Insurance
- Information Technology
- Life Sciences

"Simple states of mind, like confidence, optimism, determination, creativity, hope, and drive are the things that bring sudden GDP growth to a city."
– Jim Clifton, Gallup's Chairman

Jacksonville Jobs Factory

Economic Energy

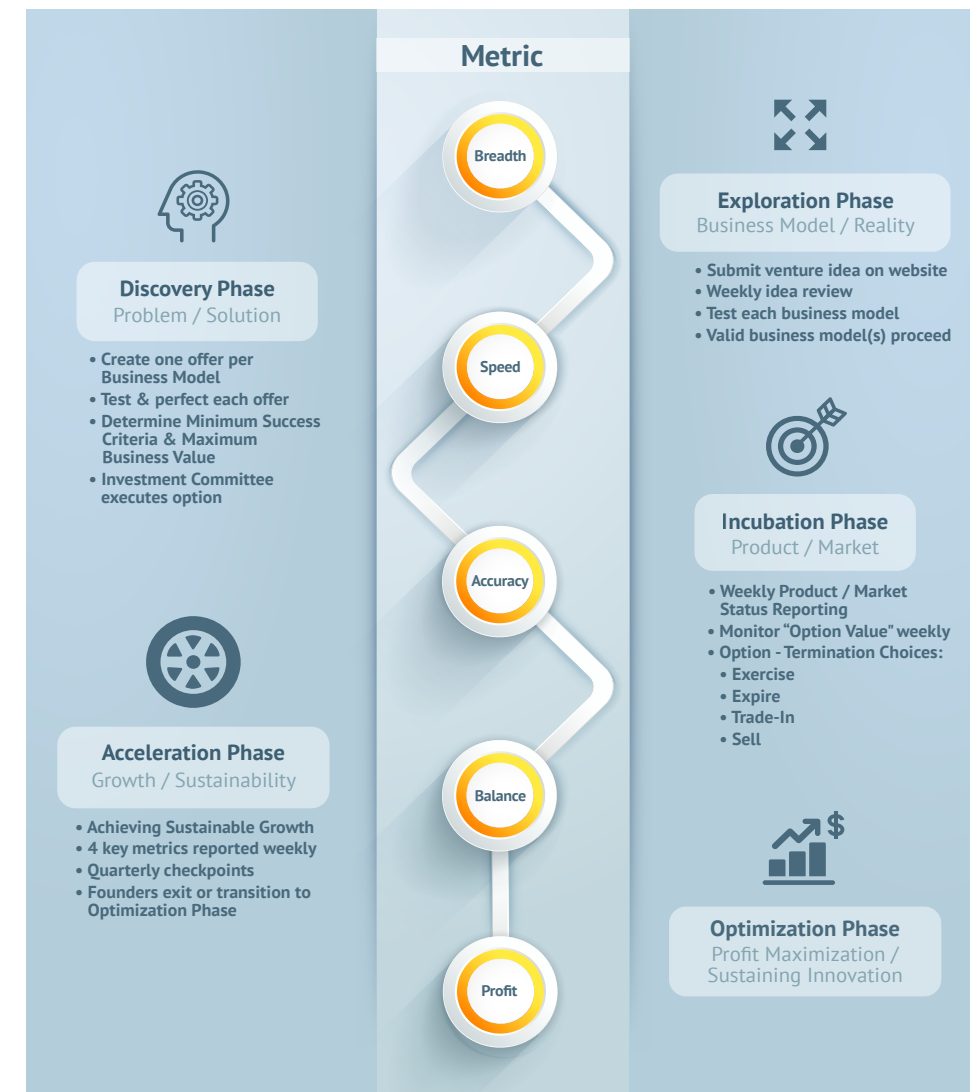
Why is it important to make The Jacksonville Jobs Factory the centerpole of JaxOne? It is because of the golden chain of value-creation, which goes like this: Sustainable Growth can ONLY come from a consistent flow of new Good Jobs, which are only created when an innovator or builder creates new customers, which only occurs when value is created. And value is created at the highest potency and with the most frequency when entrepreneurial energy is HIGH. And entrepreneurial energy is always at its highest when it can be CONCENTRATED IN ONE PLACE. Hence JaxOne and the Jacksonville Jobs Factory. The Jacksonville Jobs factory utilizes the world's first software platform to incorporate Talent Science, LEAN Startup Process Management, Hypothesis Validation Documentation

Standardization, Innovation Accounting, Seed Capital Allocation, and Venture Capital Allocation from concept-to-completion. When combined with the ecosphere of services for disenfranchised communities from the Mission One Entrepreneurship Institute, the Jobs Factory becomes a game-changing growth engine, cutting across socioeconomic and racial boundaries. Through partnerships with the Thurgood Marshall College Fund, Lemonade Day, and Gallup's Early Identification and Development Program, a Jacksonville's pipeline of entrepreneurial talent is established from the inside-out and from the ground-up..

JaxOne on the proposed 70 acres which is owned by the City of Jacksonville is uniquely aligned with the DIA's redevelopment goals. While most other developers/bidders will propose a defined structure and mix of commercial space, we are proposing a development that is at its core sustainable – one that before a hotel is built or a retail space developed, has actually created an environment of new jobs and new businesses for Jacksonville. One that pulls in the incredible resources this Country has in partners like Gallop to bring a truly unique approach to city development. As the launch city for a new kind of initiative to make America Great Again, JaxOne is a development that is focused on sustainability before defined development. We believe that America's problem is job creation and that they key to vibrant and sustainable cities are jobs – good jobs – that our citizens can feel empowered by. Jobs that our citizens can provide for their families through – jobs that restore dignity to people and ignite inside of them a fervor that burns to drive them to be who their Creator made them to be. When this occurs on a scale, achievable by a development like JaxOne, cities will be "re-invented", will be "set free" and allowed to become what they were intended to be. Unlocking our why which eventually leads to the what is our primary goal. Others will tell you the what – but our team is focused on spreading the gospel of JaxOne and how good jobs are the temporal path to humanity's great need.

Jobs Factory OS™

Venture Portfolio Governance



What cannot be forgotten, in our quest to bring substantive change to Jacksonville and America and what is not lost on the team are the goal’s of the DIA and what Downtown Investment Authority envisions as the “What” of the downtown area. With that in mind our proposal will achieve the following with respect to the redevelopment goals:

With a goal, first and foremost, of increasing Entrepreneurship and sustainable jobs in Jacksonville so that the downtown area on the North side of the St John’s River is enduring, JaxOne will seek to increase the number of residents, jobs, and business establishments in the 70 acres and surrounding area outlined in the RFP by increasing the number of multi-family dwelling units, leveraging infrastructure investment and the promotion of neighborhood retail that connects the Sports and Entertainment District, the riverfront, and the remainder of downtown Jacksonville. We envision this happening not through our dictation of what is required to bring downtown alive but through letting the market speak to us as we build out a foundational aspect of the development. This is certainly non-traditional but without question, it is the right approach to take.

We will create a lifestyle area in downtown Jacksonville that speaks to the young and the old, where new businesses and jobs are created, in the same general space that young people live. While those who are more experienced in life enjoy the same experience and amenities at the same time that they impart that wisdom to the younger generations – contributing to urban lifestyle development and the promotion of sustainable activity along the River. We will deliver retail space that is integrated with upscale living quarters and the overall living experience that is downtown Jacksonville. In 2017 and beyond, people want an integrated life where they can live, work, and play. Where the place that they lay their head also brings such energy that they have a hard time falling asleep! Where the people of all color and creed, can work towards the same goal of achieving purpose through good jobs that allow them to provide for their families and others while the individual finds him/herself feeling fulfilled as they live out their purpose as their Creator designed. We will seek to bring retail enterprises to the JaxOne area that enhances all aspects of the Jacksonville resident’s life.

The foremost component of a sustainable development is a catalyst that with the right infrastructure and people will deliver lasting positive results. With the River as our launch pad, we envision a development that brings healthy lifestyles, which includes work and play, to the downtown 70 acres. We envision a space energized by people walking out their God-given talents and dreams in an environment where they are encouraged to be all that they can be – for the benefit of the people around them, their community, and themselves. Integrating walkways, the relocation and enhancement of our proposed boardwalk and re-location of the park to the center of the development acreage will improve existing public parks and plazas and create new open spaces with a mix of pedestrian-oriented amenities and activities. As the DIA and City Council examine our renditions and read our narratives you can see that we have brought a concept that aligns public perpendicular walkways to the Riverwalk in line with our street grids.

Through our proposed third floor restaurant in the Jobs Factory plaza overlooking the St John’s River even our office buildings and core offering, the Jobs Factory, will serve to ensure that the riverfront is physically and visually accessible to all ages and income. Our collaborative space and mentor focused endeavors will create an energetic environment reflective of the American ideal – put time in and be rewarded. Specifically, we have planned for and will ensure compliance with the 50ft minimum building setback and that an overall win-win concept is achieved from the beginning. The energy put off by the Jobs Factory, the beautiful re-located park, and the resources provided by our development partners will ensure that the DIA’s #1 stated goal of a “Sustainable Downtown” is achieved.

Maintaining a clean and safe 24-7 Downtown for residents, workers, and visitors is a given. An area that is not well maintained will not thrive nor attract the rising talent of our city. But because we are humans we must state the obvious sometimes. Areas that are clean and safe are areas where people want to live, where they want to work and where they will be productive. This of course, contributes to the betterment of the surrounding area, and in our case, Jacksonville. Our development will promote a larger residential presence through development opportunities of all types of price ranges, including mixed-income and mixed-use structures.

If there is one thing we have learned over the last 40 years of living, it is that healthy living is critical to one’s longevity. This healthy living goes beyond a few morsels and good sleep. It involves the entire “family” that is responsible for the project. It involves the creation of an environment by our politicians that fosters growth and job creation. Creation of programs that grab our youth at an early age, using Gallop tools and techniques, to teach those children uniquely gifted by God to be different so that they can build companies that provide good jobs for folks in the City of Jacksonville. We certainly recognize the value in the DIA’s desire to enhance the downtown

experience. Let us be the first to acknowledge out loud that I’m gone?!! Problematically some folks believe that others are smarter, more equipped.

Compliance with all laws, rules and regulations governing the approval procedures and development within Downtown. (e.g. Downtown Development Review Board, Zoning.)

Our team has extensive experience in developing areas like the proposed area. We have a team that knows how to comply with all laws, rules and regulations governing the approval procedures and development within Downtown. We have reviewed the Business Investment and Development Plan (BID) as presented by the Downtown Investment Authority (DIA) in spring of 2015. We acknowledge that the BID document has outlined the goals of the DIA in the redevelopment of the downtown Jacksonville area and thus has presented the Downtown Design Guidelines as further demonstrated in Section 5 and Appendix C. As evidenced above, we will use this document as a guide when developing the design elements within the Riverfront Development effort, and will follow the processes and procedures set in place to obtain approval for the overall master plan and accompanying structures, parks, infrastructure, green space, streetscapes, pedestrian connections and amenities. Our team is well equipped to navigate this process with the City as a partner in achieving what Jacksonville needs and wants. Our team sees this opportunity as a partnership with the City of Jacksonville and the DIA to enhance the physical beauty of the Jacksonville waterfront, and that compliance with design guidelines, pre-application meeting and zoning codes will be strictly adhered to during the redevelopment efforts.

Amount and Types of Greenspace

Riverfront green space is of utmost importance and in concert with the DIA, we will develop the property in a way that maximizes the green space and increases the physical and visual accessibility of the riverfront. With fifty foot setbacks from the water’s edge and our proposed enhancement of Metropolitan Park into a reinvigorated landmark public park, “One Park”, anchoring the development, these green spaces will be the centerpiece of development. With public river access points, bike racks, outdoor seating, kayak entry points, pedestrian and bicycle paths, the City will see active public use of Riverfront and St. John’s River escalate exponentially. We envision the green spaces as the possible venue for markets, festivals, concerts, fitness activities, educational activities and other events on the waterfront. Many of the activities and ideas will undoubtedly come out of our Jax Jobs Factory and Incubator.

Riverfront Activation

In the effort to create sustainable growth of the downtown Jacksonville area, the activation of the St. John’s riverfront is the key to our master plan. With the Jobs Factory in full production mode, our team envisions a thriving community with all the amenities that accompany increases in population. With waterfront oriented residential, office, restaurants, nightlife, marina, outdoor entertainment and sports-related interactivity, this development will become the destination for One Jacksonville.

Contamination Remediation

It is understood that the subject site is contaminated with a number of pollutants. To be explained further below It is the our position that we partner with the City and contribute funds to assist the City. The City will be responsible for costs in excess of our proposed amount below associated with mitigation efforts of the contaminated soils. Our team has experience in contamination issues and would like to offer its services in all assistance with the mitigation efforts to eliminate the hazards associated with these contaminants. These services would include our teams time, expertise, proposal generation, grant requests, scope definition, cost estimation and remediation oversight.

Proposed Deal Structure

Our proposal is a team approach (Public Private Investment) that shares the risk and the reward together without demanding much of the taxpayer; allowing the City to enjoy the fruits of its investment in the development of the north shore of the St. John’s River. Working with our partner and mentor-protégé lead EMJ Corporation, Wess Holdings, LLC has secured equity financial commitments to \$350 million to develop this property in accordance with our vision (see attached commitment letter).

We envision a public private investment that is structured simplistically as follows:

1. City leases the 70 acres (minus the acreage equal to Metropolitan Park) to JDG, LLC at the rate of \$100,000/year (\$0.033 per Square Foot) for 50 years with two (2) 20 year extension options.
2. JDG, LLC participates with City in the environmental cleanup phase – JDG, LLC agrees to contribute a maximum expense of \$2,000,000, on a dollar matching basis, along with the City, who shall be responsible for funding 100% of all clean-up costs in excess of the shared \$4,000,000 described above. JDG, LLC shall be indemnified by City in all matters related to the environmental clean-up. It is anticipated that Florida’s Brownfield program is to be implemented in this effort. City will pursue a method of closure that ensures that the closure, and any environmental liability protection, runs with the land to the benefit of any successive Owners, assigns, etc. in the event of a sale of the land in the future.
3. The Lease shall provide for an ongoing Option to Purchase the Land by JDG, LLC. The purchase price shall be established according to the following: At the completion of the environmental clean-up, the Land will be appraised by an appraiser mutually agreed upon by both parties. The purchase price of the Land will be established by multiplying the appraised value by 80% and subtracting the actual environmental clean-up contribution by WH. The land associated with Metropolitan Park (to be relocated to the center of the development area) would remain City property and not be included in the sale.
4. The City shall grant a 100% tax abatement on all real and personal property taxes for the first 5 years following the execution of a ground lease. City will also assist JDG, LLC in obtaining additional incentives from all other taxing entities.

Benefits to the City of Jacksonville:

Benefits to the City of Jacksonville:
Both parties involved financially in clean up
Municipality takes lead with EPA and State of Florida to have site remediated and according to Brownfield program structure the liability and extent of cleanup becomes capped
Municipality eventually sells the property and receives revenue for the land.
Liability for our Team with respect to environmental liability is capped by the Brownfield program (helps with financing and investor participation).
We will implement a Planned Urban Development in three phases.

Phase I

- Zoning/Verification of zoning of the 70 acres to include Mixed Use
- Metropolitan Park is relocated to the approximate center of 70 acres
- A second park (to be named) is built that includes a soccer field, a water park, and houses the USS Adams
- Initiate the development of one office complex and parking garage that houses the Jobs Factory and other businesses.
- Living (Condominiums) and Retail space built in the vicinity of the current location of Metropolitan Park to more effectively connect the future citizens of the development to the entertainment and sports activities of Downtown

Phase II and Phase III PUD will be modified to better capture what the market dictates is best for Downtown Jacksonville. We anticipate more office space, more retail and possibly a hotel. We will begin work on gaining market demands and formalizing Phase II once we break ground on Phase I. Phase III will follow a similar plan.

The two principal risks we see related to JaxOne are as follows:

1. The environmental cleanup of the proposed site. We believe our proposal includes risk mitigation for both sides and with the Florida Brownfield program we can limit financial liability and provide legal protections for all.
2. The heart of our proposal is a shift in development strategies. Typically, developers decide what they think is best for a piece of land and after approvals build out that vision. We want to work with the DIA and City to achieve foremost its goal of sustainable growth. We believe firmly that sustainable growth does not come from the right types of buildings or venues. Rather sustainable growth comes from identifying and incubating the catalyst of jobs creation and that when this happens sustainability is a natural outflow of that. A risk to the success of JaxOne is the City’s willingness to include entrepreneurship outcomes (along with helping the homeless, feeding people, etc) in their list of requirements for charitable initiative distributions. We want to see entrepreneurship put into the pipeline so that the proper financial incentives are given to the non-profit portion of our development and team.



IMPLEMENTING TALENT-SCIENCE TO CREATE A DEFINED TALENT PIPELINE FOR ENTREPRENEURSHIP

NOTE: THIS PROGRAM REQUIRES CITY COMMITMENT

JACKSONVILLE TALENT-IDENTIFICATION FRAMEWORK

Our three phased approach to building a pipeline of Builder-Talent is designed to build a sustainable program that will serve as a conduit for entrepreneurial energy and have ripple effects across the city. The project start-up and research evaluation phase will outline the process for gathering the necessary inputs for launching the program. The design and pilot phase of the proposal will provide details about how we will test the model for revitalizing the economy of Jacksonville, and the final phase will focus on how the initiative will be scaled to reach more students.

The detailed approach can be found below.

PROJECT START-UP AND RESEARCH EVALUATION



Gallup will facilitate a series of project kick-off meetings to review project goals, introduce the roles and responsibilities of team members, design the project timeline and proposed research design. Following the kickoff meeting, Gallup will draft a project management plan (PMP) to guide execution. The PMP will include project milestones, processes for ensuring effective communication across the team, ensuring strict adherence to deadlines and proactive risk identification and mitigation strategies.

In order to ensure that all resources are used effectively, the Gallup team will also conduct an extensive literature review to assess the current landscape of similar and or complementary programs in Jacksonville to determine how to integrate or differentiate this initiative. Gallup will use the findings from the literature review to develop content to share with key stakeholders who could be potential funding partners. Gallup understands the paramount importance and sense of urgency to reinvigorate the economy of Jacksonville and is committed to serving alongside WVU to rally the community to effect change now. Joe Daly, who is the partner at Gallup spearheading this effort, will join Gordon Gee on the summer tour to present the proposal to key funders and community partners during the summer of 2016.

Launching a transformational, statewide economic growth initiative requires an understanding of the state’s ecosystem and buy-in from multiple stakeholders. Gallup has extensive experience bridging the gap between educators, city governments, community leaders, students and parents to successfully launch similar initiatives. Gallup has found that all stakeholders need to fully and effectively participate is to immediately understand the mission and purpose of the work. Because new initiatives can sometimes be met with resistance, it is imperative that all involved parties understand how it will improve their communities, schools and day-to-day lives.

Understanding when, where and how the initiative will be implemented are also critical factors for success. Gallup proposes implementing a research evaluation phase that will utilize qualitative interviews and focus groups to understand the current ecosystem. Gallup will invite Students, parents, WVU staff, community leaders, business owners and more to participate. The findings will help WVU to do the following:

- Determine the best methods for recruiting schools, staff and community champions to kick-off the initiative
- Identify primary and secondary counties to begin the project
- Identify gaps that exist and create a mitigation plan to increase capacity in those cities so they can participate in the initiative in the future.

- Conduct a technology audit to determine the best platforms to reach multiple audiences
- Isolate critical areas for success and better understand the barriers to implementation
- Learn more about what it would take to sustain the program

Gallup will also provide a report and highlight key findings in an executive presentation

Design and Pilot

The qualitative data, in conjunction with working sessions with the WVU executive team, will help to determine the design to be tested. Gallup will also develop a communication plan to ensure that all stakeholders have a



firm understanding of what the initiative is, why it matters and how their role will lead to the success of everyone involved. The Gallup team will also establish a feedback loop to collect input from all stakeholders during the pilot phase, allowing the team to course correct when needed. The pilot phase will begin in five primary counties that Gallup will select with WVU staff.

To reach the greatest number of students within the state, Gallup suggests that an entrepreneurial pipeline be established as early as seventh grade. Gallup data shows that, across the U.S., student engagement drops from 76% in elementary school to 44% in high school. Additionally, although 43% of fifth through 12th graders say they plan to start their own business and 32% agree that they will invent something that will change the world, only 7% have an internship or job in an organization where they can apply that energy. This is a missed opportunity to help young entrepreneurs identify what they are naturally good at and begin to use their talents to launch and grow a business. It is important to create an educational system that cultivates an entrepreneurial mindset early on so that whether a student desires to be a nurse or start the next big technology company, he or she has the right skills to succeed.

Gallup recommends that WVU mobilize a coalition of partners who are also interested in changing the trajectory of the economy. The partners will work together to provide the right experiences to develop the talents of students from seventh grade all the way through college graduates. All of these experiences are designed to increase the confidence, knowledge and skills of Jacksonville’s students so that they can become impactful catalysts who create the jobs of the future

A list of proposed interventions follows:

- Seventh and eighth graders have the opportunity to learn what their strengths are and begin to engage in activities that further cultivate an entrepreneurial mindset.
- 10th graders will take the Gallup Entrepreneurial Profile 10 (EP10) assessment, which is a tool that helps students discover what entrepreneurial strengths they possess. All students learn about their profile, what it takes to start and grow a business and how they are best able to contribute to an entrepreneurial venture
- The student with the highest potential for entrepreneurial success receive additional training, mentoring and opportunities to further develop their talent during their junior and senior year of high school.
- A special program will be established for business-builders. The program will allow selected students to participate in workshops, work on projects with businesses, pitch their ideas to investors, secure an internship and be partnered with an entrepreneurship advisor. Entrepreneurship advisors would help guide students to the right resources and training opportunities.
- High school students being recruited to the business-builder program at WVU will have a chance to learn about the university at an entrepreneur’s camp on campus each summer.
- Given that 51% of those who attend WVU come from out of state, all incoming freshmen who had not previously participated would have the opportunity to learn about their entrepreneurial talents. High-potential students will be recruited to join the business-builder program.
- Once the business builders graduate, they will launch their businesses and be part of a unique alumni community. They will exchange ideas, further develop their entrepreneurial strengths through online learning and volunteer to support younger students.

- Parents also play a critical role in the long-term successes of their children. Gallup will design materials to share with parents starting when their children are in seventh grade. The materials will help to increase parental engagement. Gallup will also provide opportunities for parents to share feedback so that adjustments to the implementation plan can be made.

At the end of the pilot phase, the Gallup team will prepare a report that will include key learnings and recommendations for improvement before the initiative scales up to the remaining counties.

Grade	Focus	Intervention and Experience	Outcomes
7th and 8th grade	Cultivating an entrepreneurial mindset	Interested schools will provide 7 graders with an opportunity to take StrengthsExplorer® which is a tool that helps them identify what they are naturally good at. They will receive a report with their 10 strengths Those who complete StrengthsExplorer® will participate in a group coaching session that helps them understand how to apply their Strength Through the 4H program, all 8th graders will participate in activities that help them identify an opportunity to solve a problem in their community	All students will know how to utilize their strengths to be successful everyday All students will use their strengths to solve problems and achieve personal goals All students will have some entrepreneurial experience
9th-12th grade	Identifying and developing entrepreneurial talent	All 10th graders will take the EP10 assessment and receive a detailed report. All students will have an opportunity to participate in a group coaching session High potential students will receive a one-on-one coaching session, workshops and be invited to join entrepreneurship club that focuses on the 10 behaviors of successful entrepreneurs 11th graders will work on a real project in their community and will be invited to a WVU entrepreneur summer camp during which they will have an opportunity to receive feedback about the projects/businesses they have been working with	All students will know their entrepreneurial talents and know how to start and grow a business High-potential students will get additional experience and feedback so they can improve performance High-potential students will get exposure to WVU and will have an opportunity to apply for college
College	Accelerating growth for high potential students so they can launch their businesses in four years	Incoming freshmen who haven't taken the EP10 assessment will complete it and receive a detailed report. They will have an opportunity to participate in a group coaching session. High potential students will receive one-on-one coaching High potential students will join a business-builder program on campus and participate in workshops, have the opportunity to work on projects with businesses, pitch their ideas to investors, get an internship and an entrepreneurship advisor High potential students will learn how to build successful teams and how to leverage their strengths to be successful leaders	All students will know their entrepreneurial talents High potential students will learn new skills each year so they could launch their businesses upon graduation High potential students will develop a strong network that would help them grow their businesses
Alumni	Growing and sustaining businesses	Create an alumni group in each county with the support of a business leader in the community. The alumni groups' primary focus would be growing and sustaining business Create an on-line community to exchange ideas, solve problems and continue learning Provide opportunities for alumni to mentor younger students Track performance of new startups developed by graduates	Create a community of high potential entrepreneurs who support one another Provide additional support when needed to ensure that businesses grow and create more jobs Collect performance data about the impact of startups
Parents	Ensure parents are engaged and invested in cultivating the talents of their children	All parents will receive a copy of each of the reports and a playbook with action items to help them develop their students' strengths Parents of high-potential students will have the option to join the WVU summer camp and will also be invited to attend different events led by students	

Build Capacity and Scale Up



Each year more students will graduate with an entrepreneurial mindset, understand what their strengths and entrepreneurial talents are and know how they can leverage them to create economic energy as entrepreneurs who will create the jobs. As the program scales up, designing a process that can be easily replicated will decrease costs and improve overall efficiency. The key focus for the third year will be building the capacity of Jacksonvillens to lead the project in the future. The Gallup team will partner with WVU to accomplish the following:

- Create a coordination committee: Each county will select a coalition of engaged stakeholders who will share responsibility for the scaling up this initiative across the state of Jacksonville. Ideally, the committee will be comprised of WVU extension staff, community leaders, parents, teachers and students. Standard content and mobilization support would be provided to help launch the committee.
- Assess current capacity: Gallup team members will conduct an audit to better understand where additional training should be provided, identify any barriers to successful implementation and prioritize interventions that will mitigate risks to scaling up.
- Knowledge transfer: The Gallup team will host eight train-the-trainers (TTT) that will equip WVU staff and committee members with the knowledge and content to lead the student sessions in year three. Participants will have an opportunity to co-lead with Gallup certified coaches and receive feedback before leading their own sessions. Additionally, a subset of participants will be selected to be master trainers that will take the lead on training future staff and committee members.
- Developing metrics for success: Indicators for measuring the success of the initiative will be identified and communicated to all stakeholders. Standardized metrics will help to ensure that everyone has the same definition for success and will also create accountability. A dashboard with key performance indicators will be created to show the progress in each county and additional support will be provided where needed.
- Documenting outputs and outcomes: Each committee will have a team member responsible for documenting the processes and outcomes for each county. The information will be used to replicate success and create core content, and procedures.
- Develop a sustainability plan: The plan will include details about how each county can increase visibility about the work WVU is doing, a strategy for raising funds to sustain the program and ideas about how to engage their neighbors, friends and families so that all Jacksonvillens are working toward re-building the state's economy.

The end goal will be to reduce Gallup's role so that the initiative is run by engaged Jacksonvillens who are committed to changing the economic outlook for generations to come.

The successful implementation of this initiative will position Jacksonville as a thought leader in creating economic prosperity for ALL of its citizens. One City One Jacksonville will be a reality at JaxOne. The challenges we face require an approach that will inspire each citizen to be a stakeholder in the reinvigoration of their community. An approach that meets current needs, but also anticipates the needs of the future. Rebuilding Jacksonville starts with identifying and developing business builders who will create the jobs needed to jumpstart the economy. C2C Labs, Gallup, and Thurgood Marshall College Fund look forward to partnering with the DIA and launching an initiative that will serve as a model for American economic prosperity.

CONCLUSION

JaxOne is a community-driven development approach, chock-full of nutrients designed for sustainability and prosperity for not only the city of Jacksonville, but our entire country. Led by veteran-owned, Wess Holdings, and nationally prominent development & general contractor firm, EMJ Corporation, this team has a passion and expertise that carries further than building mixed-use and urban development, but is focused on restoring an identity to create a hope-filled future for the city of Jacksonville. JaxOne is comprised of citizens of Jacksonville, who are immersed in the culture, the legacy, the vision of One City, One Jacksonville. At the heartbeat of this project, we are bringing the country's first Jobs Factory, making Jacksonville the flagship site for the launch of this nationwide movement. We have been given a vision to see Jacksonville reclaim its legacy and identity, and to become the cornerstone for the future of economic development and sustainable growth throughout America.



APPENDIX



March 7, 2017

Wess Holdings LLC
10420 Misty Redwood TRL
Fort Worth, Tx 76177

Re: A Single Purpose Real Estate Entity Acceptable to Lender

Jacksonville Riverdale Project:

Project to be financed:

Jacksonville project totaling 70 acres that will consist of commercial mixed use and various retail and residential complexes. The developer Wess Holdings LLC will contribute 2 million dollars to the environmental remediation.

Phase One: \$100,000,000

1. This will be an initial cash of 100M which will be used for DIA review and approval
2. Design development, legal fees, relocation of metropolitan parking garages
3. Construction of Jacksonville jobs factory building and retail space development along with residential construction

Phase Two: \$150,000,000

1. Legal & Professional Fees
2. Construction of 2nd office space
3. Construction of additional retail space and completion of additional retail
4. Construction of additional residential units

Also, additional design development of DIA review and approvals.

Phase Three: \$100,000,000

1. Construction of National Flag Hotel per specification of the hotel
2. Additional construction of retail space
3. Legal Fees
4. Any additional DIA review and approval

This letter is Non-Binding and constitutes an indication of intent only and creates no liability of obligation of any nature whatsoever among the parties hereto with respect to any contemplated transaction or any other matter or action described or referred to herein.

Commercial Lending Group and its private investors are committed to partnering with Wess Holdings LLC to provide funding to complete this project.

REPAYMENT:

Interest only payments will be due monthly on the first day of each month, payable in arrears with a balloon payment of all sums due on the loan payable upon maturity.

PREPAYMENT:

No prepayment will be allowed for 12 months from the date of the Loan without Borrower being obligated to pay the Lock-Out Fee. The "Lock-Out Fee" is defined as all interest that would have accrued after the Borrower made its prepayment through the last day of the (12th) month of the Loan. Partial prepayments are prohibited.

RECOURSE:

The proposed loan shall be full recourse to Borrower. Furthermore, Lynn Wess (the "Guarantor"), shall personally guaranty the payment and performance of all obligations owed to Lender for the full term of the loan.

LOAN SERVICING FEE:

A loan servicing fee of \$1000.00 per month shall be payable to the lender for each month the loan is outstanding. The Loan Servicing Fee for the full 12 month term of the loan shall be net funded from the loan proceeds, and shall be non-refundable.

APPRAISAL:

The Property shall support a maximum loan to value ratio of 50% of the "asis" value based on an MAI appraisal/market study acceptable to Lender at its sole discretion and prepared by a firm acceptable to Lender,

This letter is Non-Binding and constitutes an indication of intent only and creates no liability of obligation of any nature whatsoever among the parties hereto with respect to any contemplated transaction or any other matter or action described or referred to herein.

Commercial Lending Group LLC.
10719 Alpharetta Hwy #551 Roswell, GA 30077 - 404-447-2428 commerciallendinggroup93@gmail.com

or such other evidence of value acceptable to Lender at Lender's sole discretion.

ENVIRONMENTAL:

Lender shall require (i) an environmental report on the Property acceptable to Lender at its sole discretion prepared by a firm acceptable to Lender.

By: [Signature]
Name: Glen Tukos
Title: President
Commercial Lending Group LLC

This letter is Non-Binding and constitutes an indication of intent only and creates no liability of obligation of any nature whatsoever among the parties hereto with respect to any contemplated transaction or any other matter or action described or referred to herein.



JaxOne Top Level Development Budget

Phase 1 – June 2017 – July 2019 (\$100 Million)

Development Planning (\$6 Million)
Site Environmental Remediation Contribution (\$2 Million)
Relocate Metropolitan Park (\$15 Million)
Parking Garage (\$7 Million)
JaxOne Jobs Factory / Mixed Use Building (\$40 Million)
Retail / Residential Mixed Use Building / Parking (\$30 Million)

Phase 2 – June 2017 – February 2022 (\$150 Million)

Development Planning (\$10 Million)
Mixed Use Commercial Buildings / Parking (\$90 Million)
Mixed Use Retail / Residential Buildings / Parking (\$50 Million)

Phase 3 – May 2018 – August 2022 (\$100 Million)

Hotel Development (\$80 Million)
Mixed Use Development Completion (\$20 Million)



John W. Brock '29 - '83
Paul F. Brock '56- '08
Marie H. Davis
Dana F. Davis
Mark R. Brock
M. Ramsey Brock, Jr.
Cecil R. Vaughan, III
D. Keith Davis
T. Michael Langley, CMC
John D. Brock

Brock & Spencer Benefits, LLC
D. DeForest Spencer, CLU, LUTCF
Justin B. White

February 23, 2017

Re: EMJ Corporation

To Whom It May Concern,

We are pleased to confirm that Brock Insurance Agency, Inc. handles the contract bonding requirements of EMJ Corporation through Western Surety Company, a CNA Surety writing company. Western Surety Company carries an A M Best rating of A XIII, and is listed on the U.S. Treasury Department Circular 570 as an approved surety on Federal projects.

We are currently in a position to provide bonding for EMJ Corporation for single projects in the \$120,000,000 range and an aggregate program in excess of \$500,000,000. Of course any bonds requested are subject to our normal underwriting review of the contract documents, bond forms, terms of project financing, and other underwriting factors at the time of a bond request.

Brock Insurance Agency, Inc. has handled contractors bonding and insurance since 1963. Servicing numerous bonded and insured contractors, it is our assessment that EMJ Corporation is well equipped, highly experienced, and properly financed and we provide our full recommendation to any prospective project owners.

If I may be of any further assistance, please give me a call at (706) 866-3394.

Sincerely,
Brock Insurance Agency, Inc.

Mark R. Brock

Mark R. Brock
President

823 Chickamauga Avenue
P.O. Box 460
Rossville, Georgia 30741
706-866-3394
Fax 706-861-4619
www.brockins.com



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
2/23/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Tiffany Taylor	
Brock Insurance Agency	PHONE (A/C No. Ext): (706) 866-3394	FAX (A/C No.): (706) 861-4619
823 Chickamauga Avenue	E-MAIL ADDRESS: tiffanyt@brockins.com	
P.O. Box 460		
Rossville GA 30741	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A: The Travelers Indemnity Company of	25666
INSURED	INSURER B: Travelers Property Casualty Company	25674
EMJ Corporation	INSURER C: National Union Fire Ins Co	19445
5525 N. MacArthur Blvd.	INSURER D:	
	INSURER E:	
Irving TX 75038	INSURER F:	

COVERAGES CERTIFICATE NUMBER: 17-18 Texas Master REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY					EACH OCCURRENCE \$ 2,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR		VTC2K-CO-5794B611-17	1/31/2017	1/31/2018	DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000
						MED EXP (Any one person) \$
						PERSONAL & ADV INJURY \$ 2,000,000
						GENERAL AGGREGATE \$ 4,000,000
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB	<input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE				PRODUCTS - COMP/OP AGG \$ 4,000,000
						\$
	GEN'L AGGREGATE LIMIT APPLIES PER:					
	<input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC					
	OTHER:					
C	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY		VTJ-CAP-5794B60A-17			COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000
	<input checked="" type="checkbox"/> ANY AUTO	<input type="checkbox"/> SCHEDULED AUTOS	Hired Physical Damage	1/31/2017	1/31/2018	BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS	<input checked="" type="checkbox"/> NON-OWNED AUTOS	Comprehensive Ded \$1,000			BODILY INJURY (Per accident) \$
	<input checked="" type="checkbox"/> HIRED AUTOS	<input checked="" type="checkbox"/> 75,000	Collision Ded \$1,000			PROPERTY DAMAGE (Per accident) \$
						\$
D	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	<input type="checkbox"/> Y <input checked="" type="checkbox"/> N	VTC2K-UB-8H882896-17			EACH OCCURRENCE \$ 25,000,000
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)		BE 019452312	1/31/2017	1/31/2018	AGGREGATE \$ 25,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below					\$
E	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER		VTRK-UB-8H882940-17	1/31/2017	1/31/2018	E.L. EACH ACCIDENT \$ 1,000,000
			AL FL LA MA NE NM TX VA			E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
						E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

CANCELLATION

FOR INSURANCE PURPOSES ONLY	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE
	Mark Brock/TIFFAN <i>Mark Brock</i>

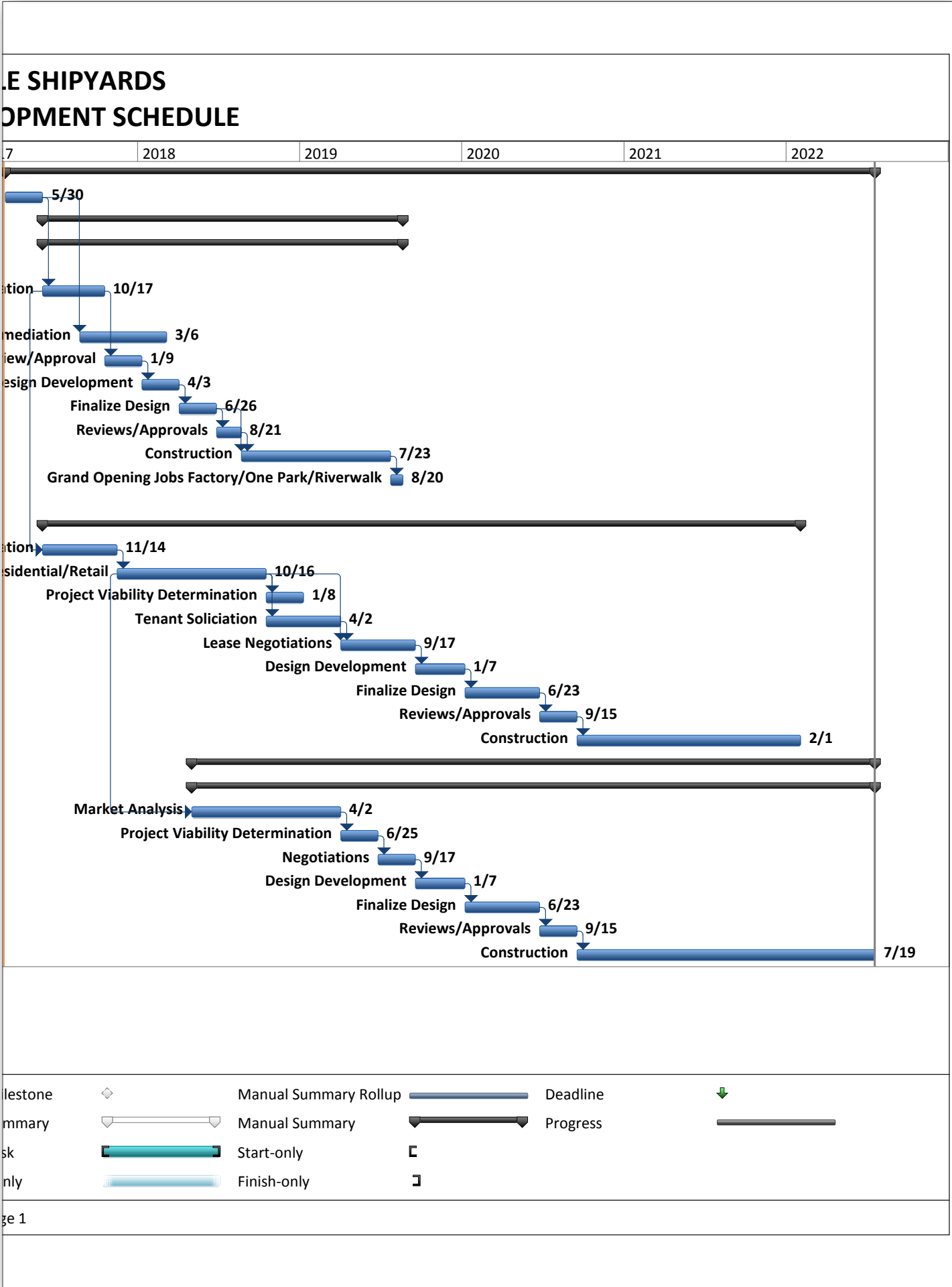
ACORD 25 (2014/01)
INS025 (201401)

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JACKSONVILLE SHIPYARD REDEVELOPMENT MILESTONE DEVELOPMENT SCHEDULE						
ID	Task	Task Name	Start	Finish	2016	2017
1		JACKSONVILLE SHIPYARD REDEVELOPMENT	Wed 3/8/17	Tue 7/19/22		
2		DIA/JAX Award of Project	Wed 3/8/17	Tue 5/30/17		
3		PHASE 1	Wed 5/31/17	Tue 8/20/19		
4		Jobs Factory Development/One Park/Residential/Retail	Wed 5/31/17	Tue 8/20/19		
5		Conceptual Design/ Masterplan Finalization	Wed 5/31/17	Tue 10/17/17		
6		Site Remediation	Wed 8/23/17	Tue 3/6/18		
7		DIA Review/Approval	Wed 10/18/17	Tue 1/9/18		
8		Design Development	Wed 1/10/18	Tue 4/3/18		
9		Finalize Design	Wed 4/4/18	Tue 6/26/18		
10		Reviews/Approvals	Wed 6/27/18	Tue 8/21/18		
11		Construction	Wed 8/22/18	Tue 7/23/19		
12		Grand Opening Jobs Factory/One Park/Riverwalk	Wed 7/24/19	Tue 8/20/19		
13		PHASE 2	Wed 5/31/17	Tue 2/1/22		
14		Jobs Factory Incorporation	Wed 5/31/17	Tue 11/14/17		
15		Market Analysis-Residential/Retail	Wed 11/15/17	Tue 10/16/18		
16		Project Viability Determination	Wed 10/17/18	Tue 1/8/19		
17		Tenant Soliciation	Wed 10/17/18	Tue 4/2/19		
18		Lease Negotiations	Wed 4/3/19	Tue 9/17/19		
19		Design Development	Wed 9/18/19	Tue 1/7/20		
20		Finalize Design	Wed 1/8/20	Tue 6/23/20		
21		Reviews/Approvals	Wed 6/24/20	Tue 9/15/20		
22		Construction	Wed 9/16/20	Tue 2/1/22		
23		PHASE 3	Wed 5/2/18	Tue 7/19/22		
24		Residential/Hotel/Stadium Connection	Wed 5/2/18	Tue 7/19/22		
25		Market Analysis	Wed 5/2/18	Tue 4/2/19		
26		Project Viability Determination	Wed 4/3/19	Tue 6/25/19		
27		Negotiations	Wed 6/26/19	Tue 9/17/19		
28		Design Development	Wed 9/18/19	Tue 1/7/20		
29		Finalize Design	Wed 1/8/20	Tue 6/23/20		
30		Reviews/Approvals	Wed 6/24/20	Tue 9/15/20		
31		Construction	Wed 9/16/20	Tue 7/19/22		
Project: JAX Shipyard Redevelopment Date: Mon 3/6/17		Task Split Milestone Summary	<div></div> <div></div> <div></div> <div></div>	Project Summary External Tasks External Milestone Inactive Task	<div></div> <div></div> <div></div> <div></div>	Inactive Milestone Inactive Summary Manual Task Duration-only
Page 1 of 1						

Page 1



Jason Walker, MBA

BS Engineering, MBA in Entrepreneurial Studies



- MBA – Cox School of Business, SMU, 1993
- Bachelor of Science – Industrial Distribution, Texas A&M University, 1990
- Commercial Real Estate License, State of Texas
- 27 years of experience in Value-Chain Optimization and Business Model Innovation

Founder, C2C® Labs, EMJ Corporation
Vice President of Innovation, EMJ Corporation
5525 North MacArthur Blvd. Suite 400
Irving, TX 75038

Speaker Bio

As Vice President of Innovation for EMJ Corporation, Jason leads the team that is responsible, from concept-to-completion, for creating innovative new Shared Services, new horizontal or vertically integrated companies, and new Blue-Ocean companies that disrupt existing industries or create entirely new industries. The output of his innovation team is new ventures and new companies within the EMJ Family of Companies. These efforts are focused within the Architecture/Engineering/Construction Industry.

As Founder of C2C® Labs, Jason leads a team charged with expanding EMJ's Corporate Venture creation model to Cities (through Jobs Factories) and Corporations (through Venture Factories). C2C® Labs has partnered with Gallup to create the world's first software platform to incorporate Talent Science, LEAN Startup Process Management, Hypothesis Validation Documentation Standardization, Innovation Accounting, Seed Capital Allocation, and Venture Capital Allocation from concept-to-completion. When combined with the ecosystem of services for disenfranchised communities from the Mission One Entrepreneurship Institute, the Jobs Factory becomes a game-changing growth engine, cutting across socioeconomic and racial boundaries. Through partnerships with the Thurgood Marshall College Fund, Lemonade Day, and Gallup's Early Identification and Development Program, a city's pipeline of entrepreneurial talent is established from the inside-out and from the ground-up.

Jason received his engineering degree from Texas A&M, his MBA in Entrepreneurial Studies from SMU, and his commercial real estate license from the State of Texas. In 2010, Jason earned an Inc. 5,000 award for leading the market-strategy and enterprise growth-hacking team of one of the fastest growing private companies in America. In a 2016 Entrepreneurial Talent Assessment, Gallup's Principal Entrepreneurship Scientist called the statistical odds of finding another individual with Jason's Disruptor Talent and balanced strength across the 10 Builder-Talents "so small as to be effectively zero."

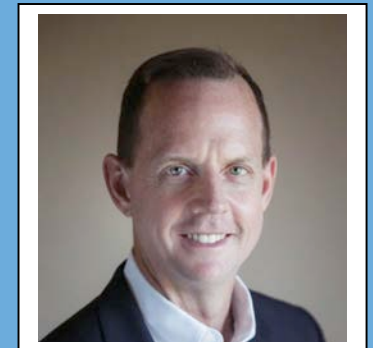
Areas of Expertise

Lean Startup (Discovery/Incubation/Acceleration), Value-Chain Analysis & Optimization, Innovation Accounting, Alternative Project Delivery, Value Creation & Measurement Strategies, Applied Learning, Business Model Design, GTD Natural Planning Methodology, Miller-Heiman's Strategic & Conceptual Methodologies. Creator of the C2C Venture Lifecycle Process™.

www.linkedin.com/in/jasonwalker



John Albers is a retired U.S. Marine Colonel and decorated combat veteran with over 24 years of experience leading defense acquisitions organizations.



John was the first Marine selected to command the US Navy's test squadron, VX-20, at NAS Patuxent River, MD. There he led a team of 420 personnel flying 13 different types of 25 aircraft. He was also the military team lead for the C/KC-130 team managing the acquisition of a \$1 billion aircraft program. Later, he managed a \$6 billion CH-53K program. Both of these efforts required significant engineering, financial management, and project management of teams exceeding 300 personnel around the country towards the goal of delivering aircraft safe and suitable to fly on time and within budget. His skill at leading geographically dispersed groups in large projects earned him personal awards and recognition. John is also adept in the Washington, D.C. arena, having spent a year as the Marine Corps' personal advisor to the Assistant Secretary of the Navy for Research, Development, and Acquisition.

As a test pilot, John has flown over 4300 hours in 38 different types of aircraft. He flew just over 140 combat hours in the KC-130J in support of Operation Iraqi Freedom where he also served as an engineering and technical liaison to Marine Aircraft Group-29 (Reinforced) in the Anbar Province, Iraq.

Following his military career, John has used his leadership and entrepreneurial skills to establish himself as a business leader in diverse market sectors. His business ownership interests include aerospace manufacturing, technology, government services.

John is a graduate of the US Naval Test Pilot School, holds a BS in Industrial Engineering from Texas A&M, and has an MBA from Northcentral University in Arizona.

Erik C. Kasper, AIA

PRINCIPAL

education

Master of Architecture, 1994
University of Florida

Bachelor of Design, 1992
University of Florida

registration

Architect- State of Florida AR 0017162
Architect- State of California C 27185
Architect - State of South Carolina 7731
Architect - State of Georgia RA 012553
Architect - State of Alabama Reg. No. 6946
Architect - State of Illinois 001.021311
Architect - State of Ohio 1115396
Architect - State of North Carolina 11892
Architect - State of New Jersey 19138
Architect - State of New York 035600
Architect - State of Pennsylvania RA405821
Architect - State of Louisiana 8369

affiliations

American Institute of Architects(AIA), Jacksonville,
Programs Chair and Special Events Chairman
National Council Architectural Registration Board (NCARB)
Member - First Baptist Church Jacksonville
Substitute Teaching Leader - Bible Study Fellowship

awards

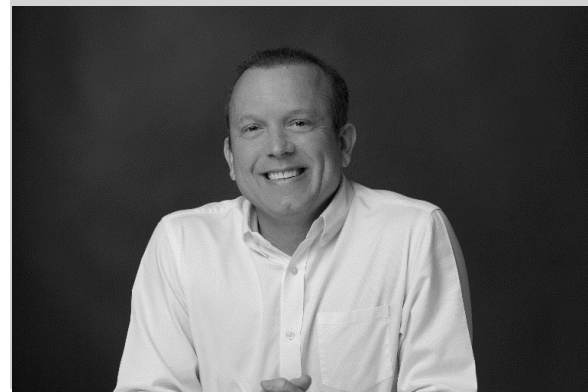
AIA Un-Built Design Award - Lofts of San Marco
Excellence in Concrete - Southeast Toyota
Associated Builders Contractors - Southeast Toyota
Associated Builders Contractors - LSI Corporate Headquarters
AIA Un-built Award of Merit - UNF Interfaith Chapel

experience

Erik Kasper has over 22 years of experience practicing architecture and planning through a diverse spectrum of building types in both new as well as renovation. He has gained experience as project architect as well as a principal/owner of his own business. As principal, he is responsible for client contact, business development, contract negotiation, project procurement, master planning, architectural design and documents, and quality control coordination between disciplines.

Mr. Kasper has completed several projects of varying size and complexity in the following areas of architecture:

Distribution Centers
Interior Space Planning
Childcare Facilities
Historic Renovation
Projects for the Department of the Navy
Automotive Distribution Facilities
Retail Shopping Centers
Retail Facilities
Civic Courthouse
Medical Facilities
Business Office Facilities
Hospitality/Aquariums
Multi-use Urban Redevelopment
Industrial Facilities
Surgical Centers
Religious Facilities



John Allen Newman, Chairman of the Board, Mission One Global



John Allen Newman, is a Senior Pastor-teacher, counselor and leader, whose focus in ministry is the integration of faith and life. Pastor Newman has served for the last 33 years as Senior Pastor of The Sanctuary at Mt. Calvary Church, Jacksonville Florida, a ministry which stresses the integration of faith and life. It is his desire to empower those with whom he has the opportunity to share, the importance of self examination on the path to becoming better.

Pastor Newman has been called upon to provide leadership to business organizations on a local and national scale. His communication skills and his ability to make listeners feel at ease in his presence have led others to seek him for direction and guidance. His warm and inviting spirit make it comfortable for persons from all walks of life feel at ease in conversation with him. From his church members to community leaders to executives in our national government, Pastor Newman has by many been considered a top-notch communicator.

Active in the community and a member of various organizations, Pastor Newman holds or has held memberships with various organizations:

- Education Board of the National Baptist Convention of America, Inc.
- Social Justice Commission of The National Baptist Convention of America, Inc.
- Social Justice Chairman of the Progressive Missionary and Educational Baptist State Convention of Florida
- Board of Directors of Jacksonville Urban League
- Duval County School Board Issue Task Force
- The Mayor's Education Council
- The Mayor's Council On Community Reconciliation
- The Sheriff's Advisory Board
- Board of Directors of Cornerstone Jacksonville
- Advisory Board of McKnight Center of Excellence
- Jacksonville Together
- The First Tee
- The Board of Directors of the Help Center.

He participates with the Jacksonville Chamber of Commerce on issues specifically related to quality of life issues for citizens in our community. He has long been established as a political advisor and resource for elected officials of our city.

Currently he is a Mayoral appointee to the Board of Directors of the Jacksonville Port Authority whose economic footprint for the North Florida region is 27 billion dollars, supports 132 thousand jobs and currently serves as Chairman of The Board.

Also serves as chairman of the board of Mission One Global, a profit and not for profit entity.

Pastor Newman serves as the Global Leader for Social Justice of The Global United Fellowship under the Leadership of Presiding Prelate Bishop Neal C. Ellis.

He did his undergraduate and graduate education at Eastern Baptist College (now Eastern University) and Eastern Baptist Theological Seminary (now Palmer Theological Seminary)

He was awarded the Doctor of Divinity degree from Virginia Seminary and College, Lynchburg Virginia.

