



## FIRM PROFILE

Advisory Services



mosaic urban partners

*Public-Private Passion*

## Firm Profile

### Introduction

Mosaic Urban Partners is a real estate development and advisory services firm headquartered in Washington, DC. Our core purpose is to transform urban communities. We leverage our passion for public private partnerships to solve complex urban redevelopment problems. Our commitment to transforming urban communities is more than just a focus on the revitalization of a community's physical environment. Our approach also seeks to create beneficial economic development and social outcomes in urban areas. Mosaic's efforts will positively impact the people who live, work & play in the communities we transform.

### Real Estate & Economic Development Advisory Services

When it comes to urban redevelopment and public private partnerships, we all wish the problems came in neat little baskets: You'd love to simply have a "real estate" problem. Or only have to deal with just a "community" issue." A pure "economic development" challenge? Piece of cake. Unfortunately, the challenges and opportunities of urban redevelopment tend to present themselves as an interconnected *mosaic* that requires solutions that reflect, *and respect*, their complexity.

Mosaic has a special understanding of the complexity and nuances of urban redevelopment challenges. We are uniquely qualified to advise cities, counties, states and governmental entities in their analysis and implementation of urban redevelopments, neighborhood revitalizations and public/private transactions.

Our specialty is public/private redevelopment projects. We have been leaders at economic development agencies but have also worked for private developers. We've been the governmental steward of master plans as well as the private developer attempting to implement them. We have drafted RFPs and responded to RFPs. We've run government solicitations as well as responded to them as part of private firms. This combination of private sector and public sector experience allows us to bring private sector expertise to bear on the special challenges faced by public sector clients.

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Our unique combination of private sector and public sector redevelopment experience makes Mosaic uniquely qualified to support your project from initial market analysis to final implementation.

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### Mosaic provides the following advisory services:

- Project Feasibility & Market Analysis
- Economic Development Strategies
- Public/Private Partnerships
- Solicitation and Procurement Services
- Stakeholder Engagement
- Project/Program Implementation

## Project Feasibility and Market Analysis

Mosaic can provide clients with a comprehensive assessment of the viability of an existing real estate project, the development potential of a site, or the redevelopment capacity of a broader geographic corridor or market area. Our team can also perform an analysis of the fiscal or economic impact of a proposed program. We can also recommend municipal & market-based project financing strategies.

### Project Example: Walter Reed Army Medical Center Base Re-Use Plan

Mosaic is a critical member of the planning and re-use advisory team advising the District of Columbia government’s Walter Reed Local Redevelopment Authority (LRA) in the creation of a Re-Use Plan for the Walter Reed Army Medical Center (WRAMC). The WRAMC campus covers 113 acres of land in Washington, D.C. A 62.5 acre portion of the site, along with 29 mostly historic buildings, is being vacated as part of the Defense Base Closure and Realignment Commission (BRAC) process. The Walter Reed redevelopment may create more than 2 million new sq. ft of new office, residential, retail, hotel and commercial uses on the site.

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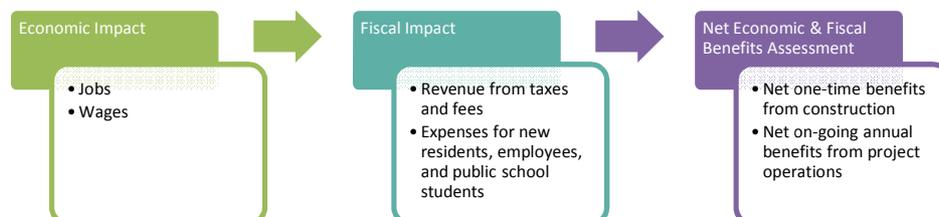
Mosaic draws on its current work as real estate developers to provide its clients with comprehensive feasibility assessments that reflect current market realities and opportunities.

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#### Market Study & Fiscal and Economic Impact Analysis:

As part of a planning team led by Perkins + Will and HR&A Advisors, Mosaic completed a comprehensive 80-page market study and a separate economic and fiscal impact analysis for the Walter Reed redevelopment. Mosaic’s market study compiled and analyzed significant market data, and leveraged qualitative industry reports to assess the potential for new institutional, commercial, residential, retail and hospitality uses on the site. Mosaic’s economic and fiscal impact analysis calculated the additional tax revenues that would be collected by virtue of the redevelopment of the Army base, as well as the new operating costs to the District of Columbia government. In addition, the impact analysis calculated the number of new construction and permanent private sector jobs that would be created based on the new development. Finally, we calculated the number of net new residents that would move to the District as a result of the new development.

### Summary Flow Chart of Fiscal and Economic Impact Analysis



## Economic Development Strategies

### Project Example: Naylor Road Station Area Revitalization Action Plan

Partnered with consultants at HR&A, Mosaic worked for the Maryland National Capital Park and Planning Commission (MNCPPC) to create an Action Plan designed to spur economic development adjacent to the Washington Metropolitan Area Transit Authority (WMATA) land parcels at the Naylor Road Metro Station in Prince George's County, MD. The study area included over 20 acres of developable land along a major transit corridor. This urban corridor has long suffered from a lack of uses that would measurably contribute to the County's tax base, such as high-quality office buildings, retail and upscale housing. The approximate median income in the study area was \$25,000. Mosaic, through its market study, identified over 1.5 M square feet of mixed-use development potential.

Our team first established economic development goals for redeveloping the targeted and adjacent parcels with MNCPPC and the local Councilmember. The team then conducted interviews with stakeholders ranging from local neighborhood associations to the US General Services Administration to inform a development strategy for the parcels. Mosaic also provided a comprehensive market study of the area including assessment of the housing, office and retail sub-markets. The team delivered to MNCPPC an assessment of a feasible development program designed to meet the goals of the project's stakeholders.

The Mosaic team also helped develop a "step-by-step" Action Plan for the redevelopment of the Naylor Road/Branch Avenue core area. The Action Plan was the final step after Mosaic performed its market study of the area and the team performed a "SWOT" analysis on the team's proposed redevelopment alternatives. Mosaic leveraged its extensive knowledge of public-sector redevelopment efforts to inform the approach and content of the Action Plan. In addition, Mosaic drafted the catalytic first steps of the Plan which included recommended initial public realm improvements, interim programming, and marketing strategies to jump-start the rebranding of the studied development area. Mosaic's deep understanding of the "on-the-ground" efforts needed to work with existing businesses and communities during the beginning stages of a large-scale redevelopment was critical to creating the recommended initial day-to-day efforts of the public sector under the Action Plan.



## Public/Private Partnership Structuring & Negotiation

Oftentimes, a public sector or non-profit client has already selected a partner for its development activities, but needs assistance with finalizing appropriate deal terms. Mosaic can assist in the structuring of the deal and the negotiation of the applicable documents – in a way that starts off the business relationship in an amicable and efficient manner. We have particular expertise in structuring public/private transactions where publicly-owned land, government financing or affordable housing are components of the project.

### Project Example: Skyland Shopping Center Redevelopment

Prior to engaging Mosaic, the Washington, DC Deputy Mayor for Planning and Economic Development selected two development companies to act as a private sector team to build a new town center development on land seized by the District by eminent domain. The proposed project is a \$285M mixed-use, mixed-income redevelopment project that will result in 460 new residential units and 320,000 square feet of new retail in Southeast Washington, DC. The site included almost 30 land owners, many of which were still operating businesses on the site.



Mosaic's challenge was structuring and assessing the deal in the context of the existing development partners and the ongoing eminent domain litigation. Additionally, the deal structure needed to account for the impact of the existing businesses on the project's timeline. Mosaic assessed the proposed development program, deal terms and financing structure for the project. The proposed development will use Tax Increment Financing, New Market Tax Credits, and local affordable housing financing to fund some of the improvements.

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Mosaic can help foster positive relationships between private sector development partners and the public sector by assisting in deal structuring and negotiations.

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Mosaic led all negotiations with the private development team on the key business terms and all transaction documents, including the deal term sheet, Exclusive Rights Agreement and a Land Disposition Agreement. This redevelopment effort will transform an 18-acre blighted site with undesirable and insufficient retail into a pedestrian-oriented town center with neighborhood-serving retail and new housing.

## Solicitation and Procurement Services

We have a particular expertise in the management of complex solicitations and procurements on behalf of governmental entities. We provide soup-to-nuts support spanning the entire selection process, including: (1) Procurement Strategy; (2) Solicitation Preparation; (3) Procurement Management; (4) Proposal Analysis and (5) Negotiation Assistance.

### Project Example: DRES Procurement Template and Tenant Solicitation

The District of Columbia Department of Real Estate Services (DRES) engaged Mosaic to provide solicitation and procurement support to the City's leasing team. Mosaic completed three distinct procurement support activities for DRES: (i) Recommending a leasing-solicitation strategy and evaluation process for underutilized District real estate assets; (ii) Creating the document templates for the leasing strategy; and (iii) Drafting a unique Request for Offers for a data center tenant at a 350,000 sq. foot District office building. Mosaic's procurement work with DRES impacts D.C.'s entire portfolio of expiring leases and vacant assets. DRES manages over 3 million square feet of leased space.



*Procurement Strategy, Solicitation Template and New Evaluation Process:* Mosaic was engaged by DRES to create a procurement process including recommended steps for solicitation, evaluation, and selection of tenants for District of Columbia-controlled space. Mosaic also drafted a user-friendly solicitation template for DRES where 90% of the required solicitation content has been standardized in a simple format. This approach allows the client to efficiently create new solicitations. Finally, Mosaic also created the client's evaluation criteria and ratings process for all future solicitations.

*Specialized Solicitation Development:* Mosaic drafted a unique solicitation on behalf of DRES for the selection of a data center tenant in a 350,000 sq. foot District-owned property. Due to the highly technical requirements for the usage of the property, Mosaic recommended DRES pursue a two phase response process. The Request for Offers first requires responses that discuss the capacity of the bidders. Successful phase one bidders are then eligible to respond to the second phase requests for a leasing proposal. This structure made DRES' review and evaluation process more efficient.

## Stakeholder Engagement Services

Mosaic collaborates with public sector clients to ensure that their stakeholders are engaged during the creation and implementation of redevelopment plans, economic development strategies and public/private partnerships. We realized long ago that our clients don't have pure "real estate" problems or "economic development" problems. They have real estate, economic development, political, bureaucratic, procurement and financial problems. These challenges create a diverse set of stakeholders. It would be easier if our clients worked on "greenfield" sites with no stakeholders, no local communities and no conflicting viewpoints - but they don't. Accordingly, we provide our clients with a full suite of options in order to assist in the stakeholder engagement process. Mosaic can help create and implement your outreach strategy and prepare and lead presentations for your stakeholder engagement meetings. Finally, we can assist you with negotiations with key stakeholders at any point in the process.

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### Project Example: Walter E. Washington Convention Center Retail Strategy and Implementation

The Washington Convention and Sports Authority engaged Mosaic as a retail advisor to increase the viability and economic development impact of the 2.3M square foot Convention Center's 13 retail spaces. Mosaic, acting as the prime contractor and project manager, assembled a team of retail sub-contractors including H. Blount Hunter Retail and Real Estate Research and Madison Retail. Overall, the Mosaic team performed a retail market study and created a retail revitalization strategy.



Mosaic also played a significant role in the stakeholder engagement efforts of the client. Mosaic created and led a presentation to the Convention Center's Community Advisory Committee (made up of City Councilmember staff, local businesspeople and community members). The presentation was designed to update the stakeholders and obtain

project feedback. Mosaic also separately created and led a presentation at an open public meeting to discuss the final findings of the market study and to discuss the planned implementation strategy. In each case Mosaic was able to effectively engage key stakeholders to obtain for our client valuable project feedback and buy-in.

## Project/Program Implementation

We think of ourselves as the implementation partner of public sector planning, real estate and economic development departments. We're really not consultants at all – we're “doers” masquerading as consultants. Accordingly, we pride ourselves in taking our public sector clients from planning into implementation. Let the planners plan. Let the consultants consult. We'll help you “do.” Effective implementation of urban redevelopment plans requires a real world and real-time understanding of the political, market and bureaucratic forces that can derail a well-designed plan. Mosaic can help you manage public sector pre-development activities, vet municipal financing strategies and properly create the operating structures necessary to move forward large-scale redevelopments.

### Project Example: Walter Reed Army Medical Center Re-Use Plan Implementation

In addition to Mosaic's market study and fiscal impact analysis work, Mosaic, as part of a planning team led by Perkins + Will and HR&A Advisors, created a number of strategic recommendations for the management of interim uses on the site and possible management structures for the local governmental agency that will manage the 20-year redevelopment. Mosaic also offered substantial support with recommendations for the Re-Use Plan for the site, analysis of development program options, and possible project phasing.

A number of results have been achieved:

- *Local Government Approval of the Re-Use Plan*- Mosaic's market study and fiscal impact studies helped the LRA obtain official approval of the proposed Re-Use Plan that will be submitted to the Army and to HUD. These voting approvals were obtained from various District government officials, including the Deputy Mayor, City Administrator, and the Director of Planning.
- *Initial Municipal and Private Sector Financing Strategy for the Site* - In addition to suggesting feasible development options, the Re-use Plan also addresses the financial costs of the WRAMC site's significant historic preservation requirements, inadequate infrastructure, and open space. Mosaic identified public and private financing strategies to overcome a significant funding gap caused by required infrastructure improvements. Specifically, Mosaic provided analysis and recommendations for the public and private financing of the project, including infrastructure, historic preservation and other costs.
- *Management Strategy and Program Planning for Agency Implementation of Re-Use Plan*- The local agency will be responsible for the interim and long-term redevelopment of the 62.5-acre site. Mosaic leveraged its extensive knowledge of large scale public sector redevelopment efforts to assist in the creation of the initial agency-level management strategy for redevelopment of the site.

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## Mosaic Urban Partners Team Biographies

- [Calvin Gladney](#)
- [Mariela Alfonzo](#)
- [Wayne Curtis](#)
- [Peter Garver](#)
- [Lisa Hodges](#)
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### Calvin Gladney Biography

Calvin Gladney, LEED® AP, Managing Partner of Mosaic, is a public-private partnership strategist, real estate developer, and trusted advisor to organizations seeking to sustainably transform urban communities.

Prior to founding Mosaic, Mr. Gladney served as Vice President of the Anacostia Waterfront Corporation (AWC), a District of Columbia quasi-public real estate corporation where he assisted the CEO with the management of the Corporation and was the project manager for a \$1B mixed-use redevelopment of 67 acres of District-controlled land.

Prior to his tenure at AWC, Mr. Gladney was General Counsel and Transactions Manager at BRIDGE Housing Corporation, a private developer in San Francisco, CA. At BRIDGE Mr. Gladney was the lead business person in the investment of \$60M of CalPERS equity in multiple real estate development deals. He also provided strategic advice on the development or management of more than 2700 apartment units throughout California.

Prior to his tenure at BRIDGE, Mr. Gladney was the first Senior Development Director and Counsel at the National Capital Revitalization Corporation (NCRC), a quasi-public District of Columbia real estate corporation. At NCRC Mr. Gladney managed the acquisition of NCRC's \$1B government real estate portfolio and helped select private developers for over \$250M of residential and retail development projects. Prior to his tenure at NCRC, Mr. Gladney was a transactional real estate attorney at Latham & Watkins in Washington, D.C.

Mr. Gladney graduated cum laude from Harvard Law School, received his B.S. from Cornell University and is a LEED Accredited Professional. He is a member of Urban Land Institute's national Public/Private Partnership Council (Blue Flight) and a member of the Executive Committee of ULI's Washington, D.C. District Council. He is also a member of the Sustainable Business Network of Washington, D.C. and the D.C. Building Industry Association. Mr. Gladney is also an adjunct professor at Georgetown University's Masters in Real Estate Program where he co-teaches a class on real estate entrepreneurship.



## Mariela Alfonzo Biography

Mariela Alfonzo, Ph.D., Senior Consultant to Mosaic, is a dynamic urban design researcher, consultant, writer and professor who is an expert on the triple bottom line of urban design. Aiming to reinvigorate urban and urbanizing communities, Dr. Alfonzo works with planning and real estate industry professionals to enhance the social and economic value of development. Bridging the worlds of academia and practice, she translates research findings regarding the built environment's impact on behavior into sustainable planning, design, and development solutions. She focuses on issues related to walkability, social interaction, sense of community, and consumption behavior within the context of retail, mixed-use, and neighborhood revitalization.

Dr. Alfonzo has worked with a variety of public and private sector clients at the local, regional, and national level, including the Southern California Association of Governments (SCAG), the Office of Housing and Urban Development (HUD), Cole Capital (a Phoenix-based retail real estate investment trust), and Regnum Properties (a local Houston developer). Her consulting services include developing retail and economic redevelopment strategies; conducting site plan analysis, SWOT analysis and community visioning; and creating design programs and guidelines, conceptual site plans, and place-making frameworks. Further, she conducts demographic, historical, spatial, and market analysis for economic development agencies, developers, and retail REITs, with the goal of producing empirically-based planning, development and investment guidance.

Dr. Alfonzo holds a Ph.D. and a Masters in Urban Regional Planning from the University of California-Irvine, and a Bachelor of Arts from the University of Miami, where she minored in Architecture.

## Wayne Curtis Biography

Wayne Curtis, Senior Consultant to Mosaic, is founder and managing partner of Curtis Concepts, an advisory services firm providing executive-level expertise in economic development, strategy and policy, and government relations. Mr. Curtis has extensive experience structuring complex debt and equity financing structures, particularly on behalf of governmental agencies and banking institutions. Mr. Curtis has over 25 years of experience in the financial services and real estate industries

Before founding Curtis Concepts, Mr. Curtis was with Fannie Mae, where he managed the relationship-banking team, ensuring production of revenue levels and profitability. He led the team in investment product sales and delivery of customer relationship management techniques and collaborated with clients to assess individual financial situations and develop strategic financial planning solutions. He also oversaw securities transactions, negotiations for transactions and funds transfers. Mr. Curtis created and structured Fannie Mae's Public Housing "Community Express" Product which resulted in their obtaining a 90% market share of capital grant securitizations for this client base. He created with the City of Chicago a unique Tax Increment Financing transaction that engaged the MacArthur Foundation as part of the credit structure, resulting in lower construction financing costs



for the borrower and credit support to sell the bonds in the market place at competitive rates. In 2000, Mr. Curtis created the acquisition, development and construction group to participate on loans with developers, for profit and nonprofit, and lenders to spread the risk and generate more housing product in the market. The first year generated over \$150 million in transactions.

Prior to his work with Fannie Mae, Mr. Curtis worked with the Chemical Bank/Manufacturers Hanover where he served as key team member in the brokerage services of fiduciary, investment management, and provided investment banking services to new and existing city and state clientele. He established and maintained strong relationships with fixed income investment clients to continually drive revenue growth, and successfully created a short term borrowing program for Allegheny County, PA, which resulted in less than 1% financing for an over \$30 million transaction, which was the first of its kind at the time.

Mr. Curtis earned a Master of Science in Economic Development from Columbia University Graduate School of Architecture and Planning and a Bachelor of Administration, with honors, from Harvard University. He is currently pursuing his PhD in Leadership and Change at Antioch University.

## Peter Garver Biography

Peter Garver, LEED® AP, Senior Consultant to Mosaic, is the founder and president of Garver Development Group (formerly Sustainable Development Partnerships) and is involved with all phases in the planning and development of sustainable real estate projects. This includes both development for GDG's account and consulting services with other developers and owners to *strategically* position their product or companies to be green.

As Vice President of Development for Corporate Office Properties Trust (COPT), a New York Stock Exchange company that had little awareness of sustainability, Peter oversaw the development group and led the effort to position COPT as a green developer of national prominence. In his five years at the real estate investment trust, Peter transformed COPT into a company that counts green development as fundamental to its culture and core business model. Under Peter's leadership COPT achieved:

- Three LEED Gold Buildings
- Three LEED Silver Buildings
- 24 additional LEED Registered buildings
- Winner of the NAIOP 2005 National Green Development Award
- Winner of the USGBC- Baltimore 2005, 2006 & 2007 Green Leadership Awards
- Nine LEED Accredited Professionals on staff

Peter has broad experience in development management. His products have included mixed use, Class "A" office, adaptive re-use, multi- family and senior housing. Peter is a licensed architect, and



spent twelve years practicing architecture prior to his work as a developer. Peter earned a Masters of Architecture degree from the University of Virginia, a Bachelor of Science from the University of Wisconsin and is a LEED Accredited Professional.

Peter is active in the following organizations:

- NAIOP: national Green Task Force, Private Development Forum
- ULI: national Small Scale Development Council ; ULI Baltimore District Council Executive Committee and co-chair of Regionalism Committee
- Mt. Washington Improvement Association, chair of Land Use & Zoning Committee; former President

## Christopher M. Gross Biography

Christopher M. Gross, Consultant to Mosaic, leverages his background in development feasibility analysis, urban planning and market analysis to bring a common sense approach to projects nationwide. Mr. Gross also has significant experience in economic development, historic preservation issues, and spatial analysis and data management using geographic information system software. Mr. Gross has produced market studies, redevelopment plans and economic development plans for a variety of public sector clients. He has also led a number of development feasibility studies for private developers in different cities. Mr. Gross approaches every consulting project with a fresh set of methodologies specifically tailored to the particulars of the development project and the unique needs of the client. Prior to working with Mosaic, Mr. Gross worked as an independent consultant and as a Senior Associate with Basile Baumann Prost Cole and Associates, Inc.

Mr. Gross has a Master of Regional Planning degree (with a specialization in real estate development) from the University of North Carolina at Chapel Hill. He graduated summa cum laude with a Bachelor of Arts in Geography and Planning from West Chester University of Pennsylvania.

## Lisa R. Hodges Biography

Lisa Hodges, Senior Consultant to Mosaic, has over fourteen years of diverse experience in affordable and public housing, large scale urban redevelopment and neighborhood revitalization. Ms. Hodges currently serves as an external Real Estate Advisor to the DC Housing Enterprises, a wholly owned subsidiary of the District of Columbia Housing Authority (DCHA). In this capacity, she manages large scale redevelopment projects including New Communities Initiative properties, where local funds are used in place of HOPE VI subsidy to redevelop economically challenged areas and improve both the physical assets and human capital of those communities.

Prior to working with DCHA, Ms. Hodges was Special Assistant for Housing Policy to the Deputy Mayor for Planning and Economic Development for the District of Columbia (ODMPED). As Special



Assistant Ms. Hodges managed the Comprehensive Housing Strategy Task Force, a 28 member body charged with developing a 10 year District of Columbia-wide strategy to increase the amount of mixed-income, culturally diverse neighborhoods, the amount of affordable housing, the production of housing overall and minimize displacement of current residents. She also produced the Housing Pipeline Report which outlines District investment in affordable housing on a per project basis, including depth of affordability, source of funds, and number of units produced. Her responsibilities also included disposition of property, coordination of interagency housing policy initiatives, and development of new housing policy.

In addition to her work at DCHA and the District's office of the Deputy Mayor, Ms. Hodges was a Development Officer for the Baltimore Development Corporation, a quasi-public agency charged with municipal economic development matters. While at BDC, Ms. Hodges authored urban renewal plans, disposed of public property, created tax increment finance districts and funding for redevelopment projects.

Ms. Hodges now serves as Adjunct Assistant Professor at the Howard University School of Architecture, teaching an Urban Housing Seminar focused on affordable housing development. She has previously served as Adjunct Faculty and Staff Attorney at the Georgetown Law Center's Harrison Institute representing tenant groups in acquisition and development matters and studying the tenant purchase process. Ms. Hodges has also managed her own law practice in real estate, business and non-profit redevelopment, and continues to be a member of the Maryland State Bar.

Ms. Hodges holds a Juris Doctorate from Harvard Law School and a Bachelors of Arts in Philosophy from Haverford College.

## Rachael Preston Biography

Rachael Preston, Consultant to Mosaic, has over five years of project management experience, including significant mixed-use and redevelopment projects in Washington, DC and engineering projects for the Federal Aviation Administration. Most recently, Ms. Preston has assisted in managing Mosaic's efforts on behalf of the Washington Convention and Sports Authority, DC's Department of Real Estate Services, and DC's Office of the Deputy Mayor for Planning and Economic Development. She also oversaw the market and development feasibility efforts of Mosaic in the firm's role on the Walter Reed Army Medical Center Re-use Planning Team.

Prior to her work at Mosaic, Ms. Preston served as a Development Manager for Metropolitan Development, an apartment developer and owner in the Washington, DC metropolitan area. At Metropolitan, Ms. Preston was the lead for the redevelopment of Kelsey Gardens, an \$85M redevelopment of a blighted apartment complex in the Shaw neighborhood of Washington, DC. Ms. Preston oversaw the entitlement process and successfully re-zoned the site with the support of diverse community representatives and stakeholders. In addition to leading the re-zoning efforts on Kelsey Gardens,



Ms. Preston performed all financial projections and modeling for the \$85M redevelopment project. She identified a financing strategy utilizing public and private sources to allow the project to move forward, even during a national liquidity crisis.

As a Summer Development Associate at the Anacostia Waterfront Corporation (AWC), Ms. Preston worked on pro-forma financial analyses of development projects in a multi-block area surrounding the Washington Nationals new baseball stadium, known as the Ball Park District. She also provided a cost analysis for each of the AWC public benefit requirements including affordable housing, workforce development, and green building for application to the underwriting of all projects in the AWC pipeline.

Prior to her work at AWC and attending business school, Ms. Preston held the position of a Program Analyst at Blackhawk Management Corporation, working as a consultant for the Federal Aviation Administration. Her role at Blackhawk included project planning for airfield engineering projects, contract negotiation with national engineering and construction firms, and detailed monitoring of project milestones and budgets. She also had the opportunity to create and administer a grant program that funded research to study new materials for use in airfields.

Ms. Preston holds a Masters of Business Administration from the Ross School of Business at the University of Michigan, and a Bachelor of Arts in Economics from Smith College.

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***Mosaic Urban Partners serves public sector and non-profit clients with passion to transform urban communities and maximize the impact of public-private partnerships. We are eager to provide you with specialized solutions to your most challenging urban redevelopment projects.***

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