



FST-Contour Jackson Development Group

City of Jackson, Mississippi

Statement of Qualifications
For Downtown Properties Mixed-Use Development
City Project No. 2025

March 10, 2024

EXECUTIVE SUMMARY

The development team of Facilities Solution Team, Ltd (“FST”), and Contour Companies (“CC”), collectively the joint venture called Jackson Development Group (“JDG”), are pleased to respond to the City of Jackson, Mississippi’s Request for Qualifications (RFQ) for Downtown Properties Mixed-Use Development, City Project No. 2025. As the professional development leadership for this project, we have assembled a full services commercial development team, with significant experience in the development, construction and financing of many mixed-use projects nationally. Our approach to our development activities incorporates centralized leadership, functional support, and best-in-market local resources – all within a consistent process and technology framework.

Key benefits of selecting FST-Contour’s JDG include:

- Comprehensive service offering, from project planning, acquisition, entitlement, predevelopment activities, financing, construction, and post-construction management services – ensuring consistent reporting, open communications, and value added for the City of Jackson.
- Proven national processes executed with local market expertise. We have developed detailed processes to ensure quality service delivery and consistent reporting of results that are managed by our joint venture team using best-in-class resources.
- Unparalleled technology platforms that integrate estimating, scheduling, and construction management.
- Experience, best practices, and lessons learned from similar projects across the nation.

As we elaborate on our company and our approach to development in this Statement of Qualifications (SOQ), you will find that our focus on best-in-class local resources, and quality management systems are second to none. Thank you for the opportunity to respond to your RFQ. On behalf of our joint venture, we sincerely look forward to working with the City of Jackson on this exciting opportunity.

Chris Lancaster - FST-Contour JDG

BACKGROUND AND ORGANIZATION

- **Joint venture name, project manager and main office address.**

Jackson Development Group (“JDG”) is a joint venture between Facilities Solution Team, LLC (“FST”), and Contour Companies (“CC”) also known as Contour Development. The address and office location for this project and the current address for the JDG is 170 East Main St., Suite D245, Henderson, TN, 37075. *Note below details of intentions to open Jackson, Mississippi office.*

- **Resume of team members, including organizational structure, organizational charts, strategic alliances, size, and firm philosophy.**

We have attached as an exhibit an overview highlighting FST and CC principals’ experience. Our companies are family-owned and personally driven to create high-quality spaces for residential and commercial use. Every property we’re involved in must meet strict standards in terms of building community and having a lasting impact in the neighborhoods we fix or create. We transform neglected properties into lively and new mixed-use residential-commercial spaces. We specialize in forgotten, historic buildings and strive to breathe new life into communities.

- **Provide knowledge of Community Development Block Grants (“CDBG”), Section 3, Certified Payroll and Davis-Bacon Projects.**

FST-Contour is extremely proud of its collective development experience. Team members have successfully completed many complicated and unique development and redevelopment projects nationally. In many instances, including in several of the specific examples cited herein, these have involved securing and using various public and private financing. Team members have worked with many communities and secured block grants and tax increment financing. We have established detailed procedures and reporting requirements to assure compliance with grant limitations and criteria throughout all aspects of a project.

FST-Contour has extensive experience applying for and managing community block grants and equivalent grant vehicles in various states surrounding Mississippi to help fund similar projects. The JDG, through Contour Development employs a full-time Grant-Tax Credit Consultant at the home office in Michigan, dedicated to managing and obtaining tax abatements, grants, and other funding vehicles from the Federal Government, various states, and local municipalities.

FST-Contour has worked in a variety of states and markets within different, unique labor-rate requirements. FST-Contour is familiar with and complies with all labor-rate requirements at state and Federal levels including but not limited to DBWR requirements. Employing more than 1000 of the best workers and specialists in the industry, Contour Development enjoys exceptional employee satisfaction ratings and pays workers substantially higher wage rates than markets require. We live by the motto that our people are our success.

- **Intention to Establish a Jackson-Based Office and Compliance with State-Specific Requirements and Licensing**

Similar to other projects of this magnitude previously completed by FST-Contour, completion of a project of this scope will require the JDG early in the project planning stage to establish an on-site satellite office in Jackson, Mississippi. This satellite office will house the project management staff and will be the primary entity responsible for integrating with city planners, retaining local construction subcontractors, and acquiring other local construction resources.

FST-Contour has a long term relationship with Osborne Engineering of Florida, a nationwide A&E firm that supports FST-Contour-employed projects and engineers, to meet state-specific engineering and architectural license and code requirements. Also on this project, to support state-specific requirements, as needed, FST-Contour personnel will apply for reciprocity licensing in Mississippi. FST-Contour also intends, and envisions partnering with a yet-to-be-selected Mississippi-based A&E firm for specific portions of the anticipated work.

- **Description of Similar Projects**

As outlined below, FST-Contour members have significant development, construction and financing experience in both the public and private sectors. Below we have provided project summaries in the Experience Section showcasing some of our most similar projects in size and scope. Additional information or presentation materials can be provided upon request.

VISION AND VALUES

FST-Contour strives to be the acknowledged leader in development and management services. We are known for:

- Superior customer service.
- Operational excellence.
- A rewarding work environment.
- Value creation for all stakeholders.

FST-Contour instills the following values in our team members:

- **Respect:** Treat all with dignity, value the contributions of others, and help one another succeed.
- **Integrity:** Uphold the highest standards in our business practices.
- **Service:** Deliver responsive, innovative solutions to drive continuous improvement.
- **Excellence:** Aspire to be the best in everything we do.

We are an Equal Opportunity Employer and do not discriminate in any hiring, pay, or promotional practice based on a person's national origin, race, color, religion, disability, sex, or familial status.

DESCRIPTION OF SERVICES

- Provide a detailed description of all services provided by your firm along with a detailed description of how your firm delivers these services.

A breakdown of FST-Contour’s services is detailed below.

Development Management	Brokerage Services	Project Management	Construction Services
<p>Development Management</p> <ul style="list-style-type: none"> ● Strategic planning ● Portfolio consulting ● Zoning and permitting ● Legal ● Off-site mitigation ● Sitework ● Architecture and engineering ● Development – single asset or portfolio programs ● Build-to-suit ● Readaption 	<p>Development</p> <ul style="list-style-type: none"> ● Strategic project planning ● Identification of project objectives and programming ● Site analysis and acquisition ● Determination of optimal financial structure ● Permitting and entitlements ● Planning and design coordination ● Construction ● Occupancy coordination ● Build-to-Suits ● Speculative Development ● Land Planning & Investments ● Asset Monetization ● Project Management ● Structured Finance 	<p>Project Management</p> <ul style="list-style-type: none"> ● Move coordination ● Architectural drawings (CADD inventory/systems) ● Project implementation ● Planning ● Budgeting ● Scheduling ● Cable management ● Telecomm ● MIS Interface ● Facility master planning and stacking ● Design supervision ● Materials purchasing ● Signage and artwork ● Workplace reengineering ● FF&E management ● Specifications ● Purchasing ● Storage ● Disposal ● ADA compliance ● Remediation ● Customer management ● Process management ● Reporting ● Tenant improvements ● Construction management ● Warranty management ● Project close-out 	<p>Construction Services</p> <ul style="list-style-type: none"> ● Pull Planning ● BIM Design ● Prefabrication ● Procurement ● Planning ● Budgeting ● Scheduling ● Mobilization ● Record Keeping ● Materials purchasing ● Signage and artwork ● Workplace reengineering ● FF&E management ● Specifications ● Storage ● Disposal ● ADA compliance ● Remediation ● Customer management ● Process management ● Reporting ● Tenant improvements ● Construction management ● Warranty management ● Project close-out

- **“Playbooks:”**

As a quality management tool, FST-Contour employs “Playbooks.” Playbooks are a process tool created to drive consistency and operational excellence, and tailored to meet our client’s specific needs. Playbooks enable consistent, high-quality services by reducing transition time, decreasing transaction risk, increasing transparency, and driving accountability.

FST-Contour members are continually expanding, improving and enhancing our focus on consistency with regard to overall service delivery, quality, and performance metrics. FST-Contour team members have invested significantly over the past several years to develop and, most recently, launch a series of tools and processes to assist our accounts with the process of facilitating and implementing ongoing service delivery audits, refreshes, and innovations. Most notable among these tools are our Best Practice Playbooks.

Playbooks assist our account teams by providing a collaborative and consistent framework for documenting, assessing, discussing, and refining service delivery approaches with our clients. They offer a “reference framework” that includes process steps, roles and responsibilities, and representative deliverables. The power of the playbook process comes through interaction with client teams in a systematic review and customization of key processes (or sub-processes) in which we jointly revisit current methods and think broadly about ways we can innovate together to improve. Today, our playbook method has become a powerful alliance management tool that facilitates collaboration, innovation, and process management.

Account-specific playbooks are developed by bringing together experts and FST-Contour team members from representative locations and areas of expertise in intensive facilitated working sessions in which detailed service delivery process maps are created. By documenting this information using a systematic approach, we are able to share and leverage existing knowledge and best practices, and combine it with best practices and lessons learned from our entire network to build the “next generation” blueprint.

DIFFERENTIATORS

What differentiates the FST-Contour Team from other firms? FST-Contour team members are all part of multigenerational, successful family owned firms. We are constantly evolving our infrastructure to achieve our Value Proposition for our clients.

- **The Relationship:** FST-Contour has developed a management team responsible for total satisfaction for our clients. This team is experienced and skilled at:
 - Understanding the client's corporate, municipal, and cultural environment;
 - Listening to the clients' issues and challenges, and devising innovative, tailored solutions to solve them;
 - Learning where we could have done better; then designing and implementing solutions to do better; and
 - Communicating what we do to solve the clients' needs, the processes and platforms we provide, and the results of our performance.

- **The Leadership:** The FST-Contour Management Team is uniquely experienced and qualified at the exact type of project and end-product sought by the City of Jackson. This dedicated management team consists of:
 - **Co-Senior Project Director** – Chris Lancaster will be the single point of accountability for this assignment in the initial phases of municipality-interface and planning. Chris is an experienced real estate industry and land development professional skilled in team leadership, strategic planning, and day-to-day operations of a corporate facility. Chris will spend the majority of his time on-site with the client, maintaining an open line of communication with the client that leads to immediate response to issues. Please see Mr. Lancaster's biography attached to this proposal.
 - **Co-Senior Project Director** – Pete Dedvukaj is the Chief Executive Officer of Contour Development. As this project enters the construction phase, Mr. Dedvukaj will serve as the primary point of contact for project development. True to his working roots, Mr. Dedvukaj is the leader of what is now a billion dollar

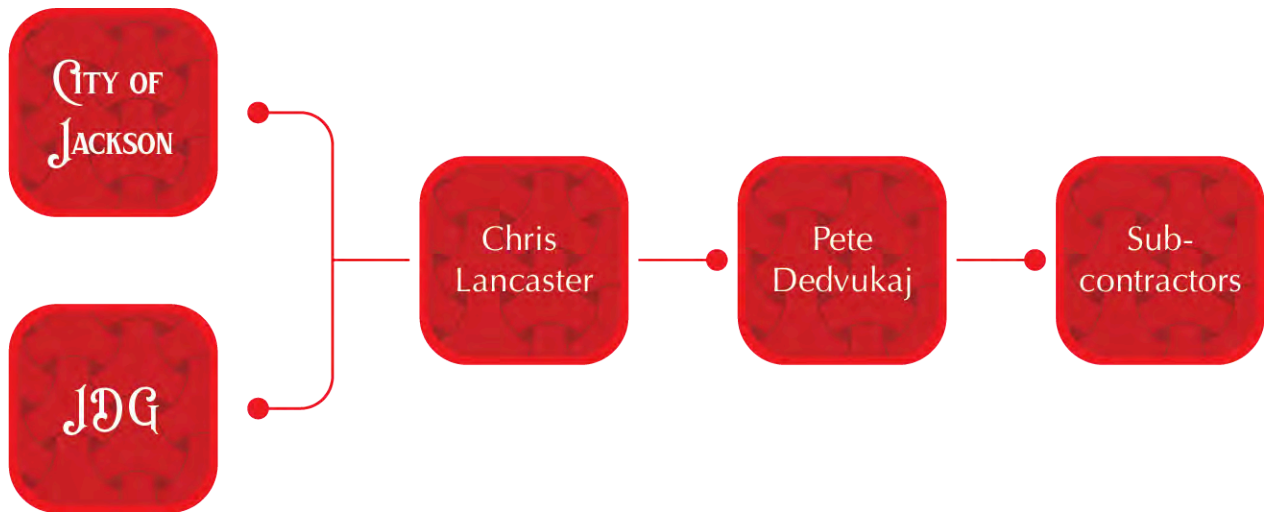
construction, development, manufacturing, real estate, and property management company - but can still be found at any one of his company's many work sites sweeping the floor to ensure his customers get the absolute best product he can provide. Contour Development, today, under Mr Dedvukaj's leadership, has grown to realize Mr. Dedvukaj's dream for reforming the way Americans view housing for every class - especially the "workforce" that keeps America running. Mr. Dedvukaj has seen the pattern of America's hardest working people increasingly unable to afford good housing at affordable prices and is determined to change this trend. Please see Mr. Dedvukaj's biography attached to this proposal.

- **Strategic Evaluation Team (SET)** – Senior level executives of both FST-Contour and the City of Jackson will act as an advisory “Board of Directors” for the project, setting strategy and goals and performance expectations; and
- **Onsite Project Manager** – FST-Contour envisions assigning Contour Development employee Dan Schaeffer as the On-site project manager for the proposed development. Mr. Schaeffer is an experienced construction project manager employed for more that 10 years with Contour Development, Mr. Schaeffer has worked on and managed numerous mixed use developments of similar size and scope for the company. Mr. Schaeffer has obtained and maintains professional contractor qualifications in South Carolina, Tennessee, Ohio, and Michigan and will obtain Mississippi licensure in support of this project.
- **Integrated Strategic Approach:** FST-Contour drives economic, qualitative and employee value by focusing on four strategic areas of importance for every project:
 - **Organizational Optimization:** Optimizing staffing levels, business unit relationship management, organization integration, and procurement strategies;
 - **Portfolio Optimization:** Optimizing financial structure (e.g., CDBC, TIF and other public sector financing vehicles) and strategies for co-location of entertainment, retail, hotel and multi-family uses; and

- **Operational Optimization:** Optimizing occupancy expense reductions through process reengineering, supply chain management, scale leverage, and service specifications and management.
- **Supply Chain Optimization:** Contour Development is not a normal construction company. In addition to “typical” design-build services, the company also has a manufacturing group that manufactures our own doors and windows - a major component of any building project, particularly apartment and hotel structures. Exercising full control of this supply line will significantly enhance the timelines of any development project.
- **Full Service Tactical Capabilities:** FST-Contour has the ability to seamlessly integrate predevelopment, development, construction, financing, transaction management, project management, and design/construction services for consistency, quality and cost savings for any client need.
- **Flexibility/Scalability:** FST-Contour combines national reach, existing relationships and local resources to meet our clients’ unique requirements.
- **Innovation:** FST-Contour team members pioneer many of the advancements in our company’s development and manufacturing services.
- **Solid Financial Profile:** FST-Contour team members have the strongest, long-established financial stability with balance sheets, enabling us to commit significant resources to building a better service delivery model through personnel, development, best practices, advancements, and state of the art technology.

ORGANIZATIONAL STRUCTURE

At FST-Contour, team members enjoy a hard-earned reputation as some of the nation’s premier real estate development and construction companies. We owe our success to the quality and superior caliber of our employees, both as people and real estate professionals. Below is the JDG’s anticipated organizational structure, with subject matter experts providing the foundation for the collection and implementation of best practices. Responsibilities are divided geographically, with Chris Lancaster and Pete Dedvukaj having responsibility for this project.



- Employee Training:** At FST-Contour team members rely on formal training and written policies and procedures to ensure adherence to best practices and consistency in delivery. FST-Contour has made the formal training of our professional and technical staff one of the highest operational priorities in delivering superior service to clients. FST-Contour strives to develop the Best Demonstrated Practices for value creation, operating improvements, and cost reduction. By providing all of our professionals with classroom training and network communication links, we can ensure our customers that all services are performed to the highest standards for value at the lowest possible cost. In addition to employee orientation and other HR programs, FST-Contour team members offer / are offered development training these functional and product areas:

Property Management	Facilities Management	Transaction /Brokerage Services
Marketing Services	Retail Services	Financial Reporting / Accounting
Employee Satisfaction	Leadership Development	Construction Services

- **Peer Networking:** Linking our people is the most effective way to leverage knowledge and expertise to the benefit of our clients and the development of our employees. While we consistently earn high marks from our clients in operational performance and financial savings, we are continually exploring methods to better link our people and transfer knowledge across geographies. It is through peer networking that employees can feel connected to the organization and understand how their performance serves all the FST-Contour team members' communities. Although technology is an important component, our leaders take every opportunity to share information with their constituents face to face and recognize individual and team best practice contributions as they occur. It is part of FST-Contour's corporate culture to continually integrate teams and expand formal and informal methods for sharing our individual and collective talents.
- **Expert Database:** FST-Contour members understand that the best solutions to our customer's problems can be found by tapping into the broad knowledge base of our employees. In order to expedite and optimize the sharing information, FST-Contour members maintain a combined online database of subject matter experts. These experts are called upon not only to assist in responding to employee questions, but also to proactively share their knowledge and drive learning across the company. In the process of selecting new experts, FST-Contour has institutionalized a way of recognizing some of our best performers and encouraging employees to develop their skills.
- **Continuing Education:** In support of continuing education and skills development, FST-Contour employees are provided financial assistance for manager-approved, job-related studies scheduled outside regular working hours at local, accredited institutions.
- **Professional Certifications:** With manager approval, employees receive financial assistance to obtain job related certifications and are reimbursed for the exam fee and, if needed, one re-take. If exams are scheduled during a workday, employees are paid their regular base pay for that day.
- **Diversity program:** The FST-Contour team has a corporate commitment to help train, refer and integrate qualified and certified suppliers into the provisioning of products and services on behalf of our customers. FST-Contour is dedicated to investing in the communities where we work and live. Our growth and development story is rooted in the neighborhood environment.

We recognize that our projects create opportunities for employment and training within the trades and construction management fields for local community members. We are committed to ensuring that minorities and females have equal access to opportunities that can lead to a prosperous career in our industry. Our team members provide mentoring on back-of-the-house accounting, RFI's, payment applications, and field-related activities to ensure subcontractors acquire greater skill sets post-project completion.

Our equal-opportunity bidding processes and pre-construction outreach bring together local vendors, subcontractors, and tradespeople. Through our pre-construction outreach and bidding process, we can provide our clients with a diverse team that embodies an inclusive environment for all members of our organization.

We understand the financial limitations faced by businesses striving to build a sustainable business. To overcome this, we offer creative bid packages that increase participation of the local subcontractor base. Within these ranges, our bid process creates opportunities for a diverse population of firms.

EXPERIENCE AND REFERENCES

The list below highlights the JDG leadership team's experience - either ongoing or completed in the last 5 years. We have selected projects that are very similar to the work requested by the City of Jackson.

American Spinning Mill

- **Located:** 300 Hammett Street Greenville, SC 29609
- **Project Cost:** \$54,000,000
- **Description:** Redevelopment of a dilapidated historic mill to 254 apartment homes and 18,000 SF of mixed retail.
- **Schedule:** July 2021 to November 2023.



Northland City Center

- **Located:** 21500 Northwestern Highway, Southfield, MI 48075
- **Project Cost:** \$505,000,000
- **Description:** Conversion of the historic department store into 1430 apartment homes and 750,000 SF of mixed retail, entertainment, and restaurant space.
- **Schedule:** Phase 1 October 2022 estimated completion October 2024. Phase 2 November 2024 - December 2026.



Lorna Townhomes

- **Located:** 1 Hampton Pl, Vestavia Hills, AL 35216
- **Project Cost:** \$26,000,000
- **Description:** 300 townhome development
- **Schedule:** September 2020 and June 2022



Larchmont Estates

- **Located:** 1270 Slater St., Toledo, OH 43612
- **Project Cost:** \$52,000,000
- **Description:** Development/ renovation of 500 dilapidated apartments and associated community
- **Completed:** March 2020.



The Village at Poe Mill

- **Located:** 450 A Street, Greenville, SC
- **Project Cost:** \$105,000,000
- **Description:** Development/redevelopment of historic cotton mill 11-acre site to 40,000 SF retail space and 480 apartments including 6 new buildings.
- **Schedule:** June 2020 - December 2024



450 N Morgan St.

- **Located:** 450 N Morgan Street Chicago, IL 60642
- **Project Cost:** \$103,500,000 bustling Fulton Market District. The building will feature new office and retail spaces, 50 indoor parking spots, and a full rooftop deck.
- **Schedule:** June 2020 - December 2024



Hilton Hotels (Canopy by Hilton)*

- **Located:** 226 W Jackson Blvd, Chicago, IL 60606
- **Project Cost:** \$108,000,000
- **Description:** Complete 16-story adaptive re-use interior demolition and reconstruction of 350 rooms and suites. The lower floors are occupied by a 135-key Hilton Garden Inn, while the upper floors accommodate a 215-key Canopy by Hilton.
- **Schedule:** 2021- 2023



** Mr. Lancaster's project with Reed Construction in lieu of Contour Development.*

McCormick Place*

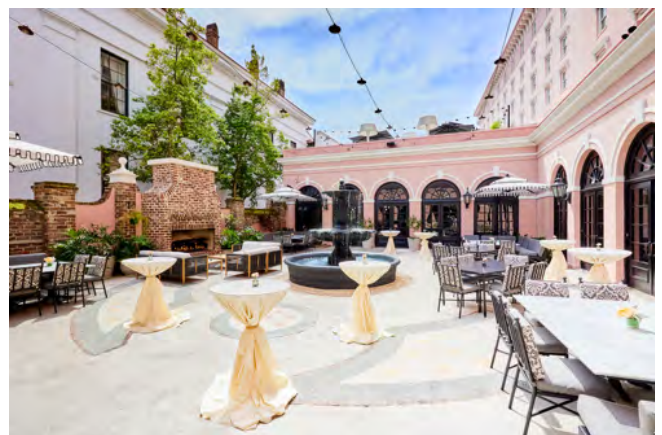
- **Located:** 2301 S Martin Luther King Dr, Chicago, IL 60616
- **Project Cost:** \$4,000,000
- **Description:** General trades and structural scope packages and assisting with coordinating a major mechanical overhaul for their central energy chiller plant.
- **Schedule:** Current/ongoing



** Mr. Lancaster's project with Reed Construction in lieu of Contour Development.*

Fountain in Mill

- **Location:** 721 Northwood Dr. fountain Inn, SC 29644
- **Project Cost:** \$131,000,000
- **Description:** 660 apartment homes and 50,000 SF retail mixed development.
- **Schedule:** Phase-I, March 2012 to December 2014. Phase-2, April 2019 to December 2020.



Springwater Condominium Homes

- **Location:** 39713 Springwater Dr., Northfield, MI 48168
- **Project Cost:** \$61,000,000.
- **Description:** Development of 306 condominiums and associated community in the Detroit suburb.
- **Schedule:** April 2019 to December 2020



Adona Apartment Townhomes

- **Location:** 700 Aspen Dr., Birmingham, AL 35209
- **Project Cost:** \$109,750,000
- **Description:** Development/redevelopment of 1230 apartment homes in historic Birmingham, Alabama.
- **Schedule:** October 2018 to June 2022

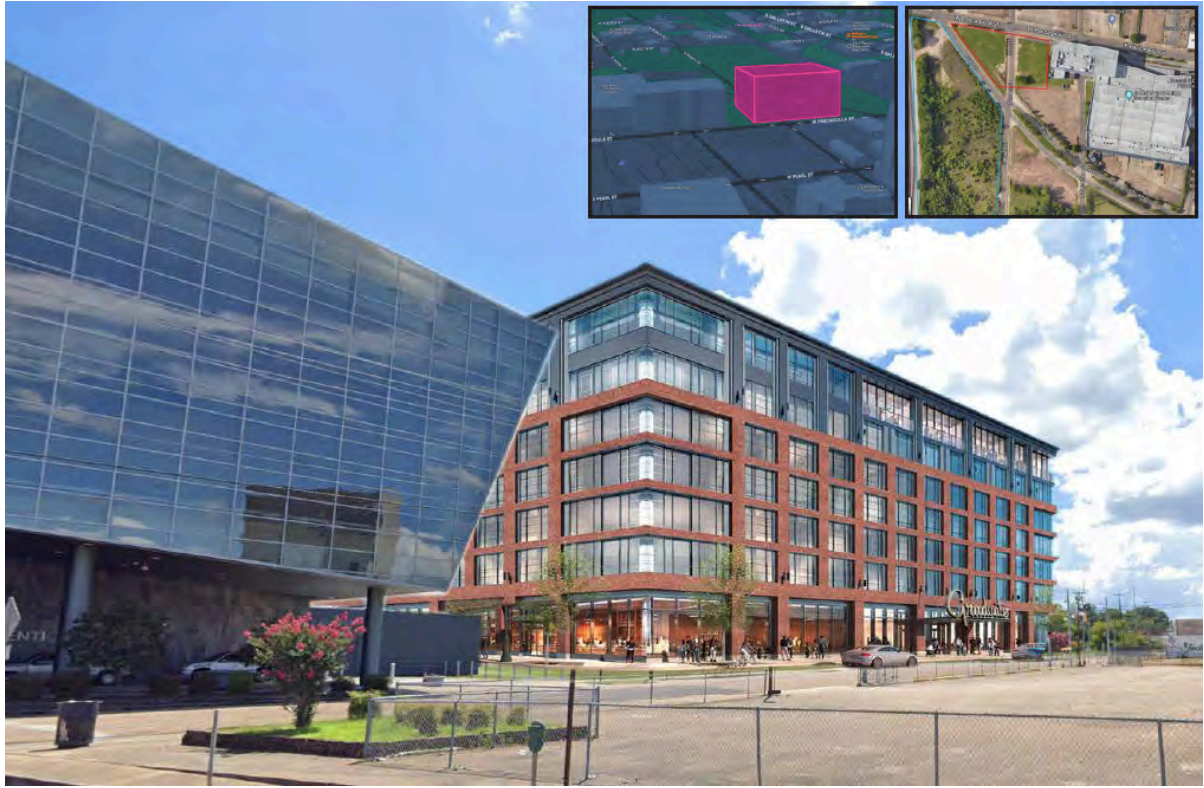


Central Industrial Park

- **Location:** 356 Maulden Rd., Central, SC 29630
- **Project Cost:** \$48,500,000
- **Description:** Development of 505,000 SF mixed-use industrial park.
- **Schedule:** January 2022 to August 2023



PLEASE CONTACT FST-CONTOUR FOR MORE DETAIL / REFERENCES ON PROJECTS



The Jackson Convention Center with a Rendering of “The Jackson” Hotel

Facility Solutions Team LLC
170 E. Main Street Suite D245 Hendersonville, TN 37075
fsteamllc.com
(615) 495-6807

Contour Development
40950 Woodward Ave #300 Bloomfield Hills, MI 48304
(248) 530-9600
contourcompanies.com

Addendums:

- ***A-1: About Chris Lancaster***
- ***A-2: About Pete Dedvukaj***
- ***A-3: Associated Local Businessmen***
- ***A-4: About Contour Development / Companies***
- ***A-5: FST-Contour Promotional Pamphlet***



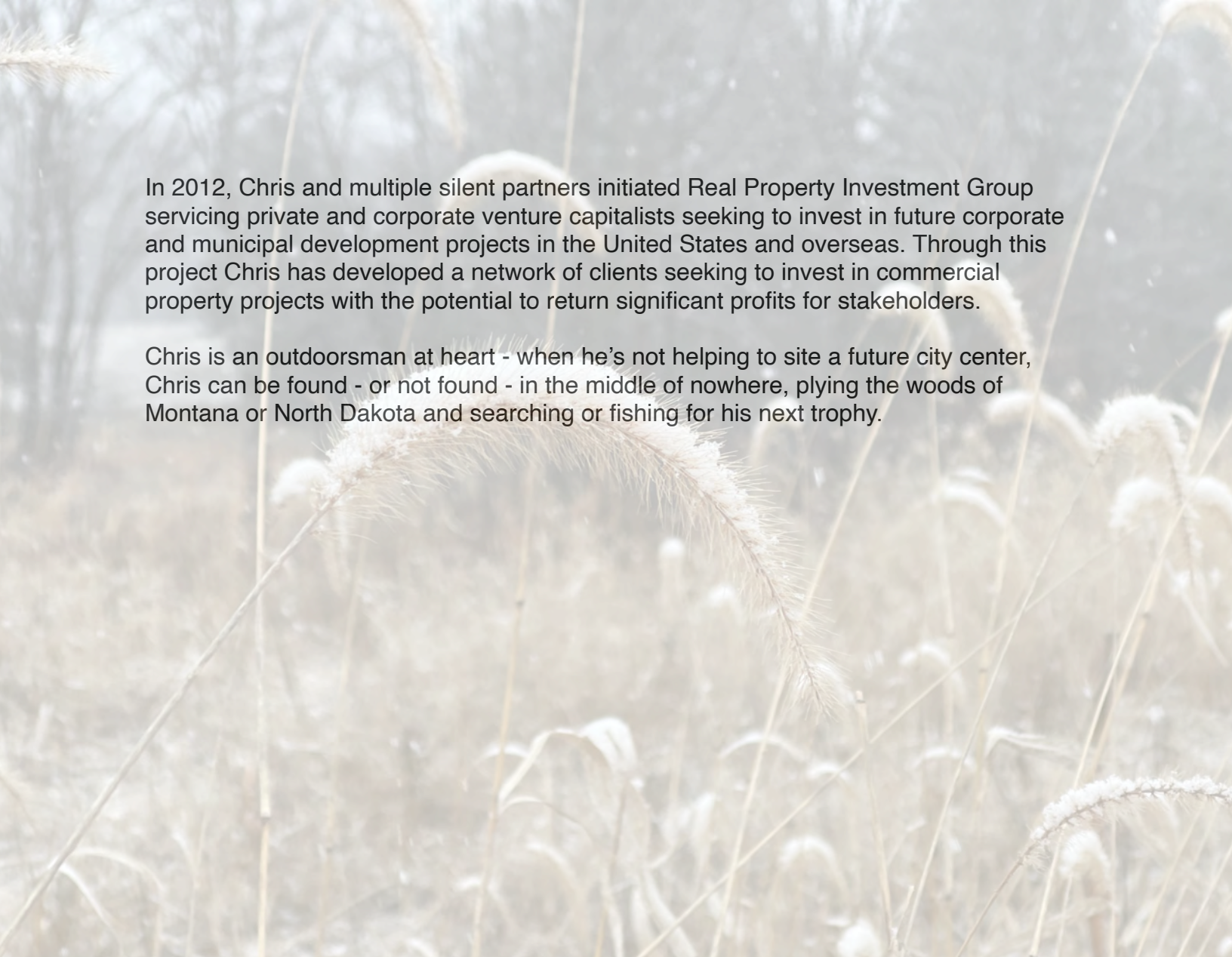
CHRIS LANCASTER - FST

Chris Lancaster of Facilities Services Team and Real Property Investment Group is a professional land broker, land developer, project manager, and green energy specialist hailing from the plains of Central Tennessee. Chris brings more than 30 years of diverse, practical experience in commercial space design, project siting and construction to his projects, Chris approaches every new project as if it is his own building, own community, and own idea. Chris is a “land man” by tradition and practice with extensive experience in purchasing and developing large property tracts for customers and developers often seeking large, rural, undeveloped tracts of property to situate major commercial or developments.

Chris has developed close working relationships and joint ventures with multiple nationwide construction firms - including Contour Construction - which he leverages to tackle some of the most challenging development and redevelopment projects from the Southeast United States to the islands of Hawaii.

Chris began his professional design and project management career in the 1990s as a manager for Interior Design Services Inc. For nearly 15 years, Chris planned, designed, and managed commercial interior design and architecture projects for IDSI and one of world’s largest, billion-dollar per year commercial casement manufacturers. Through this experience, Chris developed a niche expertise in outfitting old spaces for new purposes, helping large commercial clients acquire and repurpose “defunct” manufacturing facilities and properties, particularly in the former industrial zones in the Midwest.

Building on years of experience in commercial space design, in 2005 Chris began his own consulting and development business - what would become Facilities Services Team - helping large commercial clients and partners cite and develop mixed-use commercial and residential properties including condominiums and Grocery-Anchored Shopping Centers. Chris also served as a project manager for a major, nationwide land developer helping cite windmill and solar farm projects. Through this work, Chris developed expertise in green-energy credit re-capitalization initiatives and began consulting for municipalities and commercial clients on outfitting old heating, cooling, and lighting projects with energy-efficient alternatives and a net-zero cost. Chris is an expert in federal green-energy regulations and initiatives.



In 2012, Chris and multiple silent partners initiated Real Property Investment Group servicing private and corporate venture capitalists seeking to invest in future corporate and municipal development projects in the United States and overseas. Through this project Chris has developed a network of clients seeking to invest in commercial property projects with the potential to return significant profits for stakeholders.

Chris is an outdoorsman at heart - when he's not helping to site a future city center, Chris can be found - or not found - in the middle of nowhere, plying the woods of Montana or North Dakota and searching or fishing for his next trophy.



PETE DEDVUKAJ

Pete Dedvukaj is the Chief Executive Officer and “Head Cleaner” of Contour Development. Reflective of his working roots, Pete is the leader of what is now a billion dollar construction, development, manufacturing, real estate, and property management company - but can still be found at any one of his company’s many work sites sweeping the floor to ensure his customers get the absolute best product he can provide.

Pete’s life has been filled with hard work. Pete was born and raised in war-torn former Yugoslavia. His dreams of pursuing a career as a professional football (“soccer”) goalie and a promising career as a lawyer were destroyed by armed conflict in his homeland. Pete left Yugoslavia (now Montenegro) in March of 1985, as a young man seeking to find a better life and new opportunities in the United States. He has never looked back, but he also has never forgotten his roots of hard work and diligence.

New to the streets of the Bronx and Little Italy, Pete was soon working multiple jobs and within six months was operating his own company, doing construction, painting and conversions of apartments into condominiums coops in Manhattan.

By 1995 Pete was already a successful businessman and company owner and joined forces with Harvest Properties Group, a real property investment firm in Connecticut. For Harvest, Pete managed the acquisition, renovation and conversion of distressed properties in various locations throughout the Midwest and Southeast including Michigan, Alabama, Georgia, South Carolina, and North Carolina - locations in which he and Contour Development are still active to this day. Typical project’s sought out by Harvest under Pete’s management and direction included abandoned industrial structures such as mills, which were then converted into Class-A living space, commercial space, and restaurants.

In 2002, Pete went independent again growing his own business, doing a mixture of construction, real estate acquisition, property development, asset management, and build-and design services.

Contour Development is Born

By 2007, Pete was ready to launch a new venture and created Contour Development - capitalizing on his years of experience in distressed property acquisition, property re-

development and repurposing, and real estate asset management. What began as a \$100M company has since grown almost 30% per year to become a major player in construction and property management valued at more than \$1B. Contour Development is a collection of sub-groups that perform in four primary spaces: manufacturing of doors and windows, real estate acquisition, residential and commercial property management, and construction. These four groups work together to produce the best possible products, at the lowest price and most efficiency for customers.

Contour, today, under Pete's leadership, has grown to realize Pete's dream for reforming the way American's view housing for every class - especially the "workforce" that keep's America running. Pete has seen the pattern of America's hardest working people increasingly unable to afford good housing at affordable prices and is determined to change this trend.

Associated Local Businessmen

Attorney Jody E. Owens, II

The Proprietor of Downtown Pizza and Daiquiri and Downtown Cigar Lounge both located in the heart of downtown Jackson and successfully servicing thousands of Jacksonians, visitors, and Convention Center Patrons. Attorney Owens is also the co-founder and co-owner of Magnolia 360, LLC a real estate and property management firm that holds more than one hundred affordable homes and three apartment complexes throughout Jackson, MS. Jody is a graduate of Jackson State University and earned his law degree from Howard University School of Law. Mississippi Business Journal recognized Attorney Jody E. Owens as one of Mississippi's Leading Attorneys in 2016. Owens has spent the last decade recruiting business and developments in downtown Jackson. Attorney Owens also serves as the District Attorney for Hinds County (Jackson) MS where he is responsible for prosecuting the largest criminal docket in the State of Mississippi.

Sherik Marve' Smith

Sherik is a graduate of Jackson Public Schools and earned a Bachelor of Arts in Marketing and Management with a concentration in finance from Jackson State University. Over the last fifteen years, he has been an owner and managing partner for Penn Global Marketing where he manages a Division of the Midsouth Region LLC, which includes managing organizations in multiple states including Georgia, Tennessee, Alabama, Arkansas, Mississippi, Louisiana, and Texas. He is and has been named top producer and top manager for the Midsouth Region and PGM countywide, including taking home Top Manager in the country His group is responsible for touching over 30,000 lives across the region while producing millions of dollars of premiums a year. In most recent years, his responsibilities have included opening and developing new offices across the Midsouth Region.



Our Vision: We Build Communities

We are Contour Development. We are a full service, multi-disciplinary, multi-generational nationwide developer that specializes in building - and rebuilding communities. While we are based on the northern shore of Lake Erie in Bloomfield Heights, Michigan, the heart of our work and our reputation is based in new and revitalized neighborhoods throughout Midwest and Southeast from Greenville and Spartanburg, South Carolina; to Birmingham and Montgomery, Alabama; to Dayton, Ohio - and to many other locations.

Our company is built on a foundation of a family with immigrant roots that came to America in search of a new life and new opportunities. Our story reflects in everything we do. We take a different approach to what it means to be a developer, seeing opportunity in communities and their projects from which other developers would turn away.

We have come to believe that everything old can look new and that new structures can tell the story of a community's past. Where other companies would demolish and start new, we've taken on decades and century-old structures to create new spaces that still reflect the history and meaning of the area. Why? Because we serve the communities in which we build and we understand that an essential part of the every community is it's history.

Contour does not shy away from challenges. Rebuilding and revitalization work is by its very nature complicated, difficult and surprising, however through decades of experience we have developed the necessary skills and foresight to conduct this work seamlessly. Need to know how brickwork was done in the early 1900s? Need to integrate that brickwork into a modern mixed used commercial-residential project that meets modern fire and building codes and draws new business and new life to an old community? We know how and do this well.

Our Mission: Build Cities within Cities

Our portfolio contains dozens of projects in which we have integrated affordable housing, retail, office space, and municipal operations into an attractive city-center type space. Unlike many companies that serve as a figurehead for work by others, we control the projects we work from start to finish, cutting out middlemen and brokers and instead relying on our own deep bench of trusted professionals. We specialize in working with local municipalities of all sizes to design and construct projects that meet and exceed the expectations of city councils and development boards.

We have extensive experience working with city planners and municipal leaders to plan large scale, multi-year, multiphase development projects - we will work with local leaders to determine what can be achieved with their vision - we help their vision to reality with a full suite of planning, estimating, and design service and professionals. We will work with a municipality to plan funding and phasing, community messaging, and project timing.

We aim to work with and within the communities we develop, making use whenever possible of local resources and professionals to create our projects. Whenever possible we seek to return the dollars invested into large municipal developments into local professionals and specialists, particularly to meet and locally-sourced development quotas and preferences.

Our Business Model: Social Responsibility

The lifecycle of many once-thriving communities often ends when a major employer leaves town, setting off a vicious cycle of dwindling tax base, departing business and decay of infrastructure. Behind our successful business model is the idea that we can help reverse this process by injecting new life and new opportunity into a community by creating the right balance of revitalized "old" structures integrated with new design and new structures. We believe that improving the tangible assets and appearance of an economically repressed area will spark growth, improve the overall appearance of communities, attract new business, and draw new residents who want to establish homes and families.

Our designs and projects reflect the communities we serve at the place they are economically and socially. When given the opportunity, we focus on building affordable housing for people and families that are often left behind in large revitalization projects - the people who serve American communities every day - the firefighters, nurses, teachers, workers, and servers that form the backbone of everyday communities in everyday life. We believe these people deserve to have an opportunity to live an American dream in a home that is clean and safe, with modern safety and building standards.



Built Once
Built Right
Built Strong

Build with FST-Contour™



fsteamllc.com



contourcompanies.com

Who We Are:

We are industry leading real estate acquisition, project planning, development, and construction experts with more than 30 years of start-to-finish project experience. FST-Contour is a joint venture comprised of FST Solutions of Tennessee and Contour Companies of Michigan bringing the best of both companies to tackle unique, complex, and transformative commercial and residential projects

Our companies are family-owned and personally driven to create high-quality spaces for residential and commercial use. Every property we're involved in must meet strict standards in terms of building community and having a lasting impact in the neighborhoods we fix or create. We transform neglected properties into lively and new mixed-use residential-commercial spaces. We specialize in forgotten, historic buildings and strive to breathe new life into communities.

Whether you are a business owner, land owner or city counsel, we understand and have experienced that each project is unique, each customer is unique, and that success is measured not only by the finished product, but by the experience getting to completion.

We build it right.

What can FST-Contour do for you?

Beginning:

- Site search, location, and acquisition specific to customer project needs.
- Surveys and exploration of existing sites being considered for potential major redevelopment - particularly distressed or dilapidated historical properties.
- Project cost estimating, phasing, and critical path development / management.
- Architectural modeling and rendering for use in presentations to planning, zoning, and redevelopment authorities in order to help visualize projects. Let us help you sell the project to the community and community leaders!
- Green energy surveys and upgrade estimates for existing properties.

Middle:

- Planning and design - we partner with full-service architectural and engineering firms and utilize in-house specialists to provide our customers with early, mid, and final stage plans, drawings, renderings, specifications and models in order to fully meet our customers' expectations for understanding their projects from start to finish.
- Start-to-finish overall project management representing the customer's needs and interests in complex redevelopment projects that may require dozens if not hundreds of contractors and subcontracts over an extended period of time.
- Construction site preparation and existing property demolition or preservation as needed.

Completion:

- Start-to-finish construction, renovation, and reconstruction of residential, commercial, retail, restaurant, industrial, and other specialty construction from \$10M - \$1B or more.
- Particular expertise is historical property conversions and transformations to include hazardous material identification and mitigations.
- Life cycle facilities management of large commercial and residential properties.

American Spinning Mill
South Carolina

Located: 300 Hammett Street
 Greenville, SC 29609

Project Cost: \$54,000,000

Description: Redevelopment of dilapidated historic mill to 254 apartment homes and 18,000 SF of mixed retail. July 2021 to November 2023.



Northland City Center - Michigan

Located: 21500 Northwestern Highway, Southfield, MI 48075

Project Cost: \$505,000,000

Description: Conversion of historic department store into 1430 apartment homes and 750,000 SF of mixed retail, entertainment, and restaurant space. Phase 1 October 2022, estimated completion October 2024. Phase 2 November 2024, with completion December 2026.

Lorna Townhomes - Alabama

Located: 1 Hampton Pl, Vestavia Hills, AL 35216

Project Cost: \$26,000,000

Description: 300 townhome development between September 2020 and June 2022



Larchmont Estates - Ohio

Located: 1270 Slater St., Toledo, OH 43612

Project Cost: \$52,000,000

Description: Development / renovation of 500 dilapidated apartments and associated community completed in March 2020.



The Village at Poe Mill

Located: 450 A street , Greenville, SC

Project Cost: \$105,000,000

Description: Development / re-development of historic cotton mill 11-acre site to 40,000 SF retail space and 480 apartments including 6 new buildings. June 2020 - December 2024.



Let us show you more of our ongoing, recent or past work! Ask us - we have many other project examples that may match your vision and needs.

Fountain in Mill - South Carolina

Location: 721 Northwood Dr. fountain Inn, SC 29644

Project Cost: \$131,000,000

Description: 660 apartment homes and 50,000 SF retail mixed development.

Time Frame: Phase-I, March 2012 to December 2014. Phase-2, April 2019 to December 2020.

Springwater Condominium Homes - Michigan

Location: 39713 Springwater Dr., Northfield, MI 48168

Project Cost: \$61,000,000.

Description: Development of 306 condominiums and associated community in Detroit suburb.

Time Frame: April 2019 to December 2020

Adona Apartment townhomes - Alabama

Location: 700 Aspen Dr., Birmingham AL, AL 35209

Project Cost: \$109,750,000

Description: Development / Redevelopment of 1230 apartment homes in historic Birmingham, Alabama.

Time Frame: October 2018 to June 2022

Central Industrial Park - South Carolina

Location: 356 Maulden Rd., Central, SC 29630

Project Cost: \$48,500,000

Description: Development of 505,000 SF mixed-use industrial park.

Time Frame: January 2022 to August 2023

Washington Creek Condominium Homes - Michigan

Location: 976 31 mile Road Washington Township, MI 48094

Project Cost: \$41,000,000

Description: 200 condominium homes

Time Frame: September 2023 - Ongoing, estimated completion October 2024

And Much More!



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