

JERRY L. JACKSON, P.E.

Mr. Jackson is a Principal with Long International. He has more than 40 years of engineering, project programming, project budgeting, scheduling and execution, land entitlement, and asset management experience. Mr. Jackson has expertise with project feasibility assessments, design team engagement and management, project tendering and award, contract negotiation and award, project closeout and asset management after completion. His project experience encompasses domestic and international projects in transportation, commercial, industrial, and residential buildings, water, and marine. Mr. Jackson has been involved in projects valued at upwards of US\$18 billion. More specifically, Mr. Jackson was instrumental in the design, construction, development and management of the multibillion-dollar, manmade island, The Pearl-Qatar, located in Doha. In addition, he has provided cost-to-complete claim analysis, construction defect analysis and

project feasibility analysis. Throughout his career, Mr. Jackson has been involved in leading the resolution of numerous contract disputes and change orders. With a goal of claims avoidance transitioning into expensive litigation, he stresses strong documentation and persistent negotiation along with respectful discussions to create win-win solutions. Drawing on his experience with large and mega projects and the unique challenges of large contracts and claims, he has successfully negotiated contracts of up to US\$500 million and change orders and claim settlements of almost US\$75 million.

EDUCATION

B.S. Civil, Structural, Geotechnical Engineering, Texas Tech University (Cum Laude), 1981

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Texas (No. 58615)

LEED Accredited Professional

PROFESSIONAL AFFILIATIONS

American Society of Civil Engineers (ASCE)

TECHNICAL EXPERIENCE

Representative US and international technical experience includes:

- Creation, management, implementation, and ongoing analysis of project and master plan community development procedures, schedules, budgets, and cost projections
- Determination of project design teams required to successfully create and implement a project program
- Contract negotiation, workflows, and design team responsibilities to clearly define accountability and minimize risk
- Creation, distribution, and evaluation of bidders lists, bidder qualification reviews, request for proposals and contract award recommendations
- Cost optimization and value engineering
- Negotiation, evaluation, and completion of contract forms, terms and conditions, exhibits, and project specifications

- Analysis and monitoring of active construction project schedules
- Entitlement of land to obtain improved and increased development rights
- Engagement with neighborhood coalitions as well as public officials to obtain consensus
- Identification and systematic evaluation of major engineering and construction problems and their cause/effect relationship on cost and schedule overruns as well as solution propositions and remedies for problems
- Analysis of actual cost and schedule performance against original or proposed project agreements and evaluation of recovery procedures
- Change order management and contract administration procedures and best practices
- Construction claims analysis, defense, and negotiations of settlements
- Construction defect analysis and cost-to-repair estimations
- Surety claims, cost-to-complete analysis, and disputes
- Construction loan monitoring and payment recommendations
- Real estate transaction feasibility and due diligence reviews and recommendation

PROJECT EXPERIENCE

Mr. Jackson has more than 40 years of engineering, project programming, project budgeting, scheduling and execution, land entitlement, and asset management experience. Throughout his career, he has been involved in the resolution of numerous contract disputes and change orders. Representative projects include the following:

Roads, Highways, and Bridges

- Oversaw a site work contract for the US\$18 billion Pearl-Qatar project. The Pearl-Qatar is a major development on a manmade island in the Arabian Gulf in Doha, Qatar. The contract involved development of roads, utilities, bridges, and other infrastructure totaling US\$356 million. Managed contractor claims that arose due to added scope, changed site conditions and requirements to construct work out of sequence in the amount of \$150 million. After months of negotiations, resolved the matter at a final settlement of US\$75 million.
- Conducted a construction defect review for a surety on an asphalt paving and bridge project in Oklahoma.
- Managed the construction of US Route 98 in Okeechobee County, Florida. The US\$3.1 million project consisted of four bridges, road construction, utilities, and landscaping.
- Oversaw the removal and replacement of the US\$523k Avenue B Bridge in Garland, Texas.
- Directed the US\$825k Santa Fe Trail Street project in Duncanville, Texas. The project involved utility and bridge improvements, earth-moving work, and paving.
- Oversaw the construction of two bridges, utilities, dirt, paving, and landscaping for the US\$1.6 million South Main Street project in Duncanville, Texas.
- Managed the bridge, utility, and paving improvements for the \$824k Shady Grove Road Bridge project in Grand Prairie, Texas.

Government, Commercial, and Mixed-Use Buildings

- Engaged by an insurance company to perform a surety cost-to-complete analysis. The U.S. government had engaged a contractor to construct the Afghanistan Ministry of Interior building. Due to slow performance, the U.S. government decided to terminate the contractor with intent to make a claim on the performance bond. Traveled to Kabul to investigate the validity of the termination and authored a cost-to-complete report for the surety. In addition, research of the government's claims yielded backup that the termination was for convenience and not for cause. After the report was issued, no claim was filed with the surety.
- Led a team to research the validity of a construction defect claim against a contractor. The result of the investigation not only identified the deficiencies but also identified the excessive repair amounts claimed by the plaintiff. Performed an estimate indicating the actual costs were only 20 percent of the plaintiff's claim.
- Oversaw all design, engineering, and construction for a mixed-use US\$1 billion development project along the Central Expressway Corridor in Dallas, Texas. Construction included more than 1,300 residential units, 125,000 square feet of retail space, and 325,000 square feet of office space. Rezoned the property over a three-year period due to strong neighborhood resistance. Built a collaborative relationship with the neighbors to successfully complete. Added additional entitlements totaling over US\$150 million.
- Managed the site construction of a new mall in Grapevine, Texas. The project was constructed on a 46-acre site that was used for grazing cows on the north end of the Dallas Fort Worth Airport. Oversaw the development of a 10,000+ car parking lot, over 60 miles of utilities as well as relocation of a high-pressure gasoline transmission line. The site was funded from approximately US\$35 million in Tax Increment Financing (TIF). Furthermore, directed the construction of major big-box retailer anchor stores.
- Oversaw site works for a mall in Katy, Texas. The project was on a 640-acre site that was previously used to harvest rice. Oversaw wetlands remediation of 30 acres on the site while keeping the project on schedule. Due to stormwater considerations, the site required an 80-acre retention basin to satisfy drainage restrictions to avoid downstream flooding. In addition, the site was comprised of over 9,000 parking spaces as well as utilities and highway improvements that were funded from approximately US\$70 million in TIF.
- Oversaw construction management of a project in Dallas, Texas. Undertook redesign and cost reductions to decrease the cost estimate from US\$35.5 million to US\$29.3 million creating a savings of US\$6.2 million in a six-month period.
- Conducted a feasibility and due diligence analysis of a hotel and resort development in the Bahamas.
- Oversaw the construction of a US\$547k box culvert for a movie theatre in Grapevine, Texas.
- Responsible for the design, tendering and construction management of a US\$14.2 million office building in Orlando, Florida. The project consisted of three stories with surface parking. The building met the LEED Certified Designation goal.
- Responsible for the design and predevelopment of a US\$164 million office and high-rise apartment building in Atlanta, Georgia. The project included a 1,500 space parking garage.
- Oversaw construction for a US\$41 million, 20-story high-rise office building. The project was awarded the EPA Energy Star.
- Responsible for design, permitting, tendering and construction management of a US\$85 million high-rise office building. The building consisted of 27 stories with top-of-building parking. The project was awarded LEED Silver Certification.
- Oversaw a US\$17.5 million addition and renovation of an office building. The project involved a six-story lobby atrium and a completely renovated entrance.

- Involved in the construction of a US\$3.5 million build-to-suit medical office building in Carrollton, Texas. The project included 15,000 square feet and a two-story MOB and included building shell and tenant finish out.

Residential Buildings

- Responsible for all design, engineering, and construction of the mixed-use US\$18 billion development for The Pearl-Qatar. Managed the design and implementation of the island program, which included almost 19,000 dwellings in a combination of high-rises (13,500+), low-rises (3,000), townhouses (1,000) and villas (1,000+). At the peak of construction, 50 high-rise residential towers were being constructed simultaneously.
 - Constructed the Qanat Quartier neighborhood project valued at US\$500 million. The neighborhood project was based on a re-creation of Venice, Italy, and included canals and retail adjacent to the canals. The project included 1,110+ units, 400,000 square feet of retail, residential and retail access to other island precincts via gondola (within Qanat Quartier only) and water taxi.
 - Responsible for the construction of 200,000 square meters (2,150,000 square feet) of retail.
 - Constructed three marinas with a capacity of over 1,000 boats ranging from super yachts to recreational boats.
 - Built the largest district cooling plant in the world with 130,000 metric tons of cooling capacity. This included 110 kilometers (68 miles) of underground chilled water distribution on the island.
 - Constructed a 35,000 cubic meter per day (9,250,000 gallons) reverse osmosis plant that converted sea water to 400 part per million potable drinking water.
 - Fabricated an underground solid waste collection system with 78 kilometers (48 miles) of 30-inch underground piping to retrieve solid waste by suction with waste traveling at up to 30 miles per hour.
 - Constructed a 5,000 cubic meter per day (1,100,000 gallons) sewage treatment plant with the effluent being recycled on the island as irrigation water.
- Led construction defect research to determine why people along the beach at The Pearl-Qatar were sinking up to their waists in the sand with no warning. After forensics were complete, determined the repair methodology, established quality control procedures, established beach reconstruction means and methods and authorized the reconstruction of 12 miles of beach in order to avoid a loss-of-life incident.
- Negotiated a final settlement amount for site and infrastructure work for The Pearl-Qatar. More specifically, negotiated a final settlement amount with QACC for construction of Porto Arabia 4A and 4B residential buildings. The owner claimed damages were due to late delivery of the project along with management of construction defects due to installation by QACC of out-of-specification materials. Settlement included US\$14 million in liquidated damages and supervision charges credited to the owner on the US\$171 million project.
- Took the lead in working with the contractor on The Pearl-Qatar Medina Centrale neighborhood construction. The US\$244 million contract was 18 months behind schedule. Payments were withheld from the contractor to offset liquidated damages and supervision charges. Settled claims valued at US\$10 million as well as negotiated cash releases to the contractor upon receiving proper guarantees that assisted in resolving contractor cash flow issues. Led discussions with the contractor's executive management team concerning daily resource allocation and resources needed to obtain forecasted production schedules.
- Negotiated a final settlement amount for construction of the Qanat Quartier neighborhood. The contractor claims were due to added scope, improper plans and specifications and changed site conditions in the amount of over US\$50 million. Resolved the matter at a final settlement of US\$17 million.

- Responsible for all design, engineering, and construction of a US\$80 million (final developed value US\$120 million) high-end luxury residential apartment building with a western property line on the Katy Trail. Project consisted of 215 residential units with an average unit size of 1,300 square feet. Rezoned property created US\$90 million in value.
- Managed a construction defect claim involving a multi-family, mid-rise project in Fort Worth, Texas. Led the forensic engineering team to evaluate the condition of the construction of the amenity deck and pool. Produced a report assigning responsibility to the causes of the defects as well as an estimate to repair the defects.
- Managed the construction of the US\$35 million garden-style apartment homes project in Round Rock, Texas. The project consisted of 362 apartment homes and a three-story breezeway.
- Oversaw the construction of the US\$32 million garden-style apartment homes project in Austin, Texas. The project consisted of 300 apartment homes and a two-story direct entry.
- Oversaw the construction of the US\$53 million garden-style apartment homes project in Las Vegas, Nevada. The project consisted of 380 apartment homes and a three-story breezeway.
- Directed the construction of a garden multi-family community project in Austin, Texas. The project consisted of 320 units on 24 acres.
- Managed the construction of 195 units on six acres in Phoenix, Arizona.
- Oversaw construction of 244 units on 9.5 acres in Phoenix, Arizona.
- Oversaw construction of 188 units on 7.7 acres in North Las Vegas, Nevada.
- Involved in the construction of a US\$115 million high-rise condominium. The project consisted of 30 stories with five floors of underground parking. The building met LEED Silver Certification.

Water, Wastewater, and Marine

- Oversaw the US\$1.2 million Meadow Lakes drainage improvements in North Richland Hills, Texas. The project involved a series of five dams and drop structures.
- Oversaw the US\$540k EDS Chain of Lakes project in Plano, Texas. The project consisted of two dams in the EDS Campus.
- Directed the Osage Branch Storm Drainage project in Dallas, Texas. The project cost was US\$2.4 million and consisted of a series of box culverts and lakes for subdivision drainage.
- Managed the US\$151k Prairie Creek erosion control project in Richardson, Texas. The project involved repairing a dam built in the 1940s that was overlaid with rock and boulders.
- Managed the US\$721k Naples Fishing Pier Renovation project located in Naples, Florida.
- Team Leader and General Manager for the US\$2.1 million design and build of commercial piers for the City of Fort Myers, Florida. The project consisted of three piers: one floating concrete, one steel and one timber pier.
- Oversaw the construction of the US\$650k Sarasota County, Florida, Main "C" Weir. The project consisted of a water control weir with three automatic sluice gates.
- Directed the US\$1.75 million Marco Island breakwater installation project consisting of 12,000 tons of stone.
- Managed the US\$350k Snug Harbor loading dock and pier project.
- Involved in the US\$2.5 million Collier County Beach restoration project.

- Involved in the US\$450k Fort Myers Beach Restoration.
- Managed the US\$125k Sarasota County Artificial Reef installation.
- Managed the design and build of the Commercial Fishing Piers in Fort Myers, Florida.
- Oversaw the Navigation Dolphin construction project in the Caloosahatchee River near Fort Myers, Florida.

PROFESSIONAL EXPERIENCE**Long International, Inc.***Dallas, Texas (March 2021 to Present)*

As a Principal, Mr. Jackson provides a variety of project management and dispute resolution services including schedule delay and acceleration analysis, change order analysis, and cost and damages analysis. In addition, he performs bids reviews, estimates, and contract documents and assists with claims preparation.

J-N Development Consulting LLC*Dallas, Texas (November 2020 to Present)*

As Owner and President, Mr. Jackson provides development services for owners, developers, contractors, tenants, and homeowners. In addition, he provides owner's representation services including entitlements, program creation, design management, development schedules, construction bidding, contract award, permitting, construction management and close out. Mr. Jackson is also involved in construction management involving schedule monitoring, procurement, cost optimization and value engineering, cost control, change order management and close out. Additionally, he provides forensic engineering services to study the cause and effect of construction or project failures.

Provident Realty Advisors*Dallas, Texas (September 2013 to December 2020)*

As Vice President of Development, Mr. Jackson was responsible for new projects developed for specific capital partners. Upon project completion, he led asset management of developed assets to create cash flow for capital partners. In addition, he directed marketing efforts including the development of marketing plans and strategies for print, social media, and video platforms. He also prioritized and maintained relationships with anchor tenants and key retail brokers.

Mr. Jackson also managed development teams involving mixed-use and multi-family properties. Specific duties included conducting feasibility studies, selecting, and contracting with design consultants, and creating budgets and proforma statements. Additionally, Mr. Jackson managed bidding and contract negotiations with contractors, oversaw schedule and hand-over processes to asset management and monitored asset performance. For project feasibility and financing, he collaborated with the CFO to procure financing for developments by securing equity partner approval and creating lender mortgage packages. This required interfacing with both equity partners and lenders to respond to inquiries about proforma assumptions and projected market performance. To support the overall development strategy, he actively managed reporting structures by creating positions for development, asset management and marketing to aid in the growth of the portfolio. Mr. Jackson also worked with property owners and land brokers to identify potential development sites.

The Vertex Companies*Dallas, Texas (December 2012 to September 2013)*

Mr. Jackson served as Regional Manager. He was challenged with expanding market share in the southwest U.S. To expand company market share, Mr. Jackson oversaw the opening of a Dallas office. Within six months, the office became profitable and generated positive cash flow each month thereafter. During this time, Mr. Jackson grew the office team from three to ten people to facilitate growth. He further expanded service offerings to include construction defects, feasibility analysis and construction management services to complement existing surety cost-to-complete services. He also provided loan monitoring for a New York based lender operating in Dallas.

United Development Company*Doha, Qatar (August 2009 to June 2012)*

As the Technical Director for The Pearl-Qatar in Doha, Qatar, Mr. Jackson managed a project development budget of US\$18 billion. He was responsible for all design, engineering, construction, and management of the island neighborhoods and infrastructure. More specifically, Mr. Jackson managed the construction of approximately 50 residential towers, almost three miles of retail boardwalk finish out and three marinas to store almost 1,000 boats up to 65 meters in length. He also oversaw dozens of FIDIC contracts of different structures (FIDIC red, yellow, orange, and green). In addition, he was a member of The Pearl-Qatar Technical Committee charged with contract negotiations and implementing change order recommendations to the technical committee for execution approval.

Colonial Properties Trust*Dallas, Texas (April 2007 to August 2009)*

From January 2008 to August 2009, Mr. Jackson served as Senior Vice President. In this role, he managed offices in Dallas, Austin, and Phoenix and directed the entitlement, design, permitting and construction of 2,206 units in Austin, Dallas, Phoenix and Las Vegas. Additionally, Mr. Jackson was responsible for managing a multi-family development west of the Mississippi River. His other responsibilities included selection for multi-family sites in Texas, Arizona, and Nevada. He also assembled investment books and submissions to an investment committee for approval. From April 2007 to January 2008, Mr. Jackson was Division Vice President. He created a multi-family development team in Dallas and grew the company team from one to six employees in nine months.

Harwood International*Dallas, Texas (June 1998 to March 2007)*

As Director of Development and Construction Management, Mr. Jackson was responsible for the development and tenant construction of the Harwood District in Dallas. He created the Harwood District zoning, creating over 6,500,000 square feet of development rights. Mr. Jackson led the design and construction of a 20-story office building, a 30-story condominium building, and a 26-story office building and oversaw numerous tenant improvements. Moreover, he managed the historical demolition and repurposing of a historical landmark as a part of the Saint Ann Court development and developed miscellaneous projects including a medical office, boutique retail and a residential lot. He further led concept and construction of two LEED, three Energy Star Buildings and five additional LEED buildings.

The Mills Corporation*Katy, Texas and Grapevine, Texas (August 1996 to June 1998)*

From November 1997 to June 1998, Mr. Jackson served as Site Project Manager for the Katy Mills Mall. He managed a wetlands remediation of 30 acres on the site while maintaining adherence to the project schedule. From August 1996 to October 1997, Mr. Jackson served as Site Project Manager for the Grapevine Mills Mall. In this role, he managed construction of a 10,000+ car parking lot, over 60 miles of utilities as well as the relocation of a high-pressure gasoline transmission line. Furthermore, Mr. Jackson oversaw the construction of anchor stores such as AMC Theatres, Bed Bath and Beyond and Burlington Coat Factory.

Kelly Brothers Marine Contractors*Fort Myers, Florida (May 1995 to July 1996)*

Mr. Jackson served as General Manager. During his time at the company, he created and implemented unit cost monitoring as well as individual job costing. In addition, Mr. Jackson oversaw project estimation and maintained the construction pipeline. Mr. Jackson was involved in numerous projects in Florida including: renovation of the Naples Fishing Pier, Naples Beach Reclamation, the design and build of the Fort Myers Commercial Fishing Piers, navigation dolphin construction in the Caloosahatchee River near Fort Myers, artificial offshore groin construction on Marco Island, the Sarasota County Main “C” Wier, the Snug Harbor Boat Dock in Fort Myers, and the US 98 bridge and road construction in Okeechobee County.

J-N Construction Company, Inc.*Richardson, Texas (May 1981 to April 1995)*

Mr. Jackson began his career in the heavy civil construction business in the summer of 1975 while still in high school. He continued working in both the field and the office during college while home for the summer. He taught himself computer programming and developed a complete accounting system that operated the business until his departure in 1995. This system included payroll, job costing, accounts receivable and payable, equipment monitoring and general ledger. After graduation, Mr. Jackson assumed the role of construction estimating. This involved both public and private bid submissions with the responsibility to maintain the construction pipeline. His responsibilities grew to include job cost monitoring, insurance procurement and business development in the private sector. As a part of his insurance responsibilities, he developed a job safety and injury monitoring program that reduced company worker’s compensation insurance costs by 60 percent. The company was involved in the construction of heavy civil structures such as bridges, box culverts, retaining walls, specialty structures as well as utilities and paving.

PUBLICATIONS AND SPEAKING ENGAGEMENTS

“Making Buildings Safer: A Study on Actions to Improve Building Wellness,” 2020.

“Where in the World Can Engineering Take You?”, ASCE Education Committee, Woodrow Wilson High School, 2019.

“My Life as an Engineer!”, ASCE Education Committee, Christi Elementary School, 2015–2017.

“The Recipe for Green Development,” Dallas Chamber of Commerce, 2003.