

Profile

Philip

First Name

S

Middle Initial

Kirkpatrick

Last Name

philip.kirkpatrick@myclearwater.com

Email Address

600 Cleveland St.

Home Address

Suite 600

Suite or Apt

Clearwater

City

FL

State

33755

Postal Code

Business: (727) 562-4054

Primary Phone

Mobile: (727) 285-2663

Alternate Phone

Length of Residency - please select one. \*

☒ 6+ years

Do you own or represent a business in Clearwater?

☐ Yes ☒ No

If yes, where is the business located? Do you conduct business with the City?

Which Boards would you like to apply for?

Brownfields Advisory Board: Submitted

City of Clearwater

Employer

Economic Development Coordinator III

Job Title

Occupation - If retired, enter former occupation.

Economic Developer

Have you served or do you serve on a board in Clearwater?

☒ Yes ☐ No

If yes, please list the name of the board.

Brownfields Advisory Board

**Why do you wish to serve on this board/committee? If seeking reappointment, state why you should be reappointed.**

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As an employee of the City, I guided the application for the current grant from EPA and oversaw the close out of the immediately prior grant. I believe my experience and knowledge would be valuable to the board and City.

**What personal qualifications can you bring to this board or committee?**

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I have over 35 years in commercial real estate development and brokerage work in the industrial submarket of commercial real estate. I've retained professional services for a large number of projects that needed ESAs and have assisted in brownfields matters.

**List Community Activities**

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Primarily, economic development

[PSK Resume\\_2022-02-03.docx](#)

Upload a Resume

Question applies to multiple boards

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Please attach a copy of one of the following documents: 1) valid current Florida Driver License issued to an address within city limits, or 2) Declaration of Domicile filed with the city clerk affirming residency within city limits.

Question applies to multiple boards

**Are you related to any member of the City Council?**

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☐ Yes ☒ No

Question applies to multiple boards

**If yes, please provide name and explain relation.**

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None.

Question applies to multiple boards

**Are you related to a city employee?**

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☒ Yes ☐ No

Question applies to multiple boards

**If yes, please provide name and explain relation.**

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I am employed by the City.

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**Demographics**

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Some boards and commissions require membership to be racially, politically or geographically proportionate to the general public. The following information helps track our recruitment and diversity efforts. (Optional)

**Ethnicity**

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☒ Caucasian/Non-Hispanic

**Gender**

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☒ Male

01/04/1953

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Date of Birth

**The City of Clearwater strives to promote diversity and provide reasonable accommodations for individuals with disabilities. If you are requesting accommodation, please indicate below:**

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None

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**By clicking on "I Agree," below, I affirm that the information above is true and correct, and that I understand and agree to the responsibilities and commitment of time associated with an appointment to a Clearwater advisory board or committee.**

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☒ I Agree

All material submitted to the City of Clearwater is subject to the public records law of the State of Florida including Chapter 119, Florida Statutes.

# PHILIP S. KIRKPATRICK

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[linkedin.com/in/philip-kirkpatrick](https://www.linkedin.com/in/philip-kirkpatrick)

## REAL ESTATE DEVELOPMENT

*Leading Project Implementation, Performance &*

Comprehensive experience in development, management and construction of healthcare and commercial real estate including leasing, sales, property management and asset management services. Extensive experience in long and short-term planning, financial forecasting, deal execution and fostering relationships with internal and external stakeholders.

### **Areas of Expertise:**

- Project management from concept through completion.
- Pre-construction management to include site and architectural design.
- Real estate development financial analytics
  - Matrix analysis of financial parameters
  - Incremental impact analysis
  - Optimization of yield vs. cost vs. opportunity
- Real estate development project capitalization, structuring and acquisition, to include both equity and leverage components
- Feasibility assessments to steer real estate development, financing and investment opportunities
- Commercial real estate assessments for the office, retail and healthcare submarkets

### **Key Strengths:**

- Leasing Management & Negotiation
- Data Management & Analytics
- Pre-Construction Management
- Physician Negotiations
- Investment Underwriting
- Land Acquisition
- Construction/Project Management
- Conflict/Crisis Management
- Contractual Negotiations

## Education

**Bachelor of Arts**, Texas Tech University, Lubbock, TX, May 1976 (Degree awarded with honors)

## Professional Experience

**CITY OF CLEARWATER**, Clearwater, FL

*Medium-sized city located on Florida's Gulf Coast in the Tampa Bay Metropolitan Area*

**Sr. Economic Development Coordinator**, February 2020-current

Recruitment of businesses to relocate to the City and facilitate project/property development for new and existing business within the City to include:

- Develop business/marketing plan to reach out to both businesses and key influencers regarding relocation to Clearwater.
- Outreach and sales encounters with target businesses and key influencers
- Respond to inquiries and increase likelihood of relocation.
- Manage and clarify incentives available to possible relocating and expanding businesses.
- Facilitate relocations.
- Assist with and facilitate expansion of existing businesses.
- Identify and solicit industrial and office development within the City by developers.

**SUNCOAST TEAM SERVICES**, St. Petersburg, FL

*Mid-sized general contractor concentrating in automotive dealership construction*

**Pre-Construction Manager**, June 2018-July 2019

Management of design, bidding and buyout for contracted projects including:

- Manage site and building design to meet client needs and avoid excessive costs.
- Define subcontractor bid requirements.
- Manage bid process.
- Buyout all subcontract segments of the project.
- Manage relationships with clients.
- Temporarily execute projects as a Project Manager.

**EQUITY, LLC**, Tampa, FL

*Mid-size general contractor, and commercial real estate developer and brokerage/property management agency.*

**Vice President, Development**, April 2006–October 2017

Project management and execution of all phases of commercial real estate development projects. Approval of all project- related documents, contracts and agreements.

- Managed and set priorities for project tasks in a rapidly changing environment to include: due diligence, design, legal, leasing, financing and construction services; provided direct and technical sales support.
- Led site selection process and managed acquisition of real estate including title work and legal documentation.
- Mentored staff regarding integration of their job functions with the development process.
- Highly effective in teaming with both internal and external professionals to secure quality, profitable projects delivered on-time and on-budget.
- Pre-construction management to include site and architectural design; management of leasing; origination and closing of project financing; coordination of construction; and tenant coordination.
- Managed design process from programming, space planning, schematic, design development and construction documentation for both site and architectural design for all phases of real estate development markets.
- Owner's representative throughout the construction phase, site meetings, approval of GC draw applications, reviewed, rejected and approved change order requests/applications, tenant coordination and punch lists.

**Notable Achievements****Healthcare**

- Linebaugh Medical Office Building, Tampa, FL, 27,000 sq. ft.
- Himes MLK Medical Office Building, Tampa, FL, 36,000 sq. ft.
- Gainesville Health Care Center, Gainesville, FL, 97,000 sq. ft.
- BioSpine, Tampa, FL, 9,100 sq. ft.,
- Lake Worth Medical Center, Lake Worth, FL, 34,753 sq. ft.
- Comprehensive Cancer Treatment Center, Aiken, SC
- Select Physicians' Surgery Center, Tampa, FL
- Surgery Centers of America, Tampa, FL
- Lake Worth Surgical Center, Lake Worth, FL
- Women's Breast Imaging Center, Plano, TX
- Women's Breast Imaging Center, Richardson, TX
- 8 – MRI imaging centers in: Aiken, SC; Huntington, San Angelo, TX; Plano, TX; Easton, PA; Hamilton Twp., NJ; Lawrenceville, GA; Nashville, TN

**Retail**

- Clermont College Station, Clermont, FL, multi-tenant retail, REO, value-add acquisition, in process of expanding from 85,000 sq. ft. to 130,000 sq. ft., improving IRR from 17.3% to 20.1%. Completed 2018.
- Shoppes at Lakeland Square Mall, Lakeland, FL, multi-tenant retail, 44,375 sq. ft., turnkey development, completed 2008
- Southshore Commons, Tampa, FL, mixed-use, 1,600,000 sq. ft., turnkey development, stalled due to the great recession

**General Office**

- Confidential, Tampa, FL, multi-tenant general office, 500,000 sq. ft., projected completion 2019
- Pan Am Building, Tampa, FL, multi-tenant general office, 31,000 sq. ft., redevelopment, completed 2010

Parking requirements in a jurisdiction adversely impacted the opportunity to achieve a favorable financial return during development of in-fill lease space in a value-add acquisition. My management of the variance process and participation in the variance hearing enabled the project to achieve the investment

## TUDIES

CASE STUDY: PROJECT  
INFILL REQUIRED  
EXCESSIVE  
PARKING TO MEET  
PARKING STANDARDS  
WHICH ADVERSELY  
IMPACTED RENTABLE  
FLOOR AREA.

Solving this matter was essential to achieving sufficient NOI to warrant developing the in-fill convenience retail strip.

### **Background**

The jurisdiction within which this asset is located required parking of greater than 10 spaces per 1,000 sq. ft. of total rentable space in the in-fill development. Combined with the limitation for compact spaces (10%) and the size of the spaces, the yield on the development would not meet the

investment hurdle rate under these parking criteria.

### **Goals**

Secure a variance to the parking requirement that would permit development of the in-fill building which would make the investment viable.

### **My role**

As the manager of the project's development, I evaluated the land development code with consultation of a land use attorney and determined the parking requirement could not be met in light of alternative parking layout with the input of the site design engineer. I would lead the effort to resolve this problem.

## Result

With the civil engineer as partner, we applied for a variance for the required side yard setback required to a

In preparation to complete the a planning or survey/analysis of the usage of the with hopes of on the project revealed that available ad would host the complicating under which required that needs on its Our variance standard pro recommend governing co

DEVELOPMENT  
IMPACT FEES

Examine all costs to ensure savings are achieved whenever reasonable and possible.

We scheduled the zoning hearing but decided to delay the hearing for one month due to the announced absence of one of the council's members which would leave us with only one negative vote possible in order to succeed. The following month the hearing occurred with all council members in attendance thus permitting us to succeed with two negative votes.

During the hearing, it became clear that the jurisdictional council did not like compact parking spaces and seemed to want all spaces to be 10' x 20'. I offered, as the applicant, that we would gladly build all spaces at full size in exchange for approval of our variance which was 1) offsite parking (meaning adjacent to the outparcel), 2) approval of our requested side yard setback, and 3) minor reductions in the landscape buffer. All council members voted to approve the variance.

## CASE STUDY: ARCHITECTURAL DESIGN WAS ADVERSELY INCREASING WATER/SEWER IMPACT FEES.

Managing the design effort can pay for itself in ways not often considered.

### Background

The architect's plumbing design sub-consultant on this project had specified that the property would require a 3" potable water tap in order to meet healthcare regulatory requirements (AHCA)



for water pressure at the ends of the plumbing runs.

## Guiding the Design

I have found that future impact of design decisions can be analyzed a number of ways. One method I use is to anticipate the financial cost or impact of all decisions. Sometimes these costs are “first costs” and sometimes they are “second costs” or ongoing maintenance/replacement costs. In this case, the cost was a “soft” cost which would be outside of the cost of construction and wouldn’t be a consideration from a general construction or property management point of view. It was a pure capital cost to the ownership.

As a part of my due diligence process, I research and archive the various soft costs that a project may incur and keep it readily accessible. One of the soft costs I research is tap/capacity fees or water/sewer impact fees for various size water services. I do this prior to design and set a budget based upon an informed estimate regarding the size water tap that will likely be required for the scale and type of project (this project is healthcare – skilled nursing).

During review of the construction documents developed in response to this request, I noted that the plumbing engineer had provided a table of values in his water calculations that included details not required for review in the permitting process. My experience with plans reviewers (and others) is that too much information sometimes triggers unforeseen objections.

I was able to convince the plumbing engineer to eliminate the excessive data in the table of values. The submitted plans were approved and the water/sewer impact fees were accordingly reduced.

## CASE STUDY: THE SUBDIVISION PROCESS WAS

Investigate  
all possible  
paths to  
achieve  
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DEVELOPM  
PLATTING

# REQUIRING A FORMAL PLAT WHICH WAS TRIGGERING OFFSITE IMPROVEMENTS THAT WOULD EXCEED THE PROJECT BUDGET.

The platting process was causing both a schedule delay and project cost overrun.

## **Background**

This project had been handled by other development managers and was assigned to me due to staff layoff in the early phase development. The formal platting process was requiring signoff/approval by an independent governmental drainage district which was demanding that the project culvert and cover an open drainage district that was 2 parcels distant from the project site at a cost of approximately \$300,000.

## **Goals**

Get this project moving forward quickly and eliminate the offsite improvement, if possible. Ownership had agreed internally to pay this unexpected cost.

## **My role**

As the development manager for this project, I needed to motivate the land planning consultant who was representing the project to the jurisdiction to solve this problem in a manner less impactful to the project's ownership.

## Result

During meetings with the land planning consultant, I learned that the consultant was taking the path of least resistance to secure construction permits which require subdivision of the project's parcel from another. The questions were of material knowledge.

I insisted that sufficient knowledge be gained through the process. The next day, at our meeting, the highly experienced and knowledgeable alternative approach was presented.

DEVELOPMENT  
MANAGEMENT

Understanding the designer's perspectives and approaches by asking good quality questions which delve into the underlying assumptions and prejudices of the designer often produces better outcomes.

Upon interviewing the surveyor, I learned that the County in which the property was located permitted 2 lot subdivisions without requiring a formal plat. By this approach, we would eliminate the review and approval of the drainage district and completely avoid the offsite improvements the district demanded.

We moved forward with the subdivision by survey and returned the project to forward progress with a nearly immediate ground breaking.

**CASE STUDY:**  
**CHALLENGING A CIVIL ENGINEER TO STEP OUTSIDE OF NORMAL DESIGN APPROACH RESULTED IN SAVINGS OF \$2,700,000 IN SITE WORK COSTS.**

Taking a different approach to storage of storm water resulted in both a reduction in site construction costs, but also yielded more developable land along the primary frontage of the project.

**Background**

This project had a nine-foot fall from the rear of the property to its frontage. To balance the site, import fill would be required to “reverse” site drainage to storage at the rear of the site thus providing better yield at the frontage and an abundance of outparcels for sale, lease or development. The problem was that, though the project could afford it, the import fill would cost about \$3,000,000 and would present a grading challenge to maintain good site lines from the arterial roadway on the frontage onto the project site.

## **Goals**

Increase the financial yield along the frontage, reduce the site import fill costs and avoid design challenges related to maintaining site lines.

As the manager of this project’s development, I represented project ownership as the owner’s representative. The project’s leasing effort was being conducted by an in-house agent as landlord representative who reported to me.

## **Results**

Following a series of schematic site designs, I directed the site civil engineer to conduct a series of storm water studies to find an alternative solution including purchasing adjacent land for storm water storage. Though some improved the financial result, none were particularly attractive. I then challenged the engineer about lining the storm water ponds and placing them near the frontage, but much smaller than those laid out in the schematic plan (8+ acres).

The conditions of the site included extremely shallow seasonal high ground water which resulted in large, shallow storm water ponds. The adjacent topography provided a significant elevation drop from the northwest corner of the property headed westward of about twelve feet over a 600’ run in the highway right of way.

I discussed with the engineer if we could effectively lower the seasonal high ground water elevation by using the outfall elevation 600’ westward, we could then create storm water storage volume that would be deeper and thus, would occupy far less developable

## **My role**

As the project’s development manager, I managed the pre-construction design overall with input from the general contractor.

surface area then the current schematic design. The engineer countered that the ponds would be significant, but they could cost a

DEVELOPMENT  
MANAGEMENT

Paying attention to site design layout will reap large benefits in terms of budget

Clearly, the engineer was a bit myopic in considering a \$300,000 cost rather than the whole scope of storm water facility construction costs which necessarily included import fill or \$3,000,000. The result was designing the site to use lined ponds, reducing site construction costs by \$2,700,000 and providing greater financial yield from the highway frontage land.

## CASE STUDY: SITE DESIGN ENGINEER PROVIDED A POORLY LOCATED STORM WATER SYSTEM WHICH WOULD ADVERSELY IMPACT SITE CONSTRUCTION SEQUENCE AND SUBCONTRACTOR MOBILIZATION.

Redesigning the storm water system was necessary to achieve both budget and schedule.

### **Background**

Due to site size limitations and cost of the land, this project required underground storm water attenuation, storage and treatment. The initial schematic site design placed storm water chambers and drain fields on north, south and east sides of the building (the building was located at the minimum setback line from the western boundary of the parcel). I recognized that this arrangement would be problematic for crane placement during

construction impacting both sequence and mobilization of lifting equipment. I also noted that differential compacting over the chambers compared to other locations would be costly in execution.

## **Goals**

Minimize the impact of the design to sequence and mobilization and, to the degree possible, reduce the cost of underground storm water facilities.

As the manager of this project's development, I represented project ownership as the owner's representative. The project's leasing effort was being conducted by an in-house agent as landlord representative who reported to me.

## **Results**

With much effort, I convinced the civil engineering firm's project manager to move all storm water facilities to the east side of the property (where the largest expanse of parking was to be located) and to eliminate all storm water facilities on the north and south sides of the building. I attempted without success to reduce materially the cost of the storm water system due to the unwillingness of the engineering firm's project manager to entertain alternative designs...who insisted that a StormTech system be used. Some savings were achieved by locating all storm water excavation in one contiguous location. The final design result avoided the sequencing and mobilization problem that would've occurred with the initial design.

## **My role**

As the project development manager, I represented project ownership as the owner's representative and was responsible for guiding both design professionals and the general contractor during the pre-construction phase. I had retained the civil engineering firm with input from the general contractor (which was an internal vendor of the development company).