

PROPOSAL TO PROVIDE



REAL ESTATE BROKERAGE SERVICES
CITY OF FORT LAUDERDALE
SOLICITATION 975-11940
MAY 1, 2017

PREPARED BY

CBRE

EXPERTS IN VISION AND VALUE

COVER LETTER

Hendry J. Lopez
Procurement Specialist I
Finance/Procurement Division
100 North Andrews Avenue
Fort Lauderdale, Florida 33301
hlopez@fortlauderdale.gov

Dear Mr. Lopez,

On behalf of the project team representing CBRE, Inc. (CBRE), I am pleased to submit this statement of qualifications to the City of Fort Lauderdale (the "City") regarding Real Estate Brokerage Services.

We understand that hiring a real estate partner is a weighty decision, particularly for municipalities who must manage a diverse range of real estate needs on behalf of their constituents, City departments and other stakeholders. CBRE's resources, proven public-sector track record and best practices offer a **reliable, transparent, and market-tested approach** that supports City operations and benefits taxpayers. By continuing to partner with CBRE, the City will have access to the largest global commercial real estate network, most advanced resources and service platform, and unparalleled market data, research, and analysis – all of which will help the City make informed real estate decisions.

For this assignment, CBRE is combining local market experts (based in Fort Lauderdale) who have a deep knowledge of Fort Lauderdale with its Washington D.C.-based Public Institutions and Education Solution Group (PIES). PIES has extensive experience performing real estate services on behalf of cities, counties and states around the country including the Cities of Orlando, Pensacola, Miami, Austin and Ann Arbor and the States of Florida, New York, California, Maryland, and Michigan.

The City's real estate goals are important to us and are a natural extension of our deep roots in South Florida. Our local offices have been the leading commercial real estate service provider in the region for many years and our office is staffed by professionals who not only know the market but also call it home.

The accompanying proposal outlines the services available to the City and provides an explanation of the methodology that would be employed should the City choose CBRE as its service provider.

Thank you for the opportunity to present our qualifications and we appreciate your consideration.

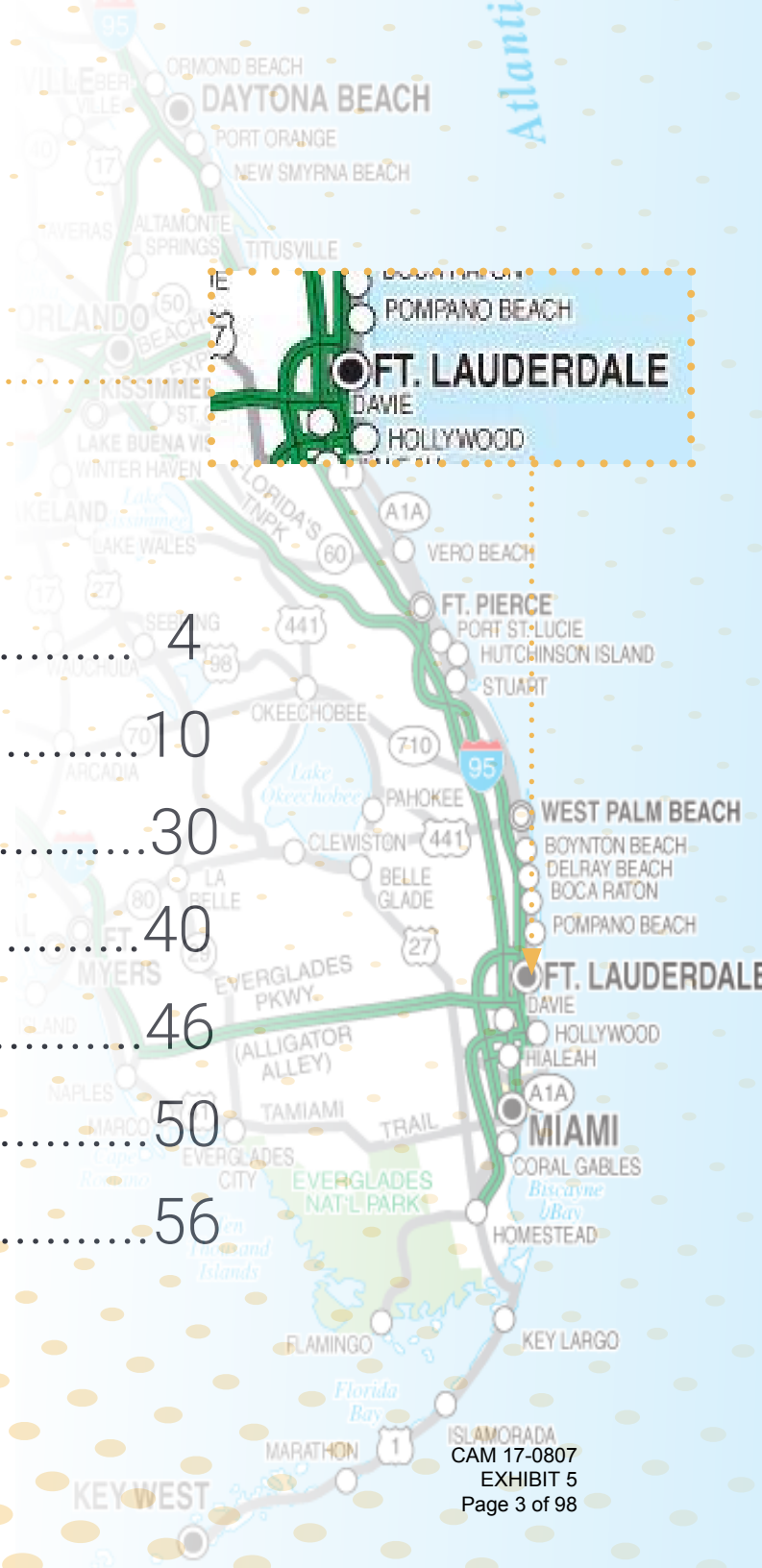
Sincerely,



Arden Karson

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A nighttime photograph of a city skyline, featuring a prominent, curved skyscraper with a glass facade. The building is illuminated from within, and its reflection is visible in the water of a marina in the foreground. Other buildings and palm trees are visible in the background. The sky is a deep blue, and the overall scene is lit with a cool, blue-toned light. The text '4.2.2 Executive Summary' is overlaid in a white, elegant script font in the center of the image.

4.2.2
Executive Summary

Executive Summary

On behalf of the CBRE Team, we express our excitement and enthusiasm in submitting this proposal to provide real estate consulting and brokerage services to the City of Fort Lauderdale ("the City"). CBRE's resources, track record, and best practices offer a reliable, transparent, and market-tested approach. This prosperous formula will help the City realize its goals of consolidation and modernization through workplace efficiency and cost-savings strategies.

BUSINESS / LEGAL ENTITY

CBRE, Inc.

ORGANIZATION'S MAIN OFFICE ADDRESS

CBRE's Corporate Address:
400 S. Hope Street., 25th Floor
Los Angeles, CA 90071
T: + 1 213 613 3333
F: + 1 213 613 3005

OFFICE LOCATION THAT WILL SERVICE THIS CONTRACT

CBRE's Fort Lauderdale Address:
200 East Las Olas Blvd, Suite 1620
Fort Lauderdale, FL 33301
T: + 1 954 462 5655
F: + 1 954 468 3069

[RESPECT]

We act with consideration for others' ideas and share information openly to inspire trust and encourage collaboration

[INTEGRITY]

No one individual, no one deal, no one client, is bigger than our commitment to our company and what we stand for

[SERVICE]

We approach our clients' challenges with enthusiasm and diligence, building long-term relationships by connecting the right people, capital, and opportunities

[EXCELLENCE]

We focus relentlessly on creating winning outcomes for our clients, employees, and shareholders

Principals

The City of Fort Lauderdale contract will be served by two key principals: Mike McShea and Arden Karson. Mr. McShea co-leads CBRE's national public sector practice. He has been a part of CBRE's current contract with the City of Fort Lauderdale since 2013, including leading and presenting the current Strategic Plan to City Commission in January, 2014. Given the experience and history on the contract, Mr. McShea will ensure a seamless transition to a new contract. Ms. Karson leads CBRE's South Florida offices located in Boca Raton, Fort Lauderdale and Miami. She is an industry veteran and will ensure client satisfaction and the appropriate local resources are dedicated to the contract.

Key Individuals

Ryan Nunes, Kimberly Balkus, Tess Fleming and Lee Ann Korst are four key individuals serving this contract. Mr. Nunes is the Project Manager and Single Point of Contact (SPOC) for the contract. Mr. Nunes has completed numerous transactions to date for the City of Fort Lauderdale, understands the City's organizational structure and how to accomplish the City's real estate goals as evidenced by leasing Bryan Homes, the former Oasis Café which had long been underutilized, in addition to other successes. Ms. Balkus' role on the team is as Transaction Manager. Her primary duties are related to lease management, with 20+ years of experience, as well as ensuring contact compliance and that the City's procurement regulations are specifically followed. Ms. Fleming supports the contract by creating world class marketing materials including brochures, website and RFP's that may be issued to solicit tenants / developers. Ms. Korst's key role is to provide public sector best practices and guidance. She formerly served the State of Florida Department of Management Services as statewide Director of Real Estate and understands public records, transparency, public procurement and process.

Specialty Practice Areas

Unique to the CBRE team is the variety of in-house specialty practice groups that could benefit the City of Fort Lauderdale including, but not limited to the four specifically requested in this RFP: hospitality, marina, multi-family and industrial. All four of those brokers, Hank Staley, Jeff Carson, Still Hunter and Allen Lindow have worked with the account team on other projects and completed a substantial amount of work in the South Florida markets, including Fort Lauderdale.

While not specifically requested in the RFP, we have also included CBRE's Assessment and Consulting group, Vesga Consulting, Carl Walker Parking and Gensler in the bid response. Many municipalities face operational challenges with buildings that are, or are becoming, functionally obsolete. Due to an extensive backlog of deferred maintenance. More and more we have clients asking the CBRE Assessment and Consulting team to perform Facilities Condition Assessments to help them understand the capital needs for budgeting purposes as well as decision making purposes. The help answers the question, "Should we continue to invest money in this building if the deferred maintenance is actually more than the building may be worth?"



ARDEN KARSON
Senior Managing Director

25+ year's experience in CRE industry. Specializing in sales and marketing, development, acquisition, asset management, leasing and financing across all asset types.

Miami, Florida



MICHAEL MCSHEA
Executive Vice President

20+ years' experience in CRE industry, representing public sector clients. National Co-Lead of CBRE's state and local government practice. Provides development advisory, strategic planning, brokerage and other associated real estate services to government entities, education institutions and corporations nationwide.

Washington, DC



LEE ANN KORST
First Vice President

20+ years' experience in CRE industry, 8 years Government experience with the state of Florida. Manages contracts for the State of Florida, Tennessee and South Carolina, and Cities of Pensacola, Miami.

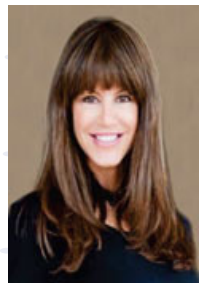
Tallahassee, Florida



RYAN NUNES
Vice President

10+ years' experience in the CRE industry. Existing Account Leader between CBRE and the City of Fort Lauderdale. Specializing in cost analysis for large real estate projects throughout the United States.

Fort Lauderdale, Florida



KIMBERLY BALKUS
Transaction Manager

20+ years of real estate experience. Office, Industrial, Medical, Retail Public Sector, Direct Ownership Representation and lease management.



Fort Lauderdale, Florida



TESS FLEMING
Marketing

4 years' experience in CRE industry, 20 years' account management and administrative support.

Jacksonville, Florida

Name	Location	Specialty	Experience
 Zach Wendelin Senior Vice President	Fort Lauderdale, Florida	Leasing Acquisitions and Dispositions	11+ years' experience in the CRE industry. Specializing in tenant representation and corporate acquisitions/depositions.
 Allen Lindow Vice President	Fort Lauderdale, Florida	Industrial	15+ years' experience in the CRE industry. Specializing in strategic planning and transaction advisory services to industrial tenants throughout South Florida.
 Jeff Carson Vice President	Orlando, Florida	Marina	25+ years of real estate experience and over 20 years of experience as an expert witness in Circuit, Federal and International courts.
 Still Hunter III Executive Vice President	Fort Lauderdale, Florida	Multifamily	17+ years retail experience in Capital Markets specializing in multifamily investment sales. In-depth market knowledge of the South Florida region.
 Hank Staley, Jr Managing Director	Jacksonville, Florida	Hospitality	30+ years of real estate consulting experience in the hospitality industry. Mr. Staley has studied over 2,000 hotels in 46 states and the Caribbean.
 Michael Kuffel Associate Real Estate Accountant	Minneapolis, Minnesota	Accounting	3+ years in real estate accounting. Specializing in reviewing CPI updates, working on multiple municipal entities, reconciling bank accounts which contain funds for multiple entities, sales tax reconciliation and filing, and properties with full GAAP accounting.
 Endria Maiorano Research Team Lead	Fort Lauderdale, Florida	Research	20+ years in real estate research. Specializing in in-depth analysis on existing markets, examining the effects of expanding zoning codes and the feasibility of transit oriented projects.
 Greg Souder Managing Director GWS	Denver, Colorado	CBRE Assessment and Consulting	32+ years' experience in the engineering industry, performing due diligence in preparing property condition assessments, prepared for acquisition, disposition and refinancing of investment grade commercial properties.
 Michael LaFalce Senior Manager GWS	White Plains, New York	CBRE Assessment and Consulting	20+ years' experience in site and building design, construction management, inspections, site and building analysis and forensic investigations

Subcontractor Team

Given the many public sector clients we have nationally, and needs associated with those clients, the CBRE team is also including three proposed subcontractors on our team. Related to the Facilities Condition Assessments mentioned above, our government clients often hire us to perform an analysis of the Operations and Maintenance costs associated with their owned assets. Budgeting is oftentimes not done in accordance with the standard real estate chart of accounts. Therefore, they don't know the per square foot costs of line items like janitorial, elevator maintenance, landscaping, security, etc. Our subcontract partner, Vesga Consulting, will review 3 – 5 years of expense data to break the City's costs out into those categories and bench mark against industry standards to determine if the City is paying too much, not enough, etc. and help adjust procurement specifications to meet commonly accepted industry standards.

We often find that cities, counties and states have challenges related to parking, typically not enough or not in the right location as well as the public entity not knowing what to charge for parking. Given that, Carl Walker Parking is part of our project team. Carl Walker Parking can evaluate supply and demand and make recommendations regarding how the City can improve the way parking is provided to citizens of Fort Lauderdale.

Additionally, we find that it is beneficial to have an Architectural and Engineering partner on the team. Whether the need is space utilization to determine if a building is being maximized from a space standpoint or a massing plan to determine whether or not a site is being utilized to its highest and best use, an A & E firm is required from time to time. Gensler is the firm CBRE has chosen to be a part of this RFP response due to our extensive working history including on the City of Mobile and States of FL, SC and NC contracts.

Key Elements


The CBRE team will hit the ground running. There is no learning curve or ramp up time required. We have the local market presence and boots on the ground required to serve the city at a moment's notice. Kimberly and Ryan have provided the City with an excellent response time to date and the day to day team has added Zach Wendelin to add further depth and resources. This is extremely important as the City will face no risk of downtime, particularly regarding the lease management function which results in \$10.2 Million in

revenue annually. Even a slight misstep could be costly to the City if a CPI adjustment or rent step is inadvertently missed.

In addition, we would like to take our experience and learnings from the current contract and offer value add services such as those mentioned above. In particular, we know that City Hall and the Police Department are aging facilities and would like to perform Facilities Condition Assessments at no charge to the City out of first commissions paid under the new contract. The CBRE team knows those are pain points given the current condition and want to make solving those mission critical facilities issues a priority.

CBRE's specialty practice groups are comprised of in-house professionals who are experts with significant experience in their respective practice areas. Additionally, CBRE's public sector practice brings best practices regarding what the City's peers are doing such as Facilities Condition Assessments and operating expense analysis as well as Public Private Partnerships. We are confident that with the platform of services CBRE offers, there is no real estate problem in which we can't identify the right resources to help solve.





4.2.3 *Experience & Qualifications*

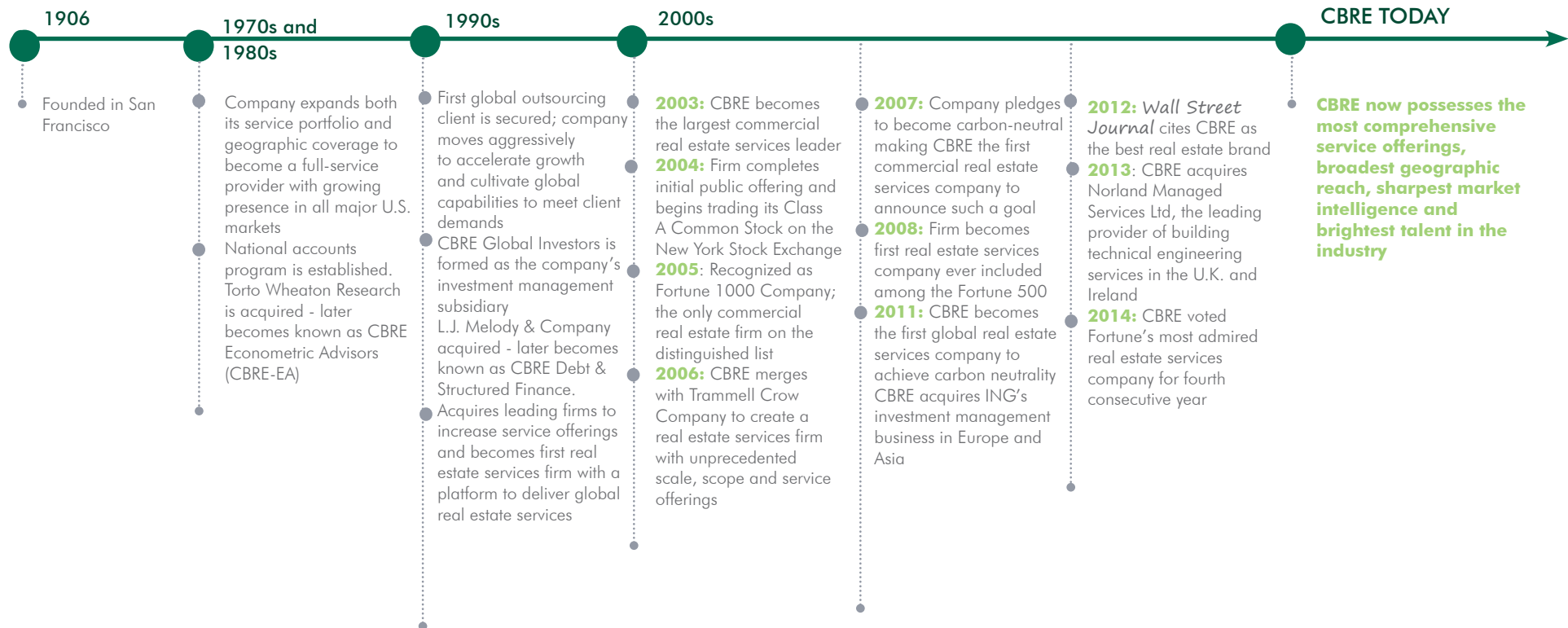
CBRE: Background & History

CBRE Group, Inc. is the world's largest commercial real estate services and investment firm, with 2016 revenues of \$13.1 billion and more than 75,000 employees (excluding affiliate offices). CBRE has been included in the Fortune 500 since 2008, ranking #259 in 2016. It also has been voted the industry's top brand by the Lipsey Company for 16 consecutive years, and has been named one of Fortune's "Most Admired Companies" in the real estate sector for five years in a row. It is a publically traded corporation -- shares trade on the New York Stock Exchange under the symbol "CBG."

CBRE offers a broad range of integrated services, including facilities, transaction and project management; property management; investment management; appraisal and valuation; property leasing; strategic consulting; property sales; mortgage services and development services.

Our headquarters is located at 400 S. Hope Street, 25th Floor, Los Angeles, CA 90071. We have over 400 offices in 68 countries worldwide. Services under this contract will be provided from our Fort Lauderdale office, located at 200 East Las Olas Blvd, Suite 1620, Fort Lauderdale, FL 33301. We are incorporated in Delaware as a corporation and licensed to operate nationwide, including in Florida.

The firm that is now CBRE traces its roots to San Francisco in 1906. By the 1940s, that firm, which later became known as CB Commercial, grew to become one of the largest commercial real estate services companies in the western United States. In the 1960s and '70s, the company went public and expanded both its service portfolio and geographic coverage to become a full-service provider with a growing presence throughout the United States. A timeline of the major milestones in our history is provided below.



Corporate Social Responsibility

CBRE's full spectrum of services include: sales advisory, strategic planning, acquisition and disposition studies, highest and best use analysis, construction and development management, site selection, facilities and property management, landlord and tenant representation and lease negotiations, benchmarking studies, innovative financial strategies, and public-private partnerships.

CBRE has developed best-in-class procedures to collaboratively manage significant client portfolios.

A few examples of our many awards and accolades include:

- Ethisphere Institute: Named as a 2016 World's Most Ethical Company
- Fortune 500: First CRE Services Company in the Fortune 500 (#259 in 2016)
- CBRE Group, Inc. Named a World's Most Admired Company by Fortune Magazine for Fifth Consecutive Year
- Standard & Poor's: The first CRE company on the S&P 500
- Businessweek: #25 among ?

ETHISPHERE
GOOD. SMART. BUSINESS. PROFIT.

A World's Most Ethical Company, 2016
(3RD CONSECUTIVE YEAR)



Military Times Best for Vets: Employers 2016
(2ND CONSECUTIVE YEAR)

CR

CORPORATE RESPONSIBILITY MAGAZINE

CBRE's Headquarters Named "Most Sustainable", 2016



A World's Most Ethical Company, 2016
(3RD CONSECUTIVE YEAR)



A World's Most Ethical Company, 2016
(3RD CONSECUTIVE YEAR)

Achievers 50

Most Engaged Workplaces™

50 Most Engaged Workplaces™ in North America, 2015



Companies That Care

Companies That Care Honor Roll, 2016
(9TH CONSECUTIVE YEAR)



100% on 2016 Corporate Equality
(LGBT WORKPLACE EQUALITY,
3RD CONSECUTIVE YEAR)



#134 Newsweek Green Ranking, 2016



ES Partner of the Year - Sustained Excellence Award, 2016
(9TH CONSECUTIVE YEAR)

CBRE: Public Institutions & Education Solutions

CBRE's Public Institutions and Education Solutions Group (PIES) is a national division of the company that partners with state, county, city and educational institutions to formulate and implement real estate strategies. Government and education entities access the specialized services of the PIES group from more than 160 offices across the country.

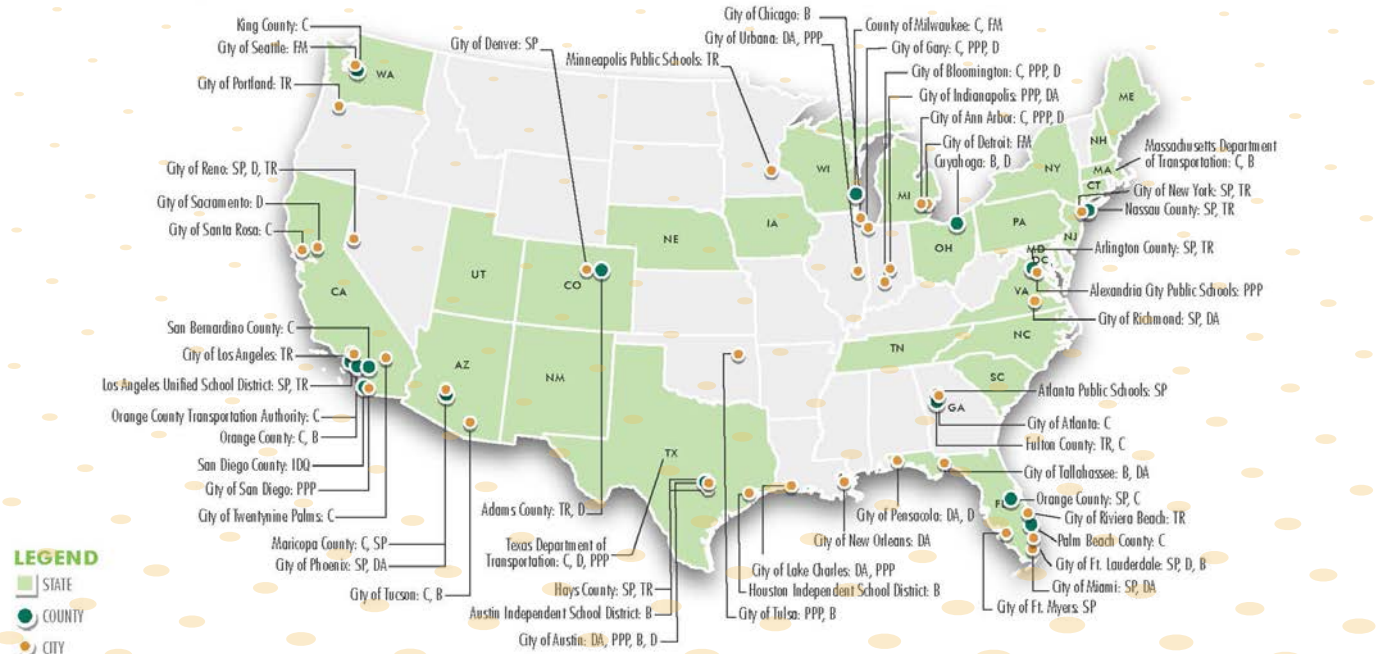
At CBRE, we understand that State and local government entities have specialized commercial real estate requirements and face unique challenges in the marketplace, including financial pressures related to funding limitations and budget reductions. State and local government entities also must confront constant pressure to accommodate directives without materially increasing staff and resource constraints. Our network of dedicated public institution and education advisors provides the full resources of CBRE's integrated platform to help state and local entities solve these challenges.

The services we most frequently provide our state and local government clients include the following:

- Acquisition and disposition of government property
- Real estate portfolio planning and management
- Evaluation and structure of public-private partnerships
- Development advisory and financial modeling
- Special purpose buildings: City Hall / laboratory and data centers / government centers
- Economic development studies
- Highest and best-use studies
- RFP development, distribution and analysis
- Energy / sustainability consultations
- Asset valuations
- Construction cost estimating
- Facility management
- Construction / project management
- Tenant Representation
- Landlord Representation
- Facilities Condition Assessments
- Asset Inventory

CBRE STATE AND LOCAL GOVERNMENT PARTIAL CLIENT LIST

CBRE provides state and local government entities with comprehensive real estate solutions. The map below shows the entities with which we maintain current contracts or our team has had recent experience.

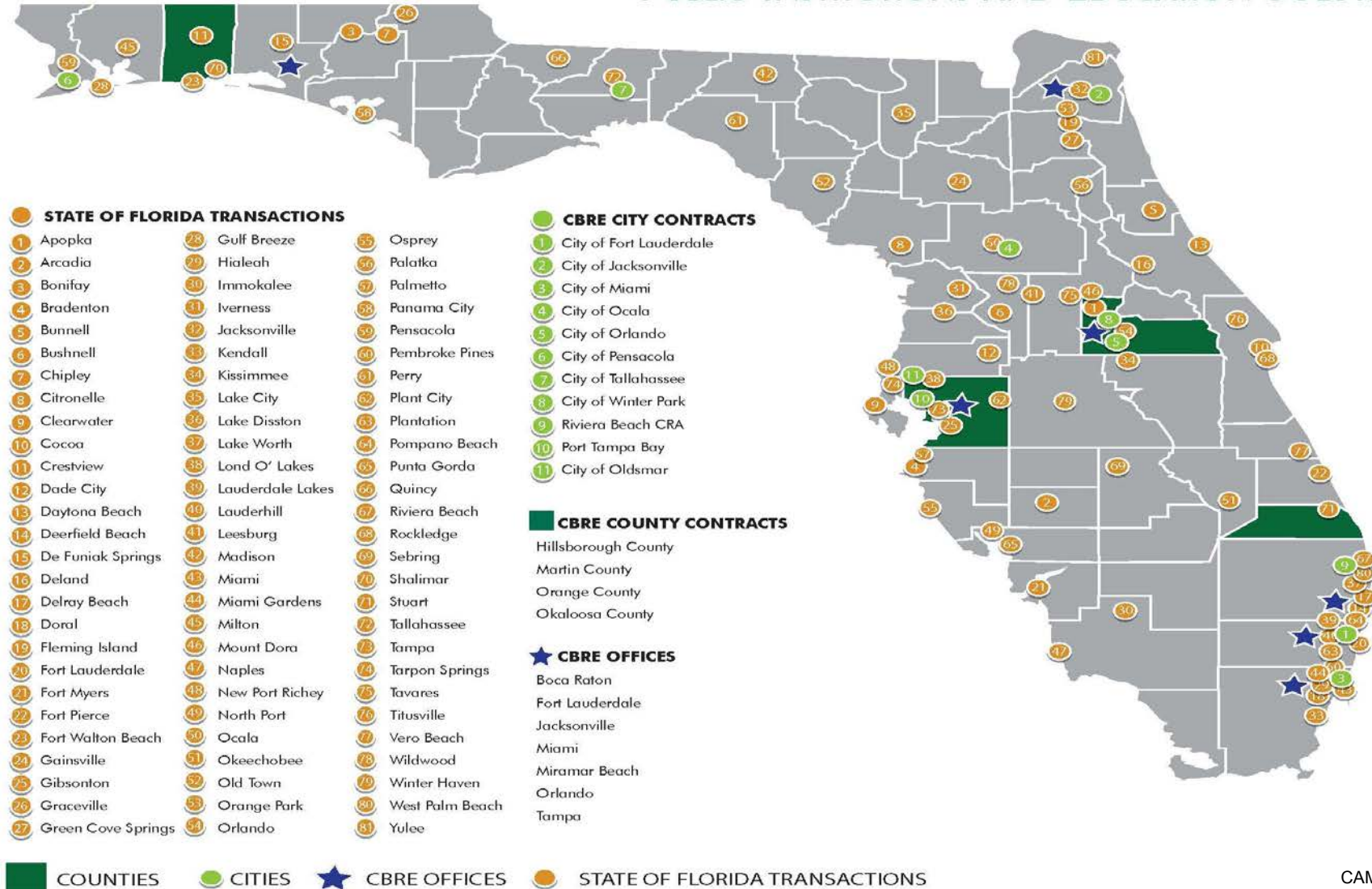


B: Brokerage C: Consulting D: Disposition DA: Development Advisory FM: Facilities Management PPP: Public-Private Partnership SP: Strategic Plan TR: Tenant Representation

CBRE: Public Institutions & Education Solutions - Florida Representation

The below map shows CBRE's depth of service in the State of Florida, including South Florida. We have completed government transactions in 53 out of 67 counties in Florida, rural and metro markets. It is important to note that this map reflects only public sector transactions. Our understanding of government leasing, disposition and unique challenges is unmatched. What this means to the City of Fort Lauderdale, is experience on a variety of transaction types and challenges. For example, we sold a former correctional institution for the State of Florida, in Broward County, for a price that was 55% above the minimum required bid.

PUBLIC INSTITUTIONS AND EDUCATION SOLUTIONS



CBRE - Organizational Chart

Public Sector Executive Oversight

ARDEN KARSON
Senior Managing Director

MICHAEL MCSHEA
Public Sector Executive Oversight



Account Director

LEE ANN KORST
SE Regional Manager

KIMBERLY BALKUS
Senior Transaction Manager

Account Managers

RYAN NUNES
Vice President

ZACH WENDELIN
Senior Vice President

Required Support Services

MICHAEL KUFFEL
Accounting

Project Management

TESS FLEMING
Marketing

ENDRIA MAIORANO
Research

Valuation & Asset Services

GREG SOUDER
Director, Assessment & Consulting

MICHAEL LAFALCE
Senior Manager

Specialty Practice Area's

ALLEN LINDOW
Industrial

HANK STALEY
Hospitality

JEFF CARSON
Marina

STILL HUNTER III
Multifamily

Public Sector Consulting

LEE ANN KORST
SE Regional Manager

MICHAEL MCSHEA
Public Sector Executive Oversight

Subcontractor Partners

CARL WALKER
Parking

CARLOS VESGA
Operations and Maintenance Consulting

GENSLER
A&E



Professional Profile

Arden Karson is Senior Managing Director of South Florida for CBRE. Ms. Karson is responsible for overseeing all aspects of CBRE's South Florida business operations, encompassing three offices —Miami, Fort Lauderdale and Boca Raton—and approximately 200 employees.

With more than 25 years of experience in commercial real estate, Ms. Karson has an extensive background in sales and marketing, development, acquisition, asset management, leasing and financing of commercial properties across all asset types. Prior to joining CBRE, Ms. Karson served as Senior Vice President for The Related Group, where she was responsible for sales and development of approximately \$1 billion of mixed-use real estate assets. She also oversaw acquisitions of distressed debt and strategic opportunities. Over the course of her career, Ms. Karson has held positions with leading real estate companies, including Lennar/LNR, Advenir, Tate Capital, CREC and Barrow Street Capital. She also served as a real estate lender with Bank of America and as a consultant with PricewaterhouseCoopers.

Ms. Karson is a lifelong resident of South Florida and third generation real estate professional. She lives in Coconut Grove with her husband and daughter, and has two children who live in New York City.

Professional Affiliations / Accreditations

- Executive Board Member, Friends of The Underline
 - Non-profit organization advocating to transform the underutilized land below Miami's Metrorail
- Advisory Board Member, Network for Teaching Entrepreneurship (NFTE)
 - Served as judge and mentor for Title 1 high school student who won 2012 business plan competition
 - Chaired 2015 fundraising benefit
- Panel Speaker/Radio Show guest: CREW, United Way, Broward Finance Alliance, Construction Marketing Council and Fried on Business
- Co-Chair GMJF Sunset Over Miami
 - Real estate networking event attended by 500 professionals
- Heavy Hitter, Miami Dolphins Cycling Challenge
 - Cycled and raised more than \$20,000 over four years for the Sylvester Cancer Center

Education

- Harvard Business School, Master in Business Administration
- Tufts University, Bachelor of Arts in International Relations
 - Concentrations in Spanish and Latin American studies

Professional Profile

Michael B. McShea, Executive Vice President, is a co-leader of CBRE's state and local government practice. Mike provides development advisory, strategic planning, brokerage and other associated real estate services to government entities, education institutions and corporations nationwide.

Mike manages some of the nation's most significant government and education projects and portfolios. He was responsible for the oversight of a contract with the Government of the District of Columbia, involving the restructuring of over 1 MSF of municipal space under the auspices of the congressionally established Financial Control Board.

Mike has developed strategic real estate plans for the several government entities including, most recently, the City of Reno, and the States of Florida, Maryland, and Michigan. He has implemented strategic real estate plans for the City of New York, as well as the states of Alabama, Arizona, Colorado, and Pennsylvania. Mr. McShea also led the renegotiation of government centers in Tallahassee, Florida encompassing 1.5 MSF of leased space at a savings to the State of over \$60M.

Mike has provided development consultant and PPP advisory services for the College of William and Mary, Alexandria City Public Schools, The City of San Diego, CA, James F. Oyster School, National Institutes of Health, John Hopkins Applied Research Laboratory and the University of Cincinnati. He is currently advising the City of Indianapolis on the redevelopment of a city block in one of its strongest retail corridors through a public-private partnership between the City and a regional developer. He and the CBRE team developed the RFP, solicited proposals, vetted qualified developers and are now in negotiating development agreements with the selected developer.

Industry Recognition/Scholarship

Mike has been a guest lecturer on various topics involving corporate, municipal and educational real estate including the National Association of College and University Business Officers (NACUBO), National Association of State Facility Administrators (NASFA), American Institute of Architects, California Association for Local Economic Develop and the Keenan Flagler Business School at the University of North Carolina Chapel Hill.

Awards

- United States Conference of Mayors Outstanding Achievement in Public Private Partnership, City of Tulsa, City Hall Acquisition
- National Association of State Facility Administrators Outstanding Achievement Award, Portfolio Management, State of Michigan
- Washington Business Journal Best Office Lease and Best Residential Development Transaction

Education

- Bachelor of Science, Business and Management, University of Maryland



MICHAEL MCSHEA
*Executive Vice President
& Co-Leader*

**CBRE | Public Institutions &
Education Solutions**
T + 1 202.669.2580
michael.mcshea@cbre.com

CLIENTS REPRESENTED

- State of Alabama
- State of Florida
- State of Maryland
- State of Michigan
- State of New York
- State of South Carolina
- State of Wisconsin
- City of Indianapolis
- City of New York
- City of Pensacola
- City of Reno
- City of Sacramento
- City of San Diego
- City of Tulsa
- District of Columbia
- County of Cuyahoga, OH
- County of Fairfax, VA
- County of Marin, CA
- County of Orange, CA

**CBRE | Public Institutions
& Education Solutions**
T + 1 850.251.9319
leeann.korst@cbre.com

CLIENTS REPRESENTED

- **State of South Carolina**
- **State of Florida**
 - DEP
 - DMS
 - EOG
 - DCF
 - DOR
 - DJJ
 - DOACS
 - DOE
 - DOC
- **City of Fort Lauderdale**
- **City of Jacksonville**
- **City of Pensacola**
- **City of Orlando**
- **City of Miami**
- **City of Winter Park**
- **Port Tampa Bay**
- **Riviera Beach CRA**
- **Martin County, FL**
- **Mobile, AL**
- **Sprint**
- **Merrill Lynch**
- **Cadence Bank**

*Tallahassee,
Florida*

Professional Profile



Lee Ann Korst serves as First Vice President within the Public Institutions Group and is responsible for the Southeast region government practice. She currently manages contracts for the States of Florida, Tennessee and South Carolina, and Cities of Pensacola, Miami, Ft. Lauderdale, Orlando and Mobile. Ms. Korst has managed the State of Florida account since 2011 by providing public institution consulting services, along with representing the State as both tenant and occupier. Lee Ann led the CBRE team responsible for publishing the State's Real Estate Optimization Plan that identified between \$70-100M in annual savings. Most recently, Lee Ann managed the disposition of a variety of State-owned property, achieving 30.4% above the minimum bid price for the properties as well as more than 450,000 square feet of tenant representation assignments.

For her municipal clients, Ms. Korst has co-lead a number of Public Private Partnerships, including high profile marina redevelopments, relocation of City administrative headquarters and re-negotiating long term ground leases for development purposes. In the course of executing the P3 transactions, Ms. Korst has worked with CBRE retail, office, hotel, multi-family and marina specialists to ensure the client receives the full benefit of CBRE's platform.

Ms. Korst has extensive government experience serving in high level positions at two Departments with the State of Florida. She served as the Director of Real Estate and Deputy Secretary at the Department of Management Services which included oversight and management of 7.9 MSF in the Florida Facilities Pool as well as 10 MSF of private sector leasing. Ms. Korst then served as the Deputy Executive Director, Department of Highway Safety and Motor Vehicles for the State of Florida, with responsibility for direct management and oversight of the Division of Driver Licensing, Division of Motor Vehicles, Customer Service Center and Cabinet Affairs. She also served the Department of Highway Safety and Motor Vehicles as the Chief of Staff, a role that included oversight of the administrative functions of that 4,500-employee state agency and \$280M budget.

Prior to her public service, Ms. Korst worked for Equity Office Properties for more than 10 years, leasing and managing a variety of property types and ultimately serving as General Manager for One Ninety One Peachtree Tower in Atlanta, Georgia, where her responsibilities include the successful financial and operational performance of the 1.2 MSF Class A office tower in Atlanta.

Credentials

- Florida Governor Mansion Commission
- Tallahassee Chamber of Commerce Action 2010 Committee
- 2002 TOBY Winner (over 1,000,000 SF category)
- 2001 TOBY Judge (250,000- 499,000 SF category)
- 2000 TOBY Winner (250,000 – 499,000 SF category)
- 1999 Equity Office Properties Building of the Year
- 1999 TOBY (The Office Building of the Year) Winner (100,000 – 249,000 SF category)
- 1997 International Tenant Handbook of the Year Award

Education

- Master of Business Administration, Oglethorpe University
- Bachelor of Science in Management and Quantitative Methods, Illinois State University
- Harvard University - Strategic Negotiations: Deal Making for the Long Term

Professional Profile

Ryan has over a decade of experience advising corporate users and municipalities ranging from Fortune 500 Companies to City and County local governments on structuring real estate strategies developed around their financial and operational objectives. He has experience executing complex transactions both within the United States as well as around the world utilizing detailed financial models and cost analysis benchmarks. He also has a breadth of experience in headquarters relocation assignments, evaluation and execution of Public Private Partnership Development Agreements as well as the consolidation of multiple facilities as part of stream-lining operations.

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.

Ryan has been a guest lecturer at Georgetown University's McDonough School of Business and Catholic University's Columbus School of Law.

Credentials

- Licensed Real Estate Salesperson - State of Florida

Education

- Bachelor of Arts, University of Pennsylvania



RYAN NUNES
Vice President

CBRE | Advisory & Transaction Services
T + 1 954.331.1711
ryan.nunes@cbre.com

CLIENTS REPRESENTED

- **City of Fort Lauderdale**
- **Martin County**
- **City of Miami**
- **Convey Health Solutions**
- **National Center for Missing and Exploited Children**
- **Ford Motor Company**
- **iQor**
- **Staples**
- **TEVA Pharmaceuticals**
- **World Fuel**
- **Actavis**

Professional Profile



**CBRE | Advisory &
Transaction Services**
T + 1 954.331.1776
kimberly.balkus@cbre.com

CLIENTS REPRESENTED

- **CIII Asset Management**
- **Invesco Advisors, Inc.**
- **Torchlight Investors**
- **City of Fort Lauderdale**
- **City of Miami**

Kimberly Balkus has been in the commercial real estate industry since 1999 and joined CBRE in 2014, serving both Strategic and Transitional Assets.

Kimberly transitioned from Asset Services to Advisory & Transaction Services and Public Institutions in early 2016 as Senior Transaction Manager. Her primary responsibilities include State and City contracts serving the South Florida Region consisting of 13 Million sf of Lease Management and Transactional management services. Kimberly has over 18 years of commercial management experience specializing in overall increased financial profitability for assets of direct national and international owners.

In addition to her recent service in the Public Sector, Kimberly provided development and growth strategies for national/international direct ownerships with multiple asset portfolios consisting of high rise office, medical, shopping center, and Class A industrial. Her responsibilities included all aspects required for direct ownership with a focus on repositioning of assets; lease administration, capital projects; construction management, financial reporting and annual budget preparation while undergoing massive multi-million dollar renovations. Kimberly's accomplishments in achieving target objectives resulted in substantial improvements in client retention, and increased profitability for the assets.

Professional Affiliations / Accreditations

- 2014 TeamWork Award –First Service Residential
- Building Owners and Managers Association (BOMA)
- Property Management Professionals
- Project Managers Network
- Licensed Florida Real Estate Sales Associate
- Licensed Florida Community Association Manager

Education

- University of Central Florida, Legal Studies

Professional Profile

Tess Fleming joined CBRE in May 2015, and serves as Client Services Coordinator for the Public Institutions and Education Solutions group out of CBRE's Jacksonville Florida office. Mrs. Fleming is responsible for client proposals and presentation development, as well as general administrative support to both the PIES group and the Northwest-Florida office. Prior to joining the CBRE team, Mrs. Fleming worked as a Brokerage Assistant for JLL Commercial Real Estate in Jacksonville Florida.

Tess has created marketing materials for Las Olas Marina, as well as the RFP development for Miami Riverside Center.

Mrs. Fleming brings more than 10 years in real estate experience, and 20 years of account management and administrative support



TESS FLEMING
Marketing

**CBRE | Public Institutions &
Education Solutions**
T + 1 904.633.2607
tess.fleming@cbre.com

Credentials

- Real Estate License - State of California

Education

- Associates of Arts, Florida State College of Jacksonville

CLIENTS REPRESENTED

- State of South Carolina
- State of Florida
- City of Fort Lauderdale
- City of Jacksonville
- City of Longwood
- City of Okaloosa
- City of Oldsmar
- City of Orlando
- City of Miami
- City of Miami Beach
- City of Pensacola
- City of Vero Beach
- City of Winter Park
- Hillsborough County, FL
- Port Tampa Bay
- Martin County, FL
- Memphis, TN
- Mobile, AL

*Jacksonville,
Florida*

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CLIENTS REPRESENTED

- Progressive Insurance
- Uniform Advantage
- Global Medical Management
- FIS Global
- Alliance Entertainment
- Fresh Results
- Steinberg Global Asset Management
- Ferencik, Libanoff, Brandt, Bustamante & Williams, P.A.
- Furr & Cohen, P.A.
- Miller, Kagan, Rodrigues & Silver, P.L.
- EtcheverryHarrison LLP
- Gutter Chaves Josepher Rubin Forman Fleisher Miller P.A.
- SetnórByer Insurance Risk
- VanbridgeLLC
- Universal Insurance Services
- Sttemtech
- MatomyUSA
- CareerSource Broward



Professional Profile

Zach Wendelin is a Senior Vice President at CBRE with over ten (11) years of experience in which he has developed extensive experience with complex, multi-faceted real estate transactions in excess of 2 million square feet and over 500 transactions. Prior to joining CBRE, Zach served as Vice President at JLL and CresaSouth Florida. His focus within the commercial real estate industry is tenant representation (leases) and corporate acquisitions/depositions (sales).

Additionally, Mr. Wendelin was a member of the U.S. Navy, serving overseas in Yokosuka, Japan. He spent four years on board the USS O'Brien (DD-975) and served as a Search and Rescue Swimmer (SAR) and Visit, Board, Search, and Seizures (VBSS) team member. Mr. Wendelin received several letters of commendation and multiple medals and ribbons for his military service from 1995-1999.

Professional Affiliations / Accreditations

- United States Navy (Search and Rescue)
- Muscular Dystrophy Association
- Make-A-Wish Foundation

Awards

- 2016 Top Producer
- 2015 Top Producer
- National Association of Industrial and Office Properties (NAIOP)
- South Florida Office Broker Association (SFOBA)

Education

- University of Miami, B.S. Communications
- Trading Academy (OTA) - Stock and Futures Trading

Professional Profile

Allen Lindow joined CBRE in 2008, and has since provided strategic planning and transaction advisory services to industrial tenants located throughout South Florida. With nearly two decades of experience working with Fortune 500 companies and fast-growing startups, Allen has remarkable expertise in assisting clients with lease negotiations for properties spanning multiple locations around the globe.

Prior to joining CBRE, Allen was Senior Vice President of Corporate Real Estate Services in Fort Lauderdale, where he led a team of office and industrial brokers focusing on creating and delivering value propositions differentiated from those of our competitors. He earned his Certified Commercial Investment Member (CCIM) designation, recognizing him as an expert in commercial and investment real estate.



ALLEN LINDOW, CCIM
Vice President

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allen.lindow@cbre.com

Credentials

- Past President, Commercial-Industrial Real Estate Brokers Association (CIREBA)
- National Association of Industrial and Office Properties (NAIOP)

Community Service

- Life Net for Families
- Kids in Distress
- National Multiple Sclerosis
- NFL Alumni
- Rebuilding Together

Education

- CLE International Boston, Continuing Education; Negotiating Commercial/Industrial Leases
- Commercial-Investment Real Estate Institute, CCIM
- Florida Atlantic University, Bachelors of Business Administration; Real Estate

CLIENTS REPRESENTED

- Holland America Group
- Prosource
- The Hertz Corporation
- World Electric Supply
- Cintas Corporation-Velocity Aerospace
- Chevron
- McKesson Medical
- GSA-Social Security Admin
- ThyssenKrupp Materials
- MAPEI-Tribune Co.
- TruGreen
- Fanatics
- VW America
- Target
- JB Hunt
- Toshiba Business Systems

*Fort Lauderdale,
Florida*

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**CBRE | Advisory &
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CLIENTS REPRESENTED

- Kennedy Point Marina
Brevard County, Florida
- Fishin Store Marina Volusia
County, Florida
- Hontoon Landing Marina and
Motel Volusia County, Florida
- Adventure Yacht Harbor Marina
Volusia County, Florida
- Ocean Club Marina Brevard
County, Florida
- Riviera Beach Yacht Club (Boat
Yard) Palm Beach County,
Florida
- Panacea Harbor Marina
Wakulla County, Florida
- Tierra Verde Marina Pinellas
County, Florida
- Boat Tree Marina – Orlando
Orange County, Florida
- Boat Tree Marina – Sanford
Seminole County, Florida
- Banana River Marina Brevard
County, Florida
- Cocoa Village Marina – Cocoa
Brevard County, Florida
- MS Dockside Marina –
Carrabelle Franklin County,
Florida
- Alligator Point Marina Franklin
County, Florida
- Charter Boat Marina Marathon
Key, Florida



Professional Profile

Jeff Carson MAI, MRICS is a specialist in the brokerage and valuation of marinas, boat yards, ship yards and working waterfront properties around the world, with over 25 years of real estate experience and over 20 years of experience as an expert witness in Circuit, Federal and International Courts. Mr. Carson has served as an expert witness in waterfront litigation matters in the United States, Europe and in the Caribbean. He is a licensed real estate broker, a Designated MAI Member of the Appraisal Institute, a Designated MRICS Member of the Royal Institution of Chartered Surveyors, a State Certified General Real Estate Appraiser, a member of the CBRE International Valuation Group and a member of the Litigation Support Practice.

Since 1985, Mr. Carson has appraised residential, office, retail, industrial, special purpose, mixed use, waterfront and vacant land assets.

Mr. Carson is a published real estate author as well as a documented and quoted expert witness in United States Circuit and Federal Courts as well as the High Court in Dublin Ireland and the Eastern Caribbean Supreme Court.

Professional Affiliations / Accreditations

- Appraisal Institute, Designated Member (MAI), No. 10,426
- Royal Institution of Chartered Surveyors, (MRICS), No. 1290121
- Certified General Real Estate Appraiser, State of Florida, No. RZ 1612
- Real Estate Broker, State of Florida, No. BK 0457360
- Has completed appraisal, appraisal review, brokerage, consulting and/or expert witness testimony in the following countries: Abaco Bahamas, Tortola British Virgin Islands, Dublin Ireland and St. Lucia
- Has completed appraisal, appraisal review, brokerage, consulting and/or expert witness testimony in the following states: Alabama, Arkansas, California, Connecticut, Florida, Iowa, Kentucky, Massachusetts, Maryland, Michigan, New Jersey, New York, North Carolina, Ohio, Rhode Island, Tennessee, Texas, et al.

Education

- University of Florida, Gainesville, Florida
- Bachelor of Arts, 1983
- Associate of Arts, 1982

Professional Profile

Still Hunter III is an Executive Vice President within CBRE's Capital Markets group with over seventeen years of experience in multifamily investment sales. Based in Fort Lauderdale, Still and his South Florida Multi-housing team have closed in excess of \$7 billion in apartment transactions totaling more than 75,000 units. His transactional expertise, in-depth market knowledge of the Southern Florida region and outstanding relationships combine to make Still a top choice to handle important and high profile dispositions for many of the nation's top multifamily owners.

Regularly featured in publications such as Real Estate Forum, GlobeSt, The Wall Street Journal and South Florida Business Journal, Hunter is a recognized market leader. He is a CoStar Power Broker, one the South Florida Business Journal's "Top Dealmakers" of the year, one of the top 40 under 40 professionals in South Florida and was one of Real Estate Forum's top 35 under 35 real estate professionals in the nation. Still appears frequently as a speaker at industry events and has been a guest lecturer for the University of Miami's Masters in Real Estate program

Still is a graduate of Rhodes College where he received his bachelor's degree in Business Administration and Spanish, in which he is fluent. In his spare time he enjoys boating, fishing, diving, spearfishing, car racing and other sporting events, as well as traveling and spending time with friends and family.



STILL HUNTER III
Executive Vice President

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Multifamily**
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Professional Affiliations / Accreditations

- Urban Land Institute
- National Multi Housing Council – Board of Directors
- Real Estate Forum – Recognized as one of the nation's top "Thirty-Five under Thirty-Five" Real Estate Professionals
- South Florida Business Journal – Recognized as one of South Florida's top "Forty under Forty" Professionals

Credentials

- Chairman's Circle of Excellence Award - 2005
- Chairman's Club Award - 2005, 2006, 2014
- National Achievement Awards - 2003-2007 & 2009-2014

*Fort Lauderdale,
Florida*

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Professional Profile

Staley, Jr. is responsible for managing the firm's Jacksonville practice unit with a focus on market valuation and dispute resolution services. He has over 30 years of hospitality industry consulting and has studied over 2,000 hotels in 46 states and the Caribbean.

a graduate of the University of Georgia's J.M. Tull School of Accounting and is a licensed certified accountant. He also holds the MAI, CRE and ISHC designations.

He began his consulting career with Laventhol & Horwath, an accounting firm with then the nation's hospitality practice. He ultimately became a Principal in the firm's leisure time industries practice later appointed Managing Director of the firm's Atlanta office, responsible for overall management accounting, income tax and consulting practices. Mr. Staley subsequently served as a Senior Vice President with New York based Landauer Associates and was responsible for developing the firm's southeastern hospitality consulting practice. His team firmly established Landauer as a substantial participant in the hospitality consulting arena. In 1993, Mr. Staley formed his own firm, Hospitality Analytics Inc., which subsequently merged with another consulting firm to become Atlantic Hospitality Advisors. As the firm's Managing Partner, Mr. Staley merged the company with PKF Consulting in 2010.

Mr. Staley has written numerous articles that have been published in the Appraisal Journal, Real Estate Forum, The Atlanta Business Chronicle and Hotel & Motel Management. He has been quoted as a hotel expert in numerous newspapers including the New York Times, the Chicago Tribune and the Atlanta Constitution. His speeches include presentations to NACORE, the Hotel & Motels Brokers of America, the Georgia Association of Hospitality Accountants, the Southern Bankruptcy Law Institute, The Hotel/Motel Owners & Investors Conference, the Asian American Hotel Owners Association and several other symposiums and conferences. He has also lectured at Georgia State University and has taught hospitality consulting courses for an international public accounting firm.

Credentials

- Appraisal Institute
- Certified Public Accountant
- Certified General Real Estate Appraiser
 - Florida - RZ2447
 - Georgia - 420
 - New York - 46000050779
 - New Jersey - 42RG00086300
 - Virginia - 4001005650
- Counselor of Real Estate (CRE)
- International Society of Hospitality Consultants (ISHC)

Education

- J.M Tull School of Accounting, University of Georgia

Professional Profile

Mr. Michael Kuffel is an Associate Real Estate Accountant located in CBRE's nationally centralized and Minneapolis based Client Accounting Services office. Mr. Kuffel is dedicated to meeting his clients' needs and focused on providing excellent customer service, as well as maintaining good working relationships with team members, clients, and real estate managers.

Mr. Kuffel began working for CBRE in December 2014 as an Accounting Coordinator and was promoted to Associate Accountant in June 2016. Mr. Kuffel has worked on multiple Client properties, familiarizing himself quickly with the needs and deadlines of each. Mr. Kuffel has experience reviewing CPI updates, working on multiple municipal entities, reconciling bank accounts which contain funds for multiple entities, sales tax reconciliation and filing, and properties with full GAAP accounting.

Education

- JBachelor of Science degree in Finance at Minnesota State University – Mankato located in Mankato, MN with a minor in Mathematics.



MICHAEL KUFFEL
Associate Real

Estate Accountant

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CLIENTS REPRESENTED

- DRA ADVISORS
- LNR
- City of Ft. Lauderdale
- Ellington Partners
- Ellis Partners
- Target Corporation

Software Experience

- MRI Windows
- Yardi Voyager

Professional Profile

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Endria Maiorano joined CBRE in 2000 and presently serves as the South Florida Team Lead overseeing all research related projects for the South Florida markets, delivering consistent, industry leading information to clients.

In her career at CBRE, Ms. Maiorano has successfully developed and executed a dynamic research platform for the South Florida offices by focusing on the development and implementation of new products and additional services to sales professionals and external clients. She consistently seeks the input from sales professionals and senior leadership regarding performance and changing needs of clients in an effort to provide superior service.

Ms. Maiorano excels in providing in-depth analysis on existing markets, examining the effects of expanding zoning codes and the feasibility of transit oriented projects. She is also well known for establishing process documentation for all positions including quarterly statistical procedures, local and national procedures, outlining training programs for new employees, based on the different needs for each South Florida office.

Credentials

- Exceptional Service Award" 2005, 2007, 2010 and 2011 with CBRE Inc , for leadership ability, superior client service and coaching skills. Involved in assisting South Florida personnel to achieve their maximum potential.
- Licensed Florida Real Estate Sales Associate
- Florida Registered Assistant Appraisers License
- New York Real Estate Sales Associate License

Education

- M.I.T., Cambridge, Massachusetts
- Tobe-Coburn College, New York, New York

Professional Profile

Mr. Souder is a senior engineering professional with thirty-two years of experience in the engineering industry, including performing due diligence in preparing property condition assessments, prepared for the acquisition, disposition and refinancing of investment grade commercial properties. Mr. Souder also performs structural condition assessments, including both non-destructive and destructive structural forensics, for existing facilities. Other due diligence activities include construction progress evaluations for payment, and peer review of construction level plans to be issued for bid or construction. Mr. Souder also oversees staff performing building envelope and roof assessments, and multi-disciplined design professionals for the remediation, re-purposing and alteration of existing office, retail and industrial building facilities.

Mr. Souder has prior work experience in the design of soil stabilization, spill containment, primary and secondary cell lining systems for waste containment systems; in the evaluation and retrofit of free-standing and guyed telecommunication towers, for installation of antenna equipment; in the design of foundations for solar array farms; and in conducting forensic studies of construction claims, utilizing critical path method schedule techniques for prudence review of construction and project management decisions for impact on schedule and cost performance issues.



GREG SOUDER
Managing Director

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*Denver,
Colorado*

Mr. LaFalce is the Director of Corporate Accounts within the Advisory Services group of CBRE. Mr. LaFalce is responsible for working closely with CBRE's vast client base including the Global Workplace Solutions, Alliance Directors and Local Market Area Managers to execute customized risk based solutions for our high end platform. He is a Registered Architect who brings over twenty years of professional experience in site and building design, construction management, inspections, site and building analysis, and forensic investigation.

Mr. LaFalce has been conducting debt and equity level Property Condition Assessment and preparing Reports for over four years on all types of real estate properties including liturgical campuses, hospitals, medical office buildings, assisted living facilities, nursing homes, office buildings, multi-family properties, hotels and motels, warehouse and industrial buildings, parking garages, retail strip centers and stand-alone stores, enclosed shopping malls, mobile home parks, and self-storage facilities. He has also provided services for construction monitoring and construction closeout. He is also responsible for Property Condition Assessment scopes including ASTM for underwritings, CMBS, Fannie Mae, Freddie Mac, HUD – Multifamily Accelerated Processing (MAP) along with client specific requirements in order to facilitate with the Real Estate Loan Transactions.

As Director of Corporate Accounts, Michael is assigned a various array of property condition assessment projects for clients and institutional mortgagees throughout the United States. Michael has over 20 years of design, construction, and consulting experience, including residential, commercial, and educational construction, project management and project closeout. Prior to joining CBRE, Michael worked as principal of his own architecture company.



MICHAEL LAFALCE
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Corporate Accounts*

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*White Plains,
New York*

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4.2.4 *Approach to Scope of Work*

CBRE is excited at the prospect of continuing to partner with the City of Fort Lauderdale on their myriad of Real Estate needs. Our goal is to take the “lessons learned” from the existing contract and build on the partnership and opportunities to improve the City’s real estate portfolio under a new contract. Based upon our experience, we see the City’s real estate requirements relating to the following four core areas:

Lease Management

CBRE is proud of what we have accomplished with the Lease Management as we helped the City transition from their existing methodology of lease management to the current, seamless execution of lease management across both the City’s core portfolio as well as the Executive Airport Portfolio. CBRE currently manages over \$10.2 Million in annual rent utilizing a team of accounting and property management professionals. Through centralization of the billing and receiving of rents, CBRE has helped to drive down the default/non-payment rates the City has experience in the past while providing the City ongoing visibility in the form of monthly reporting to outline any delinquencies as well as to support City Staff within the finance office on internal and external reporting requirements.

CBRE’s ability to continue the lease management in a seamless manner will help ensure that the City continues to receive the benefit of managed rental collection and continued monthly cash flow with professional oversight. Please refer to the project schedule as it relates to the current process by which CBRE manages the rent collection. Kimberly Balkus, Senior Transaction Manager, will continue to devote 80% of her time to the City of Fort Lauderdale Account with a core job responsibility remaining to ensure seamless delivery to the City.

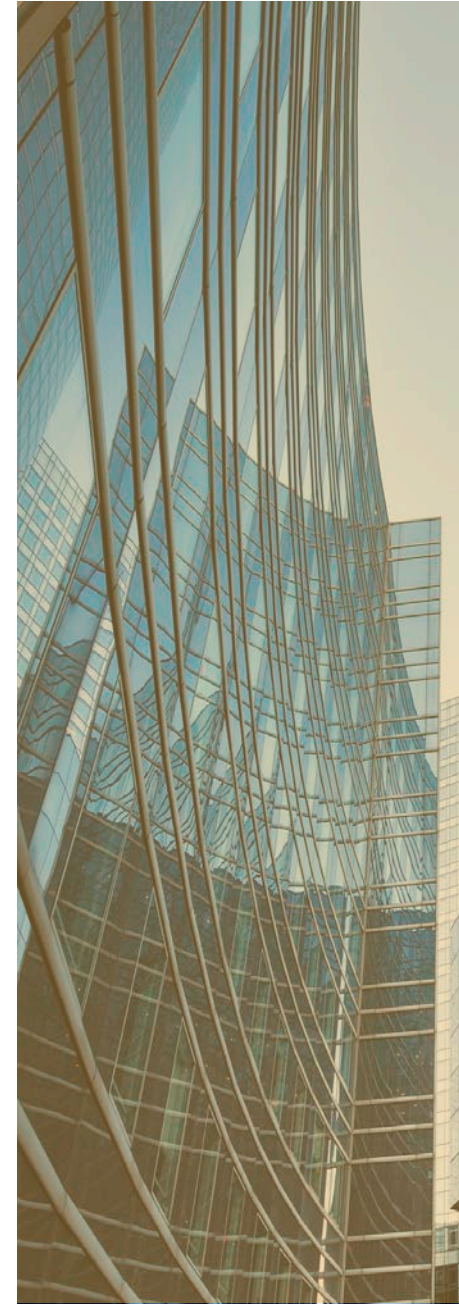
City as Landlord

In addition to CBRE’s value creation through lease management and the maximization of revenues to the City, CBRE has also been integral in re-leasing vacant buildings on behalf of the City delivering significant value both through savings on capital costs that would have otherwise been incurred by the City as well as delivering a new rental source from facilities that were costing the City money in terms of maintenance and security. Among these successful projects were:

- Leasing of Bryan Homes – CBRE found a tenant who would both be responsible for paying rent to the City and undertaking repair of the

facility, which was subject to significant deferred maintenance amounting to over \$1 Million in needed repairs. Total value creation: \$2.25M

- Leasing of the Oasis Café – The existing tenant in place was significantly in arrears on rent payment and had deferred maintenance obligations. CBRE found a strong-credit replacement tenant who is investing \$1.5M in to the property while delivering an \$5.8M rental stream to the City over the life of the lease.
- Leasing of City Park Garage – The City had several tenants within the City Park garage who were in arrears. CBRE successfully re-let the largest vacancy in the center while advising the City on replacement tenants for failing businesses via lease assignments. The value creation for the City was \$697K.
- 825 E Sunrise – CBRE disposed of a vacant parcel which the City Commission deemed as Surplus in a prominent location for \$1.3M.
- Dania Farms – The City owns a site outside of the City of Fort Lauderdale boundaries which is encumbered by high-tension FPL lines limiting the development ability. CBRE successfully found two bidders offering to lease the site despite the significant encumbrances and required site work. While the City ultimately decided to retain the site for further evaluation, the total value to the City would have been: \$1.049M rental stream and an estimated \$3.3M in land improvements.
- CBRE has worked with the City on the disposition of multiple, small surplus parcels throughout the existing contract successfully finding buyers for under-utilized property bringing revenue to the City, removing the City’s obligation for on-going maintenance of the properties and adding the parcels back to the tax roll.



City as Lessee

CBRE has a proven track record of delivering significant value to the City through finding and negotiating solutions for the City's leasing needs to handle City Staff. CBRE has completed several successful transactions on behalf of the City under the current contract delivering value to the City of over \$775,000 in cumulative savings over the life of the leases. The key projects completed under the current contract were:

- City Hall Annex Tower Renewal - CBRE actively negotiated a lease renewal at Tower 101 in which the City has occupied in the building for several years but was not fully utilizing the footprint. Through CBRE's efforts, the City has ongoing options for growth while the landlord funded a re stack of the existing footprint to allow the City Auditor to relocate its office out of City Hall. Total Value to the City, including the Landlord's contribution is estimated to be over \$400,000. In addition, CBRE helped the City expand their footprint in 2016 for the Structural Innovations Department delivering another \$80,000 in savings.
- Internal Affairs- CBRE engaged in a county search for the City's Internal Affairs Division and successfully located a unique standalone building which provided the specialized Department with above standard offices. CBRE successfully negotiated on behalf of the City with value creation, including the Landlord's contribution toward build-out and rent abatement, of over \$140,000.
- Expansion of the City Attorney's Office, One East Broward – The City Attorney's Office discussed the need to expand to accommodate current and future employees. Space limitations at City Hall required an expansion outside of City Hall. CBRE conducted market surveys and presented options which resulted in the approval of a lease with One East Broward. CBRE delivered over \$151,000 in savings through aggressive negotiations.

Development Advisory Transactions

CBRE has been involved in advising the City on a development advisory role for the redevelopment of the Las Olas Marina. Through over 2 years of investment from 14 CBRE professionals, the City awarded the development of the Las Olas Marina to Suntex Investors wherein Suntex will lease the property for 50 years,

increase the rent received by the City by over \$22 Million on an NPV basis and invest over \$23 million in substantially renovating the marina to turn it in to a first-class yachting destination by enlarging the existing wet-slip footprint while bringing a walking promenade and several restaurants to the site. CBRE believes we can repeat this success on other high-visibility land throughout the City including:

- Bahia Mar – the existing hotel and marina development with a willing developer looking to substantially re-invest in the project
- Dania Beach – the former Sludge Plant – 13+ acres of Industrial zoned land outside the City limits
- One Stop Shop – nearly 3.5 acres of land between City Hall and the future Brightline Station
- Wyngate – a former landfill on Sunrise Blvd upon which CBRE received several inquiries and had numerous discussions on re-purposing

With over 75,000 employees globally, CBRE's marketing footprint and ability to uncover potential visitors on a global basis will serve to ensure that the City realizes the highest and best use and largest value for these development advisory options. CBRE's integrated marketing platform, and significant support resources, were utilized for Las Olas Marina and helped drive the successful process of finding a bidder that the City Commission deemed acceptable.



Value Added ONGOING REAL ESTATE ADVISORY Services

Throughout the existing contract, CBRE has served as an ongoing advisor to the City on assignments which produced no revenue for CBRE for the sole benefit of the City as our client to continue to support the City's ongoing needs. These advisory services range from presenting to the Fire Bond Board regarding fire station locations and the state of the market to preliminary advisory services on Bahia Mar following the acquisition by the new owner to helping the City evaluate parcels for acquisition and disposition. CBRE values the current relationship we have with the City and look forward to the opportunity to continue to support the City as their out-sourced real estate partner in an advisory role.



City of Fort Lauderdale Case Studies

Bryan Homes Historical Site | Now Known as Riverhouse



BEFORE



AFTER

Challenge

- Significant Deferred Maintenance of the Historical Bryan Homes structure rendered the need for significant initial restoration construction without comprising the integrity of the historical recognition.
- Existing layout provided an opportunity for limited uses given the historical requirements of the structure.
- Estimated cost to bring the structures up to code was \$1.6M.

Results

- 25-year Lease
- \$1.2 Million Income Stream to the City and activation of site
- CBRE saved the City a minimum of \$1.6 Million in potential Capital Repairs
- Immediate rental income while Tenant maintains responsibility of all operation and maintenance

Oasis Cafe | Now Known as Bo's Beach House



BEFORE



PROPOSED PLAN

Challenge

- Expired Lease with Tenant significantly under market with an annual rate of \$47,762
- Tenant was in default with unpaid rent and taxes exceeding \$150,000
- Property was beginning to accrue deferred maintenance

Results

- Delivered 5 offers to the City exceeding the minimum bid of \$200,000; leading to a 400% increase in income to the City General Fund
- 20- Year Lease
- \$5.8 Million Income Stream to the City and replacement of non-performing Tenant
- Minimal Capital Contribution by the City

Las Olas Marina



BEFORE



PROPOSED PLAN

Challenge

- Marina harbored deferred maintenance requiring a significant capital contribution
- The City saw an opportunity to monetize an asset that has significant revenue potential
- As a marquee property in the Yachting Capital of the World the City wanted a First-class marina operation while maintaining public access
- The complex transaction involves negotiating an existing State Reverter on a portion of the uplands

Results

- Marketing campaign of 15,000 per campaign reaching over 200,000+ recipients.
- Received qualified bids for the operation and capital improvement/expansion of Las Olas Marina
- Secured an offer with an estimated average 10-year minimum net rent projection of \$1.7 million/year and an estimated total 50-year revenue to the City of \$173.6 Million
- While the City Commission has awarded the bid to Suntex Marina Operators, the lease is still being negotiated and subject to Commission approval

Aero Toy Store | Now known as Sheltair FXE Northside



BEFORE



PROPOSED

Challenge

- FXE and The City had a tenant in ongoing default on a prominent parcel adjacent to FXE
- FXE and The City desired to ensure that any incoming tenant was credit-worthy and would fulfill their capital contribution requirements
- FXE wanted a tenant who would be complementary to FXE operations

Results

- CBRE successfully marketed the parcel and negotiated a lease with Sheltair to expand their operations at the airport
- CBRE generated an additional positive impact to the Airport and replaced non-performing Tenant.
- Positive Income Stream to the Airport of \$11.5 Million estimated without increases over 30 years.
- Tenant Capital Contribution of \$25 Million

RESOURCES AND TECHNOLOGY

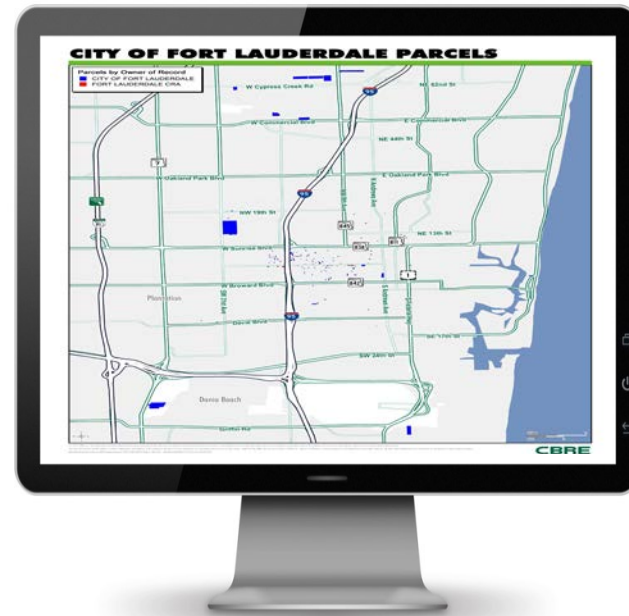
CBRE invests over \$39 Million a year to ensure we continue to have best-in-class market research at our fingertips. Included in the array of technology platforms we utilize on behalf of our client are:



LOCATION ANALYTICS - CBRE's in-house Location Intelligence Group has the ability to create custom Mapping Solutions to help a client make informed decisions about their portfolio. Our Location Intelligence Group has been involved under CBRE's current contract with the City creating a number of mapping solutions on behalf of the City to allow the City to interact with their real estate holdings. Combining a broad range of data, local market knowledge, and client intelligence, with an advanced mapping function CBRE is able to deliver superior site selection and real estate analysis that sets CBRE apart in the market.

Our Mapping Solutions strip away perception and bias to create tangible real estate scenarios allowing for better informed their decisions. These solutions arm our clients the best data and analysis. For example, CBRE has delivered maps showing not only the City's entire portfolio, but also installing filters to allow the City to view CRA and non-CRA properties to help make informed decisions on surplus properties for potential disposition. **See Exhibit A for an example.**

Our Location Intelligence Group is fueled by an ever growing bank of exclusive data, as well as an expanded team of real estate location intelligence analysts and GIS professionals. This new combination of technology and data allows CBRE help their clients make better, more accurate, more timely decisions **T**han ever before.



LOCATION ANALYTICS

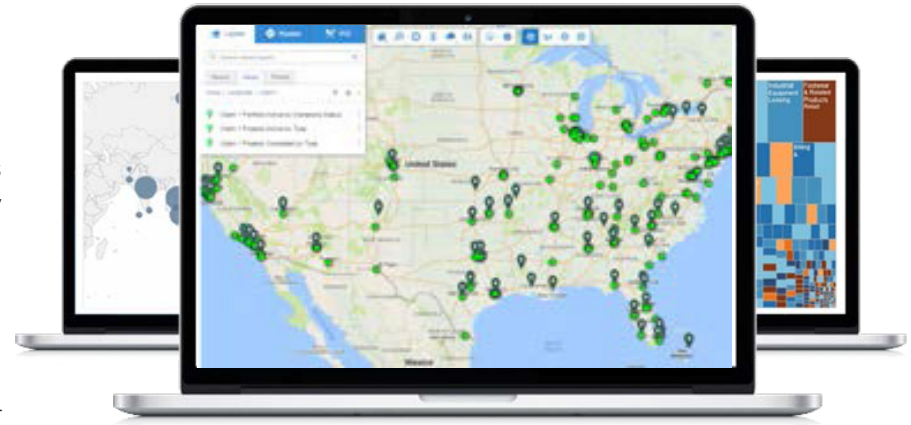
TRANSACT - Precision management of resources, timelines and data is critical for driving complex real estate transactions that deliver superior outcomes and bottom-line performance. TransAct, CBRE's customized transaction management solution, meets this need by enabling real estate professionals to stay fully informed on all transaction activities through a centralized, web-based dashboard and real-time, customizable reporting. Rather than relying on an inconsistent manual processes and spreadsheet-based project status reports, TransAct streamlines work-flow management, project tracking and performance reporting in a centralized web-based dashboard.

CBRE continues to be on the cutting edge of technology to ensure best solutions and outcomes for our clients and ensuring that our research departments information and capabilities are second to none. As CBRE has demonstrated throughout our existing contract, CBRE's multi-disciplinary platform, bolstered by our extensive research department, is able to quickly and accurately deliver relevant market information to the City across all product types.

P2P -YARDI'S PROCURE TO PAY (P2P) has been the full-service, web-based automated invoice processing system that eliminates manual methods of traditional accounts payable procedures. P2P operates as an invoice processing center and can integrate with several other accounting software systems used by CBRE including Yardi Voyager, CTI, and MRI. This program is currently being used for the Lease Management function.

CAMPAIGN LOGIC - CBRE's proprietary e-mail marketing distribution system which is fully compliant with the CAN-SPAM act and has a global reach of verified developers and investors. **See Exhibit B for an example.**

CITRIX XENAPP- The City's dedicated Accountant Team performs the month-end procedures for both City of Fort Lauderdale City Leases and City of Fort Lauderdale Executive Airport Leases with two separate Reports prepared through MRI accounting software. To ensure the City's monthly financial reports are compiled, reviewed for accuracy and completeness, and delivered timely, the Accounting team works with the dedicated Transaction Manager. When the final system-generated reports are available, the TM will access the financial reports and verify the reports are in balance before submitting both separate documents to the City Staff. The Accounting team also will forward any required Excel reports and Bank Account Reconciliation include with the financial reports.



TRANSACT



Project Implementation Timeline

The CBRE team carefully reviewed the RFP requirements and completed the below timeline which will be used to implement the contract. As you will see many of the tasks start on Day 1 given the ability to seamlessly transition to a new contract. Other requirements, such as the Strategic Plan, will be completed in accordance with the RFP timeline.

		City of Fort Lauderdale RFP 975-11940 Real Estate Brokerage Services																								CBRE																																				
Months	2017	July				August				September				October				November				December				2018 January				February				March				April				May				June																
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
1. Review and Assessment of all City-owned vacant/underutilized properties																																																														
1.1 Assessment of revenue potential																																																														
1.2 Recommendations / planning for expedited/streamlines disposition of city-owned land																																																														
2. Strategic Plan																																																														
2.1 Goals as they relate to the City																																																														
2.2 Identify opportunities related to underutilized/surplus properties																																																														
2.3 Plan to achieve revenue generation																																																														
2.4 Affordable housing candidates																																																														
2.5 Public sector best practices																																																														
2.6 Digital application recommendations																																																														
2.7 Facility Condition Assessment																																																														
2.8 Draft report (within 120 days)																										★																																				
2.9 Final report (within 180 days)																										★																																				
3. Real Estate Transactions																																																														
3.1 Marketing of properties for sale or lease																																																														
3.2 Identified in the Strategic Plan and approved by the City																																																														
4. Quarterly Reporting, following finalization of Strategic Plan																																																														
4.1 Updates on all surplus and underutilized sites per Strategic Plan																																																														
4.2 Continued prioritization for utilization and disposition per Strategic Plan																																																														
5. Lease Management																																																														
5.1 Abstract leases and input into contractor's system																																																														
5.2 Collect rent																																																														
5.3 Monitor delinquent rent payments																																																														
5.4 Ensure rent adjustments, CPI's are billed and collected																																																														
5.5 Provide monthly accounting reports to the City																																																														
6. Real Estate Market Presentations (twice / year)																																																														

Workload

One of the benefits of a company like CBRE is the vast array of resources and deep bench of personnel available to the City. While the Key Personnel are the individuals who will deliver primary services to the City, should the contract require additional resources, they can be provided by other CBRE professionals in South Florida. For example, CBRE has 266+ employees in South Florida. Ms. Karson's role as Senior Managing Director is to make sure that if the City has a particular need we have the professionals available to meet that need. Specifically, however, Kimberly Balkus is the Transaction Manager for the City and will continue to dedicate 80% of her time to the City contract.

Problem Identification

We maintain a high level of customer service and satisfaction by following four principles across all of our public and university engagements:


- 1. EXECUTION.** Executing transactions at a maximum value for the client. We find that our clients are most satisfied when transactions are on time, and at favorable terms, and we strive to achieve this standard every day.
- 2. MAXIMUM COMMUNICATION.** On any contract, change is inevitable. We find that communicating any changes in advance, avoiding surprises, is paramount to keeping our relationship running smoothly. Subject to transaction volume and the City Fort Lauderdale's preferences, we would propose to continue to hold weekly phone calls with the City.
- 3. MEASUREMENT.** Prior to each transaction, we will establish key performance indicators with Fort Lauderdale to determine what is most important on that particular transaction. In Maryland for example, we have worked with the State to set indicators relating to lease term savings, square footage reductions, and number of transactions approved that we can report on regularly. These indicators help ensure we are all working towards similar goals, and can measure our success accordingly.
- 4. EXECUTIVE-LEVEL ENGAGEMENT.** The Senior Managing Director of our South Florida region, Mrs. Arden Karson, will meet quarterly with Fort Lauderdale to discuss the contract, our progress, ensure that the team is satisfied with CBRE's service, and make changes to our team, if necessary.

The purpose of the Executive-level engagement cited above is to give Fort Lauderdale a venue to voice any concerns about the Account Management team in a way that ensures we get your full feedback on our performance. The sessions with Arden Karson can remain confidential at your request, but we find that enabling a third party to serve as a sounding board in the event of conflict can be an effective way for Fort Lauderdale to request changes in the Account team if necessary, and resolve any issues that may be more comfortably addressed by Executive management within CBRE.

If CBRE is unable to remediate and a key goal or deliverable is in danger of being missed, then the following steps will be taken by CBRE:





- Review issue and determine root cause
- Identify issues that are controllable by CBRE vs. those that are not
- Develop a detailed action plan, to be reviewed with Fort Lauderdale. All areas requiring Fort Lauderdale's assistance will be identified and a plan to address agreed upon
- Implement the agreed-upon action plan; ongoing status reports will be provided to Fort Lauderdale



An aerial photograph of a city harbor, likely Miami, showing several large cruise ships docked at a pier. In the foreground, there are modern high-rise buildings and a beach area. The water is a deep blue-green color. The sky is overcast. The text '4.2.5 References' is overlaid in the center in a white, cursive font. The left side of the image has a decorative border of white dots of varying sizes.

4.2.5 References

CBRE has enjoyed a strong history of delivering exceptional outcomes on behalf of other public sector clients. Please find below several ongoing and recently completed projects as well as contact information of our primary contacts. We encourage the City of Fort Lauderdale to reach out to these contacts to discuss CBRE's positive impact and strong working relationship

CLIENT	CONTACT INFORMATION	PROJECT COMPLETION	TOTAL VALUE CREATION
<p>STATE OF FLORIDA</p> 	<p>Tom Berger Division of Real Estate Florida Dept. of Management Services Office of the Secretary 4050 Esplanade Way Tallahassee, FL 32399 T: 850.487.9921</p>	<p>2008 – Present; 1.5 million square feet of ongoing transaction work. Optimization consulting project completed in 2012.</p>	<p>Brokerage: No cost to the State – transaction fees paid by the Landlord or Buyer. Consulting: Not to exceed optimization project cost of \$498,000.</p>
<p>CITY OF MIAMI</p> 	<p>Daniel Rotenberg Director, Department of Real Estate & Asset Management 444 S.W. 2nd Ave, 3rd Floor Miami, FL 33130 T: 305.416.1450</p>	<p>2015 - Present (Ongoing)</p>	<p>No cost to the City – transaction fees paid by the developers.</p>
<p>ANN ARBOR</p> 	<p>Tom Crawford Chief Financial Officer City of Ann Arbor 301 E. Huron St. Ann Arbor, MI 48107 T: 734.794.6110 Email: tcrawford@a2gov.org</p>	<p>8/2015 – Present (Ongoing)</p>	<p>Total Development is \$85m Purchase price \$10m to city</p>
<p>ARLINGTON COUNTY</p>  <p>ARLINGTON VIRGINIA</p>	<p>Uri Arkin Real Estate Bureau Chief Department of Environmental Services 2100 Clarendon Blvd, Suite 800 Arlington, VA 22201 703-228-4354 Email: uarkin@arlingtonva.us</p>	<p>2/25/17</p>	<p>\$164 million</p>



CBRE, INC.

Public Institutions
and Education Solutions

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michael.mcshea@cbre.com

SERVICES

- Strategic Planning
- Real Estate Advisory
- Tenant Representation
- Lease Administration
- Space Management
- Dispositions

Testimonial

“I just wanted to say thank you again for coming out and speaking with my management this morning. I really appreciate your responsiveness and the great work your company performs. Thank you.”
-- Brian Kenyon,
General Services Director

Tenant Representation, Disposition, & Consulting (2008-Present)

CBRE is one of two firms who have represented the State of Florida as a tenant broker since 2008. Since 2012, CBRE has completed 115 lease transactions totalling 698,000 SF, serving more than 15 different State agencies. In this time, CBRE has contributed to the nearly \$50M of savings achieved by the State. After the initial contract expiration, the State of Florida re-bid and in 2014 CBRE entered into a new contract to continue providing tenant broker services to the State through 2019. We currently have more than 60 transactions in process totalling more than 450,000 SF for more than 15 different state agencies.

In addition to tenant representation services, CBRE sells surplus assets on the state’s behalf. Since 2014, CBRE has sold 12 state-owned parcels, averaging 32.4% above minimum price for the properties, listed in the chart below. CBRE is currently marketing another 30+ properties for DEP, the Division of State Lands and FDOT, the Turnpike Division, and has sold over \$27 million in property for the state.

Property	Minimum Bid	Winning Bid	Comments
Broward Correctional Institution	\$8.7M	\$13.5M	55% above the minimum bid
Hillsborough Correctional Institution	\$2.9M	\$3.5M	20% above the minimum bid
Sebring/Highlands County	\$75k	\$77k	2% above the minimum bid
Hendry Correctional Institution	\$3.75M	\$3.75M	Future use will have significant economic impact in a very rural region of Florida. The buyer has a contract with the US Government and will re-purpose the site and facilities for military special operations training to potentially create 190 jobs.
Plantation Business Park/Broward County	\$975,000	\$2.0M	105% above the minimum bid
G. Pierce Wiid Hospital/Desoto County	\$2.49M	\$2.5M	4% above the minimum bid. The property will be developed with a hotel, ATV manufacturing plant, and motocross track. The ATVs will be manufactured and tested for the US Department of Defense, which will create approximately 120 local jobs.
Indian River Correction Institution, Vero Beach	\$749,000	\$850,000	13% above the minimum bid. The property was sold to Algae Omega Holdings, Inc., a company engaged in the production and processing of algae biomass for personal care and nutritional products. Approximately 30 local jobs will be created.
Tampa, Florida Department of Economic Opportunity - Section of Parking Lot on Florida Avenue	\$75,000	\$75,000	BravoTampa, owner of a number of Burger King Restaurants and a large employer in the Tampa area, needed to purchase part of a DEO-owned parking lot to add an additional drive-in window lane. CBRE facilitated the sale and PJM handled the parking lot reconstruction after the sale.

Optimization Plan (2012)

In 2012, the Florida Department of Management Services chose CBRE to complete a thorough review of the way the State runs its real estate, both owned and leased, and produce a real estate optimization report. The final Implementation Plan proposed five principal strategies developed to save money and generate revenue for the State, including at minimum of \$77M in efficiencies that can be realized.

Strategy	Savings	Strategy	Implementation
Occupancy Management	\$28.5M	Reduction of overall occupancy costs using current occupancy management initiatives.	12 months
Facilities	\$28 - \$36M*	Reduction of overall occupancy costs using current occupancy management initiatives.	12 months*
Operations & Maintenance	\$16M	Bundling common facility-related service contracts across agencies to aggregate spend, conforming scopes of different service contracts, and reducing the overall number of vendors.	12-16 months
Energy	\$4.7M	Five-percent reduction in energy costs from all agencies.	24 months*
Asset Valuation	TBD	Streamlining the state's disposition process.	CAM 17-0807 TBD* EXHIBIT 5

The Challenge

City of Miami's Department of Real Estate Asset Management currently manages over one hundred leases and licenses of City-owned property and additional leases throughout the City's 30+ square miles. The Department maintains the City's property inventory consisting of approximately 631 parcels including parks, fire stations, City administrative buildings, public facilities, vacant lots and housing sites.

The City's expansion and vast growth has increasingly shaped Department's need to seek a leading Real Estate Firm that encompasses a strong understanding of Public Sector and the potential challenges that arise with local government and municipalities to achieve the highest and best use of several key City owned assets. CBRE has served as the real estate provider for the State of Florida since 2008 and has been awarded another 5 year contract which commenced in 2014. Therefore, the City is utilizing the State of Florida contract to hire CBRE.

The Solution

CBRE provides Tenant-Broker and Real Estate Consulting services for the Disposition of the Miami Riverside Center (MRC) and relocation of the City's administrative facility, the redevelopment of the James L. Knight Center/Hyatt Hotel positioned over 5 acres, and the redevelopment Virginia Key Marina consisting of 53 acres, as well as act as the exclusive agent for the opportunity to showcase the City by developing a state of the art maritime experience with charters and boat tours in the Bayside-Miamarina.

CBRE's Development Advisory and Brokerage Service resources develop proprietary tools optimizing maximum exposure for the Disposition and relocation of the MRC.

CBRE's Public Institutions, Hospitality/Hotel and Multi-Family Group assignment of the James L. Knight Center/Hyatt Hotel positioned to focus on achieving the highest and best use and redevelopment for the project.

Virginia Key Marina assignment executed by CBRE's Marina Specialty Group and Public Institutions focus on the financial profitability and extensive long term growth and stability for Virginia Key and its residents.

Results

Developed Offering Memorandum for the Disposition by Sale and Relocation of MRC with distribution to over 5000 recipients nationwide. Project provides an opportunity for the City to generate approximately \$1.5M in annual tax revenue and a net present value approaching \$50M. CBRE focused on achieving the highest and best use and redevelopment for the project.

Secured proposed operators for the Virginia Key Marina, with capital contribution range of \$67M and approaching \$100M in fully automated state of the art mixed-use marina development; an average base rent minimum of \$2.1M; minimum capital contribution of \$3.4M in proposed construction of municipal parking garage; and a Net Present Value of \$50M to \$77M over 45 years.

Lead negotiations of ground lease and highest and best use for redevelopment and acquisition of adjacent land parcels of the James L Knight/Hyatt Hotel and G-4 Garage.

The City has engaged CBRE in a variety of additional projects with our Project Management Group including Construction Consulting and Administrative Services for renovation and construction management.

CITY OF MIAMI



CBRE, INC.

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Testimonial

"We would gladly recommend CBRE to any government entity wishing to obtain expert real estate consulting services."

--Daniel Rotenberg Director, City of Miami

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SERVICES

- Redevelopment Advisory
- Economic Development Feasibility
- Relocation
- Market Analysis
- Site Location
- Negotiation

GORDON HENDRY

First Vice President

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gordon.hendry@cbre.com

TIM GUEST

Senior Associate

248.936.6836

tim.guest@cbre.com

"Library Lot" Redevelopment Advisor to City

The City of Ann Arbor, Michigan, home of the University of Michigan, sought to generate revenues and spur economic development within its downtown by selling the development rights above its Library Lot parking structure, a 711-space state-of-the-art underground parking structure. Downtown Ann Arbor is one of the strongest commercial real estate markets in the Midwest. The City selected CBRE to evaluate the real estate opportunity and serve as its redevelopment advisor.

CBRE Responsibilities

- At the commencement of the project, CBRE performed an extensive market and financial analysis, including a hotel study by PKF Consulting, a CBRE company.
- CBRE oversaw a competitive RFP process including extensive interviews and negotiations with development teams to ensure the proposed mixed-use development achieved the goals of the City for this downtown property, including a 12,000 sq. ft. "civic plaza."

Results

- At CBRE's recommendation, the City selected a development team with a demonstrated track record of financing and completing successful projects. The team proposed to invest over \$85 million for a 322,000 sq. ft. project, including over 300 high-end apartments, a 130 key boutique hotel, over 22,000 sq. ft. of new office space, 3,400 sq. ft. of ground-level retail and a dynamic public plaza.
- In contrast to a solicitation completed by the City in the prior year for a property across the street from the Library Lot, CBRE attracted proposals from national and local developers. This enhanced interest leveraged the opportunity, resulting in more qualified developer bids, an increased per-acre purchase price, no developer incentives and dramatic place-making designs.
- Notably, at the commencement of the Project, the CBRE team projected significantly higher value for the property than anticipated by the City. At the end of the process, the purchase price in the project agreement with the selected development team was within the value range projected by CBRE.
- CBRE has been actively involved in presentations with community stakeholders, neighborhood groups, and City Council members.
- CBRE performed an Economic and Fiscal Impact Summary showing that the 10-year economic impact is equal to \$283.4 million with total taxes generated over 10 years of \$35.8 million (including \$2 million per year to local government/schools).
- In April 2017, the City Council approved the sale by a super-majority vote. A Project Agreement is currently being finalized with a closing and commencement of construction expected in early 2018.

CBRE was first engaged by Arlington County in 2015 to prepare a strategic plan to guide the County's leasing decisions. The CBRE team evaluated the different financial scenarios resulting from lease renewal and total and partial moves, and presented our findings. We were pleased to be awarded a competitively bid contract to represent the County in their subsequent transaction. After updating our scenarios and projections, our services culminated in the lease renewal of 237,000 SF at 2100 Clarendon Blvd.

Results

CBRE's negotiations resulted in a reduction of the County's annual rent from \$11.5M to \$9.8M.

Vornado, the building's owner, will provide the county with a tenant allowance of \$23.7M as part of the deal. It will also allow the county to expand the building to create a day care facility. The long-term plan for the neighborhood envisions the county building a new administrative building, which it will have another decade and a half to consider under the new lease.

COUNTY OF ARLINGTON

TENANT REPRESENTATION ON
HEADQUARTERS LEASE



CBRE, INC.

*Public Institutions
and Education Solutions*

TROUDY VAUGHAN

REGIONAL MANAGER
T 202.747.4979
troudy.vaughan@cbre.com

Testimonial

"We conducted an exhaustive search and study of available options, and this truly is the best deal we found."

-Arlington County Board chair
Jay Fisette

SERVICES

- Strategic Planning
- Tenant Representation
- Tenant Execution.

A photograph of two women in business attire sitting at a table. The woman on the left is smiling and talking on a mobile phone. The woman on the right is also smiling and has her hands clasped. The image is overlaid with a semi-transparent purple filter. The text '4.2.6 Minority / Women' is centered over the image in a white, serif font.

4.2.6
Minority / Women

Minority/Woman-Owned Business Enterprise Status

CBRE is not a Minority/Woman-Owned Business Enterprise. However, the company is an affirmative action employer under the compliance guidelines Executive Order 11246. Prior to its first federal contract, CBRE maintained a voluntary affirmative action program.

CBRE's Supplier Diversity program is driven by its clients. The firm establishes and administers programs based upon the specific scope of services provided and client requirements, which vary significantly. Our approach to successful implementation of a MWBE program, in conjunction with our clients, typically includes the following:

- Development of a specific subcontracting plan jointly with client, including participation goal setting
- Identification of minority and woman-owned business enterprise resources
- Qualification and status verification of minority- and woman-owned subcontractors
- Active encouragement of qualified vendors to bid for services; track participation and performance on a monthly basis
- Maintenance of all necessary documents and records to support our goal

CBRE requires that its sub-contractors and vendors meet the same targets for supplier diversity. Supplier Diversity programs are administered on an account basis with the Account Manager responsible for meeting agreed upon goals and monthly reporting of actual diversity achieved in the account compared to the goal.

This policy is executed in good faith without compromising quality of services to achieve the most equitable percentage participation possible given the many subcontractors present in the metropolitan area of a particular assignment. CBRE's results in these efforts have been commended by many of the firm's clients.



African-American Network Group

One of CBRE's goals is to create a more diverse company. To help achieve this objective, the company has formally established the African-American Network Group (AANG), which is comprised of black professionals located in CBRE offices throughout North America.

AANG's vision is to advance diversity and inclusion as a core value benefitting CBRE, our clients, and our communities, with a particular focus on recruiting, retaining and developing our talented professionals. Talent comes in many different forms and our goal is to accentuate each one of them. Talent, above all else, is cultivated, nourished and considered the foundation of the CBRE culture. Through collaboration and cultivation of relationships across key lines of business, AANG will...

- Operate as a vital contributor to the Company's business and financial success through time;
- Support talent readiness and development for CBRE's black professionals at all levels; and
- Contribute to CBRE's earned reputation as the best place to work in the real estate industry for diverse professionals

Hispanic Network Group

The CBRE Hispanic Network group (HNG) focuses on building meaningful relationships among CBRE Hispanic employees and the community to leverage entrepreneurial capabilities, increase professional development and business opportunities.

The Hispanic Network Group (HNG) is CBRE's business resource group that supports Hispanic and Latino professionals across the Americas by promoting diversity and inclusion while providing opportunities for these professionals to further develop their career, increase their engagement with CBRE, and achieve greater success for its members and the company.

The HNG's collaborative and entrepreneurial mindset fosters growth for individual members, for the HNG organization and for CBRE as a whole. The HNG also seeks opportunities to engage in the Hispanic community in both business and philanthropic endeavors.

Lesbian, Gay, Bisexual and Transgender (LGBT) Networking Group

The CBRE Lesbian, Gay, Bisexual and Transgender (LGBT) Networking Group provides an open-minded support system for conducting business and addressing the personal requirements of our LGBT community. The network acts as an advocate for and advisor to our LGBT employees, while helping shape CBRE practices and programs to ensure a business community in which merit supersedes sexual orientation and gender.



Diversity

At CBRE, people are the key to success. The only way to continue to fulfill CBRE's corporate mission is to hire and retain the very best people. As a result, CBRE believes in the power of diversity and views it as an opportunity to further define the company's competitive advantage. CBRE has made a long-term strategic commitment to build diversity throughout the company, and is dedicated to creating an environment that emphasizes fairness and recognizes each person's unique value.

Women's Network

The CBRE Women's Network brings together a cross section of individuals from throughout the company who are united in a common set of ideals—mentoring, professional development, personal enrichment and networking—and in making CBRE a better place to work—indeed, the best place—not just for women, but for everyone.

The Women's Network started in 2000 at an informal breakfast meeting involving 35 female professionals, and has developed into a dynamic group of more than 2,200 members and still growing. Comprised primarily of women, the group's members bring a diverse range of experience and tenure with the company and represent all three of the company's global regions and every business line.

Led by a 12-member Advisory Board, the Women's Network has established a number of key programs, each specifically tied to accomplishing the group's mission, which is:

- To foster an environment where women and men have equal opportunity to succeed
- To provide guidance for gender-related programs, including recruiting, mentoring, training, networking and career development
- To offer professional development and networking programs for Women's Network members and CBRE employees
- To make CBRE a better place for everyone and support recruitment and retention of the industry's best talent

The programs and events offered by the Women's Network include the Women's Networking Forum, Field Delegate Program, EMPOWER Mentoring and Professional Development, and the Endurance of Spirit and Ambassador awards.





A nighttime photograph of a city skyline reflected in a body of water. The sky is a deep orange-red, and the city lights are visible in the buildings. A bridge spans across the water in the foreground. The text '4.2.7 Subcontractor' is overlaid in the center in a white, serif font.

4.2.7
Subcontractor

Subcontractors

Despite the CBRE team’s broad capabilities on portfolio-level assignments, sometimes specialty services are required and we do use additional sub-consultants to supplement our primary real estate services offering. Those types of services include: space programming, design, operations and maintenance expense analysis and parking.

Therefore, CBRE has listed potential partners in the below chart in with whom we have partnered for similar assignments and may be beneficial to the City of Fort Lauderdale.

NAME	SPECIALTY	
<p>CARL WALKER</p> 	<p>PARKING CONSULTING</p>	<p>Carl Walker, Inc. is an engineering and parking consulting firm specializing in structural engineering, design, restoration, planning, operations and management studies. Carl Walker has worked with dozens of government clients to identify and implement strategies, policies, practices and organization related to the provision of parking.</p>
<p>CARLOS VESGA CARLOS VESGA CONSULTING</p>	<p>OPERATIONS AND MAINTENANCE CONSULTING</p>	<p>Carlos Vesga Consulting provides consulting in facilities management, engineering, discrete and continuous production manufacturing and leadership development. Industry experience from government, finance, manufacturing, pharmaceuticals, aerospace and defense.</p>
<p>GENSLER</p> 	<p>ARCHITECTURAL AND ENGINEERING</p>	<p>Gensler is a leading architecture, interiors, planning, and strategic consulting firm that partners with organizations to achieve measurable results through design. Gensler has a strong portfolio of government agency experience, including the U.S. Department of Defense, Federal Aviation Administration and the Office of the Comptroller of the Currency, among many others.</p>

ANDY MILLER, AICP, MCAO

Senior Planner

amiller@carlwalker.com | carlwalker.com



Andy Miller has been affiliated with Carl Walker since 1999. His primary focus is working specifically with cities, downtown organizations and institutional campuses in developing effective parking management and implementation plans.

Prior to his consulting work, Andy served as the Director of Downtown Planning & Development for Downtown Kalamazoo, Inc. in Kalamazoo, Michigan; and as the Executive Director of the Pottsville Area Development Corporation (PADCO) in Pottsville, Pennsylvania. In both of these positions he was responsible for hands-on management of downtown development districts, and in linking parking planning, management and development with overall downtown revitalization and economic development efforts.

PROJECT ROLE

Parking Specialist

EDUCATION

Bachelor of Science in Urban Management Pennsylvania State University

PROFESSIONAL REGISTRATIONS

American Institute of Certified Planners (AICP)
Michigan Certified Assessment Officer (MCAO)

PARTIAL RELEVANT EXPERIENCE

- Downtown Parking Study – Georgetown, TX
- Downtown Parking Management Analysis – Eau Claire, WI
- Parking Analysis & Management Plan – Neenah, WI
- RFP Development & Selection – Fort Wayne, IN
- Downtown Parking Analysis – Keene, NH
- Parking Management & Land Use – Yakima, WA
- Parking Strategy & Implementation – Rochester, MI
- Parking Management Plan – Wailuku Town, HI
- Parking Demand & Operational Analysis – Omaha, NE
- Downtown Parking Analysis – Mobile, AL
- Parking System Analysis – Pasadena, CA
- Parking Demand Management – Arlington, VA



FEATURED EXPERIENCE



Downtown Parking Study
Georgetown, TX



Parking Mgmt Analysis
Eau Claire, WI



Parking Analysis & Mgmt Plan
Neenah, WI

FEATURED EXPERIENCE



**Downtown Parking Study
Fuquay-Varina, NC**



**Supply/Demand Analysis
Fort Wayne, IN**



**Operational Review
Nashville, TN**

Jon has over 20 years of parking management and customer service experience. Jon offers hands-on knowledge of parking operations, planning and management. His experience includes multi-facility parking operations, parking enforcement/adjudication, supply/demand analysis, customer service training, and project management. He has experience evaluating parking operations and establishing creative solutions in a variety of environments.

Before his work with Carl Walker, Jon oversaw parking operations in Indianapolis, Indiana and the Kalamazoo, Michigan Central City Parking system. His hands-on management experience includes daily and permit parking, parking garages, parking lots, on-street parking, staff management, operations, long-range planning and internal auditing.

PARTIAL RELEVANT EXPERIENCE

Operational & Tech. Review – Park City, UT
Supply/Demand Analysis – Ft. Wayne, IN
Operational Review – Nashville, TN
Downtown Parking Study – Port Huron, MI
Parking Feasibility Study – Toledo, OH
Downtown Parking Study – Fuquay-Varina, NC
Supply & Demand Analysis – Poughkeepsie, NY
Downtown Parking Study – Dayton, OH
Parking Master Plan - Charleston, SC
Supply/Demand Analysis – San Juan, PR
Strategic Parking Plan – Rock Hill, SC
Supply/Demand Analysis – Des Moines, IA



JON FORSTER, CAPP

Parking Specialist

jforster@carlwalker.com | carlwalker.com



PROJECT ROLE

Parking Specialist

EDUCATION

Master of Arts in Education
Concordia University

Bachelor of Science in Management
Purdue University

PROFESSIONAL REGISTRATIONS

Certified Administrator of Public Parking (CAPP)

CARLOS VESGA

Executive Consultant



PRIMARY EXPERTISE

- Real Estate Portfolio Cost Optimization
- Lean Manufacturing and Operational Excellence
- Program Management
- Supply Chain Optimization
- Engineering, Procurement & Construction.

RELATED EXPERIENCE

- Business Process Development.
- Lean Manufacturing.
- Plant Optimization.
- Process Development & Enhancement.
- Global Supply Chain Strategy Formulation.

**CARLOS
VESGA
CONSULTING**

30+ years of successful practice of advising and delivering real estate and facilities optimization programs, business strategy, international program governance and quality assurance, lean operational excellence, supply chain optimization and engineering, procurement and construction of complex infrastructure projects at a global level. Highly experienced consulting professional in facilities management, engineering, discrete and continuous production manufacturing, power, oil and gas, consumer goods and organizational effectiveness and leadership development. Industry experience from government, finance, manufacturing, pharmaceuticals, aerospace and defense. Multilingual with fluency in English, Spanish, Portuguese and French. Pragmatic, technical expertise with an orientation to results and team-building, with a strong focus on delivering solutions that exceed expectations.

QUALIFICATIONS

- PhD Economics, LSE.
- M.SC Mechanical & Electrical Engineering – MIT.
- Top Management & Leadership Program, Harvard Business School.
- B.Sc. in Naval Engineering, USNA.
- Six Sigma Master Black Belt

CLIENT LIST

- Republic of South Africa – Ministry of Finance
- Republic of Iceland – Ministry of Finance
- State of Florida
- State of South Carolina
- Brazil – Ministry of Finance
- Royal DSM
- Shell
- Pemex
- General Electric
- Hitachi
- Goldman Sachs
- Exxon
- American Express

PRIMARY EXPERTISE

Real Estate Cost Optimization – Strong focus on aligning portfolio performance strategic plans with business units’ objectives and cost reduction programs to ensure revenue growth within a lean and efficient operating enterprise.

Program Management – Result-oriented approach to managing complex global programs within a diverse array of industries and government agencies from strategy development and governance to project implementation.

Lean Manufacturing & Operational Excellence – Advising manufacturing enterprises in complex MRO and organizational optimization programs to achieve maximum return on investment, enhance productivity and manage operational costs and the supply chain efficiently.

CAM 17-0807
EXHIBIT 5
Page 54 of 98

As Commissioner of Public Buildings for the Federal Government, Bob oversaw nationwide asset management, design, construction, leasing, building management, security and disposals for 375 million square feet of government-owned and leased space accommodating more than 1.1 million federal workers. As Gensler's Firm wide Government Practice Area Leader, Bob leverages his experience as an attorney and a commercial real estate, nonprofit and public service executive to provide efficient and effective workplace solutions to public and private clients. He is a nationally recognized advocate for high-quality public architecture, smart growth and sustainable building and an experienced practitioner in complex real estate portfolio strategy and public-private development projects.

ROBERT A. PECK

Gensler Principal



SELECTED PROJECT EXPERIENCE

State of South Carolina Real Property Evaluation
 State of Florida Real Estate Optimization
 City of Miami, Miami, FL, Programming and RFP development
 U.S. General Services Administration, Washington, DC
 Headquarters Modernization (as client)
 Washington 2024 Olympic Bid
 Administrative Office of the US Courts, Washington, DC
 Federal Court System Alternative Workplace Guidelines
 Capital One, Richmond, VA
 West Creek Campus Strategy
 Alexandria City Hall Renovation Feasibility
 and City-wide Workplace Guidelines, Alexandria, VA
 National Center for Missing and Exploited Children
 Alexandria, VA

SIZE (SQ FT)

Statewide portfolio
 Statewide portfolio
 300,000

 805,000
 N/A
 N/A

 1,500,000

 100,000


 100,000

Honorary AIA,
 Honorary ASLA
 35 Years of Experience

BACKGROUND

- Bachelor of Arts, Economics, University of Pennsylvania
- Juris Doctor, Yale Law School
- Loeb Fellow in Advanced Environmental Studies
- Harvard University Graduate School of Design

Gensler

A nighttime photograph of a cityscape. In the foreground, there is a large, illuminated fountain with multiple jets of water. To the left, a palm tree stands prominently. In the background, several tall, modern buildings with lit windows are visible against a dark sky. The overall scene is dimly lit, with the primary light sources being the fountain and the city lights.

4.2.8 *Required Documents*

Non-Conclusion Statement

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

<u>NAME</u>	<u>RELATIONSHIPS</u>
-	
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
	<input type="text"/>
	<input type="text"/>

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

Local Business Preference Certification Statement

LOCAL BUSINESS PREFERENCE CERTIFICATION STATEMENT

The Business identified below certifies that it qualifies for the local BUSINESS preference classification as indicated herein, and further certifies and agrees that it will re-affirm it's local preference classification annually no later than thirty (30) calendar days prior to the anniversary of the date of a contract awarded pursuant to this ITB. Violation of the foregoing provision may result in contract termination.

- (1)
Business Name is a **Class A** Business as defined in City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the City of Fort Lauderdale current year Business Tax Receipt **and** a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.
- (2)
Business Name is a **Class B** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Business Tax Receipt **or** a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.
- (3)
Business Name is a **Class C** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.
- (4)
Business Name requests a **Conditional Class A** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.
- (5)
Business Name requests a **Conditional Class B** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.
- (6)
Business Name is considered a **Class D** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. and does not qualify for Local Preference consideration.

BIDDER'S COMPANY:

AUTHORIZED
COMPANY
PERSON:

ARDEN KARSON

NAME



SIGNATURE

05/01/2017

DATE

Contract Payment Method by P-Card

THIS FORM MUST BY SUBMITTED WITH YOUR RESPONSE

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to payment by credit card via MasterCard or Visa. This allows you as a vendor of the City of Fort Lauderdale to receive your payment fast and safely. No more waiting for checks to be printed and mailed.

Payments will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, firms must presently have the ability to accept credit card payment or take whatever steps necessary to implement acceptance of a credit card before the commencement of a contract.

Please indicate which credit card payment you prefer:

Master Card

Visa Card

Company Name:

ARDEN KARSON

Name (Printed)



Signature

05/01/2017

Date:

SENIOR MANAGING DIRECTOR

Title

Bid/Proposal Certification Pg.1

BID/PROPOSAL CERTIFICATION

Please Note: If responding to this solicitation through BidSync, the electronic version of the bid response will prevail, unless a paper version is clearly marked **by the bidder** in some manner to indicate that it will supplant the electronic version. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration)

Address:

City: State: Zip:

Telephone No. FAX No. Email:

Delivery: Calendar days after receipt of Purchase Order (**section 1.02 of General Conditions**):

Total Bid Discount (**section 1.05 of General Conditions**):

Does your firm qualify for MBE or WBE status (**section 1.09 of General Conditions**): MBE WBE

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>
<input type="text" value="1"/>	<input type="text" value="4-17-17"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

VARIANCES: If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **If submitting your response electronically through BIDSYNC you must also click the "Take Exception" button.**

Bid/Proposal Certification Pg. 2

City of Fort Lauderdale

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

ARDEN KARSON

Name (printed)

05/01/2017

Date:



Signature

SENIOR MANAGING DIRECTOR

Title

**ACTION BY UNANIMOUS WRITTEN CONSENT
OF
THE BOARD OF DIRECTORS
OF
CB RICHARD ELLIS, INC.**

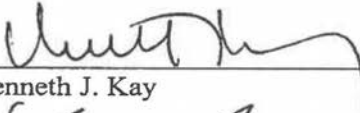
November 3, 2005

The undersigned, being the members of the Board of Directors of CB Richard Ellis, Inc., a Delaware corporation (the "Company"), acting pursuant to the Bylaws of the Company and the Delaware General Corporation Law, hereby adopt the following resolution with the same force and effect as if it has been unanimously adopted at a duly convened meeting of the Board of Directors of the Company:

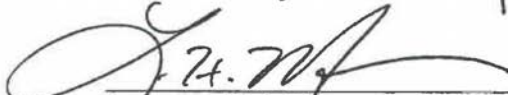
RESOLVED, that all Managing Directors and their designees are hereby authorized to execute all agreements to which the Company is or will be a party (such as commission, listing, representation, services, management or co-brokerage agreements) and all transactional documents drafted, prepared, revised or signed by a real estate licensee for any transaction for which a real estate license is required, as permitted or required by the laws, rules and regulations of the jurisdiction in which the office is located, subject to receipt of any prior approvals required under the internal policies of the Company.



Brett White



Kenneth J. Kay



Laurence H. Midler

Fast Forward Fort Lauderdale

We are Connected

We are Ready

We are Community

We are Here

We are United

We are Prosperous



Fee Schedule ----->

Fee Schedule

CBRE proposes to collect market rate commissions. The following tables summarize market commissions based on transaction type. The below outline serves as a supplement to Section VI.

COMMISSION RATE FOR ACQUISITION OF PROPERTY

TYPE	PAID BY	SCHEDULE
Lease Acquisitions	Landlord/Lessor	For leases where the City is a tenant, commission shall be a market oriented 4% of total gross rent including fixed escalations to be paid by the Landlord/Lessor.
Lease Renewals	Landlord/Lessor	For lease renewals where the City is a tenant the commission shall be a market oriented 4% of the gross rent over new lease term less any remaining lease obligation of tenant, including fixed escalations paid by the Landlord/Lessor.
Acquisition by Purchase	Seller	For acquisition of real property where the City is buyer. CBRE shall be paid a market oriented commission of 4% to be paid by the Landlord/Seller.

COMMISSION RATE FOR DISPOSITION OF PROPERTY BY SHORT-TERM LEASE (LESS THAN 10 YEARS)

TYPE	PAID BY	SCHEDULE
City Owned Property Leased to a Tenant Space (Income Producing Leases)	City	For leases where the City is the Owner/Landlord, the market oriented commission shall be 6% of total gross rent including fixed escalations. The commission shall be paid 50% upon lease execution and 50% upon lease commencement. The commission will be shared with the tenant's co-broker. In the event there is no co-broker, CBRE will be paid 4% of the gross rents including fixed escalations.
Land Leases	City	For land leases where City is Owner/Landlord, the market oriented commission shall be 6% of the Aggregate Base Rent for the term including fixed escalations. Commission shall be paid 50% upon lease execution and 50% upon lease commencement. The commission will be shared with the tenant's co-broker. In the event there is no co-broker, CBRE will be paid 4% of the Aggregate Base Rent.

Development Advisory Services

CBRE shall be paid a monthly retainer by the City to be determined between the parties once the size of project and scope of work is defined.

The total fee to be paid to CBRE for Development Advisory Services shall be based upon the below, cumulative, compounding graduated schedule multiplied by the "Total Value of the Project". Total Value of the project is defined as all hard and soft costs of the project including but not limited to land, infrastructure, design and construction costs as proposed by Developer on a nominal basis. The fee shall be paid by the Developer/Buyer/Lessee, where applicable, within thirty (30) days of execution of all development agreements, purchase and sale agreements, lease agreements or other legal contract between the City and Developer/Buyer/Lessee. CBRE shall credit back to the City any monthly retainer previously paid at such time as CBRE is paid by Developer/Buyer/Lessee.

COMMISSION RATE FOR DISPOSITION/DEVELOPMENT ADVISORY TRANSACTIONS ON LEASES OF GREATER THAN 10 YEARS OR SALES

SALE/LEASE VALUE TIERS			COMMISSION RATE
\$1 Million	To	\$10 Million	3.0% of gross sales price or the Net Present Value of Lease Discounted at 5%.
\$10 Million	To	\$20 Million	2.5% of gross sales price or the Net Present Value of Lease Discounted at 5%. (plus incremental fees from preceding tiers)
\$20 Million	To	\$30 Million	2.0% of gross sales price or the Net Present Value of Lease Discounted at 5%. (plus incremental fees from preceding tiers)
\$30 Million	To	\$50 Million	1.75% of gross sales price or the Net Present Value of Lease Discounted at 5%. (plus incremental fees from preceding tiers)
\$50 Million	To	\$100 Million	1.50% of gross sales price or the Net Present Value of Lease Discounted at 5%. (plus incremental fees from preceding tiers)
\$100 Million or Greater			1.0% of gross sales price or the Net Present Value of Lease Discounted at 5%. (plus incremental fees from preceding tiers)

Hourly rate for advisory services where commission is not earned

The hourly rate for advisory services where a commission is not earned shall be per the following schedule. For all transactions which are considered brokerage transactions and, under normal circumstances would be structured to have a brokerage fee associated (i.e. development advisory, dispositions by sale or lease, acquisitions by purchase or lease), the following schedule shall not apply and CBRE shall be due a traditional brokerage fee per the brokerage commission schedule.

Labor Categories	Rate per Hour
Senior Managing Director or Executive Vice President	\$ 300
Managing Director/SVP/FVP/VP	\$ 285
Sr. Associate/Senior Transaction Manager	\$ 200
Associate/Transaction Manager/Analyst	\$150
Administrative Support	\$ 75

Gratis Facility Condition Assessment

In an effort to assist the City with an evaluation of City Hall and the Police Department, as part of the fee proposal and as a value added service to the City, the CBRE team will perform a Facilities Condition Assessment of both facilities out of the first commissions earned under the new contract. An Executive Summary will be completed for each building as well as the following components:

- Systems based assessments with reports in accordance with ASTM E2018
- Tier1, Visual (ADA) accessibility survey
- Basic facility data, full assessment listing the system / component, condition description with recommendation for repairs/ replacement, condition index score, opinion of probable cost
- 10 year capital needs projections
- Representative photos of systems and major deficiencies
- Prioritization of assets and maintenance needs

Please see Exhibit C for a sample report.

Exhibits

Exhibit A - Location Analytics Marketing Example

Exhibit B - Campaign Logic Marketing Example

Exhibit C - Facility Condition Assessment Sample Report

Exhibit D - Sample Insurance Certificate

Thank you



City of Fort Lauderdale

Solicitation 975-11940

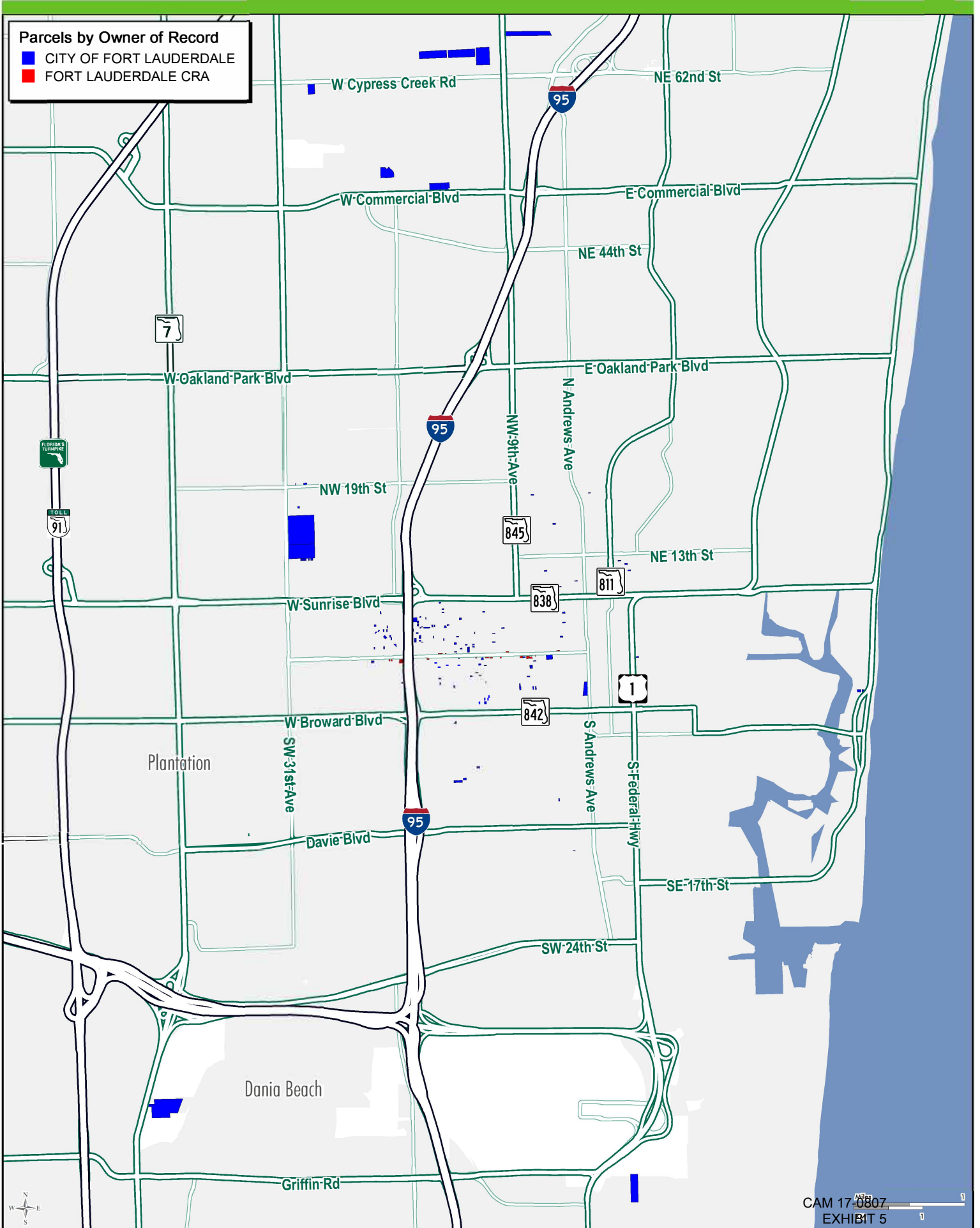
**Exhibits to Proposal from
CBRE for Real Estate
Brokerage Services
May 1, 2017**

CBRE

Exhibit "A"

Location Analytics Marketing Example

CITY OF FORT LAUDERDALE PARCELS



Parcels by Owner of Record
■ CITY OF FORT LAUDERDALE
■ FORT LAUDERDALE CRA

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Exhibit "B"

Campaign Logic Marketing Example

FOR SALE

**CBRE ON BEHALF OF THE CITY OF MIAMI
IS PLEASED TO PRESENT THE ACQUISITION OR
DEVELOPMENT OF A NEW ADMINISTRATIVE
HEADQUARTERS ESTIMATED
TO BE 375,000 SF AND
DISPOSITION OF 3.15 ACRE SITE ON THE MIAMI
RIVER CONSISTING OF A 195,000 SF OFFICE
BUILDING
MIAMI RIVERSIDE CENTER ("MRC")**

LAND REDEVELOPMENT

Miami Riverside Center offers excellent potential as a redevelopment site. The property is 3.15 acres in size and located in downtown Miami along the Miami River across from Brickell. Miami Riverside Center is located in the River Quadrant Residential Density Overlay, which allows up to 500 units per acre. The site is currently zoned Civic Institution. Neighboring parcels are zoned T6-36b-O. If rezoned to T6-36b-O, below is a table with the site's development potential.



PLEASE NOTE THE FOLLOWING UPDATES:

- + THE PROPOSAL SUBMISSION DEADLINE HAS BEEN EXTENDED TO MAY 17, 2016 AT 2:00 p.m.

- + A second pre-proposal conference and site visit is now scheduled for April 22, 2016 at 10 a.m. in the first floor training room of the Miami Riverside Center (444 SW 2nd Avenue, Miami, FL).
- + Addendums I-V have been posted on the property's website. Addendum VI is expected to be posted this week.

LINKS & ATTACHMENTS

www.CityofMiamiAdministrativeCenterRelocation.com

SOLICITATION DETAILS

CITY OF MIAMI OFFERING MEMORANDUM/ DISPOSITION OF EXISTING MRC FACILITY AND (OM/RFP)

CBRE, Inc. has been engaged by the City of Miami ("City"), to issue this solicitation inviting interested proposers ("Proposers") to submit proposals for the relocation of the City's administrative facility ("MRC"), and subsequent disposition of the existing facility. The goal of this solicitation is to obtain new Class A office space for the City's administrative offices within the City limits, which will functionally, securely and conveniently serve the citizens of the City of Miami. In addition to proposing new City offices, Proposers are also encouraged to acquire the existing Miami Riverside Center ("MRC") located at 444 SW 2nd Avenue in Miami, FL 33130.

PROJECT OPPORTUNITY

TO ACCESS THE SOLICITATION DOCUMENT AND ADDITIONAL INFORMATION REGARDING THE OPPORTUNITY, PLEASE SEE THE WEBSITE BELOW

The following solicitation is being issued by CBRE, Inc. on behalf of the City of Miami, Department of Real Estate and Asset Management for qualified development teams or joint ventures (Proposer) to:

- Purchase the existing ("MRC") office building that will be vacated upon the completion of a new facility; and/or
- Design, construct, structure a Lease to Own, and/or convey to the City a ±375,000 gross square foot office building on Private or City-owned land;

PROJECT LOCATION AND DETAILS

The Miami Riverside Center includes the City administrative building, surface and structured parking, vacant land, and various infrastructure components (collectively, the "MRC Property"). The site is approximately 3.15 acres, which includes the building site and the vacant land to the south. The City also retains an exclusive easement over a portion of the adjacent site to the North. MRC is City-owned and located at 444 SW 2nd Avenue, in the City of Miami. The MRC Facility is approximately 374,661 comprised of the building, 194,679 SF, and parking garage, 179,982 SF, 23 years old, and unable to fully and satisfactorily meet the City's future operating and client service needs. Accordingly, the City intends to have a new turn-key office building constructed, or may purchase an existing facility to house multiple City departments. The City may also elect to enter in to a "Lease to Own" transaction structure wherein the Base Rent will be derived by applying a Rent Constant, which shall be calculated based on the City's

credit rating and total development cost, or purchase price of an existing facility, as applicable. Please refer to Appendix I.C for details on the City's credit rating. Construction of the City's new office facility is anticipated to take approximately two years to complete, with a move in date no later than Spring, 2019. The sale / leaseback of the remaining MRC Site will likely occur prior to construction and / or purchase and occupancy of the new office building.

**QUESTIONS
DEADLINE**

Date: Tuesday - April 5th, 2016

Time: 2:00 p.m.

If you have any questions please do not hesitate to contact us. We encourage you to submit your questions as they arise. We request that the questions be put in writing and submitted by e-mail or mail. When sending correspondence via e-mail or mail, please address the original to Shay Pope (CBRE), with a copy to the attention of Jacqueline Lorenzo, the project designee at the City of Miami. Any written questions received will be answered within fifteen (15) days of their receipt.

CITY OF MIAMI OFFICE RELOCATION CONTACT:

CITY OF MIAMI'S REAL ESTATE ADVISOR / BROKER
CBRE, Inc.
777 Brickell Avenue., Suite 900
Miami, FL 33131
ATTN: Shay Pope
shay.pope@cbre.com

MIAMI RIVERSIDE CENTER ACQUISITION CONTACT:

CITY OF MIAMI'S REAL ESTATE ADVISOR / BROKER
CBRE, Inc.
200 East Las Olas Blvd., Suite 1620
Fort Lauderdale, FL 33301
ATTN: Robert Given
robert.given@cbre.com

CITY OF MIAMI CONTACT:

CITY OF MIAMI'S PROJECT DESIGNEE
City of Miami
Department Real Estate and Asset Management
444 SW 2nd Avenue, 3rd Floor
Miami, FL 33130
ATTN: Jacqueline Lorenzo
jlorenzo@miamigov.com

**SUBMISSION
DEADLINE**

Proposals must be received by no later than the following date and time. The City of Miami will not consider late, incorrectly delivered, or incomplete proposals.

Date: Tuesday - May 17th, 2016

Time: 2:00 p.m.

Deliver to: Office of the City Clerk (First Floor Counter)
City Hall
3500 Pan American Drive
Miami, FL 33133

ATTN: Jacqueline Lorenzo, Property Management Specialist, Department of Real Estate and Asset Management; OM 15-16-008 & RFP 15-16-009

The City shall not accept any proposals after this stated deadline or at any other City office location other than the Office of the City Clerk.

**CITY OF MIAMI OFFICE
RELOCATION CONTACTS:**

SHAY POPE
Senior Vice President
+1 305 381 6444
shay.pope@cbre.com

LEE ANN KORST
First Vice President
+1 850 251 9319
leeann.korst@cbre.com

**MIAMI RIVERSIDE CENTER
ACQUISITION CONTACTS:**

ROBERT GIVEN
Vice Chairman
+1 954 331 1760
robert.given@cbre.com

ZACHARY SACKLEY
Senior Vice President
+1 954 331 1762
zachary.sackley@cbre.com

JAMES QUINN
Financial Analyst
+1 954 745 7468
james.quinn@cbre.com

EXAMPLE



**DOWNLOAD
BROCHURE**



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Address: 225 Water Street, #110, Jacksonville FL 32202

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EXAMPLE

Exhibit "C"

Facility Condition Assessment Sample Report

FACILITY CONDITION ASSESSMENT

City of Mobile

Facility No: 805

Tardy Cottage

104 South Lawrence Street

Mobile, Alabama 36602

Project No. PC60828394 - 805



www.cbre.com/assessment

CBRE

DRAFT

DRAFT

Facility Condition Assessment

City of Mobile

Prepared For:

J. Bradley Christensen
Director | Real Estate & Asset Management
205 Government Street, 5th Floor – South Tower
Mobile, Alabama 36602

Location:

Facility No: 805
Tardy Cottage
5,500 SFG Three Story Office Building
104 South Lawrence Street
Mobile, Alabama 36602

Prepared By:

CBRE
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CBRE Project No.: PC60828394 - 805

Property Reconnaissance Date: March 28, 2017

Report Date: April 17, 2017

THIS REPORT IS THE PROPERTY OF CBRE ACS AND THE CITY OF MOBILE (THE CLIENT) AND WAS PREPARED FOR A SPECIFIC USE, PURPOSE, AND RELIANCE AS DEFINED WITHIN THE AGREEMENT BETWEEN CBRE AND THE CLIENT, AND WITHIN THIS REPORT. THERE SHALL BE NO THIRD PARTY BENEFICIARIES, INTENDED OR IMPLIED, UNLESS SPECIFICALLY IDENTIFIED HEREIN.

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EXECUTIVE SUMMARY

GENERAL DESCRIPTION

Tardy Cottage (the "Subject") is a historic home which was converted to a 5,500 SFG, three-story office building. The home was constructed in 1858, was significantly renovated in 1995, and is sited on an approximately 0.025-acre parcel located in the downtown area of Mobile, Alabama, west of the city center.

The Subject is located on the west side of South Lawrence Street between Government and Church Streets. There are similar offices and historic homes surrounding the site, most of which have been converted to office use. The west side of the site has vacant lots and parking areas. The Chamber of Commerce for Mobile is located east of the site, along Lawrence Street.

The style of the house is a raised Gulf Coast cottage and features Greek Revival detailing. Access to the site is provided from South Lawrence Street from one egress/ingress point to a parking area at the rear of the building. The main entrance is from an exterior wood stair that accesses the first floor of the structure on the west side of the building.

According to historic information, by 1857, Clara Tardy had purchased the two lots on which this house was built. Tax values indicate that the existing house was most likely completed in 1858, with possible improvements in 1860. Though the house was occupied by a variety of tenants over the last 159 years, it had been vacant for many years and was damaged by a fire in October 1992. The Mobile County Legislative Delegation undertook a significant renovation that was completed in 1995 which converted the house into an office building with eight large offices, a break area and conference room, as well as support spaces such as storage and toilet facilities. An elevator and fire sprinkler system were also installed as part of the renovation.

PHYSICAL CONDITION

The Subject is considered to be in good to fair condition with respect to the structural components and mechanical systems. Overall, the Subject exhibits normal and expected wear and tear equal to its age. There is no evidence of any apparent, major structural or mechanical distress noted to be prevalent throughout the complex. Note that CBRE's observations do not preclude the Subject from having system or component specific physical deficiencies, deficiencies that may be costly to remedy, or that deficiencies that may require further study.

The Subject appears as if it has received adequate, though mostly reactive, preventive and routine maintenance since being occupied by the Mobile County Legislative Delegation in 1995. HVAC system filters and fire sprinkler inspections have been maintained by the City of Mobile as part of the lease agreement. There are minor deferred maintenance items and physical deficiencies that must be corrected in the short term. These items are listed under the Short Term Cost section of this report. In addition, budgeting for the repair or replacement of the routine expenditures for painting, pavement and HVAC is also advised.

It is our opinion that the RUL of the property is at least an additional 35 years, and it can be used for its intended purposes for the same period, provided that recommended repairs identified within this report are completed; physical improvements receive continuing maintenance; and the various components and/or systems are replaced or repaired in a timely basis as needed. Costs to perform the repairs and replacements described within this Report are for budgetary purposes, and may change as after the scope of the work is further defined, detailed drawings and contract documents are prepared, and bids from qualified contractors are solicited.

MOISTURE OR MOLD ISSUES

Based on representative observations, CBRE did not observe significant visual indications of the presence of mold, or conditions that tend to promote the growth of mold. No current or past mold or mold-related issues were reported by property management.

This assessment does not constitute a preliminary or comprehensive mold survey of the buildings. The reported observations and conclusions are based solely on interviews with management personnel available on-site and conditions as observed in readily accessible areas of the buildings on the assessment date.

ACM SURVEY AND ABATEMENT

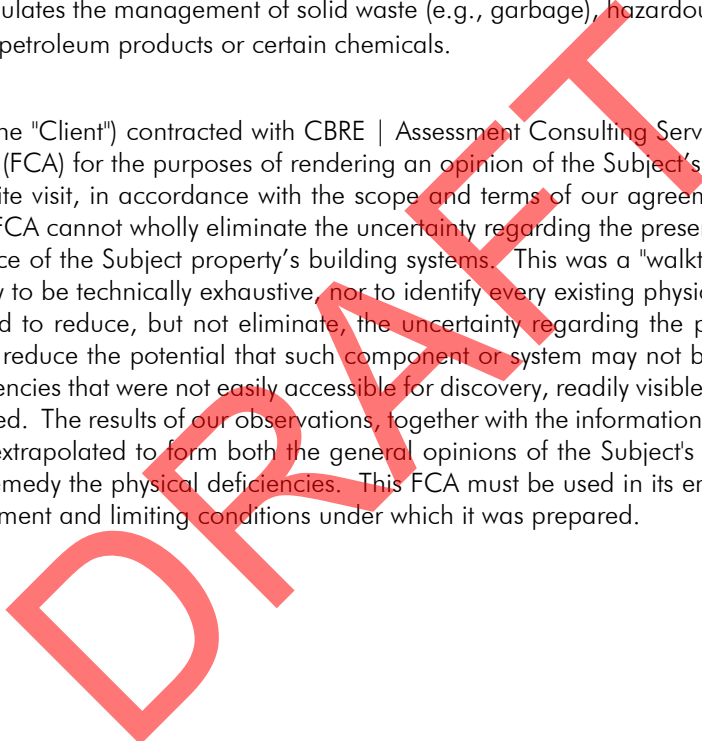
Based on the age of the building and the materials installed it is possible asbestos containing materials (ACM) may be located throughout the facility. In no way has the CBRE field observer conducted an asbestos survey or visibly identified there are ACMs within the building. It is our understanding that the nature of the current and future occupancies will require repairs and replacement of the building structures, systems and finishes, therefore, testing will be required as part of any alteration work and proper filing, with all municipalities having jurisdiction, is recommended

LEAD PAINT TESTING

Based on the age of the building it is possible that lead based paint may be located throughout the facility. In no way has the CBRE field observer conducted a lead survey or visibly identified there is lead based paint within the building. It is our understanding that the nature of the current and future occupancies will require repairs and replacement of the building structures, systems and finishes, therefore, testing will be required as part of any alteration work and proper documentation and contractor worker protection is required by OSHA. All lead containing materials must be properly removed and disposed of as per the Resource Conservation and Recovery Act (RCRA). RCRA regulates the management of solid waste (e.g., garbage), hazardous waste, and underground storage tanks holding petroleum products or certain chemicals.

PURPOSE

The City of Mobile, (The "Client") contracted with CBRE | Assessment Consulting Services, to conduct an Facility Condition Assessment (FCA) for the purposes of rendering an opinion of the Subject's general physical condition as of the day of our site visit, in accordance with the scope and terms of our agreement with the Client and to prepare an FCA. An FCA cannot wholly eliminate the uncertainty regarding the presence of physical deficiencies and/or the performance of the Subject property's building systems. This was a "walkthrough" survey. It was not the intent of this survey to be technically exhaustive, nor to identify every existing physical deficiency. Preparation of this FCA is intended to reduce, but not eliminate, the uncertainty regarding the potential for component or systems failure and to reduce the potential that such component or system may not be initially observed. There may be physical deficiencies that were not easily accessible for discovery, readily visible, or which could have been inadvertently overlooked. The results of our observations, together with the information gleaned from our research and interviews, were extrapolated to form both the general opinions of the Subject's physical condition and the Short Term Costs to remedy the physical deficiencies. This FCA must be used in its entirety, which is inclusive by reference to the agreement and limiting conditions under which it was prepared.



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Summary Table of Costs

Project Number:	PC60828394 - 805
Project Name:	Tardy Cottage
Location:	104 South Lawrence Street, Mobile, AL 36602
Description:	5,500 SFG, Three Story Office Building
Date:	April 17, 2017

SECTION NO.	DESCRIPTION	OPINIONS OF COST	
		SHORT TERM	UNINFLATED RESERVES
3.1	Site	\$7,000	\$45,000
3.2	Structural System	\$0	\$0
3.3	Exteriors	\$4,250	\$14,500
3.4	Roofing	\$9,450	\$9,450
3.5	Interiors	\$0	\$138,000
3.6	Plumbing Systems	\$0	\$2,500
3.7	Heating, Ventilation & Air Conditioning	\$0	\$18,000
3.8	Electrical System	\$0	\$7,500
3.9	Fire Protection and Life Safety	\$0	\$16,000
3.10	Garages and Carports	\$0	\$0
3.11	Elevators	\$0	\$12,500
TOTAL		\$20,700	\$263,450





SECTION NO.	DESCRIPTION	OPINIONS OF ADA COST
4.5	ADA Modifications	\$250
TOTAL		\$250

CAPITAL RESERVE SCHEDULE	TOTALS
Aggregate Reserves (Uninflated)	\$263,450
Aggregate Reserves (Inflated)	\$308,346
Uninflated Reserve/SFG/Year	\$4.79
Inflated Reserve/SFG/Year	\$5.61

Opinions of Costs

Deferred Maintenance Existing Deficiencies



Project Number:	PC60828394 - 805
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NO.	SECTION #	DESCRIPTION	QUANTITY	UNIT	UNIT COST	OPINIONS OF COST SHORT TERM	Deficiency Photo
		SITE					
1		<p>Insufficient Site Drainage</p> <p>It was reported that the parking lot does not drain sufficiently during heavy rain events, allowing water to pond close to the exterior door of the conference room. The catch basins are periodically jetted to clear the lines, but we observed weed growth and clogged drains on the north side of the lot. The problem appears to be mainly with the capacity of the storm water systems, rather than a local site issue. We recommend the addition of a sump pump to direct the storm water to the municipal street and routine maintenance to ensure the drainage system is clear of debris.</p>	1	LS	\$5,000.00	\$5,000	
2		<p>Replace Damaged Concrete Sidewalk - Tripping Hazard</p> <p>Street front sidewalks are encumbered with areas that are breaking up, heaved, settled, or exhibit edge or surface spalling that pose potential trip hazards. Specifically, this condition was observed along South Lawrence Street, caused by tree roots. The affected areas should be cut out and replaced and less significant cracks should be grouted.</p>	2	MD	\$500.00	\$1,000	
3		<p>Striping, 4" Wide - Layout and Application</p> <p>The parking stalls, handicapped parking markings and driveway directional arrows were noted to be faded and worn. All affected areas should be re-striped to improve curb appeal.</p>	1	MD	\$500.00	\$500	
4		<p>Repair Site Fencing</p> <p>The wood and chain link fence systems were noted with areas of damage due to impacts and non-secured sections of fencing. Repairs are required to secure the fence panels and replace damaged chain link railings, posts and mesh.</p>	1	MD	\$500.00	\$500	
						\$0	
Subtotal Site						\$7,000	
3.2		STRUCTURAL SYSTEM					
						\$0	
Subtotal Structural System						\$0	
3.3		EXTERIORS					
5		<p>Re-Paint Exterior Surfaces</p> <p>The stucco, wood siding sidewall and wood decking/railing/stair finishes are showing minor evidence of peeling and flaking paint. All affected areas should be pressure washed/scraped, primed and repainted. Stucco cracks should be sealed and the entire surface repainted.</p>	3,000	SF	\$1.25	\$3,750	

Opinions of Costs

Deferred Maintenance Existing Deficiencies


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NO.	SECTION #	DESCRIPTION	QUANTITY	UNIT	UNIT COST	OPINIONS OF COST SHORT TERM	Deficiency Photo
6		Repair or Replace Damaged Shutter Sections We noted a few areas of damaged shutters. Repair or replace at this time.	1	MD	\$500.00	\$500	
Subtotal Exteriors						\$4,250	
	3.4	ROOFING					
7		Re-Roof, New Asphalt Shingles over Existing Asphalt Shingle Roof The existing asphalt shingle roof covering exhibits: loss of protective granules, brittleness and curling of the shingles. The roof is starting to realize its expected useful life. Lay a new asphalt shingle roof system complete with new flashings.	2,700	SF	\$3.50	\$9,450	
Subtotal Roofing						\$9,450	
	3.5	INTERIORS					
						\$0	
Subtotal Interiors						\$0	
	3.6	PLUMBING SYSTEMS					
						\$0	
Subtotal Plumbing Systems						\$0	
	3.7	HEATING, VENTILATION & AIR CONDITIONING					
						\$0	
Subtotal Heating, Ventilation & Air Conditioning						\$0	
	3.8	ELECTRICAL SYSTEM					
						\$0	
Subtotal Electrical System						\$0	
	3.9	FIRE PROTECTION AND LIFE SAFETY					
						\$0	
Subtotal Fire Protection and Life Safety						\$0	
	3.10	GARAGES AND CARPORTS					
						\$0	
Subtotal Garages and Carports						\$0	
	3.11	ELEVATORS					
						\$0	
Subtotal Elevators						\$0	
Total						\$20,700	

- * - COST OMITTED: Work can be completed in-house or by an outside contractor at minimal cost.
- ** - COST OMITTED: Recommendation only.
- *** - COST OMITTED: Tenant responsibility.
- ^ - COST OMITTED: Work already budgeted as part of Capital Program

Opinions of ADA Modifications

Project Number:	PC60828394 - 805
Project Name:	Tardy Cottage
Location:	104 South Lawrence Street, Mobile, AL 36602
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NO.	SECTION NO.	DESCRIPTION	QUANTITY	UNIT	UNIT COST	OPINIONS OF ADA COST	Deficiency Photo
	4.5	ADA MODIFICATIONS					
1		Add Handicap Van Parking Spaces One van accessible parking space is required. There are none provided at this time. Provide a space, with appropriate signage and 96" side aisle.	1	Each	\$250.00	\$250	
		Subtotal ADA Modifications				\$250	
				Total		\$250	

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Capital Reserve Schedule

Project Number:	PC60828394 - 805
Project Name:	Tardy Cottage
Location:	104 South Lawrence Street, Mobile AL 36602
Description:	5,500 SFG, Three Story Office Building
Date:	April 17, 2017

Reserve Term:	10
Inflation Rate (%):	2.50%
Building Age:	22
No. of Buildings:	1
SFG:	5,500

COMPONENT OR SYSTEM	AVG EUL (Yr)	EFF AGE (Yr)	RUL (Yr)	QUANTITY	UNIT	UNIT COST (\$)	CYCLE REPLMNT COST	PROBABLE REPLACEMENT DATES & ESTIMATED EXPENDITURES (\$)										Total Reserve Item
								2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
								1	2	3	4	5	6	7	8	9	10	
SITE																		
Apply 1 1/2" Overlay to Asphalt Pavement	15	8	7	4,500	SF	2.50	11,250	0	0	0	0	0	0	11,250	0	0	0	11,250
Pavement and Curbing - Allowance	2	0	2	4,500	SF	0.50	2,250	0	2,250	0	2,250	0	2,250	0	2,250	0	2,250	11,250
Site Concrete Repairs	15	10	5	1,000	SF	15.00	15,000	0	0	0	0	15,000	0	0	0	0	0	15,000
Storm Water System Maintenance	2	0	2	1	LS	1,500.00	1,500	0	1,500	0	1,500	0	1,500	0	1,500	0	1,500	7,500
STRUCTURAL SYSTEM																		
No Items Required	1	0	1		SF	0.00		0	0	0	0	0	0	0	0	0	0	0
EXTERIORS																		
Re-Point Brick/CMU Façades, 10%	10	4	6	100	SF	25.00	2,500	0	0	0	0	2,500	0	0	0	0	0	2,500
Replace Perimeter Joint Sealants	7	5	2	750	LF	5.00	3,750	0	3,750	0	0	0	0	0	0	3,750	0	7,500
Re-Paint Exterior Sidewall Surfaces	10	0	10	3,000	SF	1.50	4,500	0	0	0	0	0	0	0	0	0	4,500	4,500
ROOFING																		
Asphalt Shingle-Remove & Replace	30	22	8	2,700	SF	3.50	9,450	0	0	0	0	0	0	9,450	0	0	0	9,450
INTERIORS																		
Upgrade Office Area Finishes	10	0	10	2,000	SF	55.00	110,000	0	0	0	0	0	0	0	0	0	110,000	110,000
PLUMBING SYSTEMS																		
Replace Individual Tank Type DWHs	15	6	9	1	EA	2,500.00	2,500	0	0	0	0	0	0	0	0	2,500	0	2,500
HEATING, VENTILATION & AIR CONDITIONING																		
Replace Split System - Condenser Unit	15	14	1	5	TON	1,800.00	9,000	9,000	0	0	0	0	0	0	0	0	0	9,000
Replace Split System - Condenser Unit	15	14	1	3	TON	1,800.00	5,400	5,400	0	0	0	0	0	0	0	0	0	5,400
Replace Split System - AHU/ Heating Unit	25	23	2	2	EA	1,800.00	3,600	0	3,600	0	0	0	0	0	0	0	0	3,600
ELECTRICAL SYSTEM																		
Conduct Infra-Red Survey	2	0	2	1	EA	1,500.00	1,500	0	1,500	0	1,500	0	1,500	0	1,500	0	1,500	7,500
FIRE PROTECTION AND LIFE SAFETY																		
Replace Dry System Air Compressor	15	10	5	1	EA	5,000.00	5,000	0	0	0	0	5,000	0	0	0	0	0	5,000
Replace/Upgrade Fire Alarm System	20	15	5	5,500	SF	2.00	11,000	0	0	0	0	11,000	0	0	0	0	0	11,000

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No. of Buildings:	1
SFG:	5,500

COMPONENT OR SYSTEM	AVG EUL (Yr)	EFF AGE (Yr)	RUL (Yr)	QUANTITY	UNIT	UNIT COST (\$)	CYCLE REPLMNT COST	PROBABLE REPLACEMENT DATES & ESTIMATED EXPENDITURES (\$)										Total Reserve Item	
								2018	2019	2020	2021	2022	2023	2024	2025	2026	2027		
								1	2	3	4	5	6	7	8	9	10		
GARAGES AND CARPORTS																			
No Items Required	1	0	1		EA	0.00		0	0	0	0	0	0	0	0	0	0	0	
ELEVATORS																			
Replace Motor	20	15	5	1	EA	7,500.00	7,500	0	0	0	0	7,500	0	0	0	0	0	0	7,500
Replace Elevator Ropes	10	5	5	1	EA	2,500.00	2,500	0	0	0	0	2,500	0	0	0	0	0	0	2,500
Replace Cab Finishes	10	5	5	1	EA	2,500.00	2,500	0	0	0	0	2,500	0	0	0	0	0	0	2,500
ANNUAL REQUIREMENTS (UNINFLATED)								\$14,400	\$12,600	\$0	\$5,250	\$71,500	\$7,750	\$11,250	\$14,700	\$6,250	\$119,750	\$263,450	
INFLATION RATE FACTOR @ 2.50 %								1	1.0250	1.0506	1.0769	1.1038	1.1314	1.1597	1.1887	1.2184	1.2489		
ANNUAL REQUIREMENTS (INFLATED)								\$14,400	\$12,915	\$0	\$5,654	\$78,923	\$8,768	\$13,047	\$17,474	\$7,615	\$149,551	\$308,346	
UNINFLATED RESERVE/SFG/YEAR								\$4.79											
INFLATED RESERVE/SFG/YEAR								\$5.61											

AVG EUL: Average Expected Useful Life

EFF AGE: Effective Age

RUL: Remaining Useful Life

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SALIENT ASSIGNMENT INFORMATION	
Project No.:	PC60828394 - 805
Property Name:	Tardy Cottage
Property Address:	104 South Lawrence Street
City, State, and Zip:	Mobile, Alabama 36602
Primary Use:	Office
Building Age:	Completed in 1858; 159 Years Old; Significant Renovation in 1995 (22 Years Old)
Reported Occupancy:	100% by Mobile County Legislative Delegation
Property Management:	City of Mobile
Duration of Current Property Management:	About eight years
POC/Escorted By:	Elizabeth Travillion was our POC and was available for the entire walkthrough survey.
Field Observer:	Lisa Tippin
Date of Site Visit:	April 28, 2017
Weather:	70 to 75 degrees F; Clear to partly cloudy skies
Currently Enforced Building Code:	2012 International Building Code with Amendments
Number of Buildings:	One
Reported Building Size:	5,500 SFG
Number of Stories:	Three: Ground Floor, 1 st Floor and 2 nd Floor
Site:	Asphalt pavement, concrete curbs, concrete and brick paved sidewalks, landscaped areas with trees, shrubs and stone ground cover. Pole mounted light fixtures at parking areas and building mounted flood lights.
Substructure System:	Concrete footings, concrete foundation walls, concrete slab on grade
Superstructure System:	Wood framing
Exteriors	Brick, painted wood siding and stucco scored to resemble blocks
Loading Areas:	None
Entrance System	Painted wood doors, a mix of historic and replacement
Roof	Asphalt Shingle Roofing Installed in 1995 (22 Years Old)

Interiors:	Office; Carpet, painted walls and ceilings, 12" wood cove and ceiling moldings Corridors; stained wood flooring with carpeting, painted walls and ceilings Toilet Rooms; Ceramic tile floors and walls, ACT, metal partitions
Domestic and Sprinkler System Water:	City of Mobile 1" Copper domestic water service with meter 6" Iron sprinkler main service 1-Electric DWH – Rheem – 10-gallon – 6 Years Old
Sanitary System	City of Mobile Piping is below slab and is not visible
Natural Gas System	Mobile Gas Main Gas Service/Meter at Northwest Building Corner
Electrical System	Alabama Power Main Service – 200-amp, 120/208-volt, 3-Phase Distribution – 200-amp to 100-amp, 208Y/120-volt No Emergency Generator
HVAC Systems:	Three split systems of various ages and manufacturers
Fire Alarm System	Panel – Harrington Signal Co., Model HS-3000-L Devices - Smokes, A/V, emergency lighting, illuminated exit signage, pull stations
Vertical Transportation:	Electric Elevator by Inclinor, 28 fpm, 500 pound capacity installed 1995, Maintained by Kone

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Acronyms and Definitions

This FCA uses various acronyms and abbreviations to describe site, building, or system components. Not all acronyms or abbreviations are applicable to every FCA. Refer to the definitions below.

Acronym	Definition	Acronym	Definition
ABA	Architectural Barriers Act		
ABS	Acrylonitrile Butadiene Styrene	HVAC	Heating, Ventilating and Air Conditioning
ACM	Asbestos Containing Material	IAQ	Indoor Air Quality
ADA	Americans with Disabilities Act	IBC	International Building Code
ADAAG	ADA Accessibility Guidelines	ICC	International Code Council
AHU	Air Handling Unit	LED	Light Emitting Diode
Amp	Ampere	LEED	Leadership in Energy and Environmental Design
ASTM	American Society for Testing and Materials	MAP	HUD Multifamily Accelerated Processing
ACT	Acoustical Ceiling Tile	MAU	Makeup Air Unit
AVG	Average	MBH	Thousands of British Thermal Units
BMS	Building Management System	MDP	Main Distribution Panel
BOMA	Building Owners and Managers Association	MEP	Mechanical, Electrical and Plumbing
BTU	British Thermal Unit	MRL	Machine Room-Less (Elevator)
BTUH	British Thermal Units per Hour	NFPA	National Fire Protection Association
BUR	Built-up Roofing	NLA	Net Leasable Area
CAV	Constant Air Volume	OSB	Oriented Strand Board
CBS	Concrete Block and Stucco	OS&Y	Outside Screw and Yoke
CMU	Concrete Masonry Unit	OWJ	Open Web Joist
CO	Certificate of Occupancy	PCA	Property Condition Assessment
CO	Change Order	PCR	Property Condition Report
CO/ALR	Copper to Aluminum, Revised	PML	Probable Maximum Loss
CPVC	Chlorinated Polyvinyl Chloride	PSI	Pounds per Square Inch
DWH	Domestic Water Heater	PTAC	Packaged Terminal Air Conditioner
DWV	Drainage, Waste and Vent	PVC	Polyvinyl Chloride
DX	Direct Expansion	RPZ	Reduced Pressure Zone
EFF	Effective	RTU	Rooftop Unit
EIFS	Exterior Insulation and Finish System	RUL	Remaining Useful Life
EMF	Electromagnetic Field	SEL	Scenario Expected Loss
EMS	Energy Management System	SF	Square Feet
EPDM	Ethylene Propylene Diene Monomer	SFG	Square Foot Gross
EUL	Expected Useful Life	SFR	Square Foot Rentable
FCU	Fan Coil Unit	SOG	Slab-on-Grade
FEMA	Federal Emergency Management Agency	STC	Sound Transmission Classification
FFHA	Federal Fair Housing Act	SUL	Scenario Upper Loss
FHA	Forced Hot Air	TPO	Thermoplastic Polyolefin
FHW	Forced Hot Water	UBC	Uniform Building Code
FIRM	Flood Insurance Rate Map	UFAS	Uniform Federal Accessibility Standards
FM	Factory Mutual	UL	Underwriters Laboratories
FOIA	Freedom of Information Act	V	Volt
FOIL	Freedom of Information Letter	VAV	Variable Air Volume
FRP	Fiber Reinforced Panel	VCT	Vinyl Composition Tile
FRT	Fire Retardant Treated	VWC	Vinyl Wall Covering
GFCI	Ground Fault Circuit Interrupter (sometimes GFI)	W	Watt
GFRC	Glass Fiber Reinforced Concrete		
GLA	Gross Leasable Area		
GPM	Gallons Per Minute		
GWB	Gypsum Wall Board		
HID	High Intensity Discharge		
HUD	U.S. Department of Housing and Urban Development		

EXHIBITS

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CITY OF MOBILE EQUIPMENT LIST

Asset Name	Asset Location	Manufacturer	Model #	Serial #	Capacity	Year Manuf	Condition
AHU-1	Attic Area	Gibson	GB3BV-036K-BB	903523GB	NA	2005	Good/ Fair
AHU-2	Serves 2nd Floor	Carrier	KFAEH0801315	Not Observed	NA	1994	Good/ Fair
AHU-3	Serves 1st Floor	Not Observed	Not Observed	Not Observed	NA	NA	
SS-1	NW Corner	Goodman	AR11F60D14AC	1405700859	5 Tons	2014	Good
SS-2	NW Corner	Daikin	DZ13SA0603AA	1403118263	5 Tons	2003	Good
SS-3	NW Corner	Payne	Not Visible	Not Visible	NA	NA	Fair
DWH-1	Break Room	Rheem	811P10S	1111604273	10 gallons	2011	Good
FACP	Ground Floor	Harrington Signal Co	HS-3000-L				
ELE-1	Ground Floor	Inclinor	NA - 28 fpm speed		500 pounds	1994	Good

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Exhibit "D"

Sample Insurance Certificate



CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
04/25/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Aon Risk Services Northeast, Inc. Stamford CT Office 1600 Summer Street Stamford CT 06907-4907 USA	CONTACT NAME: PHONE (A/C. No. Ext): (866) 283-7122 FAX (A/C. No.): (800) 363-0105		
	E-MAIL ADDRESS:		
INSURED CBRE Group, Inc. and Subsidiaries 400 S Hope Street Los Angeles CA 90071 USA	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A: Zurich American Ins Co		16535
	INSURER B: ACE Property & Casualty Insurance Co.		20699
	INSURER C:		
	INSURER D:		
	INSURER E:		
INSURER F:			

COVERAGES **CERTIFICATE NUMBER: 570066235035** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. **Limits shown are as requested**

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GENL AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			GL0838419915	03/01/2017	03/01/2018	EACH OCCURRENCE	\$2,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$50,000
							MED EXP (Any one person)	\$10,000
							PERSONAL & ADV INJURY	\$2,000,000
							GENERAL AGGREGATE	\$2,000,000
							PRODUCTS - COMP/OP AGG	\$2,000,000
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/> Comp ded - \$1,000 <input checked="" type="checkbox"/> Coll ded - \$1,000			BAP 8384200-15	03/01/2017	03/01/2018	COMBINED SINGLE LIMIT (Ea accident)	\$2,000,000
							BODILY INJURY (Per person)	
							BODILY INJURY (Per accident)	
							PROPERTY DAMAGE (Per accident)	
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$10,000			G27952501002	03/01/2017	03/01/2018	EACH OCCURRENCE	\$8,000,000
							AGGREGATE	\$8,000,000
A	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y <input checked="" type="checkbox"/> N If yes, describe under DESCRIPTION OF OPERATIONS below			WC838419518 WC914173611	03/01/2017 03/01/2017	03/01/2018 03/01/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT	\$1,000,000
							E.L. DISEASE-EA EMPLOYEE	\$1,000,000
							E.L. DISEASE-POLICY LIMIT	\$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Re: Tallahassee International Airport, No. 0022-16-KM-RC.
 The City, members of its City Commission, boards, commissions and committees, officers, agents, employees and volunteers are included as Additional Insured in accordance with the policy provisions of the General Liability and Automobile Liability policies. A waiver of subrogation is granted in favor of the City, member of its City Commission, boards, commissions and committees, officers, agents, employees and volunteers in accordance with the policy provisions of the workers' compensation policy. General Liability and Automobile Liability evidenced herein is Primary to other insurance available to an Additional Insured, but only in accordance with the policy's provisions. Should any of the above described policies be cancelled before

CERTIFICATE HOLDER

Tallahassee International Airport
 3300 Capital Circle
 SW, Suite 1
 Tallahassee FL 32310 USA

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE


Holder Identifier :

Certificate No : 570066235035





ADDITIONAL REMARKS SCHEDULE

AGENCY Aon Risk Services Northeast, Inc.		NAMED INSURED CBRE Group, Inc. and Subsidiaries	
POLICY NUMBER See Certificate Number: 570066235035			
CARRIER See Certificate Number: 570066235035	NAIC CODE	EFFECTIVE DATE:	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: ACORD 25 **FORM TITLE:** Certificate of Liability Insurance

Additional Description of Operations / Locations / Vehicles:

the expiration date thereof, the policy provisions will govern how notice of cancellation may be delivered to certificate holders in accordance with the policy provisions of each policy.