



POSITION

SVP DATA CENTER OPERATIONS

REPORTS TO

Donald Thomas – Chief Operating Officer & Principal,
Patrinely Group

DATE

July 2022

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<https://www.corscale.com/>

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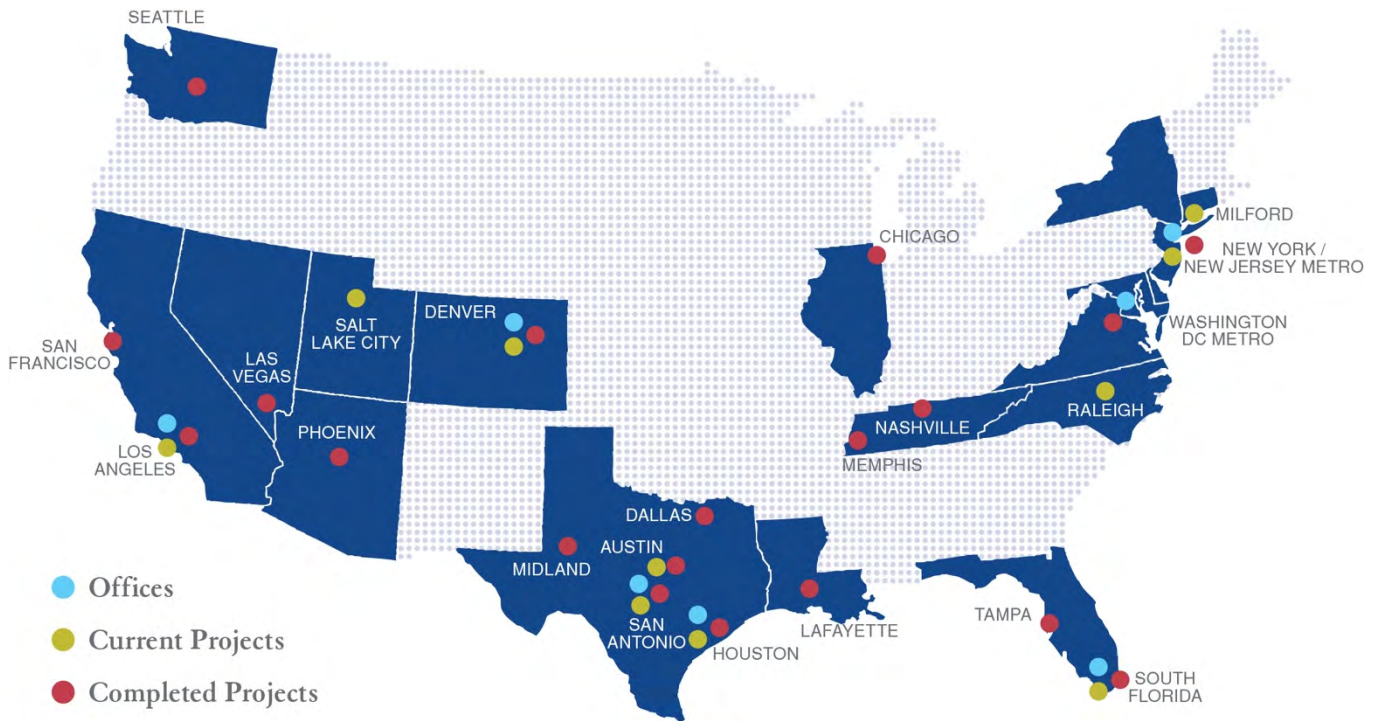
COMPANY OVERVIEW

Corscale is focused on delivering sustainability at scale for hyperscale operators and enterprise clients. Partnered with USAA Real Estate, Corscale is the exclusive data center platform of Patrinely Group. Patrinely Group and USAA Real Estate have successfully developed over 50 projects spanning 35 years.

Patrinely Group is a vertically integrated, national real estate firm with a proven 37-year track record specializing in investment, development, leasing, and management of large-scale, Class A, mixed-use, office, multifamily, and industrial properties in major North American markets. Patrinely Group has prospered from a core focus on commercial office, mixed-use, industrial and multifamily projects. Since 1983, the company has completed 21 million square feet of development amounting to \$10 billion in total transactions. Patrinely Group, headquartered in Houston, is guided by Robert Fields, President/CEO & Principal, and Don Thomas, Chief Operating Officer & Principal. They are judicious in the selection of projects and investments and come to the table with capital, enabling a customized, nimble approach to creating value.

Corscale is looking to change the conversation on how data centers are deployed. They believe a commitment to sustainable data center development needs to go well beyond the basic. Corscale is a data center development brand focused on delivering sustainability at scale for hyperscale operators and enterprise clients.

PATRINELY GROUP FOOT PRINT



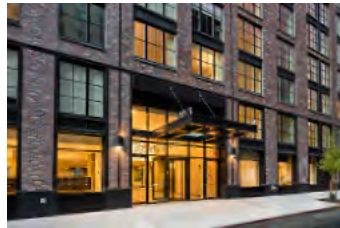
EXPERIENCE PORTFOLIO

Patrinely Group is uniquely structured to offer in house investment strategy, development, and property management with strategically aligned investment sponsors/partners. They pursue development and acquisition opportunities that provide for the prospect of long-term cash flow growth and capital appreciation.

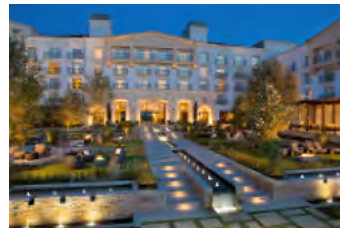
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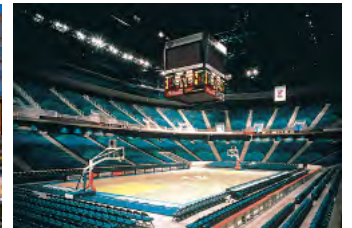
RESIDENTIAL



HOSPITALITY



ENTERTAINMENT





DATA CENTER SECTOR DEVELOPMENT STRATEGY

Patrinely Group, together with their 30+ year capital partner, USAA Real Estate identified the data center infrastructure market as a sustainably high investor rate of return (IRR) asset class. Given the company's extensive execution abilities for virtually all product types, this combined team offers best-in-class services from a data center development, a fiduciary, and investor perspective. Through this process, Corscale was born.

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WHAT CORSCALE DELIVERS



CORFLEX – MODULAR DESIGN

Start small, think big, and scale fast with Corscale. From modular design to wholesale pricing, to attractive expansion rights, we work with you to bring your vision to life.



CORBUILD – BUILT TO SUIT

Starting @ 36MW, Corscale will collaborate with your team to develop and powered shell or other dedicated facility.

HOW CORSCALE IS CHANGING THE GAME

Using the latest, high-efficiency infrastructure gets you in the game. Low PUE is a given. Energy consumption reporting is table stakes. We need to move past the basics. At Corscale, our focus is long-term. We're not afraid to do the heavy lifting. Here's just a few of the ways we're changing the game:



IT STARTS WITH THE TEAM

Corscale has assembled an all-star team of talent to take a clean sheet approach to sustainable data center development. With decades of experience building and operating global data center portfolios, our team has what it takes to develop tomorrow's data center, today.



NIC BUSTAMANTE
SVP, Development
[Company Profile](#)



ERIK HARRISON
EVP, Principal
[Company Profile](#)



STUART LEVINSKY
SVP Sales & Marketing
[Company Profile](#)



JOCELYN MCCASLIN
VP, Sales and Leasing
[Company Profile](#)



DAVE GIFFORD
Associate VP, Design, Construction, Operations
[Company Profile](#)



VINCE FAVA
Sr. Data Engineer
[Company Profile](#)



ANGIE GRANADO
Sr. Sales Operations & Strategic Accounts
[Company Profile](#)



ELLIOTT CARTER
Sr. Project Manager
[Company Profile](#)

[VIEW CORESCALES ENTIRE LEADERSHIP TEAM](#)



STRONG PARTNERS

Partnered with USAA Real Estate, Corscale is the exclusive data center platform of Patrinely Group. Patrinely Group and USAA Real Estate have a 35-year track record of working together developing successful projects, and have the capital and global footprint needed to deliver any scale data center, anywhere in the world.



Next generation investment developer focused on hyperscale data centers, industrial, office and multifamily.

- \$20B completed and under development
- 38 year track record
- 8 regional offices

Integrated global real estate investment firm with developed assets in North America and Europe.

- \$30B in assets under management
- 40 year track record
- 11 global offices

Patrinely Group has partnered with USAA Real Estate and two private equity firms with remarkable credentials and relationship value to realize their collective vision of value creation in the data center asset class. In the last 34 years, Patrinely Group has partnered with USAA on 54 opportunities.

SUSTAINABILITY AT SCALE

Developing at scale allows us to deliver both economic and environmental sustainability. From the type of infrastructure we deploy to the sources of energy we consume, we are delivering long-term advantages to our clients.

- **Development Philosophy** - Corscale is taking a clean-slate approach to developing data centers for today's world. We believe in integrating sustainability into every aspect of development – from site selection and energy sources to ongoing operations.
- **Energy** – Corscale works with utility partners to source energy from clean, renewable sources wherever possible. They will also be using scale and financial capital to amplify the call for renewable energy projects that put the data center industry on a sustainable path.
- **Design** – We utilize a modular design and an incremental build sequence to right-size capacity. We work our clients to understand their true resiliency needs and architect the data center for high-performance and low-cost.
- **Infrastructure** – From variable speed fans to smart chillers that reduce or eliminate water usage, we invest in infrastructure that minimizes waste and cost while maximizing efficiency.

- **Operations** – Corscale has partnered with Ledge8760 to monitor our carbon footprint and provide an unmatched level of transparency to our customers. We believe that reporting needs to be actionable, and through this partnership, we are able to do more than provide clients with fancy charts and graphs.

CURRENT DEVELOPMENTS



Current Developments –

- Gainesville Crossing - <https://corscale.com/gainesville-crossing-data-center/> - use content describing characteristics of the data center campus, the graphics, and allow access to download brochure
- Kincora - <https://corscale.com/kincora/> - use content describing characteristics of the data center campus, the graphics, and allow access to download brochure
- Sites in Santa Clara CA and Court Lane Data Center in the UK.

Future Developments –

- Spread across Patrinely Group and USAA Real Estate footprints to leverage, in the USA, United Kingdom, and the European Union.



COMPANY NEWS

June 8, 2022 – [Corscale To Use Zincfive Battery Technology At Its New Northern Virginia Data Center Campus](#)

February 2022 – [Corscale Launches its Data Center Platform with Northern Virginia Campus](#)

February 2022 – [Corscale Is Coming to Northern Virginia With a 300MW Campus](#)

February 2022 – [Patrinely Launches Huge Campus – Corscale Data Center](#)

December 2021 – [New hyperscale developer Corscale is behind 300MW Gainesville Crossing campus in Prince William County](#)



SENIOR VICE PRESIDENT OF OPERATIONS

The Senior Vice President of Operations (SVPO) will join Corscale Data Centers reporting to Donald Thomas, Chief Operating Officer, and oversee the day-to-day data center business operations and personnel. The SVPO's charter is to lead teams in the integration and performance optimization of Corscale's multiple, geographically dispersed state-of-the-art data center campuses. The SVPO will ensure the portfolio exceeds uptime requirements relating to existing SLA's while delivering a high performing operational plan for future data center capacity in new locations as Corscale grows.

An innovative operating executive with demonstrated experience leading teams toward a culture of best practice excellence is paramount to the success of this role. This chapter of Corscale's growth requires both an extemporaneous and critical thinker to apply innovation and technologies with material business process improvements and efficiencies. Demonstrated leadership in the empowerment of contributions from the team to work smarter is necessary. The establishment of operational processes, methodologies, policies, practices, and standards to ensure the highest level of client service and performance reliability is mandatory. Apparent command of critical facility system operations, maintenance, engineering and design principles, practices, and procedures are also crucial. An ambition to think and act strategically and articulate an effective vision for green techniques, procurement, buy vs. build, and other Total Cost of Operations considerations is a basis of criterion for success.

DUTIES & RESPONSIBILITIES

The SVPO will direct and leverage the current team to fulfill the comprehensive list of specific responsibilities listed here:

Data Center Operations Leadership –

- Lead Corscale's data center footprint performance optimization by effectively managing all daily mission critical operations and personnel at data center sites. The SVPO will collaborate with the business leadership, local site Directors, other IT resources, and outside vendors to align the data center operational model with the needs of Corscale's existing and prospective clients.
- Establish a baseline service level for internal teams and partners and endeavor to implement improvements to operational efficiencies and service delivery. Deliver best practice SOP's for Operations and Security as it relates to maintaining dashboards, following applicable codes and requisitions, and designing controls to optimize data center efficiency and reliability.
- Anticipate data center technology and market direction and integrate appropriate changes to operational practices to remain current with trends and solution providers.



- Lead, negotiate, and manage existing and prospective Corscale's owned asset and portfolio operating agreements.
- Lead, negotiate, and manage all vendor relationships relating to Corscale's owned assets and future investments where capital is expected to be deployed to upgrade existing assets or build to suit opportunities exist.
- Manage planning and implementation of enhanced building management systems that improved inventory tracking, capacity controls, and improved reliability.
- Implement measuring systems for power utilization effectiveness (PUE) and water usage effectiveness (WUE) that lead to a reduction in utility costs and carbon emissions.

Business & Personnel Leadership –

- Implement and manage programs for safety, maintenance, process improvement, business continuity, and certification and qualification for personnel.
- Recruit, motivate, educate, and develop highly effective data center operations professionals. Continually enhance the team to ensure a culture rooted in innovation, collaboration, and effective execution. Solidify succession plans and make apparent directives and capabilities to meet strategic and operating objectives.
- Ensure the data center operations teams are empowered to achieve business objectives and goals. Deliver 100% uptime and reliability to ensure the highest possible client service and satisfaction resulting in retention, expansion, and reference ability. Utilize external benchmarks to establish performance metrics for internal and outsourced teams.
- Reengineer and strengthen organizational structure to keep pace with rapid growth and ensure company's ability to meet operational, employee, financial, sales and service demands. Expanded facility and security groups to support uptime and service level agreements.
- Create Leadership Development Program for middle level managers and Management Programs for new managers to support company expansion and ensure succession capabilities. Create facilities and security certification programs to ensure personnel are properly trained and qualified to support client's complex and evolving demands.

Portfolio Operational Excellence –

- Ensure sustainable data center operations performance is optimized across the portfolio.
- Participate in and remain cognizant of Corscale's extended real estate investment value considerations and ensure operations decisions are aligned.
- Manage portfolio P&L with a keen eye toward profitability while integrating separate platform and asset operations.
- Oversight and management of the data center portfolio, including implementation of operational and service enhancements, monitoring performance, and internal reporting.
- Track and correct actual performance of portfolio versus plan. Present detailed plan to resolve performance deficits. Design, maintain, and report on key operational metrics.
- Orchestrate relationships with out-sourced facilities operations and service partners. Negotiate, audit and drive optimal service agreements. Present status and performance against target reports.
- Ensure company policies and legal guidelines are communicated across the organization and are followed at all times.



KEY QUALIFYING CRITERIA

Data Center Operations Management – Demonstrated history of standardizing data center asset and platform operational performance excellence across significant sized, geographically dispersed data centers. Specifically adept managing client move-ins and movement.

Data Center Operations Playbook – Both a history of authoring the playbook but also implementing the necessary MOPs, SOPs, & KPI's to normalize behaviors that increase performance, effectiveness, efficiency, and predictability.

Data Center Business & Personnel Leadership – Demonstrated knowledge of broader data center business and fiscal matters, as well as a history of hiring and training high performing and positively aligned personnel, organization, and culture.

Development & Capital Planning – History of inception to disposition to include due diligence on buy vs build, business case justification on upgrade / build decisions, site selection, design, construction, project management, commissioning, and through to ribbon cutting.

Growth – Prior participation in the growth chapter of a digital infrastructure business making decisions impactful to value creation. Understands the commitment, conviction, and courageous decision making necessary and requires a unique blend of humility, servant leadership, and gravitas.

Culture – Alignment of core values with their vision, mission, and guiding principles which lead to excellence, fairness, and justice in the workplace. Corscale epitomizes a level of conviction and self-accountability that leads to greater overall performance.

WHY CONSIDER THIS OPPORTUNITY WITH PATRINELY GROUP?

Track Record – Patrinely Group & Corscale are proud to share they have a 100% track record of delivering projects on time and budget. This is extraordinary given they are the architect of very complex financial partnerships created to achieve first of its kind endeavors.

Secret Sauce – Patrinely Group & Corscale create and maintain relationships and projects with a deft, nimble and exacting level of execution while displaying an integrity and resourcefulness across the organization that is second to none.

Financial Strength - The Patrinely Group's financial position to fund unrelenting growth is unparalleled. They are enthusiastic and committed to a shared vision of creating a significant and scalable global data center platform.

Culture – Corscale embodies Patrinely Group's start-up entrepreneurialism and institutional knowledge and capabilities. The Company is mission-focused and collegial, believing strongly in affording dignity and decency to all stakeholders.



Impact – From day one, the SVPO will be relied upon to make decisions that meaningfully impact how Corscale’s data center assets perform, across the portfolio, profitably, as well as a keen eye on the resulting portfolio valuation.

Leadership – Corscale’s executive leadership team is comprised of industry veteran’s whose track record of success speaks for itself. The whole of the team keenly enjoys solving challenges and exceeding growth and performance return expectations.

Focus – Corscale has gained traction with initial projects and maintains a sharp focus on growth, at scale, sustainably, on a global basis. The collective goal and ambition is to remain nimble, scalable, and quick to respond, but at scale.

SEARCH PROCESS

Following a thorough exchange of information relating to company information, resume, and key qualifying criteria, CFS Partners anticipates recommending a short list of candidates to Don Thomas, COO of Patrinely Group in late July and early August 2022. Finalists will meet with the Corscale Executive Leadership Team and select members of Patrinely Group. The selected finalist will likely visit Houston where he/she will be presented with a compelling and competitive offer contingent on background check and thorough references.