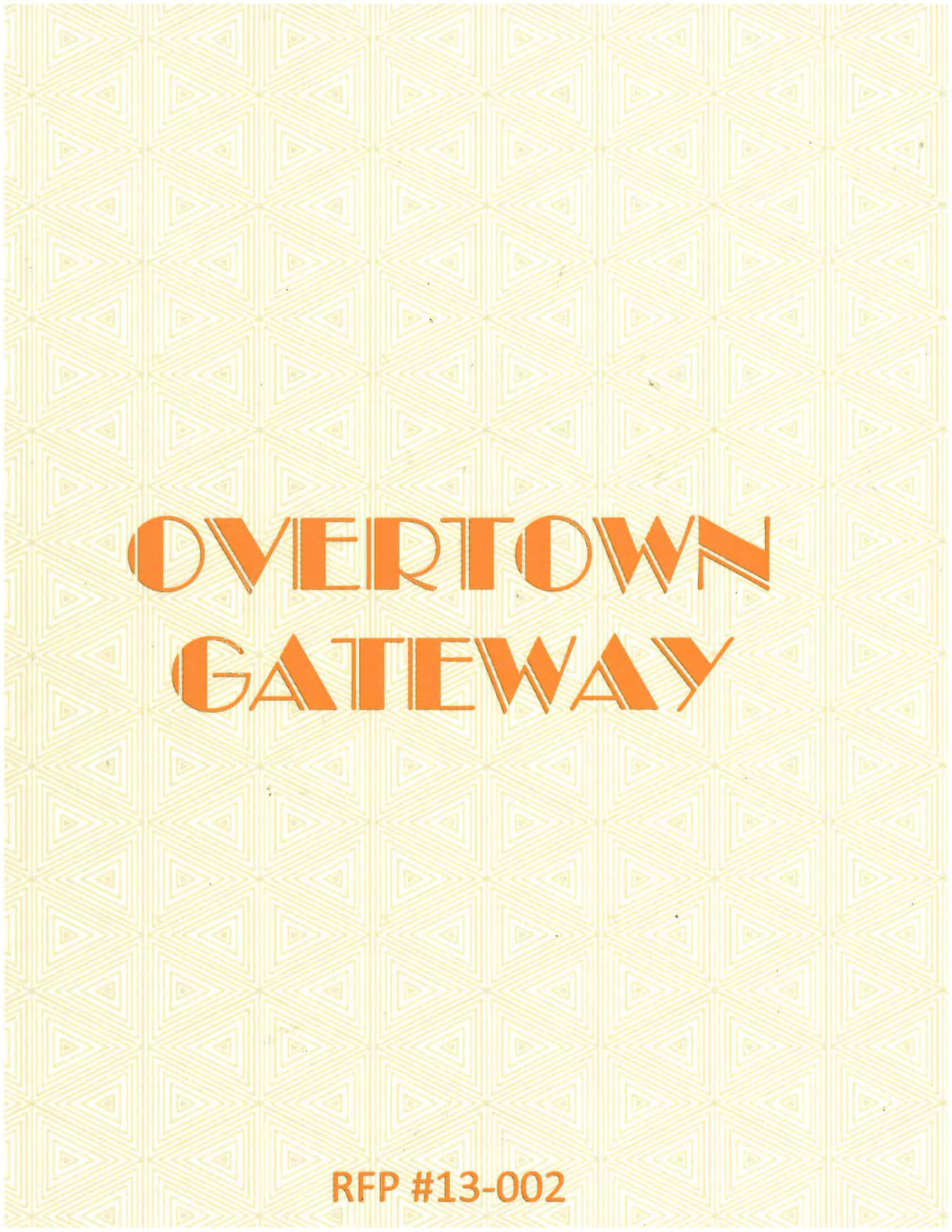




OVERTOWN GATEWAY

RFP #13-002

OVERTOWN GATEWAY

14 NE 1ST AVENUE, SUITE 237, MIAMI, FLORIDA 33132

July 22, 2013

Mr. Clarence E. Woods, III
Executive Director
Southeast Overtown - Park West Community Redevelopment Agency
1490 NW 3rd Avenue, Suite 105
Miami, Florida 33136

Request for Proposals #13-002 (Blocks 45 and 56)

Thank you for the opportunity to submit our Overtown Gateway project in response to Request for Proposals #13-002 for development of Blocks 45 and 56.

Overtown Gateway represents a joint-venture with The Peebles Corporation ("TPC") and BACH Real Estate ("BACH") operating as co-Development Partners. Mr. Channer has enjoyed a successful working relationship with TPC over the last decade. Prior to founding BACH, he worked as a VP of Acquisition and Development with TPC. Mr. Peebles is an active investor who seeks to profit while promoting growth of the next generation of investors through an "emerging developer initiative". This is done on a highly selective basis. Overtown Gateway is an ideal occasion to undertake an emerging developer partnership with an individual in whom Mr. Peebles holds in the highest professional regard while investing in a market that is extremely attractive to TPC. With Overtown Gateway, TPC would combine its substantial financial and project management capacity with BACH's development and local market expertise to realize a profitable and transformative project.

TPC is one of the largest Minority-Owned real estate development firms in the country. In 2012, Forbes Magazine listed Mr. Peebles as one of the top ten wealthiest Black Americans. TPC was previously recognized as Black Enterprise Company of the Year. The company oversees a real-estate portfolio, including development projects, worth over four (4) billion dollars. As a diversified real estate developer, both geographically as well as product types, the firm's portfolio has included properties ranging from Class-A office towers, luxury hotels and ultra-luxury condominiums and mixed use complexes in Miami Beach, New York, Las Vegas, San Francisco and Washington, D.C.

BACH is a Miami-based, African-American owned development firm led by Barron Channer. Raised in Miami-Dade, he is an emerging developer in South Florida that was recently named a "Real Estate Heavy Hitter" by the South Florida Business Journal.

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Our responses included herein outline the team's financial capacity along with the Development Partner's successful history of planning, financing and delivering projects of this magnitude. The Peebles Corporation has developed nearly \$300 million in real estate in South Florida over the last decade. Today, these same projects have collective value in the range of \$600 million. The investments include (i) the Royal Palm (one of the largest hotels on Miami Beach), (ii) The Bath Club (one of the most financially successful condominium developments on Miami Beach) and (iii) The Lincoln (a thriving mixed-use facility on Lincoln Road). As lead financial partner, The Peebles Corporation brings financial capacity that substantially exceeds the requirements of the Project along with access to additional funding sources.

Overtown Gateway will produce significant economic returns from the lease payments and various taxes. This is a result of having multiple active uses including a large amount of retail and hotel. For this same reason, there are numerous jobs that would be created during and after construction. To emphasize local participation in jobs and contracts, we plan to dedicate a team member to exclusively focus on coordinating access for local residents. The Project promotes live, work and play in Overtown. It is also designed to foster an entertainment district revolving around the jazz and blues identified with Overtown's "Little Broadway" era.

We sincerely look forward to an opportunity to work with the Overtown community, SEOPWCRA and all other stakeholders to establish a Development Agreement and then bring Overtown Gateway to life in a manner that preserves the neighborhood's heritage while exposing the brilliant energy of Overtown.

Thank you for considering our proposal and for the opportunity to present our project to the selection committee in person.

Sincerely,



Barron Channer
Partner
Overtown Gateway



R. Donahue Peebles
Partner
Overtown Gateway

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EXECUTIVE SUMMARY



PROJECT TEAM

Project Team



PROJECT TEAM STRUCTURE

DEVELOPMENT PARTNERS	BACH REAL ESTATE	THE PEEBLES CORPORATION
ARCHITECTURAL DESIGN	REVUELTA ARCHITECTURE	
CONSTRUCTION MANAGEMENT	MCM	D. STEPHENSON CONSTRUCTION
PARKING MANAGEMENT	MIAMI PARKING AUTHORITY	
LEGALSERVICES (land use)	BERCOW, RADELL & FERNANDEZ	
JOBS & CONTRACTS COORDINATOR	TO BE INDENTIFIED	

TEAM SUMMARY

The Overtown Gateway ("Project") team has been carefully assembled with firms representing the best in class for their individual specialties and deep experience with development in Miami. The team is led by the collaboration of two African-American development partners whom have collaborated with each other for nearly ten (10) years. Each team member is individually introduced below. The team's composition reflects proven ability to plan, finance and construct large and complex projects in a timely manner. The key members are Miami-based firms and minority-owned. This team character contributes to a high degree of sensitivity and respect for the cultural heritage of Overtown and sharp vision for the neighborhood's potential to regain its distinct energy and appeal in the future Miami.

All of our team members have experiences with the components proposed for Overtown Gateway, namely mixed-use, high-rise defined by vibrant retail, quality residential and hospitality. Further details evidencing the background and capacity of each firm is provided in Appendix C – Team Details.

BACH REAL ESTATE

BACH Real Estate ("BACH") is a Development Partner. The Miami-based firm is African-American owned and focused on investments in South Florida's urban core. Its investment approach is driven by a core objective of positively impacting people and places with sustainable investments.

The firm is led by Mr. Barron Channer, a resident of Miami-Dade for nearly thirty years. He has extensive background with mixed-use development, public private partnerships, hotels and ground-up construction. A graduate of Miami-Dade public schools (elementary, junior and senior high), Mr. Channer obtained an MBA with real estate concentration from The Wharton School at the University of Pennsylvania. He holds a B.S. in Computer Engineering from Rensselaer Polytechnic Institute and is a Chartered Alternative Investment Analyst.

Mr. Channer is a former Board member of the Liberty City Trust and volunteer advisor to the Historic Hampton House Trust. He currently serves as a board member for Baptist-South Miami Hospital, The Miami Foundation, Perez Art Museum Miami and the American Friends of Jamaica.

Mr. Channer has been recognized as a "Real Estate Heavy Hitter" by the South Florida Business Journal and one of the "50 Most Powerful and Influential Black Business Leaders 2012" by Legacy Magazine.

THE PEBBLES CORPORATION

The Peebles Corporation ("TPC") is a Development Partner for the Project. Founded over 25 years ago, TPC has undertaken roughly \$300 million worth of real estate development in South Florida during the last 10 years. The African-American owned firm oversees a national real-estate portfolio, including development projects, worth over four (4) billion dollars. The company is a diversified real estate developer both geographically as well as product types with uses ranging from Class-A office towers and four-star hotels to ultra-luxury condominiums and villas to city centers, mixed use complexes and super luxury residential developments located in Miami Beach, New York, Miami, Las Vegas, San Francisco and Washington, D.C.

The firm has successfully completed numerous developments in the category of public-private partnerships, hospitality or residential. These include the Royal Palm Hotel (Miami Beach), Courtyard by Marriott Convention Center Hotel (Wash., D.C.), Mardi Gras Hotel & Casino (Las Vegas) and The Lincoln Building (Miami Beach).

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TPC is led by Donahue Peebles, its Founder, Chairman and Chief Executive Officer. Under his leadership, TPC has received numerous honors such as Company of the Year from Black Enterprise Magazine. Mr. Peebles himself has been recognized by Forbes Magazine as "one of the top ten wealthiest black Americans". He has also been honored as Entrepreneur of the Year by the Wall Street Project Economic Summit and was inducted into the Martin Luther King Jr. International Board of Renaissance Leaders at Morehouse College.

Mr. Peebles previously served as Chairman of the Greater Miami Convention and Visitors Bureau. He is currently serves on the Board of the Congressional Black Caucus Foundation.

REVUELTA ARCHITECTURE INTERNATIONAL

Revuelta Architecture International ("Revuelta") is the Project's design architect. The Miami-based firm ranks as one of the most prolific designer of buildings in Miami. Led by Luis Revuelta, the firm is renowned for award winning design across residential, hotel, office and retail property types.

Revuelta crafts designs fueled by the heritage of the location while infusing its creative flair. Its projects in the Downtown Miami include Epic Hotel and Residences, 900 Biscayne, Jade Brickell, MINT, IVY and WIND.

Revuelta and The Peebles Corporation collaborated on the design and construction of The Residences at The Bath Club (Miami Beach), an oceanfront, high-rise tower costing over \$150 million and consisting of roughly 675,000 square feet. The Bath Club was completed in 2006.

MUNILLA CONSTRUCTION MANAGEMENT

Munilla Construction Management ("MCM"), an ENR Top 400 Contractor, leads the Project's construction team. Founded in Miami in 1983 by the Munilla brothers, MCM is the 7th largest Hispanic-owned contractors in the United States with over 300 employees in Miami-Dade County and over 900 worldwide. The firm's \$1 billion aggregate bonding capacity, with a \$250 million single project bonding capacity, is indicative of MCM's financial strength and capabilities. Over the past 30 years, MCM has developed a reputation for successfully delivering large and complex projects in many different sectors including Multi-story Residential, Hospitality, Commercial, Healthcare, Military, and Aviation facilities. MCM is a member of the US Green Building Council and its Quality Management System is ISO 9001 Certified. In the past, MCM has been recognized as the National Minority Construction Firm of the Year by the US Department of Commerce, as well as the Hispanic Company of the Year by the South Florida Hispanic Chamber of Commerce.

D. STEPHENSON CONSTRUCTION

A partner on the Project's construction team, D. Stephenson is the largest African-American owned construction management firm in South Florida. In 1992, Dwight and Dinah Stephenson launched the company based on their own values of honesty and integrity. Since then, it has been providing Construction Management, General Contracting and Design-Build services to public and private sector clients in Broward, Miami-Dade and Palm Beach Counties and has earned a reputation for completing complex projects on time and on budget. D. Stephenson is a certified Minority Business Enterprise.

MIAMI PARKING AUTHORITY

Miami Parking Authority ("MPA") is the team's parking expert with focus on the design and management

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plan for the parking components. Since 1955, MPA has been a premier organization managing and developing on- and off-street parking through the City of Miami. The organization is led by its visionary CEO, Art Noriega.

With nearly 40,000 spaces under management, MPA is the leading parking company within Downtown Miami. Its portfolio includes 14 garages and nearly 90 surface lots along with over 11,000 on-street spaces.

BERCOW, RADELL & FERNANDEZ

Bercow, Radell and Fernandez ("BRF") is a member of the Project's legal team providing expertise in land use and zoning matters. BRF has worked with the Development Partners for several years on multiple projects. The firm specializes in zoning approvals, amendments of local government comprehensive plans, developments of regional impact (DRIs) and environmental matters among other areas. BRF is widely recognized as the premier land use firm throughout South Florida. They have specific experience with the Overtown neighborhood over several years.

CONCEPT SUMMARY

The Overtown Gateway project is shaped by the desire to create a modern interpretation of Overtown's "Little Broadway" era that reinforces the neighborhood's cultural heritage while re-establishing it as an iconic community for Miami's future. During the famed Little Broadway era, the neighborhood hosted several fine hotels, lively restaurants/lounges and high-quality residential accommodations. The streets pulsed with commerce, entertainment and culture. Overtown was an iconic neighborhood shaped by black culture and celebrated by residents, celebrities and tourists alike. Avenue G (now known as "Second Avenue") was the nerve center for Little Broadway.

The years have passed and the glory days have faded from the height of this epic era. However, Overtown remains iconic for Miami and holds splendid potential to reemerge in full grandeur. Our team is excited by the challenge and opportunity inherent in the neighborhood. We have designed Overtown Gateway as a transformative development for Blocks 45 and 56 that would result from over \$200 million in total investment. One that refreshes the gateway to Overtown in a way that is financially sustainable and sensitive to cultural heritage while fostering broad economic development and participation.

Overtown Gateway embraces the following core tenets:

- Strengthen Overtown's position as a desirable area to live, work and play
- Contribute to the preservation of Overtown's rich cultural heritage as a center of African-American culture
- Return Second Avenue to a lively corridor for entertainment and culture
- Expand the economic fabric of Overtown in a way that is sustainable and accessible to local residents

In conceiving the Project, our team has digested and incorporated elements of several prior studies and plans developed for the area. These include:

- Southeast Overtown/Park West Community Redevelopment Plan (2004, 2009)
- Master Plan for Historic Overtown Folk Life Village (May 1997)
- Overtown Greenprint Plan (Oct 2002)
- Overtown Greenway Plan (Aug 2002)
- Miami River Corridor Urban Infill Plan (Oct 2002)

Insight into the visual inspiration for Overtown Gateway can be found in Appendix A – Design Inspiration. Further, the Project's architectural details are presented in Appendix B – Design Drawings. The information includes:

- Renderings
- Site plan
- Pedestrian-level views
- Building Configuration Plan

INCORPORATING THE KEY ELEMENTS

Included below is a point-by-point discussion of how the Project incorporates the key elements (a - h) enumerated starting at the bottom of page 2 of the Request for Proposal.

A.) PRESERVING OVERTOWN'S HISTORY. INCORPORATING "LIVE, WORK AND PLAY"

Overtown Gateway design provides for 100,000 square feet of office on Blocks 45 and 56 when fully built out. This high-quality office space would be a significant expansion of the options to work in Overtown. Good quality yet economic apartment units would be provided in both buildings and meaningfully expand opportunities to live in Overtown.

Retail amounting to 60,000 square feet along with a 150 room hotel provides ample opportunity to play in Overtown.

Further, the Project is designed with a core objective of preserving Overtown's cultural heritage in multiple ways.

1. The illustrious history of Second Avenue (formerly "Avenue G") as a lively corridor is revived by incorporating a continuous façade of ground-floor retail for the full length of the Project's frontage on Second Avenue. All interruption from vehicular or service ingress and egress are removed from Second Avenue. The Second Avenue retail is designed to accommodate multiple restaurants, supper clubs and/or jazz lounges and create a destination reminiscent of Overtown's "Little Broadway" era.
2. Historic Overtown Folklife District Improvements Association ("HOFDIA") has begun to develop design standards that would serve to ensure that new development is compatible with historic Overtown. Our Project embraces this effort by prominently incorporating the elements of those standards in our design. Specifically, we have designed our Second Avenue retail façade to represent noticeable aspects of Overtown's historic architectural character. Pedestrian and car traffic traversing Second Avenue would experience a look and feel that evokes a modern interpretation of Overtown's historic look and feel.
3. Overtown once boasted hotels to accommodate visiting family and tourists alike. These venues included The Mary Elizabeth, Sir John, Carver Hotel, and Lord Calvert to name a few. Overtown Gateway will introduce a 150-room hotel with national brand. The development partners have extensive relationship with various national chains. A preliminary letter of interest from Intercontinental Hotels Group is included in Appendix F – Business Interest.
4. For its entire history, Overtown has been defined as a neighborhood populated by people of African descent. African design patterns have been incorporate in a subtle yet recognizable way. These include Kente-cloth like patterns embedded in the hardscape ground surfaces as well as vertical elements of the Sawyers Walk pedestrian plaza. See the pedestrian views provided in Appendix B – Design Drawings.

B.) CONSTRUCTION JOB OPPORTUNITIES FOR LOCAL AREA RESIDENTS AND BUSINESS

Overtown Gateway is projected to create nearly 750 construction jobs through development of blocks 45 and 56. We are committed to having local residents occupy as many of the positions as possible.

Our Development Partners and Construction Management team have direct experience with implementing programs for fostering participation of local-area residents and businesses. The Munilla Construction

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section of Appendix C – Team Details presents highlights of Munilla Construction's success with exceeding participation goals on complex projects. Additionally, D. Stephenson Construction, a Construction team lead, is currently managing construction Carver Apartments and Shoppes in Overtown.

All of our key team members are minority-owned firms with strong presence in South Florida. We are committed to local participation in our projects and each of us has benefitted from similar programs with our companies.

We intend to exceed the requirement for at least two (2) job fairs for local area residents and businesses prior to commencement of each development phase.

Additionally, we will designate a jobs and contracts coordinator ("Coordinator") to focus on maximizing access to jobs and contracts by local area residents and companies. The Coordinator serves as a constant point of contact for exploring opportunities with the Project. Information made available during the job fairs would be readily available through our Coordinator.

C.) POST-CONSTRUCTION JOB OPPORTUNITIES FOR LOCAL AREA RESIDENTS AND BUSINESS

Our team intends to exceed the requirement to provide at least one (1) job fair after completion of each phase to inform local area residents and businesses about post-construction job opportunities with the Project.

Our Jobs and Contracts Coordinator would remain active past completion of construction and serve as a focal point of contact for local area residents and businesses during the post-construction phase as well. Traditional marketing and outreach efforts would be employed by the Coordinator to maintain constant access to information about opportunities with the companies occupying the Project.

Overtown Gateway will generate significant post-construction job opportunities. These will range from entry-level service jobs to executive management positions generated by the following components:

- 150-room Hotel
- 50,000 SF of Office space
- 60,000 SF of Retail (restaurants, lounges, cultural)
- Residential Apartments

D.) PHASING OF CONSTRUCTION FOR PROJECT

The development of Blocks 45 and 56 would be approached in two phases as detailed in the Project Schedule (Tab 4 – Financials and Schedule).

The first phase would be development of Block 45 to feature a mixed-use building that incorporates retail and residential components to address the requirements listed in the Declaration of Restrictions recorded for the parcels. The Retail Components will amount to nearly 200,000 square feet.

The Project Schedule demonstrates that Phase One should satisfy all established milestones with the exception of the requirement to complete construction within 24-months from commencement. The development on Block 45 amasses to nearly 800,000 gross square feet inclusive of parking. We expect that

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thirty-six (36) months will be needed to complete construction and obtain certificate of occupancy.

E.) MINIMUM OF 20% SUBCONTRACTING WITH "LOCAL AREA BUSINESSES"

The jobs and contracts coordinator will have this subcontracting participation goal as a primary mandate. A specific program will be designed with active participation from the Development Partners, Construction Management team, Coordinator and community resources with intent to exceed the twenty percent (20%) minimum requirement.

MCM, the lead Construction Manager, has extensive experience implementing participation programs within Miami-Dade. Their record speaks to routine success exceeding comparable participation goals. Details of MCM's implementation approach can be found in the MCM section of Appendix C – Team Details. D. Stephenson Construction has direct experience managing live and ongoing construction in Overtown which features participation goals. Their experience will be used to further enhance our Project plans for local participation.

F.) FORTY PERCENT (40%) MINIMUM FOR HIRING UNSKILLED LABOR FROM LOCAL AREA

As discussed in Paragraph C above, we expect to generate roughly 750 jobs during construction and numerous others in the resulting buildings. A sizable portion of these jobs will be suitable for unskilled labor. A large portion of post-construction jobs will be service and hospitality related.

We intend to exceed the requirement hiring at least forty percent (40%) of the unskilled labor for the Project's construction in the manner stipulated. That is an internal mandate from our Development Partners.

Our lead Construction Manager, Munilla Construction has extensive experience implementing labor participation programs within Miami-Dade. Their record demonstrates routine success exceeding comparable participation goals. This is a significant factor in their presence on the team. A summary of Munilla Construction's approach to these programs can be found in the MCM section of Appendix C – Team Details.

D. Stephenson Construction is currently implementing participation programs within Overtown with construction of the Carver Apartments and Shoppes at the corner of Eight Street and NW Third Avenue.

G.) DEVELOPER ASSUMES RESPONSIBILITY FOR ANY PLATING REQUIRED

The Development Partners accept the responsibility to plat the development site(s) to the extent required by City of Miami Zoning Code. We have consulted our land use attorneys to evaluate the potential and ramifications of any such requirements.

H.) EVIDENCE OF AVAILABLE FINANCIAL RESOURCES

The Development Partners have collective capacity to undertake individual projects well in excess of the costs anticipated for each phase of the Project. The Peebles Corporation ("TPC"), a lead Development Partner, oversees a national real-estate portfolio, including development projects, worth over four (4) billion dollars. In South Florida, the firm has successfully developed projects totaling \$300 million in costs over the last decade. Its principal, Mr. Donahue Peebles, was listed by Forbes Magazine as one of the "ten wealthiest Black American" in 2012.

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TPC projects have involved financial participation from Bank of America, Regions Bank, Total Bank, BB&T, Fremont Investment & Loan, Ocean Bank and DLJ Real Estate Capital Partners. Other business has been consummated with the likes of Northern Trust, Capri Capital Partners, GMAC Financial and others.

In Appendix D – Investor Interest, we provide letters evidencing interest from institutional investors with whom Peebles and BACH have lengthy relationships. These represent a small sample of our ability to put together the funding resources necessary to successfully develop Overtown Gateway. Phase One on Block 45 is estimated at a total cost in the range of \$120 million. We expect to use standard commercial debt at seventy percent (70%) leverage. The resulting equity requirement would be roughly \$36 million. This amount is within the normal range of scale for projects that Peebles has undertaken for the last decade.

The Construction Management team has the capacity to oversee construction well in excess of what could be practically built within the Project. Munilla Construction has bonding capacity to undertake individual projects of up to \$250 million in construction costs. It has total bonding capacity for one billion dollars in construction costs.

Beyond the key elements addressed above, the Project satisfies other stated goals of the RFP as follows.

1. Demonstrate economic viability in current market conditions

- The Development Partners have evaluated the components of Overtown Gateway as economically viable based on their market experience and professional judgment.
- The first phase will consist of retail, hotel, office and apartments.
- The first phase will feature roughly 230 apartments. As disclosed by Miami's Downtown Development Authority ("DDA"), residential occupancy for Downtown Miami is near historic highs. A growing wave of individuals now desire to live in downtown. The DDA's rental studies indicate that average rents are in the range of \$1,700 monthly. Downtown Miami is not affordable to a large percentage of its workforce. Despite this, the vast majority of the residential developments being planned target luxury condos. Overtown Gateway's first phase is modest in scale and will fill a large void for workforce housing. The Project will also attract those seeking to embrace the cultural heritage of Overtown while experiencing high-quality housing with amenities.
- The hotel is designed as a 150-room, extended-stay hotel with a national brand. This type of hotel is driven by corporate travel with stays averaging over 5 days. Miami attracts significant corporate travel as an international destination with large health, legal and hospitality sectors. As a branded property, the hotel will have little competition for business in Downtown Miami. Demand drivers such as the Health District, Courthouse District and international trade sector will contribute in robust business. The modest size of the hotel will enable efficient operation and lower the threshold for profitability. We have included a preliminary letter of interest from Intercontinental Hotels Group in Appendix F – Business Interest.
- 50,000 square feet of commercial office space will be included in the Project. Rental rates for Class-A office space in Downtown Miami area above \$30 per square foot and rising. This fact forces many of the institutions and community organizations that service Overtown to operate from suburban markets with lowered rents. Overtown Gateway will be compelling to these types of organizations given proximity to Overtown and the Central Business District, ease of access to major roadways and availability of commuter rail transport. Florida Memorial University has expressed preliminary interest in tenancy with a letter provided in Appendix F – Business Interest.

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- Entertainment and restaurant retail will occupy the ground floor of the Project's first phase which consists of 30,000 square feet. Over the last decade, the market demand for downtown retail has drastically increased. This is largely due to drastic expansion of downtown's residential population and a growing number of world-class cultural facilities drawing visitors to downtown. Overtown Gateway's retail will directly benefit from this. Additionally, the Project will be positioned as a destination for residents and visitors seeking to enjoy the culture, music and food that defined Overtown's most vibrant era.

2. Accommodate parking needs of the Neighborhood

The first phase of Overtown Gateway will incorporate a public parking. This is separate and in addition to the parking required by the building. We intend to work with the Lyric Theater and International Longshoremen's Association Local 1416 to accommodate use of the parking garage. Miami Parking Authority, a team member, has in manages multiple parking lots in the area including the lot adjacent to the Lyric Theater.

3. Deliver Indemnification and Hold Harmless Agreement

We do not have an issue with the indemnification agreement in the form provided by the CRA in the RFP information package, if deemed the selected proposer. Our team has reviewed the proposed agreement, as provided with the RFP, and investigated the underlying matters affiliated with this agreement.

4. Proposal for Block 55 in response to RFP #13-003

We intend to submit a proposal for development Block 55 in response to CRA RFP #13-003. There are no contingencies between our two submissions. Each is intended to stand on its own. We are prepared to undertake each or both.

We believe that holistic development of all three blocks (45, 55 and 56) is the best solution. As the developer of all lots, our team could synchronize the look and feel of the new developments and maximize the impact to this vital section of Overtown's future. The uses and tenants attracted could be coordinate across all sites to ensure a balanced retail corridor. Further, the timing and staging of development could be managed to mitigate the disruption that is typical with large construction projects.

5. Consistency with current as-of-right zoning code

Blocks 45 and 56 are both zoned T-6-24-O-Urban Core. Overtown Gateway has been designed to be compliant with current as-of-right zoning. This fact will significantly result is relatives orderly progress toward construction commencement.

PROPOSED VARIANCES TO DECLARATION OF RESTRICTION

We have reviewed the Declaration of Restrictions recorded against blocks 45 and 56 on May 15, 2013 ("Declaration"). Overtown Gateway is poised to comply with all material provisions of the Declarations. Below we discuss a couple of proposed variances for consideration. Each of these is intended to create an environment that enables us to execute on our Project concept without eminent risk of default.

A.) RESIDENTIAL RESTRICTIONS (SECTION 2)

We propose that the residential restriction defined for the Residential Component shall be adjusted to as follows

- (i) twenty percent (20%) of units made available to individuals and/or families earning thirty percent (30%) or less of the AMI
- (ii) eighty percent (80%) of units made available to individuals and/or families earning one hundred percent (100%) or less of the AMI
- (iii) None of the units shall be made available to individuals and/or families earning more than one hundred forty percent (140%) of the AMI

The changes are meant to respond to the practicality of have a limited amount of market rate units in the first phase due to incorporating a minimum of 150,000 square feet for the Retail Components and the addition of public parking. As a result, the housing made available for low and very low income residents needs to be balanced with those of average income. This is especially true given that the deadlines placed on the project will eliminate the possibility of using traditional financing tools affordable housing.

Our proposal doubles the amount of units available to those in the very low income bracket (<30% AMI).

Additionally, the Project is estimated to contribute roughly \$4 million to the Public Benefits Trust Fund in order to acquire the allowed density bonus. A portion of this money will be allocated to support the development of affordable and workforce housing. The Project's scale results in indirect support of affordable housing.

B.) DEADLINE FOR OBTAINING LAND USE AND ZONING APPROVALS (SECTION 6)

We propose that the deadline for obtaining Land Use and Zoning Approvals be set to "eighteen (18) months from the Effective Date of Development Agreement between Developer and CRA".

The current deadline is set at "within two years from the recordation". This translates to May 15, 2015.

- By the time an Development Agreement between Developer and CRA is in place, a significant period of time will have elapsed from the recordation of the Declaration. This time is "lost" time would be completely out of the control of Developer.
- It is reasonable to expect that no comprehensive design development would be initiated by Project team until a Development Agreement becomes effective.
- The process of design development and permitting could easily run 10-12 months under customary pacing and circumstances in Miami.

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- An eighteen (18) month time frame from Development Agreement allows the Project to have breathing room to orderly progress while accommodating unforeseen delays without incurring technical default.

C.) DEADLINE TO COMMENCE VERTICAL CONSTRUCTION (SECTION 7)

We propose that the deadline to commence vertical construction be set to “within twelve (12) months from obtaining all required land use and zoning approvals”.

- The current deadline is “within three years from recordation” of the Declaration. This translates to May 15, 2016.
- As discussed above in item A, significant time will elapsed during the solicitation and negotiations process. The Developer cannot make meaningful progress toward obtaining permits during this time frame. It sets the stage for Developer to be unfairly punished because of a lengthy selection process.
- A twelve month period from obtaining approvals provides a healthy but not unduly long period of time to progress the project.

D.) DEADLINE TO SUBSTANTIALLY COMPLETE CONSTRUCTION (SECTION 7)

We propose that the deadline to substantially complete construction be set to “thirty-six (36) months after commencement of vertical construction”.

- The current deadline of twenty-four (24) months is not practical for a project of sizable scale moving at customary pace.
- The Project would be expected to reach substantial completions within thirty (30) months. This assumes steady progress and no unforeseen delays
- The scale of the Project is a vital part of maximizing its impact as a transformation development that fosters significant economic development potential for Overtown.
- The current deadline would negatively impact the financing environment for the Project. Potential financiers would be extremely concerned about the high likelihood of default and the ramifications.

E.) COMPENSATION (SECTION 8)

We propose that the compensation language be modified to clearly establish that the rent share option within Project Payment shall be “2.5% of Gross Rent” paid to CRA and County collectively.

The currently language has the effect of requiring that the CRA and the County each separately receive “the greater of ... or (ii) 2.5% of Gross Rent”.

- The Developer would be required to provide rent share totaling a combined 5% of Gross Rent Revenues paid collectively to CRA and the County.
- The amount is significantly higher than most participating rent structures implemented for similar public-private deals in the City and County
- It should be noted that the rent share is calculated based on Gross Rents before accounting for any expenses (e.g. “top line participation”). This amount would reasonably be estimated to be in the range of fifteen percent (15%) of Project net income. That is a significant amount.

OVERTOWN GATEWAY

PROJECT COST BUDGET

BLK 45 - BUDGET ESTIMATE

CONSTRUCTION COSTS ::	\$	94,862,688
SOFT COSTS ::		
Impact & Permit Fees	\$	5,103,908
Development Fees	\$	5,130,378
Design and Engineering	\$	3,420,194
Legal & Accounting	\$	471,667
Third-Party Reports	\$	57,000
Lender Inspections	\$	90,000
Real Estate Taxes	\$	337,500
Furniture, Fixtures & Equip	\$	1,325,000
Marketing & PR	\$	390,000
Tenancy Costs	\$	1,204,500
Soft Cost Contingency	\$	876,507
Total - Soft Costs	\$	18,406,653
FINANCE COSTS ::		
Interest Reserve	\$	4,970,570
Fees and Taxes	\$	2,882,719
Total - Finance Costs	\$	7,853,289
TOTAL	\$	121,122,630

BLK 56 - BUDGET ESTIMATE

CONSTRUCTION COSTS ::	\$	101,324,777
SOFT COSTS ::		
Impact & Permit Fees	\$	6,276,191
Development Fees	\$	5,402,213
Design and Engineering	\$	3,646,367
Legal & Accounting	\$	326,667
Third-Party Reports	\$	15,000
Lender Inspections	\$	90,000
Real Estate Taxes	\$	337,500
Furniture, Fixtures & Equip	\$	365,000
Marketing & PR	\$	240,000
Tenancy Costs	\$	1,230,000
Soft Cost Contingency	\$	896,447
Total - Soft Costs	\$	18,825,385
FINANCE COSTS ::		
Interest Reserve	\$	5,272,519
Fees and Taxes	\$	3,057,836
Total - Finance Costs	\$	8,330,356
TOTAL	\$	128,480,517

OVERTOWN GATEWAY

SOURCES AND USES

SOURCES/USES - BASELINE SCENARIO

	BLOCK 45	BLOCK 56
SOURCES ::		
Construction Loan	\$ 84,785,841	\$ 89,936,362.07
Investor Equity	\$ 36,336,789	\$ 38,544,155.17
Total	\$ 121,122,630	\$ 128,480,517
USES ::		
Construction Costs	\$ 94,862,688	\$ 101,324,777
Soft Costs	\$ 18,406,653	\$ 18,825,385
Finance Costs	\$ 7,853,289	\$ 8,330,356
Total	\$ 121,122,630	\$ 128,480,517

SOURCES/USES - ALTERNATE SCENARIO

	BLOCK 45	BLOCK 56
SOURCES ::		
Construction Loan	\$ 84,785,841	\$ 89,936,362.07
TIF Proceeds (*1)	\$ 12,589,887	\$ 13,354,690
Parking Grant: CRA (*2)	\$ 3,000,000	\$ -
Parking Grant: County (*2)	\$ 3,000,000	\$ -
Investor Equity	\$ 17,746,902	\$ 25,189,464.70
Total	\$ 121,122,630	\$ 128,480,517
USES ::		
Construction Costs	\$ 94,862,688	\$ 101,324,777
Soft Costs	\$ 18,406,653	\$ 18,825,385
Finance Costs	\$ 7,853,289	\$ 8,330,356
Total	\$ 121,122,630	\$ 128,480,517

NOTES

- 1: Capitalize TIF proceeds with 50% return of increment through 2030
- 2: Grants provided for public parking

BLOCK 45 - CONCEPTUAL PROFORMA											
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
				STABILIZED							
Eff. Rent Revenue - APTS	\$ 5,415,264	\$ 6,286,551	\$ 6,600,879	\$ 6,798,905	\$ 7,002,872	\$ 7,212,959	\$ 7,429,347	\$ 7,652,228	\$ 7,881,795	\$ 8,118,248	
Eff. Rent Revenue - RETAIL	\$ 530,250	\$ 624,180	\$ 683,087	\$ 744,967	\$ 767,316	\$ 790,335	\$ 814,045	\$ 838,467	\$ 863,621	\$ 889,529	
Eff. Rent Revenue - HOTEL	\$ 5,173,875	\$ 5,975,826	\$ 6,926,525	\$ 7,272,851	\$ 7,491,037	\$ 7,715,768	\$ 7,947,241	\$ 8,185,658	\$ 8,431,228	\$ 8,684,165	
Eff. Rent Revenue - OFFICE	\$ 975,000	\$ 1,158,750	\$ 1,273,080	\$ 1,393,227	\$ 1,435,024	\$ 1,478,074	\$ 1,522,417	\$ 1,568,089	\$ 1,615,132	\$ 1,663,586	
Eff. Rent Revenue - PARKING	\$ 155,955	\$ 163,785	\$ 167,493	\$ 171,312	\$ 175,246	\$ 179,298	\$ 183,471	\$ 187,770	\$ 192,197	\$ 196,758	
Other Revenue	\$ 529,388	\$ 586,651	\$ 650,907	\$ 670,434	\$ 690,547	\$ 711,263	\$ 732,601	\$ 754,579	\$ 777,216	\$ 800,533	
Effective Gross Revenue	\$ 12,779,731	\$ 14,795,743	\$ 16,301,971	\$ 17,051,696	\$ 17,562,042	\$ 18,087,697	\$ 18,629,123	\$ 19,186,791	\$ 19,761,189	\$ 20,352,819	
Expenses											
Rent Share - CRA/County	\$ 319,493	\$ 369,894	\$ 407,549	\$ 426,292	\$ 439,051	\$ 452,192	\$ 465,728	\$ 479,670	\$ 494,030	\$ 508,820	
Real Estate Taxes	1,907,681	1,974,450	2,043,556	2,115,080	2,189,108	2,265,727	2,345,028	2,427,104	2,512,052	2,599,974	
Hotel Oper. Expenses	3,691,081	4,233,123	4,870,742	5,091,407	5,236,743	5,393,846	5,555,661	5,722,331	5,894,001	6,070,821	
Insurance	114,088	132,299	140,632	146,683	151,065	155,579	160,228	165,017	169,949	175,030	
Utilities	266,205	308,697	328,141	342,260	352,485	363,018	373,866	385,040	396,549	408,403	
Repairs & Maintenance	304,234	352,797	375,018	391,154	402,840	414,877	427,275	440,045	453,198	466,746	
Admin Expenses	304,234	352,797	375,018	391,154	402,840	414,877	427,275	440,045	453,198	466,746	
General Promotions	152,117	176,398	187,509	195,577	201,420	207,439	213,638	220,023	226,599	233,373	
Payroll	228,176	264,598	281,263	293,365	302,130	311,158	320,456	330,034	339,899	350,060	
Property Mgmt Fee	304,234	352,797	375,018	391,154	402,840	414,877	427,275	440,045	453,198	466,746	
Total Expenses	\$ 7,591,544	\$ 8,517,849	\$ 9,384,445	\$ 9,784,126	\$ 10,080,524	\$ 10,393,590	\$ 10,716,431	\$ 11,049,353	\$ 11,392,674	\$ 11,746,719	
NET OPER. INCOME (NOI)	\$ 5,188,187	\$ 6,277,894	\$ 6,917,526	\$ 7,267,570	\$ 7,481,518	\$ 7,694,108	\$ 7,912,692	\$ 8,137,437	\$ 8,368,515	\$ 8,606,100	
Reserve for Repl	\$ 511,189	\$ 529,081	\$ 547,599	\$ 566,765	\$ 586,601	\$ 607,132	\$ 628,382	\$ 650,375	\$ 673,139	\$ 696,698	
CASHFLOW bef DEBT SVC	\$ 4,676,998	\$ 5,748,813	\$ 6,369,927	\$ 6,700,806	\$ 6,894,916	\$ 7,086,975	\$ 7,284,310	\$ 7,487,062	\$ 7,695,376	\$ 7,909,401	

BLOCK 56 - CONCEPTUAL PROFORMA											
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
				STABILIZED							
Eff. Rent Revenue - APTS	\$ 8,178,796	\$ 9,598,057	\$ 10,077,960	\$ 10,380,299	\$ 10,691,708	\$ 11,012,459	\$ 11,342,833	\$ 11,683,118	\$ 12,033,611	\$ 12,394,620	
Eff. Rent Revenue - RETAIL	\$ 530,250	\$ 624,180	\$ 683,087	\$ 744,967	\$ 767,316	\$ 790,335	\$ 814,045	\$ 838,467	\$ 863,621	\$ 889,529	
Eff. Rent Revenue - OFFICE	\$ 975,000	\$ 1,158,750	\$ 1,273,080	\$ 1,393,227	\$ 1,435,024	\$ 1,478,074	\$ 1,522,417	\$ 1,568,089	\$ 1,615,132	\$ 1,663,586	
Eff. Rent Revenue - PARKING	\$ 52,020	\$ 58,140	\$ 58,140	\$ 58,140	\$ 58,140	\$ 58,140	\$ 58,140	\$ 58,140	\$ 58,140	\$ 58,140	
Other Revenue	\$12,000	\$12,360	\$12,731	\$13,113	\$13,506	\$13,911	\$14,329	\$14,759	\$15,201	\$15,657	
Effective Gross Revenue	\$ 9,748,066	\$ 11,451,487	\$ 12,104,998	\$ 12,589,745	\$ 12,965,693	\$ 13,352,920	\$ 13,751,763	\$ 14,162,572	\$ 14,585,705	\$ 15,021,532	
Expenses											
Rent Share - CRA/County	243,702	286,287	302,625	314,744	324,142	333,823	343,794	354,064	364,643	375,538	
Real Estate Taxes	2,023,568	2,094,393	2,167,697	2,243,566	2,322,091	2,403,364	2,487,482	2,574,544	2,664,653	2,757,916	
Insurance	146,221	171,772	181,575	188,846	194,485	200,294	206,276	212,439	218,786	225,323	
Utilities	341,182	400,802	423,675	440,641	453,799	467,352	481,312	495,690	510,500	525,754	
Repairs & Maintenance	389,923	458,059	484,200	503,590	518,628	534,117	550,071	566,503	583,428	600,861	
Admin Expenses	389,923	458,059	484,200	503,590	518,628	534,117	550,071	566,503	583,428	600,861	
General Promotions	194,961	229,030	242,100	251,795	259,314	267,058	275,035	283,251	291,714	300,431	
Payroll	292,442	343,545	363,150	377,692	388,971	400,588	412,553	424,877	437,571	450,646	
Property Mgmt Fee	389,923	458,059	484,200	503,590	518,628	534,117	550,071	566,503	583,428	600,861	
Total Expenses	\$ 4,411,844	\$ 4,900,007	\$ 5,133,421	\$ 5,328,054	\$ 5,498,686	\$ 5,674,830	\$ 5,856,664	\$ 6,044,374	\$ 6,238,151	\$ 6,438,191	
NET OPER. INCOME (NOI)	\$ 5,336,221	\$ 6,551,480	\$ 6,971,576	\$ 7,261,691	\$ 7,467,007	\$ 7,678,090	\$ 7,895,099	\$ 8,118,198	\$ 8,347,554	\$ 8,583,341	
Reserve for Repl	389,923	403,570	417,695	432,314	447,445	463,106	479,314	496,090	513,454	531,425	
CASHFLOW bef DEBT SVC	\$ 4,946,299	\$ 6,147,910	\$ 6,553,882	\$ 6,829,377	\$ 7,019,562	\$ 7,214,984	\$ 7,415,785	\$ 7,622,107	\$ 7,834,101	\$ 8,051,916	

Overtown Gateway - 45/56



Activity ID	Activity Name	Original Duration	Start	Finish	2013				2014				2015				2016				2017				2018				2019				2020			
					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Overtown Gateway - Block 45/56		1679	19-Jun-13	22-Jan-18																																
ACQUISITION		196	19-Jun-13	31-Dec-13																																
A1000	RFP	115	19-Jun-13	02-Dec-13																																
A1010	Development Agreement	20	03-Dec-13	31-Dec-13																																
Block 45		1163	02-Jan-14	09-Mar-17																																
PRECONSTRUCTION		285	02-Jan-14	13-Oct-14																																
A1020	Design Development (Block 45)	60	02-Jan-14	26-Mar-14																																
A1030	Construction Drawings (Block 45)	60	27-Mar-14	19-Jun-14																																
A1040	Permitting Filing (Block 45)	0	20-Jun-14																																	
A1050	Permitting (Block 45)	80	20-Jun-14	13-Oct-14																																
CONSTRUCTION		878	14-Oct-14	09-Mar-17																																
A1060	Notice to Proceed NTP - (Block 45)	0	14-Oct-14																																	
A1070	Construction (Block 45) - 29 Months	610	14-Oct-14	09-Mar-17																																
A1080	Temporary Certificate of Occupancy (TCO) - Block 45	0		09-Mar-17																																
Block 56		1197	14-Oct-14	22-Jan-18																																
PRECONSTRUCTION		288	14-Oct-14	28-Jul-15																																
A1090	Design Development (Block 56)	60	14-Oct-14	09-Jan-15																																
A1100	Construction Drawings (Block 56)	60	12-Jan-15	03-Apr-15																																
A1110	Permitting Filing (Block 56)	0	06-Apr-15																																	
A1120	Permitting (Block 56)	80	06-Apr-15	28-Jul-15																																
CONSTRUCTION		909	29-Jul-15	22-Jan-18																																
A1130	Notice to Proceed NTP - (Block 56)	0	29-Jul-15																																	
A1140	Construction (Block 56) - 30 Months	630	29-Jul-15	22-Jan-18																																
A1150	Temporary Certificate of Occupancy (TCO) - Block 56	0		22-Jan-18																																

The Gantt chart illustrates the project schedule for Overtown Gateway - Block 45/56. The timeline spans from 2013 to 2020, with quarters labeled Q1 through Q4 for each year. The project is divided into three main phases: Acquisition, Preconstruction, and Construction. Key activities and their durations are as follows:

- Acquisition:**
 - RFP: 115 days, from 19-Jun-13 to 02-Dec-13.
 - Development Agreement: 20 days, from 03-Dec-13 to 31-Dec-13.
- Block 45 Preconstruction:**
 - Design Development (Block 45): 60 days, from 02-Jan-14 to 26-Mar-14.
 - Construction Drawings (Block 45): 60 days, from 27-Mar-14 to 19-Jun-14.
 - Permitting Filing (Block 45): 0 days, from 20-Jun-14 to 20-Jun-14.
 - Permitting (Block 45): 80 days, from 20-Jun-14 to 13-Oct-14.
- Block 45 Construction:**
 - Notice to Proceed NTP - (Block 45): 0 days, from 14-Oct-14 to 14-Oct-14.
 - Construction (Block 45) - 29 Months: 610 days, from 14-Oct-14 to 09-Mar-17.
 - Temporary Certificate of Occupancy (TCO) - Block 45: 0 days, from 09-Mar-17 to 09-Mar-17.
- Block 56 Preconstruction:**
 - Design Development (Block 56): 60 days, from 14-Oct-14 to 09-Jan-15.
 - Construction Drawings (Block 56): 60 days, from 12-Jan-15 to 03-Apr-15.
 - Permitting Filing (Block 56): 0 days, from 06-Apr-15 to 06-Apr-15.
 - Permitting (Block 56): 80 days, from 06-Apr-15 to 28-Jul-15.
- Block 56 Construction:**
 - Notice to Proceed NTP - (Block 56): 0 days, from 29-Jul-15 to 29-Jul-15.
 - Construction (Block 56) - 30 Months: 630 days, from 29-Jul-15 to 22-Jan-18.
 - Temporary Certificate of Occupancy (TCO) - Block 56: 0 days, from 22-Jan-18 to 22-Jan-18.

SUMMARY OF PROJECT BENEFITS

Overtown Gateway would bring over \$200 million of investment to transform a drab parking lot into a jazz & blues entertainment, commerce, and residential property at the heart of Overtown's Downtown. Our team is passionate about the potential for the Project to be more of a "Live, Work, & Play" environment than just another building or another corner of Miami.

Overtown is an iconic neighborhood with a strong cultural heritage. We have conceived the Overtown Gateway project to contribute to this fabric in a multitude of ways.

As a team with experience in large/complex projects and hospitality/entertainment driven real estate we are confident that our plan is a good fit for the neighborhood and people of Overtown. Led by professionals with experience in Miami, Washington, D.C. and New York, we believe we are ideally suited for combining the technical and financial capacity to perform with the cultural sensitivity that would be meaningful to local residents.

Below, we highlight some key Project benefits

A.) GENERATE ECONOMIC RETURN TO THE CRA

Overtown Gateway will produce significant economic direct and indirect economic returns to the CRA. The Project is dominated by components that stimulate active commerce and drive.

Our hotel will generate real estate taxes, bed tax for visitor stays and food/beverage taxes from restaurant business. Each restaurants outlet will produce real estate taxes and food/beverage taxes. The apartments will produce real estate taxes and attract residents who spend within the neighborhood. All retail establishments will generate sales taxes that support the State of Florida and indirectly benefit Overtown. Office space will attract worker who spend and facilitate commercial opportunities for local suppliers. All of this benefits the CRA in tangible ways.

Below, we estimate the economic returns to the CRA benefits.

RETURN TO CRA - CONCEPTUAL ESTIMATES		
<u>DIRECT</u>	<u>Amount</u>	<u>Frequency</u>
Annual Payments (*2)	\$ 178,436	annual
Property Taxes	\$ 6,661,605	annual
<u>INDIRECT</u>		
Payment to Public Benefits Trust	\$ 4,161,097	one-time
Food and Beverage Tax (*3)	\$ 747,600	annual
Hotel Tax	\$ 415,592	annual
NOTES ::		
1: General assumption of full development for Blocks 45 and 56		
2: CRA get half of rent share equaling 1.25% of Gross Rents		
3: Assume \$400 psf in annual retail revenue; with 3.0% tax		
4: 6% on Hotel room sales		

B.) JOBS AND CONTRACT OPPORTUNITIES FOR LOCAL RESIDENTS AND BUSINESSES

It is our intention to provide local residents and businesses with every opportunity participate in the project. Our development and construction team members each have significant experience with local participation programs. Beyond this, our lead team members have all benefitted from similar programs as minority-owned or community-based business. It is a part of our core objective to pass the opportunities forward.

We plan to invest over \$200 million to develop both Blocks 45 and 56. This investment will generate significant construction job opportunities. We estimate the creation of roughly 750 construction jobs throughout the development of the Blocks 45 and 56.

The development will result in numerous job opportunities once operations commence. There will be numerous retail outlets such a restaurants, shops and entertainment venues. Hospitality jobs will be available within the hotel we will build. Office jobs will be available in the commercial office space.

The businesses occupying the Project will also represent ongoing business opportunities for local professionals, contractors and suppliers.

To guarantee focus and execution we intend to establish a jobs and contracts coordinator as a key role on the team. This individual will be tasked with ensuring that we exceed all minimums across the project for job participation by local residents and contract opportunities with local businesses.

C.) RETAIL AND ENTERTAINMENT OPTIONS TO BRING JAZZ AND BLUES DISTRICT TO LIFE

Overtown's famed 'Little Broadway' era was marked by vibrant activity resulting from entertainment and hospitality catering to local residents and visitors alike. Overtown Gateway is conceived to directly contribute to reclaiming this vibrancy through creating a critical mass of retail and hospitality that celebrates Overtown's cultural heritage.

You can observe the results in the architectural details provided in Appendix B – Design Drawings. To summarize, the project is poised to bring life to an Overtown Jazz and Blues District through the following means:

- Significant ground-floor retails designed to accommodate restaurants, supper club and other family-entertainment related retail.
- Second Avenue is positioned as a retail and pedestrian promenade with no parking or service entrances disrupting the retail frontage.
- A 150-room hotel on Block 45 would accommodate visitors to stay in Overtown and enjoy its environment.
- Residential and office spaces would increase the number of people who live and work in Overtown's Downtown. This would subsequently increase the number of people who play in Overtown.
- Space would be provided for a gallery on Block 45 and fronting Second Avenue. This would provide another venue for culture to be celebrated.
- The eastern half of Sawyers Walk would be converted to a retail plaza in the mold of a "mini-Lincoln Road". This would itself be a draw attracting residents and workers from Overtown and Greater Miami as well as visitors arriving by car and train.

OVERTOWN GATEWAY

D.) HIGH-QUALITY HOUSING OPTIONS WITHIN OVERTOWN

Overtown's history was marked by a diverse array of residential options resulting in a mixed-income community that thrived. The impacts of "Urban Renewal" on Overtown have left it with very few high-quality housing options. The first phase of Overtown Gateway would produce over 200 units of high-quality yet economic apartments. The new residential options would accommodate a range of incomes and ages which will serve to reinforce Overtown's vibrancy well into the future.

E.) EXPOSURE TO REAL ESTATE AND INDUSTRY FOR OVERTOWN YOUTH

Our development partners, BACH and Peebles, each have a strong conviction that education is the ultimate equalizer. As such, they embrace the opportunity to introduce African-American youth to business and industry as one way of inspiring minds and improving communities.

Our team plans to implement an "Overtown Scholars" program to provide transformative exposure to real estate and entrepreneurship for the youth of Overtown. Through the program, a group of tenth and eleventh grade students living in Overtown would participate in the after-school program and internship opportunities with our team members. This experience would provide insight into real estate and entrepreneurship, exposure to business role models and early experience in a professional work environment.

The program would be funded with private dollars and undertaken on a non-profit basis. Overtown's ability to preserve its heritage rests on the ability to maximize the talents of its residents.

APPENDIX A DESIGN INSPIRATION



HISTORIC HERITAGE TO HIGHLIGHT



1 THE WARD ROOMING HOUSE
Built in 1925 by Shaddrack and Victoria Ward, main hotel for Blacks in the early 1900's



2 DORSEY HOUSE
Built in 1915 by D.A. Dorsey, first American American millionaire, who was an important mecene for the Black community



3 THE BLACK ARCHIVE HISTORIC LYRIC THEATER
Built in 1913 by Geder Walker, showcased stage and film performances, gospel, jazz, vaudeville and literary arts of the Harlem Renaissance

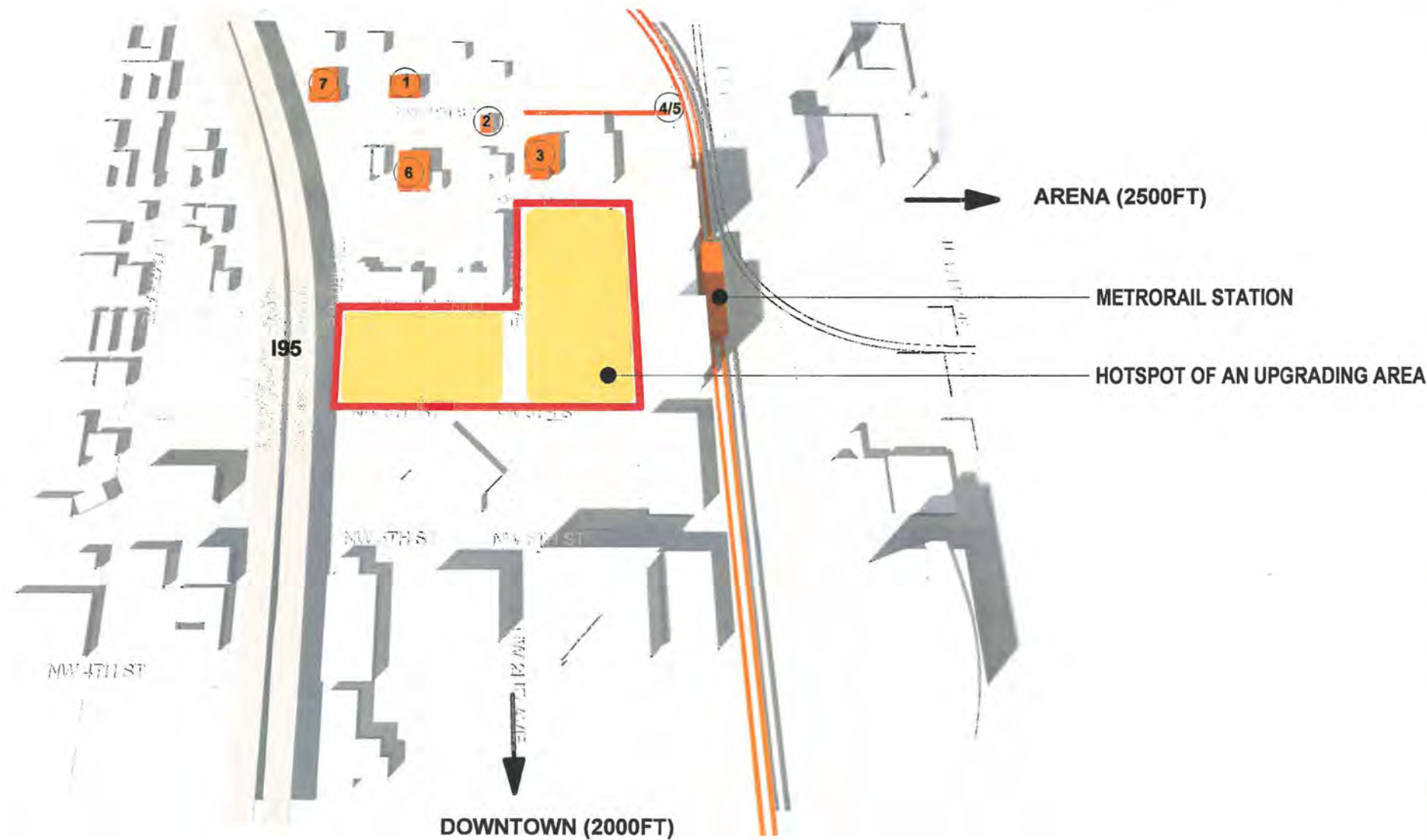


4 NINTH STREET PEDESTRIAN M

Built by Gary L. Moore, this path, inspired by an African Kente cloth, is a popular meeting place



5 NINTH ST PEDESTRIAN MALL



6 GREATER BETHEL A.M.E. CHURCH



7 MT. ZION BAPTIST CHURCH

 AREA OF FUTURE PROJECT

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DESIGN BY

Luis O. Revuelta
AR 0007972

PROJECT

Overtown Gateway

OWNER INFORMATION

OVERTOWN GATEWAY
GROUP

#Project: Status

Permit Revisions

CONSULTANTS

Date
07/22/2013

Drawing
AD-B

Check by
BP

Scale
As Shown

Project No.
1222

01.1

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EXISTING RECREATIONAL AND CULTURAL AREAS TO ENHANCE

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DESIGN BY

PROJECT

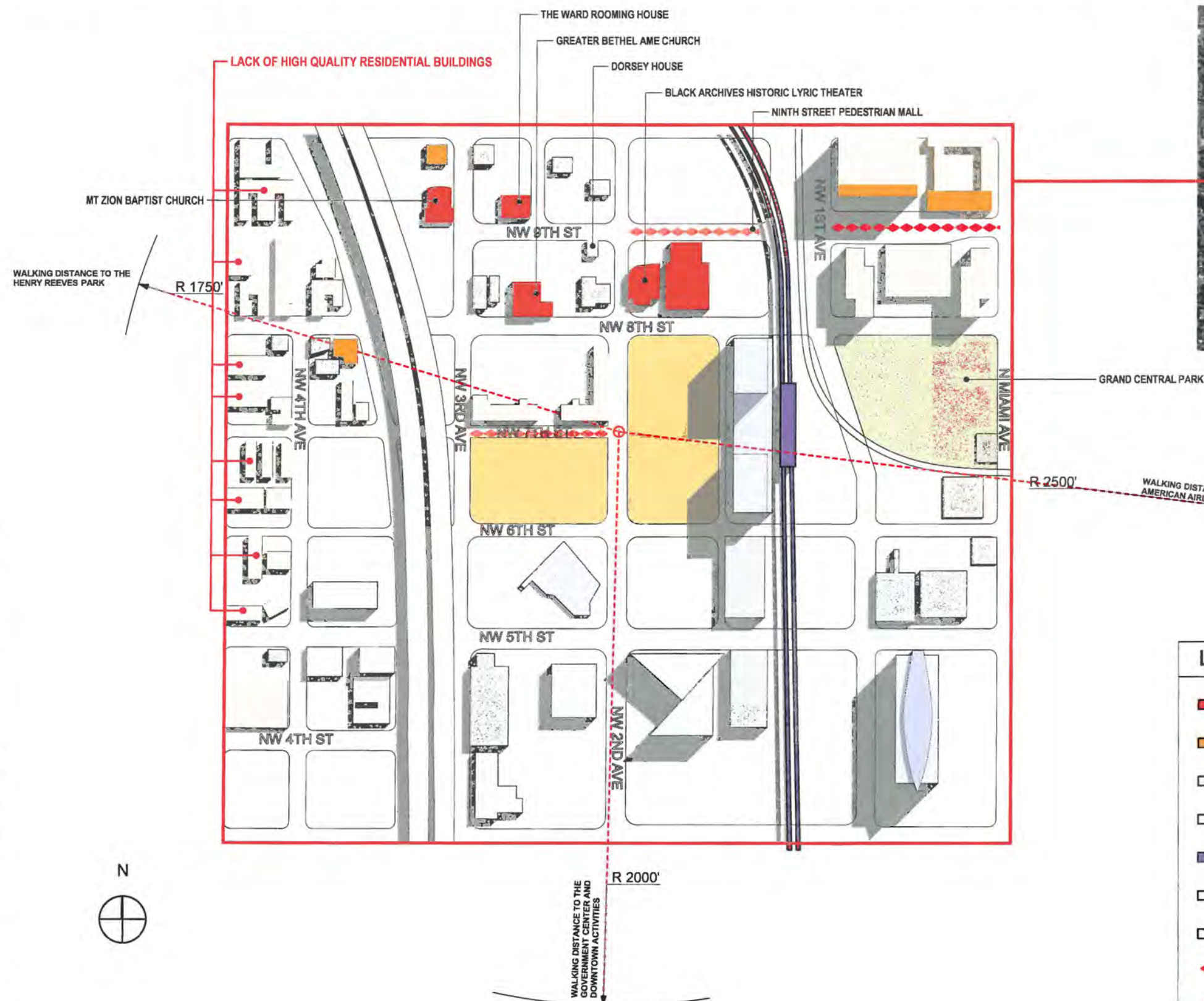
OWNER INFORMATION

#Project Step 13

Permit Revisions

CONSULTANTS

01.2



LEGEND

-  CULTURAL OR RELIGIOUS BUILDING
-  RECREATIONAL/COMMERCIAL BUILDING
-  PUBLIC SERVICE BUILDING
-  HEALTH/EDUCATIONAL BUILDING
-  PUBLIC TRANSPORTATION
-  RESIDENTIAL BUILDING
-  OTHER (PRIVATE ENTREPRISE...)
-  EMBLEMATIC PEDESTRIAN WALKWAY
-  AREA OF FUTURE PROJECT



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DESIGN BY

PROJECT

OWNER INFORMATION

#Project Status

Permit Revisions

CONSULTANTS:

Date _____

07/22/2013

Drawing

AD-IS
Check box

Check by
BP

Scale

As Shown

Project No. 4-2222

1222

040

01.3

AREA OF FUTURE PROJECT

SOUTHEAST OVERTOWN : PLANNED REDEVELOPMENT

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AR 0007872

PROJECT

Overtown Gateway

OWNER INFORMATION

OVERTOWN GATEWAY
GROUP

#Project Status

Permit Revisions

CONSULTANTS

Date

07/22/2013

Drawing

AD-8

Check by

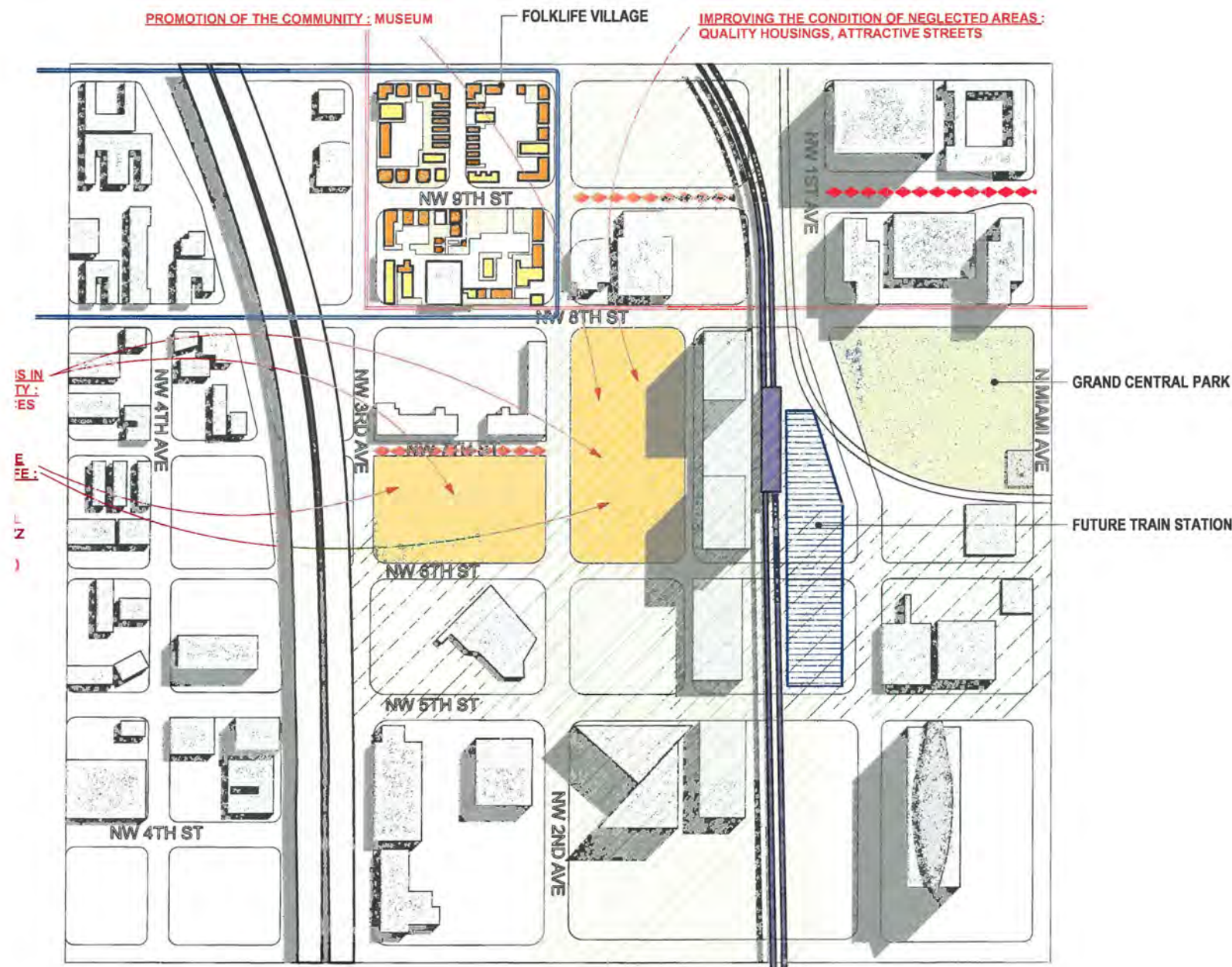
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Scale

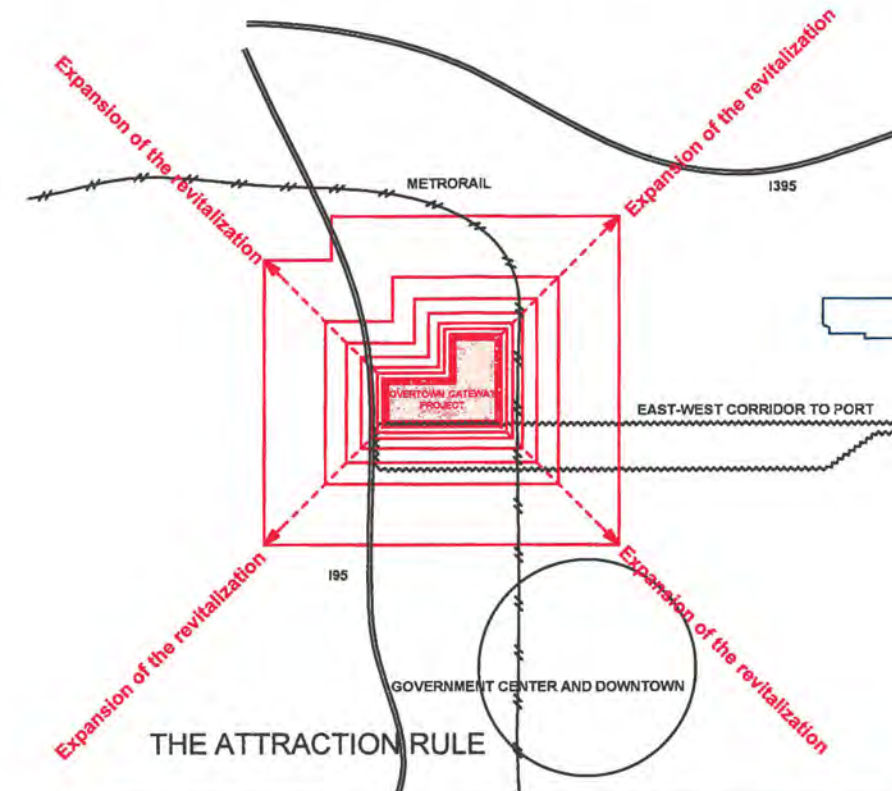
As Shown

Project No.

1222



Folklife village is a project proposed by Duany Plater-Zyberk & company, architects and town-planners, in Master plan for Historic Overtown Folklife Village. This project intend to give guidelines in order to create an economic revitalization project based on a mixed-use facilities and housings and including the features of Black people history and culture.



LEGEND

+ PROMISING PLANS FOR THE AREA

Master plan of the Folklife village

D. NW 3rd Avenue Loop

E. 8th and 10th Street Loop

G. Central Loop

Freight Intermodal Facility Improvements Area
and Freight Intermodal Connectors

Passenger Intermodal Facility Improvements
Area

Future extension of metro rail

Sources : The Black Archives History & Research Foundation by Duany Plater-Zyberk & cc.
Interregional Destinations & Strategic Intermodal System (SIS) Hubs in Southeast
Overtown/Park West Community Redevelopment plan by Dover Khol & Partners and City of
Miami Department

EXISTING BUILDINGS

EMBLEMATIC PEDESTRIAN WALKWAY

AREA OF FUTURE PROJECT

AN ARTISTIC BACKGROUND : OUR SOURCE OF INSPIRATION

AN AFRO-AMERICAN CULTURAL BACKGROUND

HISTORIC CHARACTER OF OLD OVERTOWN



1601 NE 2nd Avenue Miami



Bahamian Architecture



Bourbon Street - New Orleans



Bourbon Street - New Orleans



Bourbon Street - New Orleans



Bourbon Street - New Orleans



Las Olas Bd - Fort Lauderdale



Las Olas Bd - Fort Lauderdale

ARTISTIC PATTERNS



Kente cloth (from Ghana)



Bogolanfini (mud cloth from Mali)

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DESIGN BY

Luis O. Revuelta
AR 0007872

PROJECT

Overtown Gateway

OWNER INFORMATION

OVERTOWN GATEWAY
GROUP

#Project Status

Permit Revisions

CONSULTANTS

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CONTEMPOREAN INTERPRETATION OF CONTEXTUAL RICHNESS

Sources : Drawings from The Black Archives History & Research Foundation by Duany Plater-Zyberk & co. // Other pictures from divers websites

APPENDIX B

DESIGN DRAWINGS

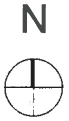
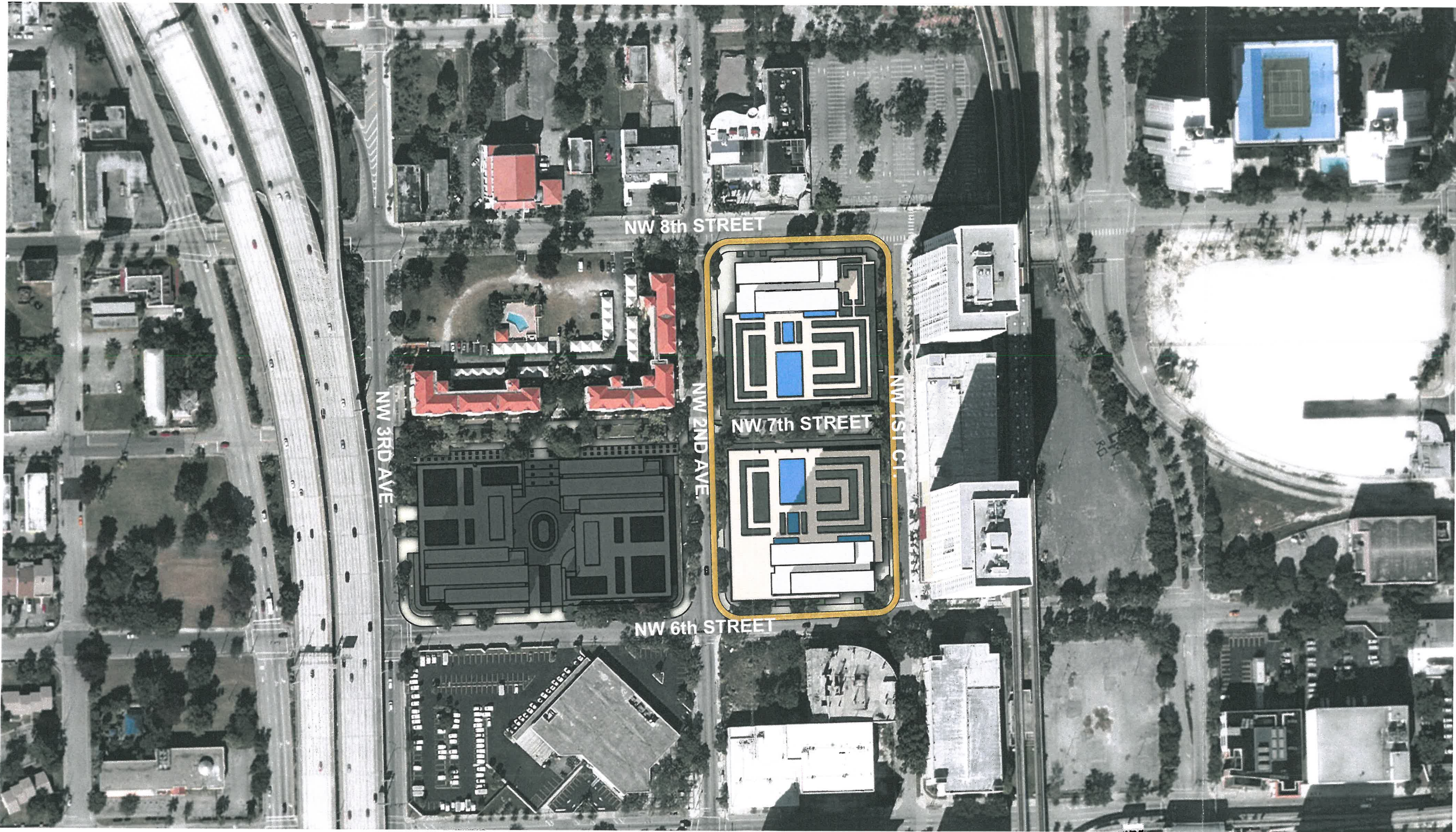
Appendix B
Design Drawings





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11222_SAWYER SQUARE BIM11222_SAWYER SQUARE MASTERPLAN RFP.pdf - By a190421 - Date: 7/16/2013



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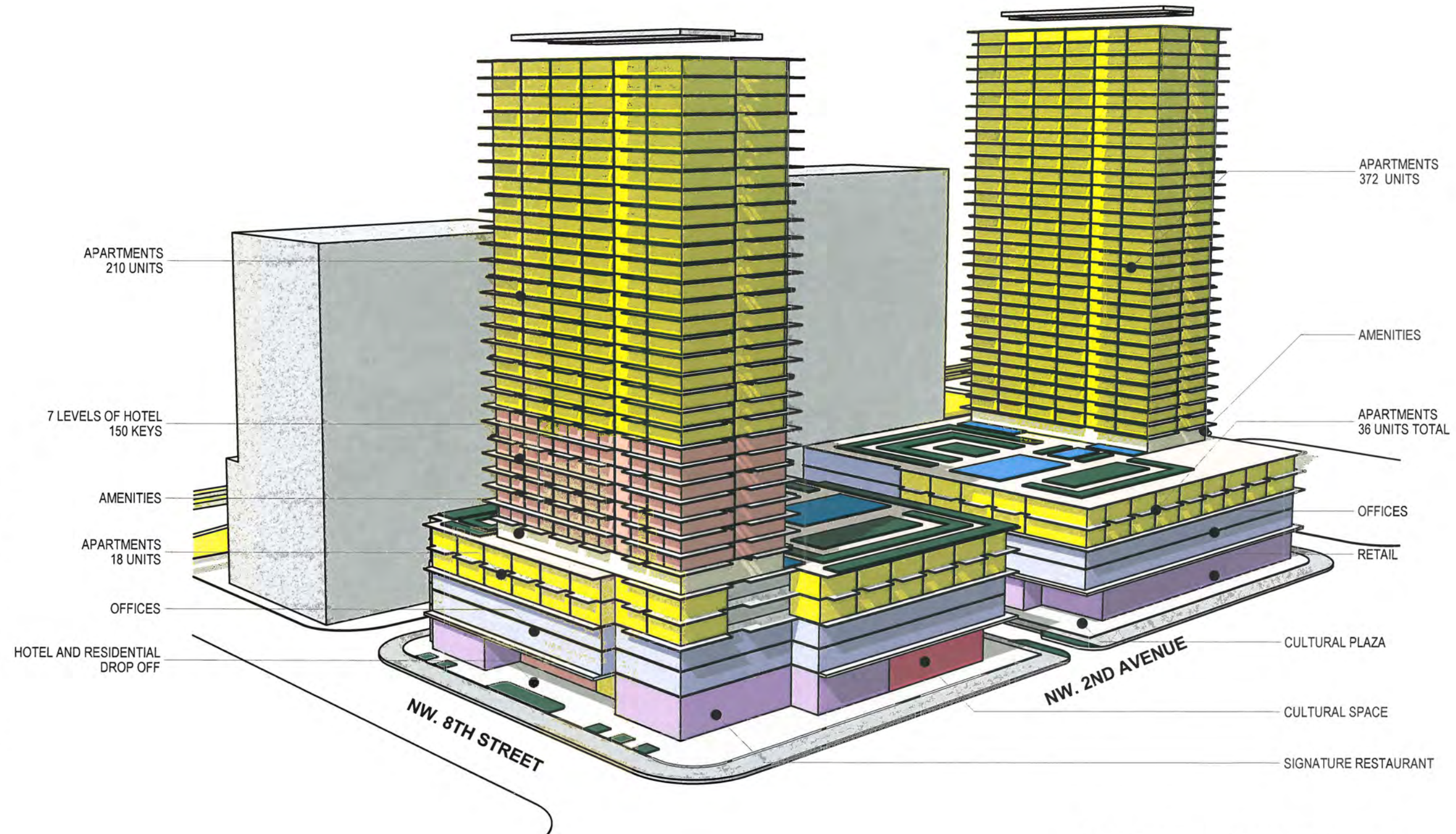
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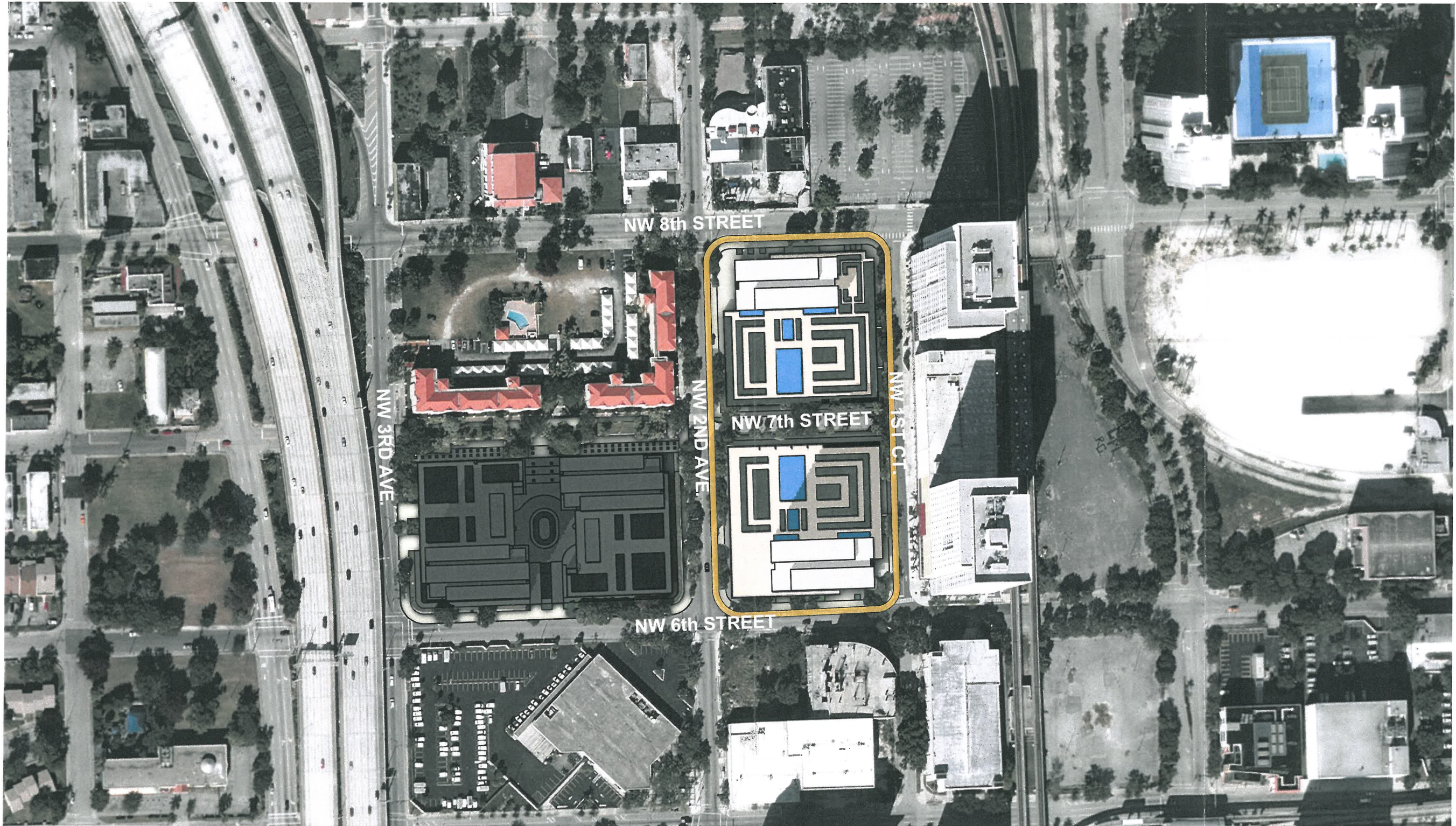
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DATE: 07/15/2013 DRAWING: 1222 SANCTUARY SQUARE MASTER PLAN RFP PH - By adriana - Date: 7/15/2013



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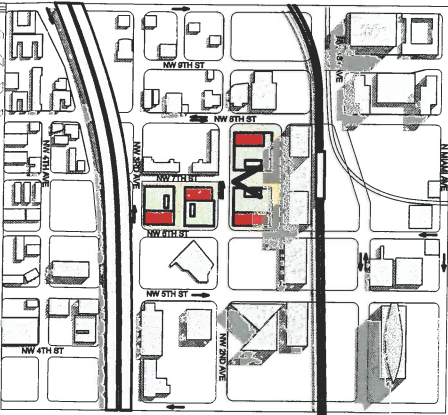
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SAWYER'S WALK (NW 7TH ST.)

TOMORROW



Localisation plan



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◁ TODAY

SAWYER'S WALK (NW 7TH ST.)

TOMORROW
▽



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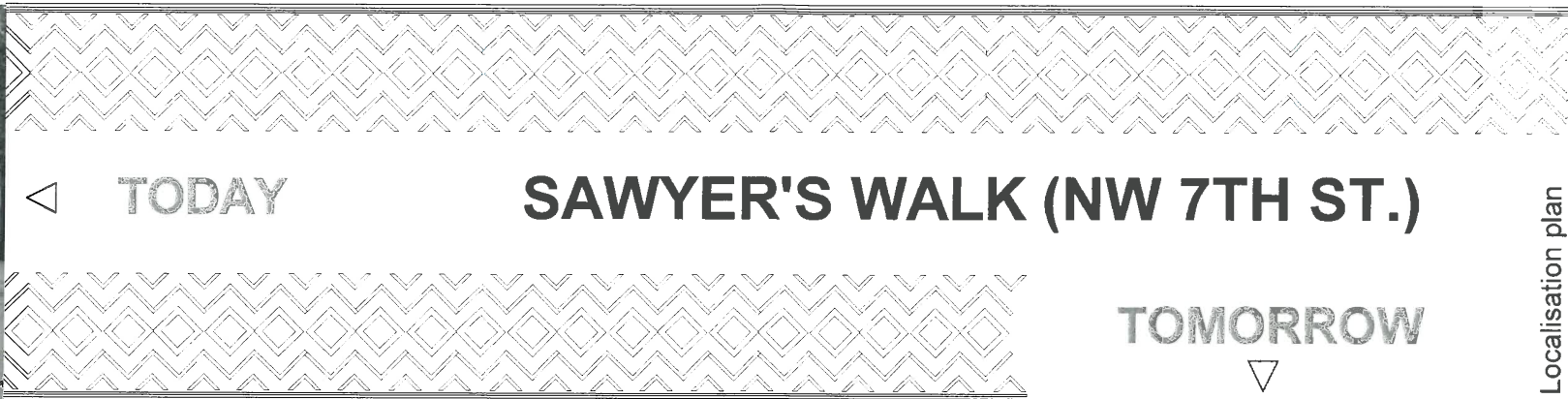
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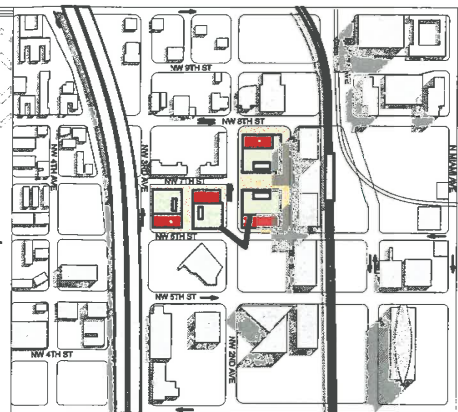




◀ TODAY

OVERTOWN - 2ND AVENUE

TOMORROW
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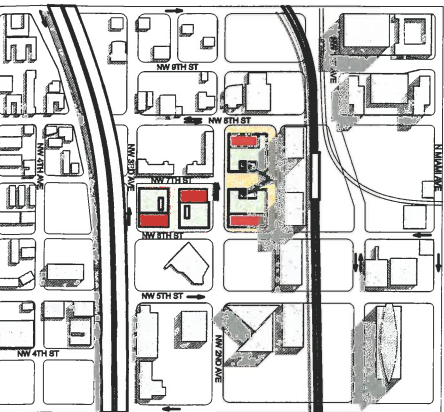
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APPENDIX C

TEAM DETAILS



BACH

REAL ESTATE

DEVELOP | INVEST | MANAGE

BACH

REAL ESTATE

DEVELOP | INVEST | MANAGE

BUSINESS FOCUS

BACH Real Estate is a diversified real estate company that seeks to capitalize on the urbanization of South Florida. Our business focus is development, investment and property management. We are intentionally transformative in impact, thorough in execution and focused on community enhancement.

Our investment approach is crafted to capitalize on the accelerating growth of South Florida. Our experience suggests that the pace of the region's transformation will meaningfully increase population density, accelerate transit availability and stimulate growth of commercial activity. These all contribute to enhanced real estate fundamentals.

BACH's advantage as an investor can be summarized as:

EXPERIENCE WITH METROPOLITAN AREAS

Our team benefits from years of direct experience in leading US metropolitan areas such as Washington DC, New York City and South Florida. This insight heightens our understanding of the opportunities and challenges presented by the urbanization of South Florida.

FLEXIBLE INVESTMENT APPROACH

We have experience with new construction, property redevelopment and financial restructuring. This enables us to diversify our risk positions based on market-cycle, local area dynamics and investment opportunity. We view this as a key differentiator in an environment characterized by accelerating neighborhood transformation.

FOCUS ON PEOPLE

Creating a positive impact on the people and community is an important principle of our investment approach. We seek to balance the pursuit of profit with our pursuit of collective progress. To us, this entails promoting local preference for jobs and contracting opportunities at a minimum. It further includes exposing area youth to real estate as an opportunity for their future.

BACH

REAL ESTATE

DEVELOP | INVEST | MANAGE

BUSINESS FOCUS

BACH Real Estate is a diversified real estate company focused on development, investment and property management. We direct our efforts toward high-quality investments in apartment, retail and/or hospitality primarily.

DEVELOP

BACH pursues construction of high-quality properties that are distinguished in style and creativity. We focus on the metropolitan areas of South Florida for the development of multi-family residential, hotel and retail properties. Our team is actively pursuing direct investments, joint-ventures and public-private partnerships.

INVEST

BACH seeks value-add and opportunistic investments in existing real estate presenting attractive returns through financial restructuring, property redevelopment and/or operational reorganization.

MANAGE

BACH offers third-party management services for mid-sized office, retail and multifamily residential properties.

COMMUNITY FOCUS

DEVELOP PEOPLE AND PLACES.

BACH is committed to enhancing people as we enhance properties and places. This includes educating youth about the real estate industry as an option for their future, extending growth opportunities to small business enterprises and creating jobs for residents of the communities we investing in.

ENHANCE THE COMMUNITY.

We are committed to contributing a portion of profits from our projects to charitable initiatives benefitting the communities in which we make our investments. Additionally, Mr. Channer, our CEO, sets a tone of community involvement with his personal efforts to actively promote increase knowledge of entrepreneurship and access to technology for disadvantaged youth.

CONSIDER THE ENVIRONMENT.

We are committed to undertaking investments in a manner that is environmentally responsible during the construction and operation of our properties. This involves collaborating with knowledgeable consultants, embracing advanced building technologies and undertaking creative design.

BACH

REAL ESTATE

DEVELOP | INVEST | MANAGE

BARRON CHANNER, MBA, CAIA



Barron Channer is the Founder and CEO of BACH Real Estate LLC ("BACH"), a diversified real estate company focused on real estate development, investment and management.

Prior to founding BACH, Barron spent eight years as an investment executive with The Peebles Corporation. Upon departure, he was a Vice President with executive oversight for all investment activity in the eastern US. During his tenure with Peebles, Barron orchestrated real estate investment activity in metropolitan areas such as South Florida, Washington DC and New York Metro. A few notable accomplishments include structuring sale of the Royal Palm hotel (Miami Beach) for a record-breaking price, leading the firm's successful bid for rights to develop a racetrack-casino in New York City, developing the Peebles real estate fund concept and materials in addition to managing the zoning and permitting for a residential-resort development in Florida Keys. Barron's also coordinated business development for target markets, designed the firm's investment analysis modules, managed key government and market relationships as well as orchestrated capital raising efforts for individual projects. He remains an adviser to Mr. Donahue Peebles.

Barron obtained an MBA with real estate concentration from The Wharton School at the University of Pennsylvania. Previously, Barron obtained a Bachelor of Science degree in Computer and Systems Engineering with Cum Laude honors from Rensselaer Polytechnic Institute. He has earned designation Chartered Alternative Investment Analyst (CAIA). Barron is a proud graduate from elementary, junior and senior high schools within the Miami-Dade County Public Schools system.

Barron's civic activity includes participation as a board member for Baptist-South Miami Hospital, Perez Art Museum Miami, The Miami Foundation and The American Friends of Jamaica. He is passionate about the transformative community impacts from technology, entrepreneurship and diversity inclusion in business. In support of these passions, Barron routinely participates in panels and speaking engagements that engage young minds or inform community stakeholders.



PEEBLES CORPORATION PROFILE

The tenants of the Peebles brand of excellence are premier locations, high quality materials, meticulous engineering, detailed construction, expert craftsmanship, and painstaking attention to detail. Our commitment to these ideals has drawn enthusiastic responses from investors, buyers, tenants, and community leaders.

The Peebles Corporation pays close attention to neighborhood continuity, community outreach, environmental conservation, and historic precedent. We implement the designs of renowned architects and designers to create stellar concepts that produce successful projects.

The Peebles Corporation oversees a national real-estate portfolio, including development projects, worth over four (4) billion dollars. The company is a diversified real estate developer both geographically as well as product types with uses ranging from Class-A office towers and four-star hotels to ultra-luxury condominiums and villas to city centers, mixed use complexes and super luxury residential developments located in major international cities such as New York, Miami, Las Vegas, San Francisco and Washington, D.C.

The Peebles Corporation was recently selected by the City of New York, through an RFP process, as the developer of 346 Broadway. This is an approximately 418,000 square foot building is listed on the National Register of Historic Places. Plans for the redevelopment of this property include ultra high-end residential and hospitality uses. The overall projected budget for this project exceeds \$400 million.

Other relevant projects include:

- The two tower, 17-story, 422 key oceanfront Royal Palm Hotel in South Beach. This development included a historic structure and is located in the South Beach Art Deco Historic District.
- The 188-key Courtyard by Marriott Convention Center Hotel in Washington, D.C. (Listed on the National register of Historic Places).
- A 100,000 square foot office building at 2100 Martin Luther King, Jr. Avenue in Washington, D.C.; located in the Anacostia Art Deco Historic District.
- A 280,000 square foot office building located at 10 G Street in Washington, D.C. in the Union Station Historic District.
- A 112 unit condominium overlooking the Atlantic Ocean known as The Residences at The Bath Club in Miami Beach, FL. The project contains a gross building area of 750,000 square feet and a net salable area of approximately 400,000 square feet.

R. Donahue Peebles is the Chairman and Chief Executive Officer of The Peebles Corporation. Mr. Peebles has received numerous awards over the last 25 years recognizing him for his community service efforts and his development abilities. In 2007, The Peebles Corporation was selected by *Black Enterprise Magazine* as Company of the Year. In 2008, Mr. Peebles received the Entrepreneur of the Year award at the 11th annual Wall Street Project Economic Summit. The Rev. Jesse Jackson presented Mr. Peebles with the honor at the Economic Awards Luncheon in New York City. Mr. Peebles has also been honored as "Business Man of The Year" by the Miami-Dade Chamber of Commerce. In April 2008, Mr. Peebles was inducted into the Martin Luther King Jr. International Board of Renaissance Leaders at Morehouse College. In January 2012, The Rainbow PUSH Coalition presented Mr. Peebles with the Dr. Martin Luther King, Jr. Leadership Award. In November of the same year, The National Executive Service Corps presented Mr. Peebles with the

OVERTOWN GATEWAY

Outstanding Service Award to the Non-profit Community. On June 5, 2013, Mr. Peebles was awarded the Angel Award from the Community Angels Foundation and The 2013 National Fatherhood Award from The Father's Day Rally Committee. Further details on Mr. Peebles biography and other development activities are included at the end of this section.





R. DONAHUE PEEBLES



Recognized as one of the most successful entrepreneurs in the nation, R. Donahue Peebles is the owner of The Peebles Corporation, the country's largest African American real estate development company with a multi-billion dollar development portfolio of luxury hotels, high-rise residential and Class A commercial properties and developments in Washington, D.C., Las Vegas and Miami Beach.

In the early 1980s, Mr. Peebles launched his real estate career in Washington, DC. Just a few years later, he identified an exciting development site in downtown Washington and launched his career as a developer. Throughout the early to mid 1990s, Mr. Peebles capitalized on the nationwide economic downturn and acquired approximately one million square feet of commercial buildings as well as development sights which could accommodate several million more square feet of development; all properties were located in Washington, DC.

In 1996, Mr. Peebles opened an office in Miami and began working on major public/private partnerships with the City of Miami Beach. Two years later, he relocated his corporate headquarters to Miami where he went on to develop projects exceeding half a billion dollars in value. The projects included The Royal Palm Hotel, a 417-room and suite oceanfront resort consisting of 2 towers, in the heart of Miami Beach overlooking the Atlantic Ocean. The Royal Palm is credited with playing a major role in the re-development of South Beach. Other Miami projects include The Residences at The Bath Club, an oceanfront, ultra-luxury residential tower defining fivestar living located on the site of the oldest private club in the southeast United States.

In 2004, Mr. Peebles was elected as chairman of the Greater Miami Convention and Visitors Bureau ("GMCVB"). Under his leadership, the GMCVB undertook a bold plan to expand the target market to families and summer tourists. Niche festivals and directed marketing efforts were put in place. Today, the region enjoys consistently high visitation and occupancy rates while appealing to a much broader and more international client base.

Mr. Peebles has been featured in publications such as The New York Times, The Washington Post, The Wall Street Journal, Forbes and Ebony. In August 2010, Black Enterprise named him among 40 "Business Titans who shaped our World" and he was featured on the cover of Black Enterprise's November 2009 issue. Mr. Peebles appears regularly on CNN, CNBC and FOX to advise on real estate, economic and political issues. He has been profiled on shows such as Neil Cavuto, The Big Idea and Larry King Live as well as on the nationally syndicated "Tom Joyner Morning Show" and "Steve Harvey" radio programs. In May 2009, Forbes listed Mr. Peebles in the top ten of the wealthiest black Americans in the country.

Mr. Peebles first book, The Peebles Principles, distills the lessons he learned on the road to building his successful company and personal fortune. His first-person accounts of his most intriguing deals illustrate the

principles that guide Mr. Peebles in all of his transactions. His second book, *The Peebles Path to Real Estate Wealth*, released in September 2008, outlines the fundamental tools for real estate investing and details how to make money in any market.

In addition to serving as CEO of his billion-dollar real estate development firm, Mr. Peebles is a highly sought after speaker. Viewed as a role model for aspiring entrepreneurs, he has addressed numerous educational, business and professional associations across the nation, including the University of the District of Columbia, Columbia University Graduate School of Business, The Wharton School and University of Miami.

Raised in Washington, D.C., in a single-parent household, he is an avid supporter of mentoring children and exposing teenagers to the value of entrepreneurship. Mr. Peebles spends time speaking to students around the country to urge and inspire them to pursue careers in business. He has received numerous awards over the last 25 years for his entrepreneurial leadership, community service efforts and development abilities. Mr. Peebles' most recent awards include Entrepreneur of the Year presented by Rev. Jesse Jackson at the 11th annual Wall Street Project Economic Summit; Corporate Citizen Award from One Hundred Black Men of New York; the NV Award for Entrepreneurship; the prestigious Hennessy Privilege Award for extraordinary community contributions; induction to the Martin Luther King International Board of Renaissance Leaders Hall of Fame at Morehouse College in Atlanta; Community Leader Award from Russell and Danny Simmons' RUSH Philanthropic Arts Foundation at their inaugural Art for Life event in Miami Beach; the Reginald F. Lewis Award for Entrepreneurship; and Corporate Honoree at Amsterdam News' 100th Anniversary Gala alongside Secretary of State Hilary Clinton, Congressman Charles Rangel and Robert F. Kennedy, Jr.

Mr. Peebles holds honorary doctorate degrees from Johnson and Wales University and Sojourner-Douglass College. In addition, he served as a U.S. House of Representatives page while in high school, sparking a lifelong interest in politics. Over the course of the last 30 years, he has supported politicians on both sides of the aisle and has raised campaign funds for local, state and federal candidates. Mr. Peebles currently serves on the Board of the Congressional Black Caucus Foundation as well as National Finance Committee of President Barack Obama.

THE RESIDENCES AT THE BATH CLUB

Miami Beach, Florida

Designed by South Florida's premiere luxury condominium architect, Revuelta Vega Leon, this award-winning project combines a one-of-a-kind historic private club, an intimate gourmet restaurant, a soothing spa and state-of-the-art fitness center with a modern 112-unit condominium tower and six Mediterranean-style oceanfront villas. Services and amenities are akin to those of a 5-star hotel.

Each of the six 5,685 square foot oceanfront Mediterranean-style villas features a private infinity-edged pool. The 112 tower units have an average size of 3,132 and include private or semiprivate elevators and floor-to-ceiling "walls of glass" rather than windows. The four center units on each floor offer a dramatic flow-through-view design that simultaneously overlooks the Atlantic Ocean and the Intracoastal Waterway, while the rounded end units feature panoramic views of either the ocean or the Intracoastal.



OVERTOWN GATEWAY

THE RESIDENCES AT THE BATH CLUB Miami Beach, Florida

Interior Photograph – Lobby



THE RESIDENCES AT THE BATH CLUB Miami Beach, Florida

Interior Photograph – Lobby



OVERTOWN GATEWAY

THE RESIDENCES AT THE BATH CLUB Miami Beach, Florida

Governor's Lounge at The Historic Bath Club



ROYAL PALM HOTEL **Miami Beach, Florida**

In the mid 1990's, there was a black tourism boycott of Greater Miami. In an effort to settle it, the City of Miami Beach created an incentive program for a hotel development opportunity for a black developer. After an extensive RFP process, Mr. Peebles' team was awarded the project.

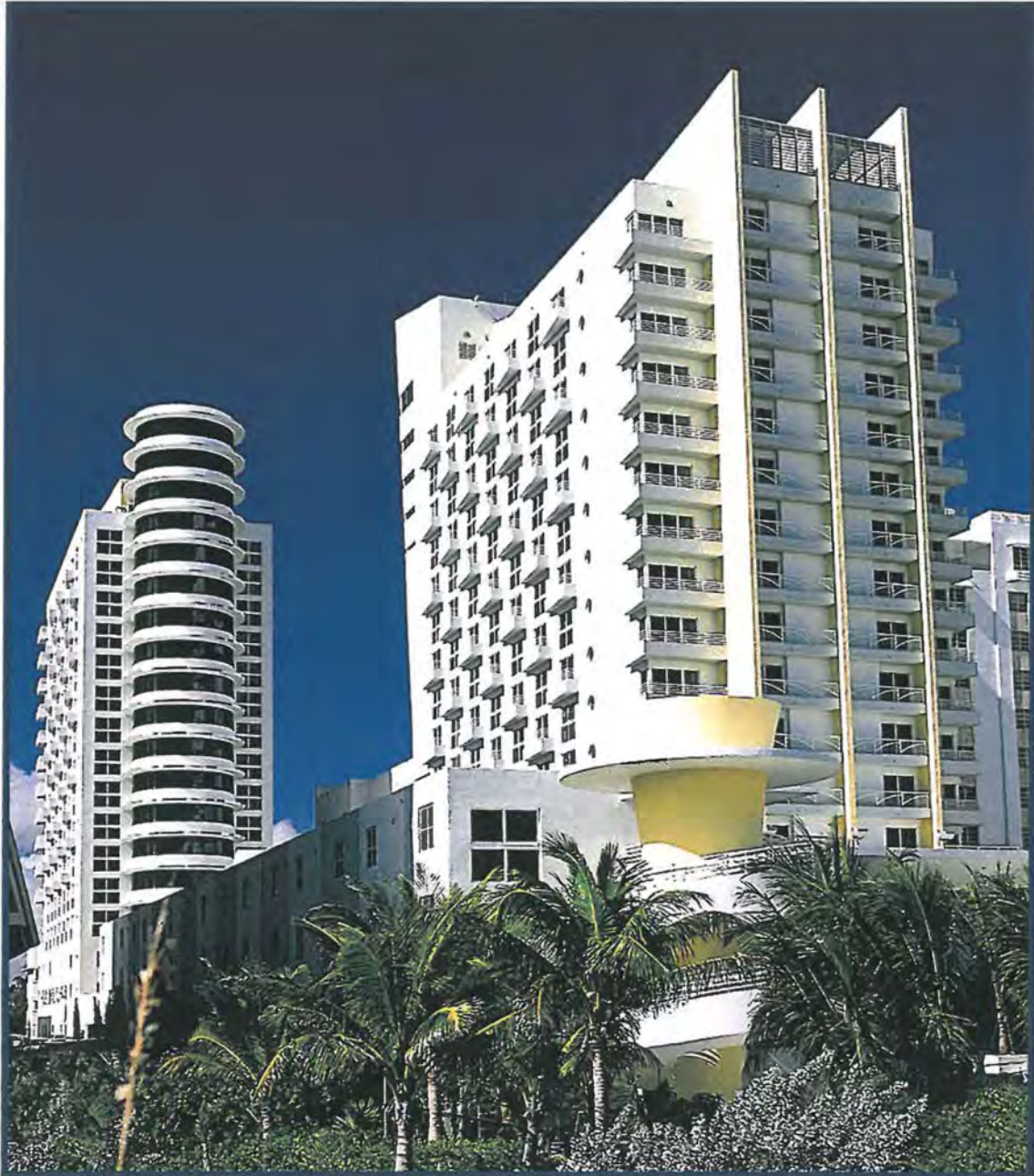
Directly overlooking the Atlantic Ocean on Collins Avenue in the heart of the dynamic South Beach Art Deco District, The Royal Palm sits just north of Ocean Drive, one block from Lincoln Road and within walking distance of the Miami Beach Convention Center.

Designed by world-renowned Arquitectonica, the property combines two prime examples of restored and reconstructed Art Deco hotels, The Royal Palm and The Shorecrest, with two new 17-story towers and a three-story row of lanai suites. The result gracefully balances the atmosphere of an intimate boutique hotel while its scale makes it one of Miami Beach's largest. The lobby of the historic Royal Palm building includes carefully restored original furnishings, the original coral stone lobby desk, and the "compass rose" lifted from the Royal Palm's original terrazzo flooring. In 2004, the Royal Palm was awarded IHG's Hotel of the Year. Also in 2004, the hotel was ranked second in IHG's guest satisfaction for all hotel properties in the Americas. The Royal Palm had the highest REVPAR increase and largest profit increase of any IHG hotel that same year.



ROYAL PALM HOTEL
Miami Beach, Florida

Oceanfront Photograph



OVERTOWN GATEWAY

ROYAL PALM HOTEL Miami Beach, Florida

Aerial Photograph



OVERTOWN GATEWAY

ROYAL PALM HOTEL Miami Beach, Florida

Interior Photograph – Lobby



OVERTOWN GATEWAY

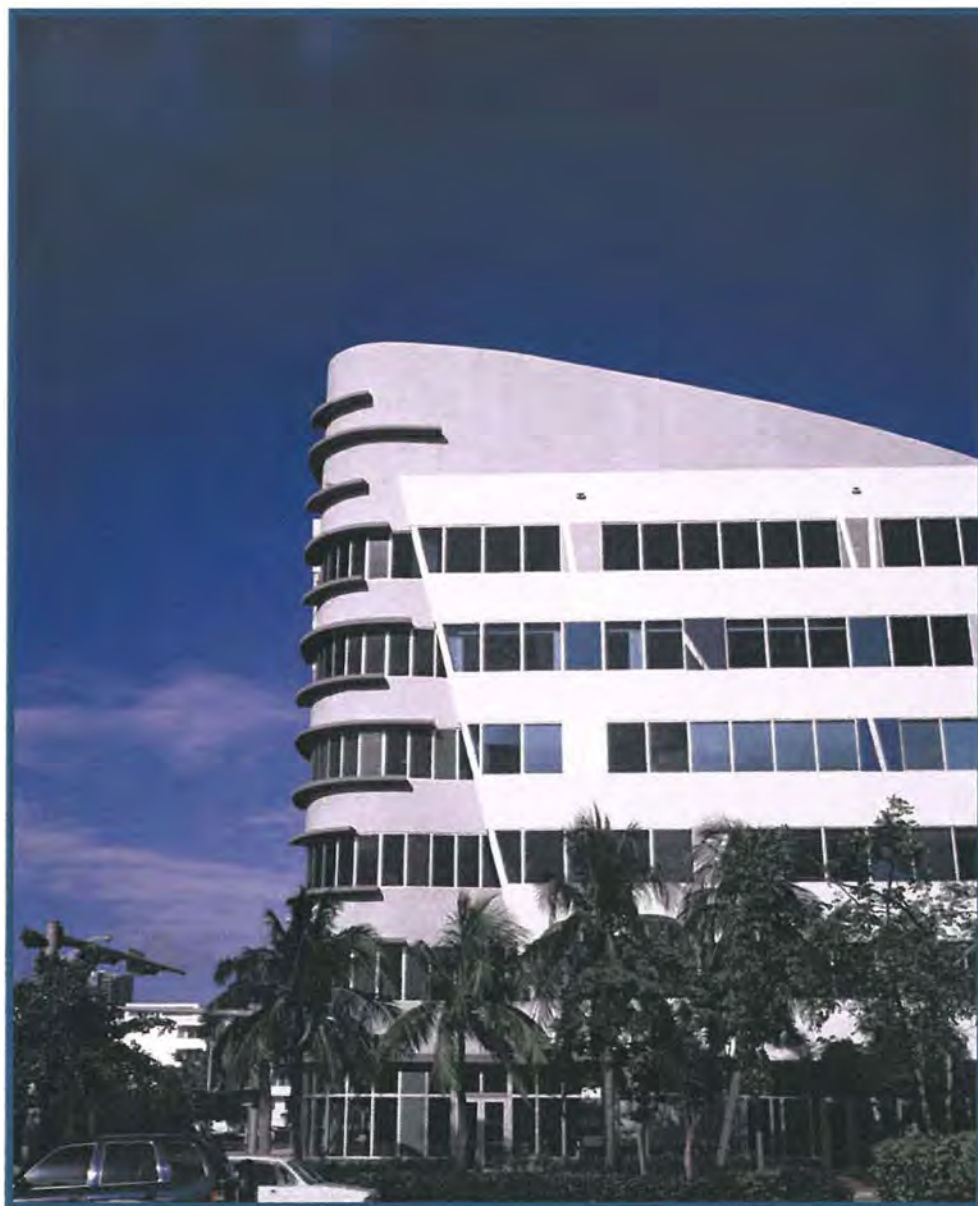
ROYAL PALM HOTEL Miami Beach, Florida

Interior Photograph – Historic Lobby



THE LINCOLN Miami Beach, Florida

Located in the heart of the Art Deco District of Miami Beach just one block north of South Beach's famed outdoor pedestrian mall, Lincoln Road. The Lincoln is a 210,000 square foot commercial complex containing six stories of "Class A" office/retail space and a six-level parking garage. Designed by renowned architect, Arquitectonica, The Lincoln is a public/private partnership with the City of Miami Beach.



COURTYARD BY MARRIOTT CONVENTION CENTER HOTEL **Washington, DC**

Built in 1891 and now listed on the National Register of Historic Places, this conversion of the 135,000 square foot former Washington Loan & Trust building showcases Mr. Peebles' ability to reconcile historic preservation with economic vitality. The historic renovation restored the original marble flooring, the ornate gold leaf ceiling and the Corinthian columns in the lobby area, to their original luster, resulting in a uniquely lavish historic hotel.

The 188-key Courtyard by Marriott Convention Center Hotel located across the street from the National Portrait Gallery, just a few blocks from the MCI Sports Arena, the Smithsonian Mall and Pennsylvania Avenue.

This property has ranked in the top 10 best performing Courtyard Hotels worldwide for five consecutive years.



OVERTOWN GATEWAY

10 G STREET, NE Washington, DC

The Peebles Corporation was co-developer and owner of this \$54 million project with the Trammell Crow Company. In spite of challenging market conditions, Mr. Peebles' team acquired the rights to the land from the District's Redevelopment Land Agency (RLA) and obtained certificates of participation on Wall Street to finance the project. The 280,000 square foot office building houses the headquarters for the American Psychological Association and other private sector and non-profit tenants.



2100 MARTIN LUTHER KING JR. AVENUE, S.E. Washington, DC

Mr. Peebles' first commercial office building and public/private venture was this 100,000 square foot edifice completed in 1989. The project design incorporated a small Art Deco building with new construction. Primarily leased to the Department of Consumer and Regulatory Affairs of the District of Columbia, 2100 Martin Luther King Jr. Avenue was featured on the Parade of Mayor's tour in 1991 as an excellent example of urban renewal. The project was the catalyst for the redevelopment of the Anacostia, section of Washington D.C.



revuelta

architecture
international



**COMMITTED TO A BALANCE OF
AESTHETICS, FUNCTION, COST AND TIME**

PROFILE

3

revuelta architecture international was founded with a commitment to provide our clients quality designs balanced with sustainable and economically feasible solutions, delivered within stringent time schedules. This philosophy, in the past two decades, has been the cornerstone of the success of many of our projects. We have partnered with top local and national developers in the design and creation of some of south florida's leading landmark residential, commercial, hospitality, automobile dealerships and mixed-use projects. This experience earned over the years has contributed to the successfully evolution of functionally sound, as well as, aesthetically pleasing projects. The conservation and rehabilitation of historically significant structures, green/sustainable systems and building practices, figure prominently in the long term goals and expertise of our company. "the underlying philosophy behind our success has been our willingness to persevere in the pursuit of the architectural concepts and details we believe will make a project successful for our clients and their customers".

Luis Revuelta

4

OUR PHILOSOPHY

PHILOSOPHY_

BALANCE OF:

AESTHETICS
FUNCTION
COST
TIME

COMMITMENT_

PRINCIPAL INVOLVMENT
ACCAUNTABILITY
FLEXIBILITY
FUNCTIONAL EFFICIENCY
PROPORTIONAL BALANCE
INNOVATIVENESS
CREATIVE INTEGRITY
PERSEVERANCE

OUR PHILOSOPHY

5

Revuelta Architecture International P.A. with offices in Florida, and Santiago de Chile (Chile), was founded with a profound commitment to excellence. Our Philosophy has been to give our clients Architectural designs balanced with sustainable and economically feasible solutions, delivered within tight time schedules. This philosophy, coupled with our superior performance, has been the cornerstone of our success in our projects. We have partnered with top local and national developers in the design and creation of some of South Florida's leading landmark residential, Hotel and commercial buildings, which have transformed the Miami skyline.

Our goal for every project is to aggressively pursue and achieve our client's success, and is committed to personalized service and direct principal involvement. Our staff is selected based on philosophical and character compatibility, strength of their professional experience, track records and recommendations. The Project team is carefully selected to match the proper relevant experience and individual talents to comfortably handle the project's demand. Strong project leadership and management, directed by principals and senior staff members, will be in place from the project's inception until completion. Prior to commencement, precise lines and methods of communications are established between all team members and client. Strict adherence to schedule is carefully monitored and enforced through regular coordination meetings with client and regulatory agencies.

Our team has been involved in many projects of great size and complexity that require keen sensitivity while maintaining strict compliance with many and diverse regulatory agencies, and governing authorities that have multiple and overlapping jurisdiction. Our firm has gained extensive expertise in dealing with such agencies at the local, state, and federal level.

Project Diversity has also been the strength of the firm. Our principals and staff have been involved in low - medium - and high-rise residential developments, hotels, office buildings, commercial and retail mixed-use projects, multi-level parking structures, institutional buildings, and automobile dealerships, among others. Revuelta Architectural International P.A. has assembled a team of talented staff prepared to perform complete architectural, interior design and planning services. These services include programming and site selection, planning and design, financial feasibility analysis, cost analysis and control, complete computer aided design capabilities, centralized electronic file distribution, production of construction documents, specifications and on-site construction administration.

SELECTED WORKS

0

REVUELTA ARCHITECTURE INTERNATIONAL

DATA

Location: **Miami Beach, FL**

Year: **2006**

Status: **Built**

Client: **Peebles Atlantic Development**

Cost: **\$70million**

n° storeys: **19**

7

BATH CLUB
5959 Collins Ave.

REVUELTA ARCHITECTURE INTERNATIONAL

BATH CLUB



gross area: **674,528 sq ft**

n° of units: **118**

unit sizes:

1,904sq ft to 4,125 sq ft

Amenities:

Formal Ballrooms, Billiards and game rooms, Governor's Lounge and Courtyard, Swimming pool and pool side cabanas, two clay tennis courts, health spa and Fitness

RETAIL

HOSPITALITY

OFFICE

RESIDENTIAL

DATA

Location: **Miami, FL**
Year: **2005-2008**
Status: **Built**
Client: **CMC Group**
Cost: **\$200 million**
n° storeys: **55**
w: www.epicmiami.com

9

EPIC
Brickell Blvd. and S.E. 4th street

REVUELTA ARCHITECTURE INTERNATIONAL

EPIC CONDOMINIUM

10

SPECIFICATIONS

gross area: **1.5 million sq ft**
residential: **571,178 sq ft**
n° of units: **350**



RESIDENTIAL OFFICE HOSPITALITY RETAIL

REVUELTA ARCHITECTURE INTERNATIONAL

EPIC
HOTEL

SPECIFICATIONS

gross area: **1.5 million sq ft**
hotel: **332,000 sq ft**
n° of units: **104**
managment: **KRIMPTON HOTELS**



RETAIL HOSPITALITY OFFICE RESIDENTIAL



REVUELTA ARCHITECTURE INTERNATIONAL

12

DATA

Location: **Miami, FL**
Year: **2004**
Status: **Built**
Client: **Fortune Int., Swire Properties**
Cost: **\$180 million**
n° storeys: **48**
w: **jadebrickell.us**

1331 Brickell Bay Drive
JADE
BRICKELL

REVUELTA ARCHITECTURE INTERNATIONAL



JADE RESIDENCES

SPECIFICATIONS

gross area: **848,000 sq ft**
unit sizes:
895 sq ft to 3,415 sq ft
n° of units: **338**

Amenities
31,200 sf
Pool and Spa, Fitness, Café
Room, Club house, Steam,
Lockers



RETAIL HOSPITALITY OFFICE RESIDENTIAL



REVUELTA ARCHITECTURE INTERNATIONAL

DATA

14

Location: **Miami, FL**
Status: **Built**
n° storeys: **54**

2015 NOV 30 CT
RIVERFRONT

REVUELTA ARCHITECTURE INTERNATIONAL



RIVERFRONT COMPLEX



gross area: **850,346 sf.**



RETAIL

HOSPITALITY

OFFICE

RESIDENTIAL

DATA

16

Location: **Miami, FL**
Year: **2006/2009**
Status: **Built**
Client: **KEY INTERNATIONAL**
Cost: **\$140 million**
n° storeys: **54**



300 SW 3rd Street
MINT

REVUELTA ARCHITECTURE INTERNATIONAL

MINT

17

RETAIL

HOSPITALITY

OFFICE

RESIDENTIAL



gross area: **1,078,055 sq ft**
average unit size:
1250 sq ft
n° of units: **530**
60% - 2 bedroom
40% - 1 bedroom

Amenities
5,000 sf
Pool and Spa, Fitness, Café
Room, Club house, Steam,
Lockers



DATA

Location: **Miami, FL**
Year: **2005/2007**
Status: **Built**
Client: **NEO EPOCH**
Cost: **\$95 million**
n° storeys: **41**

40 SW 3rd Street
WIND

REVUELTA ARCHITECTURE INTERNATIONAL



WIND

19

RETAIL

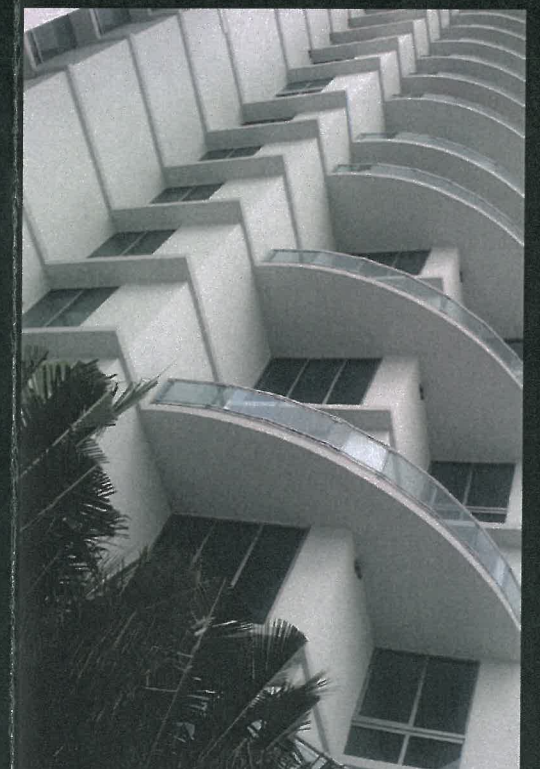
HOSPITALITY

OFFICE

RESIDENTIAL

gross area: **936,163 sq ft**
unit sizes:
812 sq ft to 1,617 sq ft
n° of units: **489**
55% - 2 bedroom
45% - 1 bedroom

Amenities
12,500 sq ft
Pool and Spa, Fitness, Club
Room, Sports Bar, Meditation
Room, Game Room, Racquet
Ball, Steam, Lockers



REVUELTA ARCHITECTURE INTERNATIONAL

DATA

20

Location: **Miami, FL**
Year: **2008**
Status: **Built**
Client: **KEY INTERNATIONAL**
Cost: **\$110 million**
n° storeys: **47**

92 SW 3rd Street
WY

REVUELTA ARCHITECTURE INTERNATIONAL



IVY



RETAIL

HOSPITALITY

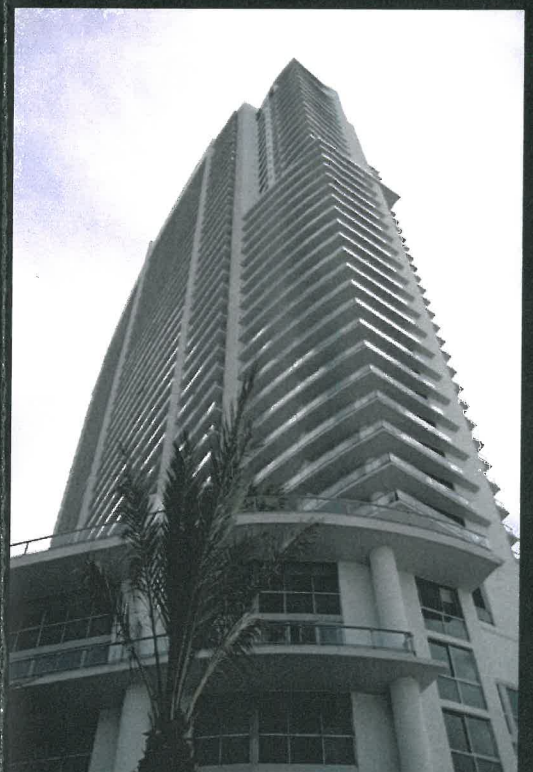
OFFICE

RESIDENTIAL



gross area: **1,078,055 sq ft**
average unit size:
830 sq ft
n° of units: **530**
40% - 2 bedroom
60% - 1 bedroom

Amenities
10,000 sf
Pool and Spa, Fitness, Billiard,
Arcade, Media Room, Steam,
Lockers



REVUELTA ARCHITECTURE INTERNATIONAL

TEAM WORK

23

MIAMI - USA

2950 SW 27th Ave., Suite 110

Miami, Florida 33133 - USA

Tel: +01 (305) 590 - 5000

Fax: +01 (305) 590 - 5040

TEAM WORK



Luis Revuelta, LEED AP
Principal in Charge

Experience Summary

Luis O. Revuelta is a principal partner of Revuelta Architecture International, P. A.. Mr. Revuelta began his involvement in the field of Architecture in 1972. During his 32 years career, he has overseen the design of some of the most significant mixed use urban developments that blanket the Miami Skyline. The wide range of building types, which he has been involved as a Principal in charge of Design includes, single-family residences, low, mid and high rise residential projects, hotels and assembly facilities, office buildings, commercial and retail facilities, among others.

Education Affiliations

- University of Miami Bachelor in Architecture – 1976
- Registered Professional Architect –State of Florida, 1979, Registration No. AR-7972
- State of Georgia, 2007, Registration No. #RA 012134
- Member of the AIA, American Institute of Architects
- Former Member of the Coral Gables Board of Architects.
- Former Member of City Of Miami Planning Board.
- LEED certified



Barbara Pederzoli, LEED AP
Design Manager

Experience Summary

Barbara Pederzoli began her involvement in the field of Architecture in 1982. She has worked on many projects in Venezuela, California, UK and USA. She is been involved in the Design, Presentation and Coordination of high rise residential, hotel, educational and interior design projects from Conceptual Design to Building Permit, Construction Documents, and Construction Administration. Upon completion of her master in Environmental Studies she is been applying sustainable design concepts and procedures in the projects she is been involved with.

Education Affiliations

- Colegio de Ingenieros de Venezuela, 1984, Registration No. 40700
- LEED Accredited Professional, 2009
- Universidad Simón Bolívar – Venezuela Bachelor in Architecture, 1983
- San Jose State University – San Jose, California. USA MS in Environmental Studies, 2000
- IESA Management for Engineers – 1985

TEAM WORK

25



Humberto Vivar, RA
Project Manager

Experience Summary

Humberto Vivar's professional skills are all-encompassing. They cover residential and commercial architecture, space planning and interior design, furniture and cabinetry design and fabrication, estimating and client services. He earned a bachelor of science and a bachelor of architecture degrees from City College of the City University of New York, and spent the first eleven of his 34-year career with prestigious firms in that city. In South Florida, he has worked on an array of municipal, commercial, and residential projects for firms including Borrelli and Associates, Zyscovich Architects, and Worldinvest Joint Venture where he partnered with the developer. At Revuelta Architecture International, he is responsible for Cielo Condominiums in North Bay Village and Wind Condominiums in Miami.

Education Affiliations

- City College of C.U.N.Y.
- Bachelor of Architecture -1975
- Bachelor of Science - 1974
- Registered Professional Architect
- State of N. Y., 1980, No. AR-014705
- State of Florida, 1986, No. AR-0011342



Christopher Shirar
Project Manager

Experience Summary

Christopher Shirar is a licensed Architect who has been involved in many forms of Architecture since 1989. He has worked on many design-build projects throughout Florida and the US and has extensive experience in various building types. Over the years, Chris has developed a strong set of project development skills, focusing primarily on technical and code review of design solutions, quality control and coordination of contract documents, specification refinement and all facets of construction administration, including project closeout. Since joining RAI, he has focused his team efforts and skills on ensuring code compliance, specification content and quality control within the design process of high-rise and mixed-use projects.

Education Affiliations

- Mississippi State University, 1989, Bachelor of Architecture
- NCARB Certification 2009
- Florida Registration # AR-94012
- Georgia Registration # RA-12209

TEAM WORK



Martha Cobo
Architect/Designer II

Experience Summary

Martha Cobo began her involvement in the field of architecture in 2003. She has worked on many projects in Dominican Republic and USA.

Collaborated in the projects from Schematic Design to Construction Documents. Overall coordination with consultants involved in the project (Landscape Architects, Interior Designers, Structural and MEP Engineers). Developing presentations for the Historic Board of Miami Beach. Code implementation and research on FBC, NFPA, ADA, and FHA. Delivering construction documents in compliance with the FBC and municipality.

Education Affiliations

- Universidad Nacional Pedro Henríquez Ureña (UNPHU) The Dominican Republic.
Bachelor in Architecture - 2004



Alex Drouet
Architect/Designer I

Experience Summary

Alex Drouet graduated in 2011 from La Università degli Studi di Pavia, in Pavia, Italy. Having graduated with honors, Drouet participated in various international contests and international seminars during his academic career, taking him around Europe and as far as Shanghai, China. These experiences have given him the opportunity to not only travel the world, but to broaden his views and perspectives of architecture.

Education Affiliations

- Università Degli Studi di Pavia 2011, Italy
Master Degree Course in Building Engineering and Architecture
- VIII International Design workshop Cultural Center: Cessena, Italy
- XVI International Design Seminar Shanghai. "The after use of the EXPO 2010 site". Shanghai, China.
- "Contemporary Urban Landscapes". Pavia, Italy



30 Years Building Excellence

COMPANY PROFILE

"A builder committed to delivering total client satisfaction by providing legendary customer service with an uncompromising commitment to safety and quality."

These words represent our Mission as a company, a team of construction professionals, craftsmen and skilled laborers, united and dedicated to Building Excellence for our Clients and Partners.



From left to right: The Munilla brothers, Raul, Juan, Jorge, Lou, Fernando and Pedro.

HISTORY & OWNERSHIP

MCM is a closely held Florida-based Limited Liability Company founded in 1983 in Miami, Florida. The ownership and top management of the company is in the hands of the Munilla family, which is made up of Jorge Munilla as President and four of his brothers; Juan, Raul, Pedro and Fernando Munilla as Vice-Presidents. The family's construction background dates back to 1940, when Fernando Munilla, Sr. pioneered construction methodology and systems specializing in pre-cast, pre-stressed and heavy structural construction in Cuba. Today, MCM has earned a reputation for managing the construction of some of the most complex and challenging projects in South Florida. Many of these projects involved accelerated schedules, unique site conditions and innovative engineering solutions while maintaining excellent safety performance.

MCM's 30-year history demonstrates the firm's expertise as construction managers, design-builders and general contractors. MCM has built numerous large scale projects in Miami-Dade County, and the firm's experience and qualifications will be discussed in detail in the following pages. MCM has established itself as a leader in the implementation of quality management systems with its ISO 9001:2008 Certification. As such, its services are designed to provide MCM's clients with a professional approach to the construction process, utilizing teamwork to achieve and exceed their goals. The growing body of MCM's construction projects include Hospitality, Commercial, Multi-Story Residential, Healthcare, Educational, Municipal, Aviation, Military, Roads, Bridge and Rail.

MCM's safety record is another source of the company's pride. By emphasizing jobsite safety to its field personnel and monitoring compliance with a rigorous company safety program, MCM has achieved an excellent safety record over the years. As a result, its insurance rates are extremely competitive and represent a cost savings that MCM passes on to its clients.

GROWTH OF THE FIRM

Not only has MCM been steadily growing in revenues since the turn of the century, but also in experience, territory and personnel. MCM has successfully completed building projects in Miami-Dade, Broward, Palm Beach and Collier Counties, as well as Dallas, Texas, and Panama City, Panama, where MCM has expanded its workforce accordingly.

MCM is the 7th largest Hispanic contractor in the United States as ranked by Hispanic Business Magazine, and it has also been ranked among the Top 400 Contractors in the United States by ENR Magazine. With a \$1 Billion bonding capacity, the firm employs over 900 personnel worldwide with a staff of 300 employees in South Florida. The firm is comprised of Architects, Engineers, Construction Managers, Craftsmen and Skilled Laborers who take pride in delivering total client satisfaction. At MCM, the company policy is hiring for the long run, and it does not hire a workforce on a per project basis. This has allowed MCM to maintain a strong core of construction professionals, united and dedicated to building excellence, and has also resulted in MCM being named one of the fastest growing Hispanic construction firms in South Florida. This policy, combined with its family oriented culture and great benefits, has allowed MCM to retain the services of our key personnel for long periods of time.

Awards & Recognition:

- Florida Transportation Builders Association Design-Build Project of the Year 2010 for the I-95 Managed Lanes Project.
- Excellence Safety Award 2007 - 2012 by Florida Transportation Builders Association (FTBA).
- Sunrise Mainline Toll Plaza Project got awarded Best Transportation Project Award 2009 - Under \$50 Million - by the National Design-build Project Awards (DBIA).
- I-95 Managed Lanes Project wins People's Choice Award 2009 given by the American Association of State Highway and Transportation Officials (AASHTO).
- Project of Distinction Winner 2008 by the Education Design Showcase for Westland Hialeah Sr. High School.
- Ranked in the Engineering News Record Top 400 Contractors List
- Hispanic Business Magazine ranked MCM as the 7th largest construction company and the 48th largest overall Hispanic owned business in the United States in 2012.
- Ranked 16th in Florida's Top 100 Contractors by South Florida Business Journal.
- Hispanic Company of the Year 2008 by the South Florida Hispanic Chamber of Commerce.
- National Minority Construction Firm by the Minority Business Development Agency of the U.S. Department of Commerce in 2008.
- Regional Contractor of the Year 2008 by the U.S. Department of Commerce.
- Contractor of the Year 2007 by Latin Builders Association.

LOCAL & MINORITY PARTICIPATION

LOCAL & MINORITY PARTICIPATION

As the 7th largest Hispanic owned General Contractor in the United States whose roots began in Miami in 1983, the hiring of local and minority employees and subcontractors is an integral part of MCM's corporate culture. With a staff made up of more than 80% minority personnel, MCM actively engages in equal employment opportunities and initiatives when hiring at every position. MCM has designed its plan to build relationships at the community level, thus ensuring the success of hiring both local and minority individuals and businesses as indicated in its proven track record.

MCM'S PLAN

Like many new projects, Overtown Gateway presents new and unique opportunities to advance in acquiring both local and minority participation. MCM will approach this opportunity with its Outreach Program centered on meeting with local business leaders and visiting local business entities. The premise is simple: create awareness of MCM's intention to perform the project and engage the local subcontractor market and labor forces in a collaborative manner. MCM's Outreach program has always been multi-faceted and a proven model of success. Its approach consists of five main objectives:

- **Project Awareness and Education** – MCM creates public awareness of the project and its financial opportunities through local subcontractor and vendor workshops, MCM's website and internet postings, and local newspaper advertising.
- **Subcontractor / Vendor Meeting and Workshop / Job Fair** – MCM schedules and hosts a series of outreach town hall meetings and workshops creating awareness of business and employment opportunities to the local subcontractors, vendors, and labor community.
- **Prequalification and Bidding** - Through MCM's community subcontractor / vendor meetings, in coordination with its community partners, MCM presents and facilitates the process by which the local subcontractors and vendors may pursue employment and business opportunities. MCM's group of strategic partners include:
 - The Miami-Dade County Chamber of Commerce
 - Miami-Dade County Community Action Agency
 - Allied Minority Contractors
 - The Latin Builders Association
 - The Contractors Resource Center
 - Trade Organizations (ABC, AGC, CASF, BASF, NAWIC, NAWBO, etc.)
 - The Florida Regional Minority Business Council, and
 - Miami-Dade County Small Business Development.
- **Mentoring & Training** - MCM establishes a mentoring program for smaller subcontractors and provides a series of training events for their skilled and unskilled workforce. Some key areas of this programs focus are: general business management, technical matters, training for construction supervisory personnel, and training in trade skill management.
- **Community Involvement and Partnering** - MCM develops relationships with the local community through its local partnership with other agencies to support civic projects that enrich and uplift their community.

OVERTOWN GATEWAY

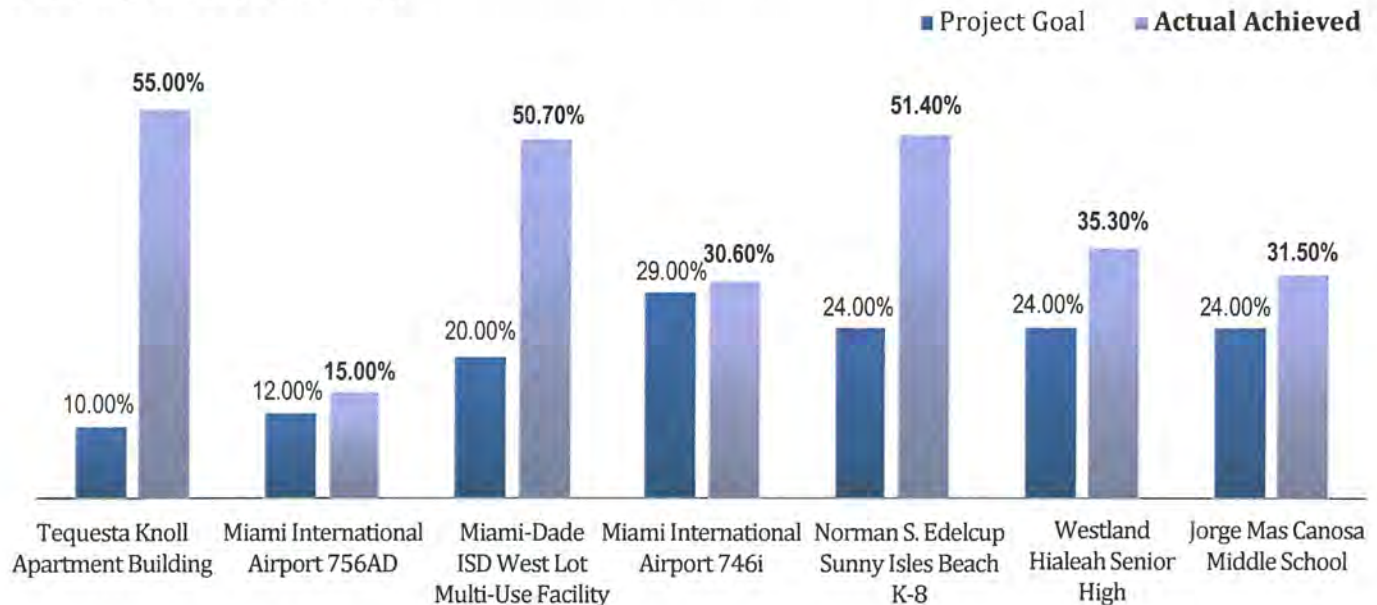
MCM's Management Team will initially train employees on how to safely perform assigned tasks and will carefully review with each employee the specific safety rules, policies, and procedures that are applicable and that are described in the workplace safety manual. As this will be a heavy equipment intensive project, all employees will receive instructions on how to safely operate seldom-used or new equipment before they actually use it. Additionally, the Management Team will review safe work practices with employees before permitting the performance of new, non-routine, or specialized procedures.

COMMUNITY INVOLVEMENT AND PARTNERING

Through partnering initiatives, MCM's goals are geared to develop relationships with local community groups to support civic projects that enrich and uplift their local community. MCM also embodies a very high level of commitment to the communities that it does business with. With that in mind, MCM has always made it a point to give back to the local community; one of its corporate mandates is to donate an estimated 3% of its net annual profits to local charitable organizations.

TENS OF MILLIONS IN PROVEN SUCCESS

Surpassing project subcontracting goals has been a constant standard ingrained in the corporate culture of MCM. Below is a sampling of seven projects in different market sectors that have surpassed the required contractual goals for local and minority subcontractor participation with impact results. **These seven projects, all located in Miami-Dade County, have resulted in MCM awarding over \$78 million in contracts to local and minority businesses, surpassing the established goals by over \$26 million in just the past six years alone.**



Project Name	Project Goal	Actual Achieved
Tequesta Knoll Apartment Building	10.00 %	55.00 %
Miami International Airport 756AD	12.00 %	15.00 %
Miami-Dade ISD West Lot Mixed-Use Facility	20.00 %	50.70 %
Miami International Airport 746I	29.00 %	30.60 %
Norman S. Edelcup Sunny Isles Beach K-8	24.00 %	51.40 %
Westland Hialeah Sr. High School	24.00 %	35.30 %
Jorge Mas Canosa Middle School	24.00 %	31.50 %

GREEN BUILDING & LEED CERTIFICATION

We at MCM are committed to contributing towards a cleaner and safer environment for all future generations. As construction professionals and a member of the U.S. Green Building Council (USGBC), we have a responsibility to ensure the health of people, ecosystems, and ultimately, our planet. For this reason, it is our undertaking to implement sustainable practices in all of our projects. We believe that constructing a building that serves as a benchmark for energy efficiency and environmental responsibility is truly a team effort and as such, MCM continues its campaign to certify all of its managers and superintendents as LEED Accredited Professionals.

MCM's approach to sustainable design, eco-construction and LEED certification is successful and proven as can be seen by our completion of two Silver and one LEED Gold Certified facility for Miami-Dade County over the past three years. Two of these facilities were the first LEED Certified facilities owned and operated by Miami-Dade County. As a result of our success on these projects, we are now in the process of completing two facilities designed to achieve LEED Silver for the City of Hialeah and Broward County. We understand what is necessary to successfully achieve any level of LEED Certification, and will implement Sustainable Construction at the Overtown Gateway project in order achieve the required LEED Certification.



MCM's Pedro Munilla (Vice-President), Kurt Dyer (Business Development) and Ruben Bravo, LEED AP BD+C (LEED Manager) join the former Miami-Dade County Mayor and Commissioners in receiving the County's First LEED Silver Certified Building Plaque.

BONDING CAPACITY



NIELSON, HOOVER & ASSOCIATES

April 24, 2013

RE: MUNILLA CONSTRUCTION MANAGEMENT, LLC d/b/a MCM

To Whom It May Concern:

Be advised that I am the bonding agent for MCM and have had the privilege of doing business with them for over twenty-five (25) years. MCM is bonded by Travelers Insurance Company. Their relationship with Travelers extends for almost a quarter of a century.

MCM has the ability to bond single projects in excess of \$250,000,000 with an aggregate bonding capacity of \$1,000,000,000. It is understood, of course, that any surety credit extended on behalf of MCM would be based on normal and standard underwriting criteria at the time of the request.

The length of the relationship that both Travelers and I have enjoyed with MCM and the extensive amount of surety credit available to them is a manifestation of the tremendous respect that we have for the Munilla family. In the almost fifty (50) years that I have been providing surety credit for contractors in the Florida market, I have never had the privilege of working with better people, both from a moral and technical perspective. MCM is one of the few companies of their size that have been equally successful as both a general contractor (vertical) and as an engineering construction company. The six (6) Munilla brothers have created and manage one of the most successful construction firms in the United States. One of the great advantages that MCM brings to the table is the fact that you have the benefit of the organizational, financial and technical resources normally available only in companies much larger than they are, but you also have the integrity, morality and attention that comes from working with a family owned company that bears their name. The financial and organizational strength of a larger company with the integrity of a family owned and operated business is a rare combination highly valued by entities who have utilized their services.

I am proud to be associated with the Munilla brothers and the entire MCM family and accordingly extend my highest recommendation on their behalf. I would be happy to provide any additional information. You can contact me at: 305-722-2673.

Regards,

Charles J. Nielson

8000 Governors Square Boulevard
Suite 101
Miami Lakes, FL 33016
P: 305.722.2663
F: 305.558.9650
www.nielsonbands.com

SMART, UNCOMPROMISING, TIMELY, EFFECTIVE, NIELSON, HOOVER & COMPANY, INC. SURETY SOLUTIONS THAT MAKE A DIFFERENCE

FLORIDA GENERAL CONTRACTOR'S LICENSE



STATE OF FLORIDA

DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD
1940 NORTH MONROE STREET
TALLAHASSEE FL 32399-0783

(850) 487-1395

MUNILLA, JORGE
MCM
6201 SW 70TH STREET
MIAMI FL 33143

Congratulations! With this license you become one of the nearly one million Floridians licensed by the Department of Business and Professional Regulation. Our professionals and businesses range from architects to yacht brokers, from boxers to barbeque restaurants, and they keep Florida's economy strong.

Every day we work to improve the way we do business in order to serve you better. For information about our services, please log onto www.myfloridalicense.com. There you can find more information about our divisions and the regulations that impact you, subscribe to department newsletters and learn more about the Department's initiatives.

Our mission at the Department is: License Efficiently, Regulate Fairly. We constantly strive to serve you better so that you can serve your customers. Thank you for doing business in Florida, and congratulations on your new license!



STATE OF FLORIDA AC# 6367709
DEPARTMENT OF BUSINESS AND
PROFESSIONAL REGULATION

CGC1513804 09/14/12 118198654

CERTIFIED GENERAL CONTRACTOR
MUNILLA, JORGE
MCM

IS CERTIFIED under the provisions of Ch.489 FS
Expiration date: AUG 31, 2014 L12091401823

DETACH HERE

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AC# 6367709

STATE OF FLORIDA

DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
CONSTRUCTION INDUSTRY LICENSING BOARD

SEQ# L12091401823

DATE	BATCH NUMBER	LICENSE NBR
09/14/2012	118198654	CGC1513804

The GENERAL CONTRACTOR
Named below IS CERTIFIED
Under the provisions of Chapter 489 FS.
Expiration date: AUG 31, 2014

MUNILLA, JORGE
MCM
6201 SW 70TH STREET
MIAMI FL 33143

RICK SCOTT
GOVERNOR

KEN LAWSON
SECRETARY

DISPLAY AS REQUIRED BY LAW

FLORIDA CERTIFICATE OF GOOD STANDING

State of Florida
Department of State

I certify from the records of this office that MUNILLA CONSTRUCTION MANAGEMENT, LLC, is a limited liability company organized under the laws of the State of Florida, filed on May 15, 2008.

The document number of this company is L08000050123.

I further certify that said company has paid all fees due this office through December 31, 2013, that its most recent annual report was filed on March 5, 2013, and its status is active.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this is
the Fifth day of March, 2013*



Ken Reifner
Secretary of State

Authentication ID: CC3940455415

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.

<https://efile.sunbiz.org/certauthver.html>

MIAMI-DADE COUNTY SECTION 3 CERTIFICATION



Carlos A. Gimenez, Mayor

Public Housing and Community Development

701 NW 1st Court • 16th Floor
Miami, Florida 33136-3914
T 786-469-4230

miamidade.gov

August 29, 2012

Mr. Jorge Munilla
Munilla Construction Management, LLC d/b/a MCM
6201 SW 70 Street, 2nd Floor
Miami, FL 33143

RE: Section 3 Business Certification*

Dear Mr. Munilla:

Public Housing and Community Development (PHCD) has reviewed your application for a Section 3 Certified Business and determined that Munilla Construction Management, LLC d/b/a MCM currently meets the requirements for approval as a Section 3 Certified Business Category Five (5) General Contractor. The Section 3 (S-3) business certification is subject to subsequent periodic recertifications.

Your firm is required to notify PHCD within 30 days of any changes in employee composition, including full-time and part-time employees. If any new hire activity has occurred, and S-3 employees are hired, please provide PHCD, with copies of "Section 3 Employee or Resident Preference Claim" and "Household Income Verification," or proof of participation in Public Housing, Section 8 or other federally-assisted housing program, within 30 days of each occurrence. In order to be eligible to claim a contracting preference, you must attach "Section 3 Letter of Intent" form as evidence of your contracting commitment to said subcontracting firm(s) with bid or proposal. You are responsible for retaining your recruitment and selection records in relation to this new hire activity for a period of three (3) years.

As a PHCD S-3 certified business, you have made a commitment to follow MDPHA's recruitment/selection guidelines whenever you have a need for new workers, giving first priority to persons residing in Public Housing, Section 8, and other federally-assisted housing, and then, to other low-income Miami-Dade County residents.

In order to claim the Section 3 certified business preference for any PHCD bid, your firm is required to submit the Section 3 preference claim documents with your bid during the bidding process. In order to claim Section 3 preference, a firm must be certified for 2 weeks prior to the bid opening date.

If you have any questions, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Marisol Triana", written over a circular stamp or seal.

Marisol Triana
Section 3 Coordinator

* PHCD Section 3 Business Certification is good for one year from date of issuance.

Delivering Excellence Every Day

**INTERNATIONAL STANDARDS ORGANIZATION (ISO 9001: 2008)
QUALITY MANAGEMENT SYSTEM CERTIFICATION**

BUREAU VERITAS
Certification



Certification

Awarded To

MCM

6201 SW 70th Street
Miami, FL 33143 USA

Bureau Veritas Certification North America, Inc. certifies that the management system of the above organization has been audited and found to be in accordance with the requirements of the management system standards and scope of supply detailed below

STANDARDS

ISO 9001:2008

SCOPE OF SUPPLY

**GENERAL CONTRACTING SERVICES TO THE COMMERCIAL, EDUCATIONAL,
HEALTHCARE, HEAVY CIVIL, HOSPITALITY, INDUSTRIAL, MILITARY,
MUNICIPAL, RESIDENTIAL AND TRANSPORTATION MARKETS IN THE
CONSTRUCTION INDUSTRY**

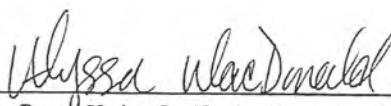
Original Approval Date: **1 February 2011**

Subject to the continued satisfactory operation of the Organization's Management System, this certificate will remain valid until: **31 January 2014**

Further clarifications regarding the scope of this certificate and the applicability of the management system requirements may be obtained by consulting the organization.

Certificate No: **US003667-1**

Issue Date: **1 February 2011**


For Bureau Veritas Certification North America, Inc.
3663 North Sam Houston Pkwy, Houston, Texas, USA
www.us.bureauveritas.com/bvc



U.S. GREEN BUILDING COUNCIL - GOLD LEVEL MEMBER CERTIFICATION



GOLD

MCM

MEMBER SINCE 2007

The U.S. Green Building Council is the nation's foremost coalition of leaders working to transform the way buildings and communities are designed, built, and operated, enabling an environmentally and socially responsible, healthy, and prosperous environment that improves the quality of life.

6. RICHARD FEDRIZZI
President, CEO, & Founding Chair



30 Years Building Excellence

JORGE MUNILLA



Jorge is the Founder and President of Munilla Construction Management LLC ("MCM"), a diverse construction company headquartered in Miami, Florida specializing in building and heavy civil construction since 1983. MCM's fields of expertise include general building structures, residential multi-story buildings, commercial facilities, schools, roads, bridges, and aviation infrastructure.

With over 35 years of construction and business experience, Jorge provides a full spectrum of leadership and executive support to the company in all areas of operations. Jorge oversees and is responsible for the construction, project management and project administration activities for all building and civil projects throughout Florida, Texas, and Panama. He leads the company's Board of Directors and ensures the company is meeting or exceeding its goals and the expectations of its clients.

Jorge's goal-oriented and client satisfaction mentality has ensured the continued growth and strength of MCM over the past 30 years. While doing so, Jorge has also ensured the company and its 900 employees worldwide remain committed to safety and quality, evidenced by the company's excellent EMR rating and repeat client base. Under Jorge's direction and leadership, MCM has built itself into an industry leading builder in South Florida, as well as being ranked the 7th Largest Hispanic-Owned Business throughout the United States by Hispanic Business Magazine.

Jorge is also actively involved in several organizations in the construction industry such as the Latin Builders Association, and he is a Board Member, and immediate past President of the South Florida Association of General Contractors. He is also an affiliate of the Greater Miami Chamber of Commerce and is a current member of The Dean's Council for FIU's School of Business. Jorge and his five Munilla brothers, as involved members of the community and with a strong commitment to providing a positive contribution, also created the Munilla Family Foundation; a philanthropic organization dedicated to supporting local charitable initiatives.

Jorge and his wife, Jacquelyn, reside in Miami and are happily married for over 25 years. They are the proud parents of James and Julian. Jorge and his family directly support a large number of philanthropic and charitable organizations such as the United Way, Big Brother and Big Sisters of Greater Miami, the American Cancer Society, Liga Contra el Cancer, the Humane Society of Greater Miami, Miami Youth and Family Services, and the Miami Children's Foundation.



30 Years Building Excellence

PEDRO MUNILLA



Pedro is a Vice President and part owner of Munilla Construction Management LLC ("MCM"), a diverse minority-owned general contracting company based out of Miami, Florida, dedicated to building stronger communities in every place it operates.

Prior to joining MCM over 20 years ago, Pedro earned both his Juris Doctor and Bachelor of Business Administration Degrees from the University of Miami. Upon joining MCM, Pedro strengthened the core leadership of the company and led the strategic growth and business development programs within the organization. Part of the strategic growth of the company was to venture into development and revitalization projects throughout the area by constructing schools, housing buildings, and civil projects to strengthen local communities.

A sense of community and civic involvement has always been important to Pedro and his family. Pedro currently serves as a Trustee for the United Way of Miami-Dade County and serves on the Board of Directors for the Florida Transportation Builders Association and the Latin Builders Association. Pedro also serves on the Board of Directors for the US Cuba Democracy PAC and Big Brothers and Big Sisters of Greater Miami where he has been a Big Brother to Dijon Smith for the past nine years. As involved members of the community and with a strong commitment to providing a positive contribution, Pedro and his five Munilla brothers also created the Munilla Family Foundation, a philanthropic organization dedicated to supporting local charitable initiatives.

Pedro's initiative is also the driving force behind the national and international joint ventures MCM has formed over the years in business, financing, and real estate. Pedro's 30-plus years of experience in law and business have resulted in MCM's expansion to other markets and geographic locations both nationally, in Texas, and internationally, in Panama. Pedro's efforts have led to MCM becoming one of the largest and most successful builder's in South Florida, as well as being recognized as the 7th largest Hispanic-owned business throughout the entire United States.

Pedro and his wife, Madeleine, reside in Miami and are happily married for over 30 years. They are the proud parents of Pedro Manuel, Daniel and Alex. Pedro and Madeleine are also the proud grandparents of Alejandro Jr. Pedro and his family support a large number of philanthropic and charitable organizations such as the Jackson Memorial Golden Angels Foundation, Habitat for Humanity, the Miami Rescue Mission, the Women's Fund, the Diabetes Research Center, Liga Contra el Cancer, and the American Cancer Society.



30 Years Building Excellence

KURT DYER



Kurt Dyer is a senior-level Business Development executive for MCM. Kurt is responsible for developing strategies and creating business opportunities to support corporate business goals and identify strategic business partnerships and opportunities within the State of Florida. Included as part of Kurt's operational portfolio, he is responsible for developing and maintaining client and partner relationships, along with managing the firm's small business economic development program, and community and government affairs.

Small business economic development and outreach is one of Kurt's passions which is supported by MCM's culture. Kurt has been successful in ensuring the highest level of participation surpassing local and Federal small business contract participation goals. Kurt has been quoted many times, "when our vendors and subcontractor partners are successful we are successful."

As a seasoned building professional, Kurt is a specialist in various construction delivery methods, such as Design Build, Construction Management, and Public Private Partnerships with a keen focus in General Construction and Heavy Civil sectors.

A few notable personal accomplishments, Kurt has been named by Success South Florida Magazine as one of South Florida's Top 40 Leaders Under 40 and ICABA's Top 100 Most Accomplished Caribbean Americans in South Florida.

Kurt believes in leadership through service; he is an advisory board member for Miami-Dade County Community Small Business Enterprise, a Board Member for Society of American Military Engineers (SAME), a House Captain for Rebuilding Together, and a member of 100 Black Men of South Florida. He has also been active in various industry organizations such as the Greater Miami-Dade Chamber of Commerce (GMCC), the Florida Transportation Builders Association (FTBA), the Associated of Builders and Contractors (ABC), the Society for Marketing Professional Services (SMPS) and the Engineering Contractors Association (ECA).

Kurt currently holds two degrees from Florida International University; a Bachelor of Science and a Master of Science in Construction Management.

JOE FERNANDEZ *DIRECTOR OF GENERAL CONSTRUCTION***Construction Experience**
18 Years**Education**

B.S. in Construction
Management,
Florida International
University
2008

Areas of Expertise

Educational
Multi-Story Residential
Municipal
Healthcare
Aviation

**Licensing/Training/
Certifications**

Certified General Contractor,
Florida CGC# 1511711

OSHA 500 Hour

USACE Construction
Quality Control

Primavera Project
Management Software
Advanced User - P6

CPR/ First Aid Certified

Summary of Qualifications

Mr. Fernandez has 18 years of managerial experience in the construction industry. He has managed and supervised a wide range of projects that include jobs in the Educational, Municipal, Multi-Story Residential, Healthcare and Aviation market sectors. Following his first stint with MCM, Mr. Fernandez successfully ran a Certified Veteran Owned Small Business for six years, during which he averaged \$25 million a year of work in place. He has since returned to MCM serving as the Director of General Construction, overseeing all building operations in the Florida market, including providing overall management, direction and administration, serving as a liaison to the owner, monitoring construction progress and establishing project objectives, policies, procedures and performance standards for all general construction projects. Joe is a seasoned construction professional with a proven track record of delivering results on schedule and within budget; he is a State of Florida Certified General Contractor and retired US Navy SEAL.

Relevant Project Experience Summary**JOE MORETTI DEVELOPMENT**, Miami, FL | 98,000 SF | \$10.1M

Scope of Work: 13 story, 116 apartment units of 583 SF each for a total of 98,024 SF.

MIAMI SENIOR HIGH SCHOOL, Miami, FL | 365,000 SF | \$50M

Scope of Work: Phased historical renovations, additions, and alterations to Miami Senior High, which is listed on the National Register of Historical Places.

MIAMI-DADE ISD WEST LOT MIXED-USE PARKING FACILITY, Miami, FL | 324,000 SF | \$15.5M

Scope of Work: Design-build of a 6 story pre-cast, LEED Silver Certified facility comprised of 810 parking, 45,000 SF of office space, and 10,000 SF of retail space.

RESIDENCES AT VIZCAYA, Coconut Grove, FL | \$18.7M

Cost: \$18,700,000

Scope of Work: 7 story, 18 unit, high-end residential condominium.

PACIFIC CORAL WAY, Miami, FL | \$19.2M

Scope of Work: A LEED Gold Certified 10-story commercial office building.

KEYSTONE VILLAS II, Miami, FL | \$27M

Scope of Work: 9 story, 150 unit building with five levels of apartment dwellings stacked above a four level parking garage and ground level retail space.

KEYSTONE VILLAS I, Miami, FL | \$24M

Scope of Work: 9 story, 160 unit building with five levels of apartment dwellings stacked above a four level parking garage and ground level retail space.

KEYSTONE PARK, Miami, FL | \$34M

Scope of Work: 15 story, 159 unit building with ten levels of apartments above a five level parking garage and ground level retail space.

JACKSON MEMORIAL HOSPITAL NORTH PARKING GARAGE, Miami, FL | \$17M

Scope of Work: Phased construction of a 5 story, 702 space parking garage and elevated pedestrian bridge.

ERICK VALDERRAMA *PROJECT EXECUTIVE***Construction Experience**

23 Years

Education

B.S. of Science in Civil
Engineering
Florida International
University
1995

Areas of Expertise

Preconstruction Services
Residential
Municipal
Road & Bridge

**Licensing/Training/
Certifications**

Certified General Contractor
Florida CGC# 060203

Certified Engineering Intern
(E.I.), Florida #497ET183

OSHA 30 Hour

Certified LEED Green Associate

Summary of Qualifications

Erick has 23 years of construction experience in the local South Florida market. He is a Civil Engineering graduate of Florida International University, is a Certified General Contractor and LEED Green Associate. He currently serves on Miami-Dade County's Community Affordable Housing Strategies Alliance (CAHSA) Board, Florida International University Alumni Association Board of Directors, and is Executive Board of Director with the Latin Builder's Association.

He has supervised a variety of large-scale projects including the Las Olas Grand residential condominium, 39 levels 895,000 SF, 24 level, 650,000 SF, Sonesta Bayfront apartment-hotel condominium, and University of Miami basketball arena.

His diverse experience during his career includes management of construction operations, risk management, and estimating. Erick is currently the executive overseeing contract negotiations, estimating, and purchasing. He also collaborates with the project owner, government agencies, and architectural design teams.

Relevant Project Experience Summary

JOE MORETTI DEVELOPMENT, Miami, FL | 98,000 SF | \$10.1M

Scope of Work: 13 story, 116 apartment units of 583 SF each for a total of 98,024 SF.

MIAMI INTERNATIONAL AIRPORT 756AD NORTH TERMINAL, Miami, FL | 450,500 SF | \$155M

Scope of Work: Two selective demolition/building renovation project packages, consisting of in the existing terminal building located in terminal areas A through D.

SOUTH MIAMI-DADE CULTURAL ARTS CENTER-PERFORMING ARTS CENTER FOR DADE COUNTY, Miami, FL | \$53M

Scope of Work: 3 story, performing arts center housing a 966 seat theater.

CITY PALMS CONDOMINIUM, Miami, FL | 679,000 SF | \$79M

Scope of Work: 10 story, 196 unit residential building.

GALLERY ART CONDOMINIUM, Miami, FL | 343,000 SF | \$39M

Scope of Work: 18 story, 182 unit residential building.

UNIVERSITY OF MIAMI CONVOCATION CENTER, Miami, FL | 205,000 SF | \$40M

Scope of Work: 205,000 SF, 10,000 seat indoor college basketball and multi-purpose arena

SONESTA BAYFRONT APARTMENT-HOTEL CONDOMINIUM, Miami, FL | 650,000 SF | \$37M

Scope of Work: 24 story, 216 unit residential building.

LAS OLAS GRAND CONDOMINIUM, Miami, FL | 895,000 SF | \$81M

Scope of Work: 34 story, 206 luxury units, 6 penthouses, and 5 villas.

JW MARRIOTT HOTEL, Miami, FL | 362,000 SF | \$43M

Scope of Work: 22 story, 362,000 SF, 300 guest room hotel.

EUGENIO JARAMILLO *Sr. Project Manager***Summary of Qualifications**

Geno Jaramillo is a proactive, results-oriented Senior Project Manager with over 30 years of comprehensive experience in complex construction projects in the Aviation, Commercial and Educational market sectors. Geno is a graduate of University of Miami and is an Electrical Engineer. He has been an integral member of the MCM team for over 20 years and has successfully managed some of MCM's largest and most complex projects. One of these projects was the single site development at the MIA NTD/NTI Program, totaling over \$300 million in construction and building development initiatives. As the senior level Project Manager, Geno oversees all project operations, logistics, scheduling, and quality management. Geno's ability to manage all complexities of major projects has facilitated the optimization of quality work and coordinated efforts.

Construction Experience

33 Years

Education

M.S., of Business Administration,
University of Miami

1989

B.S. of Science Electrical Engineering
University of South Florida
1980

Areas of Expertise

Aviation
Commercial
Educational

Licensing/Training/Certifications

Certified Engineering Intern
(E.I.) Florida #1197ET103

OSHA 30 Hour

CPR / First Aid Certified

Dade County Public Schools
Educator's Certificate

ISO 9001:2008 Internal
Auditor

Relevant Project Experience Summary

MIA MCC-8-10 – MISCELLANEOUS CONSTRUCTION CONTRACTS, Miami, FL | \$50M

Scope of Work: A Program created specifically for quick turn-around projects. It is designed to give CSBE firms the opportunity to perform work at MIA and the County's five other airports.

RAVENSWOOD BUS MAINTENANCE FACILITY, Dania Beach, FL | \$32M

Scope of Work: Phased reconstruction of an operational Broward County bus facility designed to achieve LEED Silver Certification.

MIAMI INTERNATIONAL AIRPORT PACKAGE #22, Miami, FL | \$67M

Scope of Work: Selective demolition and installation of finishes for six projects for Miami-Dade Aviation Department.

MIAMI INTERNATIONAL AIRPORT 756AD NORTH TERMINAL, Miami, FL | 450,500 SF | \$155M

Scope of Work: Two selective demolition/building renovation project packages, consisting of in the existing terminal building located in terminal areas A through D.

TARGET STORES T-1039 & T-2022, Davie/Miami, Florida | \$13M

Scope of Work: Construction of a new Super Target and an "In the box remodel" of an existing Target.

MIAMI INTERNATIONAL AIRPORT CONCOURSE D EXTENSION, Miami, FL | 600,000 SF | \$28M

Scope of Work: Construction of a dozen new gates with over 600,000 square feet of new construction in a 6-story, 1,100-foot long, westerly extension of the existing Concourse D.

JACKSON MEMORIAL MENTAL HEALTH FACILITY, Miami, FL | 190,000 SF | \$21.7M

Scope of Work: Construction of a 3 story mental health facility.

EDGAR MARTINEZ, P.E. SR. PROJECT MANAGER

Construction Experience
30 Years

Education

B.S. in Civil Engineering,
University of Florida
1982

M.B.A. in Finance
University of Houston
1985

Areas of Expertise

Hospitality
High-Rise Buildings
Parking Garages
Detention Facilities
Aviation

**Licensing/Training/
Certifications**

Florida Professional Engineer
License # 41994

Texas Professional Engineer
License # 61720

Certified General Contractor;
Florida # CGC1504664

OSHA 30 Hour

USACE Construction
Quality Control

Summary of Qualifications

Edgar Martinez brings 30 years of experience in construction that includes managing large multistory Residential and Hospitality, Commercial, and Government projects throughout the United States and Latin America. During his career, Edgar has built numerous projects in excess of \$50 million. He takes pride in well managed and coordinated project operations which allows his jobs to consistently meet schedule and budget objectives. He recently completed work on the \$121 Million Bid Packages 19-22 at Miami International Airport and is currently completing the Joe Moretti Development Apartment Building.

Relevant Project Experience Summary**JOE MORETTI DEVELOPMENT, Miami, FL | 98,000 SF | \$10.1M**

Scope of Work: 13 story, 116 apartment units of 583 SF each for a total of 98,024 SF.

MIAMI INTERNATIONAL AIRPORT PACKAGE #22, Miami, FL | \$67M

Scope of Work: Selective demolition and installation of finishes for six projects for Miami-Dade Aviation Department.

QUANTUM ON THE BAY, Miami, FL | \$131M

Scope of Work: Construction of 698 condominium residences, including two towers of 48 and 41 floors and 12 levels of parking with 9th floor pool/amenities deck.

ST. REGIS HOTEL AND RESIDENCES, Ft. Lauderdale, FL | \$88M

Scope of Work: 5 Star, 25 story hotel and condominium residences for with five levels of parking garage.

360 CONDOMINIUMS, North Bay Village, FL | 1,160,000 SF | \$100M

Scope of Work: Construction of three buildings of 15, 12 and 4 floors; 414 residential units and four levels of parking with 5th floor pool/amenities deck.

JADE RESIDENCES, Miami, FL | 1,230,000 SF | \$99M

Scope of Work: Construction of a fifty-story, high-end condominium building with 336 residential units, seven levels of parking, and 8th floor pool/amenities deck.

AQUAZUL CONDOMINIUMS, Lauderdale By The Sea, FL | 417,000 SF | \$34M

Scope of Work: 24 story high-end condominium building with 80 residential units, and 2 levels of parking, main lobby, and pool/amenities deck.

JUVENILE DETENTION FACILITY, Detroit, MI | 180,000 SF | \$50M

Scope of Work: Construction of a State-of-the-Art cast-in-place and load-bearing masonry structure with precast roof planks, and sophisticated mechanical, electrical and security systems.

LYNWOOD REGIONAL JUSTICE CENTER, Los Angeles, CA | 860,000 SF | \$117M

Scope of Work: Construction of several mid-rise buildings - sheriff's station, courts building, detention administration office building, food service facility, two housing towers with 1095 bed, and a parking structure.



JOE MORETTI DEVELOPMENT

APARTMENT BUILDING



SIMILAR PROJECT EXPERIENCE

JOE MORETTI DEVELOPMENT
MIAMI, FL

**Owner or Agency**

The Related Group
Luis Castellon
(305) 460-9900

Sector

Residential

Delivery Method

CM-at-Risk

Brief description of work performed

The Joe Moretti Development Project is an affordable housing project for the elderly. It is built through the Miami-Dade Public Housing and Community Development (PHCD) program with state financing awarded through the Florida Housing Finance Corporation (FHFC). It is located west of the Brickell Area at SW 9 Street and 2nd Avenue. The 13 story building will have 116 apartment units of 583 SF each for a total of 98,024 SF. The first floor will have a waiting area, fitness center, and back of house mechanical rooms. On the second floor, the residences will have use of a library room, computer room, tv room and a common laundry room. The building is a post tensioned concrete structure with masonry exterior walls and a stucco finish. The residences will be provided a surface asphalt parking lot for 73 spaces. This building will meet the National Green Building Standard.



"They have our confidence and the ability to perform quality work in a timely fashion. Thus, we are very proud of our association... and know they will be a valued addition to your team."

Enrique Puig
Owner
Keystone Holdings, LLC

KEYSTONE PARK CONDOMINIUM



SIMILAR PROJECT EXPERIENCE

KEYSTONE PARK CONDOMINIUM
MIAMI, FL

Sector
Residential

Delivery Method
CM-at-Risk

Owner or Agency
Keystone Holdings, LLC
Pablo Ferrer, Project Manager
(305) 567-1577

Brief description of work performed

Construction of a new single 15-story building located on a parcel of land between SW 42nd Avenue and SW 2nd Street. This 159 unit condominium consisted of ten levels of apartments above a five-level parking garage with two ground level commercial spaces. Several different apartment layouts were constructed with each apartment including a private balcony or terrace. Recreation areas include a swimming pool and deck on the sixth-floor with adjacent covered terrace, separate men's and women's restrooms and a gym. The foundation system consisted of standard shallow concrete footings and post-tension cast-in-place concrete slabs. The building served as the incentive for establishing a zoning district to encourage development of the covered arcades. Additionally, this tower was built adjacent to an elementary school which was fully operational during construction.

OVERTOWN GATEWAY



KEYSTONE VILLAS I & II CONDOMINIUMS



SIMILAR PROJECT EXPERIENCE

KEYSTONE VILLAS I & II CONDOMINIUMS

MIAMI, FL

Sector

Residential

Delivery Method

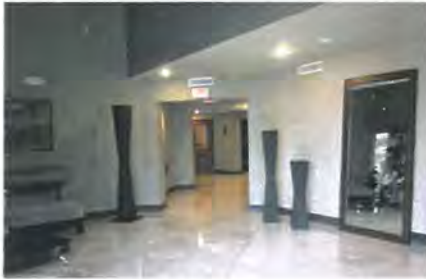
CM-at-Risk

Owner or Agency

Keystone Holdings, LLC

Pablo Ferrer, Project Manager

(305) 567-1577



Brief description of work performed

KeyStone Villas I & II are two adjacent 9-story buildings located on a parcel of land off the intersection of Coral Way and SW 36th Avenue. The buildings consist of a 160 units and 150 units respectively, located on five levels stacked above a four-level parking garage which includes ground-level retail space. Several different apartment layouts were constructed with each apartment including a private balcony or terrace. Recreation areas include a ground-level swimming pool with pool deck and adjacent covered terrace with separate men's and women's restrooms and gym. The foundation system was standard shallow concrete footings in accordance with post-tension cast-in-place concrete slabs. The structural wall concept was reinforced with concrete columns and beams completed with masonry infill panels.

The exterior of the building, with excellent visibility, is attractively finished in an elegant South Florida Style with gray tinted storefront windows and doors shaded by canvas awnings at the ground level retail space. The enclosed upper parking levels provide carefully arranged window openings bordered with raised window trim, window grilles and diamond mesh and the cantilevered balconies are finished with bronze aluminum handrails.



MIAMI-DADE ISD WEST LOT

MIXED-USE PARKING FACILITY



SIMILAR PROJECT EXPERIENCE

MIAMI-DADE ISD WEST LOT PARKING GARAGE MIAMI, FL

Sector

Commercial

Delivery Method

Design-Build

Owner or Agency

Miami-Dade County Internal
Services Department (ISD)
José R. Pérez, AIA, Division
Director
(305) 375-1461



Brief description of work performed

The ISD West Lot Project was MCM'S second Design-build Project for Miami-Dade County Internal Services Department and achieved a **LEED Gold Certification**. This 6-story pre-cast parking facility occupies the entire 1.73 acre project site and is comprised of 810 parking spaces dispersed across 324,000 SF of parking area; additionally, 45,000 SF of office space on four floors, plus 10,000 SF of retail space on the Ground Floor were also constructed.

OVERTOWN GATEWAY



PACIFIC CORAL WAY OFFICE BUILDING



SIMILAR PROJECT EXPERIENCE

PACIFIC CORAL WAY OFFICE BUILDING MIAMI, FL



Sector
Commercial

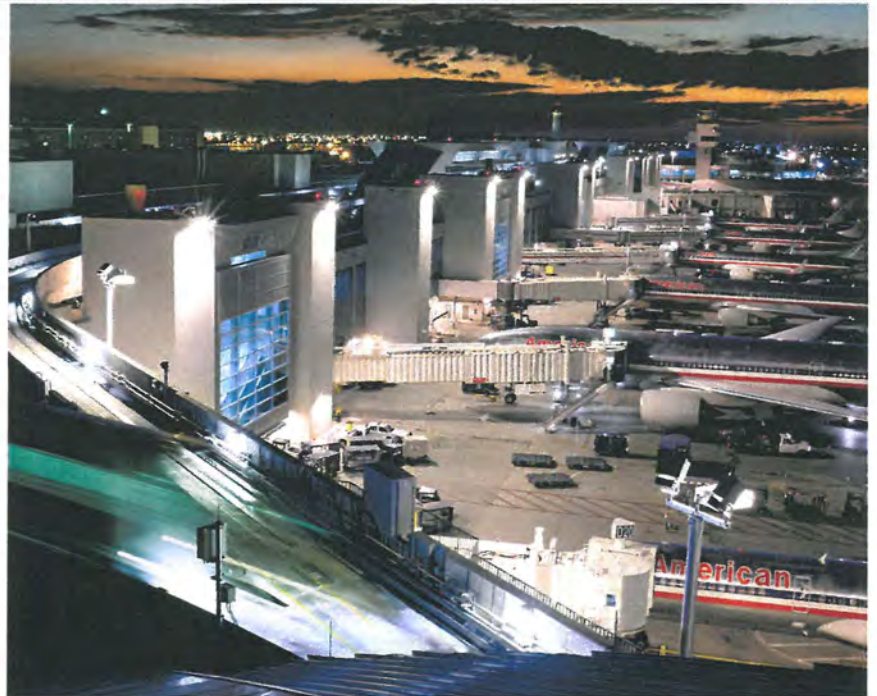
Delivery Method
CM-at-Risk

Owner or Agency
Pacific Cable Television
Maria del Carmen Morla
Project Manager
(305) 567-1577



Brief description of work performed

The project consisted of demolishing two existing office spaces in accordance with LEED requirements and constructing a new privately owned 10-story, **LEED Gold Certified** commercial office building. Phase 1 included the complete exterior shell build out with underground civil work performed for the underground parking level. After the shell portion was complete, the Owner issued a change to the original contract for the complete state of the art interior build out with energy saving windows and active control systems.



MIAMI INTERNATIONAL AIRPORT

NORTH TERMINAL DEVELOPMENT PROGRAM

"I recommend MCM for their organizational skills, construction management style, outstanding partnering spirit and level of cooperation. I have been working with them on the NTD Program, at Miami International Airport, in particular the North Terminal Improvements (NTI) Project which is a \$155 million dollar complex renovation and upgrade to the oldest portion of MIA Terminals A, S, and C. To date, they have demonstrated a level of dedication and commitment to satisfy the Owner's needs and requirements that are to be commended."

Juan Carlos Arteaga, AIA, NCARB
NTD Program Director
MDAD



SIMILAR PROJECT EXPERIENCE

MIAMI INTERNATIONAL AIRPORT NORTH TERMINAL DEVELOPMENT PROGRAM MIAMI, FL



Sector

Aviation

Delivery Method

Lump-Sum, Hard Bid

Owner or Agency

Miami Dade Aviation
Department,
Juan Carlos Arteaga
Terminal Development Program
Director
(305) 218-8976

NTD Projects

- 756 AD - \$155M
- Package #19 - \$12M
- Package #20 - \$18.4M
- Package #21 - \$15.6M
- Package #22 - \$67.2M
- 746i - \$7.6M
- D Extension - \$28.3M
- C&D Foundations - \$19M

Brief description of work performed

MCM's work on the Miami International Airport North Terminal Development Program consisted of over 4 million SF of construction at a cost of approximately \$320 million. MCM's largest contract on this program was the \$155 million 756AD project, which consists of two packages. Package 1 entails the General construction of renovations in the existing terminal building located in terminal areas B through C on 3 levels. The scope of work includes: removal of escalators and elevators and new structure slab fill in of floor openings, selective demolition of terminal interior finishes such as ceilings, flooring, partitions and millwork, and the removal and relocations of mechanical, electrical, fire sprinkler and plumbing utilities.

Package 2 requires the General construction of renovations in the existing terminal building located in terminal areas A through D. The primary scope of work in package 2 was distributed across 4 levels within these terminals and was similar to the scope of package 1.

Our extensive planning and coordination with all airport groups was critical because of the constant requirements for re-routing of passengers, construction of demising walls, pedestrian corridors and all life safety systems during various project phases. All work was completed without disrupting on-going flight operations.



COMPANY PROFILE

D. Stephenson Construction, Inc. is a Florida Corporation established in January 30, 1992 by Dwight and Dinah Stephenson, who instilled their own values of honesty and integrity in establishing a company dedicated to building long lasting client relationships by providing unequalled service. Since inception, D. Stephenson Construction, Inc. has provided Design-Build, CM@Risk, Construction Management, General Contracting and services to public and private sector clients throughout Broward, Miami-Dade, and Palm Beach Counties and has earned a reputation for delivering complex projects on time and within budget.

Our team of dedicated professionals, known for being the best in their specialties, was carefully assembled from across the construction and administration disciplines to provide first class construction services for each project. In our constant pursuit of providing quality service, we offer clients the services of more than 20 employees from our offices in Fort Lauderdale, Delray Beach and Palm Beach County. Our valued clients include, K-12 and higher educational, municipal, aviation, healthcare, libraries, and parks and recreation agencies. Understanding our clients' goals and seamlessly integrating them into operations has been the key to our consistent growth. As our company expands, our primary commitment remains unchanged: our clients are our first priority. We are proud that much of our work is a result of repeat clients, confirming that our "client first" philosophy is more than just a phrase – it's our way of doing business. D. Stephenson Construction, Inc. has become one of the most renowned providers of Construction Services in South Florida. We are driven to be the best at what we do for you. Our team has extensive experience and a great track record with similar projects in the educational sector that have similar components. D. Stephenson Construction Inc. has the resources to provide complete and comprehensive Design-Build services. Other resources include:

CONSTRUCTION MANAGEMENT

- Project Management
- Construction Management at Risk
- Continuing Contracts
- Contract Administration
- Quality Control
- Value Engineering

EXTERIOR & INTERIOR FINISH DIVISION

- Drywall
- Stucco
- Acoustical Ceilings
- Paint

GENERAL CONSTRUCTION

- Scheduling
- Estimating
- Subcontractor Coordination

DESIGN - BUILD

- Pre-Construction Consulting
- Design Acquisition & Management
- Design Budget Monitoring



DWIGHT STEPHENSON, PRESIDENT

CONSTRUCTION EXPERIENCE: 21 YEARS

Dwight co-founded D. Stephenson Construction Inc. with wife Dinah with a philosophy of providing quality service and products through instilling their own values of honesty and integrity. Dwight provides leadership, control for all field operations and supervision for all projects. Dwight has successfully completed many projects similar in size & scope and provides leadership for all field operations and supervision for all projects. He has a strong client base of repeat clients, including: Broward College, the School District of Palm Beach County, the School Board of Broward County, the City of Lauderdale, including the City Hall - **LEED Silver Certified** (a 10 year relationship), Broward County- which includes renovations of the Broward County Courthouse and Midrise totaling nearly \$20 million (6 year relationship) and the Fort Lauderdale Hollywood International Airport (7 year relationship). Dwight's role for Quality Control includes ensuring that all D. Stephenson projects adhere to the project specifications and meet or exceed the highest levels of quality in the industry.

EDUCATION

Social Work and Physical Education
University of Alabama
St. Paul's College Honorary Degree-
Doctor of Humanities

PROFESSIONAL & COMMUNITY AFFILIATIONS

The Lauderdale Business Alliance
Together Against Gangs (TAG)
United Cerebral Palsy, Board
Florida Fish & Wildlife Conservation
Commission
Associated Builders and Contractors
The Boys and Girls Club, Board
Dwight Stephenson Foundation

KEY EXPERTISE

Executive Oversight
Contract Negotiations
Quality Control
Multiple Continuous
Contracts
LEED Expertise



RELATED EXPERIENCE

Carver Apartments and Shoppes Building, Miami, Florida | 10,400 SF | \$1.2 Million | Rehabilitation of an existing three story mixed-use building that was constructed in 1925

Henrietta Townhomes, West Palm Beach, Florida | 16,000 SF | \$2.5 Million | New Construction of 11 townhomes comprised of 2, 3 and 4 bedrooms units.

Forest Park Elementary School, Boynton Beach, FL | 79,120SF | \$26M | Scope includes the new construction of three new tilt-wall buildings to supplement three pre-existing building on the 11.5 acre site | the new construction and facility upgrades have increased the school's capacity from 798 to 960 students

Broward College Health Sciences Simulator Center Building No. 8, Davie, Florida | 65,000SF | \$17.7 Million | Scope includes new construction of 7 state-of-the-art labs, which are equipped with human patient simulators and bedside computers | Pursuing **LEED Silver Certification**

Florida Memorial University, Miami Gardens, Florida | 121,98600 SF | \$12.7 Million | Scope includes new student housing with 330 beds

Broward College Public Safety Building No. 22, Davie, Florida | 62,000SF | \$8.3 Million | Scope includes renovation of the following: Faculty Offices, Associate Dean Office, Crime Scene Evidence Lab, Crime Scene Simulation Lab, and Firing Range | **LEED Gold**

Urban League of Broward County Community & Empowerment Center, Fort Lauderdale, Florida | 28,000 SF | \$5 Million | Scope includes a 4,000 SF multi purpose community room, computer research lab and 4 training/classrooms

Dan Marino Foundation Vocational College, Fort Lauderdale, Florida | 16,400SF | \$1.2M | Interior renovations



JOSEPH SANCHES. LEED AP BD+C, PROJECT EXECUTIVE CONSTRUCTION EXPERIENCE: 30 YEARS

Joseph is a results-oriented leader and project executive with over 30 years of experience successfully managing private and government organizations with program budgets of over \$1 billion. Approximately 11 years experience in K-12 business operations managing and working with a large staff (almost 3,000 employees), working with principals, interacting with Board Members, fielding questions from the press and presenting to elected officials and the public. Active community participant who has been recognized by several prestigious board appointments and awards from community organizations. He is recognized as a leader in the industry and DSC relies on his capabilities.

EDUCATION

MBA in Management
Baruch College, CUNY, New York, NY

BPS in Construction Management
Pratt Institute, Brooklyn, NY

AAS in Construction Technology
New York City Technical College,
Brooklyn, NY

LICENSES

Leadership in Energy and
Environmental Design
Certified Licensed General
Contractor



RELATED EXPERIENCE

Carver Apartments and Shoppes Building, Miami, Florida | 10,400 SF | \$1.2 Million | Rehabilitation of an existing three story mixed-use building that was constructed in 1925

McClure Village, Pahokee, Florida | 16,000 SF | \$1.1 Million | Improvements to 2 duplex units and 1 single family

Dan Marino Foundation Vocational College, Fort Lauderdale, Florida | 16,400SF | \$1.2M | Interior renovations

Miami Sunset Senior High, Miami, Florida | \$913K | ADA Upgrades

Water and Wastewater Projects, Broward County, Florida | \$130 Million

Peace Corps Elementary School, St. Thomas, USVI | \$14 Million

Lockhart Elementary School, St. Thomas, USVI | \$12 Million

Bertha C. Boschulte Middle School, St. Thomas, USVI | \$125 Million

Manhattan Mall, New York, NY | \$350 Million

Harlem Housing Renovation, New York, NY | \$45 Million

The Rockefeller University Dr. Baltimore Laboratories, New York, NY | \$5 Million

The Rockefeller University Biological Level 3 Laboratory, New York, NY | \$2 Million

The Rockefeller University Electron Microscope & Autoclave, New York, NY | \$3 Million

John F. Kennedy Middle School Athletic Facilities, Riviera Beach, FL | \$1.6 Million

ERiviera Beach High School Area High School, Riviera Beach, FLK

Department of Motor Vehicle Safety Headquarters, Conyers, GA | \$4 Million

KEY EXPERTISE

Quality Control
Cost Control
Budget Estimating
Value Engineering
Constructability Analysis
Scheduling



STEPHEN D. AKS, LEED AP, SR. VICE PRESIDENT

CONSTRUCTION EXPERIENCE: 35 YEARS

Stephen Aks, a LEED Accredited Professional and State of Florida Licensed General Contractor, brings over 30 years of design and construction services experience encompassing new construction, additions, retro-fits, phased replacements, and renovations to the project team. He has a strong background in constructing technically sophisticated and innovative facilities. He has senior responsibility for managing all aspects of administration, schedules, budgets, subcontractor negotiations and preconstruction, construction, occupancy and warranty services.

Stephen's past experience includes over \$300 million and over 5M S.F. in municipal facilities projects throughout the State of Florida. He understands the unique requirements for municipal facilities construction and the security, safety and logistical concerns of working on those.

EDUCATION

Associate of Science Building
Construction
Palm Beach Junior College
B.S. of Science Civil Engineering
Union County College, New Jersey

LICENSES

Leadership in Energy and
Environmental Design
Certified Licensed General Contractor
State of Florida, Certified Home Inspector
UBCI -Uniform Build Code Inspector
Certified Lead Based Paint Renovator



RELATED EXPERIENCE

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McClure Village, Pahokee, Florida | 16,000 SF | \$1.1 Million | Improvements to 2 duplex units and 1 single family

Palm Beach Community College, Boca Raton, Florida | Continuing Services - Multiple Renovations

City of Dania Beach Nanofiltration Water Treatment Plant, Dania Beach, Florida | 6,000 SF | \$825K | Scope includes new control room for the entire water treatment functions, administration offices and locker rooms | **LEED Gold**

FLL-Hollywood International Airport - CCTV Phase II, Fort Lauderdale, Florida | \$5 Million | Scope includes installation of a Closed Circuit Television Monitoring System for all Terminal Buildings | installation of over 700 cameras

Coral Sunset Elementary School, Boca Raton, Florida | Modernization, additions, renovations, remodeling & HVAC retro-fit

KEY EXPERTISE

Executive Oversight
Quality Control
Cost Control
Budget Estimating
Value Engineering
Constructability Analysis
Scheduling

LOCAL & MINORITY PARTICIPATION

Since D. Stephenson Construction, Inc. is a State Certified MWBE firm, our commitment to the support of minority subcontractors surpasses meeting mandated minority goals. In our formative years, our success was in part due to such programs and as such we operate with a moral responsibility to help other minority firms as we were helped. We sit on the Board of the Broward County Minority Builders Coalition, which has over 300 member companies that are in our database. Through the coalition and our municipal clients, we are able to maintain a strong, existing subcontractor base with qualified, certified minority subcontractors.

As MWBE firm, we fully understand the importance of providing opportunities within the community, as the opportunities were given to us. In addition to our thorough MWBE solicitation process, we actively participate in various MWBE outreach programs and continue to mentor firms and build new MWBE relationships.

LOCAL BUSINESS PARTICIPATION

D. Stephenson Construction recognizes the importance of keeping money in the local community to the maximum extent possible. Over our 21 year history the firm has developed relationships with dozens of high quality and cost efficient local subcontractors and vendors. We have worked with a long list of Miami Community Redevelopment based firms, many of which we will be in contact with throughout the proposal and design development phase in order to involve them early on in this project.

MENTORING

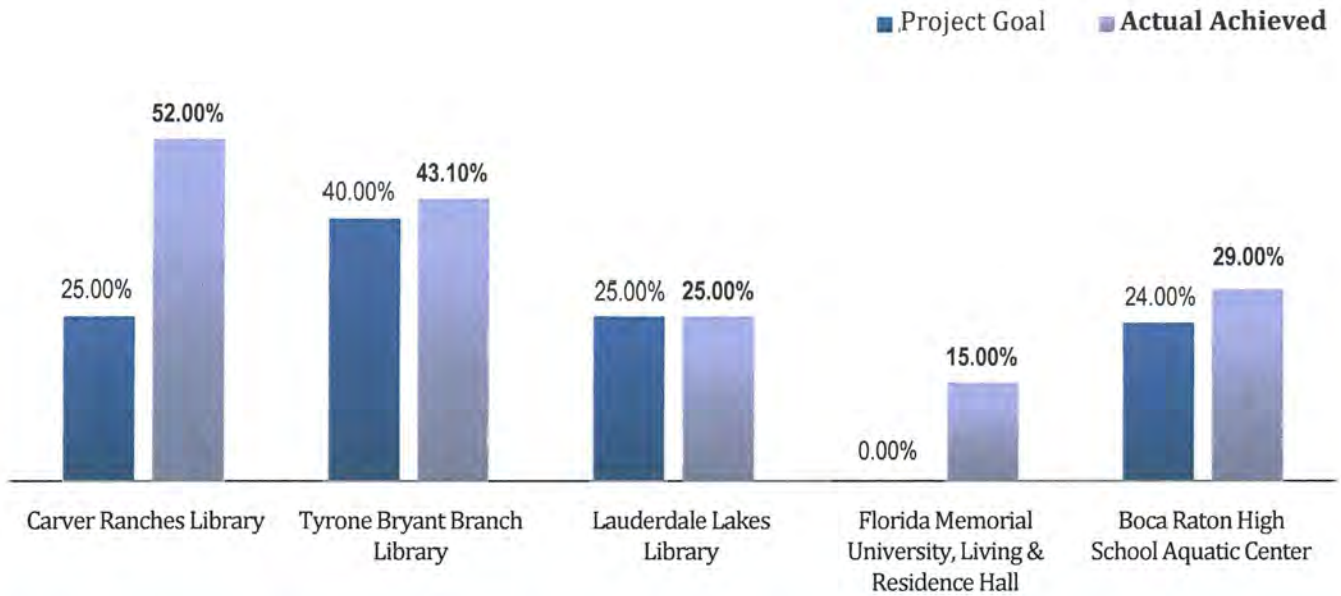
D. Stephenson Construction, Inc. is very involved with Florida Registered Apprenticeship Programs. Specifically, we are currently involved with the Housing Authority of Fort Lauderdale's Step Up Program, along with the City of Lauderhill Mentor Protégé program. The Housing Authority of Fort Lauderdale's Step Up Apprenticeship Program, which was created in 1995 to provide low-income public housing residents access to education, job skills, and employment opportunities while working to rehabilitate the housing stock of their community. The primary objective of the Step-Up Apprenticeship Initiative is to provide a rigorous and disciplined training curriculum, and provide the participants the opportunity to create a portfolio of skills training and education to increase their potential for permanent employment and economic self-sufficiency.

The City of Lauderhill Mentor Protégé Program serves as a mentoring program where we mentor individuals and companies seeking to improve their Business Skills and systems. Once a month, five (5) firms come to our office and listen to presentations regarding different aspects of our industry. We also have round table discussions - where we listen to the firms' questions and try to provide them with the best advice and solutions.

PAST SUCCESS IN LOCAL AND MINORITY HIRING

Surpassing project subcontracting goals has been a constant standard ingrained in the corporate culture of D. Stephenson Construction. On the next page we present five projects in different market sectors that have surpassed the required contractual goals for minority and local subcontractor participation with impact results.

OVERTOWN GATEWAY



Project Name	Project Goal	Actual Achieved
Carver Ranches Library	25.00 %	52.00 %
Tyrone Bryant Branch Library	40.00 %	43.10 %
Lauderdale Lakes Library	25.00 %	25.00 %
Florida Memorial University, Living & Residence Hall	0.00 %	15.00 %
Boca Raton High School Aquatic Center	24.00 %	29.00 %

FLORIDA GENERAL CONTRACTOR'S LICENSE



STATE OF FLORIDA

DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD
1940 NORTH MONROE STREET
TALLAHASSEE FL 32399-0783

(850) 487-1395

AKS, STEPHEN DAVID
D STEPHENSON CONSTRUCTION INC
6241 NORTH DIXIE HIGHWAY
FORT LAUDERDALE FL 33334

Congratulations! With this license you become one of the nearly one million Floridians licensed by the Department of Business and Professional Regulation. Our professionals and businesses range from architects to yacht brokers, from boxers to barbeque restaurants, and they keep Florida's economy strong.

Every day we work to improve the way we do business in order to serve you better. For information about our services, please log onto www.myfloridalicense.com. There you can find more information about our divisions and the regulations that impact you, subscribe to department newsletters and learn more about the Department's initiatives.

Our mission at the Department is: License Efficiently, Regulate Fairly. We constantly strive to serve you better so that you can serve your customers. Thank you for doing business in Florida, and congratulations on your new license!



STATE OF FLORIDA AC# 6306820
DEPARTMENT OF BUSINESS AND
PROFESSIONAL REGULATION

CGC046410 08/27/12 128030701

CERTIFIED GENERAL CONTRACTOR
AKS, STEPHEN DAVID
D STEPHENSON CONSTRUCTION INC

IS CERTIFIED under the provisions of Ch.489 FS
Expiration date: AUG 31, 2014 L12082701801

DETACH HERE

THIS DOCUMENT HAS A COLORED BACKGROUND • MICROPRINTING • LINEMARK™ PATENTED PAPER

AC# 6306820

STATE OF FLORIDA

DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
CONSTRUCTION INDUSTRY LICENSING BOARD

SEQ# L12082701801

DATE	BATCH NUMBER	LICENSE NBR
08/27/2012	128030701	CGC046410

The GENERAL CONTRACTOR
Named below IS CERTIFIED
Under the provisions of Chapter 489 FS.
Expiration date: AUG 31, 2014

AKS, STEPHEN DAVID
D STEPHENSON CONSTRUCTION INC
6241 NORTH DIXIE HIGHWAY
FORT LAUDERDALE FL 33334

RICK SCOTT
GOVERNOR

KEN LAWSON
SECRETARY

DISPLAY AS REQUIRED BY LAW

FLORIDA CERTIFICATE OF GOOD STANDING

State of Florida
Department of State

I certify from the records of this office that D. STEPHENSON CONSTRUCTION, INC. is a corporation organized under the laws of the State of Florida, filed on January 30, 1992.

The document number of this corporation is V10640.

I further certify that said corporation has paid all fees due this office through December 31, 2013, that its most recent annual report/uniform business report was filed on March 12, 2013, and its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this is
the Twelveth day of March, 2013*



Ken Detmer
Secretary of State

Authentication ID: CC5679358465

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.

<https://efile.sunbiz.org/certauthver.html>

BROWARD COUNTY DBE LETTER



OFFICE OF ECONOMIC AND SMALL BUSINESS DEVELOPMENT

Governmental Center Annex

115 S. Andrews Avenue, Room A680 • Fort Lauderdale, Florida 33301

954-357-6400 • FAX 954-357-5674 • TTY 954-357-5664

February 13, 2013

Mr. Dwight Stephenson
D. STEPHENSON CONSTRUCTION, INC.
6241 North Dixie Highway
Fort Lauderdale, Florida 33334

ANNIVERSARY DATE – Annually, on January 12th

Dear Mr. Stephenson:

Broward County is pleased to announce that **D. Stephenson Construction, Inc.** has renewed its certification as a **Disadvantaged Business Enterprise [DBE]** in Florida, under a **Unified Certification Program [UCP]** in accordance with 49 CFR, PART 26.

DBE certification continues from your anniversary date, but is contingent upon D. Stephenson Construction, Inc. renewing its eligibility annually through this office, Office of Economic and Small Business Development (OESBD). OESBD will notify you in advance of your obligation to provide continuing eligibility documents; however, to assure continued certification is your responsibility. Failure to continue your eligibility will result in immediate action to remove D. Stephenson Construction, Inc. as a DBE.

As long as D. Stephenson Construction, Inc. is listed in the DBE Directory, it is considered DBE Certified by all Florida UCP Members.

DBE Certification is subject to actions by governmental agencies impacting the disadvantaged status of D. Stephenson Construction, Inc.

D. Stephenson Construction, Inc. will be listed in Florida's **UCP DBE Directory** which can be accessed via the internet, at <https://www3.dot.state.fl.us/EqualOpportunityOffice/BizNet/mainmenu.asp> or through FDOT's website at www.dot.state.fl.us/equalopportunityoffice and by "clicking" on "BizNet DBE UCP Directory" in the center of the page.

BROWARD COUNTY DBE LETTER

Re: D. Stephenson Construction, Inc.

February 13, 2013

DBE certification is **NOT** a guarantee of work, but enables D. Stephenson Construction, Inc. to compete for, and perform, contract work on all USDOT Federal Aid (FAA, FTA and FHWA) projects in Florida as a DBE contractor, sub-contractor, consultant, and sub-consultant or material supplier.

If, at any time, there is a material change in D. Stephenson Construction, Inc., including, but not limited to, ownership, officers, directors, scope of work being performed, daily operations, affiliations with other businesses or individuals or physical location of D. Stephenson Construction, Inc., you must notify OESBD, in writing, without delay. Notification should include supporting documentation. You will receive acknowledgement and confirmation of continued eligibility, if applicable after notification of changes.

D. Stephenson Construction, Inc. may compete for, and perform, work on all USDOT Federal Aid projects throughout Florida, receiving DBE credit for work performed in the following areas:

NAICS: 236116 New Multifamily Housing Construction

NAICS: 236210 Industrial Building Construction

NAICS: 236220 Commercial and Institutional Building Construction

NAICS: 237310 Highways, Street and Bridge Construction

NAICS: 237990 Other Heavy and Civil Engineering Construction

Please feel free to contact OESBD for any questions or concerns pertaining to your DBE certification. Our telephone number is (954) 357-6400; our fax number is (954) 357-5674.

Sincerely,



Chris Atkinson, Assistant Director
Office of Economic and Small Business Development

State of Florida

Minority, Women & Florida Veteran
Business Certification

D. Stephenson Construction, Inc.

Is certified under the provisions of
287 and 295.187, Florida Statutes for a period from:

06/13/2013 to 06/13/2015



DEPARTMENT OF MANAGEMENT
SERVICES

Craig J. Nichols

Craig J. Nichols, Secretary
Florida Department of Management Services



Office of Supplier Diversity • 4050 Esplanade Way, Suite 380 • Tallahassee, FL 32399 • (850) 437-0915 • www.osd.dms.state.fl.us



U.S. Green Building Council

D. Stephenson Construction, Inc.
MEMBER SINCE 2008

THE U.S. GREEN BUILDING COUNCIL IS THE NATION'S FOREMOST COALITION OF LEADERS
WORKING TO TRANSFORM THE WAY BUILDINGS AND COMMUNITIES ARE DESIGNED,
BUILT AND OPERATED, ENABLING AN ENVIRONMENTALLY AND SOCIALLY RESPONSIBLE,
HEALTHY, AND PROSPEROUS ENVIRONMENT THAT IMPROVES THE QUALITY OF LIFE.

Rebecca L. Flora, Chair

S. Richard Fedrizzi, President, CEO and Founding Chairman



BROWARD COLLEGE HEALTH SCIENCES SIMULATOR CENTER

Davie, FL

D. Stephenson Construction, Inc. provided Construction Management at Risk Services for the new construction of the Broward College Health Sciences Simulator Center Building #8, Central Campus. The scope includes the new construction of 7 state-of-the-art labs, which are equipped with human patient simulators and bedside computers; specialized hospital equipment specific to the function of each lab; internet access; digitalized video; recording cameras and TV monitors; computer assisted instructional software / and or other interactive software. The labs are designed to replicate realistic practice settings and will have an EMS ambulance bay, and emergency Department, Critical Care units, Medical-Surgical unit, Trauma/Operating/Dental Room, and a Labor and Delivery/Neonatal Intensive Care / Pediatric unit; and open lab space to conduct large clinical drills/as well as debriefing rooms, storage space, and video recording control rooms. Each patient care unit will accommodate 6 students and an instructor, and have an adjoining control room and storage space. This is a **LEED Silver** project.

Owner:	Broward College	
	Juan Raigosa - jraigosa@broward.edu	
	255 E. Las Olas Blvd. Suite 616 Fort Lauderdale, FL 33301	
	P (954) 201-6977	Fax (954) 201-7357
Role of the Firm:	Construction Manager	
Start Date:	7/2012	Completion Date: 12/2013
Construction Cost:	\$17.7M	
Project Size:	65,000 SF	





FLORIDA MEMORIAL UNIVERSITY

Miami Gardens, FL



D. Stephenson Construction, Inc. provided design, approval processing, and infrastructure and unit construction of the new Living & Learning Residence Hall on the campus of Florida Memorial University. The Project is located on approximately 2.710 acres on the north side of N.W. 156th Street in Miami Gardens. The new development was designed to enhance and blend with the existing campus buildings and includes student housing with 330 beds. Each unit and all common areas are protected with sprinkler, alarm and a public address system, and have individual air conditioning units (chilled water supplied), a thermostat, ceiling fans, and a kitchenette that includes a mini-refrigerator for 2-1 units and full size refrigerators for 4-2 units. Each suite has connections for high speed internet telephone, and cable utilizing CAT 6 cabling. Common area amenities include a multi-function reception room with kitchen, a recreation & game room, a fitness room, computer rooms, a media room, and a class room for up to 35 students, student lounges, laundry and vending rooms. All main entrances, emergency exits, hallways and roof access doors are wired for surveillance cameras. The project was constructed on an occupied educational campus.

Owner:	Florida Memorial University David Jaccarino - david.jaccarino@fmuniv.edu 15800 NW 42nd Avenue, Miami Gardens, FL 33054 P (305) 626-3766 Fax (305) 626-3777		
Role of the Firm:	Construction Manager		
Start Date:	7/2010	Completion Date:	8/2011
Construction Cost:	\$12.7M		
Project Size:	121,986SF		



**CITY OF LAUDERHILL
CITY HALL**
Lauderhill, FL



D. Stephenson Construction in conjunction with Moss & Associates completed the first **LEED Silver** Certified City Hall in Florida. The City of Lauderhill began planning the new building after Hurricane Wilma destroyed the old structure in 2005 and it was discovered the cost of repairs were about the same as an entirely new facility that could better meet the needs of the City. DSC provided Construction Management at Risk Services for this new four-floor 42,500-square foot building, which houses workspace for the offices of the Mayor, Commissioners, City Manager, City Clerk, Finance, Planning and Zoning Department, Building Department, Code Enforcement, Utilities, Community Redevelopment Agency, State Housing Initiatives Partnership, Office of Business and Neighborhood Enhancement, Human Resources and Information Technology Department. It also includes a 150-seat Commission Chamber with a pre-function area, which is open to the community and civic events. **Project included construction and installation of a 26 ton chiller plant and 750KW generator.**

Owner:	City of Lauderhill		
	Charles Faranda - citymanager@lauderhill_fl.gov		
	5581 W. Oakland Park Blvd. Lauderhill, FL 33313		
	P (954) 730-3003	Fax (954) 714-3123	
Role of the Firm:	Construction Manager		
Start Date:	7/2008	Completion Date:	11/2009
Construction Cost:	\$12.8M		
Project Size:	42,500SF		



***Project completed on time and Savings to Owner**





40 NW 3rd Street
Suite 1103
Miami, Florida 33128

Phone (305) 373-6789
Fax (305) 371-9451

www.miamiparking.com

Miami Parking Authority

Miami Parking Authority (MPA) was established by the Florida State Legislature in 1955 and chartered by City ordinance in the same year, continues to deliver outstanding service to its customers in the City of Miami. The Miami Parking Authority is managed by a five member Board of Directors as well as a nationally recognized Management Team with over fifty years of combined parking experience. The MPA oversees the management and development of convenient, safe and affordable parking facilities within the City of Miami. The Miami Parking Authority manages more than 36,000 parking spaces including 14 parking garages, 86 surface lots and approximately 11,300 on-street spaces.

This past year the Authority played an integral part in the success of the inaugural season of the Marlins in their new state of the art stadium. The Authority was charged with managing the operations of the new Marlins Park parking facilities. There are four parking structures and six surface lots on the Marlins Park property. During the 2012 baseball season, approximately 332,033 visitors parked in the facilities. This is in addition to those which took advantage of surface parking in the surrounding neighborhood. To that end and in an attempt to harvest goodwill and establish a partnership with the residents of those areas, a residential parking program was established as a means of keeping residents from being displaced or inconvenienced during events at the stadium.

Miami Parking Authority continued to provide parking management services for the Public Health trust for their 7,000 parking spaces on the Jackson medical campus. In this capacity, MPA has been able to steadily increase revenues while consistently decreasing expenses. MPA was able to steward over \$7 million in revenue for the County's public hospital.

The Authority continues to centralize its operations by monitoring all automated facilities and on-street Pay and Display machines from a single state of the art Command Center. The Command Center Staff provides a live, interactive response to all inquiries Miami Parking Authority receives from its customers;



Page 2

whether they are experiencing problems at a machine or are in need of processing a disabled transaction. The creation of this center has allowed for an increase in efficiencies within our operation as well as to an improved level of customer service.

The Pay-By-Phone program continues to attract new users, as it affords them a convenient method to pay for parking. We have benefited from the implementation of the Pay-By-Phone program in our neighboring cities of Coral Gables and South Miami. As of June 2013, approximately 146,800 vehicles have registered to participate in the program, which has generated approximately \$3,739,400 in parking revenue since its inception.

The Authority experienced rapid change in terms of operational responsibilities and its role in the community development process. This past year, the Authority expanded their traditional role of meeting the parking needs for the City of Miami to include partnering with Car2Go, a car sharing program which has been very successful since its inception. There are currently 15,000 customers registered to use this program. Car sharing is a revolution in personal transportation also known as urban mobility for the 21st century. Car sharing is a service that provides 24/7 self-serve access to a network of vehicles stationed around the city and increasingly throughout the world, which can be reserved by the hour or day via smart phones, Internet and call centers.



ARTHUR NORIEGA, V *Chief Executive Officer*

Arthur Noriega is an executive with a strong background in construction, operations and urban development projects with over 14 years of parking industry experience. Mr. Noriega has headed the Miami Parking Authority since 1999. As Chief Executive Officer, he oversees all of the parking and enforcement operations in a major metropolitan city. Mr. Noriega also must act as a strong advocate in the promotion of public and private sector joint ventures, while maintaining an excellent working relationship with local elected and government officials and development authorities. He oversees a staff of 184 employees and a \$40 million budget. Mr. Noriega has been responsible for unprecedented revenue growth at the Authority, as well as the development of the City's three newly constructed public garages. Miami Parking Authority is currently engaged in the pre-development of additional public/private joint venture developments within Miami's Central Business District.

Prior to his current position, Mr. Noriega was vice president of development at The Carlisle Group, where he worked with local municipalities and Community Development Corporations (CDC's) across the state to create urban development projects. Before that, he worked as Director of Planning and Development with the Authority.

An Economics graduate of the University of South Florida, with professional certifications from Tulane and Northwestern University, Mr. Noriega is a dedicated community leader and volunteer. Mr. Noriega serves on the Board of Directors of Switchboard of Miami, the Greater Miami Chamber of Commerce and the Greater Miami Progress Foundation. He is a member of the Federal Reserve's Education Advisory Group, the Miami Sports Commission and a graduate of Leadership Florida's 26th Class. He is currently on the Leadership Florida Regional Council.



BERCOW RADELL & FERNANDEZ
ZONING, LAND USE AND ENVIRONMENTAL LAW

COMPANY PROFILE

BERCOW RADELL & FERNANDEZ

Miami law firm was founded in 1996 to provide strategic advice in zoning, land use and environmental law. Bercow Radell & Fernandez is one of South Florida's premier boutique law firms specializing in land use, zoning, and environmental matters. Our attorneys' expertise in regulations governing real property, land development, construction permitting and business licensing is sought by international, domestic and local landowners, developers, institutions, investors and businesses seeking approvals from government boards and agencies at the local, state and federal level.

We excel at managing complex and politically sensitive legislative and quasi-judicial matters from initial due diligence to construction, including applications and issues related to developments of regional impact, amendments to local government comprehensive plans, vested rights, rezonings, site planning, subdivision, and permitting as well as enforcement, ad valorem, historic preservation and archeological matters.

Members of the firm frequently appear before the South Florida Regional Planning Council; Miami-Dade County's Board of County Commissioners, Planning Advisory Board, Community Councils/Zoning Appeals Board, Development Impact Committee, Board of Rules and Appeals, Historic Preservation Board and Environmental Quality Control Board; Miami Beach City Commission, Planning Board, Zoning Board of Adjustment, Design Review Board, and Historic Preservation Board; Miami Commission, Planning Zoning Appeals Board, Design Review Board, Coordinated Review Committee and Historic Preservation Board; as well as the various regulatory, entitlement and enforcement boards throughout South Florida, including all municipalities in Monroe, Miami-Dade, Broward and Palm Beach.

Our team has earned an exceptional reputation among community and business leaders through our long history of professional integrity, legal acumen, community engagement, industry leadership, and pro bono efforts.

OUR SERVICES: LAND USE

Throughout the State of Florida, each local government adopts its own individual comprehensive plan with goals, objectives and policies to guide future growth and manage infrastructure within its jurisdiction. Commonly, interpreting and amending the text and maps within these local government comprehensive plans is the first step in the land development process. We have extensive knowledge and experience in devising creative, custom strategies that produce practical solutions to the most challenging land use issues.

ZONING

In a rapidly evolving metropolis like Miami, zoning applications can be challenging. Whether a project requires a rezoning, exception, variance, administrative adjustment, waiver or warrant, all projects that require a building permit also require a zoning approval. Our attorneys counsel clients and design professionals in identifying issues, preparing quality applications, negotiating with stakeholders, expediting processing, and presenting before government boards to ensure a seamless permitting process.

DEVELOPMENTS OF REGIONAL IMPACT

The character, magnitude and location of projects known as Developments of Regional Impact (DRI) require

OVERTOWN GATEWAY

concurrent state and regional review to mitigate potential impacts on state and regional resources and infrastructure facilities. Our thoughtful and conscientious approach to our counsel and advocacy achieve merit-driven outcomes that are a win-win for clients and stakeholders alike. Due to the depth of our knowledge and breadth of our experience representing large-scale developers, entertainment attractions and quasi-public redevelopment agencies, we are the go-to Miami firm in DRI law.

DUE DILIGENCE REVIEWS

Today's real estate transactions can face many challenges, but as a result of working closely with transactional attorneys, design professionals and financial institutions, we help our clients proceed seamlessly from closing to permitting. We conduct thorough land use, zoning, subdivision, environmental, permitting and enforcement due diligence to advise buyers, developers, lenders and investors who are considering purchasing land or property prior to closing. Our opinion letters are relied upon by prospective purchasers, lenders and investors to avoid costly errors and insurmountable blunders.

GROWTH MANAGEMENT AND CONCURRENCY

Miami's transformation into an international metropolis landlocked by precious natural resources of global significance requires a keen understanding of the tenets of growth management. Urban infill redevelopment is often limited by aging infrastructure and suburban development and is often perceived as draining limited resources. The potential impact of development on infrastructure facilities including transportation, water, sewer, solid waste, parks and schools is measured through concurrency management systems. We assist our clients in strategically mitigating a project's impact on infrastructure to effectively manage both urban and suburban growth.

PERMITTING AND IMPACT FEES

Acquiring a building permit in South Florida requires processing, review and approval from multiple layers of government. We specialize in navigating the bureaucracy efficiently and effectively to secure reasonable code interpretations and fairness in permitting and impact fees. We serve as advocates on behalf of our clients and colleagues within design and construction teams that include owner's representatives, architects, engineers, surveyors, general contractors, subcontractors and private providers to ensure fast-track delivery of our projects.

APPELLATE LITIGATION

After exhausting all administrative remedies, we assist clients in protecting their property rights through appellate litigation. Our attorneys draft persuasive briefs and advocate at oral argument before the Eleventh Judicial Circuit, Third District Court of Appeals and the State of Florida Department of Economic Opportunity Administrative Hearing Division. Our firm's blend of appellate and land use expertise ensures that appeals are handled by attorneys familiar with the esoteric law that governs zoning decision-making.

ENVIRONMENTAL

Steering through the complexity of environmental permitting and enforcement in Miami requires a balanced approach because economic growth and stability is perpetually linked to preserving the natural environment. Our attorneys represent the interests of property owners, commercial enterprises, industrial

users, waste management companies and rock quarrying businesses in environmental permitting and compliance, variances and exemptions, wetlands determination and mitigation, redevelopment consulting, brownfields, severable use rights, and economic incentive matters.

HISTORIC PRESERVATION AND ARCHAEOLOGICAL RESOURCES

The identification, designation, protection and preservation of historic and archaeological resources raises a plethora of legal issues, from constitutional law to tax and development incentives. We have extensive experience researching historical records, advocating for and against designations, negotiating preservation standards and interpretations, drafting preservation agreements, as well as evaluating and utilizing incentives, including ad valorem taxes, federal taxes, and transferable development rights.





JEFFREY BERCOW

Jeffrey has practiced land use and zoning law for more than 25 years, and also has practiced in the fields of real estate law and litigation, earning recognition for himself and the firm he cofounded in 1996 with Michael Radell.

Jeffrey represents real estate developers, landowners, institutional clients, lenders and other property owners. His practice covers all aspects of local, state and federal real estate permitting and licensing, including zoning approvals, amendments of local government comprehensive plans, developments of regional impacts (DRIs), due diligence reviews, growth management, concurrency and environmental matters.

He served as a member of the Board of Directors of the City of Miami Downtown Development Authority, from 1989 through 2007. He served as Vice Chairman for approximately 10 years, was a member of the DDA's Executive Committee and chaired its Downtown Development of Regional Impact Committee. He was a member of the Miami Beach Zoning Board of Adjustment from 1992 through 1997, and also served as a board member and secretary of the Downtown Miami Community Development Corporation. In 1998 and 1999, he served as a member of the State of Florida's Transportation and Land Use Study Committee, created by the 1998 Legislature, as an appointee of the Secretary of the Department of Community Affairs. He has served as the representative for the Builders Association of South Florida on the Joint Board of County Commissioners/Miami-Dade County School Board Working Group on Public Schools Overcrowding Relief, and as the Builders Association's representative on the Miami-Dade County Public Schools School Siting, Planning and Construction Committee.

Jeffrey is former Chairman of the Expressway Authority Committee of the Greater Miami Chamber of Commerce's Transportation Group. As an active member of the Builders Association of South Florida, he has served as Chair of the Impact Fee Committee and as Vice Chairman of the Planning, Zoning and Growth Management Subcommittee. He chaired the Metropolitan Dade County Transportation, Infrastructure and Concurrency Task Force from 1991 to 1993, advising the Board of County Commissioners on transportation, mass transit, and other infrastructure matters. He also served on the Dade County Parks and Recreation Department's Park Impact Fee Advisory committee.

U.S. News – Best Lawyers® recognized Bercow Radell & Fernandez among the 2013 “Best Law Firms” with a Miami Tier 1 ranking in Land Use & Zoning Law and in Real Estate Law.

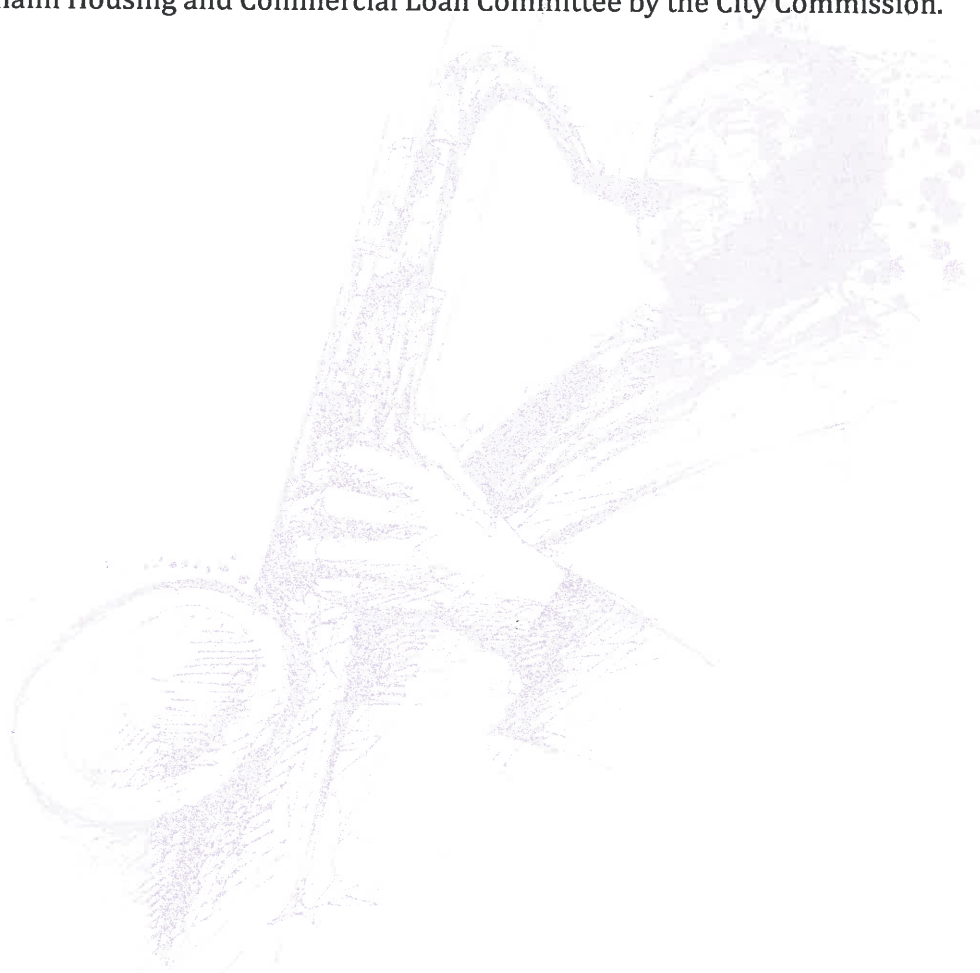


BEN J. FERNANDEZ

Ben has been active behind the scenes for more than 15 years helping to transform Miami neighborhoods by representing landowners, institutional clients and developers on land use and zoning matters. His practice covers local and state real estate permitting and licensing, including zoning approvals, amendments of local comprehensive plans, due diligence reviews, concurrency, vested rights and environmental matters.

Prior to joining the firm, where he became a name partner in 2007, Ben practiced land use and zoning law with the Miami office of Stroock & Stroock & Lavan and with Ferrel Cardenas & Fertel. He began his legal career as a litigator with Cassidy Schade & Gloor in Chicago.

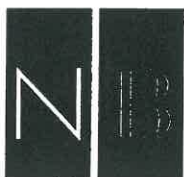
Ben has been a member of the Metropolitan Dade County Environmental Advisory Task Force and together with law firm partner Jeffrey Bercow, contributed to the American Bar Association's Section on Real Property, Probate and Trust Law National Newsletter for the Eleventh Circuit on land use law issues. In 2009, he was also appointed to the City of Miami Housing and Commercial Loan Committee by the City Commission.



APPENDIX D

INVESTOR INTEREST





NewBoston

Real Estate Investment Funds | Urban Strategy America Fund

July 1, 2013

Mr. Clarence E. Woods, III
Executive Director
Southeast Overtown/Park West Community Redevelopment Agency
1490 NW 3rd Ave. Suite 105
Miami, Florida 33136

Re: Equity Letter of Interest for Overtown Gateway project

Dear Mr. Woods:

The Urban Strategy America Fund is an institutional real estate private equity firm focused on investing in real estate projects and properties across the country. Our team has undertaken \$1.5 billion in transactions over the last 10 years. Currently, we are managing a fund with \$190 million of investor equity, specifically for investing in real estate.

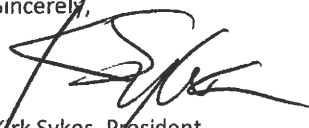
Mr. Barron Channer (BACH Real Estate) and Don Peebles (The Peebles Corporation) are well known to us given their proven abilities at identifying and organizing attractive investments. We have previously reviewed opportunities presented by them.

In recent conversations, Mr. Channer has presented conceptual plans for the Overtown Gateway project. The large-scale, mixed-use and transit-oriented nature of the project makes it attractive to us. Further, our process emphasizes investing with seasoned professionals, like Mr. Channer and Mr. Peebles, at the helm of each project.

In light of our understanding of the project and regard for capacity of Mr. Channer and Peebles, we would be pleased to give serious consideration to an investment in Overtown Gateway.

I am available to discuss further, if you desire. Please feel free to contact me at 617-878-7909.

Sincerely,



Kirk Sykes, President

BOSTON | WASHINGTON DC | FLORIDA

75 STATE STREET 12TH FLOOR BOSTON, MA 02109 T: 617.723.7760 F: 617.227.4727

NewBostonFund.com

OVERTOWN GATEWAY

CAPRI CAPITAL PARTNERS LLC

875 North Michigan Avenue, Suite 3430 Chicago, Illinois 60611

T 312.573.5266 F 312.573.5270 W capricapital.com

E qprimo@capricapital.com

QUINTIN E. PRIMO III

Chairman & Chief Executive Officer

Capri Capital Partners



July 17, 2013

Mr. Clarence E. Woods, III
Executive Director
Southeast Overtown - Park West Community Redevelopment Agency
1490 NW 3rd Avenue
Suite 105
Miami, Florida 33136

Re: Equity Interest for Overtown Gateway Project

Dear Mr. Woods:

Please be advised that Messrs. Channer and Peebles have introduced us to their plans for the Overtown Gateway Project proposed for the Overtown neighborhood of Miami. We have maintained a working relationship with both gentlemen for more than five years and, previously, consummated a very profitable investment with The Peebles Corporation in downtown San Francisco. Our regard for their collective experience, capability and professionalism is very high and we maintain a strong interest in doing additional business with them.

By way of background, Capri Capital Partners, LLC is a real estate investment management firm that focuses on top tier assets in major property markets throughout the United States. We have been recognized for our investments in urban commercial and residential properties, such as Baldwin Hills Crenshaw Shopping Plaza, a 900,000 square foot regional mall in urban Los Angeles, and North Bethesda Marketplace, a transit-oriented residential and commercial mixed-use development in Bethesda, Maryland, outside of Washington, DC. The firm was founded in 1992 and currently has approximately \$3.4 billion in assets under management, representing some of the largest institutional investors in the US. In 2012, Black Enterprise Magazine recognized Capri as its Financial Services Company of the Year.

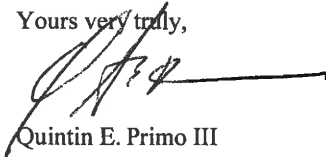
We have had the opportunity to tour Overtown and review the Project proposed. Given our interest in the Miami market and desire to invest in urban areas, we would give strong consideration to providing equity investment capital to the Project if the opportunity presents itself. This interest would, of course, be subject to the then current investment mandates of our clients, as well as a formal investment process, including approval by our internal investment committee.

OVERTOWN GATEWAY

Mr. Clarence E. Woods, III
July 17, 2013
Page Two

In conclusion, we applaud your and the city's efforts to continue to revitalize the Overton neighborhood, an area we believe is critical to the economic vitality of the city of Miami. Should you have any questions or needs for additional information, please don't hesitate to contact me at 312-573-5266.

Yours very truly,



Quintin E. Primo III

APPENDIX E REFERENCES



OVERTOWN GATEWAY



The Official Accredited Destination Marketing Organization for Greater Miami and the Beaches

July 16, 2013

Mr. Clarence E. Woods, III
Executive Director
Southeast Overtown/Park West Community Redevelopment Agency
1490 N.W. 3rd Avenue, Suite 105
Miami, FL 33136 USA

RE: Letter of Support for Overtown Gateway and Donahue Peebles

Dear Mr. Woods:

For over ten years, I have led the Greater Miami Convention and Visitors Bureau (GMCVB) as President and CEO. Previously, I served as the company's Chief Operations Officer. GMCVB is the lead destination sales and marketing organization tasked with expanding the tourism business throughout Greater Miami and the Beaches.

I have known Mr. Donahue Peebles for over ten years and Barron Channer for over five years. Mr. Peebles was elected Chairman of GMCVB's Executive Committee in 2003. In this role, he steered our board to embrace novel approaches to promoting tourism in our communities. Some of the initiatives included increasing outreach to African Americans and other minorities, expanding summer event offerings and increasing focus on family tourism. All of these initiatives have served to expand our tourism product.

Mr. Channer was widely known as Mr. Peebles' right hand in operating The Peebles Corporation. I was delighted to know that he would continue his efforts to growing Miami through his own company. Barron is someone I regard for his integrity, creativity and high intellect. He matches Don's passion for results and his commitment to respect for diversity.

I have always known Mr. Peebles and Mr. Channer as individuals who can get the job done when it comes to creating and promoting a successful destination. We at the GMCVB would gladly welcome a chance to collaborate with them once more.

Please feel free to contact me at (305) 794-5418.

Sincerely,

William d. Talbert, III, CDME
President & CEO

APPENDIX F BUSINESS INTEREST



FLORIDA MEMORIAL UNIVERSITY

A PROMISE. A FUTURE.

OFFICE OF THE PRESIDENT

July 1, 2013

Mr. Barron Channer
Overtown Gateway Partners LLC
14 NE First Avenue
Suite 237
Miami, Florida 33132

RE: Letter expressing interest in Overtown Gateway development

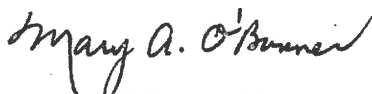
Dear Mr. Channer:

We at Florida Memorial University (FMU) are excited about the opportunity to partner with you on the Overtown Gateway development in Overtown. As outlined by you, Overtown Gateway will be a mixed-use, high rise development at the junction point for Overtown and traditional Downtown. It would include office, hotel, apartment, cultural space and ground-floor retail. This would all be packaged in twin signature buildings with attractive architectural design. Current plans include a 50,000 square foot office component during Phase 1. We see FMU as having a potential anchor presence for the commercial office component.

The project is very appealing as it allows FMU, as an academic institution, to serve as a significant part of Overtown's future. Florida Memorial University has played and continues to play a significant role in the economic development of the African American Community in South Florida by providing access and opportunity to young people looking to further their education. Having a community presence in Overtown only strengthens our ability to provide that opportunity and access. Potential FMU initiatives at Overtown Gateway might include an Entrepreneurial Center, a Business School/Program or a Hospitality School/Program.

We look forward to working with you and your development team to further define the project and FMU's role, and hereby express a non-binding expression of interest to utilize office space in this exciting newly proposed Overtown Gateway Development.

Sincerely,



Mary A. O'Banner, Ph.D.
Acting President

MAO/gfc

Member-United Negro College Fund

15800 Northwest 42nd Avenue • Miami Gardens, Florida 33054-6199 • Phone (305) 626-3600 • www.fmuniv.edu

OVERTOWN GATEWAY



July 11, 2013

Overtown Gateway Partners, LLC
Attn: Barron Channer
14 First Avenue
Suite 237
Miami, Florida 33132

Three Ravinia Drive
Suite 100
Atlanta, GA 30346-2121
www.ihg.com

Mr. Channer:

Thank you for introducing InterContinental Hotels Group [IHG] to the potential development opportunity in Miami's Overtown neighborhood. We are very interested in the Miami market and believe a Staybridge Suites property would fit well.

The Miami urban core is an important market for our brands. As you know, we have both a Holiday Inn and InterContinental branded hotel in reasonable proximity to your proposed "Overtown Gateway" project. We certainly appreciate the vision embedded in your proposed development.

You have indicated your team's desire for a mixed-use development providing live, work and play options while incorporating a 150-room hotel. Staybridge Suites is a leading brand in the extended stay category with nearly 200 locations globally, and it functions well in growing metropolitan areas such as Miami. As such, IHG would welcome further consideration of your site once you are ready to proceed with a full franchise application.

I look forward to our future discussions. Please do not hesitate to contact me when ready.

Sincerely,

John H. Johnson
Regional Director
Franchise Sales and Development



The InterContinental Hotels Group
A Member of the InterContinental Hotels Group