

4.1

4.1 In lieu of a cover letter, provide a one-page Executive Summary identifying and substantiating the basis of your contention that your firm is qualified to be designated as a member of the pool. Also provide the name, title, business address, e-mail address, telephone number and fax number of the individual the City should contact regarding your proposal.

Avison Young is excited about the opportunity to provide the City of Riviera Beach a response to the Request for Qualifications. We will establish an equitable framework that embraces diversity to create memorable places for all Riviera Beach residents, visitors and businesses.

Celebrate Culture. Embrace Diversity.

At Avison Young, we believe in creating positive impact wherever we go. There is a vital role for commercial real estate to create healthy, productive workplaces for employees, establish cities as an ecosystem of prosperity for their citizens and build spaces and places that create a net benefit to the economy, the environment, and the community.

Throughout this proposal we describe the quality of our professionals and the organization of our team. Our appendices are complete and our proposal brief and designed to drive home the point that we have a professional staff that understands more than just the fundamental issues of P3 structures. Our team will devote the time and resources necessary to structure a project that is feasible, innovative and timeless.

Because we not only have a background in public consulting but have also participated on the private side of P3's as owners, our knowledge of the industry is steeped in the practical and realistic side of P3' as well as the academic or consulting components.

Project Lead

Eric D. Swanson, CRE, Senior Vice President
Avison Young
1875 NW Corporate Boulevard
Suite 105
Boca Raton, FL 33431
eric.swanson@avisonyoung.com
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Facsimile: 954 938 1812



4.2

- 4.2 Provide a brief description of your firm, its ownership structure and its state/country of incorporation or formation. Describe your firm's physical presence in the State of Florida, including the number of offices, the number of employees and the type of business activity conducted. Also, describe the participation of minorities and women in your firm. Please indicate the percentage of your firm that is owned by minorities and women.

Longstanding values that matter

Founded in 1978 to create a more accountable and nimble real estate company, with legacies dating back more than 200 years, we will never outgrow our values of putting people first in every choice we make.

Avison Young is built on the belief that commercial real estate isn't just about the buildings and the square footage and the occupancies. **At its best it's about spaces and places that improve lives and help businesses thrive for the employees, citizens, and communities that make impact matter.**

Avison Young attracts the best talent in our industry. Current number of employees for the entire company is over 5,000. The current number of employees in Florida is 180 in nine (9) locations throughout the state. Avison Young on a global basis has 108 offices around the world.

But being the best isn't just about having the best; it's also about how we work together. Our longstanding culture of collaboration, and the fact we're majority owned by a broad base of principals means our clients partner with an empowered owner who is invested in—and driven by—shared success for the long term. Our unique ownership structure creates intelligent solutions that deliver an enhanced client experience and better results.

Avison Young's Diversity and Inclusion

Avison Young is fundamentally and practically focused on the efforts of not only appreciating, but truly valuing diversity in our workforce. In 2020, we recognized the need to strengthen our Diversity & Inclusion strategy by reducing barriers to industry access for, women, people of color and diverse backgrounds through deliberate actions, and more intentionally advancing anti-racism and social justice. We established a global Diversity and Inclusion Advisory Council that has been tasked with shaping our strategy and accelerating initiatives led by our employee resource groups. This Council works closely with leaders across our organization to develop and implement strategies that advance diversity and inclusion. Our employee resource groups – including our Black Professionals Employee Resource Group, our LGBTQ+ Network, and our Women's Network recommend and advise the business on strategies that advance key issues of access, opportunity and inclusion within our company and within the industry.

4.3

4.3 Describe your firm's P3 project capabilities and experience, including any experience in evaluating P3 projects. Please list three references from current and past clients.

Avison Young professionals have participated on the private side of Public-Private-Partnerships, or P3's for the last several years and are intimately familiar with the perspectives of all the parties.

The Team has completed multiple projects that are examples of services provided that could be considered by the City of Riviera Beach.

The Avison Young process of evaluating P3 projects is very straight-forward. We begin every project with thinking like an Owner:

1. Begin with the end in mind - Review with leadership a "Needs Analysis" to determine the priorities of infrastructure improvements. This analysis is done with City Leadership, as well as the master plan of the City, and to identify the projects that should be prioritized. We must understand the specific goal of the City. For example, the goal may be a "more efficient and appropriate space for our employees to work within." This goal is radically different than "we need a new facility" which can only be accomplished through a new development rather than other mechanisms.
2. Understand the limitations and opportunities to pay for the project. What structures are available to create funding mechanisms that make sense for the private financial markets as well as the long-term goals and vision of the City.
3. Determine the private sector capacity or desire to own and/or operate a public facility. The private market has a sincere desire to own and operate revenue producing projects from infrastructure projects to real estate. Prepare a plan that prioritizes the projects and the structures, always working in conjunction with the long-term goals and vision of the City.
4. Prepare a plan and then execute the plan. P3's takes time, effort, and coordination with the City as well as the private responders. The type of P3 Plan proposed and how to get there are driven by the clarity of the work above. We are measured by the execution of the plan.

Alachua County Administrative Facilities, Gainesville, FL

Avison Young was selected by Alachua County to provide technical consulting services to the County to redevelop their administrative facilities. The project will progress in three (3) phases, including (i) programming and analysis, (ii) RFP development and analysis, and (iii) owner's representation services during construction and development. Our team will determine the exact programming and space needs of the County and develop solutions to meet those needs.

Our Services:

- Market Analysis
- Space Programming Analysis
- Feasibility and Financial Analysis
- RFP Development
- Owner's Representation Services

Miami International Airport, Miami, FL

Members of the Avison Young team helped develop the concept of an "Airport City" at Miami International Airport which included a luxury 4-star hotel, over 800,000 square feet of office, retail, and airport services facilities. The project ground lease and revenue sharing were fully negotiated and approved by staff. Further on-airport design and development included aircraft operating hangars, pilot training facilities, additional retail and hospitality assets were planned and negotiated. This additional work was planned around a tenant that was unable to bring the completion of the project to fruition.

Our Services:

- Design and Development Services
- Feasibility and Financial Analysis
- Ground Lease Negotiation

Downtown Dania Beach & City Hall Complex, Dania Beach, FL

Avison Young teamed with OHL and Nelson to submit a response to the advertised 6.5-acre opportunity to reshape downtown Dania Beach. Our proposal included building a new city hall and library with some ancillary office, a 300-unit, multi-family residential facility, and developing a new central park as an amenity. Our submittal to the city was well received but was a close second to a submittal with greater density. It was our feeling the density submitted by our competitors was not realistic within the market.

Our Services:

- Conceptual Design and Development Services
- Feasibility and Financial Analysis

Lynn University Student Housing, Boca Raton, FL

Avison Young was selected to act as owner's representative when they decided to utilize a P3 to develop a new 300-bed, undergraduate student housing facility on campus. This work followed previous work led by Avison Young to master plan the entire campus in order to meet the needs of the campus growth of Lynn University. Our role in this endeavor was to evaluate the need, help develop the RFP, work at the Board level to determine the process, evaluate the developer bids and work diligently with the selected developer of the project to obtain entitlements necessary to develop the project.

Our Services:

- Master Plan Design and Development Services
- RFP Creation
- Bid Response Analysis
- Entitlement Advisory Services

Cleveland Clinic / FIU, Port St. Lucie, FL

The City of Port St. Lucie owns a 100,000-square foot bioscience laboratory facility through a previous tenant the State of Florida had attracted to their City. Unfortunately, the previous tenant departed leaving the City with a unique facility that had incredible value, but for only a small group of potential occupants. Avison Young advised the City of the terms and conditions by which potential users of this would be able to occupy the facility and bring high-paying jobs to the area. Through an arduous public process, Avison Young was able to bring Cleveland Clinic, the Lerner Research Institute, and Florida International University to the facility and negotiated a long-term lease that adds significant value to the City, the community, and the tenants.

Our Services:

- Owners Representative Advisory Services
- Feasibility and Financial Services
- Lease Negotiation

New Boynton Beach City Hall, Boynton Beach, FL

Avison Young teamed with the private developer E2L to pursue, and was ultimately awarded, the assignment of developing a mixed-use facility in downtown Boynton Beach that includes a new city hall, library, and café. Part of the assignment also included renovation of historical facilities to help create a new “Innovation and Cultural Space” to be utilized by the public. Avison Young is a critical part of the team that helped develop the winning RFP response and provide specific services to bring tenancy and interactive users to the new “Innovation and Cultural Space” critical to the success of the public environment.

Our Services:

- Conceptual Design and Development Services
- RFP Response Services
- Real Estate Consulting and Advisory Services
- Tenant Lease and Transaction Services

REFERENCES**Project Alachua County**

Contact name: Sean Mclendon

Phone number: 352 548 3785

Email address: smclendon@alachuacounty.us

Project description: Providing consulting services to access P3 opportunities for consolidating county owned, or leased facilities.

Project City of Boynton Beach

Contact name: Lori LaVerriere

Phone number: 561 742 6010

Email address: laverrierel@bbfl.us

Project description: Providing P3 advisory services and brokerage services on 15-acre redeveloped Town Square.

Project Port Everglades

Contact name: Jorge Hernandez

Phone number: 954 468 3501

Email address: johernandez@broward.org

Project description: Avison Young was hired by the financial entity to help manage the financing and construction of the two buildings within the P3. The project was completed in August 2020, well ahead of schedule and on budget.

4.4

- 4.4 Describe your firm's development project capabilities and experience, using traditional procurement methods as a request for proposals, including any experience in evaluating development projects. Please list three references from current and past clients.

Avison Young's Project and Development Management Team provides a full menu of project management solutions to address the challenges that our clients have across the globe. These solutions include project management, program management services, interior build outs, project management for critical environments, moves/adds/changes, capital improvements and building renovations, and tenant improvements.

We would partner with the City of Riviera Beach to implement cost-efficient and industry-leading processes designed to optimize project management activities and make the most efficient use of your capital. Regardless of size, industry sector or location, our project and development team consistently deliver cost savings and value and have done so for over thirty (30) years.

Project and Design Management Experience

Port Everglades, International Logistics Center, Hollywood, FL

Members of the Avison Young team were involved in the original development concept, unsolicited offer and submittal, and the lease negotiation and approval with Broward County. Avison Young secured CenterPoint Properties as the ultimate financing partner and developer of the project which includes two (2) buildings totaling 300,000 square feet of industrial logistics and distribution space on Port property. The International Logistics Center provides a modern, efficient, and Free Trade Zone environment for cargo activity at one of the most active seaports on the east coast of the U.S. Avison Young was hired by the financial entity to help manage the financing and construction of the two buildings within the P3. The project was completed in August 2020, well ahead of schedule and on budget.

Our Services:

- Design and Development Services
- Project Management Services
- Ground Lease Negotiation
- Feasibility and Financial Analysis

Bacardi USA, Inc, Jacksonville, FL

Bacardi USA hired Avison Young to help identify their needs, goals and objectives in order to establish and evaluate a tangible set of desired development outcomes for a 350,000 sf distribution warehouse in Jacksonville, Florida. Avison Young helped determine the building specifications and is working with the developer to provide critical paths, project cost reports and contract compliance.

Our Services:

- Design Services
- Project Management Services
- Budget and Financial Reporting

REFERENCES**Project****Port Everglades**

Contact name: Jorge Hernandez
Phone number: 954 468 3501
Email address: johernandez@broward.org

Project description: Avison Young was hired by the financial entity to help manage the financing and construction of the two buildings within the P3. The project was completed in August 2020, well ahead of schedule and on budget.

Project**Barcardi USA**

Contact name: Lynn Bauman
Phone number: 904 446 2241
Email address: lbauman@barcardi.com

Project description: Avison Young was hired to manage the budget and development process and oversee the construction for a 350,000 sf distribution warehouse in Jacksonville, Florida.

Project**Lynn University**

Contact name: Dr. Kevin Ross
Phone number: 561 237 7789
Email address: kross@lynn.edu

Project description: Avison Young helped facilitate a new master plan in 2017, which included a new student center and new student housing.

4.5

- 4.5 Given the many types of potential P3 transactions, this RFQ does not provide a specific example for you to evaluate. Instead, please provide your proposed process for evaluating a generic P3 project in order to provide an approval or rejection recommendation report, including an analysis of your costs to complete the evaluation. Provide, as an appendix, all appropriate documents and schedules that support your idea(s).

Avison Young creates economic, social, and environmental value as a global real estate advisor, powered by people. We understand and have the people and tools necessary for the successful completion of any City of Riviera Beach project.

Our advice must be what we would do, we must think like an owner. Our approach:

- Review with leadership a “Needs Analysis” to determine the priorities of infrastructure improvements. This analysis is done with City Leadership, as well as the master plan of the City, and to identify the projects that should be prioritized. Timing is everything; cost of funds is attractive and should be balanced with the growth and vision of the City.
- Review each project through the lens of P3 Structures. What structures are available to create funding mechanisms that make sense for the private financial markets as well as the long-term goals and vision of the City.
- Prepare a plan that prioritizes the projects and the structures, always working in conjunction with the long-term goals and vision of the City.
- Execution of the plan put in place is what we do. P3’s takes time, effort, and coordination with the City as well as the private responders. We are measured by the execution of the plan.

The Risk Transfer Spectrum is a powerful tool to evaluate and create a foundation of unanimity among the community leaders and the residents. An example of the Risk Transfer Spectrum document is in the Appendix of our proposal.

4.6

- 4.6 Please provide your proposed process for evaluating a traditional competitive solicitation as a request for proposal for a development project in order to provide an approval or rejection recommendation reporting, including an analysis of your costs to complete the evaluation. Provide as an appendix, all appropriate documents and schedules that support your idea(s).

Avison Young Project Management and Development Services provides high quality project management, consulting, and development services throughout the State of Florida, adding value to our Clients by utilizing effective, efficient, and best in class methods and most importantly, understanding and meeting our Clients' objectives.

Our team utilizes Smart Sheets, our project management tool that enables secure, 24/7 access to all project data, from a high-level dashboard down to the very specific details for transparency and active communication. The tiered access will support multiple roles and projects to monitor and management the project workflow.

Key benefits with Smart Sheets:

- Real-time access to project information and data
- Analytics to support faster decision making
- Quantitative measurement against project success metrics

Our competitive fee structure for every phase and opportunity with the City of Riviera Beach will be determined based on the scope of services provided. An example of a fee structure submitted on another project can be reviewed in the response to Section 4.7.

4.7

4.7 List your proposed fees and expenses for transactions assigned to members of the pool. Please note that the City and/or CRA reserve the right to negotiate fees with responding firms as deemed in the best interests of the City and/or the CRA.

Avison Young is passionate about providing the best in class consulting and advisory services to the City of Riviera Beach for the most cost-effective compensation in the market.

Below is an example of methodology we applied to our consulting and advisory services with Alachua County. We will address each opportunity individually and the fees would be modified based on the scope of work; however, the concept is that we would set a fee per task and we bill it on a monthly basis based on the percentage of completion within the task or phase.

Sample Fee Schedule

Phase	Avison Young Monthly Fee	Maximum Fee
Phase I - Feasibility	\$25,991 per month (maximum fee divided by expected # months for Phase I)	\$70,000 from contract execution up to Board voting on the pursuit of the RFP
Phase II -RFP Development	\$17,944 per month (maximum fee divided by expected # months for Phase II)	\$92,000 to assist in developing RFP through the Board vote to the award
Phase III - Construction	\$10,000 per month (maximum fee divided by expected # months for Phase III)	\$240,000 to negotiate procurement documents with developer(s) and monitor construction process through certificate of occupancy

Brokerage Services

In the event the City chooses to lease or acquire space from facilities not owned by the City, Avison Young will represent the City in that regard. Fees associated with that transaction shall be paid by the owner/landlord of the facilities directly to Avison Young at published market rates. The transaction will be transparent to the City but will not impact them financially. Should the City elect to list any of their owned properties for sale or lease to the public, Avison Young will represent the City in that regard. Fees associated with those transactions would be paid by the City at published market rates, but only paid in the event a transaction occurs.

Hourly Rates

Avison Young does not typically perform services on an hourly basis. The monthly fees as reflected above are meant to be all-inclusive for the entire Avison Young team of professionals, and the risk of some weeks or months being extraordinarily busy are at Avison Young's risk. This clearly assumes that all parties to the technical consultant contract behave and perform in good faith. However, we offer our hourly fees as follows, through 2021 for your evaluation of our competitiveness:

Project Executive:	\$225 per hour
Project Professionals:	\$180 per hour
Project Support Staff – A:	\$125 per hour
Project Support Staff – B:	\$85 per hour



Reimbursement of Fees

It is common in P3 transactions that all or a portion of the fees paid to the advisor of the public entity be reimbursed by the private entity within the transaction. This is clearly dependent upon the nature of the transaction and the desire of the public entity. This is an avenue that we can explore with the City as we structure the options around the potential P3 transaction.

Expenses

Out of pocket expenses are in addition to our project management fee and will be billed at an additional 5% of fees. These expenses typically include local staff travel, mobile phone charges, third-party technology platforms, printing, copying, courier, on-site and miscellaneous expenses. Long distance travel and hotel expenses as well as printing of blueprints/scaled drawings are not included in the charge and will be invoiced at their actual cost. An administration fee of 10% is applied to all actual expenses. In the event that additional expenses are required beyond the budget identified herein, we will seek client approval before the expenditure.

4.8

- 4.8 List and describe the primary personnel who will be assigned to the P3 projects if the firm is selected for a particular P3 project. Please discuss in-depth all relevant experiences they have with P3 projects.

Avison Young has assembled a team of professionals that will be focused on the individual needs of the City of Riviera Beach. Included herein are the biographies of key individuals within Avison Young that will be involved in the project as well as key individuals from the various partners assembled on the Avison Young team. However, please note that all team members have a “deep bench” and can deploy professionals from all over the world to deal with specific issues related to the projects.

Eric D. Swanson, CRE – Project Lead | Avison Young



Eric Swanson is an over 30-year executive experienced in the development and construction of real estate assets in South Florida, as well as projects in California, Colorado, Ohio, and New Jersey. Mr. Swanson has had the privilege of holding executive positions with significant development organizations, including Codina Group and Flagler. His expertise is developing projects that include multiple asset classes, including Public Private Partnerships.

Mr. Swanson’s leadership within the real estate industry has been shaped by the ULI Code of Ethics: Respect for the land, the profession, the consumer, the public, for equality of opportunity, others in the land use and development profession, for the larger environment, for future generations, and most importantly, respect for personal integrity. His leadership has earned him the prestigious designation within the Counselors of Real Estate®.

Experience

- Port Everglades International Logistics Center / 300,000 sf / P3 Development
- Alachua County Administration Building / 300,000 sf / P3 Advisory
- Miami International Airport / Ground Lease Negotiations / P3 Development
- NCCI / 300,000 sf / Development & Construction
- Office Depot / 600,000 sf / Corporate HQ Development & Construction

Keith O'Donnell, Principal | Avison Young

During the past 38 years, Keith O'Donnell has established himself as one of the top commercial real estate specialists in the southeast United States working on complex mixed-use community enhancing project with Mizner Park redevelopment as a prime example. He served as an Executive Development and Marketing Officer for Arvida Development and was Senior Managing Director of Codina/Flagler Real Estate Services for 20 years, where he managed a team of commercial asset specialists whose mission was to design and execute value enhancing real estate activities for local, national, and international clients.

Experience

- City of Boynton Beach / 17 acres / P3 Advisory and Brokerage Services
- City of Port St. Lucie / 100,000 sf BSL Lab Re-tenanting Bio Science
- Research Park at Florida Atlantic University / 350,000 sf & 18 acres / P3 Advisory and Brokerage Services
- Lynn University / 110 acres / P3 Advisory and Brokerage Services

**Scot Bini, REEP, LEED GA, CCM | CRM Partners**

Scot Bini has over 32 years of experience in the Program & Construction Management industry, specializing in large (\$500M-\$1B+) capital programs in the Private Public Partnerships, education, healthcare, commercial, aviation, retail sectors. Scot is President and Partner at CRM Partners offering expert guidance and program management for commercial and institutional construction projects across the United States.

Danielle M. Vennett, Vice President, Asset Management | Avison Young

Danielle Vennett has 20 years management, leadership, operations, and transactional experience, with emphasis on developing strategies, restructuring, business plan execution and transactional work to maximize returns and minimize risk. Ms. Vennett promotes collaboration with stakeholders, community leaders, cross-functional teams, and various specialists. She encourages team focus on culture, growth, problem resolutions, and client success. Ms. Vennett works develop and maintain relationships and acts as a single point of contact with clients, as well as ensuring that best practices are consistently applied in Property Management, Project Management, and Leasing.

Experience

- 
- South Florida Regional Transportation Authority / 4 stations on 24 acres / P3 Development
 - City of Boynton Beach / 15 acres / P3 Development
 - Boca Raton Innovation Center / 1.7 mil sf / Asset Management
 - Canon Solutions of America / 127,000 sf / Project Management

Mariano Perez, Vice President | Avison Young

Mariano Perez is a Commercial Real Estate Capital Markets Advisor who works with Owners and Developers seeking debt and equity for Real Estate Projects. He has collaborated with various ownership groups including Private Capital, Independent Sponsors, RE Syndicators, Funds and Family Offices, and has successfully placed over \$250MM in deals. Property types include Multifamily, Retail, Office, Industrial and Land. Capital Sources include Fannie Mae, Freddie Mac, Life Companies, Debt Funds, Banks and Specialty Finance Companies.

Nick Banks – Principal, Managing Director | Avison Young

Nick is a 25-year commercial real estate veteran and has fostered many relationships with several large clients including Regency, Kite, RMR Group, The University of Florida, UF Health, Santa Fe College, City of Gainesville, Alachua County, RD Management, and Hankin Group. Prior to joining Avison Young in 2019, Nick ran Front Street Commercial Real Estate Group, which he founded in 2002 while living in South Florida. He spent the first eight years developing and acquiring office and retail projects in South Florida as well as North Central Florida before relocating to Gainesville in 2004.

Experience

- Alachua County Administration Building / 300,000 sf / P3 Advisory
- University of Florida / 100,000 sf / P3 Advisory and Brokerage services

4.9

4.9 List and describe the primary personnel who will be assigned to a traditional, competitive solicited, development project if the firm is selected. Please discuss in-depth all relevant experiences they have with such development projects.

Donald Clinton, CPM – Vice President | Avison Young

Don Clinton has 40 years of commercial real estate experience in the South Florida market. At Avison Young he uses his asset and property management skills to maximize the performance and overall value of assets while positioning them for eventual sale. During the last forty years, Mr. Clinton's reputation for integrity, quality, personalized service and diligent performance in creating value has attracted clients to hire his firm to handle some of their more troubled portfolio holdings. In total, he has directed the management and leasing of office, retail, industrial and residential properties consisting of over 12 million square feet with a value of over \$2.8 billion.

Experience

- Alachua County Administration Building / 300,000 sf / P3 Advisory
- Bank of America Tower / 750,000 sf / Development Team
- Bacardi / 350,000 sf / Development Team
- 2800 Ponce Circle Tower / 180,000 sf / Renovation

Chip Faulkenberry – Vice President | Avison Young

Chip Faulkenberry has been active in commercial construction for over 25 years working in general contracting and project management roles. Immediately prior to joining Avison Young, Chip worked as an independent project management consultant. For several years before consulting, he served as the Executive Vice President for a Boca Raton based General Contractor and also as Vice President of a boutique development firm.

Barron Channer – Chief Executive Officer | BACH Realty

Mr. Channer combines over 20 years of consulting experience with over 15 years of real estate experience to lead BACH. He is a seasoned professional with significant experience in project planning, contract negotiations and pre-development coordination. Mr. Channer holds an MBA from The Wharton School at the University of Pennsylvania along with a Bachelor of Science in Computer Engineering from Rensselaer Polytechnic Institute. He is a board member for Urban Land Institute – SE Florida Council, Baptist – South Miami Hospital, Knight Foundation – Miami Program and the Perez Art Museum Miami.

Experience

- Broward County School District / Real Estate Portfolio / P3 Advisory and Project Management
- Biscayne Landing / 85 acres / P3 Advisory and Brokerage Services

4.10

4.10 Describe any unique opportunities or recommendations, which your firm feels are appropriate for consideration. Describe the characteristics that would make your firm uniquely qualified to serve as a P3 Advisor to the City and/or CRA.

Avison Young creates economic, social, and environmental value as a global real estate advisor, powered by people. If selected to be among the preferred vendors, the City of Riviera Beach will be collaborating with an empowered partner who is invested in your success. To do our job correctly, we need to put ourselves in your position. Our approach as an owner would be:

1. Begin with the end in mind - Review with leadership a "Needs Analysis" to determine the priorities of infrastructure improvements. This analysis is done with City Leadership, as well as the master plan of the City, and to identify the projects that should be prioritized. We must understand the specific goal of the City. For example, the goal may be a "more efficient and appropriate space for our employees to work within." This goal is radically different than "we need a new facility" which can only be accomplished through a new development rather than other mechanisms.
2. Understand the limitations and opportunities to pay for the project. What structures are available to create funding mechanisms that make sense for the private financial markets as well as the long-term goals and vision of the City.
3. Determine the private sector capacity or desire to own and/or operate a public facility. The private market has a sincere desire to own and operate revenue producing projects from infrastructure projects to real estate. Prepare a plan that prioritizes the projects and the structures, always working in conjunction with the long-term goals and vision of the City.
4. Prepare a plan and then execute the plan. P3's takes time, effort, and coordination with the City as well as the private responders. The type of P3 Plan proposed and how to get there are driven by the clarity of the work above. We are measured by the execution of the plan.

Our unique financial approach as your P3 Advisor

Public-Private-Partnership Deal Structures

Each potential project would need to be evaluated as a potential P3. There are three (3) basic Public-Private Partnership (P3) Deal Structures:

1. Revenue Generating Assets


In some cases, public agencies that manage assets such as parking facilities, toll roads, and light rail systems utilize P3 delivery methods. These facilities generate revenue streams that private providers may utilize to underwrite the capital investment of the asset. Capturing this revenue stream is essential to securing the financing used in the delivery of the asset. Examples of Revenue Generating P3's include Interstate 595 Express Lanes in Broward County, the Indiana Toll Road, parking meters, and parking garages.

2. Savings Capture

Many of the College's assets may be operationally inefficient and functionally obsolete as they have aged. Oftentimes these types of assets are more expensive to operate and maintain than a newly built, efficient asset. In some cases, savings in operating expenses could be realized annually by replacing these obsolete buildings with newer efficient structures. P3s in this genre are typically utilized to replace older buildings that have mechanical, electrical, plumbing and structural deficiencies. The savings in the operating cost to maintain the building is "captured" in order to help pay for the new efficient building. In many cases, the new buildings may be constructed on excess land owned by the public entity and the older facility either being renovated or demolished for private use.

Examples of the Savings Capture P3's includes the Miami-Dade County Courthouse and Boynton Beach City Hall.

3. Availability Payments



Social infrastructure assets such as municipal buildings, courthouses, classrooms and research laboratories are necessary public assets that do not typically generate revenue. The availability payment concept is based on the College making regular payments to the private provider in exchange for the private provider financing the new asset and, in many cases, operating the asset at a mutually agreed upon level of maintenance and functionality (more about that below).

In many cases, the private provider has access to financing that is extremely competitive with the City, and the private provider can move more quickly and efficiently through the design, approval, and construction phases of the transaction. This fact does not mean that the City loses control of the asset. In fact, the City maintains the role of the Owner in the transaction and can focus on the important aspects of design, functionality and necessity rather than execute on a construction project.

Payments made to the private provider could be limited to the construction portion of the transaction or could be extended under a long-term lease of 10-30 years. Payments are made when the structure is functional and "available" to the public entity per agreed upon conditions. In the event the financial structure is an extended period such as a lease, the private provider will typically manage and operate the facility to ensure its functionality and quality over the specified period of time. At the conclusion of the lease term, the asset would be turned over to the City.



Examples of Availability Payment P3's include Long Beach, CA City Courthouse, Travis County, TX Courthouse, Port Miami Tunnel, and Port Everglades International Logistics Center, Hollywood, Florida.

4.11

4.11 Describe the characteristics that would make your firm uniquely qualified to serve as an Advisor to the City or CRA on a traditional, competitive solicited development project.

Advanced Technology

Avison Young understands the importance of data and business analytics for a holistic view of a project that turns in provides actionable insights for maximum performance and strategic impact. Avant, proprietary global intelligence platform housing data our team translate into insights and actionable strategies to achieve business goals. The programs include property intelligence tools, city intelligence tools, customized market-based analytics tools and customized portfolio-based analytics tools to make decision-making more transparent.

The Right Team

We assemble the right team to fit the demands and requirement of each project. Each project is special, each community is unique, and every transaction requires special attention. Our firm is not a "one size fits all". We don't pretend to have every specialist under our employ. That creates overhead costs that must be charged to somebody. However, we have access to the right specialists. If we don't have the right people locally, we find them and bring them under our umbrella. By having the freedom to utilize the correct professionals, our clients are assured they have the best representation on their project and in the market.

Our philosophy is every project we are fortunate to work on is to be totally upfront with our needs, our costs, and our plan. This open and honest approach earns the trust of our clients, whether we are operating in a private capacity or representing the public. Complete transparency is the fastest way to achieve the goals of our clients. There can never be a doubt as to our sincerity and our earnestness to achieve an equitable outcome for all parties in the transaction. These characteristics build trust, trust builds relationships between people, and people build infrastructure.

Why Avison Young

Avison Young has the expertise to work as an Advisor to the City or to work as a traditional private responder to the specific needs of the City. We have access to capital, have the ability to design, build and fully complete assets of all types, meeting the needs of the community.

4.12 - 14

4.12 As an appendix, identify any existing or potential conflict of interest, or any relationships that might be considered a conflict of interest, that may affect or involve the firm serving as a P3 advisor to the City or CRA, or serving as an advisor to the City or CRA for a traditional competitive solicited development project, including but not limited to conflicts with financial advisors, law firms, etc., providing services to the City and/or CRA.

To the best of their knowledge, Avison Young currently has no potential conflict of interest, or any relationships that might be considered a conflict of interest, that may affect or involve the firm serving as a P3 advisor or a traditional competitive solicited development project to the City or CRA.

4.13 As an appendix, describe any pending, concluded or threatened litigation, administrative proceedings or federal or state investigations or audits, subpoenas or other information requests of or involving your firm or the owners, principals or employees. Describe the nature and status of the matter and the resolution, if any.

To the best of their knowledge, Avison Young does not have any pending, concluded or threatened litigation involving the owners, principals or employees that may affect or involve the firm serving as a P3 advisor or a traditional competitive solicited development project to the City or CRA.

4.14 As an appendix, provide a list of any sanctions or penalties brought against your firm or any of its personnel (including suspension or disbarment) by any regulatory or licensing agencies. Include a description of the reasons for the sanction or penalties and whether such sanctions or penalties are subject to appeal.

To the best of their knowledge, Avison Young does not have any sanctions or penalties brought against the firm or any of its personnel that would be serving as a P3 advisor or a traditional competitive solicited development project to the City of CRA.

Appendix

STANDARD FORMS ATTACHMENT A

In addition to the proposal, the forms listed below and attached are to be completed and submitted with your proposal.

- 1) Addendum Page
- 2) Bidder's Certification
- 3) Conflict of Interest Disclosure Form
- 4) Drug Free Workplace
- 5) Public Entity Crimes Statement

NOTE: Please ensure that all of these documents are completed and submitted with your bid in accordance. Failure to do so may result in your bid not being considered for award.

SIGNATURE of AUTHORIZED REPRESENTATIVE

This signature page must be completed and included with the submittal.

By signing below, the undersigned acknowledges they are an expressly authorized agent of the Company/firm listed below.

Date: 2/3/21

Full Legal Name of Company: Avison Young - Florida, LLC

Signature:  _____

Printed Name: S. Pike Rowley

Title: Managing Director



ATTACHMENT A
STANDARD FORMS



ADDENDUM ACKNOWLEDGEMENT

INSTRUCTIONS: COMPLETE PART I OR PART II, WHICHEVER APPLIES

PART I:

List below the dates of issue for each addendum received in connection with this Solicitation:

Addendum #1, Dated January 25, 2021

Addendum #2, Dated _____

Addendum #3, Dated _____

Addendum #4, Dated _____

Addendum #5, Dated _____

Addendum #6, Dated _____

Addendum #7, Dated _____

Addendum #8, Dated _____

Addendum #9, Dated _____

Addendum #10, Dated _____

PART II:

NO ADDENDUM WAS RECEIVED IN CONNECTION WITH THIS QUALIFICATION

Avison Young - Florida, LLC

Firm Name

Signature

S. Pike Rowley, Managing Director

Name and Title (Print or Type)

2/3/21

Date

"The Best Waterfront City in Which to Live, Work and Play."





BIDDER'S CERTIFICATION

I have carefully examined the Invitation to Bid, Instructions to Bidders, General and/or Special Conditions, Specifications, Bid Proposal and any other documents accompanying or made a part of this invitation.

I hereby propose to furnish the goods or services specified in the Invitation to Bid at the prices or rates quoted in my bid. I agree that my bid will remain firm for a period of up to ninety (90) days in order to allow the City adequate time to evaluate the bids. Furthermore, I agree to abide by all conditions of the bid.

I certify that all information contained in this bid is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to submit this bid on behalf of the vendor / contractor as its act and deed and that the vendor / contractor is ready, willing and able to perform if awarded the bid.

I further certify that this bid is made without prior understanding, agreement, connection, discussion, or collusion with any person, firm or corporation submitting a bid for the same product or service; no officer, employee or agent of the CITY OF RIVIERA BEACH or of any other bidder interested in said bid; and that the undersigned executed this Bidder's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

Avison Young - Florida, LLC
NAME OF BUSINESS

pike.rowley@avisonyoung.com
E-MAIL ADDRESS

BY:

SIGNATURE OF AUTHORIZED OFFICER

Sworn to and subscribed before me this
3rd day of Feb, 2021

S. Pike Rowley, Managing Director
PRINTED NAME AND TITLE

Jacqueline M. Ruszenas
SIGNATURE OF NOTARY

500 W. Cypress Creek Road, Suite 350
MAILING ADDRESS

MY COMMISSION EXPIRES: 11/18/21

Fort Lauderdale, FL 33309
CITY, STATE, ZIP CODE

PERSONALLY KNOWN

954 938 1807
TELEPHONE NUMBER

OR PRODUCED

954 938 1812
FAX NUMBER

IDENTIFICATION



TYPE: _____





DRUG FREE WORKPLACE

Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this form complies fully with the above requirements.

THIS CERTIFICATION is submitted by S. Pike Rowley the
(INDIVIDUAL'S NAME)

Managing Director of Avison Young - Florida, LLC
(TITLE/POSITION WITH COMPANY/VENDOR) (NAME OF COMPANY/VENDOR)

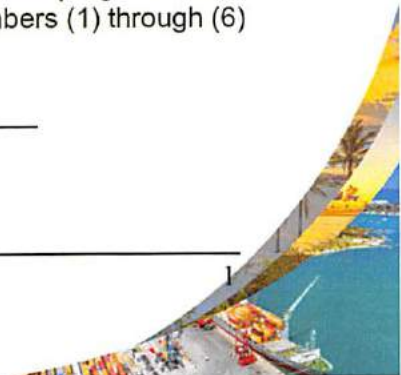
who does hereby certify that said Company/Vendor has implemented a drug free workplace program which meets the requirements of Section 287.087, Florida Statutes, which are identified in numbers (1) through (6) above.



SIGNATURE

2/3/21

DATE





CITY OF RIVIERA BEACH NOTIFICATION OF PUBLIC ENTITY CRIMES LAW

Pursuant to Section 287.133, Florida Statutes (1995), you are hereby notified that a person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases or real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in s. 287.017 [F.S.] for CATEGORY TWO [\$35,000.00] for a period of 36 months from the date of being placed on the convicted vendor list.

Acknowledged by:

Avison Young - Florida, LLC

Firm Name

A handwritten signature in brown ink, appearing to read "S. Pike Rowley", written over a horizontal line.

Signature

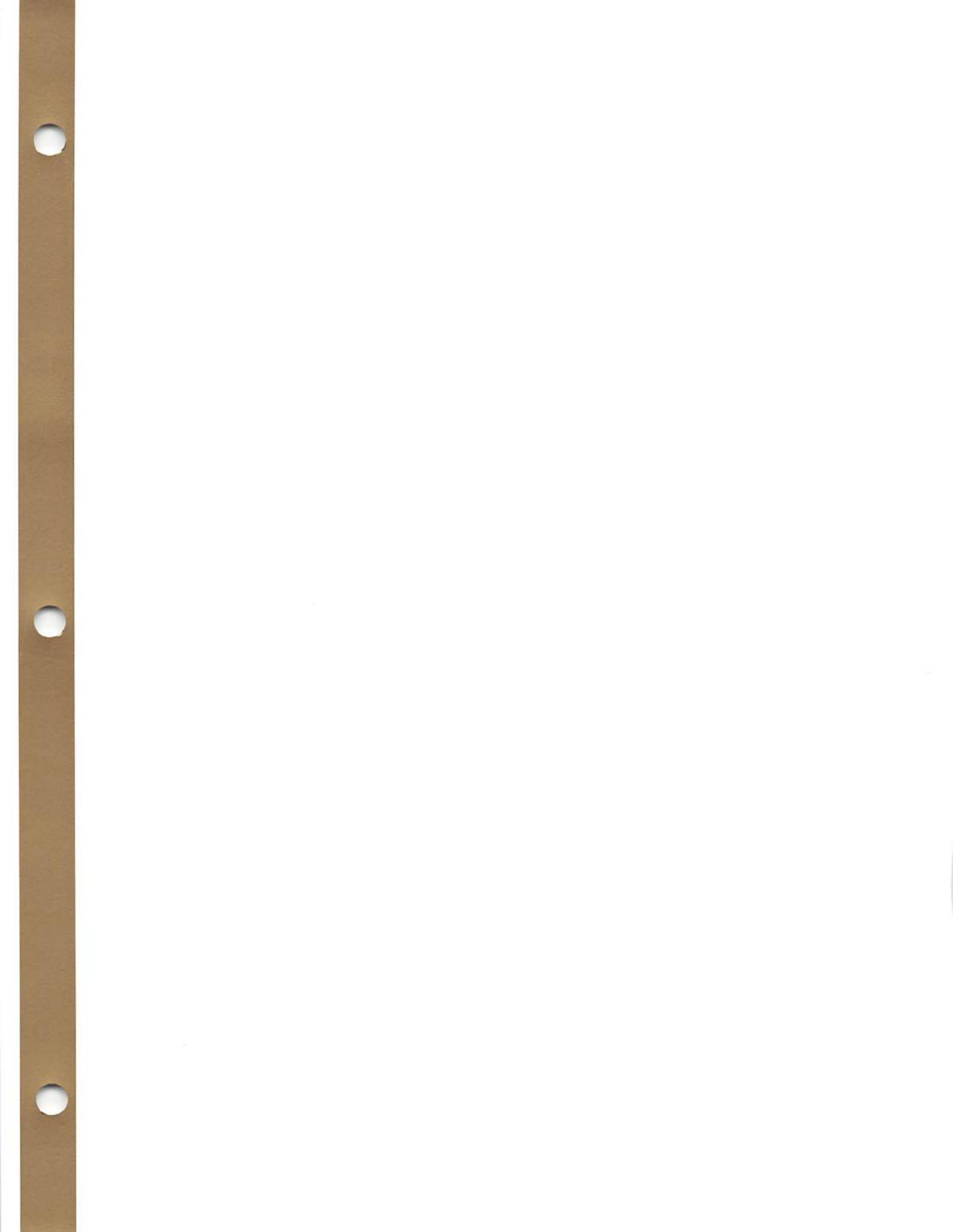
S. Pike Rowley, Managing Director

Name & Title (Print or Type)

2/3/21

Date



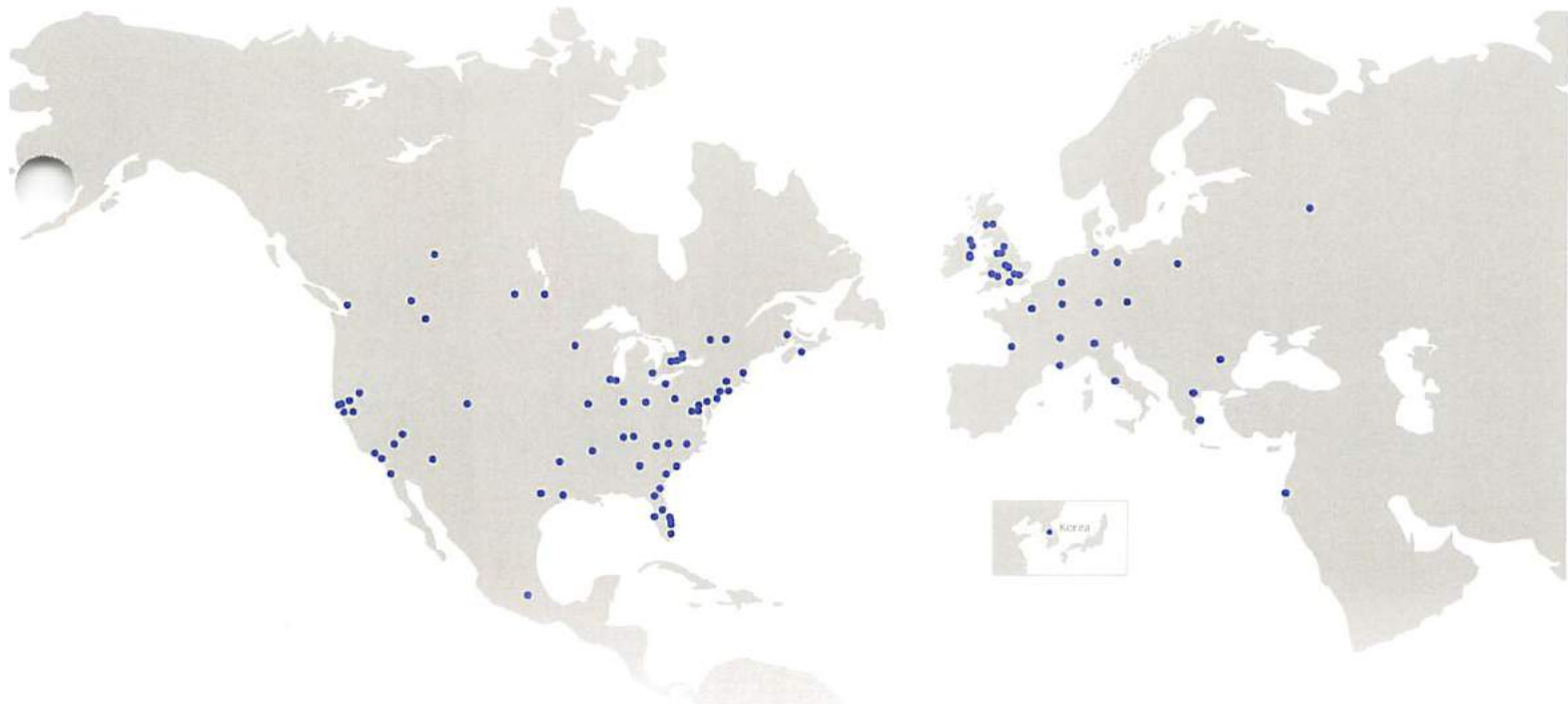


Avison Young Florida Region

Avison Young opened its first Florida offices in 2012 with 30 members joining from Flagler Real Estate Services. The Boca Raton office offers a full suite of services including agency leasing, tenant representation, capital markets, project management and property management with relationships across the country.

Whether you are an owner, investor, occupier or developer, we deliver results aligned with your strategic business objectives, supporting real estate initiatives that add value and build a competitive advantage for your organization.





Corporate profile

Avison Young creates economic, social and environmental value as a global real estate advisor, powered by people.

At Avison Young, we believe in creating positive impact wherever we go. There is a vital role for commercial real estate to create healthy, productive workplaces for employees, establish cities as centers of prosperity for their citizens, and build spaces and places that create a net benefit to the economy, the environment and the community.

5,000

real estate professionals

15

countries

400 msf

under property management

100+

offices

Transaction Services

- Tenant representation, lease acquisition and disposition
- Investment acquisition and disposition for owners and occupiers
- Landlord representation—all property types—office, industrial, retail, build-to-suit, land and multi-family

Consulting & Advisory Services

- Portfolio review and analysis
- Valuation and appraisal
- Benchmarking
- Transaction management
- Asset rationalization
- Mergers and acquisitions
- Workplace solutions
- Acquisitions and dispositions
- Property tax services

Investment Management

Management Services

- Project management
- Property and operations review
- Property/facility management
- Tenant coordination/relations
- Financial reporting
- Lease administration
- Operations consulting
- Asset management
- Portfolio management

Debt Capital Services

Enterprise Solutions

- Integrated services coordination
- Transaction management
- Optimization strategies
- Portfolio lease administration
- Project coordination and reporting



**AVISON
YOUNG**

Project Consulting and Advisory Services

- **Public Private Partnerships**
- **Infrastructure Development**
- **Project Management and Development**

Understanding Public-Private-Partnerships and Infrastructure

It is a fact that to keep public facilities and infrastructure safe and effective in the United States, more creative financing techniques are needed. Our governments, transportation, medical and educational institutions simply do not have the capital to keep the facilities that our public relies on in current operable condition. Buildings are too small, mechanical systems outdated, and structures are crumbling and not sustainable. The American Society of Civil Engineers (ASCE) has compiled regular "report cards" on the state of U.S. infrastructure since the 1980s. In its 2017 Report, the ASCE found the nation's infrastructure averages a "D," meaning that conditions are "mostly below standard," exhibiting "significant deterioration," with a "strong risk of failure." The group estimates that there is a total "infrastructure gap" of nearly \$1.5 trillion needed by 2025. Avison Young understands the issues and advises public entities and supports private firms to bridge this gap and provide creative solutions in the P3 and Infrastructure markets.

We Are Market Driven

The issues around P3's and Infrastructure are notable in the large urban environments of downtown metropolitan cities and the bridges and major highways that move millions of people a year. The deterioration of our urban fabric is often most accentuated in major downtown environments, but it also exists in our small towns and suburban neighborhoods. Suburban cities that have grown because of the quality of life they espouse. However, they must make investment in their public infrastructure to maintain the quality of life that attracted residents in the first place, and they don't necessarily have the budget of their larger urban neighbors.

It is critical that professionals evaluating the options to invest in the infrastructure within each market, small or large, be fully educated and familiar with the local market. Cities have their own character and personality unique to themselves, and our professionals understand and build on that fact. Our team of professionals utilized in this endeavor utilizes local market knowledge to build the right product and the unique characteristics of the forces that drive the local market. Market characteristics of Alachua County, FL are not necessarily the same as those in Miami. We build our team around local knowledge.



We Work in Private and Public Arena's

Our team of professionals have worked on the private side responding to RFP's, leading and supporting teams that compete work advertised by public entities. We have worked on projects at the Miami International Airport, participated in a bid for the development of downtown Dania Beach, and are developing the International Logistics Center in Port Everglades Seaport in Hollywood, FL.

Through these private business endeavors, we have learned a great deal that assists us in representing the public. Our capabilities on the private side has made us more qualified to represent Lynn University in Boca Raton and the administration in Alachua County, FL. We have the capability of adding team members that bring specific expertise to the assignment in our alliance with CMR Partners. CMR successfully represented the Yonkers Public School District, the Montreal CHUM Hospital and was the program manager for the Mexico City Airport. Our capabilities are constantly improved because of our private investment and public advisory work. We learn something new in every transaction we're involved with.

What Makes Us Different

Our differentiating factor is experience. Not just longevity in the business, but experience as developers, as market experts, and working on asset classes from land development, to urban residential, educational facilities, retail, office workplace environments, industrial distribution facilities to airline hangars. Mr. Eric Swanson is the leader of this Avison Young group of professionals and is an industry veteran of over 30 years in real estate development, over 20 years in the Urban Land Institute ("ULI") and has earned the prestigious Counselors of Real Estate ("CRE") designation. Mr. Swanson has focused his career to the ULI mission of providing leadership in the responsible use of land and creating and sustaining thriving communities worldwide.

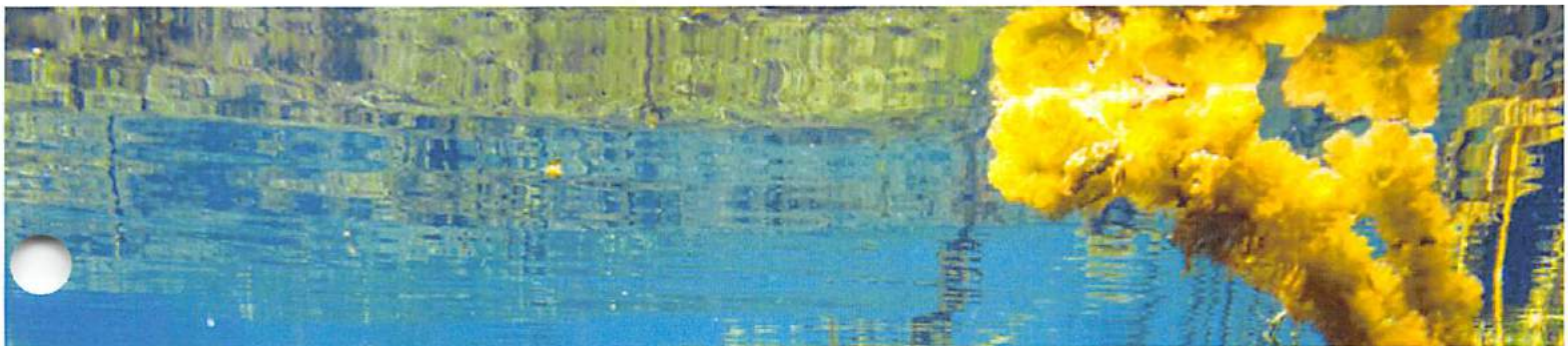


Our Qualifications

Avison Young is owned by a broad base of principals that work within the company. This unique private ownership structure of principal-led management creates an incentive for internal collaboration and aligns our solutions our client's objectives. We create intelligent solutions that deliver a better client experience and better results. Avison Young was founded in 1978 in Canada and continues to be revered as one of Canada's "best managed companies." In 2008 with only 11 offices, Avison Young expanded into the USA, including adding offices in Florida in 2012.

In the last decade, Avison Young has added another 97 offices worldwide. Still a privately held company, Avison Young now includes 5,000 real estate professionals with 108 offices worldwide. Avison Young started its first office in the state of Florida in 2012 and has grown to 8 offices throughout the state with over 200 members of our professional team.

Avison Young is a full-service real estate company that has grown significantly through the acquisition of best-in-class platforms in local markets. The size of our platform allows is to be able to provide significant services in program and project management, consulting advisory services, property and facilities management, contract and lease administration, financial and accounting services, and all professional transaction services. While having a platform at a large scale, we acknowledge that "bigger is not better," only "better is better."





Port Everglades

International Logistics Center
Hollywood, FL

Members of the Avison Young team were involved in the original development concept, unsolicited offer and submittal, and the lease negotiation and approval with Broward County. Avison Young secured CenterPoint Properties as the ultimate financing partner and developer of the project which includes two (2) buildings totaling 300,000 sf of industrial logistics and distribution space on Port property. The Int'l Logistics Center provides a modern, efficient, and Free Trade Zone environment for cargo activity at one of the most active seaports on the east coast of the U.S.

Our Services:

- Design and Development Services
- Project Management Services
- Ground Lease Negotiation
- Feasibility and Financial Analysis



Alachua County

Administrative Facilities
Gainesville, FL

Avison Young was selected by Alachua County to provide technical consulting services to the County to redevelop their administrative facilities. The project will progress in three (3) phases including (i) Programming and Analysis, (ii) RFP development and analysis, and (iii) owner's representation services during construction and development. Our team will determine the exact programming and space needs of the County and develop solutions to meet those needs.

Our Services:

- Market Analysis
- Space Programming Analysis
- Feasibility and Financial Analysis
- RFP Development
- Owner's Representation Services



Miami International Airport

Miami, FL

Members of the Avison Young team helped develop the concept of an "Airport City" at MIA which included a luxury 4-star Hotel, over 800,000 sf of office, retail, and airport services facilities. The project ground lease and revenue sharing were fully negotiated and approved by staff. Further on-airport design and development included aircraft operating hangars, pilot training facilities, additional retail and hospitality assets were planned and negotiated. This additional work was planned around a tenant that was unable to bring the completion of the project to fruition.

Our Services:

- Design and Development Services
- Feasibility and Financial Analysis
- Ground Lease Negotiation



Downtown Dania Beach & City Hall Complex

Dania Beach, FL

Avison Young teamed with OHL and Nelson to submit a response to the advertised 6.5-acre opportunity to reshape downtown Dania Beach. Our proposal included building a new City Hall and Library with some ancillary office, a 300-unit multi-family residential facility, and developing a new Central Park as an amenity. Our submittal to the city was well received but was a close second to a submittal with greater density. It was our feeling the density submitted by our competitors was not realistic within the market.

Our Services:

- Conceptual Design and Development Services
- Feasibility and Financial Analysis

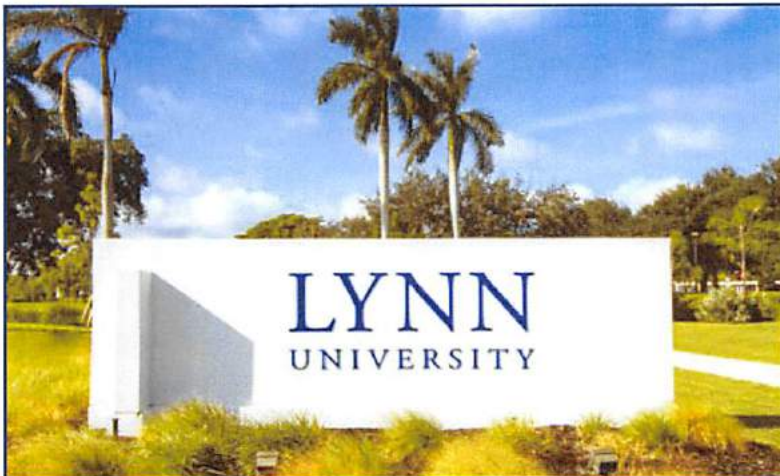


Cleveland Clinic / FIU
Port St. Lucie, FL

The City of Port St. Lucie owns a 100,000-sf bioscience BSL 4 laboratory facility through a previous tenant the State of Florida had attracted to their City. Unfortunately, the previous tenant departed leaving the City with a unique facility that had incredible value, but for only a small group of Lab focused potential occupants. Avison Young advised the City of the terms and conditions by which potential users of this would be able to occupy the facility and bring high-paying jobs back to the area. Through an arduous outreach and marketing process, Avison Young was able to recruit Cleveland Clinic, the Lerner Research Institute and Florida International University to the facility and negotiate a long-term lease that adds significant value to the City, the community and the tenants.

Our Services:

- Owners Representative Advisory Transaction Services
- City Council presentations
- Lease Negotiation



Lynn University Student Housing
Boca Raton, FL

Avison Young was selected to act as owner's representative when they decided to utilize a P3 to develop a new 300-bed undergraduate student housing facility on campus. This work followed previous work led by Avison Young to master plan the entire campus in order to meet the needs of the campus growth of Lynn University. Our role in this endeavor was to evaluate the need, help develop the RFP, work at the Board level to determine the process, evaluate the developer bids and work diligently with the selected developer of the project to obtain entitlements necessary to develop the project.

Our Services:

- Master Plan Design and Development Services
- RFP Creation
- Bid Response Analysis
- Entitlement Advisory Services



New Boynton Beach City Hall
Municipal Facilities
Boynton Beach, FL

Avison Young teamed with the private master developer E2L to pursue the innovative 16-acre Town Square P3. E2L was ultimately awarded the assignment of developing a mixed-use facility in downtown Boynton Beach that includes a new City Hall, Library campus, Police and Fire Facilities. Part of the assignment also included renovation of historical facilities to help create a new "Innovation and Cultural Space" to be utilized by the public. Avison Young is a critical part of the team that helped develop the winning RFP response and provide specific services to bring tenancy and interactive users to the new "Innovation and Cultural Space" critical to the success of the public environment.

Our Services:

- Visioning of complimentary private uses Advisory Services
- RFP Response Services
- Real Estate Advisory and Transaction Services
- Tenant Lease and Occupier Transaction Services

Project Team



Eric D. Swanson, CRE

Senior Vice President
eric.swanson@avisonyoung.com | 305 216 2110

Eric Swanson is an over 40-year executive experienced in the development and construction of real estate assets in South Florida, as well as projects in California, Colorado, Ohio, and New Jersey. His primary expertise is in land, office and industrial development. However, his portfolio also includes multi-family residential, retail, and Public Private Partnerships.



Donald J. Clinton, CPM

Vice President
don.clinton@avisonyoung.com | 954 903 3899

Don Clinton has 40 years of commercial real estate experience in the South Florida market. At Avison Young Don uses his asset and property management skills to maximize the performance and overall value of assets while positioning them for eventual sale.



Keith O'Donnell

Principal
keith.odonnell@avisonyoung.com | 561 893 7011

Keith O'Donnell has established himself as one of the top commercial real estate specialists in the southeast United States. In October 2012, Mr. O'Donnell joined Avison Young, as a Principal, along with 27 former Codina/Flagler Real Estate Services executives and employees. Mr. O'Donnell has been responsible for over \$8 billion in transactions, focusing a great deal of his time and energy on working closely with government entities and private enterprises on large scale P3's, redevelopment and development projects.

Project Team



Chip Faulkenberry

Vice President

chip.faulkenberry@avisonyoung.com | 954 903 1828

With over 30 years of experience, Chip Faulkenberry is a certified general contractor with an extensive background in construction management, project management and general contracting. He has been responsible for the project management of over 4 million square feet of office, industrial and retail product, with combined total construction costs in excess of \$230 million.



Alana Stewart

Project Coordinator

alana.stewart@avisonyoung.com | 954 375 2073

As Project Coordinator, Alana's responsibilities include facilitation of entitlements, analysis of project information, managing third party consultants and subcontractors, and management of projects and development operations.



Scot Bini, REFP, LEED GA, CCM

President/Partner - CMR Partners

Scot Bini has over 32 years of experience in the Program & Construction Management industry, specializing in large (\$500M-\$1B+) capital programs in the education, healthcare, commercial, aviation, and retail sectors. Scot is President and Partner at CMR Partners offering expert guidance and program management for commercial and institutional construction projects across the United States.



George Vail

Principal

george.vail@avisonyoung.com | 305 447 7869

George Vail joined the Capital Markets Debt and Equity practice as Principal of Avison Young in April 2017. George is responsible for arranging debt and equity real estate solutions to both private and institutional real estate investors and owners throughout the Southeast United States. Mr. Vail has more than 20 years of real estate experience of delivering thoughtful and creative real estate investment banking solutions for his clients. Mr. Vail has an extensive experience in financing and selling an array of various asset types which include performing and non-performing loans, apartments, office, retail, industrial, hospitality, residential condominiums, marinas and land.



Nick Banks

Principal, Managing Director

nick.banks@avisonyoung.com | 352 505 3884

Nick Banks is a principal and managing director with Avison Young and responsible for overseeing the firm's activities in North Florida including Gainesville, Ocala, Jacksonville, and Tallahassee. Nick is the global leader of Avison Young's Retail Affinity Group and also a member of the company's US Executive Committee.

Nick is a 25-year commercial real estate veteran and has fostered relationships with several large clients including Regency, Kite, RMR Group, The University of Florida, UF Health, Santa Fe College, City of Gainesville, Alachua County, RD Management, and Hankin Group.



Keith Crutcher

Vice President

keith.crutcher@avisonyoung.com | 352 792 1639

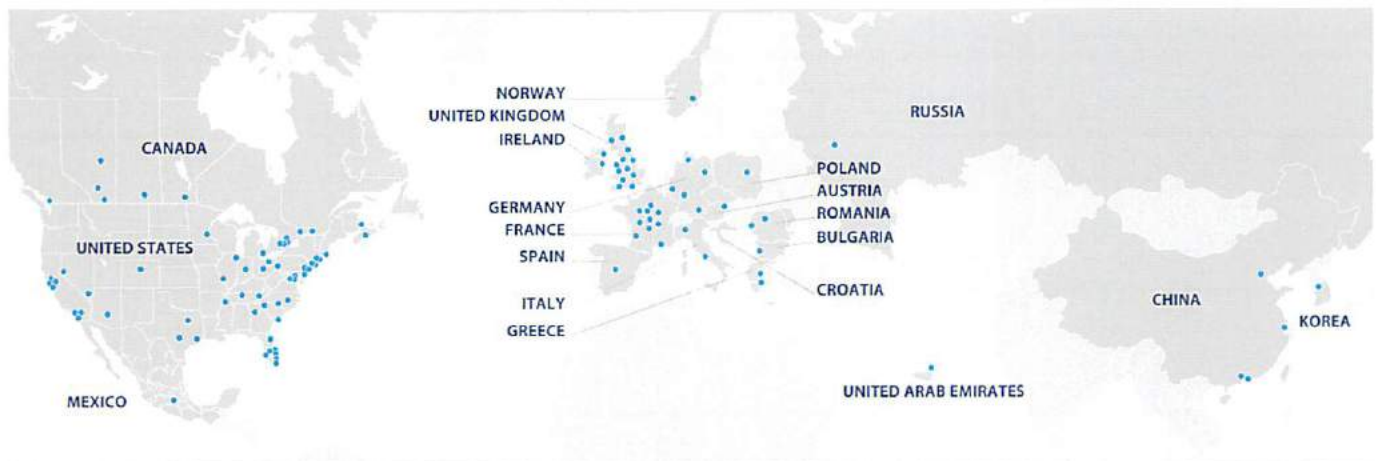
Keith joins the Avison Young team with over 25 years of diversified commercial real estate experience throughout the southeastern United States. Prior to joining Avison Young, Keith was a principal and managing director of Front Street Management Group (FSMG). FSMG began in 2015 managing three properties totaling approximately 100,000 square feet (sf). During the next three years, Front Street's portfolio grew to 25 properties with over 1 million sf of space. Keith is now focusing on asset management, investment sales, and consulting at Avison Young.



Avison Young at a Glance

Founded: **1978**
 Total Real Estate Professionals: **5,000**
 Offices: **120**
 Countries: **20**
 Brokerage Professionals: **1,600**
 Property Under Management: **367 million sf**

Avison Young is the world's fastest-growing commercial real estate services firm. Headquartered in Toronto, Canada, Avison Young is a collaborative, global firm owned and operated by its Principals. Founded in 1978, with legacies dating back more than 200 years, the company comprises approximately 5,000 real estate professionals in 120 offices in 20 countries. The firm's experts provide value-added, client-centric investment sales, leasing, advisory, management and financing services to clients across the office, retail, industrial, multi-family and hospitality sectors.



Transaction Services

Tenant representation, lease acquisition and disposition

Investment acquisition and asset recapitalizations for owners and investors

Landlord representation across all property types—office, industrial, retail, build-to-suit, land and multi-family

Investment Management

Acquisitions
 Asset management
 Portfolio strategy
 Capital repositioning

Consulting and Advisory Services

Portfolio review and analysis
 Valuation and appraisal
 Benchmarking
 Transaction management
 Asset rationalization
 Mergers and acquisitions
 Workplace solutions
 Acquisitions and dispositions
 Property tax services

Debt Capital Services

Permanent & construction
 Structured finance
 Portfolio mark to market
 Mezzanine & bridge

Management Services

Project management
 Property and operations review
 Property/facility management
 Tenant relations
 Financial reporting
 Lease administration
 Operations consulting
 Asset management
 Portfolio management

Enterprise Solutions

Integrated services coordination
 Transaction management
 Optimization strategies
 Portfolio lease administration
 Project coordination and reporting

Additional U.K. Service Offerings

Building advisory
 Business rates liability
 Town planning
 Site assembly and regeneration
 Partnerships advisory
 Sustainability strategy and reporting
 Environmental impact assessment
 Strategic advisory



Contact:

Eric D. Swanson, CRE

Senior Vice President
Development Advisory Services



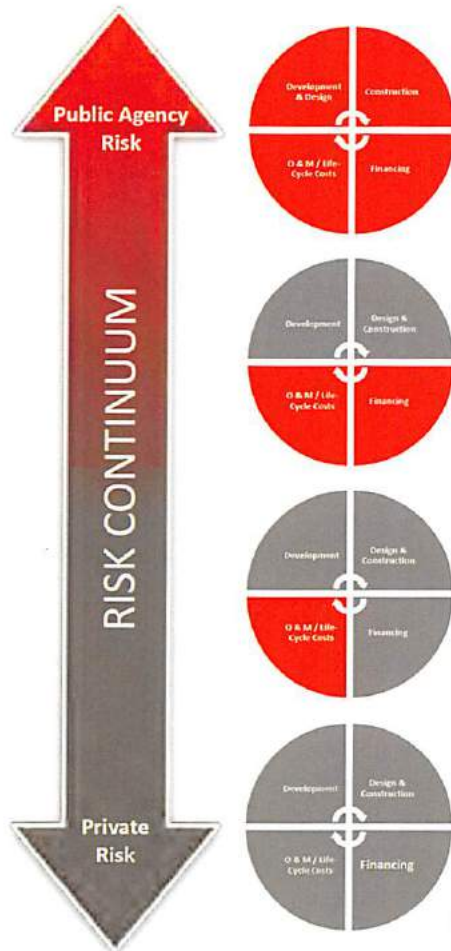
Cell: 305.216.2110



eric.swanson@avisonyoung.com

Find us on Social Media





Design/Bid/Build (DBB)

TRADITIONAL DBB RISKS

- In traditional DBB, the Public Agency retains all risk of development, design and construction, financing, and operation and maintenance/life-cycle costs

Design/Build (DB)

DEVELOPMENT, DESIGN, and CONSTRUCTION RISKS TRANSFERRED UNDER TURNKEY APPROACH

- Entitlement delays
- Permit delays
- Utilities (cost and schedule)
- Site Issues
- Attracting 3rd Party Tenants
- Change Orders
- Schedule Delays
- Scope creep
- Code compliance

Design/Build/Finance (DBF)

FINANCING RISKS

- Alternative private financing

Design/Build/Finance/Operate/Maintain (DBFOM)

O&M/LIFE-CYCLE RISKS

- Baseline operating costs
- Uncontrolled operating cost escalations
- Energy/Performance
- Deferred maintenance
- Deferral of major equipment and component replacements

Risk-Transfer Spectrum in P3 Delivery Model

Source: Edgemoor Infrastructure & Real Estate LLC

- Development - creating the structure of the transaction, envisioning the project, obtaining all entitlement approvals needed, and assembling the team for all the components needed to create the asset
- Design - architecture and engineering to create the asset
- Construction - building the asset with construction trades/personnel
- Financing - creating the "capital stack" of the transaction including equity and debt
- Operations & Maintenance (O&M)/Life-Cycle Costs - maintaining the asset as needed to keep the asset in great shape and make the asset functional



AVISON
YOUNG

**Project Management and
Development Advisory Services**



Enhancing the Value of your Asset

From planning, design, construction, and completion for tenant improvements to ground-up development, our team will help you achieve your goals by saving you time, money, and headaches.

Planning & Design



- ▶ Due diligence of building and/or land
- ▶ Project definition and programming
- ▶ Project team assembly
- ▶ Proforma feasibility analysis
- ▶ Budget creation, monitoring, and control
- ▶ Schedule creation and milestone tracking

Construction



- ▶ Secure entitlements and permitting
- ▶ Management of design & construction
- ▶ Contract billing and change order administration
- ▶ Furniture, fixtures and equipment coordination

Occupy/Close-out



- ▶ Project close-out and follow through
- ▶ Move management and coordination
- ▶ Maintenance materials administration
- ▶ Close-out final "all-in" budget

Asset types we service



Avison Young enhances value through:

- ▶ Oversight of design
- ▶ Understanding of energy use
- ▶ Developing budgets & proforma creation
- ▶ Drive savings through efficient processes
- ▶ Evaluation of building health & wellness options
- ▶ Communicate effectively
- ▶ Financial accountability & reporting
- ▶ Effective bid process
- ▶ Knowledge of legal options
- ▶ Utilizing best practices in design & construction
- ▶ Thorough market analysis



Our clients are:

Landlords & Tenants

- ▶ Renovations
- ▶ Tenant improvements
- ▶ Highest & best use analysis

Land Owners

- ▶ Maximize value beyond a sale
- ▶ Joint venture options
- ▶ Ground-up development
- ▶ Entitlement options

Public - Private - Partnerships

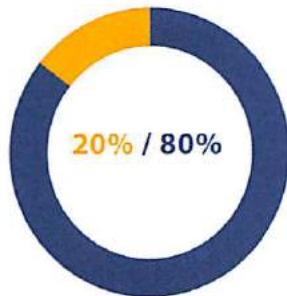
- ▶ Lead private or public constituencies
- ▶ Financial proforma and analysis
- ▶ Public awareness and process advisory



It's never too early to get us involved

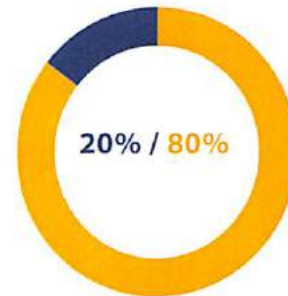
Avison Young's Project Management & Development Services team provides a structural and comprehensive management approach to coordinate, control and manage our client's projects by applying our experience, expertise and depth of knowledge.

Pre-construction Phase



20% of project cost invested
80% of value engineering/planning/PMD

Construction Phase



80% of project cost invested
20% of value engineering/planning/PMD

- ▶ We communicate effectively
- ▶ Operate in transparent and conscientious manner
- ▶ Utilize best in class processes and techniques
- ▶ Get involved early in the process
- ▶ Drive value through active management
- ▶ Leverage our experience to drive cost savings
- ▶ Work with client to create effective fee management



Representative Transactions

Baptist Medical Arts Bldg
Kendall, FL



Medical Office Building
Development / Construction

Flagler Station
Medley, FL



Industrial / Office Park
Development / Construction

Alachua County Administrative Building
Gainesville, FL



Industrial / Office Park
Development / Construction

Beacon Industrial Park
Doral, FL



800,000 sf
Industrial Park
Development / Construction

Office Depot
Boca Raton, FL



600,000 sf
Office Depot Corporate Headquarters
Development / Construction

Port Everglades International Logistics Center
Hollywood, FL



283,000 sf
Two Logistics Buildings
Development

IBM Building
Boca Raton, FL



160,000 sf
Office Building
Development / Construction

NCCI
Boca Raton, FL



300,000 sf
Office Building
Development / Construction

American Laundry
Norwood, OH



60,000 sf
Rehab Manufacturing Facility to Office
Development / Rehab

Beacon Center
Doral, FL



Industrial / Office Park
Development

865 Bellevue
Nashville, TN



\$20 Million Budget
326 Unit Apartment Complex

Grandview Boston
Boston, MA



\$78 Million Asset
\$26 Million Budget
Multi-Family Condo

Proposed Project Team



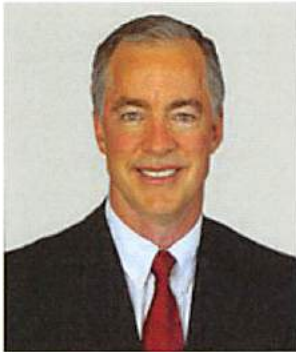
eric.swanson@avisonyoung.com
305.216.2110

Eric D. Swanson, CRE Sr. Vice President

Eric Swanson has over 30 years of experience in the development and construction of real estate assets in South Florida, as well as projects in California, Colorado, Ohio, and New Jersey. Mr. Swanson has had the privilege of holding executive positions with Koger Properties, Codina Group, LandBank, the Broe Group and Flagler Development. His primary expertise is in land, office and industrial development. However, his portfolio also includes multi-family residential, retail, and Public Private Partnerships.

Eric has worked on several high-profile projects including Beacon Center in Doral, Beacon Pointe in Weston, Baptist Hospital in Miami, IBM expansion in Boca Raton, and PPP Projects such as Port Everglades International Logistics Center in Broward County and work at the Miami International Airport.

Mr. Swanson's behavior personally and professionally has been shaped by the Urban Land Institute code of ethics of Respect for the land, the profession, the consumer, for the public, for equality of opportunity, others in the land use and development profession, for the larger environment, for the future, for future generations, and most importantly, respect for personal integrity. Mr. Swanson has been accepted as a Counselor of Real Estate ("CRE") whose values of integrity, competence, community, trust and responsibility guide his counseling and advisory services.



don.clinton@avisonyoung.com
954.239.4103

Donald J. Clinton, CPM Vice President

Don Clinton has 40 years of commercial real estate experience in the South Florida market. At Avison Young he will use his asset and property management skills to maximize the performance and overall value of assets while positioning them for eventual sale.

Prior to joining Avison Young, Don was President and founder of Clinton Real Estate Group. Formed in 2001, this full-service commercial real estate firm offered asset management, brokerage, property management, construction management, redevelopment and consulting services to a client list of some of the most prominent pension fund advisors, REITS, insurance companies, national developers, financial institutions, international investors, private owners of investment properties and private residential owners. Don is a member of the Institute of Real Estate Management having earned the Certified Property Manager designation (CPM).

Don's reputation for integrity, quality, personalized service and diligent performance in creating value has attracted clients to hire his firm to handle some of their more troubled portfolio holdings. In total, he has directed the management and leasing of office, retail, industrial and residential properties consisting of 12.75 million square feet with a value of over \$2.8 billion.

Recently, Don has successfully marketed and brokered the sale of a distribution center in Pompano Beach, FL for \$3.43 million, an office building on Broward Boulevard in Fort Lauderdale, FL for \$7.5 million and a mixed-use property in Boca Raton, FL for \$8.1 million.

Proposed Project Team



chip.faulkenberry@avisonyoung.com
954.903.1828

Chip Faulkenberry Vice President

With over 30 years of experience, Chip Faulkenberry is a certified general contractor with an extensive background in construction management, project management and general contracting. He has been responsible for the project management of over 4 million square feet of office, industrial and retail product, with combined total construction costs in excess of \$230 million.

Chip has senior management experience with the complete development and construction process including site evaluation, estimating, scheduling, design team selection, quality control, conceptual budgeting and contractor selection.

Mr. Faulkenberry has broad experience in all facets of project deliverables including: project management, program and criteria development, workflow and material handling, process management, technology infrastructure design, mission critical system design, hardware planning, peer review, program management, construction consulting and commissioning.



Avison Young is the world's fastest growing commercial real estate services firm. Headquartered in Toronto, Canada, Avison Young is a collaborative, global firm owned and operated by its principals. Avison Young opened its South Florida offices in 2012 starting with 30 members and has grown rapidly to 200 members in just over 6 years with offices strategically located throughout the state of Florida.

Avison Young is a full-service real estate company that provides clients with property management, project management, space planning, agency leasing, marketing, tenant representation, property acquisitions and dispositions and accounting services. Avison Young's Florida Region provide best-in-class services to local, national and international clients while also networking with the firm's other offices across the globe.

Avison Young at a Glance

Founded: **1978**
 Total Real Estate Professionals: **5,000**
 Offices: **120**
 Countries: **20**
 Brokerage Professionals: **1,600**
 Property Under Management: **367 million sf**

Avison Young is the world's fastest-growing commercial real estate services firm. Headquartered in Toronto, Canada, Avison Young is a collaborative, global firm owned and operated by its Principals. Founded in 1978, with legacies dating back more than 200 years, the company comprises approximately 5,000 real estate professionals in 120 offices in 20 countries. The firm's experts provide value-added, client-centric investment sales, leasing, advisory, management and financing services to clients across the office, retail, industrial, multi-family and hospitality sectors.



Transaction Services

Tenant representation, lease acquisition and disposition

Investment acquisition and asset recapitalizations for owners and investors

Landlord representation across all property types—office, industrial, retail, build-to-suit, land and multi-family

Investment Management

Acquisitions
 Asset management
 Portfolio strategy
 Capital repositioning

Consulting and Advisory Services

Portfolio review and analysis
 Valuation and appraisal
 Benchmarking
 Transaction management
 Asset rationalization
 Mergers and acquisitions
 Workplace solutions
 Acquisitions and dispositions
 Property tax services

Debt Capital Services

Permanent & construction
 Structured finance
 Portfolio mark to market
 Mezzanine & bridge

Management Services

Project management
 Property and operations review
 Property/facility management
 Tenant relations
 Financial reporting
 Lease administration
 Operations consulting
 Asset management
 Portfolio management

Enterprise Solutions

Integrated services coordination
 Transaction management
 Optimization strategies
 Portfolio lease administration
 Project coordination and reporting

Additional U.K. Service Offerings

Building advisory
 Business rates liability
 Town planning
 Site assembly and regeneration
 Partnerships advisory
 Sustainability strategy and reporting
 Environmental impact assessment
 Strategic advisory

**AVISON
YOUNG**

Contact:

Eric D. Swanson, CRE

Senior Vice President
Development Advisory Services



Cell: 305.216.2110



eric.swanson@avisonyoung.com

Find us on Social Media



Hialeah Gardens - Project Dashboard



Project Dashboard

Right Click <
Insert Image

Welcome to the Project Roll-Up Dashboard!

This dashboard is designed to help you see, at a glance, the status of the project at any given time, access important documents, and allow you to connect to other more detailed dashboards

Project Snapshot

Project Start Date	Project End	Project Phase	% Complete	Past Due Scheduled Tasks	Schedule Health	Savings or (Over Run)	Financial Health
01/11/21	01/31/22	Bidding & Permitting	0%	4		\$0.00	

Milestones & Directory

Hialeah Gardens - Project Milestones Report

Project Directory

Status	Milestone	Start	End	Main Contact	Company	Title	Name	Direct i
Not Started	Hialeah Gardens	01/11/21	01/31/22		MAIN			
Not Started	Project Milestones	01/11/21	01/31/22		PROFESSIONAL SERVICES			
Not Started	Project Kick Off	01/11/21	01/11/21		Project Management			
Not Started	Schematic Design Approval	05/04/21	05/04/21		Jones Lang Lasalle	Sr. VP	Londa Brady	
Not Started	Design Development Approval	06/09/21	06/09/21	*	250 S. Orange Avenue, #700P	Sr. PM	Adolfo Reutlinger	
Not Started	Procurement Complete	07/29/21	07/29/21		Orlando, FL			
Not Started	Construction Document Release	07/29/21	07/29/21		32801			
Not Started	GC Awarded	09/02/21	09/02/21		Architect			
Not Started	Permit Issuance	09/10/21	09/10/21		Ware Malcomb	Regional Manager	Rei Gomez	
Not Started	Construction Start	09/17/21	09/17/21		15150 NW 79th Court, #202	Job Captain	Carolina Franco	
Not Started	Construction Complete	01/14/22	01/14/22	*	Miami Lakes, FL			
Not Started	Occupancy	01/24/22	01/24/22		33016			
Not Started	Project Closeout	01/25/22	01/25/22		Civil Engineer			
Not Started	Punchlist	01/31/22	01/31/22	*	Thomas Engineering	Engineering	Michael Troxell	
					6300 NW 31st Avenue			
					Ft. Lauderdale, FL			
					33309			
					Structural Engineer			

Reporting

2 Week Look Ahead

Item	Action Required	Status	Start	End	Assigned To
	Hialeah Gardens	Not Started	01/11/21	01/31/22	
Project Management	Hire design consultants (architect, MEP, IT, A	Not Started	01/27/21	03/23/21	
Hialeah Gardens	MEETING MINUTES		Start	End	

Past Due Tasks

Item	Action Required	Status	Start	End	Assigned To
	Hialeah Gardens	Not Started	01/11/21	01/31/22	
Project Management	Project Kick-Off	Not Started	01/11/21	01/11/21	
Project Management	Develop Detailed Project Plan & Budget	Not Started	01/12/21	02/02/21	
Project Management	Hire design consultants (architect, MEP, IT	Not Started	01/27/21	03/23/21	
Project Milestones	Project Kick Off	Not Started	01/11/21	01/11/21	
Hialeah Gardens	MEETING MINUTES		Start	End	

Meeting Minutes

Date Added	#	Primary	Action Required	Assigned To	Action Required by	Status
		Hialeah Gardens	MEETING MINUTES			
ENTER Date and Time	Meeting Date:		Meeting Location: ENTER			
ENTER	Meeting Number:		Minutes Prepared by: Insert as a Contact			
		<u>Agenda / Milestones / Meeting Objectives</u>	<u>Company Name</u>	<u>Meeting Invitees</u>		
		Objective 1 / Agenda Items	Indicate Company Name	Insert As a Contact Name		X = in attendance BLANK = not in attendance
			As Needed:			
Date Added	Item #	Item Summary	Action Required	Assigned To	Action Required by	Status

Resource Links

Document Folder

- [AY Template - Project Drawings](#)
- [AY Template - Permits & Inspections](#)
- [AY Template - Building & Site Informatio](#)
- [AY Template - LEED](#)
- [AY Template - Construction](#)

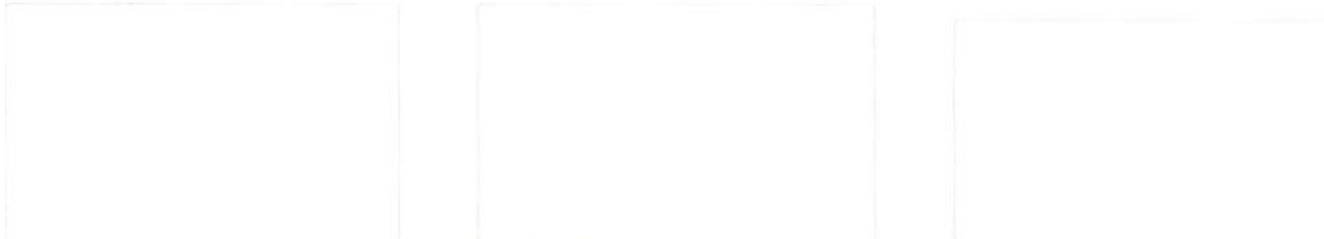
Key Smartsheet Project Sheets

- Project Schedule
- Meeting Minutes
- Past Due Tasks Report
- Project Directory

Key Project Documents

- 2020-0311 - TEMPLATE - Lease landlord Re...
- 2019-1113 - TEMPLATE - Schematic Design ...
- 2020-0131 - TEMPLATE - Arch DD
- 2020-0131 - TEMPLATE - MEP DD Set
- 2020-0312 - TEMPLATE - DOB Filing Set - A...
- 2020-0310 - TEMPLATE - DOB Filing Set - M...
- 2020-0406 - TEMPLATE - LPC Presentation

Progress Photos





A global intelligence platform housing data our experts translate into insights and actionable strategies to achieve business goals

A singular platform powered by people that is:

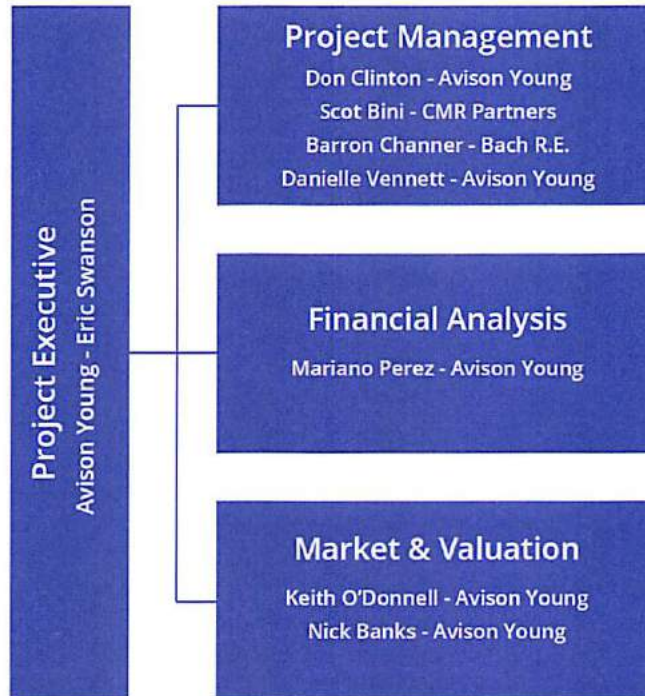
- Highly visual with customized dashboards
- A powerful combination of inputs – market-specific and specific to you, the client
- Safe, secure and confidential
- Transparent – it offers easy tracking, comparison and benchmarking analytics
- A decision-making aid for customized solutions

AVANT by Avison Young includes:

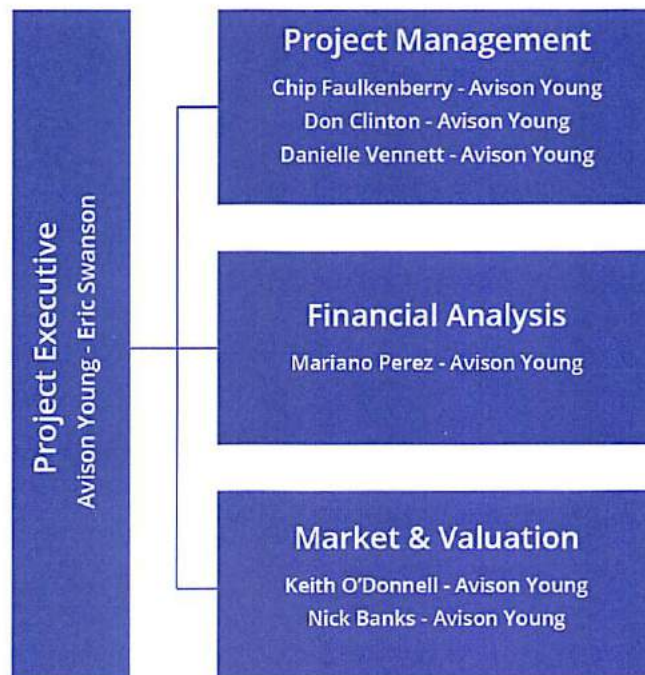
- Property intelligence tools
- City intelligence tools
- Customized market-based analytics tools
- Customized portfolio-based analytics tools



Avison Young P3 Team



Avison Young Development Team





Eric D. Swanson, CRE

Senior Vice President

Eric Swanson is an over 30-year executive experienced in the development and construction of real estate assets in South Florida, as well as projects in California, Colorado, Ohio, and New Jersey. Mr. Swanson has had the privilege of holding executive positions with significant development organizations, including Codina Group and Flagler. His expertise is developing projects that include multiple asset classes, including Public Private Partnerships.

Aside from his direct real estate experience, Mr. Swanson has been privileged to lead an oil and gas exploration company, manage environmental projects, create a rockmining joint venture, developed ranching and hunting programs in New Mexico, and has led local, state and national constituencies within the Urban Land Institute ("ULI").

Mr. Swanson's leadership within the real estate industry has been shaped by the ULI Code of Ethics: Respect for the land, the profession, the consumer, the public, for equality of opportunity, others in the land use and development profession, for the larger environment, for future generations, and most importantly, respect for personal integrity. His leadership has earned him the prestigious designation within the Counselors of Real Estate®.

Credentials and Professional Affiliations

- Bachelor degree in Economics and Finance, University of Illinois; Champaign/Urbana, Illinois
- Counselors of Real Estate® designation (CRE)
- Licensed Florida Sales Associate

Significant Assignments

- Port Everglades International Logistics Center / 283,000 sf / Development
- Beacon Industrial Park / 800,000 sf / Development & Construction
- Office Depot / 600,000 sf / Corporate HQ Development & Construction
- NCCI / 300,000 sf / Development & Construction
- American Laundry / 60,000 sf / Development & Rehab

D 954 903 3898

M 305 216 2110

eric.swanson@avisonyoung.com

1875 NW Corporate Boulevard
Suite 105
Boca Raton, FL 33431



Keith O'Donnell

Principal, Capital Markets | Boca Raton, FL

During the past 38 years, Keith O'Donnell has established himself as one of the top commercial real estate specialists in the southeast United States. In October 2012, Mr. O'Donnell joined Avison Young, as a Principal, along with 27 former Codina/Flagler Real Estate Services executives and employees. Avison Young has now grown to 9 offices in Florida with approximately 201 members and 5,000 members located in 120 offices worldwide.

Prior to Avison Young, Mr. O'Donnell served as an Executive Development and Marketing Officer for Arvida Development and was Senior Managing Director of Codina/Flagler Real Estate Services for 20 years, where he managed a team of commercial asset specialists whose mission was to design and execute value enhancing real estate activities for local, national, and international clients.

Mr. O'Donnell has been responsible for over \$6 billion in transactions including the following notable regional transactions;

561 893 7011

keith.odonnell@avisonyoung.com

1875 NW Corporate Boulevard
Suite 105
Boca Raton, FL 33431

Significant Assignments

- 635,000-square-foot Build-to-Suit for Office Depot's Global Headquarters in Boca Raton and subsequent sale on behalf of TIAA-CREF
- Repositioning and sale of Mizner Park, an 825,000-square-foot mixed-use complex on behalf of TIAA-CREF
- Repositioning and sale of the 43-acre former Office Depot Campus in Delray Beach for a mixed-use development on behalf of Aegon for \$33 M
- Transaction and advisory services for the Research Park at FAU and over 3.5 million square feet of business park transactions for IBM and Siemens throughout the Southeast United States
- Lynn University 110 ac masterplan, the development of the 212,000 sf LEED Gold
- Certified Lynn Financial Center, and acquisition services for the Lynn Cancer Institute

Credentials and Professional Affiliations

- 2012 Palm Beach South Florida Business Journal Ultimate CEO Award Winner
- Boca Raton Regional Hospital Baptist Health Board of Trustees Member
- Baptist Health South Florida Long Range Planning Sub-Committee
- Boca Raton Downtown Vision Committee Former Chairman



CMR PARTNERS



Scot Bini, REEP, LEED GA, CCM President

Scot Bini has over 32 years of experience in the Program & Construction Management industry, specializing in large (\$500M-\$1B+) capital programs in the education, healthcare, commercial, aviation, and retail sectors. Scot is President and Partner at CMR Partners offering expert guidance and program management for commercial and institutional construction projects across the United States.

M 646 319 0492

sbini@cmrpartners.com

CMR Partners
9037 Summer Club Road
Suite 502
Charlotte, NC 28277

Education

- Columbia University - Columbia Business School Emerging Leader Development Program
- Harvard University Graduate School of Design Construction Management Certificate
- New York University Construction Management
- University of North Carolina at Charlotte BFA, Architecture



WHO WE ARE

CMR Partners is a full-service program management company for commercial, industrial, government, and institutional construction and development programs. We are experts in the vertical buildings industry, working tirelessly and meticulously to ensure our clients are positioned for success. Offering experienced capital program management and unmatched guidance, we serve as faithful stewards of our clients' budgets and projects, safeguarding investments and ensuring physical safety as well.

While we remain laser-focused on your project for its duration, we also bring value to the table that our competitors often don't: for us, the real spotlight is on the relationship. We bring industry experts to your projects. It's the reason our clients come to us repeatedly. With CMR Partners, you can expect your program to thrive, from groundbreaking to ribbon cutting. But you can also expect to build a relationship with a group you can count on every time.

Our Team

Scot Bini, *REFP, LEED GA, CCM*
President
sbini@cmrpartners.com

Mark Ballard
Senior Vice President
mballard@cmrpartners.com

Chris Watson, *CCM*
Vice President
cwatson@cmrpartners.com

Connect with Us

www.cmrpartners.com
[linkedin.com/company/cmrpartners](https://www.linkedin.com/company/cmrpartners)

OUR MARKETS

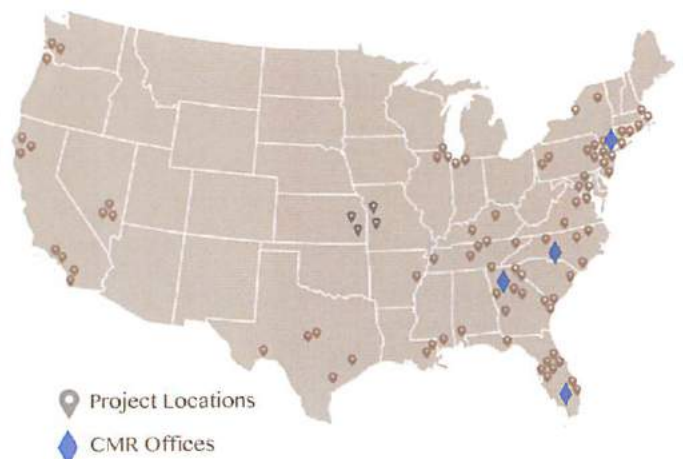
- Federal
- Retail
- Commercial Development
- Corporate & Private Sector
- Education (K12 & Higher Ed)
- Hospitality
- Industrial
- State & Local

OUR CERTIFICATIONS & AFFILIATIONS



OUR PORTFOLIO OF EXPERIENCE

Across our markets and service offerings, CMR Partners has experience working with iconic brands across the nation. In addition to recognizable names, we are proud to serve a variety of educational and institutional clients.





Danielle Vennett

Vice President, Asset Services | Boca Raton, FL

Danielle Vennett is an executive level professional with 20 years management, leadership, operations, and transactional experience, with emphasis on developing strategies, restructuring, business plan execution and transactional work to maximize returns and minimize risk. Ms. Vennett promotes collaboration with stakeholders, community leaders, cross-functional teams, and various specialists. She encourages team focus on culture, growth, problem resolutions, and client success.

Ms. Vennett works to expand service opportunities with new and existing clients in public and private sectors across multiple service platforms; develop and maintain relationships and acts as a single point of contact with clients, as well as ensuring that best practices are consistently applied in Property Management, Project Management, and Leasing. She analyzes and executes on solutions to increase asset performance and value in the market for clients.

Prior to Avison Young, Ms. Vennett was an Asset Manager with Crocker Partners for Boca Raton Innovation Campus (BRiC), 1.7 M sf high profile, value-add office campus in Boca Raton. She analyzed and created a leasing strategy to reposition the asset; established a tenant relations and amenity program that became standard for all the properties within the portfolio; oversaw reporting, budgets, cash flow forecasts and presented quarterly assessments to owners and investors; and inspired a team to achieve the established benchmarks and mentored for career development.

Ms. Vennett successfully negotiated 500,000 sf of lease transactions that exceeded the proforma by 5 years; negotiated, structured, and closed major corporate contracts resulting in improved services and \$8 M savings across the portfolio. She was chosen to set and implement a tenant and client relations program for 13 M sf. Established a tenant satisfaction survey, developed a matrix for quantifying the results, analyzed the data to identify weakness and collaborated on solutions. Ms. Vennett introduced portfolio wide step-by-step best practice for leasing which resulted in a 23% increase in executed transactions in first year.

Credentials and Professional Affiliations

- Boca Raton Historical Society
- Cultural Council for Palm Beach County
- Business Development Board
- Greater Boca Raton Chamber of Commerce
- Golden Bell Foundation
- Cystic Fibrosis Foundation
- Connected Warriors

📞 561 569 8225 D

📞 561 254 4351 M

✉️ danielle.vennett@avisonyoung.com

📍 1875 NW Corporate Boulevard
Suite 105
Boca Raton, FL 33431

LEADERSHIP

BACH Real Estate is led by Barron Channer (CEO) and Mr. Joseph Gay (Vice President – Development Services). They are seasoned professionals with track records marked by successful outcomes and reputations for the utmost integrity.



Barron Channer – Chief Executive Officer

Mr. Channer combines over 20 years of consulting experience with over 15 years of real estate experience to lead BACH. He is a seasoned professional with significant experience in project planning, contract negotiations and pre-development coordination. Mr. Channer holds an MBA from The Wharton School at the University of Pennsylvania along with a Bachelor of Science in Computer Engineering from Rensselaer Polytechnic Institute. He is a board member for Urban Land Institute – SE Florida Council, Baptist – South Miami Hospital, Knight Foundation – Miami Program and the Perez Art Museum Miami.

Joseph Gay – Vice President, Development Services

An experienced construction professional, Mr. Gay has over 18 years of experience delivering project management services to clients across a wide range of industries and developmental stages. He previously served as a Senior Project Manager with the Development Services division of CBRE, Inc. His expertise includes pre-construction planning, contracting and procurement, and construction management. Mr. Gay is also adept at managing project teams, budgets, schedules, vendor invoicing, project reporting, meetings, conflict resolution, and quality control.



BARRON CHANNER

EXPERIENCE

BACH REAL ESTATE LLC Founder & CEO

Miami, FL
2012 - Present

- Coordinate services delivery model for company
- Lead business development strategy for public and private sector clients
- Oversee talent recruitment for corporate staffing
- Manage key client relationships

THE PEBBLES CORPORATION

Coral Gables, FL
2003 - 2012

Vice-President, Acquisition & Development – Eastern US and Caribbean

- Coordinate investment activity in Eastern US and Caribbean regions
- Source, negotiate and structure investment opportunities; hotel, land, office, multi-family and mixed-use
- Manage investment analysis including IRR analysis, cost budget projections and operating pro-forma
- Facilitate strategic relationships including capital markets, real estate industry and government
- Representative activities:
 - Created investment analysis modules utilized across firm
 - Developed investment strategy and pitch materials for real estate private equity fund
 - Led pre-construction activities for resort residential development in Florida Keys including entitlement, architectural design and marketing
 - Undertook asset management for third-largest hotel in Miami Beach resort district
 - Coordinated firm participation in winning bid for public-private, casino gaming solicitation in New York City
 - Managed development of conceptual plan and RFP submission for major transit-oriented development
 - Negotiated development agreement with City of Detroit for historic building renovation
 - Sourced buyer and negotiated record sale of large, resort hotel in Miami Beach, Florida

XAYMACA GROUP Founder, Principal

Miami, FL
2001 - 2002

- Provided technology strategy and implementation consulting services to clients

BREAKAWAY SOLUTIONS, INC. Team Lead, Technology

Fort Lauderdale, FL
1999 - 2001

- Led various project teams and mentored junior employees for a leading technology strategy and consulting organization focused on implementing business-to-business technology solutions

INNOVEX GROUP, INC. Consultant, Technology

Miami Lakes, FL
1998 - 1999

- Information systems integration and e-business development for a leading technology firm, later merged with Citrix Systems

ACCENTURE (formerly Andersen Consulting) Analyst, Technology

Miami, FL
1997 - 1998

- Developed system-wide, stress test methodology for ERM software rollout of global, chemical company

EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania Master of Business Administration, Real Estate concentration

Philadelphia, PA
May 2004

RENSELAER POLYTECHNIC INSTITUTE Bachelor of Science - Cum Laude, Computer and Systems Engineering

Troy, NY
May 1997

ADDITIONAL INFORMATION

- Community Boards: Urban Land Institute – SE Florida, Knight Foundation – Miami Advisory Council, Perez Art Museum Miami, Baptist-South Miami Hospital, and The American Friends of Jamaica



Mariano Perez

Vice President, Capital Markets Group, Mortgage Services |
Miami, FL

Mariano Perez is a Commercial Real Estate Capital Markets Advisor who works with Owners and Developers seeking debt and equity for Real Estate Projects. He has collaborated with various ownership groups including Private Capital, Independent Sponsors, RE Syndicators, Funds and Family Offices, and has successfully placed over \$250MM in deals. Property types include Multifamily, Retail, Office, Industrial and Land. Capital Sources include Fannie Mae, Freddie Mac, Life Companies, Debt Funds, Banks and Specialty Finance Companies.

Prior to joining Avison Young, Mariano worked at Grandbridge Real Estate Capital and Newmark Knight Frank. He has performed underwriting, valuation and structuring analysis on all asset classes and deal stages.

D 305 447 7851

M 305 542 2700

mariano.perez@avisonyoung.com

2020 Ponce de Leon Boulevard
Suite 1200
Miami, FL 33134

Credentials

- Florida Real Estate Sales Associate
- BS Computer Engineering, University of Florida
- MBA, Columbia University



D 352 505 3884

M 352 682 3700

nick.banks@avisonyoung.com

132 NW 76th Drive
Gainesville, FL 32607

Nick Banks

Principal, Managing Director | North Florida

Nick Banks is a principal and managing director with Avison Young and responsible for overseeing the firm's activities in North Florida including Gainesville, Ocala, Jacksonville, and Tallahassee. Nick is the global leader of Avison Young's Retail Affinity Group and also a member of the company's US Executive Committee.

Nick is a 25-year commercial real estate veteran and has fostered relationships with several large clients including Regency, Kite, RMR Group, The University of Florida, UF Health, Santa Fe College, City of Gainesville, Alachua County, RD Management, and Hankin Group. Prior to joining Avison Young in 2019, Nick ran Front Street Commercial Real Estate Group, which he founded in 2002 while living in South Florida. He spent the first eight years developing and acquiring office and retail projects in South Florida as well as North Central Florida before relocating to Gainesville in 2004. Within nine years, Nick led the firm's growth to a team of over 30 professionals doing business in six North Florida markets.

Nick is a graduate of the University of Florida with a degree in Finance and a concentration in Real Estate and is actively involved in several community and professional organizations.

Credentials and Professional Affiliations

- University of Florida Bergstrom Center for Real Estate Studies - executive board member
- University of Florida Foundation - national board member
- University of Central Florida Real Estate Council - board member
- University of South Florida - Digital Marketing Advisory Board
- Urban Land Institute - founding board chair for the Gainesville chapter
- United Way of North Central Florida - former board chair

Significant Assignments

- UF Health at Oaks Mall / 140,000 sf / Represented Both Sides
- Foundation Park Sale / 43,180 sf / Represented Both Sides
- SharpSpring at Celebration Pointe / 42,000 sf / Represented Landlord
- Brammer Bio lease at Progress Park / 34,000 sf / Represented Landlord
- City of Gainesville Lease to Altavian and UF / 22,000 sf / Represented Both Sides
- Tower Hill Insurance Lease at Markets West / 15,000 sf / Represented Landlords



Donald J. Clinton, CPM

Vice President

Don Clinton has 40 years of commercial real estate experience in the South Florida market. At Avison Young he will use his asset and property management skills to maximize the performance and overall value of assets while positioning them for eventual sale.

Prior to joining Avison Young, Don was President and founder of Clinton Real Estate Group. Formed in 2001, this full-service commercial real estate firm offered asset management, brokerage, property management, construction management, redevelopment and consulting services to a client list of some of the most prominent pension fund advisors, REITS, insurance companies, national developers, financial institutions, international investors, private owners of investment properties and private residential owners.

During the last forty years, Don's reputation for integrity, quality, personalized service and diligent performance in creating value has attracted clients to hire his firm to handle some of their more troubled portfolio holdings. In total, he has directed the management and leasing of office, retail, industrial and residential properties consisting of 12.75 million square feet with a value of over \$2.8 billion.

Credentials and Professional Affiliations

- Bachelor of Science in Business Management and Applied Economics, Cornell University
- Institute of Real Estate Management (CPM)
- Licensed Florida Sales Associate

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Chip Faulkenberry

Vice President

Chip Faulkenberry has been active in commercial construction for over 25 years working in general contracting and project management roles. Immediately prior to joining Avison Young, Chip worked as an independent project management consultant. For several years before consulting, he served as the Executive Vice President for a Boca Raton based General Contractor and also as Vice President of a boutique development firm.

Chip initially began working in project management as Vice President of a national project management firm providing owner representation including project management and relocation management services where he was responsible for the companies' operations in their Ft. Lauderdale office. He began his career after graduating from Texas A&M in Construction Science working with a general contracting firm where he held positions as estimator and project manager and later served as Director of Construction for a regional developer in the Washington, D.C. market.

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Credentials and Professional Affiliations

- B.S. Construction Science, Texas A&M University
- Florida Certified General Contractor CGC 1505339