

Public-Private Partnership Advisors

RESPONSE TO REQUEST FOR QUALIFICATIONS

SOLICITATION NO. 1020-21-1

FEBRUARY 4, 2021

ORIGINAL

CITY OF RIVIERA BEACH



PUBLIC-PRIVATE PARTNERSHIP ADVISORS

Response to Request for Qualifications Solicitation No. 1020-21-1

Due: February 4, 2021 by 3:00 PM

Prepared for:

Althea Pemsel, Director of Procurement
City of Riviera Beach
600 West Blue Heron Boulevard, Suite #140
Riviera Beach, FL 33404
Email: apemsel@rivierabeach.org
Phone: (561) 845-3478

Prepared by:



Contact:

Lindsay Stowell, Executive Vice President
Jones Lang LaSalle Americas, Inc.
200 East Randolph Drive
Chicago, IL 60601
Phone: (773) 710-3528
Email: lindsay.stowell@am.jll.com

Jeremy Becker, Senior Vice President
Jones Lang LaSalle Americas, Inc.
3344 Peachtree Road NE
Atlanta, GA 30326
Phone: (404) 556-5647
Email: jeremy.becker@am.jll.com

Item 4.1

RFQ Item 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.

JLL Response: JLL is pleased to provide our qualifications for public-private partnership advisory services. We bring broad experience with P3 advisory services across multiple asset classes. For this engagement, we've partnered with two local Minority Business Enterprise certified firms—CPM North America and BEA Architects—to augment JLL's P3 practice.

JLL's Dedicated Public Sector Practice JLL's core services include advising public agencies in leveraging their real estate assets through partnership with private developers and investors. We have the industry's largest Public Institutions practice group with a track record of advisory for hundreds of public clients. With more than 600 real estate professionals dedicated to serving public agencies, we have worked on projects for more than **300 public sector clients**. Our team has numerous former public sector employees on our staff which have a deep understanding of the long-term perspective required by public sector work, the importance and inherent financial value of the public good, the need to protect the public's interests and taxpayer dollars, and transparency requirements and political realities that face many of our public sector clients.

JLL's Public-Private Partnership (P3) Experience We work with clients to develop an appropriate P3 implementation framework, offering assistance in a broad array of activities, ranging from drafting policy articulation and implementing guidelines to assisting with the development of project screening criteria and integration of P3 with broader budget processes. JLL likewise provides best-in-class transaction advisory services, assisting on all activities associated with P3 project implementation, from conceptualization through financial close. JLL's P3 advisory reputation of excellence is self-evident, as the firm advises key federal, state, and local government entities throughout the U.S. on P3 program and project delivery.

- JLL has served as financial advisor for public entities on over **\$7 billion in P3 projects**
- Our team brings unparalleled experience in financing P3s and understanding the key credit drivers of successful P3 transactions
- Local markets real estate expertise from JLL's strong presence in Florida as detailed below in item 4.2

JLL team members collectively provide decades of experience acting as financial, strategic, and transaction advisors on pioneering P3 programs and projects across the United States and have a proven track record of success.

Designated Contacts

Lindsay Stowell, Executive Vice President
200 East Randolph, Chicago, IL 60601 (Corp. HQ)
Email: lindsay.stowell@am.jll.com
Phone: (773) 710-3528

Jeremy Becker, Senior Vice President
3344 Peachtree Road NE, Atlanta GA 30326
Email: jeremy.becker@am.jll.com
Phone: (404) 556-5647

Item 4.2

RFQ Item 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.

JLL Response: Jones Lang LaSalle Americas, Inc.¹ (JLL) is a premier professional services and investment management firm offering specialized real estate services to clients seeking increased value by owning, occupying, and investing in real estate. A Fortune 500 company with annual fee revenue of \$7.1 billion and gross revenue of \$18 billion, JLL operates in 80+ countries, from more than 1,700 locations worldwide with more than 400 corporate offices—including 96 in the United States. We have approximately 93,000 employees worldwide, including more than 33,000 professionals in the U.S. alone.



Ownership structure: Corporation State of incorporation: Maryland Offices in Florida: 10 Employees in Florida: 1,647

JLL is the only global real estate and financial services firm with a dedicated Public Institutions and Higher Education consulting practice. With more than 500 professionals solely dedicated to serving public agencies, we have worked on projects for more than 250 federal, state and local governments and higher education clients. Our team delivers advisory and management services in real property asset/portfolio optimization, organizational strategy, facilities management, financial structuring for development projects, transaction negotiations, and assessment of public-private partnership solutions that optimally align infrastructure and real estate with public sector missions. JLL's Public Institutions and Higher Education group combines public and private sector best practices and experience to deliver a full range of integrated transaction solutions and financial advisory services focused on the unique needs and missions of public sector organizations. Our practice group is defined by the following key attributes:

Our Unique Understanding of the Public Sector. With numerous former public-sector employees on our staff, we have a deep understanding of the differences between the public and private sectors. Specifically, we understand the long-term perspective required by public sector work, the importance and inherent financial value of the public good, the need to protect public interests and taxpayer dollars, transparency requirements and political realities that face many of our public-sector clients. Our extensive experience in both the public and private sectors provides agencies the insight and expertise necessary to turn an asset portfolio into a collection of functional, efficient assets. Unlocking value can help fund programs critical to an agency's mission.

Our Goals. Transforming real estate into more efficient inventory that meets organizational needs, we assist our clients in implementing and executing their real estate strategies from concept development through operations and maintenance management at the federal, state, local and higher education

¹Jones Lang LaSalle Americas, Inc. is the offeror of this proposal. It is a wholly owned subsidiary of Jones Lang LaSalle Incorporated and that company's operating entity for the western hemisphere. Use of the terms Jones Lang LaSalle, JLL and first-person pronouns may refer to either entity or both.

levels. This often involves negotiations and oversight of private sector developers, financiers, construction firms, landlords, property managers and jurisdictional entities. Our expertise enables our clients to align a real estate portfolio with its strategic goals.

Our Services. Our Public Institutions practice has a dedicated team of public sector specialists with access to our firm's broader network of resources and specialty practices. We combine the public and private sector best practices and experience to deliver a full range of integrated real estate solutions and financial advisory services focused on the unique needs and missions of our public sector clients. We have helped more than 250 public sector clients find new ways to maximize their real estate, while lowering operating costs and improving cash flow. Some of our clients are listed below.

JLL Florida Presence

JLL Florida includes 10 office locations with over 1,647 employees – 130 of them licensed real estate brokers. Statistics from year end 2019 for our Florida activities include:

- Over 10 Million SF of leased space transactions exceeding \$963 Million in total lease value;
- Management of over 7 Million SF of space;
- \$966 Million in project and development services; and
- \$6.5 Billion in transaction volume for capital market.

South Florida Presence

In addition, we have over 184 professionals in Miami and 235 employees in the South Florida region. JLL's Miami office is one of the leading full-service commercial real estate firms in Southern Florida. The main corporate office is located at 200 S. Biscayne Blvd., Miami, where our professionals provide commercial real estate services to clients all throughout Miami Dade County. We offer a full suite of services including Capital Markets, Debt and Equity Finance, Brokerage, Project Development Services, Property Management and Valuation.

Statistics from South Florida from year end 2019 include:

- Over 3.7 Million SF of leased space transactions exceeding \$398 Million in total lease value;
- Management of over 3 Million SF of space;
- \$403 Million in project and development services; and
- \$4.4 Billion in transaction volume for capital market in Miami.

JLL Diversity & Inclusion

JLL believes a diverse and inclusive culture is one where everyone succeeds. That's why we're committed to creating an environment where we all feel welcomed, valued, and empowered to achieve our full potential². Our most valuable asset is our people, and we take pride in a culture that embraces diversity of thought, backgrounds, all people, and experiences. By setting goals and tracking our progress against those metrics, JLL is able to quantifiably demonstrate that we are creating a more diverse workplace. Below is a summary of the metrics we are achieving in our company today:

² <https://www.us.jll.com/en/careers/diversity-inclusion>

- 48% of JLL's workforce is diverse
- 70% of JLL's Board of Directors are female or minority
- 11% increase in minority representation at Management level past two years
- 49% of professional roles at JLL are held by women

Subcontractor Partner: CPM North America PLLC



- CPM North America PLLC ("CPM") is a Technical Advisory and Project and Construction Management firm incorporated in the State of Florida. CPM has three main offices located in Miami, Tampa, and Orlando. CPM has an active consulting practice in public-private partnerships ("PPPs" or "P3s").
- As a **certified small business**, CPM has 16 employees dedicated to providing technical advisory and Project Management services to different projects including public-private partnership projects.
- CPM is a **Minority Business Enterprise (MBE)** certified by the Office of Supplier Diversity of the State of Florida and the Florida State Minority Supplier Development Council. CPM is fully owned by minority members.

Subcontractor Partner: BEA Architects, Inc.



- BEA Architects, Inc., a world-renowned architectural design firm headquartered in South Florida, has established a reputation as an innovative provider of leading-edge design solutions to corporations and institutions worldwide. The reputation of the firm rests on its most important asset: its people, whose energy, creativity and commitment point to even greater accomplishments in the decades to come.
- BEA is a **Minority & Woman-Owned Business Enterprise (MBE/WBE)** certified by the State of Florida Office of Supplier Diversity

Item 4.3

RFQ Item 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.

JLL Response: JLL is a global market leader in P3 advisory services, leveraging years of experience of our staff serving public sector and higher education clients at the federal, state, and municipal levels. Our experts bring P3 credentials across a broad array of asset classes including civic, housing, hospitality, mixed-use development and energy. For years, JLL has successfully helped public institutions across the nation leverage P3 to accelerate infrastructure delivery, extract value from existing assets (monetization), capitalize life-cycle efficiency savings, and reduce risk, all while retaining the control needed for effective mission delivery.

Learning and discovery is at the core of JLL P3 services—JLL explores all possibilities of P3 opportunities and uncovers potential in what are often unexpected areas. JLL will look to find creative ways to leverage the City's real estate to meet their strategic objectives. JLL's approach goes beyond transaction structuring to include the entire P3 life cycle, from developing the enabling framework for P3 to transaction execution and beyond, including the establishment of the necessary contract governance and oversight structures to ensure that P3 transactions deliver value over the life of the asset.

P3 is a set of complex policy tools that must be carefully implemented to ensure the appropriate balance of financial, policy, and program goals. Well-structured P3s result in transactions that improve the financial standing of the City, without surrendering flexibility, control, and the achievement of its civic mission. On the other hand, poorly-structured or unbalanced P3s can be extremely problematic, particularly when they impose direct or contingent liabilities upon the City.

Past clients include the Port Authority of New York and New Jersey in assisting with the rebuild of the World Trade Center, the University of California System in assisting on several P3 transactions including UC Merced, and most recently assisting Prince George's County Public Schools in structuring a first-of-its-kind public education P3.

We will work in concert with the City to provide the analysis necessary to develop a vision and framework for any projects the City wants to study. Our process is proven, reflects governmental best practices, and will consider all viable development and financing structures. Our approach will ensure that a project is evaluated in a manner that considers affordability and risk. We will further support the City in all the endeavors it so chooses with our extensive expertise in a multitude of P3 advisory roles including P3 feasibility analysis, developer market outreach, and drafting and managing development solicitation for major development projects. Our deliverables will provide clear, quantifiable recommendations that provide a path to implementation that addresses priority service delivery and community needs while quantifying anticipated outcomes and the associated costs, risks and benefits.

We provide client references below—please see **Appendix E** for project case studies.

JLL Client Reference: Prince George's County Public Schools

Jason Washington, P3 Director

Phone: (718) 483-1711 E-mail: jason.washington@pgcps.org

JLL Client Reference: City of Marietta

Daniel Cummings, Economic Development Director

Phone: (770) 794-5668 E-mail: dcummings@marietta.ga.gov

JLL Client Reference: City of Napa

Nancy Weiss, Executive Project Manager

Phone: (707) 257-9416 E-mail: nweiss@cityofnapa.org

Our subcontractor partner CPM is a technical advisory and project management firm that provides procurement consulting services, capital cost estimations and overall Engineering and project management services. Also, CPM provides operations and maintenance advisory, and life cycle or rehabilitation plans. CPM has an active technical advisory practice for P3 projects. CPM has assisted Government clients in formulating, analyzing, procuring, evaluating and managing P3 projects.

CPM Client Reference: Miami-Dade County

Jorge I. Pérez, AIA, Design and Construction Division

Phone: (305) 375-3952 E-mail: Jorge.Perez5@miamidade.gov

Our subcontractor partner BEA Architects provides the following services and has direct experience with the City on the Riviera Beach Public Library project (case study included in **Appendix E**).

- Technical assistance in reviewing P3 or development project plans to determine appropriateness of construction plans, including the transfer of risk, responsibilities and entitlements over the project lifecycle and the environmental compliance plan.
- Provide technical assistance in reviewing of P3 or development project plans to determine the appropriateness of the design/build plans.
- Provide support and review of cost of planning, constructing, if needed.
- Provide technical assistance associated to design and programming elements of the project.
- Provide technical assistance related to urban planning and/or master planning elements of the project.
- Provide assistance with the preparation of draft and final reports.
- Provide assistance with presentations to the City Council or CRA Board of Commissioners, as required or necessary.

BEA Client Reference: City of Riviera Beach

Randy Sherman, Director of Finance and Administrative Services

Phone: (561) 845-4045 E-mail: rsherman@rivierabeach.org

Please see **Appendix E** for project case study

Item 4.4

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

JLL Response: The JLL team has extensive experience throughout all aspects and facets of public real estate endeavors. As such, our team has drafted countless procurement documents for clients around the Country. These documents range from typical developer selection for traditional design-build scenarios all the way to the most complicated and complex P3 transactions. Our team also understands that any decision regarding how the City prefers to deliver specific projects requires a thorough analysis of all relevant factors including total project cost, speed to market, value for money analysis and facility lifecycle costs, among others.

After all pre-solicitation analysis, should the City determine that a traditional bond financed project is the preferred mechanism for project delivery, the JLL team has experience assisting throughout the process. Our team can accomplish any or all of procurement drafting, assisting with procurement marketing, responding to questions posed, analyzing solicitation responses upon receipt utilizing an agreed upon scoring matrix and working with the City to arrive at its developer selection. The JLL team also has extensive design and construction oversight experience related to traditionally delivered projects.

JLL's Project and Development Services (PDS) frequently manages relocation and build-out initiatives for clients of our Property Management Services, Integrated Facilities Management Services and Tenant Representation Services units. Project and Development Services also manages all aspects of development and renovation of commercial projects for our clients. We provide client references below—please see **Appendix E** for project case studies.

JLL Client Reference: City of Santa Rosa

Jill Scott, Real Estate Manager
Phone: (707) 543-4246 E-mail: jscott@srcity.org

JLL Client Reference: Louisiana State University

Patrick Martin V, Assistant Vice President, Real Estate, Public Partnerships, and Compliance
Phone: (225) 578-6832 | Email: pmartin@lsu.edu

JLL Client Reference: Michigan State University

Vennie Gore, Vice President for Auxiliary Services
Phone: (517) 355-7457 Email: vgore@msu.edu

Our subcontractor partner CPM brings ample experience related to traditional procurement methods. As a seasoned Project and Construction Manager, CPM has assisted numerous clients as an Owner's Rep in Design-Bid-Build and Design-Build projects. CPM offers technical capabilities for traditional procurements that include but are not limited to project formulation, construction cost estimation, project scheduling, site analysis and master planning, construction plans, and design review.

CPM Client Reference: Miami-Dade County Water and Sewer Department

Aric Barto, Program Construction Manager
Phone: (305) 375-3952 E-mail: Aric.Barto@miamidade.gov

Item 4.5

RFQ Item 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).

JLL and our subcontractor partners CPM and BEA (collectively, the JLL Team) will assist the City in developing and implementing the financing and delivery approach that best aligns with the City’s needs and objectives, ensuring the Project is completed in the timeliest and most cost-effective manner.

JLL considers a broad range of funding, financing and delivery options to determine which will best help public authorities achieve the following:

- Access to sources of low-cost financing;
- Value capture / monetization opportunities;
- Accelerated delivery of infrastructure;
- Increased innovation;
- Better value-for-money for taxpayers
- Life-cycle cost reduction / operational efficiencies;
- Risk allocation and incentivized performance.

JLL Approach to Infrastructure Finance and Delivery Advisory Services

VALUE MISSION AND VISION FIRST
Transactions do not stand on their own and must always be viewed in terms of how they affect the public institution’s critical missions and public service obligations.

ENGAGE STAKEHOLDERS
Public authorities are complicated enterprises filled with critical constituencies whose interests must be carefully identified and addressed. Transactions must enhance key constituents’ experience.

WELL-FRAMED AND TAILORED OPTIONS
No one structure or approach will always be correct. Project sponsors deserve to see a range of ownership and management options. Visibility and transparency in decision-making mandate that options be objectively assessed and evaluated, without bias or prejudice with regard to delivery structures.

PROTECT GOVERNMENT CONTROL OF CRITICAL MATTERS
Decreased expenses and/or increased revenues can be accomplished without loss of government control of critical decisions.

FOCUS ON SERVICE QUALITY AND PERFORMANCE
Service level agreements associated with an action should always increase the quality of the asset experience.

Methodology

JLL will work closely with the City to set the stage for a successful transaction structuring and implementation process. This includes a wide variety of tasks and activities, including, but not limited to, the following:

a) P3 Assessment Management Plan

JLL will provide a P3 assessment management plan to project sponsors, advising on the execution of all activities needed to successfully finalize the P3 analysis. This involves development of an engagement Gantt chart, including the scheduling of stakeholder and sponsor meetings, as well as a formulation of a quality assurance and control plan.

b) Kick-Off Meeting

During Project Kick-Off, the JLL team will work with Project owners and designated stakeholders to clarify and prioritize specific Project goals and needs, as well as to identify critical transaction parameters. This includes identifying areas where the City wishes to retain control, as well as areas where there may be opportunities for shared risks and rewards. It likewise includes an assessment of key project risk elements (such as labor, easements, etc.) so that they can be incorporated in a standard P3 risk matrix that will serve as the basis for the P3 assessment.

To this end, JLL will organize and participate in a one-day meeting with key stakeholders (identified by the City) where the following, amongst other issues, will be discussed:

- Capturing project core mission and values;
- Prioritizing project objectives and technical requirements;
- Analyzing past performance and lessons-learned;
- Assessing key project risks and potential transfer/mitigation strategies;
- Evaluating the City's desired level of control of certain project parameters;
- Reviewing Project funding and financing constraints and opportunities (including value-capture);
- Assessing any potential labor and workforce issues;
- Evaluation of stakeholders and stakeholder management plans;
- Assessing opportunities for private sector innovation and cost-savings;
- Discussing key performance indicators (KPI's);
- Review of Private Sector relevant experience / interest / market;
- Overview of available data and information;
- Other

As a result of the initial workshop, JLL will identify key transaction structuring parameters and develop a due diligence and data gathering plan.

c) Data Gathering & Due Diligence

The JLL team will conduct a multi-disciplinary (financial, technical, regulatory, etc.) evaluation of the Project to identify key risks and opportunities, as well as to assess the Project's overall technical, financial and operational viability. Amongst others, the JLL Team will undertake due diligence in the following areas:

- **Cost and Funding Forecasting:**

JLL will evaluate the City's projected development costs, funding sources and capacity, and alternative funding/financing sources. This will include analysis of the project scope and size, available fee revenues, alternative funding sources, available land for development, construction and operating cost estimates, value-capture and monetization opportunities, duration of a potential P3 partnership, etc. This information will form the baseline against which to evaluate the viability of any P3 structures. JLL will also access cost estimation data from our past performance of overseeing development of similar facilities.

- **Enabling Framework:**

Although JLL does not provide legal services, our team of experts will undertake a high-level assessment of the existing enabling framework for Public-Private-Partnerships in Florida to determine whether there are any legislative impediments or constraints that may limit the range of potentially viable finance and delivery structures. We will likewise familiarize ourselves with any critical regulatory and/or tax issues that could impact potential funding and/or costs associated with the project. JLL understands the laws in the state of Florida that govern P3s and will assist the City in developing a project governance framework that will help to expedite

any required approvals from the State. Some of the key factors that JLL will consider alongside the City include:

- Justification of any ground leases with a term lasting more than 40 years
- Adequate protection of the City's interests under any ground lease or project agreement
- Project debt of 30 years or less
- A demonstrated debt service coverage ratio of at least 1.2 for each project
- Limited or zero impact on the City's credit rating from the execution of a ground lease or project agreement
- Identification of a private partner who is well qualified and has adequate funds in reserve
- **Technical & Operational Framework:**

The JLL team will gather data on the technical and operational characteristics of the Project to identify key construction and operational risk elements, as well as any potential value-capture opportunities.
- **Funding and Financing Framework:**

JLL will undertake due diligence to outline possible alternative funding and financing options. This will involve the development of a project finance structure, including an analysis of funding sources and financing structures (not-for-profit models, private debt, equity structures, hybrid, etc.), considering a variety of factors, such as coverage ratios, tax obligations, risk profiles, compensation structures, etc. JLL will also undertake financial modelling to assess the viability of different structures.
- **Market Assessment:**

JLL will perform market testing to assess investor/developer/operator appetite for the Project as a potential P3, receiving feedback as to required key deal parameters and/or guarantee structures. This will likewise include an assessment of market willingness to accept potential compensation mechanisms (availability payments, usage payments, etc.)

d) P3 Viability Analysis

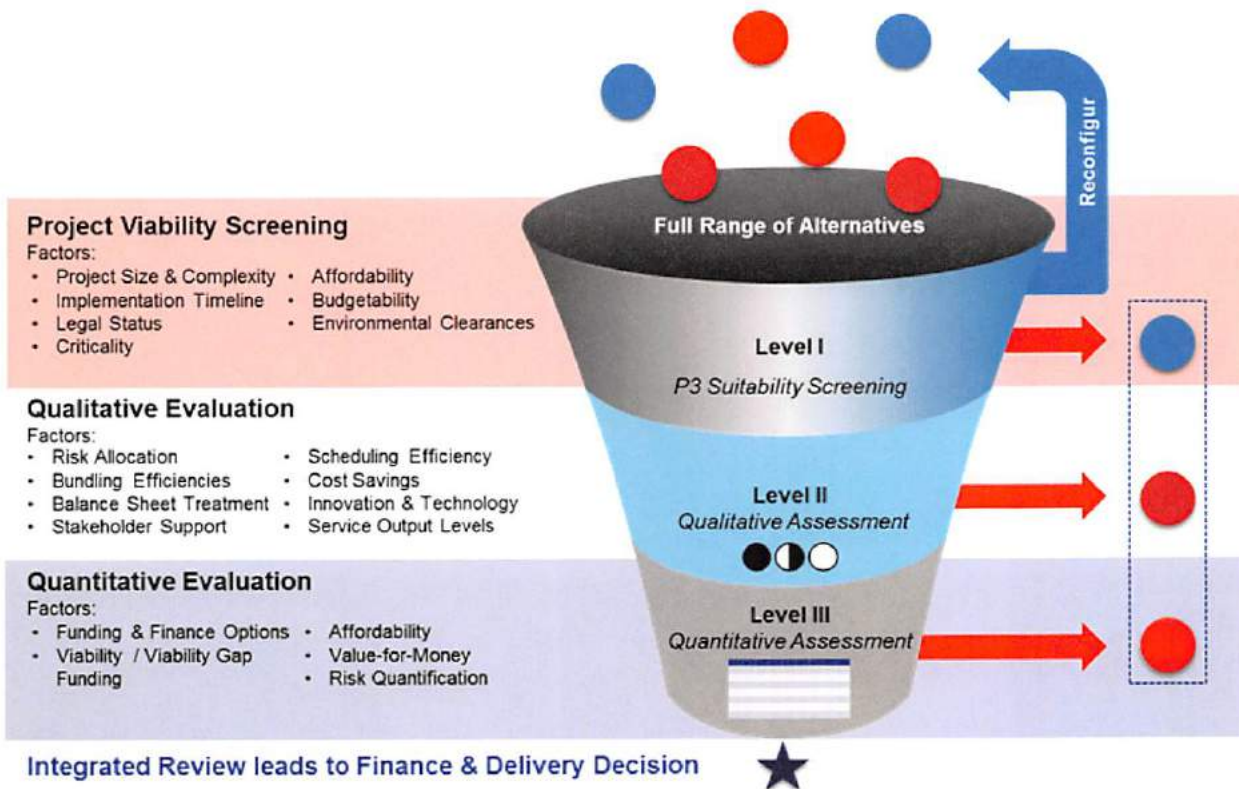
On the basis of the Data Gathering and Due Diligence findings, JLL will undertake a P3 Viability Assessment. JLL will conduct a high-level qualitative and quantitative feasibility analysis and compare potential alternative finance options, particularly Public-Private-Partnership structures, such as Lease-leasebacks, Design-Build-Finance(DBF), and Design-Build-Finance- Maintain (DBFM) (including private financing, blended financing, and tax-exempt options), amongst others. The assessment will include a financial model that will serve as the baseline for the quantitative options analysis. This analysis will help inform future project scoping and risk allocation in a P3 structure.

JLL does not believe in a one-size-fits-all approach to P3, nor do we proselytize the use of P3 or of any particular contract type. Instead, we work to customize innovative solutions to meet the unique requirements of our clients based on their environment, mission, and financial needs. Our methodology provides the City with a broad range of customized finance and delivery solutions to address their unique infrastructure and service needs, objectively analyzing them on a qualitative and quantitative basis to help select the structure that best meets the City's strategic and operating objectives. In broad strokes, JLL will assess project viability against a range of infrastructure finance

and delivery options, such as those indicated from the middle to right of the spectrum indicated below:



The Viability Analysis itself essentially responds to a baseline P3 viability screening process, whereby JLL will evaluate diverse **financing delivery structures on a qualitative and quantitative basis**, allowing Project sponsors to compare and contrast the anticipated benefits and costs of each approach. The qualitative analysis will include considerations such as implementation timeline, Project lifecycle bundling efficiencies, scheduling efficiencies, life-cycle asset management, potential cost savings, innovation and technology, monetization and revenue generation, risk allocation/mitigation, tax treatment, balance sheet considerations, market interest, legal risks/constraints, etc. The quantitative analysis will include financial modelling to assess the financial viability of the proposed structure. The analysis will also identify and evaluate possible payment mechanisms.



The P3 Viability Assessment will be presented in the form of a report, with JLL offering project owners its assessment as to which P3 options could be viable and which would unlikely meet market requirements. Potential structures will be presented in a manner to allow project owners and stakeholders to understand baseline transaction issues, such as scope of services, term of the agreement, risk allocation (risk matrix), and financial thresholds and compensation structures. JLL will also offer its recommendation as to the optimal contracting modality for this Project, taking into consideration owners previously stated priorities and objectives.

Prior to delivering the final report, JLL shall hold a half day workshop with Project sponsors and other designated stakeholders to review the draft report and discuss the analysis. The workshop will also serve to identify any areas of the draft report that need additional clarity and/or explanation.

The final P3 Viability Assessment will also include a high-level implementation timeline of the recommended approach, P3 transaction process and guidelines, as well as recommendations for stakeholder engagement and strategic management. The final P3 Viability Assessment will form the basis of developing the transaction.

Once the finance and delivery model has been selected and approved by the City, we will begin to develop the solicitation, which encompasses several steps. Of most importance is a detailed transaction structuring, which is an iterative process, in order to determine the key deal parameters.

e) Detailed Transaction Structuring

Prior to issuing a solicitation, the City will need to finalize the draft deal structure. JLL will work with the City to evaluate and determine transaction terms and conditions, including (but not limited to the following):

- a. Scope of services
- b. Term of the concession
- c. Risk allocation
- d. Capital improvement obligations (and future investment triggers)
- e. Operating Standards and Service Levels (performance metrics)
- f. Financial thresholds and compensation structures
- g. Employee treatment (if relevant)
- h. Conditions Precedent to contract entry into force
- i. Financial Obligations
- j. Payment obligations
- k. Insurance requirements
- l. Termination clauses (including compensation)
- m. Relief events (including remedies)
- n. Performance securities
- o. Shareholder requirements (including transfers)
- p. Dispute resolution
- q. Lender rights (including step-in clauses)
- r. Contract governance and oversight framework (including funding)
- s. Procurement strategy (incentive structure)
- t. Other

Item 4.6

RFQ Item 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).

JLL Response: Our process for evaluating a traditional competitive solicitation as a request for proposal mirrors many of the steps outlined in RFQ Item 4.5, as the process described therein contemplates the evaluation of a specific project across multiple project delivery modes including traditional Design-Bid-Build or various P3 structures. As such, much of the process outlined above related to due diligence, cost and risk analysis and evaluation of options applies here as well.

The following is a high-level summary of three main phases that the JLL Team would undertake: project preparation, procurement process and the selection and award phase.

- a) **Project Preparation:** this phase includes the preparation of the project as it relates to design and architectural requirements, constructability, environmental and funding aspects of the project. The advisors will work closely with City officials to ensure the design of the project is completed and environmental assessment, constructability, and space programming, among other tasks are developed prior to the procurement process. This phase will also include final cost estimation of the project. Advisors will ensure that all construction documents are completed.
- b) **Procurement process:** this phase pertains the launch and management of the procurement process for the construction of the project. The advisors will work with City officials to determine whether the procurement should be a lower price tender or a value-based procurement. Advisors will also assist the City in conducting a pre-proposal meeting and site visits, if needed.
- c) **Selection and Award Process:** during this phase, the advisors will provide assistance with the evaluation of proposals. The evaluation of proposals will require assessments of the pass and fail components, technical and price evaluations. As part of the pass or fail evaluation the advisors will assess completion and submission of all City requirements including insurance and construction bonds, among others. Advisors will make sure the process is conducted in accordance to City ordinances and guidelines and all transparency requirements are met.

Item 4.7

RFQ Item 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.

JLL Response: As outlined throughout our proposal, the JLL team has deep experience working with public sector agencies. As such, the team has experience with a variety of pricing models which are outlined as follows:

Flat Fee

The JLL team will work with the City to establish a flat fee, never to exceed cost for each project sought. If desired, this will include an anticipated hourly buildup that will provide rationale for the flat fee presented. The City and the team will come to an agreement on total compensation at the outset.

Commission-Based Fees

Upon the determination that a P3 is the preferred delivery method, the JLL team is happy to determine how to proceed upon a commission based exercise whereby the Team would look to the selected developer for the payment of an agreed-upon commission, usually calculated utilizing a 3-4% fee of the net present value of the total project cost. Should the City prefer this type of arrangement, JLL would agree to rebate a portion up the entirety of consulting fees paid by the City. As such, for a successful project, the City would incur less to no out-of-pocket costs.

Hourly Rates

We provide standard hourly rates as follows below. Staff assigned will be determined on a project-by-project basis under this engagement.

JLL Hourly Rates

Title	Hourly Rate
Managing Director	\$475
Executive Vice President	\$425
Senior Vice President	\$375
Vice President	\$350
Senior Associate	\$275
Associate	\$225
Senior Analyst	\$190
Analyst	\$175

Subcontractor: CPM Hourly Rates

Title	Hourly Rate
P3 Technical Project Manager	\$212.50
Senior Project Technical Advisor - Engineering	\$180
P3 Technical & Procurement Advisor	\$165

Subcontractor: BEA Hourly Rates

Title	Hourly Rate
Program Manager	\$240
Principal	\$240
Senior Project Manager / Senior Consultant	\$240
Quality Assurance Officer	\$222
Senior Project Designer/Planner	\$222
Project Manager	\$222
Senior Architect	\$213
Senior Engineer (i.e., Civil, Electrical, Mechanical, etc.)	\$213
Senior Cost Estimator	\$213
Senior Construction Manager	\$213
Construction Manager	\$186
Architect	\$186
Engineer (i.e., Civil, Structural, Mechanical, etc.)	\$186
LEED Administrator	\$126
Senior Technical Support (licensed)	\$117
Junior Engineer/ Architect/Designer/Illustrator	\$117
Project Scheduler	\$117
Senior CADD/REVIT	\$117
Senior Technical Support (non-licensed)	\$96
CADD/REVIT	\$96
Administrative/Clerical	\$78

Item 4.8

RFQ Item 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.

JLL Response: JLL is providing an expert team with all the requisite skills and longevity to deliver exceptional analysis and work product for the complex multidisciplinary requirements of this project. Our team features a unified chain of command that provides a seamless approach to service delivery and promotes efficient and effective internal team communications.

Due to page limitations, we provide resumes in **Appendix D** and relevant projects in **Appendix E**.

Name	Experience and Relevant Expertise
Lindsay Stowell, EVP	<ul style="list-style-type: none"> 18+ years of industry experience 11+ years of P3 expertise
Jeremy Becker, SVP	<ul style="list-style-type: none"> 7+ years of experience in real estate transaction advisory, public land redevelopment, and P3 advisory/ Florida P3 projects
Emily Crutcher, VP	<ul style="list-style-type: none"> 8+ years of P3 expertise; background in local & regional P3 projects
Ryan Nunes, EVP	<ul style="list-style-type: none"> 14 years of real estate and P3 advisory experience, particularly in Florida Expert in maximizing value of publicly owned properties via public sector portfolio strategy development and execution
David Diaz, Market Lead	<ul style="list-style-type: none"> 12+ years of project management and architecture experience JLL’s Project and Development Services Market Lead in Florida
Michael Hoffstrom, Associate	<ul style="list-style-type: none"> 9 years of experience in real estate and 5+ years advising on P3 and development
David Alvarez, VP CPM	<ul style="list-style-type: none"> 19+ years of project development, P3, and public sector expertise
Eduardo Torres, PE, CPM	<ul style="list-style-type: none"> 20 years of project planning & construction experience for private and government clients
Zaida Roshandel, CPM	<ul style="list-style-type: none"> 25+ years of planning and management of capital and real estate development projects
Bruno-Elias Ramos, BEA	<ul style="list-style-type: none"> 30+ years of experience Industry leader in innovative state-of-the-art facilities in planning and design
John Colao, BEA	<ul style="list-style-type: none"> 30+ years of architectural and construction experience
Armando Trujillo, BEA	<ul style="list-style-type: none"> 32+ years of experience as a registered architect in Florida

Items 4.9 & 4.10

RFQ Item 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.

JLL Response: We propose the same staff for this item as proposed for RFQ Item 4.8 P3 Projects; please refer to the prior section.

RFQ Item 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.

JLL Response: As an industry leader in P3 and related advisory services, JLL does not believe in a one-size-fits-all approach to P3, nor do we proselytize the use of P3 or of any particular contract type. Instead, we work to customize innovative solutions to meet the unique requirements of our clients based on their environment, mission, and financial needs. Our methodology provides the City with a broad range of customized finance and delivery solutions to address their unique infrastructure and service needs, objectively analyzing them on a qualitative and quantitative basis to help select the structure that best meets the City's strategic and operating objectives.

Opportunity for consideration: new procurement methods such as Progressive Design-Build and/or Progressive P3s represent an opportunity that can save time and money to the City/CRA when procuring or delivering a project. These two methods can be applied depending on whether the project is a traditional or a P3 procurement. Under these methods the City/CRA will be able to select a preferred proponent for the projects based on the qualifications of the proponent; thus, significantly reducing the time and cost of a lengthy procurement process. Subsequently, the selected proponent will work collaboratively with the City/CRA to finalize design, programming, and full scope of the project and refine the cost estimations of the project and gain a clear understanding of feasibility. In addition, these two procurement alternatives will allow the City/CRA to shift some of the costs of project preparation to the proponent and to work collaboratively in the full development of the project, which saves time and funds to the City/CRA and proponent. These methods have been used successfully around the U.S. and our team is experienced in conducting these procurement methods.

Our team is uniquely qualified to serve as P3 Advisor, bringing ample experience in P3 projects across different sectors including social infrastructure in Florida; unparalleled real estate capabilities and significant experience in mixed-used projects; knowledge and experience about hybrid P3 projects that mix significant real estate components and public infrastructure or buildings; Notable local presence and knowledge including intimate familiarity with key projects for the City/CRA; a diverse team that includes leading Florida-based certified minority firms with proven expertise and real P3 experience; a team at the forefront of innovative procurement practices and techniques for traditional and P3 projects.

Item 4.11

RFQ Item 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.

JLL Response: JLL has extensive relevant experience providing real estate development services to large portfolio users in both the public and private sectors. A small sample of public agencies for whom the JLL Team has performed similar services includes Miami-Dade County, City of Napa, City of San Diego, the Port of San Diego, Napa County, Marin County, San Mateo County, UC Merced, UCSF and the states of Oregon, Colorado and Tennessee. JLL is also the real estate advisor to many of the largest corporations in the world including Google, Kaiser Permanente, Cisco, Bank of America, among others.

JLL has led multidisciplinary teams on many large public development projects and the City's expected scope of work for this engagement is the type of complex assignment where JLL, with its extensive resources, excels. For the City's scope of services, JLL and its sub-contractors CPM and BEA provide the City with proven expertise in master planning; mixed use development; governmental facilities; expertise in all development structures (traditional and P3); market analysis; highest and best use analysis; development feasibility analysis; value for money and risk analysis; community outreach; change management, workplace strategy; programming for government uses; facility management; cost estimating; and construction management.

Our collective team strength is unparalleled and provides an integrated project team with local roots and an international reach with extensive relevant experience in all the specialized skills required for projects expected under this engagement. We bring extensive relevant expertise supporting the planning, design and development needs of cities and other public organizations and our team is prepared to work seamlessly to integrate our skills and specialized expertise.

Our subcontractor CPM is uniquely qualified to serve as advisor on traditional projects, bringing the following expertise:

- i. Significant experience as Owner's Representative for traditional procurements across sectors including commercial developments and government buildings.
- ii. Unparalleled real estate capabilities and significant experience in mixed used projects.
- iii. Notable local presence and knowledge including intimate familiarity with key projects for the City/CRA.
- iv. Diverse team that includes a leading Florida-based certified minority firm with a proven track record as Owner's Rep for traditional projects.
- v. Team at the forefront of innovative procurement practices such as Design-Build and Progressive Design-Build and value-based procurements.

Appendix A:
Item 4.12

RFQ Item 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.

JLL Response: The JLL Team has no known conflict of interest for this engagement with the City.

Statement regarding conflict of interest: Other business units and personnel of Jones Lang LaSalle advise and represent various and changing owners and investors regarding commercial property in the relevant area and will continue to do so including under pre-existing contracts. Based on the information currently available regarding the scope and subject of our services under this contract, we believe no actual conflicts of interest exist, but Jones Lang LaSalle cannot determine at this time whether any of these other engagements might pose a potential conflict. Jones Lang LaSalle will make prompt disclosure if any such conflicts become apparent in the future, and take reasonable actions necessary to mitigate such conflicts to the City's satisfaction (such as establishing conflict wall procedures in addition to the Contract's confidentiality requirements and at Jones Lang LaSalle's discretion, terminating the conflicting engagement). The City may terminate for convenience a conflicting assignment under the Contract if it deems so necessary.

Appendix B:
Item 4.13

RFQ Item 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.

JLL Response: We provide this information following this page.

COMPANY PRIVATE – CONFIDENTIAL COMMERCIAL INFORMATION – TRADE SECRET

Continuation Sheet

City of Riviera Beach | Solicitation No. 1020-21-1 for Public-Private Partnership Advisors
Jones Lang LaSalle Americas, Inc. – EIN # 36-4160760

RFQ Item 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.

Jones Lang LaSalle Americas, Inc. has been an experienced federal government contractor for more than a decade and complies with all related regulations. No senior officers have been the subject of any criminal conviction. Neither it nor any principal has ever been suspended or debarred by any government entity. It has a sophisticated Code of Conduct, Ethics and Compliance program that pre-dates and complies with the Federal Acquisition Regulation requirements. Neither Offeror, nor any officer or principal to the knowledge of the Legal Department is a party to any cases alleging criminal liability.

Our annual revenue is about \$10.5B, and offeror has over 30,000 employees nationwide. As is typical for a company of that size, Jones Lang LaSalle Americas, Inc. is a party in various litigation matters arising in the ordinary course of business. To the extent that matters rise to a level of materiality to the parent, they are disclosed in the filings with the SEC. There are none listed in the Forms 10K for FY 2011 - 2019. Most of the cases are premises liability claims that arise from the company's engagements as a manager of property or facilities, usually in an agency capacity. Almost all such cases are covered by indemnity of the property owner. Most cases are covered by insurance. There are also some cases where we are a creditor in a bankruptcy proceeding, or plaintiff suing to collect fees earned, usually against non-client property owners. Jones Lang LaSalle Americas, Inc. from time to time does have disputes with some subcontractors and clients. In addition, as a licensed real estate broker subject to regulation by licensing bodies in virtually all U.S. states, JLL is also subject to periodic regulatory audits and related investigations. JLL can provide additional information with respect to any of these matters upon request.

Calif. St. U. v. JLL Americas Inc. et. al, Dkt. No. 111CV214032 (Ca. Super. Ct., Santa Clara Co.), filed November 30, 2011 that included a count for breach of contract based on facts that occurred in about 2003. This arose from our contract to provide owner's representative services on a construction project. The plaintiff / owner alleged we had obligations to manage the prime contractor and sued us jointly along with that prime (Clark Constr. Co.). JLL vigorously disputed any liability. Settlement was reached and approved by the court. This case was dismissed on July 23, 2015.

CNH Industrial America LLC v. Jones Lang LaSalle Americas, Inc., No. 16-3800 (7th Cir. 2018), the Court, affirmed a judgment on behalf of the plaintiff, CNH Industrial America, LLC and against JLL for breach of contract for warranty failure by signage subcontractor. The gist of the complaint was an alleged failure to properly supervise the subcontractor rather than JLL's own performance. The client continued to have us work on the project despite the alleged breach. The contract was eventually terminated for convenience by mutual consent of the parties' months after the litigation was filed. JLL is pursuing indemnification from the signage subcontractor.

Like any company that employs over 30,000 people, we have complaints and charges made by employees from time to time which may be investigated by a government employment-law related agency (e.g. federal EEOC or NLRB). The company has never been found liable for any employment charge after a full adjudication. Most are dismissed by the cognizant government agency (e.g. EEOC). Only for 3 cases in the

COMPANY PRIVATE – CONFIDENTIAL COMMERCIAL INFORMATION – TRADE SECRET

Continuation Sheet

City of Riviera Beach | Solicitation No. 1020-21-1 for Public-Private Partnership Advisors
Jones Lang LaSalle Americas, Inc. – EIN # 36-4160760

past ten years has such an agency entered a finding of cause. None of these matters have risen to the level of materiality and most matters are dismissed by said agency.

None of the matters would impair our financial health or capacity to perform any contract. None involve allegations of a crime. None are claims against or by a governmental entity, other than one routine fee collection matter.

JLL Americas Inc., was informed in March 2016 of an investigation regarding the federal Civil False Claims Act being conducted by the OIG for a client regarding unstated amounts of potentially erroneous billings for utilities at a retail property that JLL manages where client is a tenant. JLL is cooperating in the investigation. We believe JLL has acted appropriately in this matter and that the investigation will reveal no improper conduct. No conclusions or reports have been issued. In fact, no allegations have been made. The cognizant US Attorney's Office has indicated that it planned to withdraw its prior joinder in the investigation.

While not an investigation, we disclose the following for complete candor although it is not a "civil charge" or covered by FAR 52.209-5 (a)(1)(C), and it was dismissed with prejudice on January 26, 2016. On about August 15, 2014 Cayahoga County, Ohio filed a civil suit for money damages against a number of parties including Jones Lang LaSalle Inc. ("the Parent Company"), which is the owner of contractor / offeror Jones Lang LaSalle Americas Inc. That civil suit alleged that the Parent Company was liable for unspecified money damages because the Parent Company "knew or should have known" of other facts that the complaint alleges occurred in 2003 and 2004. That civil suit contended those facts comprise bribery and other crimes by a subsidiary of The Staubach Company. However, the Parent Company did not purchase The Staubach Company until 2008 or have any other relationship with it other than as a competitor. Even upon acquisition The Staubach Company was not merged into the Parent Company, but remained a separate legal entity and indirect subsidiary. The complaint did not allege any facts related to the Parent Company to support its knowledge of the alleged bribery or crimes at any time, or any basis for vicarious liability of the Parent Company for acts of an indirect subsidiary's employees, much less for any acts that pre-dated the purchase. The complaint did not allege civil fraud against the Parent Company. The Parent Company was not aware of any government action or allegations related to the matter prior to the purchase. No JLL company has been charged with any criminal violation related to the matter.

On September 10, 2014, parent company, JLL Incorporated settled an SEC enforcement action regarding the late filings of forms that disclose changes in ownership of stock owned by executive officers and directors. These forms are required to be filed within two business days after the changes in stock ownership take place. JLL was part of a broader compliance sweep by the SEC of dozens of individuals and entities. All of JLL's filings included as part of the settlement related to restricted stock units granted to officers and directors as part of JLL's equity compensation plans. JLL neither admitted nor denied the findings by the SEC regarding JLL's filings. The filings are administrative in nature and the enforcement action never alleged any fraud or intent to violate the law. JLL is pleased to have resolved this matter and has put in place new processes to improve its future compliance with the SEC's filing rule.

Appendix C:

Item 4.14

RFQ Item 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.

JLL Response: We provide this information following this page.

COMPANY PRIVATE – CONFIDENTIAL COMMERCIAL INFORMATION – TRADE SECRET

Continuation Sheet

City of Riviera Beach | Solicitation No. 1020-21-1 for Public-Private Partnership Advisors
Jones Lang LaSalle Americas, Inc. – EIN # 36-4160760

RFQ Item 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.

Licensing

1. Brokers working for Jones Lang LaSalle Americas, Inc. were investigated by the Idaho Real Estate Commission involving an August 30, 2011 advertised property listed by a Brokerage office in Nampa, Idaho. The advertised property was listed without a license to list or sell property in Idaho. The Broker of record notified the Idaho Real Estate Commission in December 2011 that he moved to Minnesota, but Idaho Code requires the broker to appoint a manager and notify the Commission if broker will be absent from the Brokerage more than 21 or more consecutive days. This matter has been resolved.
2. A Pennsylvania Real Estate Commission administrative investigation resulted in a fine of \$1,500 for each of Jones Lang LaSalle Brokerage, Inc. and Jones Lang LaSalle Americas, Inc. for (a) failure to maintain a required branch office license, and (b) failure to maintain a list of brokers who worked out of such branch office. As of July 2017, this matter has been resolved.
(Open - 1/19/2017; closed 7/17/2017; each entity fined \$750 each)
3. In 2018, a Nevada general building contractor license of Jones Lang LaSalle Americas, Inc. was suspended when the qualifier for that license left the employ of the company. The company has found a replacement qualifier and now has an active license. This was not a violation.

Environmental

1. 2012 – Jones Lang LaSalle managed a client site in California that was cited for non-compliance with State air permitting requirements when the team allowed an air permit to expire. The permit was for a diesel fueled emergency generator, which was renewed immediately upon receipt of the notice.
2. 2012 – In Connecticut, an operating team failed to notify the municipal environmental authority of a small spill of water containing glycol (antifreeze) at a client site. The spill occurred because of a pipe failure and although an emergency cleanup was completed, the municipality required a formal notice of the event.
3. 2013 – The NYC Environmental Control Board issued a violation for failure to provide a facility chemical inventory form. The inventory form was submitted, and the fines have been paid.
4. 2015 – Jones Lang LaSalle was issued a violation by the County of Riverside, CA, Department of Environmental Health for failure to submit a Hazardous Materials Business Plan. The plan was submitted, and the fines were paid.
5. On July 9, 2018, Illinois Environmental Protection Agency, Bureau of Air, issued a violation notice to Jones Lang LaSalle Americas, Inc. for failure to submit the Annual Emissions Report for calendar year 2017 by the due date of May 1, 2018. JLL submitted the report in August and paid a fine of \$2,000. The matter was resolved on September 10, 2018.

COMPANY PRIVATE – CONFIDENTIAL COMMERCIAL INFORMATION – TRADE SECRET

Continuation Sheet

City of Riviera Beach | Solicitation No. 1020-21-1 for Public-Private Partnership Advisors
 Jones Lang LaSalle Americas, Inc. – EIN # 36-4160760

OSHA

OSHA (<http://www.osha.gov/pls/imis/establishment.html>) inspectors completed inspections in locations managed by JLL. Of those inspections, the following led to violations of our firm and fines paid. Other than the citations below, there have been no significant enforcement notices, fines or prosecutions within the past ten years.

Activity	Date Initiated	Date Completed	RID	State	SIC	NAICS	Violations*	Ongoing
1453274.015	12/30/2019	07/06/2020	0950615	CA		531120	1S, 2O	No
1354246.015	10/18/2018	05/15/2019	0522000	OH		561790	1S	No
1300164.015	03/07/2018	09/21/2018	1054114	OR	6531	531312	3S	No
1273272.015	10/24/2017	04/17/2018	0524200	IL		531312	1S	No
1190289.015	11/10/2016	03/29/2017	0257220	PR		541330	1O	No
1166767.015	07/29/2016	03/07/2017	1055320	WA		531210	1S, 1O	No
1141115.015	04/19/2016	08/16/2016	1055320	WA		531390	1O	No
1133997.015	03/22/2016	08/01/2016	0522000	OH		531120	2S	No
1098774.015	10/15/2015	06/03/2016	0523400	WI		561790	1S	No
1075333.015	07/02/2015	09/23/2015	0454712	TN		561210	1S, 1O	No
1070355.015	05/07/2015	11/04/2015	0552651	MI		236220	1S	No
1048005.015	03/20/2015	05/25/2016	0552652	MI		531120	1S, 2O	No
1044554.015	03/05/2015	02/03/2016	0522300	OH		811310	1S	No
317424380	08/13/2014	08/13/2014	1055320	WA	6531	531210	2O	No
897824015	03/27/2013	04/23/2013	0524200	IL		561790	1S	No
315533216	03/07/2013	09/24/2013	0950631	CA	7349	561720	1O	No
889144015	02/14/2013	05/08/2013	0524200	IL		238220	2S, 1O	No
315735092	01/24/2013	05/06/2013	0552630	MI	8999	541690	8O	No
315531582	11/08/2012	02/22/2016	0950631	CA	6531	531390	1S, 2O	Bo
315793653	10/01/2011	04/30/2012	0214200	NJ	7349	561790	1S	No

*S-Serious, W-Willful, R-Repeat, O-Other

Employment matters

Like any company that employs over 30,000 people, we have complaints and charges made by employees from time to time which may be investigated by a government employment-law related agency (e.g. federal EEOC or NLRB). The company has never been found liable for any employment charge after a full adjudication. Most are dismissed by the cognizant government agency (e.g. EEOC). Only for 3 cases in the past ten years has such an agency entered a finding of cause. None of these matters have risen to the level of materiality and most matters are dismissed by said agency.

Appendix D:
Resumes

Appendix D: Proposed Staff Resumes

JLL Team Organization Chart

JLL is providing an expert team with all the requisite skills and longevity to deliver exceptional analysis and work product for the complex multidisciplinary requirements of this project. Our team features a unified chain of command that provides a seamless approach to service delivery and promotes efficient and effective internal team communications.

JLL and each of our partner firms will be supported by the breadth and depth of each respective organization as needed throughout this engagement with the City.




JLL Team


Leadership and Subject Matter Experts




Lindsay Stowell
Executive Vice President
JLL Public Institutions




Jeremy Becker
Senior Vice President
JLL Public Institutions




Emily Crutcher
Vice President
JLL Public Institutions



Ryan Nunes
Executive Vice President
JLL South Florida



Michael Hoffstrom
Associate
JLL Public Institutions



David Diaz
Market Lead
JLL Project & Development

Subcontractor Partner: CPM



David Alvarez
Vice President
CPM Strategic Advisory

Eduardo Torres
Engineer / Technical Advisor

Zaida Roshandel
Senior Technical Advisor

Subcontractor Partner: BEA



Bruno-Elias Ramos
Principal-in-Charge
Registered Architect

John Colao
Senior Architect / Project Coordinator

Armando Trujillo
Vice President, Deputy Project Mgr.

JLL Team Resumes

We provide resumes of our proposed staff following this page.

JLL

- **Lindsay Stowell**, Executive Vice President | Project Co-Lead
- **Jeremy Becker**, Senior Vice President | Project Co-Lead
- **Ryan Nunes**, Executive Vice President | JLL South Florida Lead
- **David B. Diaz**, Market Lead | JLL Project & Development Services
- **Emily Crutcher**, Vice President | Public Institutions / P3 Subject Matter Expert
- **Michael Hoffstrom**, Associate | Public Institutions / P3 Subject Matter Expert

Subcontractor: CPM

- **David Alvarez**, Vice President Strategic Advisory Services
- **Eng. Eduardo Torres**, Engineer & Technical Advisor
- **Zaida Roshandel**, Senior Technical Advisor

Subcontractor: BEA Architects

- **Bruno-Elias Ramos**, AIA, GC, NCARB, LEED AP
- **John Colao**, AIA, GC, NCARB
- **Armando Trujillo**, AIA, LEED AP BD+C

Lindsay Stowell

Executive Vice President, JLL Public Institutions

Current Responsibilities

Ms. Stowell is an Executive Vice President in JLL's Public Institutions group. She serves clients in government and higher education sector across the U.S., advising on all aspects of large-scale real estate and public-private partnership (P3) programs and transactions. Areas of expertise include P3 policy and procedure development, project strategy and feasibility analysis, financial modeling, transaction marketing, procurement strategy, RFQ and RFP development, financial structuring, term sheet development, legal document review and negotiation support

Experience

Ms. Stowell has over 18 years of finance and consulting experience including 11 years advising the public sector on P3s. Her experience ranges from P3 strategy and program development to transaction advisory for projects spanning K-12 schools, courthouse, prison, hospitals, laboratory facilities, student housing, hotels, central utility plant, and wastewater treatment plant.

Prior to joining JLL in September 2018, Ms. Stowell was a Director in the infrastructure advisory practice at KPMG and a P3 specialist at IFC. Her responsibilities in these roles included developing client relationships and leading teams in the analysis and implementation of strategic assignments and P3 transactions. Representative experience includes the following:

- Advised on the first K-12 P3 in the U.S., which closed in December 2020. Helped to structure the transaction, evaluate proposals and negotiate the project agreement for the design, construction, financing, operations and maintenance of 6 middle schools worth a capital value of \$480M+.
- Advised Purdue University over the course of 4 years to develop and execute a P3 strategy, which involved stakeholder engagement and education, screening of multiple projects for P3 suitability, developing P3 transaction strategies and advising on two significant DBFOM P3 projects that reached financial close: a \$100+ million student housing development and a \$72 million campus redevelopment DBFOM P3.



Representative Clients

- Prince George's County Public Schools
- Purdue University
- Purdue Research Foundation
- Fort Worth Independent School District
- University of Massachusetts
- University of Cincinnati
- Texas Tech University
- University System of New Hampshire
- University of Chicago
- City of Indianapolis
- The State of Michigan
- Indiana Regional Development Authority
- Amtrak
- Indiana Finance Authority
- Indiana Department of Transportation
- Ohio Department of Transportation
- Grenada Ministry of Finance
- Honduras Ministry of Health
- Jamaica Ministry of Finance

Achievements

- 18+ years of total experience
- 11+ years of P3 experience
- 2+ years with JLL

- Led the pre-transaction feasibility study and RFQ stage of the procurement for a consolidated laboratory facility in the State of Michigan.
- Advised the City of Indianapolis on the commercial and financial structure of the Consolidated Justice Center P3.
- Provided P3 advisory services to the University of Massachusetts President's Office including assisting with the development of a P3 screening framework and providing advice related to the Dartmouth campus student housing P3 development.
- While at the IFC, she advised on P3 projects related to a hospital in Grenada, a portfolio of diagnostic imaging centers in Honduras, a light rail system in Jordan, and a wastewater treatment plant in Jamaica.
- Advised several clients on the development and implementation of their first P3 project.
- Frequent speaker at P3 conferences and education sessions nationally.

Education and Affiliations

Ms. Stowell graduated with a B.S. in Finance from the University of Illinois. She later earned an M.A. in International Relations and International Economics from Johns Hopkins University. Ms. Stowell is a coordinating member of the Women's Infrastructure Network.

*Jeremy Becker***Senior Vice President, Public Institutions****Current Responsibilities**

Mr. Becker is a Vice President in JLL's Public Institutions (PI) group. Having joined the firm in May 2013, he is located in Atlanta, GA, where he leads PI's business development and execution efforts in a nine-state area in the Southeast. Working closely with other JLL service groups, he assists in building our government specialty to provide real estate strategy, financing, development and transaction services to public and private sector clients.

Mr. Becker's current accounts include the City of Marietta Georgia, for whom he has been advising on a significant redevelopment; DeKalb County Georgia where he is one of the County's real estate brokers of record and has undertaken a significant master planning endeavor; Macon-Bibb County Georgia for whom he provides public-private partnership advisory services; the Lexington Fayette Urban County Government in the relocation of their Government Center; and public-private partnership advisory for the University of Florida.

Experience

Prior to joining JLL, Mr. Becker was the Southeast Political Director for the American Israel Public Affairs Committee (AIPAC). In this capacity, he maintained contact with Congress Members and candidates, tracking issues affecting U.S.-Israel relations and leading educational briefings to Senate and House candidates. Community educational programs related to local, national, and international political issues.

Mr. Becker has practiced law with Renzulli, Piscioti & Renzulli, LLP, in New York, NY, where he handled products liability, insurance coverage, and insurance defense litigation. Previously he practiced law with Levidow, Levidow & Oberman, P.C., New York, NY.

Education and Affiliations

Mr. Becker earned a Juris Doctor degree from Emory University Law School where he made the Dean's List and earned the Order of the Barristers Award. Prior to law school, he earned a Bachelor of Arts degree (political science/communications) from University of Michigan. Mr. Becker is admitted to practice law in New York and New Jersey and co-authored a published study, [Beyond Siting: Implementing Voluntary Hazardous Waste Agreements in Canada](#).

**Client Experience**

- City of Marietta, GA
- University of Florida
- State of Alabama
- State of North Carolina
- DeKalb County, GA
- Macon-Bibb County, GA
- Hartsfield Jackson Atlanta International Airport
- Lexington-Fayette Urban County Government, KY
- Federal Deposit Insurance Corporation

Achievements

- 7 years with JLL
- Juris Doctor
- Member of the Bar, NY and NJ
- Order of the Barristers Award, Emory University Law School
- Service to American Israel Public Affairs Committee
- Liaison to U.S. Senate and House representatives

Ryan Nunes

Executive Vice President | National Director

Current Responsibilities

Ryan serves as part of JLL's South Florida Leadership Committee with a commitment to helping grow JLL's advisory practice throughout Broward and Palm Beach Counties. In this capacity, he is focused on continuing to cultivate the JLL brand while advising corporate real estate users on best practices and strategies surrounding the optimization of their real estate footprint both financially and operationally.

Experience

Ryan has over a decade of experience advising corporate users ranging from Fortune 500 Companies to start-up enterprises and has experience executing complex transactions on a global basis. As part of this, Ryan has a breadth of experience in headquarters relocation assignments as well as the consolidation of multiple facilities as part of roll-up efforts following M&A activity.

Ryan has represented multiple Private Equity owned portfolio companies helping them develop and implement strategies surrounding minimizing the EBITDA impact of real estate holdings to maximize valuations based upon the target growth and/or disposition strategy of the client. In addition, Ryan has extensive experience utilizing labor analytics in support of BPO organizations with a focus on minimizing the labor impact on the organization's P&L while ensuring that the labor market skillset is a viable long-term solution for the organization's needs.

Ryan has completed numerous mathematics based analytical projects, receiving awards from multiple institutions. He also holds a patent on a pseudo-random number generator, which utilizes an irrational number table interacting with a Fibonacci Series. The generator has broad applications in encryption and computer security. His strong mathematics background and proven track record of success gives him the ability to fully serve a client's planning and analytical needs.

Education and Affiliations

- B.A, University of Pennsylvania
- Guest lecturer at McDonough School of Business, Georgetown University
- Guest lecturer at Columbus School of Law, Catholic University



Achievements

- Serves on JLL's South Florida Leadership Committee
- 14 years of real estate experience
- 3 years with JLL

David B. Diaz**Market Lead | Project and Development Services****Current Responsibilities**

With over 12 years of experience in project management and architecture, David Diaz brings a breadth of experience and leadership to Jones Lang LaSalle's Project and Development Services group. As the Florida PDS Market Lead, David is responsible for business development, client relationship management and project delivery with an emphasis on groundup construction and developments, interior build-outs, building renovations, and capital improvements for JLL clients. In addition, he oversees a group of project management professionals who provide specialized services to a variety of industries including: corporate interiors, banking, retail, healthcare, automotive and institutional work.

Experience

Prior to joining JLL, David served as an on-site Architect and Project Manager for Florida East Coast Realty LLC, where he oversaw the construction process of Opera Tower- a 56-story residential high-rise in downtown Miami, the build-out of over 200 custom design units, and the build-out of over 50 office/retail spaces. In addition, he provided construction oversight for 2020 Ponce- a 14-story office condominium in Coral Gables.

David was recently part of the construction management team responsible for the oversight of Panorama, the tallest residential building on the eastern seaboard south of New York. The tower is 85 stories and will include mixed-use residential units, 821 luxury rental apartments, a 208-room hotel, over 100,000 SF of office space, high-end retail and restaurant space and a 2,000 car parking garage.

David's resume also includes providing design services for Coltrain & Jones and Bermello, Ajamil, & Partners, where he was able to strengthen his design skills on projects in many industries, including- restaurants, schools, recreational facilities, as well as mid-and high-rise mixed-use developments.

Education and Affiliations

David received a Masters Degree in Architecture from Florida International University and is a State of Florida Certified General Contractor.

Representative Clients

- 2020 Ponce, LLC
- BankAtlantic
- John Hancock Life Insurance Company
- FIU - Downtown Campus
- IF Multicultural Interactive Solutions LLC
- L'Occitane Americas Export
- Opera Tower, LLC
- The Posse Foundation
- Royal Caribbean Cruises LTD
- Schwartz Media
- Strayer University
- TWJ 1101 LLC (Panorama)

Achievements

- JLL's Florida PDS Market Lead
- 12+ years of industry experience
- 3+ years with JLL

Emily Crutcher

Vice President, Public Institutions

Current Responsibilities

Since 2012, Ms. Crutcher has worked as a Vice President in the Public Institutions & Higher Education group covering the East Coast markets. Her responsibilities include analyzing the financial and strategic viability of real estate development projects, delivering insightful market reports, providing risk-adjusted real estate investment strategies, and conducting comprehensive portfolio analyses to a wide range of public sector clients. Recent projects include:

- **George Mason University (GMU):** JLL is currently providing GMU with P3 development advisory services and developer solicitation services for a +/- 400,000 SF digital innovation center in Arlington, VA. Emily is serving as an innovation district subject matter expert for the project team.
- **University System of New Hampshire (USNH):** JLL provided USNH with real estate advisory services, including governance recommendations for the research foundation, peer benchmarking, and innovation district best practices, for an innovation center at the campus in Durham, NH. Emily served as an innovation district subject matter expert for the project team.
- **North Carolina State University (NC State):** Development advisory and developer solicitation services for an Innovation District on a 32-acre parcel on Centennial Campus in Raleigh, North Carolina
- **New Jersey Institute of Technology (NJIT):** Gateway Development project in Newark, New Jersey
- **New Jersey City University:** Developer Solicitation Services for a 415-bed student residence hall
- **Long Island University (LIU):** Development advisory services for a public-private partnership
- **Florida Agricultural and Mechanical University (FAMU):** Southern campus public-private partnership development project (including up to 1,400 beds of student housing) in Tallahassee, Florida

Experience

From 2007 to 2012, Ms. Crutcher worked in JLL's Dubai office servicing clients across the Middle East and Africa. Ms. Crutcher's diverse experience enabled her to provide government agencies, private developers, High Net Worth Individuals and investors with innovative real estate solutions. She provided a wide range of services to clients including development advisory, investment strategy, market reports, and valuations.

Education and Affiliations

Ms. Crutcher is a graduate of Duke University. She earned her Bachelor of Arts in Comparative Area Studies. Emily also completed a summer program in Urban Planning at the Harvard Graduate School of Design.



Recent Client Experience

State / City Agencies

- Philadelphia Industrial Development Corporation
- State of North Carolina
- Empire State Development
- NJ Economic Development Authority
- Moynihan Station Development Corp.

Higher Education

- Florida A&M University
- NC State University
- George Mason University
- Johnson C. Smith University
- New Jersey Institute of Technology
- New Jersey City University
- Long Island University

Achievements

- 13+ years with JLL (joined in 2007)

Michael Hoffstrom

Associate, Public Institutions

Current Responsibilities

Mr. Hoffstrom is an Associate for the Public Institutions team in JLL's Chicago office. He provides higher education institutions and state and municipal government clients with comprehensive real estate and financial services, including market analysis, financial modeling, project management, development advisory, strategy development, developer solicitation, and negotiations.

Prior to joining JLL, Mr. Hoffstrom was the Finance and Operations Manager for the Office of Community & Economic Development (OCED) of Washtenaw County, Michigan. In his time at OCED, Mr. Hoffstrom led the department's fiscal and accounting efforts related to more than 40 distinct federal, state, and local fund sources. Previously, Mr. Hoffstrom was a Financial Analyst for the State Budget Office in Lansing, Michigan, where he performed financial modeling and policy analysis for the School Aid and Department of Education budgets.

Experience

Mr. Hoffstrom has assisted public sector clients on various strategic advisory and brokerage projects. Recent projects include:

Michigan State University: Mr. Hoffstrom led the solicitation for a public private partner to deliver the Doug Meijer Medical Innovation Building, an \$80 million, 200,000 square foot innovation center to be constructed adjacent to MSU's Grand Rapids Research Center. After advising MSU on the selection of a P3 partner, Mr. Hoffstrom assisted in the negotiations of a term sheet, development agreement, and ground lease for the project. The project broke ground in November 2019.

Chicago Transit Authority: Mr. Hoffstrom has solicited and evaluated bids, negotiated deal terms, and managed non-farebox revenue contracts for the CTA, including the CTA's retail leasing program, parking operations, beverage vending, ATMs, and other specialty vending programs. Mr. Hoffstrom is currently working on behalf of the CTA to solicit a master lessee for the CTA's retail program, as well as a private partner to develop, operate, and maintain renewable energy infrastructure on CTA property.

Education

Mr. Hoffstrom holds a BA in Economics and a BA in Screen Arts & Cultures from the University of Michigan.



Representative Clients

- Prince George's County Public Schools
- Michigan State University
- Chicago Transit Authority
- State of Missouri
- State of Illinois
- Princeton University
- Purdue University
- University of Chicago
- University of Michigan
- University of Cincinnati
- University of Michigan-Dearborn
- Bowling Green State University
- Denver International Airport
- Metropolitan Airports Commission
- Charleston County Aviation Authority

Achievements

- 9 years professional experience
- 4+ years with JLL



DAVID ALVAREZ | CPM
VICE PRESIDENT STRATEGIC ADVISORY SERVICES



Mr. Alvarez is an infrastructure professional with nineteen (19) years of experience in project development, public-private partnerships (PPPs), and public sector procurement. David is adept at addressing public policy issues related to the execution of major capital improvement programs and developing procurement procedures. Mr. Alvarez serves as Vice President of CPM's Strategic Advisory Division with the responsibility of leading and managing technical engagements for P3 projects. David is based in Miami. David also served as a Director of the Florida Council of Public-Private Partnerships where he served as Co-Chair of the Workshop Committee. Recent relevant projects include: i) Miami Dade County New Civil and Probate Courthouse P3 Project (Miami, FL), ii) University of Puerto Rico Housing and Student Life P3 Project (Puerto Rico), and iii) I-4 Ultimate P3 Project (Orlando, FL).



ENG. EDUARDO TORRES | CPM
ENGINEER & TECHNICAL ADVISOR

Mr. Torres is a Professional Engineer with twenty (20) years of experience in project planning and construction for the private and government clients. Mr. Torres has been responsible for the management of commercial, residential, institutional and public infrastructure projects totaling over \$250 million of investment. Currently, Mr. Torres serves as Senior Technical and Project Manager in CPM taking the lead on engagements in Florida and was part of the technical advisory team serving Miami-Dade County in its New Civil and Probate Courthouse P3 Project. Mr. Torres has also served as construction manager of school and government facilities projects. Mr. Eduardo Torres is based in Miami and has worked on traditional and P3 projects.



ZAIDA ROSHANDEL | CPM
SENIOR TECHNICAL ADVISOR

Ms. Roshandel has over twenty-five (25) years' experience in planning and management of capital and real estate development projects in the government, housing and higher education sectors. Extensive experience with transformational multi-phased projects involving the community, building-users, government and private sector developers. Ms. Roshandel serves as a Senior Technical Advisor in CPM's Strategic Advisory Division taking the lead for capital and public-private partnerships ("P3s") projects in the social infrastructure sector. Prior to joining CPM, Ms. Roshandel served as an executive at the Division of Capital Asset Management and Maintenance for the Commonwealth of Massachusetts. Recent relevant projects include: i) University of Puerto Rico Housing and Student Life P3 Project (Puerto Rico), ii) Multi-family and mixed-use redevelopment projects Boston Housing Authority's Real Estate Development Department, and iii) Massachusetts Institute of Technology Energy Institute Renovation Project.



Bruno-Elias Ramos, AIA, GC, NCARB, LEED AP

Principal-in-Charge, Project Manager



REGISTRATIONS

Registered Architect: Florida
AR 0012160

Registered Architect: Georgia
RA015956

Registered Architect: Massachusetts
30955

Registered Architect: Virginia
0401013334

Registered Architect: Texas
24346

Registered Architect: Louisiana
8414

General Contractor: Florida
CG-C033989

NCARB Certification: No. 53,136

SAVE International 40456

EDUCATION

Master of Architecture
University of Florida

PROFESSIONAL AFFILIATIONS

American Institute
of Architects
#30061351

LEED Accredited
Professional

AWARDS

Gator 100 Top 10

AIA Merit Award of Excellence
American Institute of Architects

FEFPA Award of Merit
Florida Educational Facility Planners
Assoc.

With a Master of Architecture from the University of Florida and over 30 years of experience as an industry leader in innovative state-of-the-art facilities in planning and design, Bruno-Elias Ramos, AIA, has set a high bar for industry standards. As BEA Architects Principal-in-Charge and Project Manager, he has successfully been part of and completed over more than 20 projects with different municipalities and counties throughout South Florida, including but not limited to, City of Miami Beach, City of Miami Gardens, City of North Miami, City of West Palm Beach, City of Hialeah, and more. Mr. Ramos has also served as an architect and consultant to a variety of projects ranging from education, master plans, mixed-use facilities, cruise lines and has participated in planning international seaports and mixed-use waterfront developments.

As a Registered Architect in the State of Florida, Georgia, Massachusetts, Virginia, Texas and Louisiana, his talent and industry knowledge have been repeatedly solicited to add value to every world-renowned cruise and cargo port in the US, as well as maritime and planning projects worldwide.

MUNICIPAL & CIVIC FACILITIES PROJECTS

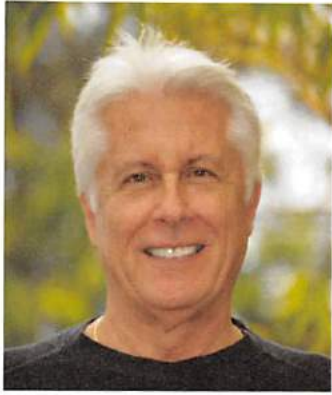
- Riviera Beach Public Library,
Riviera Beach, FL
- Riviera Beach Civic Center,
Riviera Beach, FL
- MoCA Courtyard Improvements,
Miami, FL
- Pinecrest Library & Community Center,
Pinecrest, FL
- Miami Beach City Hall Facade Renovation,
Miami Beach, FL
- Homestead Community Center,
Homestead, FL
- HOPE IV Grant Proposal, Master Plan &
Community Center,
Miami-Dade County, FL
- Jupiter Library,
Jupiter, FL
- Miami Beach Bandshell Park Facilities
Renovations,
Miami Beach, FL
- Miami Beach Historic City Hall
Renovations,
Miami Beach, FL
- Pelican Harbor Marina Dockmaster Facility
with Parking,
Miami-Dade County, FL
- Florida International Terminal Office
Building,
Port Everglades, FL
- Opa-Locka Tri-Rail Station,
Opa-Locka, FL

PARKS & RECREATION PROJECTS

- Coleman Park Recreation Center,
West Palm Beach, FL
- South Olive Park & Recreational Facility,
West Palm Beach, FL
- Harris Field Park Restrooms &
Covered Walkway,
Homestead, FL
- Crandon Park Cabanas Rehabilitation,
Key Biscayne, FL
- Miami Beach Botanical Gardens,
Miami Beach, FL
- City of Miami Gardens Parks Master Plan,
Miami Gardens, FL
- Spring Garden Point Park Master Plan,
Miami, FL

MASTER PLANNING PROJECTS

- IMG Crandon Park Tennis Center Master
Plan & Expansion,
Key Biscayne, FL
- Destination 305 Master Plan,
Miami, FL
- GalataPort Master Plan, Mixed-Use
Development with Cruise Terminal,
Istanbul, Turkey
- Port of Nassau, Cruise / Waterfront
Master Plan,
Nassau, Bahamas
- RCI Port of Nishikomi Master Plan,
Nishikomi, Japan
- St. John's Antigua Master Plan,
St. John's, Antigua
- Port Planning & Conceptual Design,
Puerto Plata, Dominican Republic
- Puerto La Cruz Waterfront Master Plan,
Puerto La Cruz, Venezuela
- Panama City Cruise Port Master Plan,
Panama City, FL



John Colao, AIA, GC, NCARB

Senior Architect, Planning & Project Coordinator, QA/QC



John Colao has over 30 years of architectural and construction experience, ranging from design to on-site construction management. As Principal Associate and licensed General Contractor of BEA Architects, Mr. Colao manages large scale public and private sector projects involving schools and universities, parks, cruise terminals, retail facilities, office buildings, and warehouses. He is an expert in constructability reviews, code analysis and interdisciplinary coordination. He ensures the quality control during all phases of the projects, but more specifically during the construction phase, with expertise in code requirements and coordinating a variety of engineering disciplines.

REGISTRATIONS

Registered Architect: Florida
AR 0007260

Registered Architect: Louisiana
8414

General Contractor: Florida
CG-C016746

NCARB Certification No. 19768

Real Estate License: Florida
SL 0348243

EDUCATION

Bachelor of Architecture with Honors
University of Miami

PROFESSIONAL AFFILIATIONS

American Institute
of Architects
#30048842

Greater Miami Chamber
of Commerce

MUNICIPAL & CIVIC FACILITIES PROJECTS

- MoCA Courtyard Improvements, **Miami, FL**
- Pinecrest Library & Community Center, **Pinecrest, FL**
- Miami Beach City Hall Facade Renovation, **Miami Beach, FL**
- Homestead Community Center, **Homestead, FL**
- HOPE IV Grant Proposal, Master Plan & Community Center, **Miami-Dade County, FL**
- Jupiter Library, **Jupiter, FL**
- Miami Beach Bandshell Park Facilities Renovations, **Miami Beach, FL**
- Miami Beach Historic City Hall Renovations, **Miami Beach, FL**
- Pelican Harbor Marina Dockmaster Facility with Parking, **Miami-Dade County, FL**
- Florida International Terminal Office Building, **Port Everglades, FL**
- Opa-Locka Tri-Rail Station, **Opa-Locka, FL**

- Crandon Park Cabanas Rehabilitation, **Key Biscayne, FL**
- Miami Beach Botanical Gardens, **Miami Beach, FL**
- City of Miami Gardens Parks Master Plan, **Miami Gardens, FL**
- Spring Garden Point Park Master Plan, **Miami, FL**

MASTER PLANNING PROJECTS

- IMG Crandon Park Tennis Center Master Plan & Expansion, **Key Biscayne, FL**
- Destination 305 Master Plan, **Miami, FL**
- GalataPort Master Plan, Mixed-Use Development with Cruise Terminal, **Istanbul, Turkey**
- Port of Krabi Pier Master Plan, **Krabi, Thailand**
- Port of Nassau, Cruise / Waterfront Master Plan, **Nassau, Bahamas**
- RCI Port of Nishikomi Master Plan, **Nishikomi, Japan**
- St. John's Antigua Master Plan, **St. John's, Antigua**
- Port Planning & Conceptual Design, **Puerto Plata, Dominican Republic**
- Puerto La Cruz Waterfront Master Plan, **Puerto La Cruz, Venezuela**
- Panama City Cruise Port Master Plan, **Panama City, FL**

PARKS & RECREATION PROJECTS

- Coleman Park Recreation Center, **West Palm Beach, FL**
- South Olive Park & Recreational Facility, **West Palm Beach, FL**
- Harris Field Park Restrooms & Covered Walkway, **Homestead, FL**



REGISTRATIONS

Registered Architect: Florida
AR 0014721

Registered Architect: Texas
No. 10468

EDUCATION

Bachelor of Architecture
University of Houston

PROFESSIONAL AFFILIATIONS

LEED Accredited Professional

American Institute of Architects
#38269901

Armando Trujillo, AIA, LEED AP BD+C

Vice-President, Deputy Project Manager



Armando Trujillo has over 32 years of experience as a registered architect in the State of Florida and Texas, managing a wide variety of architectural projects with direct responsibility and accountability for day-to-day operations and performance of the project team. As the Deputy Project Manager, Mr. Trujillo is responsible for assessing and verifying contractual compliance on projects. His experience includes aviation, federal projects, higher education, cruise terminals, ports, cargo, hospitality and other commercial work. Mr. Trujillo brings a wealth of experience and knowledge to any new project and is known for his influential leadership and mentoring qualities. Mr. Trujillo has been part of the BEA team for almost 5 years adding great significance of value to all of his projects thanks to his international experience.

MUNICIPAL & CIVIC FACILITIES PROJECTS

- Riviera Beach Public Library,
Riviera Beach, FL
- Riviera Beach Civic Center,
Riviera Beach, FL
- MoCA Courtyard Improvements,
Miami, FL
- The North Shore Tennis Center
Improvements,
Miami Beach, FL
- United States Embassy,
Lima, Peru
- C.E. Bennet Federal Office Building,
Jacksonville, FL
- Government Center West,
Fort Lauderdale, FL
- Internal Revenue Service Regional
Compliance Center,
Austin, TX
- United States Embassy,
Colombo, Sri Lanka
- Hollywood Police Crime Lab Renovation,
Hollywood, FL
- Gibson Park Phase I,
Miami, FL
- Wynwood Neighborhood Service Center,
Miami-Dade County, FL

MASTER PLANNING PROJECTS

- City of Miami Gardens Parks Master Plan,
Miami Gardens, FL
- Spring Garden Point Park Master Plan,
Miami, FL
- IMG Crandon Park Tennis Center Master
Plan & Expansion,
Key Biscayne, FL

- Destination 305 Master Plan,
Miami, FL
- GalataPort Master Plan, Mixed-Use
Development with Cruise Terminal,
Istanbul, Turkey

HISTORICAL PROJECTS

- Hass Property - Village of Palmetto Bay
Park by the Bay,
Palmetto Bay, FL
- Ward Rooming House,
Miami, FL
- University of Miami Memorial Building
Interior and Exterior Remodeling,
Miami, FL
- Historic Hampton House,
Miami-Dade County, FL

COMERCIAL AND OFFICE BUILDINGS PROJECTS

- Banque de Luxembourg Corporate
Headquarters,
Luxembourg City, Luxembourg
- Phoenix Tower,
Houston, Texas
- One West Chase,
Houston, Texas
- Greenspoint Center,
Houston, Texas

Appendix E:
Case Studies

Appendix E: Relevant Project Case Studies

We provide project case studies following this page.

JLL

- **Prince George's County Public Schools** | Alternative Construction Financing – Phase I
- **Florida International University** | P3 Advisory Real Estate Services & Feasibility Study
- **Florida Agricultural & Mechanical University** | P3 Advisory
- **City of Marietta, GA** | Real Estate Development Services
- **City of Napa, CA** | P3 Advisory Services – City Hall & Public Safety Facility
- **City of Santa Rosa, CA** | Real Estate Advisory Services
- **Louisiana State University** | Charity Hospital Redevelopment
- **Michigan State University** | Grand Rapids Innovation Park Development Services

Subcontractor: CPM

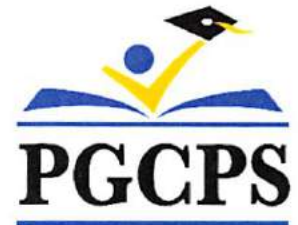
CPM will provide additional information upon request.

Subcontractor: BEA Architects

- **City of Riviera Beach** | Riviera Beach Public Library

Prince George's County Public Schools

Alternative Construction Financing – Phase I



Challenge

Prince George's County Public Schools ("PGCPS") had significant deferred maintenance on several of its middle schools, but lacked the debt capacity required to fund renovations or construction of replacement schools. PGCPS engaged JLL to provide advisory services related to an Availability Payment ("AP") structure in which a developer would design, build, finance, operate, and maintain six new schools throughout Prince George's County.

Solution

- JLL drafted the Request for Qualifications ("RFQ"), in accordance with PGCPS' procurement requirements, to solicit proposers' qualifications and shortlist four proposer teams to whom PGCPS solicited a Request for Proposals ("RFP"). JLL drafted the RFP, which defined PGCPS' project objectives, specified the required elements of the Technical and Financial Proposal submissions, and detailed the evaluation criteria PGCPS would use to score each proposal.
- JLL developed project documents related to the payment mechanism, services requirements, and deductions, which clearly defined the conditions under which the developer will receive Availability Payments, the performance standards that the developer will be required to meet in operating and maintaining each school, and the deductions that will be applied to each AP if the developer does not meet its service requirements.
- JLL and Kutak Rock developed the Project Agreement, inclusive of all project documents, that defined key transaction terms including the project's length of term, relief events, and default provisions.
- JLL and AECOM developed robust Technical Requirements, including Educational Specifications and Design and Construction Specifications, which defined the programming for each school as well as the specifications the developer is required to meet in designing and constructing each school.
- JLL assisted PGCPS in presenting project updates and the project's business case to key stakeholders, including leadership at PGCPS and Prince George's County.
- JLL coordinated communication between the PGCPS project team and the proposer teams, including facilitating qualification interviews following RFQ submission, one-on-one meetings during the procurement process, and design presentations following proposal submission.
- JLL helped PGCPS evaluate proposals, select a preferred bidder and finalize agreement terms through extensive negotiations.

Results

This project is the first successful K-12 schools P3 in the US. The \$1.2b project reached financial close in December 2020. The six middle schools will be delivered no later than July 2024.

Client Profile

Geography: Prince George's County, Maryland

Services:

- Availability Payment Advisory
- RFQ/RFP Drafting
- Developer Negotiations

Florida International University

West Miami-Dade County, FL

P3 Advisory Real Estate Services and Feasibility Study



Situation

- FIU sought to enhance their campus through the development of a hotel and conference center.
- The project was also envisioned to include structured parking and an alumni center to provide a central location for alumni to visit when they return to campus.
- Having failed to generate market interest in a P3 for this development, FIU asked JLL to study the prospects for this development program given the current market conditions and turn around a report in an expedited timeframe.
- JLL considered various physical and market based factors including but not limited to existing site condition, uses and configuration, development potential as permitted under current zoning ordinances, existing inventory of competing hotels, and new hotel development pipeline.

Initiatives

- The JLL team that included experts in hotel development and operations quickly got up to speed by reviewing the Project concept and programming, including:
 - overall quality level / scale and possible hotel brands for the Hotel;
 - size, configuration, number and type of guest rooms;
 - size, configuration, number and type of meeting room space in the conference center;
 - number and type of food and beverage outlets;
 - space program for the alumni center;
 - site plans, topography maps, architectural renderings and land use plans
- JLL performed a site analysis of the various sites under consideration to identify the optimal location for the project to capitalize on: site size & configuration, proximity to demand generators, access & visibility among other factors.
- JLL reviewed the proposed development program for the project in order to provide estimates for construction and development costs. Given the required timeframe, our estimates will represent rough orders of magnitude. JLL's Project Development Services group established development cost estimates for the Project including the following cost categories:
 - Hard construction and Site Improvements;
 - Soft Costs;
 - Furniture, Fixtures and Equipment;
- As part of our effort, JLL developed a preliminary pro forma for the project to understand the relationship between the costs and revenue projections and how the financing could support the University's objectives.

- JLL's final analysis was presented to the working group and the Board's Hotel & Conference Center Task Force in 2015.
- In the fall of 2016 and spring of 2017, JLL assisted the University with soliciting and evaluating Request for Qualifications and Request for Proposal responses. The team also provided updated market information, evaluation and Best and Final Offer support.
- In the summer of 2017, JLL negotiated term sheets with the two final respondents and assisted FIU to prepare a business case for the selection of the final team, Concord Benchmark LLC.

Results

- The JLL team identified options for how the overall plan for the hotel, conference center, alumni center and associated parking could be developed based on the current market economics. The University continues to discuss potential approaches to expand the market-supportable scope to a broader scope with a larger, more technologically sophisticated conference center.
- The team assisted FIU with the selection of a hotel and conference center developer, Concord Benchmark LLC, to execute a preliminary term sheet, which was presented by FIU to the Florida Board of Governors in the spring of 2019.

Florida Agricultural & Mechanical University

Tallahassee, FL

P3 Advisory



Situation

- Florida Agricultural & Mechanical University (“FAMU”) is a public, historically black university in Tallahassee, Florida. The University enrolls approximately 10,000 students.
- One of the University’s long-term strategic initiatives is to develop communities that promote a 21st century living and learning environment. Creating such communities requires modern facilities that provide not only the academic programs needed to spur retention and graduation, but also amenities that Millennials and their parents demand as part of their educational experience.
- FAMU envisions a transformational development to serve as a catalyst project along the Monroe-Adams Corridor and the “main street” of campus to resolve critical housing issues, aesthetic concerns, and simultaneously create a viable marketplace that could promote the long term sustainability of the University. The Redevelopment Plan is a 3-phase project to revitalize the area:
 - Phase 1: Demolition of functionally obsolete buildings to make way for the development of up to 1,400-beds of on-campus student housing, dining facilities, student health facilities, and a parking garage
 - Phase 2: Mixed use “Gateway” project along the main street corridor
 - Phase 3: Construction of an Athletic Facility, including up to a 35,000 seat football stadium, a Student Health Services Center, up to 300 additional parking spaces, a hotel, and a retail complex

FAMU is seeking a private sector partner to finance, develop, operate and maintain the projects. In 2015, FAMU appointed JLL to provide public private partnership advisory services.

Initiatives

- Due Diligence: JLL provided detailed financial analytics and strategic development advice for each phase of the redevelopment plan. Based upon market research and a benchmarking study, JLL projected potential revenues and provided cost estimates for the concept designs. JLL analyzed the potential cash flows, and advised FAMU on various development strategies.
- Student Housing Market Study: FAMU considered seeking funding from the Department of Education to for its student housing portfolio. For the application, FAMU required a student housing market study. JLL solicited three bids for the Student Housing Market Study. JLL then managed the selected bidder, Novogradac (a specialized student housing consulting firm), as the firm conducted its study and comprehensive report.
- Developer Solicitation Services: Legislation for public private partnerships in Florida details the process which must be followed throughout the Invitation To Negotiate (“ITN”) procurement process. To begin,

JLL studied the legislation and discussed the process with FAMU's in-house counsel to ensure compliance. JLL's scope includes:

- Request For Qualifications: JLL drafted a RFQ document and publicly released the document. JLL fielded questions from developers and responded with answers. JLL organized and led a site tour for interested developers. Upon receipt of the submissions, JLL quantitatively and qualitatively assessed the developers' materials and submitted an evaluation matrix with recommendations to FAMU.
- Invitation To Negotiate: As a next step, JLL reviewed the ITN documents FAMU drafted. JLL managed the Q&A process with the development community. JLL quantitatively and qualitatively assessed the developers' bids and provided FAMU with recommendations. Upon FAMU's selection of a preferred developer, JLL is now in the process of assisting FAMU with negotiations and preparation of development and operating agreements.

Results

- JLL procured and managed a subconsulting firm, which is studying the demand for on-campus student housing by performing +300 online and intercept surveys.
- JLL created a very competitive process, ensuring highly qualified development firms, representing a mix of national players and local firms, participated in the RFQ.
- Upon FAMU's selection of a preferred developer, JLL is now in the process of assisting FAMU with negotiations and preparation of development and operating agreements.
- In March 2018, the University's Board of Trustees Budget, Finance and Facilities Committee approved a motion to move forward with a pre-development agreement for Phase 1a (700 beds) of the master plan: <http://www.famunews.com/2018/03/famu-bot-committee-approves-predevelopment-agreement-for-new-housing-campus-facilities/>
- At the end of September 2020, FAMU held the grand opening for the student housing building.

City of Marietta, Georgia



Project Dates: 2013–present

Services:

- Public Procurement
- Transaction Management
- Disposition Consulting
- Negotiation Services

Geographies: Marietta, GA

The City of Marietta wished to spur private reinvestment and redevelopment within the Franklin-Gateway area in the southeast quadrant of the City, an area that exhibits high commercial, office and retail vacancy and contains a large concentration of dilapidated rental housing making it a high priority for redevelopment.

Jones Lang LaSalle was engaged to address the blighted conditions via a redevelopment Master Plan that includes privatization and/or sale of properties to private parties for redevelopment.

Initiatives

- Working with an urban planning subcontractor, our team identified “high priority” sites
- Our team performed due diligence on these “high priority” sites including current owners, local market trends, existing conditions, tax records, and a calculation of the fair market value.
- We also met with local developers, key stakeholders and large corporate entities to understand the perception of the area as well as existing hurdles to redevelopment.
- We are working with the City to acquire these properties through fee-simple transactions, determine the highest and best uses for the sites, and reposition the properties for disposal.
- This includes public procurement, transaction management, and disposition consulting and negotiation services.

Results

- Close communication with key client staff members aided in determining the areas of greatest potential and of greatest need for redevelopment.
- Development of an inventory “high priority”, catalytic sites to focus redevelopment efforts as well as determination of their fair market values.
- As this project is on-going, we will provide transaction management services, both on the acquisition and eventual repositioning, marketing and disposal of these sites.
- The ultimate goal will be to revitalize the Franklin-Gateway Redevelopment Area into a thriving corridor which offers new residential, commercial and industrial opportunities in a safe and livable environment.

City of Napa, California

P3 Advisory Services – City Hall & Public Safety Facility



CHALLENGE

Currently, the City of Napa's various executive, safety and administrative functions are scattered in multiple aging downtown facilities that are inefficiently designed and not built for purpose, nor do these facilities reflect the desired image of the City.

The vision for the City is to develop a new combined facility incorporating Public Safety, Essential Services, City Hall, and Administrative functions of approximately 120,000 SF on the City's current site in downtown that:

- Is customer-centric
- Achieves functional improvements and energy efficiency
- Fosters inter-departmental collaboration
- Frees up valuable downtown land for new development

A key component of achieving the new development is to monetize the City's existing 3-acre City Hall site and use the revenues achieved from the sale and the future taxes generated by the new uses to offset the cost of a new City Hall and Police Station and eliminate other costs such as 3rd party leases, operational inefficiencies and deferred maintenance expenses of the current outdated facilities.

SOLUTION AND RESULTS

JLL was retained by the City of Napa to provide the following services:

- Review the program of requirements for all civic and public safety functions
- Analyze the feasibility of multiple consolidation and development scenarios, including exhaustive review of potential relocation sites
- Using land residual analysis, estimate the value of existing City Hall land assuming both hotel and multifamily uses for offsetting city revenues
- Develop cost estimates for a new facility that combines City Administration and Public Safety functions (in coordination with AECOM)
- Analyze various development and funding scenarios for the New Civic Center, including public-private partnerships
- Pre-solicitation marketing and industry outreach
- Assist the City in presentations to the Mayor and the City Council
- Develop a complex P3 solicitation that combines the new civic improvements
- Develop program and performance criteria for new civic improvements
- Assist the City in community presentations
- Assist the City in P3 solicitation evaluation and subsequent negotiations
- Working in close partnership with building cost consultants, civic building architects and internal JLL market and development specialists, the Public Institutions group developed a successful and comprehensive plan to consolidate all the City's desired functions into one administrative building,

Client Since: 2014

Services:

- Highest-and-Best Use Analysis
- Space Assessment
- Cost Estimating
- Financial Analysis
- RFQ/P Development Administration
- Developer Selection & Negotiation
- Strategic Consulting and Change Management

Project Size: 120,000 SF

Geographies: Napa, CA

Project Lead: James Birkey



create a badly-needed parking facility for the City and provide new facilities for Police and Fire that enhance the community’s ability to respond during and after emergencies.

- JLL developed for the City an RFQ / RFP process to solicit development proposals to help the City of Napa achieve their ultimate vision of a consolidated Public Safety & City Hall facility and move forward the continued revitalization of downtown Napa
- Currently developer has been selected and negotiations are underway. After an initial period, the City has recently requested JLL to also assume project management role and oversee the stakeholder engagement and change management in anticipation of moving into the new facility (*note: this project is currently on hold due to COVID*).

City of Santa Rosa, California

Real Estate Advisory Services



Challenge

Currently, the City of Santa Rosa has aging downtown City Hall and public safety facilities in a campus setting that no longer meet community or staff needs and do not reflect the City’s desire for an urban presence. Additionally, the City owns multiple parcels throughout the downtown that are underutilized and underdeveloped.

The City’s recently developed Downtown Specific Plan has an intention to increase density and activate downtown. The City can help achieve this through potential disposition for private development mixed-use space as well as developing more urban City facilities through a potential public-private partnership. An additional consideration for the disposition is providing funding to offset the City Hall development.

Relevance

JLL was retained by the City of Santa Rosa to advise on the development of City facilities in their downtown through a potential public private partnership; this was a component of a larger endeavor, which included consolidating their city operations under one roof and a downtown revitalization. JLL advised on:

- High-level programming and capacity test fit scenarios
- Site evaluation for various downtown sites
- Financial feasibility under various program options

Client Since: 2019

Services:

- Highest-and-Best Use Analysis
- Space Needs Assessment
- Cost Estimating
- Financial Analysis
- Potential Phase II including:
 - Space Programming
 - Community Engagement
 - RFQ/P Development
 - Developer Negotiations

Project Size: TBD

Project Lead: James Birkey

Geographies: Santa Rosa, California



- Funding scenarios for the City Hall and Public Safety projects, including revenue measures and public-private partnerships

Phase II of this project potentially includes the following:

- Detailed programming for all civic and public safety functions
- Pre-solicitation marketing and industry outreach
- Assist the City in presentations to the Mayor and the City Council
- Develop a solicitation for City Hall and other civic facilities
- Develop program and performance criteria for new civic improvements
- Assist the City in community presentations
- Assist the City in solicitation evaluation and subsequent negotiations

P3 feasibility is complete. Project is moving forward contingent on the 2022 revenue measure bond.

Louisiana State University

New Orleans, LA



In 2017, LSU retained the services of the Urban Land Institute (ULI) to study the future of the former Charity Hospital Building, a 1 million-square-foot former hospital that was closed after Hurricane Katrina in 2005. Ultimately, the study recommended that LSU seek to adaptively reuse the building, issue an RFP to select an advisor, and issue an RFP to select a qualified developer.

Following these recommendations, in Spring 2018, LSU selected JLL from a competitive process to act as Project Advisor and to concentrate efforts on soliciting development proposals from qualified, well capitalized master developers who would enter into an agreement with LSU to redevelop the Property.

JLL recommended and LSU executed a two-step procurement: and RFQ followed by an RFP. To identify potential recipients of the RFQ, the JLL contacted numerous potential development partners throughout the country who were identified as having the appropriate level of experience with similar type projects. The RFQ was formally issued on April 16, 2018. Six groups responded to the RFQ, and after a rigorous evaluation process, three groups were invited to respond to the RFP.

The RFP was distributed June 4, 2018, and JLL received proposals from two of the three groups (one of the teams suffered the passing of a principal team member and elected not to submit). Based on a complete evaluation of the proposals, presentations, and best and final information submissions, LSU determined that 1532 Tulane Partners, Inc. was selected as the preferred development partner

Predevelopment agreement negotiations commenced October 25, 2018, and terms were agreed to and subsequently approved by the LSU Board of Supervisors at the January 2019 board meeting. Ground lease negotiations officially commenced on April 23, 2019, and terms were agreed to and subsequently approved by the LSU Board of Supervisors on October 25, 2019. The ground lease was formally executed in November 2019.

Client Profile

Client since: 2018

Geography: New Orleans, LA

Project Size: 1,000,000 square foot former hospital located near downtown

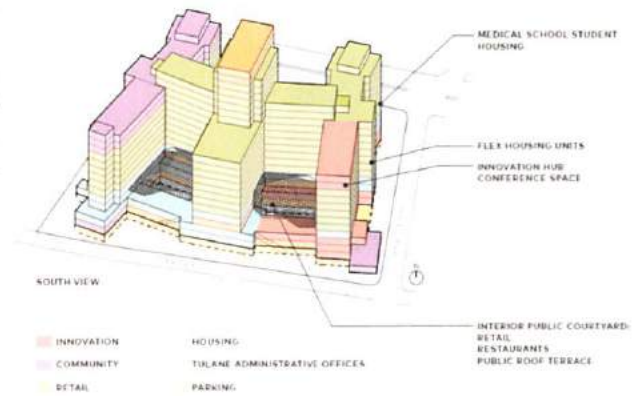
Services:

- Project advisor
- Two-step procurement, competitive RFQ and RFP
- Negotiation

The scope of work included a robust drafting, issuance, and marketing of a competitive RFQ and RFP process, intense and thorough negotiations of business terms in the predevelopment agreement and ground lease with the selected development partner, and regular updates to LSU and community leaders throughout the entire project duration. JLL's demonstrated strength in both understanding the charge of LSU as a public institution and the need to foster a competitive process that the private sector was familiar with allowed us to facilitate a complex process that ultimately resulted in terms agreeable to both parties.



Critical to this effort was casting a wide enough net to attract potential development partners from across the country while still ensuring that those respondents had the capacity to deliver. LSU was asking for a partner to manage and deliver on an incredibly complex assignment: adaptively reuse a massive, 80-year-old structure that had been unused for nearly 15 years and deliver a dynamic mixed-used project in a challenging market. JLL's process had to ensure we struck a balance between expansiveness and selectivity. Ultimately, after a wide distribution through local press, national social media, a widely circulated website, and phone calls to nearly 50 development firms, we were able to secure responses from six groups, and short-list to three exceptionally qualified firms with genuine interest—and financial backing—to deliver.



Michigan State University

Grand Rapids, MI

Grand Rapids Innovation Park



MICHIGAN STATE
UNIVERSITY

Project Description / Challenges

Client Challenge

Michigan State University (“MSU”) has engaged JLL on a number of signature development projects and other efforts. In 2018, MSU retained JLL to help develop land adjacent to the University’s new Grand Rapids Research Center (“GRRC”) along the city’s “Medical Mile” innovation district. This ancillary development opportunity will enhance activities at the new research center, capitalize on the momentum of the Medical Mile, and contribute to the vibrancy of the surrounding neighborhood and bolster both economic and community development in Grand Rapids. Together with the GRRC, the new development will form the Grand Rapids Innovation Park.

Scope of Work

Financing Structure and RFP Development

JLL worked closely with MSU to identify financial structures that would be most beneficial to the University, including outright sale of the land, ground lease, and joint venture opportunities. Ultimately, the University required developers to submit ground lease proposals with optional offers to purchase the land. Along with the transaction structure, the RFP communicated MSU’s desire for the project to create an innovation hub that will spur collaboration with industry to commercialize, patent, and license research and innovations in the fields of biomedical, bioengineering, and healthcare technology.

Selecting the Right Partner

JLL worked closely with MSU to establish strict criteria to support a fluid yet powerful partnership with the private developer. These criteria include local and national experience, experience working with universities such as MSU, and the developer’s own financial wherewithal and access to capital. In addition, JLL made it clear to developers that the University wanted some control over tenancy in the building and would be seeking a private partner who was willing to establish an operating committee with the University to attract and vet tenants in the facility. Through this process, JLL will ensure that MSU has partnered with the right firm and is creating a lasting partnership.

Client Profile

Client since: 2015

Geography: Grand Rapids, MI and East Lansing, MI

Project Size: 250,000 s.f. medical innovation building

Services:

- Development advisory services
- Market analysis
- Developer procurement
- Negotiation

Developer Procurement

JLL developed the RFP document that described the technical, financial, and developer qualifications submittals that were required elements of the RFP response. JLL posted the final RFP and its appendices to a password-protected project website and provided access to proposers that JLL and MSU had prequalified. Prior to the submission of RFP responses, JLL hosted design charrette meetings in which proposers were asked to demonstrate their initial design concepts and financial assumptions. MSU worked collaboratively with each proposer to discuss potential changes to their design concept or financial offer that could improve the competitiveness of their RFP response.

Following the receipt of RFP responses, JLL worked with MSU to assess each response, ensuring that MSU understood how each developer's approach to programming and financial structure impacted MSU's risk outlook and the project's revenue potential. JLL summarized the financial impacts of each proposal to provide MSU with an apples-to-apples comparison of each.

Negotiating a Development Agreement and Ground Lease

JLL assessed each developer's best and final offer to ensure that all the University's goals for the development project were met, and that MSU would earn its maximum potential revenue without incurring undue risk. MSU selected a preferred developer in October 2018.

JLL worked with the selected developer, Health Innovation Partners—a joint venture between Rockford Construction, Walsh Construction/Walsh Investors, and Murphy Development Group—to negotiate a term sheet that went to the MSU Board of Trustees for approval in December 2018. After receiving approval from the MSU Board of Trustees, JLL worked with MSU's outside legal counsel to develop and negotiate a development agreement and ground lease with the selected developer. On behalf of MSU, JLL negotiated the key business terms of the development agreement and ground lease, including the design approval process, development timelines, ground lease term, annual ground rent payments, tenancy controls, buyout provisions, naming rights, and operating and maintenance standards. Phase I of the development, known as the Doug Meijer Medical Innovation Building, broke ground in November 2019, with occupancy scheduled for October 2021.



Riviera Beach Public Library, Riviera Beach, FL



FIRM'S RESPONSIBILITIES
Conceptual Design

KEY PERSONNEL
Bruno E. Ramos, AIA, GC,
LEED AP
Armando Trujillo, AIA,
LEED AP BD+C
Mario F. Ortega, M.Arch.,
MSAS

START & COMPLETION DATE
2016 - 2017

**ESTIMATED COST
ENTIRE PROJECT**
\$65,000

**OWNER'S NAME
& ADDRESS**
City of Riviera Beach
600 W. Blue Heron Blvd., C114
Riviera Beach, FL 33404
Mr. Randy Sherman
RSherman@rivierabeach.org
Office: 561-845-4045



BEA Architects prepared plans and renderings which described a Vision for the City of Riviera Beach's redevelopment of City-owned parcels into one large, combined Civic Center Complex. This complex included City Hall, City administrative offices, Public Library, Cultural and Recreational facilities, open space, police and fire stations, a Brightline railway station, and mixed-use public/private commercial development, including offices, retail and housing. These City-owned parcels were located north and south of West Blue Heron Boulevard, immediately east of President Barack Obama Highway and the existing railroad lines.



Appendix F:
Required Forms

Appendix F: Required Forms

We provide required forms as follows:

- Signature Form – Standard Forms Attachment A
- Addendum Acknowledgement
- Bidder's Certification
- Drug-Free Workplace
- City of Riviera Beach Notification of Public Entity Crimes Law

Regarding Contract Terms

JLL's submittal assumes the final contract will be subject to mutually agreeable terms and conditions.

Regarding Insurance Information, RFQ page 13, JLL respectfully requests the following revisions to the stated terms.

Page 13, under Type of Coverage: change "Contractual, insurance broad form property" to "Contractual, insurance as provided in the current ISO CGL policy form 00 01 property damage"

Page 13, for Professional Liability Insurance, Amount of Coverage: after the word "occurrence" insert "/annual aggregate"

Page 14, first paragraph:

Lines 3–4: delete "with complete copies of policies to be furnished upon the City's request"

Line 4: delete "thirty (30) days prior"

Line 5: delete "or non-renewal" and after the word "cancellation" insert "if City provides an email address for such notice"

Page 14, second paragraph:

Line 1: before the word "policies" insert "General Liability"

Line 2: delete "an endorsement to same or"

Page 14, third paragraph:

Lines 3–4: delete "All such insurance policies may not be modified or terminated without the express written authorization of the City"

Page 14, fourth paragraph:

Line 4: delete "sixty (60) days prior written"

Line 5: delete "non-renewal or reduction in coverage or limits"

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: 2/3/2021

Full Legal Name of Company: Jones Lang LaSalle Americas, Inc.

Signature: 

Printed Name: Robert Hunt

Title: Managing Director



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 1/25/2021

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

Jones Lang LaSalle Americas, Inc.

Firm Name

Robert Hunt

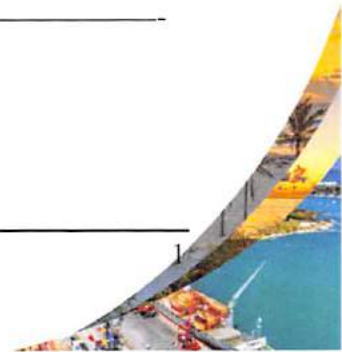
Signature

Robert Hunt, Managing Director

Name and Title (Print or Type)

2/3/2021

Date





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

**CITY OF RIVIERA BEACH
ADDENDUM NO. 1**

TO: ALL PROPOSERS

FROM: CITY OF RIVIERA BEACH PROCUREMENT DEPARTMENT

SUBJECT: ADDENDUM NO. ONE (1) TO PUBLIC-PRIVATE PARTNERSHIP
ADVISORS, RFQ 1020-21-1

DATE: JANUARY 25, 2021

CC: GENERAL PUBLIC

1. **NOTICE:** The purpose of this Addendum is to address Requests for Information (RFIs) and provide a written response. All other terms and conditions of the solicitation remain unchanged.

QUESTIONS AND ANSWERS:

1. The RFQ will likely generate responses from teams of companies composed by a prime and subconsultant(s). Can you please confirm that consulting companies can join as teams for this RFQ?

Answer: Yes. Consulting companies may submit as a team.

2. Please confirm whether subconsultants are required to complete all Standard Forms (included in Attachment A of RFQ) and insurance requirements? Or, only prime consultants have to fill out such Forms and requirements?

Answer: Only the Prime Consultant is responsible for the Standard Forms and requirements.

3. Please indicate if there are any teaming restrictions for subconsultants? In other words, are subconsultants allowed to team up with more than one prime consultant?

Answer: Yes.

4. Will the selected firms be precluded from participating/pursuing future projects with the City of Riviera Beach?

Answer: The firm that reviews a P3 project as an Advisor is unable to submit to compete as the design-build-finance firm.

5. Does the City intend for selected advisors to assist with crafting future procurement and assist the City with running any eventual procurement process? Or is the City seeking solely to hire advisors that will assist in reviewing and analyzing procurement responses based on a self-crafted and self-run procurement process?

Answer: How Advisors will be used depends upon the projects and the City retains the rights to use the services as it deems necessary.

6. Is the City seeking advisors that will also assist in negotiating, structuring, and closing an eventual transaction(s)?

Answer: Perhaps. The City retains the right to obtain needed services.

7. Scope of Services section 3.4 of the RFQ references "appropriateness of legal structure." Does the City expect that respondents will include a law firm as part of team composition?

Answer: No.

8. RFQ section 4.7 references "proposed fees for transactions." Does the City view these fees as commission based?

Answer: The City will negotiate with awarded firms; it is not the intention of the City to pay commissions.

Addendum No. 1 must be signed as acknowledgment of receipt, and attached to the proposal when submitted at **3:00 p.m., Thursday, February 4, 2021** at the Office of the City Clerk, 600 W. Blue Heron Boulevard, Suite 140, Riviera Beach, Florida, 33404. For information on this solicitation, please contact:

Althea Pemsel, Director of Procurement
1481 West 15th Street
Riviera Beach, FL 33404
purchasing@rivierabeach.org

Jones Lang LaSalle Americas, Inc.

NAME OF COMPANY



PROPOSER'S SIGNATURE

DATE: 2/3/2021



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.

Jones Lang LaSalle Americas, Inc.
NAME OF BUSINESS

jeremy.becker@am.jll.com (project point of contact)
E-MAIL ADDRESS

BY: 
SIGNATURE OF AUTHORIZED OFFICER

Sworn to and subscribed before me this
1st day of Feb., 2021.

Christopher Roth, Managing Director
PRINTED NAME AND TITLE


SIGNATURE OF NOTARY

200 East Randolph Drive (Corporate HQ)
MAILING ADDRESS

MY COMMISSION EXPIRES: 7.20.24

Chicago, Illinois 60601
CITY, STATE, ZIP CODE

PERSONALLY KNOWN

(312) 228-2720
TELEPHONE NUMBER

OR PRODUCED


(312) 782-4339
FAX NUMBER

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.

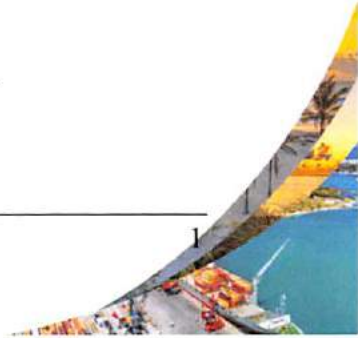
THIS CERTIFICATION is submitted by Robert Hunt the
(INDIVIDUAL'S NAME)

Managing Director of Jones Lang LaSalle Americas, Inc.
(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.

Robert Hunt
SIGNATURE

2/3/2021
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:

Jones Lang LaSalle Americas, Inc.

Firm Name

Robert Hunt

Signature

Robert Hunt, Managing Director

Name & Title (Print or Type)

2/3/2021

Date

