

**EMERGING DEVELOPER PROGRAM
TECHNICAL ASSISTANCE RFQ**

The Emerging Developer Program (EDP) has released a Technical Assistance RFQ for providers of technical assistance in various areas related to the development of affordable housing. This is the response of the applicant below:

Organization Name	Pinnacle Real Estate Development Group, LLC
Doing Business As (If Applicable)	
Street Address	5706 E. Mockingbird Lane, #115-135
City	Dallas
State	TX
Zip Code	75206
Website	www.pinnacledevgroup.com

PRIMARY CONTACT INFORMATION	
First Name	Christy
Last Name	Everett
Title	Principal
Phone Number	901-359-9683
Email Address	christy@pinnacledevgroup.com
Street Address	5706 E. Mockingbird Lane, #115-135
City	Dallas
State	TX
Zip Code	75206

SECONDARY CONTACT INFORMATION	
First Name	
Last Name	
Title	
Phone Number	
Email Address	
Street Address	
City	
State	
Zip Code	

Please select if your organization meets any of the following federal, state, or local government-issued designations. Check all that apply.	
Native American-Owned	
Minority Business Enterprise	
Disadvantaged Business Enterprise	Selected
Women-Owned Business Enterprise	Selected
Small Business	Selected
Veteran-Owned small business	
Service disabled veteran-owned small business	
SBA certified small disadvantage business	
SBA certified 8(a) firm	
SBA certified HUBZone firm	
None of the Above	

Please indicate the geographic scale that best describes where you currently serve. Check all that apply.	
Local (city, county)	Selected
Regional (multiple counties, state, multiple states in a region)	Selected
National	Selected

Please select your areas of expertise. Check all that apply.	
Business, Organizational, and Financial Stability Plans	
Property Management	
Asset Management	Selected
Finance	Selected
Acquisition and Rehabilitation of Existing Units	Selected
Joint Ventures	
Construction Management	
Organizational Strategy and Development	
Sustainability and Resilience	
Community Land Trusts and Shared Equity	
Resident Relocation and Stability	
Resident Services	
Other	

<p>In a short narrative, please describe your expertise and track record in each of the areas selected above.</p>	<p>Pinnacle is a women-owned business by Christy Everett, who has 20 years of experience in real estate development and finance, with over \$800M of experience developing student housing. She started the Pinnacle Development Group with an off-campus student housing project at the University of Memphis (the Annex of Memphis) as consulting partner for The Annex Group (https://www.bizjournals.com/memphis/news/2021/08/11/housing-complex-the-annex-memphis-open-by-uofm.html). Christy started her real estate career on the Investment Sales team of CBRE Memphis in 2015, where she participated in the underwriting, closing and sale of over \$500M in office and retail assets. Prior to that Christy spent the first 10 years of her career with the U.S. Federal Government in internal auditing. After CBRE she served as senior Real Estate Development and Acquisition Manager for EdR Trust, a publicly traded REIT, where she managed the sourcing, feasibility, and predevelopment of on and off-campus student housing projects as well as asset management for the \$2B portfolio of EdR Trust (a publicly traded REIT acquired by Greystar in 2018). At EdR she also sourced properties for EdR to acquire and rehabilitate, improving investor return by 15%. She then served as Assistant Vice President of Development for Servitas, a leading on-campus student housing and workforce housing development company, where she spearheaded a \$25M workforce/teacher housing project in Miami Beach (https://www.bizjournals.com/southflorida/news/2021/03/10/workforce-housing-miami-beach-project-approved.html), Her current projects include an on-campus development at the University of Memphis (https://www.memphis.edu/mediaroom/releases/2023/november/uofm-student-housing-park-avenue-campus.php) and a teacher housing project to bring affordable housing to Austin, Texas. For all these projects Christy created the pro forma and structured financing at the outset and then oversaw asset management functions and transitions.</p>
<p>In a short narrative, please describe how you incorporate racial equity into your content and approach.</p>	<p>As a female in the world of male-dominated commercial real estate, I am extremely cognizant of the challenge faced by minorities and women. Any minorities I meet I make it a point to connect with relevant opportunities in each and every way possible.</p>
<p>In a short narrative, please describe your availability for consulting over</p>	<p>I am available for consulting over the next six to twelve months, preferring longer projects and projects with equity.</p>

<p>the next six to twelve months and feel free to share specific considerations.</p>	
<p>Please provide at least two references with the following information: Organization Name, Organization Contact, Title, Email and Phone Number.</p>	<p>Provided on request.</p>
<p>As an option, you may include additional information demonstrating your expertise such as project samples, links, and additional narrative.</p>	

<p>PRICING INFORMATION</p>	
<p>Are your labor rates above average within your field?</p>	<p>No</p>
<p>If you selected "Yes" on the previous question, please provide an explanation of above average rates.</p>	

CHRISTY EVERETT, PMP, MBA

christyheleneverett@gmail.com | 901.359.9683

3429 Mockingbird Lane
Dallas, TX 75205

WORK EXPERIENCE

Redaptive Sustainability Services

Sr. Director Campus Projects – project consultant

San Francisco, CA
April 2021 - Present

- Consultant to Universities and colleges about sustainability initiatives and solutions.
- Assess customer needs, conduct feasibility due diligence, identify carbon reduction/savings opportunities, recommend unique energy solution to maximize customer and Redaptive value.
- Advise public and private sector clients on EV, solar power, battery storage and other energy solutions.

Servitas Development Group

Assistant Vice President of Development

Dallas, TX
May 2019 – April 2021

- Responsible for sourcing and developing land for multifamily housing: conducting feasibility analyses and market research, develop program based on market demand and costs, obtain city entitlements and incentives, arrange financing, manage predevelopment through groundbreaking.
- Manage internal and external team to respond to RFPs; bring projects before investment committee.
- Draft/maintain detailed financial models/pro formas in Excel for projects, including construction budget, operating statements, returns, waterfalls, and sensitivity calculations.
- Lead teams of construction management (in-house), architects, general contractor, engineers and consultants, city/university authorities and officials, and property management to develop project.

Pinnacle Development Group

Principal

Memphis, TN
Dec 2018 – May 2019

- Sourced, underwrote, assembled, and entitled deals to sell to senior developers.

EdR Trust (REIT) / Greystar

Senior Acquisition and Development Manager

Memphis, TN
May 2016 – Dec 2018

- Perform all aspects of analyzing on and off campus Class A student and multifamily housing (\$800M+ developments; \$100M+ acquisitions) – including feasibility study, construction budgets, developing full financial models, scenario/sensitivity analysis, structuring of JV debt and equity.
- Draft and present projects to investment committee for approval.
- Monitor project performance and market risk of EdR's \$2.1B portfolio, establishing standards and reports on property/portfolio performance, evaluation of performance vs. pro formas, calculation of capital expenses for dispositions and JV buyouts; formulate disposition and exit strategy for all assets.
- Collaborate with brokers, JV partners, property sellers, tax consultants, and internal stakeholders to conduct due diligence and develop project.

Closed/Public Deal List:

<u>Property</u>	<u>Source</u>	<u>Description</u>	<u>Amount</u>
Hub Minneapolis (Minneapolis, MN)	Joint Venture	707 Bed Development	\$97,800,000
Union on Lincoln Way (Aimes, IA)	Joint Venture	537 Bed Development	\$51,900,000
Union Tempe (Phoenix, AZ)	Joint Venture	857 Bed Mixed use Development	\$164,900,000
Retreat at Corvallis (Corvallis, OR)	On-Market	1016 Bed Acquisition	\$99,500,000
319 Bragg (Auburn, AL)	On-Market	305 Bed Acquisition	\$28,700,000
Lehigh University (Bethlehem, PA)	On-Campus	428 Bed Development	\$49,200,000
Union on Fletcher (Tampa, FL)	On-Market	644 Bed Development	\$64,000,000

CBRE

Investment Sales Analyst

Memphis, TN
May 2015 – May 2016

- Responsible for property budgets, abstracting leases, and building financial models of investment properties for disposition for CBRE clients (for \$600m+ in office, retail, and industrial properties).
- Conduct market studies with GIS and ESRI databases, analyzing demographics, psychographics, competitive properties, tenant creditworthiness, and economic trends of properties throughout the mid-south.
- Create Offering Memorandums for clients.

Project Manager**Ankara, Turkey and Washington, DC***Startup Founder and Finance Consultant**Sept 2006 – May 2015*

- Built and sold successful online international teacher recruiting company - www.educatorsoverseas.com.
- Contract Business Risk Analyst for Foinavon Energy (Ankara, Turkey), modeling infrastructure project risk/feasibility.

Central Intelligence Agency**Washington, DC***Internal Auditor**May 2006 – Sept 2006*

- Reviewed select CIA programs for effectiveness, efficiency, and policy compliance.
- Consulted with inside and outside attorneys on potential findings.
- Documented recommendations and presented findings and improvement plans to senior CIA officials.
- Review purchase contracts for compliance with U.S.G. regulations.

U.S. Department of State**Washington, DC***Employee Association Operations Officer**May 2004 – May 2006*

- Monitor employee association operational and financial performance, identifying areas of risk and opportunity.
- Team leader for on-site operational reviews to provide guidance to Embassy officials for employee associations.
- Assess purchase contracts for U.S. Embassy Services

EDUCATION**University of London, College of Royal Holloway****Ankara, Turkey and London, England***Masters of Business Administration**Class of 2011***University of Maryland****University College; Adelphi, MD***Bachelors of Science in Business Administration**Class of 2004***OTHER INFORMATION***StrengthsFinder Strengths:*

Competition, Achiever, Strategic, Positivity, and Woo

Computer:

Expert in Excel (financial modeling/analysis), PowerPoint, Basic Argus

Certifications:

PMP Certificate, CCIM, Licensed Real Estate Agent

Extra-curricular:

Fitness, Skiing, Piano

Christy Everett Relevant Project Experience



On-campus housing at the University of Memphis, Memphis, Tennessee

- 540 beds with amenities and full outdoor living areas
- Transformative project to connect athletic facilities to housing
- Delivering summer 2025

Teacher housing for Pflugerville Independent School District, Pflugerville, Texas (suburb of Austin, TX)

- Below market housing for teachers
- Will serve as a recruitment and retention tool
- Mixed use development will feature retail and childcare
- Delivering summer 2025



Christy Everett Relevant Project Experience



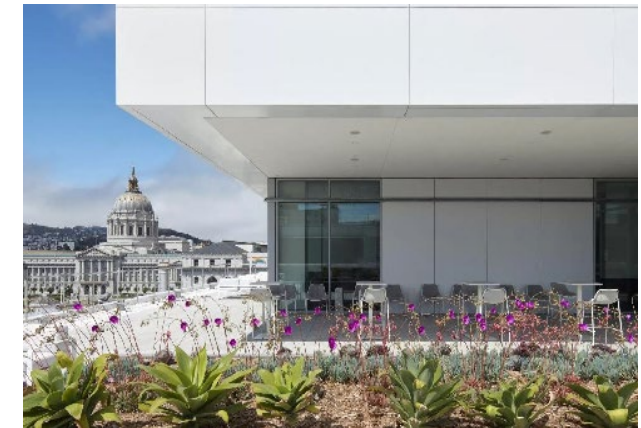
Faculty/Staff and Graduate Student Housing at the University of Hawaii, Honolulu, Hawaii

- Solar power advisor for project
- Solar power yielded 20% savings to opex



Faculty/Staff and Graduate Student Housing at UC College of the Law, San Francisco

- Solar power advisor for project
- LEED achieved through unique positioning of solar power on neighboring buildings



Christy Everett Relevant Project Experience

Annex of Memphis – Memphis, Tennessee **Purpose built student housing at the University of Memphis**

- 210 fully furnished units
- Secure parking and fully amenitized
- Pedestrian to campus



Campus Village, University of South Carolina, Charleston, South Carolina

- 1800 beds of on-campus student housing for the University
- Opened summer 2023



Office of the Secretary of State

Certificate of Fact

The undersigned, as Secretary of State of Texas, does hereby certify that the document, Certificate of Formation for Pinnacle Real Estate Development Group LLC (file number 803533471), a Domestic Limited Liability Company (LLC), was filed in this office on January 30, 2020.

It is further certified that the entity status in Texas is in existence.

In testimony whereof, I have hereunto signed my name officially and caused to be impressed hereon the Seal of State at my office in Austin, Texas on November 21, 2023.



A handwritten signature in black ink that reads "Jane Nelson".

Jane Nelson
Secretary of State

Request for Taxpayer Identification Number and Certification

**Give Form to the
requester. Do not
send to the IRS.**

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type. See Specific Instructions on page 3.	<p>1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.</p> <p>Pinnacle Real Estate Development Group LLC</p>	
	<p>2 Business name/disregarded entity name, if different from above</p>	
	<p>3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.</p> <p> <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate </p> <p> <input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ S </p> <p>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</p> <p> <input type="checkbox"/> Other (see instructions) ▶ </p>	<p>4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):</p> <p>Exempt payee code (if any) _____</p> <p>Exemption from FATCA reporting code (if any) _____</p> <p><small>(Applies to accounts maintained outside the U.S.)</small></p>
	<p>5 Address (number, street, and apt. or suite no.) See instructions.</p> <p>5706 E. Mockingbird Lane Suite 115-135</p>	<p>Requester's name and address (optional)</p>
	<p>6 City, state, and ZIP code</p> <p>Dallas, TX 75206</p>	
	<p>7 List account number(s) here (optional)</p>	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number									
or									
Employer identification number									
8	4	-	4	5	5	7	5	1	1

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ▶	Date ▶ 7/14/23
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.