

Fontainebleau Development

Bid Contact **Brett Mufson**
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Ph 305-382-4276

Address **19950 WEST COUNTRY CLUB DRIVE, 10TH
 FLOOR
 AVENTURA, FL 33180**

Item #	Line Item	Notes	Unit Price	Qty/Unit	Attch.	Docs
RFP-01677--01-01	New Hotel	Supplier Product Code:	First Offer -	1 / each	Y	Y
Supplier Total						\$0.00

Fontainebleau DevelopmentItem: **New Hotel****Attachments**

Solicitation_RFP-01677 - FDR Miami Hotel LLC - Lobbyist Registration_Executed.pdf

Solicitation RFP-01677 - FDR Miami Hotel LLC - Subcontracting Form Executed.pdf

Solicitation_RFP-01677 - FDR Miami Hotel LLC - Contractor Due Diligence Affidavit_Executed.pdf

Solicitation_RFP-01677 - FDR Miami Hotel LLC - Proposal Submittal Form- Executed.pdf

Related_RFP_MiamiAirportHotel_101620_Phase 1 and Form A and Form B_FINAL.pdf



**AFFIDAVIT OF MIAMI-DADE COUNTY
LOBBYIST REGISTRATION FOR ORAL PRESENTATION**

(1) Solicitation Title: New Hotel at Miami International Hotel Solicitation No.: 01677
(2) Department: Miami-Dade Aviation Department
(3) Proposer's Name: FDR Miami Hotel LLC
Address: 60 Columbus Circle, New York, NY Zip: 10023
Business Telephone: 970-379-5757 E-Mail: brett@fbdev.com

(4) List All Members of the Presentation Team Who Will Be Participating in the Oral Presentation:

Name	Title	Employed By	Email Address
JEFFREY SOFFER	Chairman & CEO	FB Dev	jsoffer@fbdev.com
BRETT MUFSON	President & CIO	FB Dev	brett@fbdev.com
PHILIP GOLDFARB	President & COO	Fontainebleau	PGoldfarb@fontainebleau.com
ERIC COHEN	Executive VP	FB Dev	ecohen@fbdev.com
SETH GOLDMAN	Executive VP	FB Dev	sgoldman@fbdev.com
JOON OH	Senior Vice President	FB Dev	joh@fbdev.com
BOBBY COURTNEY	Head of Aviation	Fontainebleau Aviation	bcourtney@fbaviation.com

(ATTACH ADDITIONAL SHEETS IF NECESSARY) SEE ATTACHED ADDITIONAL SHEETS

The individuals named above are Registered and the Registration Fee is not required for the Oral Presentation ONLY.

Any person who appears as a representative for an individual or firm for an oral presentation before a County certification, evaluation, selection, technical review or similar committee must be listed on an affidavit provided by the County. The affidavit shall be filed with the Clerk of the Board at the time the response is submitted. The individual or firm must submit a revised affidavit for additional team members added after submittal of the proposal with the Clerk of the Board prior to the oral presentation. Any person not listed on the affidavit or revised affidavit may not participate in the oral presentation, unless he or she is registered with the Clerk's office and has paid all applicable fees.

Other than for the oral presentation, Proposers who wish to address the county commission, county board or county committee concerning any actions, decisions or recommendations of County personnel regarding this solicitation in accordance with Section 2-11.1(s) of the Code of Miami-Dade County MUST register with the Clerk of the Board and pay all applicable fees.

I do solemnly swear that all the foregoing facts are true and correct and I have read or am familiar with the provisions of Section 2-11.1(s) of the Code of Miami-Dade County as amended.

Signature of Authorized Representative:

Title: Authorized Representative

STATE OF Florida

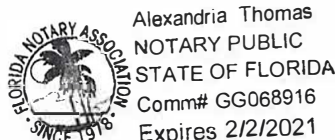
COUNTY OF Miami Dade

The foregoing instrument was acknowledged before me this 15th day of October

by Brett Mufson, a Authorized Representative of Proposer, who is personally known (Individual, Officer, Partner or Agent) (Sole Proprietor, Corporation or Partnership)

to me or who has produced Personally known to me as identification and who did/did not take an oath.

(Signature of person taking acknowledgement)
Alexandria Thomas
(Name of Acknowledger typed, printed or stamped)



(Title or Rank)

(Serial Number, if any)

Revised 1/2/14



**AFFIDAVIT OF MIAMI-DADE COUNTY
LOBBYIST REGISTRATION FOR ORAL PRESENTATION**

Name	Title	Employed By	Email Address
STEPHEN ROSS	Chairman and Founder	Related Companies	Sross@related.com
JEFF BLAU	CEO & Partner	Related Companies	Jblau@related.com
BRUCE BEAL, JR	President & Partner	Related Companies	BBealJr@related.com
EMAD LOTFALLA	Executive VP	Related Companies	Emad.Lotfalla@related.com
JUSTIN HOLTZMAN	Vice President	Related Companies	Justin.Holtzman@related.com
JORDAN BARGAS	Vice President	Related Companies	Jordan.Bargas@related.com
Bernardo Fort-Brescia, FAIA	Design Principal	Arquitectonica	arqbf@arquitectonica.com
Alejandro Gonzalez, AIA, LEED AP	Principal-in-Charge	Arquitectonica	agonzalez@arquitectonica.com
Charles Crain, AIA, LEED AP	Project Manager	Arquitectonica	ccrain@arquitectonica.com
Katia Robreno, Associate AIA	Project Designer	Arquitectonica	krobreno@arquitectonica.com
Raymond Fort	Project Designer	Arquitectonica	rfort@arquitectonica.com
Sherri Gutierrez	Quality Assurance	Arquitectonica	sgutierrez@arquitectonica.com
Tom Westberg	Director of Marketing	Arquitectonica	twestberg@arquitectonica.com
BRETT ATKINSON	Co-President, Florida	Moss & Associates	batkinson@mosscom.com
TRAVIS SERPAS	VP/Project Executive	Moss & Associates	TSerpas@mosscom.com
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Jaime Cruanyas, AIA	Project Architect	Perez and Perez	jaimec@perezperez.com
Jaime Ruiz, AIA	Project Architect	Perez and Perez	jaimer@perezperez.com
GEORGE N. KHOURY, PE	Senior Principal/Partner	BNI Engineers	g-khoury@bniengineers.com
WILLIAM CAYCEDO, PE	Principal	BNI Engineers	w-caycedo@bniengineers.com
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ENRIQUE JAVIER SUAREZ	Principal	HNGS Engineers	esuarezjr@hngsengineers.com
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John "Ben" Hutchens, PLA	Vice President	ARQ GEO	bhutchens@arqgeo.com
Margarita Blanco, Ph.D, LEED AP	Project Director	ARQ GEO	mblanco@arqgeo.com
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SAMANTHA VARELA	Project Manager	Sequil	svarela@sequil.com
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Evelyn Rodriguez, PE, ENV SP	Engineer	EAC Consulting	erodriguez@eacconsult.com
Michael Adeife, PE, ENV SP	Chief Engineer	EAC Consulting	madeife@eacconsult.com
Enrique "Rick" Crooks, PE	President	EAC Consulting	rcrooks@eacconsult.com

SUBCONTRACTING FORM

Solicitation Number RFP-01677

*Vendor Name *FEIN #

Complete "A" or "B":

- A. No subcontractors or direct suppliers will be utilized pursuant to this solicitation.
- B. The below listed subcontractors and/or suppliers will be utilized pursuant to this solicitation:

Business Name and Address of First Tier Subcontractor/ Subconsultant	Name of Principal Owner	Scope of Work to be Performed by Subcontractor Subconsultant	Subcontractor/ Subconsultant License (if applicable)
Arquitectonica	Bernardo Fort-Brescia	Designer / Architect	AR0008779
Moss & Associates	Brett Atkinson	Builder / General Contractor	CGC 1510924
Perez & Perez	Daniel Perez-Zarraga	Designer / Architect	NCARB#26469
BNI engineers	George N. Khoury	Designer / Structural Engineer	
HNGS Engineers	ENRIQUE JAVIER SUAREZ	Designer / MEP/FP Engineer	
ARQ GEO	John "Ben" Hutchens, PLA	Designer / Landscape	#6667038
Sequil	Jeffrey J. Conley	Designer / Sustainability	
SLS	Michael Sheehan	Designer/Life Safety Code	FL 73971
EAC Consulting	Michael Adeife, PE, ENV SP	Designer / Civil Engineer	No. 56094

And

Below and/or attached is a detailed statement of the firm's policies and procedures for awarding subcontractors:

Proposers and Team Members will draw on relationships and past experience to select the subcontractors with relevant airport experience and capabilities to execute on a collaborative and inclusive development process. In particular, Moss has developed a proven Outreach and Inclusion Program with a proven track record of meeting and exceeding ABCDE, DBE, SBE and LBD participation goals.

(Duplicate this form if additional space is needed to provide the required information)

When Subcontracting is allowed and subcontractors will be utilized, the Contractor shall comply with Section 2-8.8 of the Code – Fair Subcontracting Practices: (1) Prior to contract award, the Bidder shall provide a detailed statement of its policies and procedures for awarding subcontracts and (2) As a condition of final payment under a contract, the Contractor shall identify subcontractors used in the work, the amount of each subcontract, and the amount paid and to be paid to each subcontractor via the BMWS at <http://mdcsbd.gob2g.com>.

Pursuant to Section 2-8.1(f) of the Code – Listing of subcontractors required on certain contracts, for all contracts which involve the expenditure of one hundred thousand dollars (\$100,000) or more, the entity contracting with the County must report to the County the race, gender, and ethnic origin of the owners and employees of its first tier subcontractors and suppliers via the BMWS at <http://mdcsbd.gob2g.com>. The race, gender, and ethnic information must be submitted via BMWS as soon as reasonably available and, in any event, prior to final payment under the Contract. The Contractor shall not change or substitute first tier subcontractors or direct suppliers or the portions of the Contract work to be performed or materials to be supplied from those identified except upon written approval of the County.

I certify that the information contained in this form is to the best of my knowledge true and accurate.



*Signature of Vendor's Representative

*Print Name

*Print Title

*Date

Miami-Dade County Contractor Due Diligence Affidavit

Per Miami-Dade County Board of County Commissioners (Board) Resolution No. R-63-14, County Vendors and Contractors shall disclose the following as a condition of award for any contract that exceeds one million dollars (\$1,000,000) or that otherwise must be presented to the Board for approval:

(1) Provide a list of all lawsuits in the five (5) years prior to bid or proposal submittal that have been filed against the firm, its directors, partners, principals and/or board members based on a breach of contract by the firm; include the case name, number and disposition;
Although neither the Proposing entity nor either partner of the JV have any breach of contract lawsuits to disclose, please see the following page regarding Moss & Associates.

(2) Provide a list of any instances in the five (5) years prior to bid or proposal submittal where the firm has defaulted; include a brief description of the circumstances;

None

(3) Provide a list of any instances in the five (5) years prior to bid or proposal submittal where the firm has been debarred or received a formal notice of non-compliance or non-performance, such as a notice to cure or a suspension from participating or bidding for contracts, whether related to Miami-Dade County or not.

None

All of the above information shall be attached to the executed affidavit and submitted to the Procurement Officer overseeing this solicitation/contract/purchase order. The Vendor/Contractor attests to providing all of the above information, if applicable, to the County.

NOTE: "Pursuant to Florida Statutes s. 92.525, under penalties of perjury....." vendors who are unable to obtain a Notary Public during the COVID-19 declared emergency are permitted to use the below declaration in lieu of (notarized) affidavits for responses to solicitations.

Written Declaration: Pursuant to Florida Statutes s. 92.525, under penalties of perjury, I declare that I have read the foregoing Contractor Due Diligence Affidavit and that the facts stated in it (attached to it) are true.

Federal Employer

Contract No. :
RFP - 01677

Identification Number (FEIN): 85-3392860

Contract Title: New Hotel at Miami International Hotel

Brett Mufson

Printed Name of Affiant

Authorized Representative

Printed Title of Affiant



Signature of Affiant

FDR Miami Hotel LLC

Name of Firm

10/15/2020

Date

60 Columbus Circle

Address of Firm

New York

State

10023

Zip Code

Notary Public Information

Notary Public – State of

County of

Miami Dade

Subscribed and sworn to (or affirmed) before me this

15

day of,


October

by

Brett Mufson

He or she is personally known to me

or has produced identification



Signature of Notary Public

GG068916

Serial Number

Alexandria Thomas

02/02/2021

Print or Stamp of Notary Public

Expiration Date



Alexandria Thomas
 NOTARY PUBLIC
 STATE OF FLORIDA
 Comm# GG068916
 Expires 2/2/2021

rev. COVID-19 declared emergency

For complete transparency, we have included the list below of four breach of contract lawsuits Moss & Associates have been involved with in the past five years. As with all large construction companies, Moss and Associates have been parties to legal proceedings in the normal course of business. We believe that none of these proceedings have a material impact on Moss' ability to perform services related to this contract.

Moss & Associates Breach of Contract lawsuits in past 5 years

Case Name & Description	Case Number	Disposition
Amerifactors Financial Group, LLC v. Moss & Associates, LLC <i>Subcontractor signed factoring agreement with Amerifactors (third party) for receivables and thereafter defaulted on payment. Amerifactors sought the receivables from Moss that my be due to Subcontractor.</i>	2018-CA-009687-O	Closed
Drywall & Partitions LLC as Assignee for Caceres Interior Partitions Inc. v. Moss & Associates, LLC <i>Plaintiff took and assignment of a claim that Caceres had alleged against Moss for nonpayment. Caceres materially breached the subcontracts with Moss on two Projects, and Moss use remaining monies to offset a portion of the damages caused by Caceres.</i>	2020-009838-CA-01	Pending
E Light Electric Services, Inc. v. Moss & Associates, LLC <i>E light was a subcontractor of Moss who, in order to avoid forfeiting lien rights, filed a lien claim against Owner Property and Breach of Contract claim against Moss for Owner's late payment. Owner paid all monies due and owing and case was promptly dismissed.</i>	1:16-CV-30	Closed
EC Company v. Moss and Associates, LLC and Travelers Casualty and Surety Company of America <i>C Company was a subcontractor of Moss who, in order to avoid forfeiting bond rights, served a Notice of Nonpayment against Payment Bond and Breach of Contract claim against Moss for Owner's late payment. Owner paid all monies due and owing and case was promptly dismissed.</i>	18CV19704	Closed



Miami-Dade County
Procurement Management Services
Proposal Submittal Form

111 NW 1st Street, Suite 1300, Miami, FL 33128

Solicitation No. RFP-01677		Solicitation Title: New Hotel at Miami International Hotel	
Legal Company Name (include d/b/a if applicable): FDR Miami Hotel LLC *		Federal Tax Identification Number: 85-3392860 *	
If Corporation - Date Incorporated/Organized: 		State Incorporated/Organized: Delaware	
Company Operating Address: 60 Columbus Circle *		City: New York *	State: NY *
		Zip Code: 10023 *	
Company Contact Person: Brett Mufson		Email Address: brett@fbdev.com *	
Phone Number (include area code): 970-379-5757 *	Fax Number (include area code): 	Company's Internet Web Address: www.fbdev.com	
<p>Pursuant to Miami-Dade County Ordinance 94-34, any individual, corporation, partnership, joint venture or other legal entity having an officer, director, or executive who has been convicted of a felony during the past ten (10) years shall disclose this information prior to entering into a contract with or receiving funding from the County.</p> <p><input type="checkbox"/> Place a check mark here only if Proposer has such conviction to disclose to comply with this requirement.</p> <p><u>SCRUTINIZED COMPANIES WITH ACTIVITIES IN SUDAN LIST OR THE SCRUTINIZED COMPANIES WITH ACTIVITIES IN THE IRAN PETROLEUM ENERGY SECTOR LIST:</u></p> <p>By executing this proposal through a duly authorized representative, the Proposer certifies that the Proposer is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, as those terms are used and defined in sections 287.135 and 215.473 of the Florida Statutes. In the event that the Proposer is unable to provide such certification but still seeks to be considered for award of this solicitation, the Proposer shall execute the proposal through a duly authorized representative and shall also initial this space: <input type="text"/>. In such event, the Proposer shall furnish together with its proposal response a duly executed written explanation of the facts supporting any exception to the requirement for certification that it claims under Section 287.135 of the Florida Statutes. The Proposer agrees to cooperate fully with the County in any investigation undertaken by the County to determine whether the claimed exception would be applicable. The County shall have the right to terminate any contract resulting from this solicitation for default if the Proposer is found to have submitted a false certification or to have been placed on the Scrutinized Companies for Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.</p> <p><u>WAIVER OF CONFIDENTIALITY AND TRADE SECRET TREATMENT OF PROPOSAL</u></p> <p>The Proposer acknowledges and agrees that the submittal of the Proposal is governed by Florida's Government in the Sunshine Laws and Public Records Laws as set forth in Florida Statutes Section 286.011 and Florida Statutes Chapter 119. As such, all material submitted as part of, or in support of, the proposal will be available for public inspection after opening of proposals and may be considered by the County or a selection committee in public.</p> <p><u>By submitting a proposal pursuant to this solicitation, you agree that all such materials may be considered to be public records. The Proposer shall not submit any information in response to this Solicitation which the Proposer considers to be a trade secret, proprietary or confidential.</u></p> <p>In the event that the Proposal contains a claim that all or a portion of the Proposal submitted contains confidential, proprietary or trade secret information, the Proposer, by signing below, knowingly and expressly waives all claims made that the Proposal, or any part thereof no matter how indicated, is confidential, proprietary or a trade secret and authorizes the County to release such information to the public for any reason.</p>			
Acknowledgment of Waiver:			
Proposer's Authorized Representative's Signature: 		Date: * 10/15/2020	
Type or Print Name * Brett Mufson			
Type or Print Title * Authorized Representative			

The submittal of a proposal by a Proposer will be considered a good faith commitment by the Proposer to negotiate a contract with the County in substantially similar terms to the proposal offered and, if successful in the process set forth in this Solicitation and subject to its conditions, to enter into a contract substantially in the terms herein.

Proposer's Authorized Representative's Signature:

* 

Date *

Type or Print Name

*

Type or Print Title *

New Miami International Airport Hotel RFP-01677

For the Miami-Dade Aviation Department (“MDAD”)

SUBMITTED BY FDR MIAMI HOTEL, LLC
A JOINT VENTURE PARTNERSHIP BETWEEN



OCTOBER 16, 2020



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VOLUME A: PROPOSER AND TEAM MEMBERS QUALIFICATIONS AND CAPABILITIES, AND PROJECT DELIVERY

A-1: EXECUTIVE SUMMARY

FDR Miami Hotel LLC (the “Proposer” or “JV”), a joint venture between Fontainebleau Development LLC (“Fontainebleau”) and The Related Companies (“Related”), is pleased to present its proposal to the Miami-Dade Aviation Department (“MDAD”) for the development of a world-class airport hotel (the “Miami Flight Center Hotel”, “New Hotel” or “Project”) at the Miami International Airport (“MIA”).

WHY WE ARE UNIQUELY QUALIFIED

From design, to financing, to construction and through ongoing operations, both Fontainebleau and Related have an unparalleled track record in executing complex projects which will ensure the successful development of the future Miami Flight Center Hotel for Miami-Dade County (the “County”) and MIA. The New Hotel represents the fourth JV between Fontainebleau and Related, who previously partnered on the development of (i) the 220-key Marriott Courtyard Downtown Boston, which opened in 2018, (ii) the 261,000 SF Bombardier Service Center at Miami-Opa Locka Executive Airport, which is currently under construction and (iii) the 154-unit Turnberry Ocean Club Residences in Sunny Isles, FL, which opened in 2020. The Proposer has also engaged Marriott given its impressive track record of operating airport hotels and prior experience working alongside the JV, and intends to brand the Miami Flight Center Hotel as a Westin which will provide national brand recognition to the Project.

- **COMMITMENT TO MIAMI:** We are intimately familiar with the Miami metropolitan area, people, places and trends. Our collective presence and commitment to the Miami hospitality and tourism market is strong, as is our commitment to ensuring the success of the Miami Flight Center Hotel.
- **EXECUTION CERTAINTY:** Together, the Proposer has almost 100 years of real estate development and operations experience. Our in-house construction and design teams work seamlessly with our development teams to ensure successful execution of complex projects both on time and on budget.
- **WORLD CLASS TEAM:** The Project team brings an unmatched level of directly comparable development experience, having successfully designed, developed, constructed, and operated numerous preeminent transit-oriented, airport and hospitality projects. The JV’s combined track record has resulted in over \$87 billion worth of development and acquisition activity.
- **CIVIC PARTNERSHIPS:** Our JV Members have vast experience in the US working closely and collaboratively with municipal partners and federal agencies to deliver complex, transit-oriented developments.



FONTAINEBLEAU DEVELOPMENT **DEVELOPER / EQUITY PARTICIPANT / OPERATIONS AND MAINTENANCE PROVIDER**

Fontainebleau Development is a privately held real estate development and investment firm headquartered in Aventura, Florida. Founded by Jeffrey Soffer, the firm is a market leader in the ownership, management, and development of high-quality gaming, hospitality, office, retail, residential, aviation, and mixed-use properties across the U.S. Over a 50-year history, Soffer has been involved in over 100 projects representing in excess of \$27 billion in total transaction value. The firm’s hospitality and aviation portfolio includes The Fontainebleau Miami Beach Resort, JW Marriott Turnberry Isle Resort, Boston Courtyard by Marriott, Hilton Nashville Downtown, and Miami-Opa Locka Executive Airport (“OPF”), representing collectively over 2,700 keys and personally operated with over 4,000 Fontainebleau employees.



Fontainebleau Miami Beach

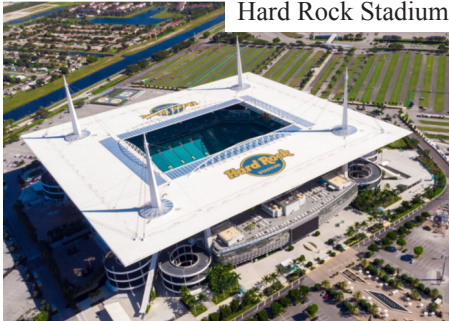
Fontainebleau Aviation began at OPF in 2006. Over the last fourteen years, Fontainebleau has invested over \$65 million of capital into OPF with MDAD, creating world class service, state-of-the art facilities, and national recognition as a top 20 fixed-base operator (“FBO”) in the country.

RELATED DEVELOPER / EQUITY PARTICIPANT

Related Companies is a global real estate and lifestyle company defined by innovation and the most prominent privately-owned real estate firm in the United States with over \$60 billion in assets owned or under development including the 28-acre Hudson Yards neighborhood on Manhattan’s West Side, The Grand and Related Santa Clara in California and The 78 in Chicago. Founded over 45 years ago by Stephen Ross, Chairman and Managing General Partner of the Miami Dolphins, Related has become one of the largest private owners of affordable housing and a fully-integrated, highly diversified industry leader with experience in virtually every aspect of design, development, acquisitions, management, finance, hospitality, sustainability, and sales. Headquartered in New York City, Related has offices and major developments in Boston, Chicago, Los Angeles, San Francisco, South Florida, Washington, D.C., Abu Dhabi and London, and boasts a team of approximately 4,000 professionals. Related was recently named to Fast Company Magazine’s list of the 50 Most Innovative Companies in the World.



Hudson Yards



Hard Rock Stadium

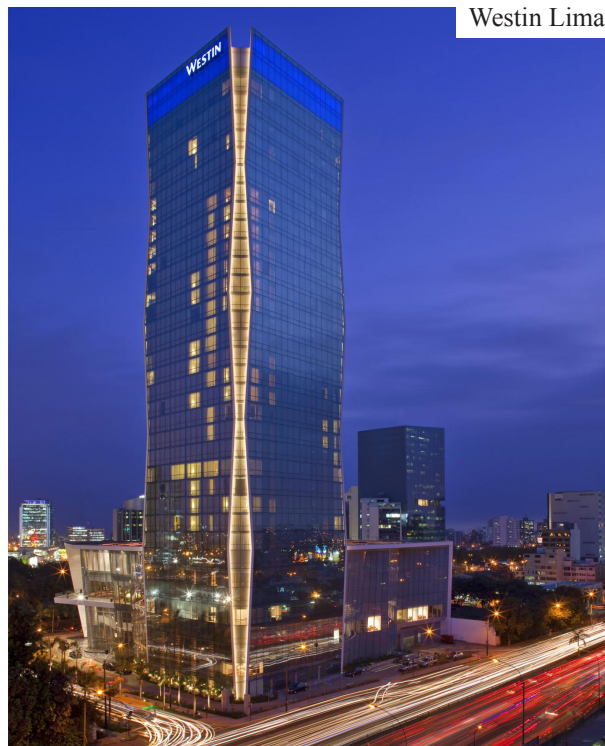
The Miami Flight Center Hotel will be developed by a team of world-renowned builders, architects, engineers, and consultants, (collectively, with the Proposer, the “Team Members”, the “Team” or “We”) all of whom have previously worked on iconic hospitality and transportation projects, including recent aviation developments. Additionally, the Proposer has engaged Marriott and intends to brand the Miami Airport Flight Center as a Westin. Though the Team Members have global brand recognition, every Team Member has a local presence in Miami. All of the Team Members and Marriott have past experiences working together and were carefully selected as part of our effort to put together the best and most cohesive team possible for the development of the Miami Airport Flight Center.

ARQUITECTONICA DESIGN ARCHITECT / DESIGNER

With offices in Miami, New York, Los Angeles, Paris, Hong Kong, Shanghai, Manila, Lima and Sao Paulo, Arquitectonica is a major presence on the international stage. From its inception in 1977, the firm received almost instant attention and acclaim from critics and the public alike, due to a bold modernism that was immediately identified with a renaissance in Miami’s urban landscape. Arquitectonica explores the complex challenges of contemporary built and natural environments, developing solutions that balance a modern aesthetic with an ecologically sensitive practice to create value, identity and a sustainable environment. The firm’s global experience includes airport hotels in Hong Kong and Nice; aviation facilities in Miami and Lima; convention hotels and conference centers around the world; and Miami landmarks including Brickell City Centre and the American Airlines Arena.



Brickell City Centre



Westin Lima

MOSS BUILDER / GENERAL CONTRACTOR

Ranked #1 ENR Southeast's Top Contractor in Florida, Moss & Associates (Moss) is a national privately held construction firm providing innovative solutions resulting in award-winning projects. Headquartered in Fort Lauderdale with offices in Miami, West Palm Beach, and throughout the United States. FDR has selected Moss as its Lead Builder for the following reasons:



FLL Concourse A

Experience with Team Members: Moss has proven experience with all ten Team Members spanning 37 projects. This experience includes large complex projects and projects with similar scope to the New Hotel, including Marlins Park, SLS Lux, Brickell Flatiron, Brickell Heights, 1010 Brickell, Ritz-Carlton Residences, and Wyndham Grand Resort.

Hospitality and Similar Product: Moss has completed 126 hospitality and similar product totaling 54 million SF and 55,000 beds. This includes projects completed on tight sites in Miami-Dade County.

Aviation Experience: Moss' key personnel includes:

- The same team that recently completed a \$287 million concourse/terminal renovation at Fort Lauderdale-Hollywood International Airport, as well as the Orion Jet Center at Miami-Opa Locka Executive Airport (MDAD).
- Individuals with Miami International Airport (MDAD) experience, including the \$1.2 billion North Terminal project.
- Safety leadership that has completed projects at 438 commercial airports throughout the United States

Local Participation: Local Participation: Moss implemented its local outreach program while completing the Marlins Park, which exceeded its Community Workforce Program goal by 82 percent.



ASSOCIATE ARCHITECT / DESIGNER

Founded in 1984 in Miami, Florida, Perez & Perez Architects Planners Inc. is a full service architectural design, interior design and project management firm and has succeeded in becoming a recognized firm with a reputation for design excellence and attention to detail. After more than 35 years, the firm has approximately 20 professionals and completed multiple projects at the Miami International Airport, including MIA’s Concourse A-B, C-D and H Expansion and the Metrorail Station Miami International Airport.



Miami Children’s Courthouse



STRUCTURAL ENGINEER / DESIGNER

The mission of BNI is to provide structural engineering services responsive to the needs of its clients. For over 50 years, Bliss & Nyitray has worked hand in hand with architectural partners to create structures that are as pleasurable to use as they are to look at. Headquartered in Miami, BNI engineers have over 102 employees and projects throughout the US. Projects BNI Engineers have worked on include the MIA-Lan Aircrat Cargo hangar, the design and planning of the EmbassAir Hangar at the Miami-Opa Locka Airport and the 184-key Hilton Miami Dadeland.



MIA Skyport Terminal

A-2: ORGANIZATIONAL CHARTS

Please see Exhibit A for the team structure during the design and construction phase and Exhibit A-2 for the team structure during the operations and maintenance phase.

A-3: TEAM STRUCTURE

A-3-1: All Team Members will be involved during each phase – planning, financing, construction and operations – of the Miami Flight Center Hotel to ensure success. Given the Team’s prior experience in aviation projects, we understand the importance of frequent communication, recurring meetings and ongoing coordination amongst all stakeholders, including the County and MIA personnel.

PLANNING ⋮ ▼	During the planning and design phase, the team members will strategically determine the Project’s programming, key count and hotel functions, all in the context of MIA’s ongoing operations. The Proposer plans to brand the New Hotel as a Westin and is in active discussions with Marriott. All Team Members will be involved in this phase of the Project.
FINANCING ⋮ ▼	The Proposer has dedicated capital markets specialists who will leverage their existing relationships with leading banks and other providers of construction financing to secure debt for the Project. The Proposer will lead the financing phase and has experience financing prior aviation projects. The Proposer has the financial strength to finance the Project off of their own balance sheets, if necessary.
CONSTRUCTION ⋮ ▼	All Team Members will oversee the Project throughout the construction phase, with the Builder responsible for day to day operations on-site. The Team Members all have prior aviation experience and understand the importance of frequent communication and coordination amongst all stakeholders, including airport personnel, during the construction phase.
OPERATIONS	All Team Members, the County and airport personnel will coordinate the pre-opening of the Hotel near substantial completion. Upon opening, Fontainebleau’s in-house hotel operations will quickly work to ramp up and stabilize operations.

Collectively, the Team Members have worked on over 35 successful projects together, including those listed below.

- In 2018, Fontainebleau and Related completed the development (\$101mm) of the 220-key Courtyard Marriott in Boston.
- In 2018, Fontainebleau and Arquitectonica completed the development (\$260mm) of the 533-key Marriott Nashville.
- In 2014, Perez & Perez and BNI completed the development (\$14mm) of the MIA-Lan aircraft cargo project.
- In 2018, Moss and Arquitectonica completed the development (\$188mm) of the SLX Lux project in Miami.
- In 2018, Moss and Arquitectonica completed the development (\$109mm) of the Hyde Midtown project in Miami.
- In 2017, Moss and Arquitectonica completed the development (\$180mm) of the Brickell Heights & Equinox Spa project in Miami.

A-3-2: All Team Members listed on the Organizational Chart in Exhibit A have entered into a teaming agreement to develop the Miami Flight Center Hotel.

A-4 CONFLICTS OF INTEREST

Please see Exhibit B, which confirms no Team Member nor any of its employees working on the Miami Flight Center Hotel have a personal or an organizational conflict of interest.

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A-5 PROPOSED NEW HOTEL

A-5-1 – NEW HOTEL DESIGN AND CHARACTERISTICS: The proposed Miami Flight Center Hotel is a comprehensive vision for the introduction of a new Marriott Westin Hotel at MIA, designed to create an iconic arrival experience for hotel guests, airport passengers and employees. Our design will achieve all of the goals in the RFP and intends to use (i) the ground floor for a vehicular arrival experience that includes a porte-cochere with valet service to the parking garage, (ii) the second floor for business, pre-function, meeting, and event space, (iii) the third floor for the hotel lobby, lounge, all-day, full-service dining restaurant/bar and outdoor terraces and (iv) the fourth floor for an expansive pool deck, fitness center and more outdoor space. The third floor of the hotel will also feature a pedestrian connection to the airport terminal with an elevated moving sidewalk, linking the hotel to the Concourse D. The remaining levels will include approximately 450 guestrooms and will include a rooftop restaurant and terrace with dramatic views of the city skyline and active runways.

A-5-2 – HEIGHT SPECIFICATION: The proposed Miami Flight Center Hotel described in Section A-5-1 will be within the specified maximum height limit of 160’ above mean sea level.

A-5-3 – PROJECT SCHEDULE AND BUDGET: The Team Members are fully engaged in the process and have already commenced design of the proposed Miami Flight Center Hotel. The collective team has extensive experience in designing, financing, developing, building and operating similar transit-oriented and hospitality projects, including several comparable airport hotels and terminals, as further demonstrated in Section A-7. Given our prior experience and unmatched ability to execute complex projects that involve many stakeholders, the Proposer will deliver the Project within 3 years, as required by the RFP.

A-5-4 – HOTEL CHARACTERISTICS AND AMENITIES: Please see response to Section A-5-1. The Team Members will utilize critical path method (“CPM”) scheduling from preconstruction through construction to ensure timely completion of the New Hotel.

A-4 CONFLICTS OF INTEREST; A-5 PROPOSED NEW HOTEL



A-6 PROJECT APPROACH

A-6-1 – OUR APPROACH YIELDS SUCCESSFUL RESULTS: The Team Members have demonstrated, through their extensive track record, an ability to design and deliver complex projects (including aviation and hospitality developments) and an understanding that the success of the Project starts from day one in the pre-planning phase. **Given the amount of stakeholders involved, the Project will require input from all Team Members, the County, the FAA and airport operations personnel, in order to understand and weigh the various project objectives and challenges as well as to coordinate construction and airport logistics while always ensuring proper safety and security measures. Having prior experience building and operating airport hotels and constructing on airport grounds,** the Team understands the key to a successful Project is constant communication and coordination amongst all stakeholders through each phase of the Project, from pre-planning through construction and continuing through operations. The Proposer will utilize its in-house aviation personnel, which not only possesses a unique understanding of the airport’s plan approval process and construction manual but will also leverage its experience working with the FAA and airport personnel. Throughout each phase of the Project, we will hold recurring meetings, utilize CPM scheduling, and work closely with airport facilities personnel to ensure a successful outcome and ensure a timely delivery. The chart below summarizes the work required during each phase of the development.

<p>PRE-CONSTRUCTION</p> <p>⋮</p> <p>↓</p>	<ul style="list-style-type: none"> • Estimating and value engineering; • Pre-planning with all stakeholders, including Team Members, FAA, airport personnel, etc.; • Examining construction logistics and conducting job hazard studies; • Evaluating material durability, given hotel and airport; • Engaging subcontractor community to solicit feedback on constructability and pricing; • Identifying roles and responsibilities of all stakeholders, including Team Members, FAA, airport personnel, etc.; • Establishing communication patterns and setting meeting cadence with all stakeholders, including Team Members, FAA, airport personnel, etc.;
<p>PROCUREMENT</p> <p>⋮</p> <p>↓</p>	<ul style="list-style-type: none"> • Outreach to subcontractor community, receiving feedback on logistics, constructability, schedule, and pricing • Refining logistics plan with all stakeholders, based on subcontractor feedback • Identifying means and methods for construction • Vetting subcontractors and identifying those with airport experience • Working hand in hand with County to support and engage local contractors with an emphasis on ACDBE, SBE, and LBD participation • Recurring meetings with all stakeholders, including Team Members, FAA, airport personnel, etc.
<p>CONSTRUCTION</p>	<ul style="list-style-type: none"> • Communicating with all stakeholder on a daily basis • Reviewing and coordinating 2-week look ahead schedules with airport personnel • Coordinating utility tie-ins with airport personnel • Focusing on quality control • Coordinating ongoing construction logistics to limit traffic congestion and ensure no disruption to airport operations • Ongoing training for construction personnel, emphasizing priority on airport operations, safety, and security • Recurring meeting with all stakeholders, including Team Members, FAA, airport personnel, etc. • Testing and commissioning

Given the Team Members’ prior aviation experience, we are able to identify potential challenges for the New Hotel’s development early in the pre-planning process. We are aware of logistical constraints and unique construction challenges associated with the Project, particularly given its location at MIA — (i) FAA crane height restrictions, (ii) location that is surrounded by existing and active airport operations and (iii) proximity of existing structures and foundations will all present challenges to the Project. Additionally, the utility tie-ins for the New Hotel will require very close coordination with airport operations in order to connect to the airport’s existing infrastructure. By identifying these challenges early in the pre-planning stage, the Team Members will be able to develop strategies and coordinate solutions with the FAA, airport personnel, and other stakeholders to ensure the success of the Miami Flight Center Hotel. For example, we will plan to utilize (i) off-hours for certain construction activities to ensure no impact to airport operations and minimal impact to airport traffic, (ii) vibration monitoring and adherence strategies, (iii) proven coordination methods down to the hour for material deliveries, utility shutdowns and staging efforts and (iv) certain material selection with length and delivery considerations.



Orion Jet Center at Miami-Opa Locka Executive Airport
Moss & Associates



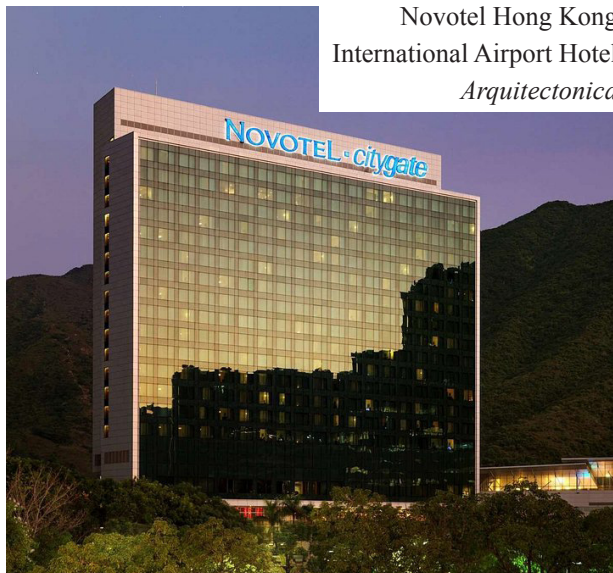
FLL Concourse A
Moss & Associates



The Project’s location at MIA, one of the busiest hubs in the United States, presents unique challenges specific to the New Hotel. To ensure success, the New Hotel requires a construction manager with experience working on operational international airports. Moss has completed 3.3 million SF and \$1.4 billion in airport and major transportation projects in Miami and the Southeast. **Recently, Moss completed the \$287 million New Concourse A and Terminal 1 Renovation at Fort Lauderdale-Hollywood International Airport. Moss’ proposed key personnel includes the same preconstruction, project management, and site supervision team that successfully completed this logistically challenging project on time and within budget.** In addition, the Team Members will include some of the nation’s most experienced airport builders from both Moss and Related:

- Danny Frankel who brings \$6.5 billion in major aviation projects, including the Miami International Airport North Terminal project.
- Scott Gerard, VP Environmental, Health and Safety completed post-911 security upgrades to all 438 commercial airports in the United States.
- Emad Lotfalla, Executive Vice President of Construction at Related, was the Principal in Charge for the construction of various projects at JFK International Airport, including Terminal 5, Terminal 5-International, and the expansion of Terminal 4.

For the Fort Lauderdale International Airport (FLL) Terminal One Modernization Program, Moss and the Broward County Aviation Department (“BCAD”), through a comprehensive and collaborative predevelopment and planning process, developed a thorough, site-specific plan that adhered to all FAA safety standards. With over 1,200 workers on this site, all employees and contractors were required to attend a site safety orientation and pass the BCAD test to obtain a badge for performing work in secured areas. In addition, the Moss project team held daily safety and briefing meetings to discuss certain work activities and associated hazards as well as daily flight schedules with contractors performing night work. Given the operational airport at FLL, a substantial amount of work was coordinated with the airport and often performed in the evening after the last flight of the day.



Novotel Hong Kong
International Airport Hotel
Arquitectonica



Newark Airport
Parking Facility
Related

A-6-2 – COMMITMENT TO QUALITY: From the initial design and material selection to the initial construction and continued maintenance, Moss provides a holistic quality control program that begins on day and includes all stakeholders. The preconstruction phase starts with constructability reviews and proper trade contractor selection and continues with coordination meetings, frequent mock-ups and shop visits and offsite material inspections. The construction phase includes weekly on-site meetings and progress inspections that confirm specification and shop drawing compliance. Finally, the close-out phase requires a thorough punch process, with detailed operation and maintenance manuals, and post-construction inspections.

<p>PRECONSTRUCTION</p> <p>⋮</p> <p>∨</p>	<ul style="list-style-type: none"> • Constructability reviews • Vender vetting • Subcontractor interviews • Input from all stakeholders
<p>PRE-MOBILIZATION</p> <p>⋮</p> <p>∨</p>	<ul style="list-style-type: none"> • Coordination meetings • Frequent mock-ups • Shop visits • Off site material selections
<p>CONSTRUCTION</p> <p>⋮</p> <p>∨</p>	<ul style="list-style-type: none"> • Kick-off meetings • Confirmation of specifications • Ensuring shop drawing compliance • Frequent progress and third party inspections • Testing and commissioning
<p>CLOSEOUT</p>	<ul style="list-style-type: none"> • Punchlist process • Detailed operations and maintenance manuals • On site training with end users • Post-construction inspections

A-6-3 – COLLABORATION WITH THE COUNTY: We will establish an early and continual partnership with the County, County agencies and the community focused on supporting all stakeholders in every aspect of the Project for the next 50+ years, from pre-planning through construction and continuing through operations and ongoing maintenance. We will begin with establishing key relationships with the County’s team responsible for the Miami Flight Center Hotel and communicating expectations, roles, responsibilities and meeting patterns for the duration of the Project. The Team Members have experience working closely with the County on several occasions, most recently at Marlins Park and Port Miami, which will provide past knowledge and best practices to implement into a successful partnership with the County. Early in the process, the Team Members will implement a collaborative design process that engages all project stakeholders, starting by understanding the County’s needs and desires. Regularly scheduled project meetings with the County will provide continual communication and collaboration as the development progresses.

A-7 PROJECT EXPERIENCE

A-7-1 – PROPOSER EXPERIENCE

WHY WE ARE UNIQUELY QUALIFIED

From design, to financing, to construction and through ongoing operations, both Fontainebleau and Related have an unparalleled track record in executing complex projects which will ensure the successful development of the future Miami Flight Center Hotel for Miami-Dade County and MIA. The New Hotel represents the fourth JV between Fontainebleau and Related, who previously partnered on the development of (i) the 220-key Marriott Courtyard Downtown Boston, which opened in 2018, (ii) the 261,000 SF Bombardier Service Center at Miami-Opa Locka Executive Airport, which is currently under construction and (iii) the 154-unit Turnberry Ocean Club Residences in Sunny Isles, FL, which opened in 2020. The Proposer has also engaged Marriott given its impressive track record of operating airport hotels and prior experience working alongside the JV, and intends to brand the Miami Flight Center Hotel as a Westin which will provide national brand recognition to the Project.



HUDSON YARDS

- **Completion:** 2019
- **Development Cost:** \$25 billion
- **Team Involved:** Related
- **Role:** Developer, Owner, Operator
- **Relevant Project Characteristics:** (i) Largest private real estate development in the history of the US; (ii) Related worked alongside various agencies to ensure that LIRR trains remained operational throughout construction, demonstrating Related’s ability to work alongside governmental agencies, such as the MTA, LIRR, Amtrak, and NJ Transit; (iii) includes a 212-key Equinox Hotel.



FONTAINEBLEAU HOTEL

- **Renovation Completion:** 2018
- **Development Cost:** \$1 billion
- **Team Involved:** Fontainebleau
- **Role:** Developer, Owner, Operator
- **Relevant Project Characteristics:** (i) Fontainebleau Miami Beach is one of the most historically and architecturally significant hotels on Miami Beach; (ii) Location in Miami Beach provides an unmatched understanding of the Miami hospitality market.



COURTYARD DOWNTOWN BOSTON

- **Completion:** 2018
- **Development Cost:** \$101 million
- **Team Involved:** Fontainebleau, Related
- **Role:** Developer, Owner, Operator
- **Relevant Project Characteristics:** Successful 220-key hotel development in Boston between a joint venture of Fontainebleau and Related



JW MARRIOTT NASHVILLE

- **Completion:** 2018
- **Role:** Developer, Owner, Operator
- **Development Cost:** \$260 million
- **Team Involved:** Fontainebleau, Arquitectonica



FONTAINEBLEAU AVIATION FBO

- **Completion:** 2016
- **Development Cost:** \$100 million
- **Team Involved:** Fontainebleau
- **Role:** Developer, Owner, Operator
- **Relevant Project Characteristics:** (i) Successfully worked alongside FAA and County to complete the construction of Fontainebleau Aviation; (ii) developed an in-depth understanding of the plan approval and coordination process with the FAA, MDAD, County.



**JW MARRIOTT MIAMI
TURNBERRY RESORT**

- **Renovation Completion:** 2019
- **Renovation Cost:** \$232 million
- **Team Involved:** Fontainebleau
- **Role:** Developer, Owner, Operator
- **Relevant Project Characteristics:** Location in Miami provides an unmatched understanding of the Miami hospitality market.



HILTON WEST PALM BEACH

- **Renovation Completion:** 2016
- **Renovation Cost:** \$122 million
- **Team Involved:** Related
- **Role:** Developer, Owner
- **Relevant Project Characteristics:** South Florida locations provides a unique understanding of the South Florida hospitality market.



BOMBARDIER SERVICE CENTER

- **Completion:** 2022 (est.)
- **Development Cost:** \$100+ million
- **Team Involved:** Fontainebleau, Related
- **Role:** Developer, Owner
- **Relevant Project Characteristics:** A previously formed JV of the Proposer is building a 261,000 GSF business jet service center at Miami-Opa Locka Executive Airport, representing Bombardier’s largest business service center in the world.

A-7-1 – PROPOSER EXPERIENCE

A-7 PROJECT EXPERIENCE



NEWARK AIRPORT PARKING FACILITY

- **Completion:** 2023 (est.)
- **Development Cost:** \$625+ million
- **Team Involved:** Related
- **Role:** Owner
- **Relevant Project Characteristics:** Ground lease with Port Authority of New York and New Jersey to build and operate a 2.9 million square foot consolidated public parking and rent-a-car facility at Newark International Airport, featuring over 6,300 parking spaces and connection via pedestrian bridge to the new Terminal One.

A-7-2 – BUILDER AND DESIGNER EXPERIENCE: MOSS & ASSOCIATES



FLL NEW CONCOURSE A (FORT LAUDERDALE, FLORIDA)

- **Completion:** 2018
- **Development Cost:** \$287 million
- **Team Involved:** Moss
- **Role:** General Contractor
- **Relevant Project Characteristics:** (i) Demonstrates recent aviation experience in South Florida; (ii) Highlights Moss’ recent knowledge of the plan approval process and ability to coordinate with the FAA

A-7-2 – BUILDER AND DESIGNER EXPERIENCE: MOSS & ASSOCIATES

A-7 PROJECT EXPERIENCE



ATTON BRICKELL (MIAMI, FLORIDA)

- **Completion:** 2016
- **Development Cost:** \$46 million
- **Team Involved:** Moss
- **Role:** General Contractor
- **Relevant Project Characteristics:** Demonstrates recent hospitality experience in Miami



SLS LUX (MIAMI, FLORIDA)

- **Completion:** 2018
- **Development Cost:** \$188 million
- **Team Involved:** Moss, Arquitectonica
- **Role:** General Contractor, Lead Architect
- **Relevant Project Characteristics:** (i) Demonstrates experience designing a mixed-use complex including a hospitality component in Miami; (ii) Illustrates a successful working relationship between Moss and Arquitectonica.



ORION JET CENTER AT MIAMI-OPA LOCKA EXECUTIVE AIRPORT (MDAD)

- **Completion:** 2014
- **Development Cost:** \$25M
- **Team Involved:** Moss
- **Role:** General Contractor
- **Relevant Project Characteristics:** (i) Successfully worked alongside FAA and County to complete the construction of the Miami-Opa Locka Executive Airport; (ii) developed an in-depth understanding of the plan approval and coordination process with the FAA, MDAD, County.

A-7-2 – BUILDER AND DESIGNER EXPERIENCE: ARQUITECTONICA

A-7 PROJECT EXPERIENCE



NOVOTEL HONG KONG INTERNATIONAL AIRPORT HOTEL

- **Completion:** 2006
- **Development Cost:** \$58 million
- **Team Involved:** Arquitectonica
- **Role:** Lead Architect
- **Relevant Project Characteristics:** Demonstrates experience designing a 440-key hotel at a world-class international airport.



SHERATON NICE INTERNATIONAL AIRPORT HOTEL

- **Completion:** Projected 2021
- **Development Cost:** \$67 million
- **Team Involved:** Arquitectonica
- **Role:** Lead Architect
- **Relevant Project Characteristics:** Demonstrates experience designing a 230-key hotel at a world-class airport.

A-7-2 – BUILDER AND DESIGNER EXPERIENCE: PEREZ AND PEREZ



MIA CONCOURSE A-B, C-D, H AND METRORAIL

- **Completion:** Various Stages (2003, 2005, 2008, 2012)
- **Development Cost:** \$380+ million
- **Team Involved:** Perez and Perez
- **Role:** Architect and Project Director
- **Relevant Project Characteristics:** Demonstrates a deep history and working relationship with the Miami International Airport.

A-7-2 – BUILDER AND DESIGNER EXPERIENCE: BLISS AND NYITRAY (BNI)

A-7 PROJECT EXPERIENCE



MARRIOTT MARQUIS HOTEL & OFFICE TOWER (MET2)

- **Completion:** 2010
- **Development Cost:** \$380+ million
- **Team Involved:** BNI
- **Role:** MEP Engineer
- **Relevant Project Characteristics:** Illustrates recent hospitality experience in Miami metropolitan area.

A-7-3 – TECHNICAL EXPERIENCE: Please see Exhibit C - Form A for references to the Team Members and projects identified in A-7.



Courtyard Downtown Boston
Fontainebleau, Related



Equinox Hotel
Related



Hilton West Palm Beach
Related



Ritz Carlton Resort
Arquitectonica

A-7-4 – OPERATIONS AND MAINTENANCE TRACK RECORD: With a track record of identifying and developing best-in-class projects, as well as a passion for growing brands, Fontainebleau is experienced and qualified to be the Operations and Maintenance provider for the MIA Flight Center Hotel.

We Are Locally Based: Since the 1950s, we have operated hotels in Miami and know Miami’s visitors – corporate and leisure – and are at the forefront of anticipating and meeting their needs. We know the labor representatives, the contractors, the convention organizers, the local government and the State government.

We Have an Integrated Platform: Dedicated sales unmatched in their ability to drive the highest-margin groups to their properties, while the marketing reach & differentiated experiences draw-in leisure guests from near and far. Fontainebleau’s hotel management will optimize the Flight Center Hotel’s operations by leveraging extensive meeting planner contacts to identify how best to drive group demand and expanding relationships with the most impactful group sourcing organizations & leisure demand generators.

We Have Operational Synergies: We can leverage our scale and centralized purchasing power to drive down operating expenses across service agreements and FF&E/OS&E procurement.

Collectively, both Related and Fontainebleau have relationships with the largest hospitality brands to ensure the Flight Center Hotel is well recognized by corporate and leisure customers alike. Our global hospitality brands include:

- JW Marriott Turnberry Resorts Miami (685 keys)
- Courtyard by Marriott Boston (220 keys)
- Hilton Nashville Downtown (330 keys)
- Hilton West Palm Beach (400 keys)
- W Hotel Union Square in New York (270 keys)
- W South Beach Hotel and Residences (426 keys)
- W Fort Lauderdale (346 keys)

Additionally, FDR Miami Hotel LLC has engaged in conversations with Marriott to brand the Miami Flight Center Hotel as a Westin hotel, which would provide the New Hotel with national recognition and another experienced partner to ensure the Project’s success. Please see Exhibit D for a Letter of Intent from Marriott/Westin for the Miami Flight Center Hotel.



A-8 – SUBCONTRACTOR SELECTION

OUTREACH AND PREQUALIFICATION

The Team Members will draw on our relationships and past experience to select the subcontractors with relevant airport experience and capabilities to execute on a collaborative and inclusive development process. To ensure project success, Moss has incorporated an effective pre-qualification process that is required for all subcontractors to complete. Subcontractors are required to provide and keep up to date their Contractor Score application. Contractor Score carefully reviews year-end financial statement, internal year-to-date balance sheet with profit and loss, work-in-progress statement and credit line information to provide a score number. Moss uses Contractor Score, safety record, and positive references to pre-qualify trade contractors for a specific range of scope and scale. At this stage in the process, the Team has not identified specific subcontractors for the Miami Flight Center Hotel.

Importantly, the County has a commitment from the Team to work with the Miami-Dade Small Business Development (SBD) Division to meet and strive to exceed our goals for community engagement. In particular, Moss’ local Outreach and Inclusion Program has been grown and evolved through our experience in delivering over \$6.5 billion in high-profile, complex construction projects in the County and across the US. Through this experience, Moss has developed a proven Outreach and Inclusion Program with a proven track record of meeting and exceeding ACDBE, DBE, SBE and LBD participation goals. See below for recent examples.

Marlins Park			
Team from Miami-Dade County	Team from City of Miami	Miami residents, by Community Workforce Program	Firms located in Miami Dade County
Goal 50%	Goal 20%	Goal 11%	Goal 35%
Actual 61% (3,484 workers)	Actual 27% (932 workers)	Actual 20% (1,172 workers)	Actual 47% (563 firms)

Fort Lauderdale Airport Concourse & Terminal Renovation
Goal CBE 12%
Actual CBE 16% Total: \$46 million!

Moss will work with the County to look for opportunities to showcase these efforts to the public and will provide detailed metrics of our Local Outreach Program's efforts. We look forward to further collaboration with the County to keep residents' tax dollars in the local community as well.

A-9-1 & A-9-2 – KEY PERSONNEL AND RELEVANT EXPERIENCE**FONTAINEBLEAU (DEVELOPER / EQUITY PARTICIPANT / OPERATIONS AND MAINTENANCE PROVIDER)**

A-9 KEY PERSONNEL

JEFFREY SOFFER is the Chairman and Chief Executive Officer of Fontainebleau Development. With over 25 years of experience, Mr. Soffer will provide executive oversight of the Project from inception through completion and during ongoing operations, as well as ongoing supervision of the development team.

BRETT MUFSON is the President, Partner and Chief Investment Officer of Fontainebleau. With over 15 years of experience and having successfully led more than \$7 billion in development and real property transactions in the hospitality, residential, multi-family, and office sectors throughout the U.S., Mr. Mufson will lead and oversee all aspects of the Project development including hotel positioning strategy, financings, construction and operations.

PHILIP GOLDFARB is the President and Chief Operating Officer of Fontainebleau's Hospitality Division, Philip Goldfarb and is responsible for overseeing the Fontainebleau Miami Beach, JW Marriott Miami Turnberry Resort & Spa and Hilton Nashville Downtown. With over three decades of hospitality experience, Mr. Goldfarb oversee the pre-opening and operations of the Project utilizing the hospitality management best practices developed at Fontainebleau.

JOON OH is a Senior Vice President on the Capital Markets team focused on capital raising, acquisitions, financings, project management, and development of new investment opportunities. With over ten years of real estate investment and development experience, Mr. Oh will lead all aspects of the Project on a daily basis.

ERIC COHEN is an Executive Vice President of Construction of Fontainebleau. With over 25 years of multi-story construction experience in South Florida, overseeing all phases of construction for residential, hospitality, retail, and medical development projects, Mr. Cohen will oversee the construction team dedicated to the Flight Center Hotel.

SETH GOLDMAN is an Executive Vice President of Development of Fontainebleau. Mr. Goldman is responsible for all details associated with the planning, coordination, implementation and execution of Fontainebleau's new development projects in concert with partners, municipalities, lenders, consultants and contractors to ensure all initiatives are pursued diligently and completed successfully. Mr. Goldman will oversee the project development of the Project, working with the development team on a daily basis.

BOBBY COURTNEY is the Head of Aviation for Fontainebleau. Mr. Courtney plays an integral role spearheading the growth and success of Fontainebleau’s Aviation Division. Mr. Courtney will work with all team members in construction, coordination, communication and operations of the Project in relation to Miami International Airport logistics.

RELATED (DEVELOPER / EQUITY PARTICIPANT)

STEPHEN ROSS is the Chairman and Founder of Related. With over 45 years of real estate experience and as the Chairman and Managing General Partner of the Miami Dolphins football team, Mr. Ross will bring strategic vision and partnership opportunities between the Miami Flight Center Hotel and the Miami Dolphins, a major economic and tourism driver for Miami-Dade County.

JEFF BLAU is the Chief Executive Officer and a partner of Related. Over 25 years, Mr. Blau has been responsible for directing and overseeing new developments worth over \$20 billion in virtually every sector of the real estate industry. Mr. Blau will provide executive oversight of the Project from inception through completion and during ongoing operations, including ongoing supervision of the development team.

BRUCE BEAL, JR., is the President and a partner of Related. With over 25 years of real estate experience and as the Vice Chairman and Partner of the Miami Dolphins football team, Mr. Beal will oversee the entire development processes for the Flight Center Hotel project and bring potential strategic partnership opportunities with the Miami Dolphins.

EMAD LOTFALLA is an Executive Vice President of Related focused on all aspects of the construction process. Mr. Lotfalla brings over 35 years of experience in the construction industry, including major aviation work as the Principal in Charge for the construction and later expansion of JetBlue’s Terminal 5 at JFK International. Mr. Lotfalla will be directly supervising the construction phase of the Project on a daily basis until the successful completion and opening of the hotel.

JUSTIN HOLTZMAN is a Vice President of Related where he is responsible for the acquisition and development of mixed-use, hospitality and residential projects. With over eleven years of real estate experience, Mr. Holtzman will be involved with all aspects of the Project on a daily basis.

JORDAN BARGAS is a Vice President at Related and is responsible for all aspects of development projects including the evaluation of investment opportunities, financings, and asset management of existing properties. With eight years of real estate experience, Mr. Bargas will be involved with all aspects of the Project on a daily basis.

ARQUITECTONICA (DESIGNER / ARCHITECT)

BERNARDO FORT-BRESCIA, FAIA is one of the leading architects and planners in the world and has designed more than 100 hotels, including international airport hotels in Hong Kong and Nice. He founded the architecture firm Arquitectonica in 1977, and today the firm has designed buildings in 59 countries around the world. Bernardo Fort-Brescia will lead all aspects of the Project design from predevelopment through construction completion of the Project, working with the design team weekly.

PEREZ & PEREZ (DESIGNER / ARCHITECT)

DANIEL PEREZ-ZARRAGA, AIA has led the planning, design, construction documentation, and construction administration of many airport and related facilities including landside and airside development, including 1 million SF of passenger concourses, 400,000 SF of terminal facilities, and over 1 million SF of Air Cargo facilities including the AA Control Communications Center at MIA. At Miami International Airport, he has designed a total of 51 gates, and overseen the placement of over 222,000 SF of aircraft [apron]. Mr. Perez-Zarraga will directly oversee the project management team dedicated to the development of the Project.

MOSS & ASSOCIATES (BUILDER / GENERAL CONTRACTOR)

BRETT ATKINSON is the Co-President of South Florida for Moss & Associates and is responsible for leading the team to success on large, significant projects. Mr. Atkinson has completed a wide variety of fast-paced, high-profile, landmark construction projects in South Florida and beyond and will directly oversee all construction aspects of the Project until completion on a daily basis.

TRAVIS SERPAS is Vice President at Moss & Associates and responsible for overseeing all items related to construction operations, including business development, staffing assignments, project plan development, cost and schedule analysis, as well as owner and trade contractor negotiations. With over 15 of experience, Mr. Serpas will oversee day to day operations of construction of the Project.

TOM GONZALEZ is responsible for supervising all of the work that Moss & Associates will place in the field, including that of our trade contractors. With over 39 years in the construction industry, Mr. Gonzalez will directly oversee construction out in the Project field on a daily basis.

BRETT PORAK, Director of Preconstruction, has 21 years of experience providing preconstruction services in Miami and in South Florida, including the recently completed \$287 million Fort Lauderdale-Hollywood International Airport New Concourse A & Terminal 1 Renovation and over a dozen high-rise hospitality projects in downtown Miami. Mr. Porak will develop a strategy for meeting the project’s budget and schedule, as well as participation goals.

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HNGS ENGINEERS (DESIGNER / MEP ENGINEER)

MICHAEL FOSSLER has over 40 years providing HVAC, plumbing and electrical consultation and construction management for hi-rise hospitality and residential buildings, airport and cruise terminals, educational facilities, and hospitals. Mr. Fossler will oversee all aspects of the Project’s MEP work prior to the start of and during its construction.

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A-9-3 KEY PERSONNEL RESUMES: Please see Exhibit E for more detailed resumes for the Key Personnel listed in Section A-9-1 and A-9-2.

A-9-4 KEY PERSONNEL REFERENCES: Please see Exhibit F - Form B for Key Personnel References.

A-10 OSHA FORMS AND SAFETY RECORD

A-10-1 – BUILDER SAFETY RECORD: Please see Exhibit G for the Builder’s Experience Modification Rate (EMR) and OSHA forms 300 and 300A for the past five (5) years.

A-10-2 – OPERATIONS AND MAINTENANCE PROVIDER SAFETY RECORD: Fontainebleau will be the operations and maintenance provider for the Miami Flight Center Hotel via the Fontainebleau hospitality operating platform. All hotels managed by Fontainebleau are fully compliant with OSHA’s record keeping and reporting requirements. Each year, its properties complete OSHA’s Injury and Illness Recordkeeping Log (OSHA 300 Report). The log is posted in accordance with OSHA’s regulations from February 1 – April 30th of each year on either electronic or conventional bulletin Boards used for “Personnel Communication”. The data from the logs is then electronically submitted to the Bureau of Labor Statistics.

All Fontainebleau hotels offer a variety of Personal Protective Equipment (PPE) to their team members for use to include Gloves, Goggles, Back Belts, Rubber Boots, Hearing Protection, etc. Hotel leaders also advise on the proper footwear for each work area. Personnel are also trained on CPR, First Aid, AED use, Fire Emergencies, Bomb Threats, Active Shooter, Proper Lifting, Trip and Fall Hazards and Injury Reporting. All reported Team Member injuries and illnesses are documented and reviewed to identify and remediate potential hazards.

A-11 MIAMI DADE COUNTY CONTRACTS

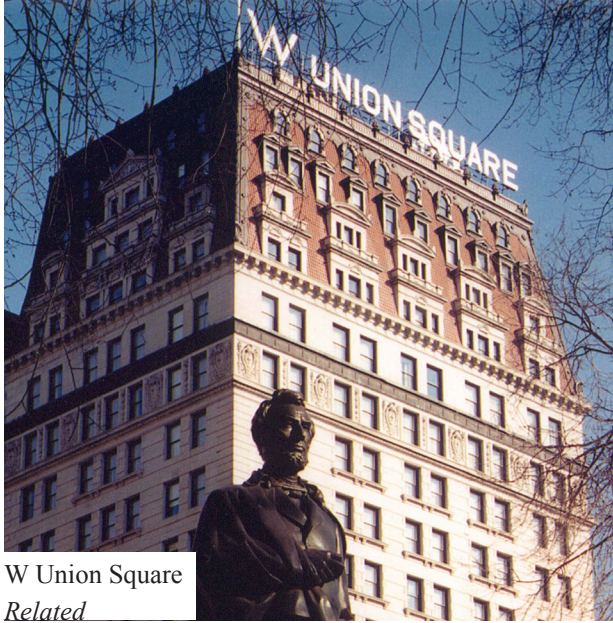
Please see Exhibit H which lists all contracts performed by any Team Member for Miami-Dade County.



Residence Inn by Marriott
Moss & Associates



Hyde Midtown
Moss & Associates



W Union Square
Related



Hudson Yards
Related

VOLUME B: FINANCING & FINANCIAL QUALIFICATIONS



Time Warner Center
Related

B-1: FINANCING OVERVIEW

Based upon (i) the experience of FDR Miami Hotel LLC in financing, developing and operating hospitality and other large scale projects (many in partnership with governmental entities, e.g. Hudson Yards with the MTA in New York) and (ii) the combined financial wherewithal of the members of the JV, Fontainebleau and Related (as described in Section B-2), the Proposer is well-positioned to successfully execute in the role of Developer of the New Hotel at MIA and mitigate all risks, including cost overruns, delays, revenue shortfalls or other unanticipated negative events. As of the date of the RFP submission and up until the Award Date for the Lease Agreement, the JV will fund 100% of all costs with equity contributed jointly by its members (Fontainebleau and Related). Upon award, the JV plans to fund the vertical Hotel development through a combination of (i) a construction loan contributed by a bank or other lending institution and (ii) equity contributed by the members of the JV (who are both the Proposer and the Equity Participants). With that said, the JV has the resources to fund 100% of project costs itself. Consistent with our plan to seek debt financing, we have attached two LOIs from leading real estate lenders as Exhibit I to this RFP. Additionally, in section B-2, we reference other comparable hotel and aviation financings that the JV has completed within the last five years, totaling over \$4 billion. As of the date of this RFP, the JV does not intend to seek a rating for any debt issued. The JV will proactively plan for all potential financial challenges through the following key measures:

1. **Financing:** The JV will fully capitalize the Hotel upon lease execution and enter into a completion guaranty with its construction lender, thereby reaffirming its commitment to completion of the Hotel despite any potential delays or other challenges. The JV will fund sufficient working capital for ramp up post-opening or slower periods of the year (summer or “off season”, for example).
2. **Revenue Management / Optimization:** The JV will proactively seek to maximize revenue through sophisticated revenue management and the pursuit of ancillary revenue sources, such as multiple dynamic F&B outlets, a robust meeting and events program, parking, sponsorship/marketing partnerships or other channels.
3. **Operating Shortfalls:** The JV will leverage its broad operational expertise and utilize rigorous asset management protocols to minimize operating shortfalls. Note that as of the date of this RFP, despite the challenges of Covid-19, the Proposer’s respective hotel properties are all open for business and maintaining safe operations for staff, guests and other stakeholders.
4. **Insurance:** Moss & Associates offers a Subcontractor Default Insurance (SDI) program to successfully mitigate claims and the financial consequences caused by subcontractor risk. SDI is an insurance alternative to the more traditional surety bond. With SDI, there is a two-way agreement between the insurer and Moss & Associates, which requires a thorough prequalification process. The structure of the SDI policy grants Moss & Associates increased flexibility and greater control over operational claims handling, which minimizes the risk of budget overruns and project delays in the event of a claim. Moss & Associates has successfully completed more than \$4 billion in construction in the South Florida market under the SDI program.

B-2 – FINANCING EXPERIENCE AND TRACK RECORD

The Proposer’s two firms have significant net worth and liquidity, access to a broad range of global capital partners and experience financing some of the largest and most complex development projects in the world – all factors that minimize risk for the Flight Center Hotel development. Related owns and manages a premier portfolio of high quality assets valued at over \$60 billion and Fontainebleau Development’s hospitality assets alone are valued at over \$4.5 billion. The size and strength of the Proposer’s respective balance sheets is a competitive advantage that will enable the Proposer to ensure successful delivery of the Project.

As summarized in the table below, the Developer has obtained more than \$4.3 billion in hospitality financing in the last five (5) years from a broad range of financing sources, including the largest US banks and real estate lenders and global financial firms.

ORIGINATION	PROPERTY	LOAN AMOUNT	LENDER	TYPE ¹
JV of Fontainebleau Development and The Related Companies				
May-2019	Boston Courtyard	\$90,000,000	HSBC	PL
Mar-2020	Bombardier at Miami-Opa Locka Executive Airport	\$55,000,000	Delaware Life Insurance	CL
Fontainebleau Development				
Nov-2019	Fontainebleau Miami Beach	\$1,175,000,000	Goldman Sachs	PL
Sept-2019	Turnberry Ocean Club	\$460,000,000	JP Morgan Chase	CL
Jun-2019	Turnberry Isle Resort	\$340,000,000	HSBC, Bank of China	PL
Jul-2015	Nashville Hilton Downtown	\$125,150,000	Wells Fargo	PL
The Related Companies				
Aug-2016	35 Hudson Yards	\$1,200,000,000	TCIF	CL
Nov-2018	The Grand	\$630,000,000	Deutsche Bank	CL
Nov-2018	W Fort Lauderdale	\$140,000,000	KKR	AL
Sept-2018	Hilton West Palm	\$105,000,000	BHI, Wells Fargo & Ocean Bank	PL
Jan-2018	The Whitney Hotel	\$53,800,000	Alliance Bernstein	AL

¹Type Key

- PL: Permanent Loan
- CL: Construction Loan
- AL: Acquisition & Redevelopment Loan

B-3 – FINANCIAL TEAM LEAD NARRATIVE

As the President, Partner and Chief Investment Officer, Mr. Mufson has successfully led more than \$7 billion in development and real property transactions throughout his fifteen year career in various roles at Fontainebleau Development, Witkoff, LoanCore Capital and Bear Stearns. In his past professional roles, Mr. Mufson specialized in all aspects of development and capital markets, with a focus on hospitality assets. Directly prior to Fontainebleau Development, he was the Head of Acquisitions, Development and Capital markets for Witkoff, a private real estate investment and development firm with offices in Miami, New York, LA and Las Vegas.

Notably, the Proposer has the financial capacity to fund the entire Project with internal equity, providing the County with certainty of execution as well as illustrating the Proposer's commitment to the MIA Flight Center Hotel. Given current market conditions, traditional construction lenders have halted construction financing; however, unlike most groups, as a preferred client with long term relationships, solid balance sheets and a track record for completing projects on-time and on budget, the Proposer is still able to secure accretive financing if it chooses to do so.

As the Financial Team Lead, Mr. Mufson has long-standing relationships with all major US banks and lending institutions which have already indicated their interest in financing the Project as further supported by the attached LOIs in Exhibit I. Mr. Mufson also has experience financing airport facilities, as Fontainebleau Development currently owns and operates Fontainebleau Aviation, the premier FBO offering at Miami-Opa Locka Executive Airport. In Summary, after preliminary discussions with existing lending relationships and considering Mr. Mufson's and the Proposer's experience capitalizing hospitality and airport facility developments, the Proposer is confident the Project can obtain construction financing.

Similar projects in scope and complexity to the Flight Center Hotel Mr. Mufson has successfully financed include:

- **Fontainebleau Hotel Miami Beach:** \$1.175bn permanent financing on the largest Miami Beach hotel with 1,594 keys and numerous amenities, including 9 F&B outlets, a nightclub, spa and multiple event/meeting spaces.
- **20 Times Square EDITION, New York:** \$765 million construction financing on a 40-story, mixed use tower including a 452 key full-service Marriott EDITION flagship hotel.
- **West Hollywood EDITION, Los Angeles:** \$50 million acquisition loan in 2014; \$280 million construction financing in February 2016; subsequently permanent financing of \$205 million on 190-key West Hollywood EDITION hotel and \$125 million on 20 EDITION condominium units in May 2019.
- **Park Lane Hotel, New York:** \$480 million acquisition loan in 2013 and subsequently \$600 million bridge loan on 631-key hotel on Central Park South, NY in May 2019.
- **PUBLIC Hotel, New York:** \$225 million construction financing in 2015; subsequently permanent financing of \$235 million on the 367-key first PUBLIC hotel in NYC in March 2019.
- **Hilton Cabana Hotel, Miami Beach:** Acquisition and construction loan totaling \$40 million on the first Hilton hotel (231 Keys) on Miami Beach.

B-4 – SURETY LETTER

Please see Exhibit J – Surety Letter for Moss & Associates from Travelers Casualty and Surety Company of America in response to B-4.

B-4 – SURETY LETTER



Soho Beach House
Moss & Associates



CityPlace
Related



Hilton Americas-Houston
Arquitectonica



Equinox Hotel
Related

FLL Concourse A
Moss & Associates



APPENDIX

Time Warner Center
Related

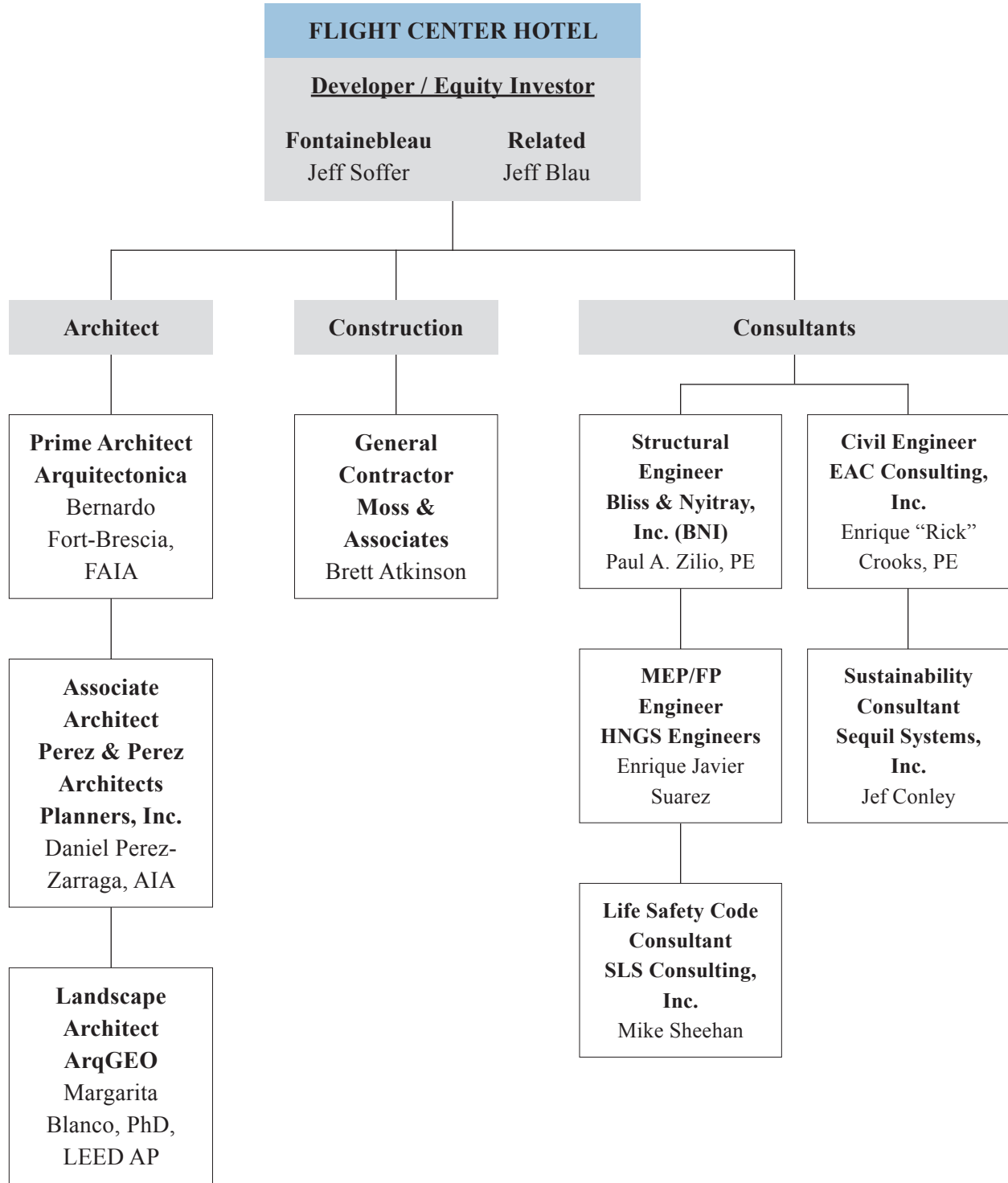


EXHIBIT A: A-2 ORGANIZATIONAL CHART

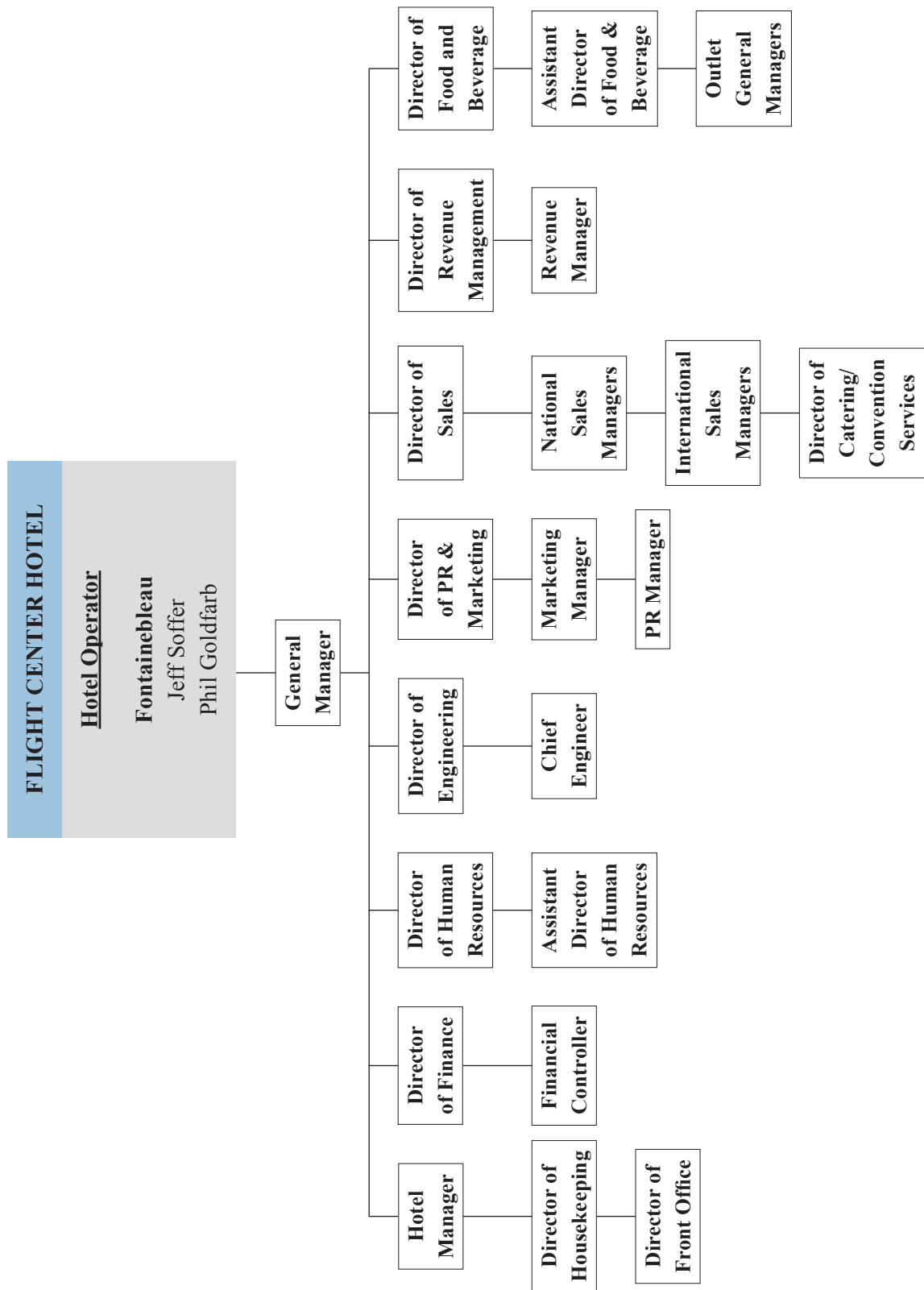
EXHIBIT A: A-2 ORGANIZATIONAL CHART

TEAM DURING DESIGN AND CONSTRUCTION PHASE

EXHIBIT A: A-2 ORGANIZATIONAL CHART



TEAM DURING OPERATIONS AND MAINTENANCE PHASE (POST CONSTRUCTION)



Unless otherwise noted, the names of individuals filling the positions are to be determined.

EXHIBIT A: A-2 ORGANIZATIONAL CHART

**EXHIBIT B:
A-4 CONFLICT OF INTEREST**

EXHIBIT B: A-4 CONFLICT OF INTEREST

The representatives below confirm no team member or none of its employees working on the Flight Center Hotel project has or will have a personal conflict of interest and that it does not have any organizational conflict of interest as defined in the RFP, Section 2.12.


<u>SIGNATURE</u>	<u>REPRESENTING</u>	<u>SIGNATURE</u>	<u>DATE</u>
Bruce Beal	Related		10-16-2020
Brett Mufson	Fontainebleau Development LLC		10-16-2020
Bernardo Fort-Brescia, FAIA	Arquitectonica		10-16-2020
Daniel Perez-Zarraga, AIA	Perez & Perez Architects Planners, Inc.		10-16-2020
Margarita Blanco, PhD, LEED AP	ArqGEO	<i>Margarita Blanco</i>	10-16-2020
Travis Serpas	Moss & Associates		10-16-2020
Paul A. Zilio, PE	Bliss & Nyitray, Inc. (BNI)	<i>Paul A. Zilio</i>	10-16-2020
Enrique Javier Suarez	HNGS Engineers		10-16-2020
Mike Sheehan	SLS Consulting, Inc.		10-16-2020
Enrique "Rick" Crooks, PE	EAC Consulting, Inc.		10-16-2020
Jef Conley	Sequil Systems, Inc.		10-16-2020

EXHIBIT B: A-4 CONFLICT OF INTEREST

EXHIBIT C: FORM A TECHNICAL EXPERIENCE

**FORM A
TECHNICAL EXPERIENCE**

DESIGNER						
COMPANY NAME (1)	PROJECT NAME AND LOCATION (2)	CONTRACT START DATE	CONTRACT END DATE	PROJECT TYPE (DB, DBF, DBFM, or DBFOM, or OM)	ROLE ON PROJECT (3)	PROJECT REFERENCE (Name, Title, Company, Phone and Email)
Arquitectonica	Sheraton Nice International Airport Hotel and Mixed-Use, Nice, France	2016	2021	DBFOM	Design Architect, Architect of Record, Interior Design	Daniel Dwek, Principal, CityGate Real Estate, mobile +32.475.239.000, d.dwek@citygate-re.com
Arquitectonica	JW Marriott Nashville Convention Hotel, Nashville, Tennessee	2014	2018	DBFOM	Design Architect	Brett Mufson, President, Fontainebleau Development, tel 305.682.4110, brett@fbdev.com
Perez & Perez Architects Planners	Miami International Airport South Terminal Supplemental Services, Miami, Florida	2005	2010	A/E	Architect of Record for Concourse H Modifications and A/E Program Manager for MIA South Terminal	Tyrone Browne, Project Manager, Miami Dade Aviation Department, tel 305.876.0529, tbrowne@miami-airport.com
Perez & Perez Architects Planners	Miami International Airport Metrorail Station, Miami, Florida	2007	2012	A/E	Architect of Record for Metrorail Intermodal Station	Isabel Padron, PE, Design Engineering Manager, Miami Dade Transit Public Works, tel 786.469.5260, isabel.padron@miamidade.gov
Bliss & Nyitray, Inc.	Miami International Airport Hotel Renovations (Pool Deck, Lounge / Club Level, Vienna Restaurant), Miami, Florida	2004	2017	A/E	Structural Engineer of Record	Trish Nearhoof, API+, tel 813.281.9299, tnearhoof@apiplus.com

**FORM A
TECHNICAL EXPERIENCE**

BUILDER						
COMPANY NAME (1)	PROJECT NAME AND LOCATION (2)	CONTRACT START DATE	CONTRACT END DATE	PROJECT TYPE (DB, DBF, DBFM, or DBFOM, or OM)	ROLE ON PROJECT (3)	PROJECT REFERENCE (Name, Title, Company, Phone and Email)
Moss & Associates	Fairfield Inn and Suites by Marriott Wellington, FL.	11/13/2017	11/14/2018	N/A	Construction Manager at-Risk (CMAR)	Joseph J. Sullivan, Owner's Representative - Project Manager, West Palm Beach Hotel Group. 561-883-5959, jsullivan@brefrank.com
Moss & Associates	Hyde Midtown Miami, FL.	12/17/2015	6/30/2018	N/A	Construction Manager at-Risk (CMAR)	Jim Werbelow, Senior VP of Construction, The Related Group. 305-460-9900, jwerbelow@relatedgroup.com
Moss & Associates	SLS Lux Miami, FL.	1/5/2015	4/30/2018	N/A	Construction Manager at-Risk (CMAR)	Jim Werbelow, Senior VP of Construction, The Related Group. 305-460-9900, jwerbelow@relatedgroup.com
Moss & Associates	Wynham Grand Resort Clearwater Beach, FL.	12/1/2014	1/4/2017	N/A	Construction Manager at-Risk (CMAR)	Bill West, Director of Development, K&P Clearwater Estates, LLC. 813-933-5157, bwest135@gmail.com
Moss & Associates	Brickell Heights Miami, FL.	9/15/2014	6/16/2017	N/A	Construction Manager at-Risk (CMAR)	Jim Werbelow, Senior VP of Construction, The Related Group. 305-460-9900, jwerbelow@relatedgroup.com

**FORM A
TECHNICAL EXPERIENCE**

Notes:

- 1) A maximum of five (5) projects may be included on which the Team Member or a Controlled Subsidiary of such Team Member worked.
- 2) Only list projects worked on within the past ten (10) years.
- 3) Provide a brief summary of the role the company played in the project (scope of work).

EXHIBIT D: LOI FROM MARRIOTT

Thomas D. Papelian
Senior Vice President
Full Service Hotel Development

400 Galleria Parkway
Suite 1120
Atlanta, GA 30339
tom.papelian@marriott.com



October 12, 2020

Mr. Brett Mufson
President
Fontainebleau Development
19950 West Country Club Drive
10th Floor
Aventura, FL 33180

RE: Proposed Miami International Airport Terminal Hotel – Miami, Florida

Dear Mr. Mufson:

Thank you for inviting Marriott International, Inc. to review your preliminary plans for a proposed airport terminal hotel to be developed at the Miami International Airport in Miami, Florida. We appreciate the opportunity to evaluate the project and we look forward to assisting you in your development efforts.

Following our initial review of the county's request for proposals, other project information made available to date, along with our preliminary assessment of the immediate market characteristics, we are very interested in exploring this opportunity further as a hotel that would potentially be developed and operated as one of Marriott's full-service brands. In particular, we believe the possibility of developing a Westin hotel with characteristics similar to those at other recently-developed Westin airport terminal hotels in Denver, Colorado and Detroit, Michigan is exciting.

We also welcome the opportunity to work with Fontainebleau Development on this development venture. Your track record of successful Marriott hotel development and the excellent relationship our companies have enjoyed over the years gives us great confidence the hotel you will develop at the Miami International Airport will be best in class. Please note that this project is subject to our standard due diligence, underwriting and corporate approvals process.

Marriott International, Inc. is a global lodging leader with more than 7,300 properties under 30 leading brands spanning 130 countries and territories. Marriott is a powerhouse in the lodging industry with the broadest portfolio of brands and the largest customer loyalty program in the industry.

For any future presentations to Miami-Dade County or other municipal entities, we will be pleased to supply additional information about the strength of Marriott and its status as the preferred brand



Mr. Brett Mufson
October 12, 2020
Page 2

among commercial and leisure travelers, meeting planners, corporate groups, association groups, and other sources of lodging demand.

We have enjoyed our longstanding relationship with Fontainebleau Development and we are excited about the opportunity to work with you on what we anticipate will be a signature hotel project in your home town of Miami, Florida.

Please let us know if we can assist you further during this proposal and development process. Thank you once again for considering Marriott International as your hotel partner.

Sincerely,



Thomas D. Papelian
Senior Vice President

EXHIBIT E: RESUMES OF TEAM MEMBERS



Jeffrey Soffer

Chairman & CEO

PROFESSIONAL EXPERIENCE

Jeffrey Soffer has been dedicated to Fontainebleau Development’s growth for more than 25 years. His vision and influence can be seen in the development of numerous award-winning projects in South Florida and abroad. Soffer has evolved Fontainebleau Development from a regional leader into one of the most creative and dynamic organizations in real estate today.

As the Chairman and Chief Executive Officer of Fontainebleau Development, one of the country’s premier real estate development groups that specializes in large-scale lifestyle developments within the hospitality, retail, residential, and commercial sectors. One of the country’s most highly regarded real estate developers Soffer led the \$1 billion expansion and renovation of the company’s landmark Fontainebleau Miami Beach, transforming the iconic resort into one of the country’s most sought-after beachfront playgrounds. Famed for architect Morris Lapidus’ emblematic curvilinear façade and whimsical interior elements, the 1,504-room resort now includes two new luxury all-suite towers; 12 restaurants and lounges; a 40,000-square-foot spa; and a dramatic oceanfront poolscape. In addition to Fontainebleau Miami Beach, the company’s portfolio includes JW Marriott Turnberry Resort & Spa, a 300-acre, AAA Four Diamond Mediterranean-style luxury retreat, and the Four-Diamond Hilton Nashville Downtown. Soffer also has created numerous South Florida residential landmarks, including Turnberry Ocean Colony, Porto Vita, Fontainebleau II and Fontainebleau III, Turnberry Village and more; brought his company’s “mansions in the sky” concept to Las Vegas, creating the first high-rise condominium community overlooking The Strip; partnered with MGM Mirage to build The Residences at MGM Grand, which includes three sold-out and completed 40-story towers on the Las Vegas casino-hotel property; and expanded the company into suburban Washington D.C. and The Bahamas with successful high-rise residential developments. Currently Soffer is spearheading development of Turnberry Ocean Club Residences in Sunny Isles Beach, a new 54-story ultra-luxurious high-rise tower on the ocean featuring 154 residences ranging from 2,750 to 10,000 square feet.

Relevant Projects

FONTAINEBLEAU MIAMI BEACH

The premiere hospitality asset in Miami, Fontainebleau is set on 20 oceanfront acres and boasts more than 1,500 guestrooms and suites, award-winning signature restaurants from world-renowned chefs, LIV, a globally recognized nightclub, and Lapis, a 40,000 square foot spa. JW Marriott Turnberry Miami 2019

Fontainebleau Development



PHILANTHROPY

Jeffrey and his family have been enormously philanthropic locally including these organizations:

- Berkshire School
- City of Aventura – Don Soffer High School
- FIU Foundation
- University of Miami Athletics Football Indoor practice facility
- University of Miami Stem Cell

HILTON NASHVILLE DOWNTOWN

Another AAA Four Diamond property, the Hilton is the city’s only all-suite, full-service luxury downtown hotel. A modern reinvention of guest suites, meeting spaces and an executive lounge includes four on-site dining options.

FONTAINEBLEAU AVIATION

Centrally located at Opa-locka Executive Airport, the FBO can accommodate virtually any type of aircraft, including Boeing Business Jets. The first-class facility offers a warm, professional ambience, immaculate hangar facilities and a gracious staff of seasoned aviation and customer service professionals. In 2016, Fontainebleau Development completed an expansion that resulted in more than 100,000 square feet of hangar space and 19,000 square feet of executive and maintenance offices, including many with direct hangar access.

FOOD, BEVERAGE, & ENTERTAINMENT

Fontainebleau Development creates world-class experiences. The company operates a portfolio that includes some of the most successful restaurants and nightclubs in the country, providing guests with unrivaled culinary delights and entertainment.

- HAKKASAN
- BOURBON STEAK
- SCARPETTA
- LIV

COMPLETED RESIDENTIAL PROJECTS

Fontainebleau Development has revolutionized upscale high-rise living and perfected the residential private club lifestyle.

- Fontainebleau Tresor Tower 462 Units Miami Beach, FL
- Fontainebleau Sorrento Tower 286 Units Miami Beach, FL
- Oceania Island Tower V 158 Units Sunny Isles Beach, FL
- Turnberry Ocean Colony 260 Units Sunny Isles Beach, FL
- Porto Vita 367 Units Aventura, FL
- Turnberry Village 410 Units Aventura, FL
- Turnberry On The Green 377 Units Aventura, FL
- The Residences at MGM Grand 1726 Units Las Vegas, NV
- Turnberry Place 777 Units Las Vegas, NV
- Turnberry Towers 247 Units Arlington, VA
- The Residences at Atlantis 495 Units Paradise Island, Bahamas

Fontainebleau Development



Brett Mufson
President & Chief Investment Officer

As President, Partner and Chief Investment Officer, Mufson is responsible for overseeing all aspects of Fontainebleau Development’s investment strategy, financings, operations and development projects. In line with Fontainebleau’s mission to create dynamic, multi-faceted spaces that connect people and enrich their communities, Brett is committed to developing customer-centric growth strategies to enhance the performance of individual assets and drive business line expansion. Prior to holding this position, Mufson was the Head of Acquisitions, Development and Capital Markets for Witkoff, a private real estate and development company headquartered in New York City with offices in Los Angeles, Las Vegas and Miami. Mufson successfully led more than \$7 billion in development and real property transactions in the hospitality, residential, multi-family, retail, and office sectors throughout the U.S. Brett started his career at Bear Stearns focusing on investment banking products focusing on highly complex real estate conduit originations and real estate financings.

EDUCATION

University of Pennsylvania

PROFESSIONAL EXPERIENCE

Experience Prior to Fontainebleau Development:
 Witkoff
 LoanCore Capital
 Bear Stearns

PROFESSIONAL ASSOCIATIONS

Board Member of Current Real Estate Advisors

 Board Member of Gibson Avenue Capital

Relevant Projects

Hilton Cabana Hotel- Miami Beach, Florida – 2010

Project Description: 231 Key full-service Hilton Hotel located on 63rd Street and Collins Avenue

Role: Lead the acquisition, financing and development/design of the Project. Worked with partners, lenders, contractors, city officials and consultants to develop the first Hilton Hotel on Miami Beach.

Fontainebleau Development



Washington Park Hotel, Miami Beach – 2012

Project Description: Expanded a 127 key Wyndham hotel to a 181 Key full-service independent hotel located between 10TH and 11TH street on Washington Avenue.

Role: Lead the acquisition, financing and development/design of the Project. Mr. Mufson was responsible for working with partners, lenders, contractors, city officials and consultants to create a 3-star independent hotel.

Public Hotel -New York – 2012

Project Description: Developed a 26-story, Herzog & de Meuron designed mixed-use project including 11 luxury condominium units and a 367 Key lifestyle Public hotel with over 60k SF of F&B and event space.

Role: Lead the acquisition and financing components. Mr. Mufson also worked closely with Ian Schragger and his team to collectively develop/design/construct the Project.

Times Square Marriott EDITION Hotel - New York – 2012

Project Description: Developed a 40-story, mixed use tower including a 452 Key full-service Marriott EDITION Flagship Hotel. features a 452-key, 300,000 SF Edition Hotel, 44,000 SF of F&B space, and 78,000 SF of retail with 17,000 SF HDLED signage

Role: Lead the acquisition, financing and development/design of the Project. Worked with partners, lenders, contractors, city officials and consultants to develop a flagship hotel for Marriott's EDITION Brand.

West Hollywood Marriott EDITION Hotel - West Hollywood – 2014

Project Description: Developed a 20-story, mixed use tower, 20 luxury condominium units and a 190 Key full-service Marriott EDITION Hotel, servicing as Marriott's flagship west coast location for the EDITION brand.

Role: Lead the acquisition, financing and development/design of the Project. Worked with partners, lenders, contractors, city officials and consultants to develop a flagship hotel for Marriott's EDITION Brand.

Fontainebleau Development



EDUCATION

A distinguished graduate of Florida International University's ("FIU") Chaplain School of Hospitality

PROFESSIONAL ASSOCIATIONS

Goldfarb held the esteemed position of Chair of the Dean's Council at FIU's Chaplain School of Hospitality. He remains an influential alumnus and has been awarded FIU's prestigious "FIU Medallion" as well as the hotel school's "Torchbearer Award." He was also recognized by the Miami Beach Chamber of Commerce with the "Excellence in Tourism Award." He remains an influential alumnus and has been awarded FIU's prestigious "FIU Medallion" as well as the hotel school's "Torchbearer Award." He was also recognized by the Miami Beach Chamber of Commerce with the "Excellence in Tourism Award."

Phil Goldfarb

President & Chief Operating Officer Hospitality

As President and Chief Operating Officer of the Hospitality Division, Goldfarb has oversight for the Fontainebleau Miami Beach, JW Marriott Miami Turnberry Resort & Spa, JW Marriott Nashville, Hilton Nashville Downtown and Fontainebleau Aviation. Goldfarb will continue to lead the team at Fontainebleau Miami Beach in his role as President and Chief Operating Officer as well. Goldfarb brings over three decades of hospitality experience to his role at the iconic resort and to Fontainebleau Development's growing portfolio of hotels and resorts. Goldfarb has been instrumental in numerous projects, including introducing new restaurant concepts and multi-million-dollar renovations to the various assets.

Relevant Projects

JW Marriott Nashville 2018

- New Construction – 34 Story Downtown Luxury Hotel
- 533 Keys
- Rooftop Michael Mina Bourbon Steak Restaurant
- Over \$285MM project
- Leader for the project; hired all of the operating staff and directed communication with General Contractor and company construction executives
- 2019 JW Marriott Opening of the Year Award

JW Marriott Turnberry Miami 2019

- Redevelopment and repositioning of 685 key world-class Golf Resort
- Oversaw operating team during construction of a new 325 new guestroom tower, \$20MM++ water park and 100,000 sq. ft. conference center

Fontainebleau Development

 **FONTAINEBLEAU**
DEVELOPMENT

- Tidal Cove Water Park Restaurant, Surf House Bar and Freestyle Grab n' Go outlet

Town Square Las Vegas 2007

- Shopping, dining, entertainment and office development
- 1.2 million sq. ft. of retail, 350 sq. ft. of office space on 93 acres
- Oversaw construction and operations executives
- Lifestyle center

Union Station Hotel Nashville 2006

- Redevelopment and repositioning from a Wyndham Historic hotel to Marriott Autograph Collection
- Complete hotel renovation of iconic Nashville hotel
- Developed a 4 star restaurant

Fontainebleau Development



Eric Cohen

Executive Vice President, Construction

As Executive Vice President of Construction for Fontainebleau Development, Eric Cohen has over 25 years of multi-story construction experience in South Florida, overseeing all phases and construction of residential, hospitality, retail, and medical development projects. Prior to joining Fontainebleau Development, Cohen served as a Project Executive for Coastal Construction Group of South Florida, where he managed various projects for the past 18 years. While with Coastal his projects included luxury condominiums, hotels & historic renovations, in Fort Lauderdale and Miami Beach. Key assignments included the Miami Beach Edition Hotel and Luxury Condominiums, The St. Regis Bal Harbour, Ocean Palms Condominium, The Ritz Carlton Miami Beach, and a host of other hotels and commercial projects.

EDUCATION

Florida International University
Construction Management

PROFESSIONAL ASSOCIATIONS

State Licensed General Contractor

Member of the Construction Executives Association

Golden Beach Building Oversight board member

Relevant Projects

Turnberry Ocean Club

Project Description: 154 Luxury residences, 54 stories, and approximately 1.25 million square feet. Key features including sky lounge, spa, cantilevered pools at level 30, and additional amenity areas.

Role: Lead the management team on critical and technical aspects of construction, scheduling, completion activities. Liaison with the City and AHJs inspecting the project.

JW Marriott Aventura

Project Description: Hotel expansion including new guest tower, conference facilities, and water park.

Role: Provided leadership to streamline construction procedures, shorten schedule, and meet critical dates for Occupancy.

Fontainebleau Development



Sole Mia – North Miami

Project Description: Redevelop landfill into a planned unit development. 185 acres of heavy civil infrastructure, construction of (2) 18 story 400-unit rental towers, including a 5-story parking structure with pool deck podium. The project also included the design and construction of a 10-acre Crystal Lagoon, and related amenity areas. Provided land development and constructability information for Costco, University of Miami, and Warren Henry Auto.

Role: On site Vice President of operations, including design oversight, property management, and managing the self-performed construction work, and City correspondence.

Miami Beach Edition Hotel & Private Residences

Project Description: Historic Renovation of the 1955 Seville Hotel, which included major structural renovations, and the addition of an 18-story new building tied into the existing structure. The project included 294 guestrooms, 28 Bungalow suites, and 26 luxury residences, bowling alley, ice rink, night club, and various restaurants.

Role: Project Executive leading the onsite construction operations and coordination with Marriott Corp on the design completion and introduction of a new brand hotel.

St Regis Bal Harbour

Project Description: Demolition of the existing Sheraton Bal Harbour hotel & Construction of a three tower 2.2 million square foot luxury hotel and condominium resort on 6 acres of ocean frontage. The project included 227 Hotel studios and suites, and 282 condominium units. Additionally, conference facilities and various dining options are included within the project.

Role: Sr Project Manager managing a project staff of 51, providing P6 scheduling for the entire project, cash flow projections to keep the project running through the recession, detailed management of all common area and hotel tower construction requirements, manage relationships with AHJ's, assist ownership with design of specialty products designed into the project to achieve the quality requirements of St Regis.

Ocean Palms Condominium

Project Description: 240-unit 42 story ocean front condominium, on top of a 2-story parking podium.

Role: Sr. Project Manager, leading the construction team, providing P3 scheduling for the project, cash flows, & bank draws.

Fontainebleau Development



EDUCATION

Ithaca College, B.A. Public Communication
New York University, M.S. Real Estate Finance

PROFESSIONAL EXPERIENCE

Goldman has been responsible for the development of several world-class real estate projects such as Fisher Island, and Continuum on South Beach, in addition to other significant accomplishments in Miami and New York within the residential, hospitality and retail sectors.

Seth Goldman
Executive Vice President, Development

Recently hired as Executive Vice President of Development, Goldman is responsible for all details associated with the planning, coordination, implementation and execution of Fontainebleau’s new development projects in concert with partners, municipalities, lenders, consultants and contractors to ensure all initiatives are pursued diligently and completed successfully. Prior to holding this position, Goldman successfully led development for BSD Raleigh, Fisher Island Holdings and Continuum Company, and has directly managed over \$3b in real estate developments in Miami and New York within the residential, hospitality and retail sectors. Seth started his career in hotel operations and marketing, and eventually worked in construction management for GJDC while studying for his master’s education in real estate finance at New York University leading to his career in South Florida.

Relevant Projects

The Raleigh Master Plan, Miami Beach, FL 2019-2020

Project Description: Acquisition, entitlements and pre-development of the Raleigh, South Seas and Richmond Hotels with a combined 282 keys on three parcels totaling 3 acres with 200’ of Miami Beach ocean-frontage on Collins Avenue and 18th Street. The partnership undertook the process to obtain an approval of a zoning text amendment that changed the permissible height in the City of Miami Beach RM-2 historic ocean-front district to allow for a new residential tower on the assembled site. Kobi Karp and Peter Marino designed a 15-story ocean-front high-rise measuring 175 feet, containing 90 residences surrounding the historic Raleigh pool. In addition, approval for the renovation and restoration of the historic Raleigh Hotel for 72 keys, and partial demolition and restoration of the South Seas and Richmond Hotels with a combined total 400,000 SF, including an F&B program for 975 people and parking for 280 vehicles.

Role: Goldman led the Zoning Text Amendment process with an approval in July 2019, that changed the permissible height in the City of Miami Beach RM-2 historic ocean front district to allow for new residential towers on land parcels exceeding 115,000 SF. The Raleigh Assemblage parcel qualified and Goldman led the effort with design consultants and

Fontainebleau Development


FONTAINEBLEAU
 DEVELOPMENT

legal team to complete the Historic Preservation Board submission and eventual approval in September 2020 for the Raleigh Master Plan followed by building permit drawings. Also, he was responsible for the financial and lender management, insurance risk management, day-to-day management of the operating hotels, negotiation of the CM agreement and all pre-development efforts.

Palazzo del Sol & Palazzo della Luna, Fisher Island, FL 2014-2019

Project Description: Development of two Kobi Karp designed 12-story high-rise buildings, located on 8 acres on Fisher Island, with 1,000 LF frontage on Government Cut; Palazzo del Sol, measuring 408,000 SF containing 43 residences, 90 parking and 50 golf cart spaces; and Palazzo della Luna measuring 422,000 SF containing 50 residences, 105 parking, 50 golf cart spaces and a full-service restaurant

Role: Responsible for design, development, and financing of this two-phase project, obtained building permits, established condominium offering and ensured compliance throughout sales process, financial and lender management, insurance risk management, construction management along-side partner builder ASR, start-up and management of association, and met requirements of City of Miami Beach DRB Order to obtain CO's for each building, on-time and within-budget.

Continuum II on South Beach, Miami Beach, FL 2004-2008

Project Description: Development of a Skidmore Owing Merrill designed 415 ft, 38-story tower in the South of Fifth neighborhood of Miami Beach, containing 193 residences, 500 indoor parking spaces, 14 floating cabanas, ground-floor retail and restaurant in 840,000 SF along 500 linear feet of beach on 12 acres of land.

Role: Responsible for development, design and permitting, offering plan compliance throughout sales process, financial and lender management, insurance risk management, construction GMP management, start-up and management of condominium association, and meeting requirements of City of Miami Beach DRB Order to obtain certificate of occupancy on-time and within-budget. Architect, then selection and management of builder, and delivering the project on-time and within-budget. Responsible to be the liaison for NYC Economic Development Corporation, NYS Dept. of Finance Empire Zones, and Citibank Community Financing for the not-for-profit real estate developer GJDC Jamaica First Parking.

Fontainebleau Development



Joon Oh
Senior Vice President, Acquisitions & Capital Markets

Joon Oh is a Senior Vice President on the Capital Markets team and brings over ten years of real estate investment and development experience. Mr. Oh manages Soffer Companies' capital raising, acquisitions, financings, project management, and development of new investment opportunities, as well as the firm's existing portfolio. Mr. Oh has more than \$5 billion in acquisitions and development experience in residential, hospitality and office projects.

Prior to joining Soffer Companies, Mr. Oh was Vice President of Capital Markets at Witkoff, a privately held real estate company headquartered in New York City and played an integral role in acquiring and developing their key projects including Drew Las Vegas, West Hollywood EDITION Hotel and Residences, 20 Times Square and 150 Charles Street. Prior to Witkoff, Mr. Oh was at Eastdil Secured/Wells Fargo Securities as an investment banker covering a broad range of real estate transactions.

Relevant Projects

Drew – Las Vegas, Nevada 2017

Project Description: 8.6mm square feet development project. Preliminary programming includes a 3,780 key hotel, 390,000 SF of meeting space, a 159,000 SF Theatre, 170,000 SF casino, 300,000 square feet of retail and restaurants, 108,000 SF of bars and nightclubs, and 6,100 parking spaces.

Role: Acquisition and financing of the Project. Worked with partners, lenders, architects and consultants to complete predevelopment design of the Project.

EDUCATION

University of Virginia –
 McIntire School of Commerce

PROFESSIONAL EXPERIENCE

Experience Prior to Fontainebleau Development:
 - Witkoff
 - Wells Fargo/Eastdil Secured Real Estate Investment Banking

Fontainebleau Development



West Hollywood Marriott EDITION Hotel - West Hollywood 2014

Project Description: Developed a 20-story, mixed use tower, 20 luxury condominium units and a 190 Key full-service Marriott EDITION Hotel, servicing as Marriott's flagship west coast location for the EDITION brand.

Role: Acquisition, predevelopment, construction financing and refinancing of the Project. Worked with partners, lenders, contractors, city officials and consultants to develop the west coast flagship hotel for Marriott's EDITION Brand.

Times Square Marriott EDITION Hotel - New York - 2012

Project Description: Developed a 40-story, mixed use tower including a 452 Key full-service Marriott EDITION Flagship Hotel. features a 452-key, 300,000 SF Edition Hotel, 44,000 SF of F&B space, and 78,000 SF of retail with 17,000 SF HDLED signage

Role: Acquisition, construction financing, development, design and eventual sale of the of the Project. Worked with partners, lenders, project managers, and consultants on all aspects of the Marriott's EDITION Brand development.

Washington Park Hotel, Miami Beach - 2012

Project Description: Expanded a 127 key Wyndham hotel to a 181 Key full-service independent hotel located between 10TH and 11TH street on Washington Avenue.

Role: Acquisition, financing and development/design of the Project. Worked with partners, lenders, contractors, city officials and consultants to create a 3-star independent hotel.

Fontainebleau Development



Bobby Courtney

Vice President of Aviation

Bobby D. Courtney serves as the Vice President of Aviation., an integral role which spearheads the growth and success of Fontainebleau's, Aviation Division – Fontainebleau Aviation. The aviation company caters to the elite clientele that is private aviation. Bobby embarked on the concept of developing the new FBO into a dominating facility on the airfield. In 2014, Bobby pioneered the development of the \$27 million expansion, which branched the FBO into a 235,000 sq ft. footprint. He envisions a full-service facility that comprises of all logistical necessities for every type of operation and hospitable service that serves as the touchstone for all private aviation enterprises. Bobby has dedicated two decades to the industry and has been instrumental in maximizing growth in other fast paced, high volume airports.

- Top 20 FBO in the country 6 years in a row
- #1 FBO in S. East region last 3 years in a row
- 7 years as P-66 Branded Dealer
- Top 10 P-66 dealer of the year

EDUCATION

Graduate of MidAmerica
Nazarene University
Management Human Relations

PROFESSIONAL ASSOCIATIONS

Paragon Aviation Network Board
Member
FBO of the Year in 2016
National Business Aviation
Association member

Fontainebleau Development

RELATED



Stephen M. Ross **Chairman and Founder**

Biography

Stephen M. Ross is the Chairman and Founder of Related Companies and a devoted philanthropist. Mr. Ross formed Related in 1972 and today the company includes approximately 4,000 professionals. Related is one of the largest owners of affordable housing, and has over \$60 billion in real estate assets owned or under development, including mixed-use, residential, retail and office properties in premier high-barrier-to-entry markets. Some of Related's most notable projects include Hudson Yards, a 28-acre real estate development on Manhattan's West Side, Time Warner Center and Rosemary Square. Mr. Ross is also the Chairman and Managing General Partner of the Miami Dolphins.

Over the years, Mr. Ross has received numerous honors for his business, civic, and philanthropic activities. Most recently, he was inducted into the Nation Football Foundation Leadership Hall of Fame, and received the Jackie Robinson Foundation ROBIE Lifetime Achievement Award. He also received The National Building Museum Honor Award, was the National Housing Conference's Housing Person of the Year and award. REBNY's Harry B. Helmsley Distinguished New Yorker Award and the Jack D. Weiler Award from UJA. Crain's New York named Mr. Ross one of the 100 Most Influential Leaders in Business and he was recognized by NYC & Company with their Leadership in Tourism Award.

EDUCATION

University of Michigan, BBA
Wayne State University Law School, JD
New York University School of Law, LLM

PROFESSIONAL ASSOCIATIONS

Executive Committee as a Trustee of
Lincoln Center

Trustee of New York Presbyterian
Hospital

Director on the Board of Cornell Tech

Jackie Robinson Foundation

New York Stem Cell Foundation

World Resources Institute (WRI)

Ross Initiative in Sports for Equality
(RISE)

Stephen M. Ross School of Business

Detroit Center for Innovation

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Selected Projects

Hudson Yards (18.2M SF) – 2019

Time Warner Center (2.8M SF) – 2004

Rosemary Square (600,000 SF) – 2000

Additional Hospitality Projects

The Grand (305 keys) – 2021 (est.)

Equinox Hotel New York (212 keys) - 2019

The Whitney (65 keys) – 2019

Courtyard by Marriott Downtown Boston (220 keys) – 2018

Hilton West Palm Beach (400 keys) – 2016

W Ft. Lauderdale (346 keys) – 2014

Yotel New York (713 keys) – 2011

The Cosmopolitan of Las Vegas (3,027 keys) – 2010

W South Beach Hotel and Residences (426 keys) – 2009

Mandarin Oriental (223 keys) – 2004

W Hotel Union Square (270 keys) – 2000

Additional Airport Projects

Newark Airport Parking Facility (2.9M SF) – 2023 (est.)

Bombardier Service Center, Miami-Opa Locka Executive Airport
(261,000 GSF) – 2022 (est.)

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Jeff T. Blau CEO

Biography

Jeff T. Blau is Chief Executive Officer and a partner of Related Companies. For the past 25 years he has been responsible for directing and overseeing new developments worth over \$20 billion in virtually every sector of the real estate industry. In his position as CEO, he is responsible for the strategic direction of the company, overall management of the firm, the pursuit of new development opportunities and corporate acquisitions and financing activities across all business platforms.

Over the years, Mr. Blau has received numerous honors for his business, civic and philanthropic activities, and most recently he was named to Crain's New York Business's New Influential list of 25 leaders reshaping New York.

Selected Projects

Hudson Yards (18.2M SF) – 2019
Time Warner Center (2.8M SF) – 2004
Rosemary Square (600,000 SF) – 2000

Additional Hospitality Projects

The Grand (305 keys) – 2021 (est.)
Equinox Hotel New York (212 keys) - 2019
The Whitney (65 keys) – 2019

Additional Hospitality Projects (cont.)

Courtyard by Marriott Downtown Boston (220 keys) – 2018

EDUCATION

University of Michigan

Wharton School of the University of Pennsylvania, MBA

PROFESSIONAL ASSOCIATIONS

Equinox Holdings, Inc.

Central Park Conservancy

New York City Partnership Fund

Real Estate Roundtable

Housing Advisory Board of Robin Hood

The Wharton Graduate Executive Board

The Mount Sinai Medical Center

Urban Land Institute

Association for a Better New York (ABNY)

Union Square Partnership

The University of Michigan

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Hilton West Palm Beach (400 keys) – 2016

W Ft. Lauderdale (346 keys) – 2014

Yotel New York (713 keys) – 2011

The Cosmopolitan of Las Vegas (3,027 keys) – 2010

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Bombardier Service Center, Miami-Opa Locka Executive Airport
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Bruce A. Beal, Jr. **President**

Biography

Bruce A. Beal, Jr., is President and a partner of Related Companies. Mr. Beal joined Related in 1995 and is responsible for overseeing the day-to-day development process for projects across all asset classes throughout the country, including acquisition, finance and construction activities. In addition, Mr. Beal oversees Related's existing operating portfolio and the company's affordable housing initiatives.

Mr. Beal is also the Vice Chairman and Partner of the Miami Dolphins.

Selected Projects

Hudson Yards (18.2M SF) – 2019

Time Warner Center (2.8M SF) – 2004

Rosemary Square (600,000 SF) – 2000

Additional Hospitality Projects

The Grand (305 keys) – 2021 (est.)

Equinox Hotel New York (212 keys) - 2019

The Whitney (65 keys) – 2019

Courtyard by Marriott Downtown Boston (220 keys) – 2018

Hilton West Palm Beach (400 keys) – 2016

W Ft. Lauderdale (346 keys) – 2014

Yotel New York (713 keys) – 2011

The Cosmopolitan of Las Vegas (3,027 keys) – 2010

EDUCATION

Harvard University, BA

PROFESSIONAL ASSOCIATIONS

New York-Presbyterian Hospital

Citizens Budget Commission

Community Preservation Corporation

Advisory Board of Harvard University's
Taubman Center for State and Local
Government

Real Estate Board of New York (REBNY),
Executive Committee

Riverdale Country School, Board of
Directors

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**Additional Hospitality Projects (cont.)**

W South Beach Hotel and Residences (426 keys) – 2009

Mandarin Oriental (223 keys) – 2004

W Hotel Union Square (270 keys) – 2000

Additional Airport Projects

Newark Airport Parking Facility (2.9M SF) – 2023 (est.)

Bombardier Service Center, Miami-Opa Locka Executive Airport
(261,000 GSF) – 2022 (est.)

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Emad S. Lotfalla
Executive Vice President, Design & Construction

Biography

Emad Lotfalla has over 35 years of experience in the construction industry, overseeing major construction projects across a wide range of market sectors. Having joined Related in 2013, he is responsible for all aspects of construction for the Hudson Yards development project, managing a team of over 200 people. Mr. Lotfalla takes each individual project at Hudson Yards through the construction phase while maintaining a broad view of the development in its entirety, keeping close watch on budget and schedule.

Prior to joining Related, Lotfalla served as a Principal at Turner, one of the nation's largest builders where he was responsible for the management and oversight of several noteworthy projects including World Trade Center Transportation Hub, Whitney Museum of American Art, Jet Blue Terminal at JFK International Airport, Delta Terminal 4 Expansion at JFK International Airport, Terminal 2 Renovation at JFK, Hunter College School of Social Work, 330 Jay Street/Kings County Courthouse and Kingsboro, Maimonides and Brookdale Hospitals. Mr. Lotfalla has received many awards over the years, most recently he was the 2018 Silver Shovel recipient from the Subcontractors Trade Association.

EDUCATION

Ain Shams University, Cairo, BS

PROFESSIONAL ASSOCIATIONS

Registered Architect, New York State

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**Selected Projects**

Hudson Yards (18.2M SF) – 2019

World Trade Center Transportation Hub (3M SF) – 2016

Hard Rock Stadium Renovation – 2016

330 Jay Street Court House (1.3M SF) – 2004

Additional Hospitality Projects

Equinox Hotel New York (212 Keys) – 2019

Whitney Museum of American Art (225,000 SF) – 2013

Additional Airport Projects

Newark Airport Parking Facility (2.9M SF) – 2023 (est.)

Delta Terminal 4 Terminal Extension (250,000 SF) – 2015

JetBlue JFK International Terminal Expansion (175,000SF) – 2014

JetBlue JFK Terminal 5 (700,000 SF) – 2008

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EDUCATION

Amherst College, BA

PROFESSIONAL ASSOCIATIONS

EMPIRE, Co-Founder

Justin Holtzman Vice President

Biography

Justin Holtzman is a Vice President at The Related Companies in New York where he is responsible for the acquisition and development of mixed-use, hospitality and residential projects.

Since joining Related in 2014, Mr. Holtzman has been responsible for the financing and development of 35 Hudson Yards, a 1.1 million square foot project comprising 143 for-sale residential condominiums, the first Equinox Hotel totaling 212 keys and over 250,000 square feet of office and retail space, and the predevelopment and construction financing of 15 Hudson Yards, a 1.0 million square foot project comprising 285 for-sale condominiums and 107 affordable rental apartments. Mr. Holtzman has overseen more than \$3 billion of construction financing at Related and has also been actively involved in launching the Equinox Hotels platform.

Previously, Mr. Holtzman was with Lubert-Adler Partners, where he was responsible for evaluating and executing real estate investments across asset classes, and Deutsche Bank's Real Estate, Gaming, Leisure & Lodging Investment Banking Group.

Selected Project Experience

35 Hudson Yards (212 hotel keys / 143 for-sale condos) – 2019

15 Hudson Yards (285 for-sale condos / 107 affordable rental apartments) – 2018

The Beekman Hotel & Residences* (327 hotel keys / 68 for-sale condos) – 2016

Novotel Times Square* (480 keys) – 2013

**Represents experience at a prior firm*

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Bernardo Fort-Brescia, FAIA
Design Principal

ARQUITECTONICA

EDUCATION

Master of Architecture
Harvard University, 1975

Bachelor of Architecture and Urban Planning
Princeton University, 1973

LICENSING

Florida Architect No. AR0008779

Bernardo Fort-Brescia, FAIA is one of the leading architects and planners in the world. He founded his architecture firm Arquitectonica in 1977, and today Arquitectonica has designed buildings in 59 countries from nine offices around the world. Fort-Brescia's designs have won hundreds prestigious design awards. His work has been featured in 6,000 national and international publications, and been the subject of numerous museum exhibitions in the Americas, Europe and Asia.

A global leader in the design of more than 100 hotels and resorts, Bernardo has designed airport hotels, convention center hotel and dozens of mixed-use hotels around the world.

SELECT HOTEL AND TRAVEL RELATED EXPERIENCE

Novotel Hong Kong International Airport Hotel, Hong Kong, China

The 4-star, 440 room, Hong Kong International Airport Hotel, operated by Novotel, is part of a mixed-use development that includes aviation-related businesses, a mass transit hub, office, retail and residential. Two restaurants, lobby bar, pool deck, poolside café, fitness center, ballroom, rooftop meeting center and a 606 car parking garage.

Project role: Architecture 2003 – 2006.

Sheraton Nice International Airport Hotel, Nice, France

Construction has topped out for the Nice Côte d'Azur International Airport, on schedule for completion in 2021. This 273,300 SF mixed-use development includes a 230-key, 4-star Sheraton airport hotel with a meeting center, restaurant, fitness center, swimming pool and spa. The project includes a residential building dedicated to certain State Airport Services, a 107,600 SF office building, retail and a two-level 350-car parking garage.

Project role: Architecture 2016 – 2021.

JW Marriott Convention Center Hotel, Nashville, Tennessee

33-story, 450,000 SF convention hotel tower with 533 hotel rooms, 50,000 SF of indoor function space including a 15,000 SF Grand Ballroom, 250-seat bar and restaurant, below-grade parking garage.

Project role: Architecture 2014 – 2018.

The Westin New York at Times Square Convention Hotel, New York, New York

45-story, 867,000 SF, 865-key convention center hotel, 200 concierge-level business-traveler rooms, 43,000 SF of ballroom space.

Project role: Architecture and Interior Design 1994 – 2002.

Westin Lima Convention Hotel, Lima, Peru

795,820 SF development includes a 31-story convention hotel with 301 guestrooms. Convention facilities are contained in a four-level podium with a 17,800 SF grand ballroom; a 4,000 SF junior ballroom, pre-function areas, 10 meeting rooms, several restaurants and bars, spa, heated indoor pool. A five-level basement provides 723 parking spaces.

Project role: Architecture 2006 – 2011.

Hilton Americas Houston Convention Center Headquarters Hotel, Houston, Texas

1,200-key convention center headquarters hotel built adjacent to the convention center. Includes 91,500 SF of flexible meeting space, ballrooms, fitness center and parking garage for 1,600 cars.

Project role: Architecture 2000 – 2003.

Bernardo Fort-Brescia, FAIA

Design Principal

ARQUITECTONICA**Sheraton Grand Phoenix Convention Center Headquarters Hotel, Phoenix, Arizona**

1,000-key convention center headquarters hotel with 80,000 SF of meeting space, business centers, retail, restaurants, full fitness facilities and spa, and parking.

Project role: Architecture 2005 – 2008.

Grand Hyatt San Antonio Convention Center Headquarters Hotel, San Antonio, Texas

1,004-key convention center headquarters hotel built adjacent to the convention center. The hotel includes ballrooms, meeting rooms, health club, pool decks, and parking garage for 5,000 cars.

Project role: Architecture 2005 – 2008.

Grand Hyatt Miami Beach Convention Center Headquarters Hotel, Miami Beach, Florida

800-key convention center headquarters hotel, ballrooms, meeting rooms, fitness center, restaurants, retail, parking.

Project role: Architecture 2018 - 2023.

East Hotel and Brickell City Centre, Miami, Florida

9,500,000 SF all phases - mixed-use development with 352-key hotel, ballrooms, meeting rooms and restaurants; 1,400 residential units; 729,000 SF retail and cinema; 260,000 SF office.

Project role: Architecture and Landscape 2010 – 2017.

W Hotel & Icon Brickell Residences, Miami, Florida

4,535,000 SF mixed-use development with 148 hotel rooms and 1,754 residential units, 3 restaurants and parking.

Project role: Architecture 2005 - 2008.

Mandarin Oriental Hotel & Residences, Agricultural Bank of China and Construction Bank Headquarters, Shanghai, China

3,336,000 SF mixed-use development with 310-keys, 5-star hotel, 210 serviced apartments, ballrooms, meeting rooms, 2,153,000 SF office, retail, restaurants.

Project role: Architecture 2006 – 2013.

Mandarin Oriental Hotel & Residences, HSBC and Taikoo Hui Mixed-Use, Guangzhou, China

4,441,000 SF mixed-use development with 5-star, 287-key Mandarin Oriental Hotel and serviced apartments; 1,722,226 SF of office; 1,485,420 SF of retail; and 560,000 SF cultural center with 1,000-seat performing arts center.

Project role: Architecture, Interior Design, Landscape 2001 – 2012.

Luxury Collection Nashville Convention Hotel, Nashville, Tennessee

The Joseph, a Luxury Collection Hotel is a 297-room convention hotel with 22,000 SF of indoor-outdoor event space; a 5,500 SF spa & salon; a 1,500 SF state-of-the-art fitness center; four food & beverage venues; and a finely curated art collection woven throughout the property.

Project role: Architecture and Landscape 2015 – 2020.

JW Marriott Convention Hotel and Office Towers, Lima, Peru

300-key, 5-star hotel with 14,000 SF of ballroom and meeting rooms, fitness center, a 237,000 SF office/retail tower and a five-level, 524-car parking structure.

Project role: Architecture 1997 – 2000.

Conrad Convention Hotel and International Finance Center, Seoul, South Korea

6,208,000 SF mixed-use complex with 5-star 434-key convention hotel and office towers, large retail mall, 2,100 parking spaces. *Project role: Architecture 2004 – 2013.*

Renaissance Shanghai Convention Hotel, Shanghai, China

3,230,000 SF mixed-use development with a 58-story Renaissance Hotel with 667-keys and 57 suites, 20,000 SF of ballrooms and meeting rooms, business center, health club & spa, indoor swimming pool, tennis courts and food & beverage venues.

Project role: Architecture 2002 – 2005.

Miami International Airport Terminals D-E-F Expansions and Renovations, Miami, Florida

1,279,500 SF expansion and renovation of Concourses D-E-F, 140,000 SF of new concessions, ticketing pods, airline terminal offices, inspection areas, club facilities and baggage. 250,000 SF office space for airport operations and linkage to terminal-wide People Mover and future intermodal system, and a conceptual design to replace the airport hotel.

Project role: Architecture and Interior Design 1996 – 1998.

Miami International Airport Terminals D-E-F-G-H Expansions and Renovations, Miami, Florida

715,495 SF expansion and 710,000 SF renovation of existing terminal space including Life Safety Master Plan, modifications to the passenger processing areas, Concession Master Plan and reconfiguration of ticketing counters.

Project role: Architecture and Interior Design 2000 – 2002.

Miami International Airport Security Operations Control Center, Miami, Florida

The two-story, 26,000 SF EOC and Security Operations Control Center to serve as a state-of-the-art emergency operations center. The facility is designed to accommodate the needs and coordination of nearly 20 city, county and federal agencies including the FBI, CIA, FEMA, TSA, Secret Service and Department of Homeland Security.

Project role: Architecture and Interior Design 2002 – 2006.

Jorge Chavez International Airport Terminal, Lima, Peru

New 704,732 SF concourse, 21 gates and jetways, a hotel, shopping plaza, airline lounges, baggage handling and pick up areas, and renovation/upgrade of existing terminal space.

Project role: Architecture and Interior Design 2002 – 2005.

Alejandro Gonzalez, AIA, LEED AP

Principal-in-Charge

ARQUITECTONICA**EDUCATION**Master of Architecture
Columbia University, 2002Bachelor of Architecture
University of Florida, 1999**LICENSING**

Florida Architect No. AR92311

During his 16 year professional career, Mr. Gonzalez has worked as a Project Architect, Designer and Project Manager, responsible for all phases of project development, from code research and schematic design to on-site construction administration. He has worked on many building types throughout the world including large scale mixed-use developments that have included airport and convention center hotels, luxury residential towers, hotels, corporate headquarters and office buildings, retail/entertainment centers and various types of public assembly buildings.

SELECT HOTEL AND TRAVEL RELATED EXPERIENCE**Novotel Hong Kong International Airport Hotel, Hong Kong, China**

The Hong Kong International Airport Hotel, operated by Novotel, is part of a mixed-use development comprised of aviation-related businesses, a mass transit hub, office towers, shopping center and residential towers. The 4-star hotel has 440 rooms. Amenities include two restaurants, lobby bar, pool deck, poolside café, fitness center, ballroom, rooftop meeting center and parking structure for 606 cars.

Project role: Architecture 2003 – 2006.

Sheraton Nice International Airport Hotel, Nice, France

Construction has topped out on this new hotel for the Nice Côte d'Azur International Airport, on schedule for completion in 2021. This 273,300 SF mixed-use development includes a 230-key, 4-star Sheraton airport hotel including a meeting center, restaurant, fitness center, swimming pool and spa. The project includes a residential building dedicated to certain State Airport Services, a 107,600 SF office building, retail and a two-level 350-car parking garage.

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1,004-key convention center headquarters hotel built adjacent to the convention center. The hotel includes ballrooms, meeting rooms, health club, pool decks, and parking garage for 5,000 cars.

Project role: Architecture 2005 – 2008.

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800-key convention center headquarters hotel, ballrooms, meeting rooms, fitness center, restaurants, retail, parking.

Project role: Architecture 2018 – 2023.

East Hotel and Brickell City Centre, Miami, Florida

9,500,000 SF all phases - mixed-use development with 352-key hotel, ballrooms, meeting rooms and restaurants; 1,400 residential units; 729,000 SF retail and cinema; 260,000 SF office.

Project role: Architecture and Landscape 2010 – 2017.

W Hotel & Icon Brickell Residences, Miami, Florida

4,535,000 SF mixed-use development comprised of 148 hotel rooms and 1,754 residential units, 3 restaurants, parking.

Project role: Architecture 2005 – 2008.

Alejandro Gonzalez, AIA, LEED AP
Principal-in-Charge

ARQUITECTONICA

The Cosmopolitan Convention Hotel & Resort, Las Vegas, Nevada
6,660,000 SF Marriott Autograph Collection luxury development with 3,000 hotel rooms and residences, 250,000 SF of convention and conference space, 1,800-seat theater, 360,00 SF retail, and 4,000 parking spaces.
Project role: Architecture 2004 – 2010

SLS Brickell Hotel & Residences, Miami, Florida
1,050,000 SF mixed-use developing including 124 hotel rooms and 450 residential units, ballroom and meeting rooms, 3 restaurants, parking.
Project role: Architecture and Landscape 2012 – 2016.

The Westin New York at Times Square Convention Hotel, New York, New York
45-story, 867,000 SF, 865-key convention center hotel, 200 concierge-level business-traveler rooms, 43,000 SF of ballroom space.
Project role: Architecture and Interior Design 1994 – 2002.

Ritz-Carlton Hotel & Residences, and Spirit of Saigon, Ho Chi Minh City, Vietnam
55-story, 2,107,000 SF mixed-use development with two towers connected with a multi-level, 536,000 SF retail podium. 250-key, 5-star hotel and 350 residential units. Project includes 204,000 SF of office space and a 371,000 SF parking garage.
Project role: Architecture 2010 - 2020.

Mandarin Oriental Hotel & Residences, Agricultural Bank of China and Construction Bank Headquarters, Shanghai, China
3,336,000 SF mixed-use development with 310-keys, 5-star hotel, 210 serviced apartments, ballrooms, meeting rooms, 2,153,000 SF office, retail, restaurants.
Project role: Architecture 2006 – 2013.

Mandarin Oriental Hotel & Residences, HSBC and Taikoo Hui Mixed-Use, Guangzhou, China
4,441,000 SF mixed-use development with 5-star, 287-key Mandarin Oriental Hotel and serviced apartments; 1,722,226 SF of office; 1,485,420 SF of retail; and 560,000 SF cultural center with 1,000-seat performing arts center.
Project role: Architecture, Interior Design, Landscape 2001 – 2012.

Lake Nona Tower Center Hotel, Orlando, Florida
16-story, 500,000 SF hotel with 215 rooms, 6,000 SF of meeting space, 3,200 SF ballroom and other boardrooms.
Project role: Architecture, 2017 - 2021

Lake Nona Resort Hotel, Orlando, Florida
500,000 SF, 255 room resort hotel complex with 82 residential units which includes retail, restaurants, parking and a 15-acre crystal-clear lagoon.
Project role: Architecture 2017 - 2021

Charles Crain, AIA, LEED AP
Project Manager

ARQUITECTONICA

EDUCATION

Bachelor of Architecture
University of Louisiana

LICENSING

Florida Architect No. AR0010895

Mr. Crain has more than 35 years of architectural experience on a wide range of large scale projects. He is an experienced Project Director and Senior Project Manager who has led complex and multi-disciplined teams on large scale national and international projects. Mr. Crain has expertise in hospitality, corporate offices and headquarters, courts and government facilities, museum, public safety, transit oriented development, master planning and mixed-use projects. Mr. Crain is skilled in the organization, management, prioritization and coordination of architectural, engineering and interiors disciplines, and external specialty consultants from conceptual design to close-out, as well as for feasibility studies, programming, space planning services.

SELECT HOTEL AND TRAVEL RELATED EXPERIENCE

One Brickell City Centre, Miami, Florida

One Brickell City Centre is an 80-story vertically-integrated, complex mixed-use tower that bridges the existing phase 1 of Brickell City Centre. The 3 million SF development is comprised of street-level retail, 17 levels of Class A office space, 261 hotel-branded residential units, and topped with a 108-key boutique hotel and sky restaurant. Upon completion, One Brickell City Centre will become the tallest building in the state of Florida.

Project role: Architecture, Landscape 2013 - 2027

MSC Cruise Terminal at PortMiami, Miami, Florida

1,319,000 SF, state-of-the-art cruise terminal located at the east entrance to the port. The 317,000 SF terminal is designed to act as two terminals in one, a 75,000 SF office building for the relocation of MSC Cruises USA headquarters and a 2,400-car parking garage to accommodate passenger vehicles. Includes designated VIP and ridesharing drop-offs.

Project role: Architecture, Interior Design, Landscape 2018 - 2023

Virgin Voyages Cruise Terminal at PortMiami, Miami, Florida

New state-of-the-art 119,000 SF cruise terminal that includes security screening, baggage provisioning as well as designated VIP and ridesharing drop-offs.

Project role: Architecture, Interior Design, Landscape 2018 - 2021

400 Central Ave., St. Petersburg, Florida

The project consists of a new 1,280,000 SF mixed-use building on a 2.3-acre site taking up a full city block. The project contains a 45-story, 720,380 SF, 322-unit residential tower. 13,920 SF first-class amenity package includes an expansive landscaped sundeck (with a pool, outdoor kitchen, dining space and dog park), a fitness center a spa and a lounge. The 12-story, 198,000 SF hotel includes 223 keys, 28,000 SF of event and service space, 15,000 SF of meeting space, 6,000 SF of lobby, amenity, bar and lounge space, a 6,000 SF signature restaurant and a 5,000 SF rooftop pool and bar. The residential and hotel towers sit on top of a five-level, 318,500 SF parking podium containing 842 parking spaces. 25,000 SF of retail and restaurants line the ground floor and 21,000 SF of Class A office space is located above on the second floor.

Project role: Architecture 2018 - 2024

Charles Crain, AIA, LEED AP
Project Manager

ARQUITECTONICA

Link at Douglas Station, Coral Gables, Florida

The Link at Douglas Station is a transit-oriented development (TOD) with 5 towers combining 1,500 residential units, 280,000 SF of offices, and 25,000 SF of retail space all into a 7.5-acre parcel containing the Douglas Road Metrorail Station. Phased development with four towers including, 1,319,000 SF of residential, (312 micro units, 1,063 apartments); 280,000 SF of office space, 97,000 SF of retail including a grocery store and 291,000 SF parking garage.
Project role: Architecture, Landscape 2018 - 2022

University of Miami Lakeside Village, Coral Gables, Florida

9-acre 606,000 SF student housing complex with a series of 23 residential pods on pilotis with floating modules at ground level. The 1,100-bed development includes Theater, Multi-Purpose Venue, Launchpad, Warehouse Pop-Up, F&B, Training, Housing Offices, Campus Package Center, Sports Equipment Rentals, Exterior Amenities & Amphitheater. The project incorporates a re-imagined lake front park, open courtyard and a semi-enclosed courtyard and is anticipating LEED Gold Certification.
Project role: Architecture, Interiors, Landscape 2016 - 2020

The One at University City, FIU Student Housing and Garage, Miami, Florida

580,000 SF off-campus student housing development on a 2-acre site across the street from the northern edge of Florida International University's main campus. The mixed-use development includes an amenities podium with a large swimming pool, convenience store, sidewalk cafe, bicycle storage and parking structure for 648 cars.
Project role: Architecture, Interiors, Landscape 2017 - 2020

MetLife Midtown Heights Master Plan, Atlanta, Georgia

9-acre urban site that will be completed in two phases comprising 3,630,000 SF, detailed concepts for condominium, multi-family, office, retail and hotel towers, above and below grade parking garages.
Project role: Master Planning, Architecture, Landscape 2016 - 2018

World Trade Center of the Americas, Miami, Florida

A 1,440,000 SF mixed-use development within a 76-story tower comprised of offices, conference center, hotel, residential and restaurant uses. The bold tower proudly fronts Biscayne Boulevard and Port Miami.
Project role: Architecture, Landscape 2014 - 2016

8800 Doral Gateway Residences and Garage, Doral, Florida

A 12-acre multi-family community consisting of 892,000 SF in 4 buildings housing 550 units, extensive amenities and a 7-level parking garage with over 490 spaces. The site has canal frontage and public promenade on two sides.
Project role: Architecture, Landscape 2013 - 2017

Watson Island Aviation and Visitor's Center, Government Cut, Miami, Florida*

77,500 SF Pan Am seaplane terminal/ hangers, customs, Greater Miami Convention and Visitor's Bureau HQ, Air Museum, restaurant, Miami Sports/ Entertainment Authority, heliport and FBO.
Project role: Architecture 2013 - 2017

Royal Caribbean Cruise Lines, Port of Miami, Florida*

180,000 SF corporate office and reservations | Design-build fast track 11-month design to move-in, hurricane-hardened building to maintain/recover operations as a result of hurricane conditions at waterfront site.
Project role: Architecture 1993 - 1997

Fillmore Development Group, Mixed-use project, Phoenix, Arizona*

1.4 million SF mixed-use development with 3,000 space parking structure includes 220,000 SF street-level retail, 110,000 SF office, 660 condominium units and 230-key hotel.
Project role: Architecture 2009 - 2012

Blue Cross Blue Shield of Florida, Inc. Corporate Headquarters, Jacksonville, Florida*

648,000 SF in 3 buildings; Phase 2: 390,000 SF in 2 buildings, Includes a cafeteria, fitness center, clinic, print operations, training center, FFE.
Project role: Architecture 2001 - 2005

The American Automobile Association Corporate Headquarters, Orlando, Florida*

660,000 SF corporate office building including data center, regional auto club, emergency road services center, national mail distribution center, cafeteria/kitchen, dining/ conferencing facilities, 350-seat auditorium, and parking garage.
Project role: Architecture 2008 - 2012

* Experience Prior to Arquitectonica

Sherri Gutierrez, AIA, LEED AP
Quality Assurance / Quality Control

ARQUITECTONICA

EDUCATION

Master of Architecture
Tulane University, 2001

Bachelor of Architecture
Tulane University, 1996

LICENSES

Florida Architect No. AR92855

Ms. Gutierrez has worked on a number of Arquitectonica's most prominent hospitality projects nationwide, as well as international award-winning projects totaling several million square feet. She has extensive experience in various types of projects including mid- and high-rise hospitality, residential, mixed-use, retail, and recreational. As the QA/QC for clients and consultants for the development, her responsibilities include overseeing the project from schematic design, through design development.

SELECT HOTEL AND TRAVEL RELATED EXPERIENCE

JW Marriott Convention Center Hotel, Nashville, Tennessee

33-story, 450,000 SF convention hotel tower with 533 hotel rooms, 50,000 SF of indoor function space including a 15,000 SF Grand Ballroom, 250-seat bar and restaurant, below-grade parking garage.

Project role: Architecture 2014 – 2018.

The Westin New York at Times Square Convention Hotel, New York, New York

45-story, 867,000 SF, 865-key convention center hotel, 200 concierge-level business-traveler rooms, 43,000 SF of ballroom space.

Project role: Architecture and Interior Design 1994 – 2002.

Sheraton Grand Phoenix Convention Center Headquarters Hotel, Phoenix, Arizona

1,000-key convention center headquarters hotel with 80,000 SF of meeting space, business centers, retail, restaurants, full fitness facilities and spa, and parking.

Project role: Architecture 2005 – 2008.

Grand Hyatt San Antonio Convention Center Headquarters Hotel, San Antonio, Texas

1,004-key convention center headquarters hotel built adjacent to the convention center. The hotel includes ballrooms, meeting rooms, health club, pool decks, and parking garage for 5,000 cars.

Project role: Architecture 2005 – 2008.

Grand Hyatt Miami Beach Convention Center Headquarters Hotel, Miami Beach, Florida

800-key convention center headquarters hotel, ballrooms, meeting rooms, fitness center, restaurants, retail, parking.

Project role: Architecture 2018 – 2023.

East Hotel and Brickell City Centre, Miami, Florida

9,500,000 SF all phases - mixed-use development comprised of 352-key hotel with ballrooms, meeting rooms and restaurants; 1,400 residential units; 729,000 SF retail and cinema; 260,000 SF office.

Project role: Architecture and Landscape 2010 – 2017.

W Hotel and Icon Brickell Residences, Miami, Florida

4,535,000 SF mixed-use development comprised of 148 hotel rooms and 1,754 residential units, 3 restaurants, parking.

Project role: Architecture 2005 – 2008.

Sherri Gutierrez, AIA, LEED AP

Quality Assurance / Quality Control

ARQUITECTONICA**Miami International Airport Terminals D-E-F Expansions and Renovations, Miami, Florida**

1,279,500 SF expansion and renovation of Concourses D-E-F, including incorporation of 140,000 SF of new concessions, ticketing pods, airline terminal offices, inspection areas, club facilities and baggage. Also includes 250,000 SF office space for airport operations and linkage to terminal-wide People Mover and future intermodal system, and a conceptual design to replace the airport hotel.

Project role: Architecture and Interior Design 1996 – 1998.

Miami International Airport Terminals D-E-F-G-H Expansions and Renovations, Miami, Florida

715,495 SF expansion and 710,000 SF renovation of existing terminal space including Life Safety Master Plan, modifications to the passenger processing areas, Concession Master Plan and reconfiguration of ticketing counters.

Project role: Architecture and Interior Design 2000 – 2002.

Miami International Airport Security Operations Control Center, Miami, Florida

The two-story, 26,000 SF Emergency Operations Center and Security Operations Control Center at Miami International Airport designed to serve as a state-of-the-art emergency operations center in Miami-Dade County. The facility is designed to accommodate the needs and coordination of nearly 20 city, county and federal agencies including the FBI, CIA, FEMA, TSA, Secret Service and Department of Homeland Security.

Project role: Architecture and Interior Design 2002 – 2006.

Jorge Chavez International Airport Terminal, Lima, Peru

704,732 SF new concourse to 21 gates and jetways, a hotel, shopping plaza, airline lounges, baggage handling and pick up areas, and renovation/upgrade of existing terminal space.

Project role: Architecture and Interior Design 2002 – 2005.

The Golden Moon Resort and Convention Hotel, Choctaw, Mississippi

572 keys, 26 stories, 843,000 SF, 5 restaurants, VIP registration lobby.

Project role: Architecture and Interior Design 1998 – 2002.

SLS Brickell Hotel & Residences, Miami, Florida

1,050,000 SF mixed-use developing including 124 hotel rooms and 450 residential units, ballroom and meeting rooms, 3 restaurants, parking.

Project role: Architecture and Landscape 2012 – 2016.

SLS Lux Hotel & Residences, Miami, Florida

A 1,074,000 SF, 57-story tower containing 84 hotel rooms, 450 luxury condominiums that feature private elevators and rooftop pool terraces, 12 penthouse residences on the top three floors, a ground floor restaurant and cocktail lounge, and a parking structure for 1,000 cars.

Project role: Architecture and Landscape 2013 – 2018.

Mr. C Hotel, Miami, Florida

This boutique lifestyle hotel is situated in the heart of Miami's Coconut Grove district. The hotel is a 6-story building with hotel lobby and parking on the ground level; four levels containing 100 guestrooms and the fitness center; and an active rooftop with swimming pool, restaurant and multipurpose event space overlooking Biscayne Bay.

Project role: Architecture and Landscape 2014 – 2019.

Hyde Midtown Hotel and Residences, Miami, Florida

A 900,000 SF mixed-use development comprised of 60 hotel rooms, 397 residential condo units, restaurants and structured parking for 526 cars.

Project role: Architecture and Landscape 2013 – 2018.

Lake Nona Resort Hotel, Orlando, Florida

500,000 SF, 255 room resort hotel complex with 82 residential units which includes retail, restaurants, parking and a 15-acre crystal-clear lagoon.

Project role: Architecture and Landscape 2018 – 2022.

Lake Nona Tower Center Hotel, Orlando, Florida

16-story, 500,000 SF hotel with 215 rooms, 6,000 SF of meeting space, 3,200 SF ballroom and other boardrooms.

Project role: Architecture 2017 – 2021.

Katia Robreno, Associate AIA
Project Designer

ARQUITECTONICA

EDUCATION

Master of Business Administration
Yale University, 2003

Bachelor of Architecture
University of Miami, 2000

A Principal of the firm, Ms. Robreno has 19 years of architectural, planning, interior and graphic design experience. She has worked on the master planning, architecture and interiors for millions of square feet worth of built developments. Ms. Robreno is a lead designer at the firm and is instrumental in the development of design concepts and the refinement of multiple options. She also has particular expertise developing graphics and wayfinding for Arquitectonica's building designs

SELECT HOTEL AND TRAVEL RELATED EXPERIENCE

Novotel Hong Kong International Airport Hotel, Hong Kong, China

The Hong Kong International Airport Hotel, operated by Novotel, is part of a mixed-use development comprised of aviation-related businesses, a mass transit hub, office towers, a shopping center and residential towers. The four-star hotel has 440 rooms and amenities include a buffet restaurant, Chinese restaurant, lobby bar, pool deck, poolside café, fitness center, ballroom, rooftop meeting center and parking structure for 606 cars.

Project role: Architecture 2003 – 2006.

Sheraton Nice International Airport Hotel, Nice, France

Construction has topped out on this new hotel for the Nice Côte d'Azur International Airport, on schedule for completion in 2021. This 273,300 SF mixed-use development includes a 230-key, 4-star Sheraton airport hotel including a meeting center, restaurant, fitness center, swimming pool and spa. The development also includes a residential building dedicated to certain State Airport Services, a 107,600 SF office building, retail and a two-level parking structure for 350 cars.

Project role: Architecture 2016 – 2021.

The Westin New York at Times Square Convention Hotel, New York, New York

45-story, 867,000 SF, 865-key convention center hotel, 200 concierge-level business-traveler rooms, 43,000 SF of ballroom space.

Project role: Architecture and Interior Design 1994 – 2002.

Westin Lima Convention Hotel, Lima, Peru

The 795,820 SF development includes a 31-story convention hotel tower with 301 guestrooms. Convention facilities are contained in a four-level podium which includes a 17,800 SF grand ballroom; a 4,000 SF junior ballroom, pre-function areas, 10 meeting rooms, several restaurants and bars, a spa with a heated indoor pool, and back-of-house areas. A five-level basement provides 723 parking spaces.

Project role: Architecture 2006 – 2011.

Hilton Americas Houston Convention Center Headquarters Hotel, Houston, Texas

1,200-key convention center headquarters hotel built adjacent to the convention center. The hotel includes 91,500 SF of flexible meeting space, ballrooms, fitness center and parking garage for 1,600 cars.

Project role: Architecture 2000 – 2003.

Sheraton Grand Phoenix Convention Center Headquarters Hotel, Phoenix, Arizona

1,000-key convention center headquarters hotel with 80,000 SF of meeting space, business centers, retail, restaurants, full fitness facilities and spa, and parking.

Project role: Architecture 2005 – 2008.

Katia Robreno, Associate AIA

Project Designer

ARQUITECTONICA**Mandarin Oriental Hotel & Residences, HSBC and Taikoo Hui Mixed-Use, Guangzhou, China**

4,441,000 SF mixed-use development comprised of a 5-star, 287-key Mandarin Oriental Hotel and serviced apartments; 1,722,226 SF of office; 1,485,420 SF of retail; and a 560,000 SF cultural center with a 1,000-seat performing arts center.
Project role: Architecture, Interior Design and Landscape 2001 – 2012.

Luxury Collection Nashville Convention Hotel, Nashville, Tennessee

The Joseph, a Luxury Collection Hotel, Nashville, is a 297-room convention hotel featuring 22,000 square feet of indoor-outdoor event space; a 5,500 SF spa & salon; a 1,500 SF state-of-the-art fitness center; four food & beverage venues; and a finely curated art collection woven throughout the property.
Project role: Architecture and Landscape 2015 – 2020.

Conrad Convention Hotel and International Finance Center, Seoul, South Korea

6,208,000 SF mixed-use complex with 5-star 434-key convention hotel and office towers, large retail mall, 2,100 parking spaces.
Project role: Architecture 2004 – 2013.

Miami International Airport Security Operations Control Center, Miami, Florida

The two-story, 26,000 SF Emergency Operations Center and Security Operations Control Center at Miami International Airport designed to serve as a state-of-the-art emergency operations center in Miami-Dade County. The facility is designed to accommodate the needs and coordination of nearly 20 city, county and federal agencies including the FBI, CIA, FEMA, TSA, Secret Service and Department of Homeland Security.
Project role: Architecture and Interior Design 2002 – 2006.

Jorge Chavez International Airport Terminal, Lima, Peru

704,732 SF new concourse to 21 gates and jetways, a hotel, shopping plaza, airline lounges, baggage handling and pick up areas, and renovation/upgrade of existing terminal space.
Project role: Architecture and Interior Design 2002 – 2005.

City of Dreams Macau Grand Hyatt Hotel, Macau Crown Towers Hotel, and Hard Rock Hotel, Macau, China

4,107,000 SF mixed-use development comprised of 336-key Hard Rock Hotel, 330-key Crown Hotel, 1,005-key Grand Hyatt Hotel, ballrooms and meeting rooms, retail, restaurants.
Project role: Architecture, Interior Design and Landscape 2005 – 2009.

The Golden Moon Resort and Convention Hotel, Choctaw, Mississippi

572 keys, 26 stories, 843,000 SF, 5 restaurants, VIP registration lobby.
Project role: Architecture and Interior Design 1998 – 2002.

SLS Brickell Hotel & Residences, Miami, Florida

1,050,000 SF mixed-use developing including 124 hotel rooms and 450 residential units, ballroom and meeting rooms, 3 restaurants, parking.
Project role: Architecture and Landscape 2012 – 2016.

SLS Lux Hotel & Residences, Miami, Florida

A 1,074,000 SF, 57-story tower containing 84 hotel rooms, 450 luxury condominiums that feature private elevators and rooftop pool terraces, 12 penthouse residences on the top three floors, a ground floor restaurant and cocktail lounge, and a parking structure for 1,000 cars.
Project role: Architecture and Landscape 2013 – 2018.

Hyde Midtown Hotel and Residences, Miami, Florida

900,000 SF mixed-use development comprised of 60 hotel rooms, 397 residential condo units, restaurants and structured parking for 526 cars.
Project role: Architecture, Landscape 2013 – 2018.

Equinox Hotel River Oaks, Houston, Texas

A 320,000-SF lifestyle hotel offering 258 guestrooms, 244 parking spaces, ballroom and meeting venues, an outdoor pool, restaurant and bar, and expansive fitness studio. Designed to LEED standards.
Project role: Architecture 2017 – 2023.

Mandarin Oriental Brickell Key, Miami, Florida

Renovation of the MoBar Lounge area and amenity space.
Project role: Architecture and Interior Design 2012 – 2013

Raymond Fort, Assoc. AIA, LEED AP
Project Designer

ARQUITECTONICA

EDUCATION

Master of Science in Advanced Architectural Design
Columbia School of Architecture, Planning and Preservation, 2012

Bachelor of Architecture
Cornell University School of Architecture, 2011

Mr. Fort has been with Arquitectonica since 2012. He has experience in mixed-use, hotel, transit-oriented development (TOD), residential, retail, office, educational, cultural, and institutional development. Raymond has worked as a project designer and project manager. He currently resides in Coconut Grove where he serves on the Village Council and the Business Improvement District Committee.

SELECT HOTEL AND TRAVEL RELATED EXPERIENCE

JW Marriott Convention Center Hotel, Nashville, Tennessee

33-story, 450,000 SF convention hotel tower with 533 hotel rooms, 50,000 SF of indoor function space including a 15,000 SF Grand Ballroom, 250-seat bar and restaurant, below-grade parking garage.

Project role: Architecture 2014 – 2018.

Grand Hyatt Miami Beach Convention Center Headquarters Hotel, Miami Beach, Florida

800-key convention center headquarters hotel, ballrooms, meeting rooms, fitness center, restaurants, retail, parking.

Project role: Architecture 2018 – 2023.

SLS Brickell Hotel & Residences, Miami, Florida

1,050,000 SF mixed-use development including 124 hotel rooms and 450 residential units, ballroom and meeting rooms, 3 restaurants, parking.

Project role: Architecture and Landscape 2012 – 2016.

Mr. C Hotel, Miami, Florida

This boutique lifestyle hotel is situated in the heart of Miami's Coconut Grove district. The hotel is a 6-story building with hotel lobby and parking on the ground level; four levels containing 100 guestrooms and the fitness center; and an active rooftop with swimming pool, restaurant and multipurpose event space overlooking Biscayne Bay.

Project role: Architecture and Landscape 2014 – 2019.

Miami International Airport - Wyndham Hotel, Miami, Florida

A mixed-use 14-story development located on a 1.59 acre site in the Palmer Lake area, across from Miami International Airport's Intermodal Center. The development will include a 439-room hotel, restaurant space on the rooftop deck and ground floor, an indoor/outdoor lounge, pool, yoga lawn, and 220 parking spaces.

Project role: Architecture 2019 – 2023.

AC Hotel by Marriott and Element Hotel by Westin, Miami, Florida

1,101,000 SF, 24-story mixed-use hotel tower totaling 264 hotel rooms between the two hotel brands. The tower includes 23,000 square feet of retail space, a rooftop bar and terrace and 60 parking spaces. is planned at the top of the tower. The Underline recreational area is adjacent to the property.

Project role: Architecture 2016 – 2021.

East Hotel and Brickell City Centre, Miami, Florida

9,500,000 SF all phases - mixed-use development comprised of 352-key hotel with ballrooms, meeting rooms and restaurants; 1,400 residential units; 729,000 SF retail and cinema; 260,000 SF office.

Project role: Architecture and Landscape 2010 – 2017.

Raymond Fort, Assoc. AIA, LEED AP
Project Designer

ARQUITECTONICA

400 Central Ave., St. Petersburg, Florida

The project consists of a new 1,280,000 SF mixed-use building on a 2.3-acre site taking up a full city block. The project contains a 45-story, 720,380 SF, 322-unit residential tower. 13,920 SF first-class amenity package includes an expansive landscaped sundeck (with a pool, outdoor kitchen, dining space and dog park), a fitness center a spa and a lounge. The 12-story, 198,000 SF hotel includes 223 keys, 28,000 SF of event and service space, 15,000 SF of meeting space, 6,000 SF of lobby, amenity, bar and lounge space, a 6,000 SF signature restaurant and a 5,000 SF rooftop pool and bar. The residential and hotel towers sit on top of a five-level, 318,500 SF parking podium containing 842 parking spaces. 25,000 SF of retail and restaurants line the ground floor and 21,000 SF of Class A office space is located above on the second floor.

Project role: Architecture 2018 - 2024

Link at Douglas Station, Coral Gables, Florida

The Link at Douglas Station is a mixed-use development project includes 5 towers combining 1,500 residential units, 280,000 SF of offices, and 25,000 SF of retail space all into a 7.5-acre parcel containing the Douglas Road Metrorail Station. Phased development with four towers including, 1,319,000 SF of residential, (312 micro units, 1,063 apartments); 280,000 SF of office space, 97,000 SF of retail including a grocery store and 291,000 SF parking garage

Project role: Architecture, Landscape 2018 - 2022

Capital at Brickell Mixed-Use, Miami, Florida

3,124,000 SF - 1,506 Residential Units and Hotel This 3,124,000 square foot mega-project occupies an entire city block in the urban Brickell district of Miami. This development is comprised of two towers rising above 930 feet, a podium that greets the street with a generous public plaza on the east side of the block. The project consists of a carefully integrated mix of uses that include 1,264 residential units; a hotel with 242 guestrooms, ballroom, meeting spaces and food & beverage venues; 3 levels of retail and restaurants; and parking for 1,683 cars in structured parking above and below grade.

Project role: Architecture 2015 – 2017.

Aria on the Bay, Miami, Florida

A 51-story luxury waterfront residential condominium tower in the Omni District of downtown Miami. This 1,374,000 SF development includes 647 condo units, ground floor retail and structured parking for 843 cars. This TOD mixed-use development near the Metromover transit line adds to the sustainability of the project.

Project role: Architecture, Landscape, Interior Design 2013 – 2018.

Park Hyatt Hotel and One Brickell, Miami, Florida

3,413,636 SF, 210 hotel rooms and 1,950 residential units, Hotel, Residential, Office, Retail, Meeting Space, F&B, Parking.
Project role: Architecture 2014 – 2024.

Icon Bay, Miami, Florida

755,000 SF - 300 Residential Units Residential, Parking. Icon Bay is a 755,000 SF, 300-unit luxury residential building. This thin elongated tower floats over a new 122m waterfront park. It is the first of a new generation of residential towers on Biscayne Bay in that it creates part of a public-private partnership to unlock the value of the bayfront.
Project role: Architecture, Landscape, Interior Design 2012 – 2015.

Marina Village, West Palm Beach, Florida

220,000 SF - 1,000 Residential Units Residential, Retail, Office, Restaurants, Parking, Beach Club, Public Promenade. This 14-acre marina development includes boat docks and six mega-yacht slips, more than 1,000 residential condos, 15,000 SF of restaurants, 61,500 SF of office space, 10,000 SF of retail space, and a beach club.
Project role: Architecture 2013 – 2023.

Cube Wynwd, Miami, Florida

90,735 SF - 35 live/work units, Residential, Office, Retail, Parking. The project has a total gross floor area of 90,735 SF, divided between 35 work/live units on the upper floors and 7,780 SF of ground floor retail. The ground floor features a completely voluntary 30 FT wide passive breezeway which runs the full depth of the building and terminates in an open air office-lobby with a 9-story tall breeze block wall. Each of the seven levels of offices is set on top of the ground floor retail.
Project role: Architecture, Landscape, Interior Design 2016 – 2019.



EXECUTIVE LEADERSHIP



BRETT ATKINSON
Co-President South Florida



TRAVIS SERPAS
Vice President/
Project Executive

MOSS OWNERSHIP



BOB L. MOSS
Chairman and Founder

FIELD SUPERVISION



TOMAS GONZALEZ
General Superintendent



RAUL FERNANDEZ
General Superintendent



ANDREW VIGUS
Superintendent

PRECONSTRUCTION



BRETT PORAK
Director of Preconstruction



LI LI
Preconstruction Chief



JASON HEINDEL
Senior Preconstruction
Manager

PROJECT MANAGEMENT



SHANE IMBERT
Project Executive



DANIEL FRANKEL
Senior Project Manager



JENNIFER ESCOBAR
Project Manager

Miami P3 Hotel



1



BOB MOSS CHAIRMAN AND FOUNDER

In 2004, Bob Moss founded Moss & Associates with two projects and two employees. Today, Moss is a privately held construction firm providing innovative solutions resulting in award-winning projects across the United States with more than 600 professional employees.

Bob built his successful career during the past 51 years with experience in a diverse portfolio of construction projects spanning North America. This portfolio includes transportation projects, healthcare facilities, military and space research projects, retail, universities and higher education, correctional facilities, sports facilities, solar construction, island construction, residential multi-family units, senior housing facilities and convention centers. Some of his hallmark projects include Marlins Park and Nova Southeastern University's Guy Harvey Oceanographic Center. Bob was also central to the teams that constructed 10 Walt Disney World resorts which included approximately 22,000 rooms; 16 Bass Pro Shops/Outdoor World projects; the Mayo Clinic in Rochester, Minnesota; Atlantis Paradise Island and Our Lucaya in the Bahamas. Bob's experience continues with iconic projects such as Brightline Ft. Lauderdale and West Palm Beach stations, Margaritaville Vacation Club by Wyndham in St. Thomas, USVI, Auberge residences in Fort Lauderdale, Florida International University's Wellness and Recreation Center, ICON Las Olas and the BB&T Center.

Bob serves on the Governor's Florida Council of 100, World President Organization, the Chief Executive Organization, and he is the Vice Chairman on the Board of Directors of Watsco, a \$7 Billion NYSE Company.

He has been honored by his peers and the community: Nova Southeastern University's Huizenga College of Business and Entrepreneurship Hall of Fame Inductee, University of Florida Construction Hall of Fame, Clemson Construction Hall of Fame, Broward Workshop's Top 102 CEOs. In 2011, he was the recipient of the South Florida Council, Boy Scouts of America's Distinguished Citizen Award, and he was recognized as the Humanitarian of the Year by the EASE Foundation in 2012. Bob received the Engineering News-Record's Legacy Award and has also been recognized in the South Florida Business Journal as a Power Leader for seven consecutive years



EDUCATION

Central Piedmont College in Civil Construction

LICENSES/ REGISTRATIONS

Governor's Florida Council of 100

World President Organization

The Chief Executive Organization

Watsco, Vice Chairman on the Board of Directors

Associated Builders and Contractors (ABC), Member

Construction Association of South Florida (CASF), Member

Miami P3 Hotel



2

BRETT ATKINSON

CO PRESIDENT OF SOUTH FLORIDA

Brett, Co-President of South Florida, is best known for team leadership and his success on large, significant projects. He enjoys his ability to see the whole picture and position everyone to maximize their strengths and those of the project, which is key in our industry. Brett has completed a wide variety of fast-paced, high-profile, landmark construction projects in South Florida and beyond. His diverse experience includes myriad commercial projects featuring resort hotels, convention centers, cultural and performing arts centers, high-rise residential facilities, office buildings, entertainment facilities, casinos, and transportation structures.

A graduate in building construction from the University of Florida, Brett is also a certified general contractor. Active in both his profession and community, he is a member of the Construction Association of South Florida (CASF), Construction Executives Association (CEA), and board member of Associated Builders and Contractors (ABC).

PROJECT EXPERIENCE SAMPLING

Gaylord Opryland Resort & Convention Center

Nashville, TN | 850,000 SF | \$333 Million

Emerald Grande at HarborWalk Village

Destin, FL | 1,500,000 SF | \$162 Million

RIVA

Fort Lauderdale, FL | 561,458 SF | \$82 Million

4 West Las Olas

Fort Lauderdale, FL | 311,999 SF | \$59 Million

Adagio Fort Lauderdale Beach

Fort Lauderdale, FL | 185,000 SF | \$37 Million

Carillon Beach Resort Inn

Panama City Beach, FL | 148,971 SF | \$38 Million

Residence Inn by Marriott

West Palm Beach, FL | 107,966 SF | \$21 Million

University of Miami Lakeside Village

Coral Gables, FL | 569,441 SF | \$176 Million

Greenville-Spartanburg International Airport Terminal Improvements

Greer, SC | 407,000 SF | \$105 Million

Orion Jet Center FBO Terminal & Hangars

Opa Locka, FL | 117,173 SF | \$25 Million

Marlins Park

Miami, FL | 928,000 SF | \$450 Million

360 Rosemary Office Building

West Palm Beach, FL | 600,000 SF | \$80 Million

Harrah's Casino

New Orleans, LA | 950,000 SF | \$180 Million



EDUCATION

University of Florida, Bachelor of Science, in Construction Management

Sigma Lambda Chi—Honor Society of Building Construction Program, Member

LICENSES/ REGISTRATIONS

General Contractor License - Florida (CGC 1510924)

Associated Builders and Contractors (ABC), Board Member

Student Association of General Contractors (AGC), Member

Construction Association of South Florida (CASF), Member

Miami P3 Hotel



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TRAVIS SERPAS VP/PROJECT EXECUTIVE

As Vice President, Travis is responsible for overseeing all items related to construction operations, including business development, staffing assignments, project plan development, cost and schedule analysis, as well as owner and trade contractor negotiations. Travis is involved with all project phases from preconstruction to construction and project closeout.

Travis has two decades of experience delivering hospitality and transportation projects. He is also working with Related (Lead Developer) on the 360 Rosemary Office Building.

Leveraging his understanding of construction on operating airports, flag-specific hospitality design standards, public project participation goals, and working on tight sites, Travis will ensure that your project is afforded adequate, well-qualified professionals to meet or exceed your goals.



PROJECT EXPERIENCE SAMPLING

Carillon Beach Resort Inn

Panama City Beach, FL | 148,971 SF | \$38 Million

Emerald Grande at HarborWalk Village

Destin, FL | 1,500,000 SF | \$162 Million

The Ray

Delray Beach, FL | 220,636 SF | \$51 Million

Residence Inn by Marriott

West Palm Beach, FL | 107,966 SF | \$21 Million

Fairfield Inn and Suites by Marriott

Wellington, FL | 64,555 SF | \$13 Million

Park-Line Palm Beaches

West Palm Beach, FL | 763,000 SF | Confidential

4 West Las Olas

Fort Lauderdale, FL | 311,999 SF | \$59 Million

Greenville-Spartanburg International Airport Terminal Improvements

Greer, SC | 407,000 SF | \$105 Million

Orion Jet Center FBO Terminal & Hangars

Opa Locka, FL | 117,173 SF | \$25 Million

360 Rosemary Office Building

West Palm Beach, FL | 600,000 SF | \$80 Million

Brightline Fort Lauderdale Station and Parking Garage

Fort Lauderdale, FL | 268,204 SF | Confidential

Brightline West Palm Beach Station

West Palm Beach, FL | 60,000 SF | Confidential

FIU Parkview Hall Phase II

Miami, FL | 252,158 SF | \$78 Million

EDUCATION

Louisiana State University,
Bachelor of Science in
Construction Management

LICENSES/ REGISTRATIONS

Construction Association of South Florida (CASF), Board of Directors

Associated Builders and Contractors (ABC), Member

Student Association of General Contractors (AGC), Member

USGBC LEED AP BD+C Accredited Professional

OSHA 10 Hour Certified

First Aid and CPR Certified

ENR Southeast 20 Under 40

Miami P3 Hotel



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TOMAS (TOM) GONZALEZ

GENERAL SUPERINTENDENT

Tom is responsible for supervising all of the work that our firm will place in the field, including that of our trade contractors. Additional duties include managing all site quality and safety issues, on-site schedule management, staging and logistics planning, trade contractor coordination, jobsite record-keeping and the management of self-performed work. In general, our superintendents have the authority to speak and make decisions for our firm.

Tom brings 39 years of delivering technically and logistically challenging hospitality and transportation projects for both public and private clients. Most recently, he completed the Inter Miami CF Lockhart Stadium and Training Facility—a \$150 million project delivered in 10 months. Immediately prior to that, he completed a \$287 million new concourse and terminal renovation at the Fort Lauderdale-Hollywood International Airport.

During preconstruction, Tom will collaborate with the project team, airport staff, and project stakeholders to develop a phasing and logistics plan. During the construction phase, he will lead his site supervision team to ensure the project is completed safely, on time, within budget, and to the highest quality. During the warranty phase, Tom will lead post-construction warranty walks. Continuity of our leadership is critical to the success of your project and Tom will be there for you from start to finish.

PROJECT EXPERIENCE SAMPLING

Fort Lauderdale-Hollywood International Airport New Concourse A & Terminal 1 Renovation

Fort Lauderdale, FL | 399,661 SF | \$287 Million

Beau Rivage Resort

Biloxi, MS | 3,600,000 SF | \$750 Million

Hard Rock Hotel Parking Garage & Casino

Biloxi, MS | 520,000 SF | \$170 Million

Seminole Casino Coconut Creek Expansion & Parking Garage

Coconut Creek, FL | 1,466,650 SF | \$115 Million

225 Barrone Street Aloft Hotel/Apartment

New Orleans, LA | 550,000 SF | \$100 Million

225 Barrone Street Aloft Hotel/ Apartment - Parking Garage

New Orleans, LA | 10 Stories | 356 Spaces

Port Everglades Southport Turning Notch Expansion and Southport Crane Rail Infrastructure Improvements

Fort Lauderdale, FL | \$467 Million

Inter Miami CF - Lockhart Stadium and Training Facility

Fort Lauderdale, FL | 248,133 SF | \$150 Million



EDUCATION

University of Southern California, Bachelor of Science in Structural Engineering

LICENSES/ REGISTRATIONS

OSHA 10 Hour Certified

OSHA 30 Hour Certified

First Aid and CPR Certified

Associated Builders and Contractors (ABC), Member

Miami P3 Hotel



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RAUL FERNANDEZ JR GENERAL SUPERINTENDENT

As General Superintendent, Raul is responsible for supervising all of the work that our firm places in the field, including that of our trade contractors. Additional duties include managing all site quality and safety issues, on-site schedule management, staging and logistics planning, trade contractor coordination, jobsite record keeping, and the management of all self-performed work. In general, our superintendents have the authority to speak and make decisions for our firm.

Raul has more than 20 years of construction industry experience, 15 of them with Moss. His project experience is diverse working on hospitality, mixed-use, multi-family, educational, and medical projects. Raul has focused his career on completing high-rise projects on tight, urban sites within Miami, including those with Related. He understands the complexity of the New Hotel project and will leverage his experience on similar projects to ensure the safe, on-time, and in-budget completion of your project.



PROJECT EXPERIENCE SAMPLING

Brickell Heights

Miami, FL | 1,427,375 SF | \$183 Million

1010 Brickell

Miami, FL | 968,265 SF | \$128 Million

400 Sunny Isles Condominiums

Sunny Isles, FL | 870,730 SF | \$102 Million

Colonnades 1 & 2

Miami, FL | 881,000 SF | \$100 Million

Colonnades - Phase II

Kendall, FL | 881,000 SF | \$52 Million

Continuum

Miami Beach, FL | 1.3 Million SF | \$100 Million

Brickell View

Miami, FL | 800,000 SF | \$75 Million

Coral View

Miami, FL | 463,870 SF | \$23 Million

Downtown Dadeland

Miami, FL | 1,565,000 SF | \$164 Million

**University of Miami
Lakeside Village**

Coral Gables, FL | 569,441 SF | \$176 Million

**UM, Donna E. Shalala
Student Center**

Coral Gables, FL | 217,000 SF | \$45 Million

EDUCATION

Florida Atlantic University, Masters in Business Administration

Florida Atlantic University, Bachelor of Science in Business Administration

LICENSES/ REGISTRATIONS

OSHA 10 Hour Certified

OSHA 30 Hour Certified

Associated Builders and Contractors (ABC), Member

AGC Carpenter Apprenticeship Program

Miami P3 Hotel



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ANDREW VIGUS SUPERINTENDENT

As Superintendent, Andrew is responsible for supervising all of the work that our firm will place in the field, including that of our trade contractors. Additional duties include managing all site quality and safety issues, on-site schedule management, staging and logistics planning, trade contractor coordination, jobsite record-keeping, and the management of all self-performed work. In general, our superintendents have the authority to speak and make decisions for our firm.

Andrew has 20 years of construction experience, the last 14 with Moss. Andrew has worked on a variety of projects, primarily in South Florida, and he has a proven track record of delivering exceptional quality projects.



PROJECT EXPERIENCE SAMPLING

Soho Beach House Expansion and Modifications

Miami Beach, FL | 88,000 SF | \$48 Million

Residence Inn by Marriott

West Palm Beach, FL | 107,966 SF | \$21 Million

400 Sunny Isles Condominiums

Sunny Isles, FL | 870,730 SF | \$102 Million

Adagio Fort Lauderdale Beach

Fort Lauderdale, FL | 185,000 SF | \$37 Million

The Mid

Lake Worth, FL | 239,580 SF | \$30 Million

FIU Parkview Hall Phase I

Miami, FL | 259,771 SF | \$40 Million

NSU, The Commons Residence Hall

Davie, FL | 178,806 SF | \$32 Million

Marlins Park

Miami, FL | 928,000 SF | \$450 Million

360 Rosemary Office Building

West Palm Beach, FL | 600,000 SF | \$80 Million

EDUCATION

University of Florida, Bachelor of Science, in Building Construction

LICENSES/REGISTRATIONS

USGBC LEED AP BD+C Accredited Professional

Associated Builders and Contractors (ABC), Member

Miami P3 Hotel



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SHANE IMBERT PROJECT EXECUTIVE

As Project Executive, Shane works closely with the project staff as the team leader to ensure the overall success of a project during the preconstruction, construction, and closeout phases. His specific duties include project management, development and implementation of the scheduling and logistics plans. He oversees cost, quality and safety control, contract administration, plus owner and trade contractor negotiations.

Shane recently completed the \$287 million Fort Lauderdale-Hollywood International Airport New Concourse A & Terminal 1 Renovation project with our proposed general superintendent, Tom Gonzalez. Prior to that, Shane had focused his career on high-end hospitality and similar product.

Shane will lead our project management team through all stages of construction. His team includes senior project manager, Danny Frankel and project manager, Jennifer Escobar. Danny has completed \$6.5 billion in airport construction, including the Miami International Airport North Terminal Development Program. Jennifer completed the Marlins Park. The local outreach program brought 564 local firms and 3,484 local workers to the project.

PROJECT EXPERIENCE SAMPLING

Hard Rock Hotel Parking Garage & Casino

Biloxi, MS | 520,000 SF | \$170 Million

Margaritaville Casino & Restaurant

Biloxi, MS | 114,300 SF | \$33 Million

South Beach Resort and Spa

Biloxi, MS | \$25 Million

225 Barrone Street Aloft Hotel/Apartment

New Orleans, LA | 550,000 SF | \$100 Million

225 Barrone Street Aloft Hotel/ Apartment - Parking Garage

New Orleans, LA | 10 Stories | 356 Spaces

Island View Hotel Renovations

Gulfport, MS | 280,000 SF | \$34 Million

Indigo

Pensacola, FL | \$52 Million

Harbor Landing

Destin, FL | \$31 Million

Capri

Pensacola, FL | \$12 Million

Fort Lauderdale-Hollywood International Airport New Concourse A & Terminal 1 Renovation

Fort Lauderdale, FL | 399,661 SF | \$287 Million

Eglin AFB Housing

Eglin AFB, FL | \$15 Million

North Bluff Residential Complex - University of Alabama

Tuscaloosa, AL | 350,000 SF | \$52 Million



EDUCATION

Texas A&M University, Bachelor of Science in Construction

LICENSES/ REGISTRATIONS

General Contractor License - Florida (CGC 1511453)

OSHA 30 Hour Certified

Associated Builders and Contractors (ABC), Member

Leadership Mississippi with the Mississippi Economic Council, Class of 2016

Mississippi Gulf Coast Community College, Construction Engineering Program Curriculum Review Committee, 2016

Mississippi Development Authority Model Contractor Development Program - 2012, 2014

University of Houston Industry Advisory Board, Former Member

Miami P3 Hotel



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DANIEL (DANNY) FRANKEL SENIOR PROJECT MANAGER

As Senior Project Manager for Moss, Danny is the primary on-site administrative leader who works closely with all project parties to ensure the overall success of a project during the preconstruction, construction and closeout phases. Daniel oversees day-to-day contract administration; enforces implementation of safety programs; develops, and monitors and updates project schedules and costs in order to ensure overall compliance with approved budgets.

Danny has 17 years of industry experience. Throughout his career he has demonstrated experience managing large-scale, complex projects with a focus on aviation projects, totaling \$6.5 billion. **This includes the \$1.2 billion Miami International Airport North Terminal Development Program. Danny will leverage his site-specific and overall aviation experience to ensure the safe, on-time, and within budget completion of the New Hotel project.**



PROJECT EXPERIENCE SAMPLING

Miami International Airport North Terminal Development Program
Miami, FL | 2.4 Million SF | \$1.2 Billion

Fort Lauderdale-Hollywood International Airport New Concourse A & Terminal 1 Renovation
Fort Lauderdale, FL | 399,661 SF | \$287 Million

Fort Lauderdale-Hollywood International Airport Runway Expansion Program
Fort Lauderdale, FL | \$791 Million

Washington Dulles International & Ronald Reagan National Airports Capital Improvement Program
Washington, DC | \$3.2 Billion

Winnipeg International Airport Site Redevelopment Program
Winnipeg, Canada | 550,000 SF | \$585 Million

Port Everglades Southport Turning Notch Expansion and Southport Crane Rail Infrastructure Improvements
Fort Lauderdale, FL | \$467 Million

EDUCATION

Clark University, Bachelor of Arts in Management

LICENSES/ REGISTRATIONS/ AFFILIATIONS

AGC Transportation, Infrastructure and Civil Committee, Member

Associated Builders and Contractors (ABC), Member

OSHA 30 Hour Certified

YEARS EXPERIENCE

17 years

Miami P3 Hotel



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JENNIFER ESCOBAR

PROJECT MANAGER

As Project Manager, Jennifer works closely with project staff to ensure the overall success of a project during the preconstruction, construction and closeout phases. Her specific duties include project management, development and implementation of the scheduling and logistics plans; cost, quality and safety control; contract administration; and owner and trade contractor negotiations.

Jennifer has nearly 15 years of experience, all with Moss. Her experience includes hospitality and similar product to the New Hotel project. **Jennifer's experience on the Marlins Park, which exceeded its Community Workforce Program goal by 82 percent, will ensure that all participation goals are met or exceeded.**



PROJECT EXPERIENCE SAMPLING

Auberge Beach Residences & Spa
Fort Lauderdale, FL | 1,036,301 SF | \$184 Million

Hyde Midtown
Miami, FL | 900,000 SF | \$109 Million

Emerald Grande at HarborWalk Village
Destin, FL | 1,500,000 SF | \$162 Million

Downtown Doral
Doral, FL | 953,385 SF | \$95 Million

Marlins Park
Miami, FL | 928,000 SF | \$450 Million

Orange Coast College Student Housing
Costa Mesa, CA | 332,300 SF | \$90 Million

FIU Parkview Hall Phase I
Miami, FL | 259,771 SF | \$40 Million

EDUCATION

University of Florida, Master of Science, in Construction Management

LICENSES/REGISTRATIONS

USGBC LEED AP BD+C Accredited Professional

BRETT PORAK PRECONSTRUCTION DIRECTOR

As Director of Preconstruction, Brett is responsible for managing and coordinating all aspects associated with budget management during the preconstruction phase of a project. His duties include conceptual and detailed estimating, in house take-offs, documentation and scope review, value analysis, trade contractor prequalification and solicitation, and comparison and cost model reporting.

Brett has 21 years of experience providing preconstruction services in Miami and in South Florida. This includes the recently completed **\$287 million Fort Lauderdale-Hollywood International Airport New Concourse A & Terminal 1 Renovation** and over a dozen high-rise hospitality and similar projects in downtown Miami. This affords him the relationships and buying power to attract qualified subcontractors and competitive bids.



PROJECT EXPERIENCE SAMPLING

SLS Lux

Miami, FL | 1,273,731 SF | \$188 Million

Harbourside Place and Wyndham Grand Hotel

Jupiter, FL | 783,064 SF | \$91 Million

PGAWaterfront RFP r1.inddAtton Brickell Hotel

Miami, FL | 262,085 SF | \$45 Million

Conrad Fort Lauderdale Beach

Fort Lauderdale, FL | 425,000 SF | \$40 Million

Plymouth Hotel & Ansonia House Renovation

Miami Beach, FL | 64,000 SF | \$20 Million

Hampton Inn Hotel and Marina

Fort Lauderdale, FL | 152,800 SF | \$24 Million

Residence Inn by Marriott

West Palm Beach, FL | 107,966 SF | \$21 Million

Fairfield Inn and Suites by Marriott

Wellington, FL | 64,555 SF | \$13 Million

Brickell Heights

Miami, FL | 1,427,375 SF | \$183 Million

Miami P3 Hotel

Park-Line Palm Beaches

West Palm Beach, FL | 763,000 SF | Confidential

Alina Residences, Boca Raton

Boca Raton, FL | 650,000 SF | \$117 Million

Via Mizner Phase 1 - Apartments

Boca Raton, FL | 830,105 SF | \$75 Million

Seminole Casino Coconut Creek Expansion & Parking Garage

Coconut Creek, FL | 1,466,650 SF | \$115 Million

Fort Lauderdale-Hollywood International Airport New Concourse A & Terminal 1

Fort Lauderdale, FL | 399,661 SF | \$287 Million

University of Miami Lakeside Village

Coral Gables, FL | 569,441 SF | \$176 Million

360 Rosemary Office Building

West Palm Beach, FL | 600,000 SF | \$80 Million

Miami Dolphins Training Facility

Miami Gardens, FL | 250,000 SF | \$109 Million

EDUCATION

University of Florida, Bachelor of Science, in Building Construction

Florida Atlantic University, Master of Business Administration, in Business

LICENSES/REGISTRATIONS

USGBC LEED AP BD+C Accredited Professional

YEARS EXPERIENCE

21 years





LI LI PRECONSTRUCTION CHIEF

As Preconstruction Chief, Li Li is responsible for managing and coordinating all aspects associated with budget management during the preconstruction phase of a project. Her duties include conceptual and detailed estimating, in house take-offs, documentation and scope review, value analysis, trade contractor prequalification and solicitation, and comparison and cost model reporting.

Li has 30 years of construction industry experience, the last 14 with Moss. She is considered an expert in providing cost estimating management for large technically challenging projects including laboratories. Li's diverse experience includes a number of significant hospitality, mixed-use, public assembly, laboratory/research and educational facilities. Her knowledge and relationships with various local governing agencies and trade contractors provides great value.



PROJECT EXPERIENCE SAMPLING

Daytona Beach Resort
Daytona Beach, FL | 1,169,920 SF | \$130 Million

Harbourside Place and Wyndham Grand Hotel
Jupiter, FL | 783,064 SF | \$91 Million

The Ray
Delray Beach, FL | 220,636 SF | \$51 Million

Soho Beach House Expansion and Modifications
Miami Beach, FL | 88,000 SF | \$48 Million

Residence Inn by Marriott
West Palm Beach, FL | 107,966 SF | \$21 Million

Fairfield Inn and Suites by Marriott
Wellington, FL | 64,555 SF | \$13 Million

400 Sunny Isles Condominiums
Sunny Isles, FL | 870,730 SF | \$102 Million

Broadstone at Brickell
Miami, FL | 641,703 SF | \$73 Million

Icon Harbour Island
Tampa, FL | 412,605 SF | \$67 Million

NSU, The Commons Residence Hall
Davie, FL | 178,806 SF | \$32 Million

Marlins Park
Miami, FL | 928,000 SF | \$450 Million

Miami Open Tennis Tournament
Miami Gardens, FL | 950,000 SF | \$55 Million

Seminole Casino Coconut Creek Expansion & Parking Garage
Coconut Creek, FL | 1,466,650 SF | \$115 Million

Fort Lauderdale-Hollywood International Airport New Concourse A & Terminal 1 Renovation

Fort Lauderdale, FL | 399,661 SF | \$287 Million

360 Rosemary Office Building
West Palm Beach, FL | 600,000 SF | \$80 Million

EDUCATION

University of Florida, Master of Science, in Building Construction

LICENSES/REGISTRATIONS

USGBC Legacy LEED Accredited Professional

Miami P3 Hotel



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JASON HEINDEL

SENIOR PRECONSTRUCTION MANAGER

As Senior Preconstruction Manager, Jason is responsible for managing and coordinating all aspects associated to budget management during the preconstruction phase of a project. His duties include conceptual and detailed estimating, in-house take-offs, documentation and scope review, value analysis, trade contractor prequalification and solicitation, comparison and cost model reporting.

Jason has more than 20 years of construction industry experience, 16 with Moss. His diverse experience includes hospitality, transportation, multi-family, and educational structures. Having worked on many South Florida assignments, Jason's unmatched knowledge and long-term relationships with local agencies and trade contractors provide great value to the project team.



PROJECT EXPERIENCE SAMPLING

Harbourside Place and Wyndham Grand Hotel

Jupiter, FL | 783,064 SF | \$91 Million

The Ray

Delray Beach, FL | 220,636 SF | \$51 Million

Soho Beach House Expansion and Modifications

Miami Beach, FL | 88,000 SF | \$48 Million

Residence Inn by Marriott

West Palm Beach, FL | 107,966 SF | \$21 Million

Fairfield Inn and Suites by Marriott

Wellington, FL | 64,555 SF | \$13 Million

Park-Line Palm Beaches

West Palm Beach, FL | 763,000 SF | Confidential

Alina Residences, Boca Raton

Boca Raton, FL | 650,000 SF | \$117 Million

4 West Las Olas

Fort Lauderdale, FL | 311,999 SF | \$59 Million

University of Miami Lakeside Village

Coral Gables, FL | 569,441 SF | \$176 Million

FIU Parkview Hall Phase I

Miami, FL | 259,771 SF | \$40 Million

NSU, The Commons Residence Hall

Davie, FL | 178,806 SF | \$32 Million

Greenville-Spartanburg International Airport Terminal Improvements

Greer, SC | 407,000 SF | \$105 Million

Marlins Park

Miami, FL | 928,000 SF | \$450 Million

Miami Open Tennis Tournament

Miami Gardens, FL | 950,000 SF | \$55 Million

Miami Dolphins Training Facility

Miami Gardens, FL | 250,000 SF | \$109 Million

360 Rosemary Office Building

West Palm Beach, FL | 600,000 SF | \$80 Million

EDUCATION

University of Cincinnati, Bachelor of Science, in Construction Management

LICENSES/REGISTRATIONS

Associated Builders and Contractors (ABC), Member

Construction Association of South Florida (CASF), Member

Miami P3 Hotel



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Daniel Perez-Zarraga, AIA
Principal

Education

Bachelor of Design University of Florida 1975
Master of Arts in Architecture University of Florida 1977

Registration/Certification

Architect, State of Florida Registration No. 8130
NCARB Certificate #26469

Professional Affiliations

American Institute of Architects
Society of Registered Architects

Firm

Perez & Perez
Architects Planners, Inc.

Aviation Design & Planning Experience for past 36 years with Passenger Terminal, Cargo Terminals, and MRO/Maintenance facilities at MIA, the USA & Latin America.

Mr. Perez-Zarraga has led interdisciplinary teams in the planning, design, construction documentation, and construction administration of many airport and related facilities including landside and airside development. These have included the construction of over 1025,000 SF of passenger concourses, 400,000 SF of terminal facilities, and over 1 million SF of Air Cargo facilities including the AA Control Communications Center at MIA. Through these, he has become technically proficient in the planning and coordination of aviation systems such as 400Hz, fueling systems, preconditioned air, potable water, baggage handling equipment, moving sidewalks, and communications systems such as CUTE, FIDS and BIDS.

At Miami International Airport, he has designed a total of 51 gates, and overseen the placement of over 222,000 SY of aircraft apron. In addition, his terminal work has included development of airline ticket offices and ticket counters, VIP clubs, security facilities, crew base facilities, car rental facilities and commuter aircraft facilities. He has provided space planning and seating layouts for over 9,000 seated passengers and developed directional and informational signage packages including LED, LCD, and UNEX systems.

Project Experience

South Terminal Supplemental Services

Miami International Airport, Miami Florida
Principal/Principal Architect

The South Terminal complex includes the passenger Terminal H, which was designed by Perez & Perez, and the Terminal J passenger concourse designed by MGE Architects and the South Terminal designed by Borelli & Associates.

The South Terminal serves a capacity averaging a flow of 16 million passengers annually. The South Terminal has a total of 32 boarding gates of international and domestic use, and provides services to airlines such as LAN, Avianca, Air France, Bahamasair, Delta, and USAir. As part of this project, the existing Terminal H was modernized to be integrated as part of the overall design of complex coordinating design cohesiveness with the newer expansions, Perez and Perez also provided the design for interior areas of the Terminal J including VIP lounge areas and Office Centers. P&P provided the Program Management Supplemental Services for Miami Dade County Aviation Department, which included project management, design management, design coordination, construction coordination, construction administration, and document and change management control for the project.

Concourse C-D Infill and D Extension

Miami International Airport, Florida
Principal/Principal Architect

Part of the American Airlines North Terminal Development at MIA, this project involves the final design and construction phase services of approx. 950,000 sf on the ramp through the 5th level of the previously constructed C-D infill and D-Extension shell structures. Also included are the existing Concourse D, 2nd and 3rd levels.

Daniel Perez-Zarraga, AIA

Concourse A-B Infill Shell & Interior Finish-Out

Miami International Airport
Principal/Principal Architect

Miami International Airport Part of the American Airlines North Terminal Development. Perez & Perez Architects, in association with Leo A Daly, Miami, is providing final design and construction phase services of approx. 700,000 sf from the ramp through the 5th level of the previously constructed A-B infill and 85 feet of new construction and the alignment of a people mover system.

Concourse H Phase 2 & Headhouse

Miami International Airport, Miami, Florida
Principal/Principal Architect

17-gate passenger concourse developed in multiple phases whose program elements included departure lounges, ramp operations areas, a VIP lounge, a moving sidewalk system at the arrival level. The International Modifications involves the construction of a new 3-level 120,000 SF concourse facility.

Concourse D Extension / Concourse D-Link

Miami International Airport, Miami, Florida
Principal/Principal Architect

A two-phase construction program, Concourse D extension/D Link has added 18 gates of which 14 are designated domestic gates. The first phase provided a 10-gate concourse & satellite facility with international capability, which would ultimately be linked with the second phase providing the infill linkage to the MIA main terminal.

STT CEKA New Vision Cyril E. King International

St. Thomas, U.S. Virgin Islands
Architect/ Principal-in-Charge

This project required the development of an expansion master plan to incorporate new CBP/TSA Standards and reconfigure and remodel of the entire Airport facility to accommodate 12 new gates and corresponding passenger holding rooms.

Terminal DEFGH Wrap

Miami International Airport, Miami, Florida
Principal/Principal Architect

Miami International Airport Project architect for Package C, involves a major expansion to the present terminal configuration. Over 800,000 SF expansion of the existing terminal to a four-story building. Approximately 600,000 SF reconstruction of adjacent areas will involve upgraded access and services for passengers as well as the expansion of the FIS Facilities.

STT CEKA Purchasing & Air Cargo Buildings

St. Thomas, U.S. Virgin Islands
Architect/ Principal-in-Charge

Provided Field Investigation, Building Condition Evaluation & Damage Assessment Report, Verification of Operational Condition, Preparation of Assessment Reports and Drawing Documentation for 35 Virgin Island Port Authority (VIPA) buildings damaged during the 2017 hurricane season.

Air Cargo Development Project

El Dorado International Airport Bogota, Colombia
Principal/Principal Architect

The New Air Cargo Development project at El Dorado International airport consists of a new state of art 112,000 m² air cargo terminal complex, with a 7,000 m² office building, a 52,000 m² multi-tenant cargo operations center, customer service units, truck staging/queuing area, quarantine building, cargo consolidation areas, multiple airside ramps for wide body code D, E cargo aircraft, security control access, taxiway pavement, landside roads and secured parking areas and the renovation of over 21,000 m² of existing facilities. Perez and Perez Provided full design services for this project and have been actively involved during the all construction phases of this project, including the renovation of the previously existing terminal.

Miami Children's Courthouse

Miami, Florida
Architect/ Principal-in-Charge

The 18-courtroom Miami Dade Children's Courthouse was conceived as a facility especially designed as a judicial environment for children. From early programing decisions to the choice of building materials, the process has been one that reflects the importance of value-driven justice and care.

MIA Metrorail Station Miami International Airport

Miami, Florida
Principal/Principal Architect

This new rapid transit facility, inserted within a transportation inter-modal center, expands current heavy rail and bus systems. The overriding question posed by this project was how to effectively expand upon a mature rapid transit system. Our answer lies in providing a critical design approach that continues the common elements of the system yet utilizes current technology in defining a new expression.

PEREZ & PEREZ
ARCHITECTS PLANNERS



Jaime Cruanyas, AIA
Project Architect

Education

Bachelor of Architecture 1978,
University of Miami

Registration/Certification

Architect, State of Florida
Registration #0015486

Professional Affiliations

American Institute of Architects

Firm

Perez & Perez
Architects Planners, Inc.

NCARB-Certificate #48092

Aviation Design & Planning Experience for past 22 years with Passenger Terminal, Cargo Terminals, and MRO/Maintenance facilities at MIA, the USA & Latin America.

Mr. Cruanyas has worked closely with P&P Principals on various institutional facilities including the construction of various large-scale projects throughout Dade County such as passenger terminals at Miami International Airport, and all tenant work with American Airlines including the AA Communications Center at MIA. He has been the Project Architect for a variety of renovation and new construction projects at Miami International Airport.

Project Experience

Concourse C-D Infill and D Extension

Miami International Airport, Florida
Project Architect

Part of the American Airlines North Terminal Development at MIA, this project involves the final design and construction phase services of approx. 950,000 sf on the ramp through the 5th level of the previously constructed C-D infill and D-Extension shell structures. Also included are the existing Concourse D, 2nd and 3rd levels.

Concourse A-B Infill Shell and Interior Finish-Out

Miami International Airport
Project Architect

Miami International Airport Part of the American Airlines North Terminal Development. Perez & Perez Architects, in association with Leo A Daly, Miami, is providing final design and construction phase services of approx. 700,000 sf from the ramp through the 5th level of the previously constructed A-B infill and 85 feet of new construction and the alignment of a people mover system.

Concourse H Phase 2 & Headhouse Modifications

Miami International Airport, Miami, Florida
Project Architect

17-gate passenger concourse developed in multiple phases whose program elements included departure lounges, ramp operations areas, a VIP lounge, a moving sidewalk system at the arrival level.

Miami Children's Courthouse

Miami, Florida
Project Architect

The 18-courtroom Miami Dade Children's Courthouse was conceived as a facility especially designed as a judicial environment for children. From early programing decisions to the choice of building materials, the process has been one that reflects the importance of value-driven justice and care.

MIA Metrorail Station Miami International Airport

Miami, Florida
Project Architect

This new rapid transit facility, inserted within a transportation inter-modal center, expands current heavy rail and bus systems. The overriding question posed by this project was how to effectively expand upon a mature rapid transit system. Our answer lies in providing a critical design approach that continues the common elements of the system yet utilizes current technology in defining a new expression.

STT CEKA New Vision Cyril E. King International

St. Thomas, U.S. Virgin Islands
Project Architect

This project required the development of an expansion master plan to incorporate new CBP/TSA Standards and reconfigure and remodel of the entire Airport facility to accommodate 12 new gates and corresponding passenger holding rooms.

PEREZ & PEREZ
ARCHITECTS PLANNERS



Jaime Ruiz, AIA
Project Architect

Education

Master in Construction Management
1998, Florida International University

Bachelor of Architecture
1994, University of Miami

Registration/Certification

Architect, State of Florida
Registration #AR96791

Architect, Puerto Rico
Registration #19876

NCARB-Certificate #72050

Professional Affiliations

American Institute of Architects

Firm

Perez & Perez
Architects Planners, Inc.

Transportation, Institutional, Hospitality & Residential Design & Planning Experience for the past 25 years.

Mr. Ruiz has over 25 years of experience in project management and planning experience in development of facilities in the transportation, institutional, retail and residential industries. Involved in all phases of the projects from conceptual design to construction administration.

Project Experience:

**Miami International Airport
American Airlines Control Room**
Miami, Florida
Project Architect

Responsible for overall coordination of the project. Responsibilities included overall phasing coordination and construction documents preparation. The project consisted of interior build out of the new AA Control Room in MIA.

**Miami International Airport
North Terminal Development (NTD) Program
NTD Project Offices, MIA Building 3030**
Miami, Florida
Project Architect

Responsible for all phases of the project from design to construction administration. Responsibilities included developing layout plans, coordination with consulting engineers and preparation of construction documents. The project consisted of the interior build out in existing building 3030 for the project offices of the North Terminal Development Team

**Miami International Airport
American Airlines Control Room**
Miami, Florida
Project Architect

Responsible for overall coordination of the project. Responsibilities included overall phasing coordination and construction documents preparation. The project consisted of interior build out of the new AA Control Room in MIA.

**Miami International Airport
North Terminal Development (NTD) Program
American Airlines Credit Union Expansion Phase II**
Miami, Florida
Project Architect

Responsible for all phases of the project from design to construction administration. Responsibilities included coordination with consulting engineers and preparation of construction documents. The project consisted of the interior build out of the AA Credit Union expansion.

**Miami International Airport United Airlines,
Raytheon CTX Equipment Installation**
Miami, Florida
Project Architect

Responsible for overall coordination of multiple design and construction projects. Responsibilities included overall phasing coordination, coordination with consulting engineers and preparation of construction documents. The project consisted of the installation of several Raytheon Equipment in several locations in the MIA Terminal.



GEORGE N. KHOURY, PE

Senior Principal/Partner

George Khoury's career includes the design of a variety of structural systems for a broad range of project types, ranging from parking garages, residential, educational facilities, healthcare, and sports facilities. His diversified experience in structural engineering analysis, design and management combined with his passion for excellence and teaching make him perfectly suited for the role as engineering director.

George started his career as a structural engineer for a major precast pre-stressed company working closely with structural engineers and contractors. During his tenure there, he gained a good understanding of constructability and value engineering, and a great respect for those managing and performing the construction process.

George represents the firm throughout the life of a project, starting from the conceptual design stage through construction administration. His design experience includes cast-in-place concrete, composite precast concrete, post-tensioned concrete, light gage steel, wood, and structural steel systems.

He actively supervises all engineering production and develops our firm's standards.

Relevant Projects

Aircraft Maintenance Hangar for LAN Cargo – Miami International Airport, Miami, Florida

- Aircraft Maintenance Hangar for LAN Cargo consisting of a 236-FT x 270-FT 3-story facility with 50,785-sf of hangar area and 105,670-sf of offices and storage space
- Project Engineer

Embass Air– Opa Locka Airport, Opa Locka, Florida

- Modern and complex hangar for Embass Air. This hangar will service the private jet portion of Opa Locka Airport.
- The enclosed footprint of the hangar is 114,000 SF with the roof area being 155,000 SF split into two wings shaped like a "V".
- Project Engineer

Pompano Residence Inn, Pompano Beach, Florida

- 4-story, 112-room free standing Hotel with Meeting Rooms
- Principal in Charge, Engineer of Record, Threshold Inspector

EDUCATION

Bachelor of Science in Civil Engineering
University of South Florida
May 1994
Major: Structural Engineering

PROFESSIONAL EXPERIENCE

Experience Prior To BNI: 6 Years
With BNI Since 2000

PROFESSIONAL REGISTRATIONS

Licensed Professional Engineer - Florida, Maryland
Certified Special Inspector – Florida

PROFESSIONAL ASSOCIATIONS

American Institute of Steel Construction

Florida Structural Engineering Association

Post Tensioning Institute

Precast Concrete Institute

National Council of Examiners for Engineering and Surveying

SPEAKER

AIA - Design Technology Expo, 2008

FEFPA Conference, 2010

www.bniengineers.com

Miami | Tallahassee | West Palm Beach



Park Central, Miami Beach, Florida

- 4-story Hotel with Pool Deck and Terrace at the roof
- Principal in Charge, Engineer of Record, Threshold Inspector

Hyatt Siesta Key Beach, Sarasota, Florida

- Six Story Fractional Ownership Hotel/Condominium positioned along the Gulf of Mexico.
- The project is situated westward of the coastal construction control line and is situated within a VE zone. All infill first level walls are intended to break away under storm wave loading as per FBC and FEMA requirements.
- Building foundations and columns are designed and positioned to resist code prescribed wave design pressures and storm soil scour levels.
- Post-tensioned flat plate concrete floors, columns, and concrete shear walls
- Principal in Charge, Threshold Inspector

Staybridge Suites Hotel, Miami, Florida

- 5-Story, 231-room, 147,455-SF hotel.
- Load bearing CMU walls and hollow core pre-cast floor system.
- Principal in Charge, Engineer of Record

Lime Tree Bay, Florida Keys, Florida

- 40-unit luxury residential-hotel, 26 two-story units, and 14 flats on two stories, all above garages. The hotel includes numerous resort amenities and support spaces.
- The buildings are located in flood zone requiring breakaway walls.
- Principal in Charge, Engineer of Record, Project Manager

The Orion Resort, Fort Lauderdale, Florida

- 18-story, 440,000-SF resort including 433-car garage with one level underground for 282 cars
- Cast-in-place concrete columns, walls, and post-tensioned slabs.
- Principal in Charge

Aloft - One Palm, Miami, Florida

- The 10-story, 139-room hotel offers a range of recreational amenities including an outdoor pool, a fitness center, and bicycles to rent. The open-style lobby with an attached outdoor patio and urban courtyard is open to the public during bar hours and includes two fire pits, several seating areas, and a large white wall for laser light shows and movie screenings.
- Principal in Charge, Engineer of Record

www.bniengineers.com

Miami | Tallahassee | West Palm Beach



WILLIAM CAYCEDO, PE
Principal

William has over three decades of experience in the field of structural engineering, a significant portion of that with Bliss & Nyitray, Inc. William has been Engineer of Record and Structural (Threshold) Inspector for many of BNI's signature and award-winning projects such as the \$1.8 Billion North Terminal Development at Miami International Airport.

William takes a hands-on approach to engineering and is very involved in projects, particularly at the early stages by setting up structural concepts and system after comparison studies of various framing systems considering aesthetics, constructability, and economy. His leadership and experience ensures team interaction and participation resulting in projects that are delivered on schedule and uphold BNI's standards of the highest quality.

Before joining Bliss & Nyitray, Inc., William worked as a Project Engineer for a major precaster in Miami, and for a New York City design consulting engineer on projects that included a major high-rise office building in New York City, a waterfront structure in Atlantic City, and railroad facilities for the North East Corridor from Boston to Washington D.C.

William actively supervises all the engineering production in the Miami Office.

Relevant Projects

E Satellite APM System Replacement – Miami International Airport, Miami, Florida

- Replacement of the Automated People Mover that carries passengers along a 1,300 foot long elevated guide way from the main airport terminal to the "E" satellite terminal
- Work includes modifications to the elevated guide way structure and to the terminal buildings
- Principal In Charge, Engineer of Record

Aircraft Maintenance Hangar for LAN Cargo – Miami International Airport, Miami, Florida

- Aircraft Maintenance Hangar for LAN Cargo consisting of a 236-FT x 270-FT 3-story facility with 50,785-sf of hangar area and 105,670-sf of offices and storage space
- Principal In Charge, Engineer of Record

North Terminal Development – Miami International Airport, Miami, Florida

- Prime Structural Consultant to Program Manager for the \$2 billion North Terminal expansion
- Responsible for Master Plan development and review of prime consultant's work
- Project Manager

Regional Terminal Facility at North Terminal Development – Miami International Airport, Miami, Florida

EDUCATION

Bachelor of Science in Engineering
New York City College 1978
Major: Structural Engineering

PROFESSIONAL EXPERIENCE

Experience Prior to BNI: 7 years
With BNI Since 1985

PROFESSIONAL REGISTRATIONS

Licensed Professional Engineer - Florida, Puerto Rico, U.S. Virgin Islands
Certified Special Inspector – Florida

PROFESSIONAL ASSOCIATIONS

American Institute of Steel Construction

Florida Structural Engineering Association

Light Gauge Steel Engineers Association

National Council of Examiners for Engineering and Surveying

www.bniengineers.com

Miami | Tallahassee | West Palm Beach



- 3-story, 67,751-SF building for American Eagle commuter planes including covered walkway to the commuter planes.
- Project Manager, Engineer of Record.

American Airlines Early Baggage System – Miami International Airport, Florida

- 46,000-SF, one story building to house baggage conveyors and storage
- Engineer of Record, Project Manager, Threshold Inspector

Concourse E Satellite – Miami International Airport, Florida (completed through Construction Documents)

- New 10 gate, 5-story, 540,000-SF Concourse extending to the west of the existing “E” Satellite. The fifth floor contains a new APM Train Station with a full APM Maintenance Facility on the Fourth Floor.
- Engineer of Record, Project Manager

Aeroterm Hangers #890 & 891 – Miami International Airport, Miami, Florida

- Major renovation and repairs to the existing hangers #890 & 891.
- Preparing as-builts for hanger #891 as well full condition assessment of the facility.
- Principal In Charge, Engineer of Record

Palm Beach Int’l Airport – Baggage Handling System, West Palm Beach, Florida

- Inbound and outbound baggage handling system replacement including new facilities for an integrated checked baggage system.
- Principal in Charge

Embass Air- Opa Locka Airport, Opa Locka, Florida

- Modern and complex hangar for Embass Air. This hangar will service the private jet portion of Opa Locka Airport.
- The enclosed footprint of the hangar is 114,000 SF with the roof area being 155,000 SF split into two wings shaped like a "V".
- Principal In Charge, Engineer of Record

Trump National Doral Golf and Spa Resort Renovations Doral, Florida

- Major renovations to 693 guest rooms and suites and a 75,000 sf spa facility, several restaurants and other amenities.
- Principal in Charge, Project Manager.

Loews Hotel and Spa, Miami Beach, Florida

- 10,000-SF, 3-story spa addition with a roof top terrace.
- Principal in Charge, Engineer of Record, Threshold Inspector, Project Manager

Hilton Miami Dadeland, Miami, Florida

- The 7-story, 150,000 SF hotel has 184 guestrooms, including 34 extended-stay guestroom suites, and a 6,250 SF ballroom with private outdoor patio and dedicated pre-function areas.
- The hotel is also designed for a future 3-story, 130,000 SF conference center.
- Principal in Charge, Engineer of Record

www.bniengineers.com

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ENRIQUE JAVIER SUAREZ
Sr. Mechanical Engineer/Principal

EXPERIENCE SUMMARY

Over 22 years providing HVAC, plumbing and electrical consultation and construction management for high-rise hospitality and residential buildings, airport and cruise terminals, educational facilities, hospitals and miscellaneous commercial developments of varying sorts. Joined Hufsey-Nicolaidis-Garcia-Suarez Associates, Inc. in 1997. Associate of the firm since 2012.

RESPONSIBILITIES

Heating, Ventilation, Air Conditioning, Smoke Control, Fire Protection, Plumbing Design and Construction Management. Additional responsibilities include Design-build Partnering, LEED Certification, Energy Conservation and Implementation Studies, Sewage Disposal, Fuel Transfer Systems, Chilled Water Production and Distribution, Hospital Medical Gases, Solar Water Heating Systems and miscellaneous Mechanical Systems Design.

RELATIVE PROJECTS

Marriott Marquis Hotel and Office Tower (MET 2), Miami, Florida, 2007-2010
 Edition Hotel and Residences by Marriott, Tampa, Florida, 2018-Present
 Turnberry Isle Resort Hotel and Conference Center Expansion, City of Aventura, Florida, 2017-2019
 100 Las Olas Hyatt Hotel and Condominium, 42-Story Complex, Ft Lauderdale, Florida, 2016-2019
 Seville Edition Hotel and Residences by Marriott, Miami Beach, Florida, 2012-2015
 1000 Museum Condominium, 62-Story Complex with rooftop helipad, Miami, Florida, 2015-2020
 EPIC Hotel and Residences, Miami, Florida, 2003-2006
 Four Seasons Hotel and Tower, 72-Story Hotel/Offices/Residences, Miami, Florida, 2000-2004
 The Wyndham Hotel and Resort, Clearwater, Florida, 2007-2010
 Admiral's Club at Concourse D, MIA, Miami, Florida, 2007
 Port of Miami RCCL Cruise Terminal, Design-build Team for Miami-Dade County and RCCL, 2016-2019

EDUCATION / AFFILIATIONS

University of Miami, Bachelor of Science Mechanical Engineering, 1997.

ALBERTO ORRIOLS
Sr. Electrical Engineer

EXPERIENCE SUMMARY

Over 43 years of experience providing interior and exterior lighting, roadway lighting, hi-mast lighting systems, power distribution systems, emergency distribution systems, communication systems and computer power systems for most types of residential, commercial, and industrial facilities. Alberto is a Senior Electrical Engineer. Joined Hufsey-Nicolaides-Garcia-Suarez Associates, Inc. in 1977.

RESPONSIBILITIES

Provides design of electrical, fire alarm, communications and emergency systems for projects such as shopping centers, restaurants, hotels, multi-family projects (high-rise and low-rise), educational facilities, transportation, medical, industrial facilities, and office buildings.

RELATIVE PROJECTS

The Wyndham Hotel and Resort, Clearwater, Florida, 2007-2010
 Four Seasons Hotel and Tower, 72-Story Hotel/Offices/Residences, Miami, Florida, 2000-2004
 EPIC Hotel and Residences, Miami, Florida, 2003-2006
 1000 Museum Condominium, 62-Story Complex with rooftop helipad, Miami, Florida, 2015-2020
 Port of Miami Terminal D, Miami-Dade County, 2012-2014
 NTD Concourse "D" Shell Package, Miami International Airport, Miami, Florida, 2000-2005
 MIA DEFGH Wrap, Miami International Airport, Miami, Florida
 Admiral's Club at Concourse D, MIA, Miami, Florida, 2007
 Admiral's Club at Concourse A, MIA, Miami, Florida, 2008
 MIA "Skybridges" Moving Walkways and Helipad, Miami, Florida, 1988-1990

EDUCATION/AFFILIATIONS

Bachelor of Science in Civil Engineering (Minor in Electrical Engineering)
 University of Miami, 1981

DINORAH MORALEJO, P.E. LEED AP BD+C
Sr. Mechanical Engineer/Associate

EXPERIENCE SUMMARY

Over 20 years providing Mechanical Engineering design for projects such as hotels, airport terminals, restaurants, schools, banks, marinas, office buildings and condominiums. Joined Hufsey-Nicolaides-Garcia-Suarez, Inc. in 2000. Associate of the firm since 2019.

RESPONSIBILITIES

Heating, Ventilation, Air Conditioning, Smoke Control, Fire Protection, Plumbing Design and Construction Management. Additional responsibilities include Design-build Partnering, LEED Certification, Energy Conservation and Implementation Studies, Sewage Disposal, Fuel Transfer Systems, Chilled Water Production and Distribution, Hospital Medical Gases, Solar Water Heating Systems and miscellaneous Mechanical Systems Design.

RELATIVE PROJECTS

Marriott Marquis Hotel and Office Tower (MET 2), Miami, Florida, 2007-2010
 Edition Hotel and Residences by Marriott, Tampa, Florida, 2018-Present
 Turnberry Isle Resort Hotel and Conference Center Expansion, City of Aventura, Florida, 2017-2019
 100 Las Olas Hyatt Hotel and Condominium, 42-Story Complex, Ft Lauderdale, Florida, 2016-2019
 Higgins Hotel and Conference Center, New Orleans, Louisiana, 2016-2018
 Merrick Park Hotel, Coral Gables, Florida 2018-Present
 The Wyndham Hotel and Resort, Clearwater, Florida, 2007-2010
 1000 Museum Condominium, 62-Story Complex with rooftop helipad, Miami, Florida, 2015-2020
 Port of Miami RCCL Cruise Terminal, Design-build team for Miami-Dade County and RCCL, 2016-2019
 Admiral's Club at Concourse D, MIA, Miami, Florida, 2007
 Admiral's Club at Concourse A, MIA, Miami, Florida, 2008

EDUCATION / AFFILIATIONS

Instituto Superior Politécnico Jose Antonio Echevarría, La Havana, Cuba 1999
 Bachelor of Science in Mechanical Engineering, 1999.
 Florida Registered Professional Engineer, 2005. LEED AP BD + C, 2009

MICHAEL L. FOSSLER
Principal

EXPERIENCE SUMMARY

Over 40 years providing HVAC, plumbing and electrical consultation and construction management for hi-rise hospitality and residential buildings, airport and cruise terminals, educational facilities, hospitals and miscellaneous commercial developments of varying sorts. Joined Hufsey-Nicolaides-Garcia-Suarez Associates, Inc. in 1980. Associate of the firm since 1986.

RESPONSIBILITIES

Heating, Ventilation, Air Conditioning, Smoke Control, Fire Protection, Plumbing Design and Construction Management. Additional responsibilities include Design-build Partnering, LEED Certification, Energy Conservation and Implementation Studies, Sewage Disposal, Fuel Transfer Systems, Chilled Water Production and Distribution, Hospital Medical Gases, Solar Water Heating Systems and miscellaneous Mechanical Systems Design.

RELATIVE PROJECTS

Marriott Marquis Hotel and Office Tower (MET 2), Miami, Florida, 2007-2010
Edition Hotel and Residences by Marriott, Tampa, Florida, 2018-Present
Turnberry Isle Resort Hotel and Conference Center Expansion, City of Aventura, Florida, 2017-2019
100 Las Olas Hyatt Hotel and Condominium, 42-Story Complex, Ft Lauderdale, Florida, 2016-2019
Four Seasons Hotel and Tower, 72-Story Hotel/Offices/Residences, Miami, Florida, 2000-2004
Seville Edition Hotel and Residences by Marriott, Miami Beach, Florida, 2012-2015
EPIC Hotel and Residences, Miami, Florida, 2003-2006
1000 Museum Condominium, 62-Story Complex with rooftop helipad, Miami, Florida, 2015-2020
Midtown 5, 26-Story Apt Complex, Design-build Team for private developer, Miami, Florida, 2016-2018
Port of Miami RCCL Cruise Terminal, Design-build Team for Miami-Dade County and RCCL, 2016-2019
NTD Concourse "D" Shell Package, Miami International Airport, Miami, Florida, 2000-2005
MIA DEFGH Wrap, Miami International Airport, Miami, Florida
Admiral's Club at Concourse D, MIA, Miami, Florida, 2007
Admiral's Club at Concourse A, MIA, Miami, Florida, 2008
MIA "Skybridges" Moving Walkways and Helipad, Miami, Florida, 1988-1990

EDUCATION/AFFILIATIONS

University of Miami, Mechanical Engineering, 1979-1983
Florida International University, Mechanical Engineering, 1986-1990
Engineer Intern, State of Florida,
LEED AP BD+C

John "Ben" Hutchens, PLA, SITES AP, LEED AP

VICE PRESIDENT, LANDSCAPE ARCHITECT / LEAD LANDSCAPE ARCHITECT DESIGNER

**EDUCATION**

Master of Landscape Architecture
Florida International University, 2006

Bachelor of Arts in Historic Preservation and
Community Planning, College of Charleston,
South Carolina, 2003

PROFESSIONAL REGISTRATIONS

Registered Landscape Architect, Florida (#6667038)

SITES Accredited Professional (#0001218)

LEED Accredited Professional

PROFESSIONAL ORGANIZATIONS

American Society of Landscape Architects (ASLA)

Mr. Hutchens is a Registered Landscape Architect with over 15 years of experience that specializes in urban site design for mixed-use, commercial, multi-family residential, municipal and institutional projects both local and international. Driven by a passion of the outdoors and striving to achieve a timeless design and a sense of place with every project; Ben's thoughtful and expressive design demonstrate his commitment to aesthetics, functionality, and resiliency while providing clients with designs of great impact and value.

RELEVANT PROJECT EXPERIENCE (SELECT LISTING)

Grand Hyatt Miami Beach Convention Center Headquarter Hotel, Miami Beach, Florida
798,000 SF - 800-key Hotel + Convention Center
Landscape Architecture, On-Deck Amenities, Streetscape Design, Skybridge connecting hotel to convention center

MetLife Midtown Heights, Atlanta, Georgia
3,000,000 SF - Mixed-Use
Residential, Office, Retail, Hotel, Landscape Architecture, Urban, Transit Oriented, Open Space, Streetscape Design

SLS Brickell Hotel & Residences, Miami, Florida
1,050,000 SF - 453 residential units / 132 rooms and suites
Residential, Hotel, Retail, Urban Design, Streetscape Design, Landscape Architecture, On-Deck Amenities

SLS Lux Brickell Hotel & Residences, Miami, Florida
1,074,000 SF - 450 luxury condos/ 84 luxury condo-hotel suites
Residential, Hotel, Retail, Urban Design, Landscape Architecture, On-Deck Amenities, Streetscape Design

East Hotel Miami @ Brickell City Centre, Miami, Florida
Brickell City Centre all phases 9,200,000 SF – East 352 keys
Hotel, Restaurants, Urban Design, Landscape Architecture, Streetscape Design, On-Deck Amenities

Hyde Suites & Residences, Midtown Miami, Florida
910,000 SF - 60 designer suites / 350 residential units
Residential, Hotel, Retail, Urban, Landscape Architecture, On-Deck Amenities, Streetscape Design

Ritz-Carlton Resort Residences, Sunny Isles Beach, Florida
800,000 SF - 212 luxury condos
Residential, Restaurant, Landscape Architecture, On-Deck Amenities, Streetscape Design, Oceanfront

Brickell City Centre, Miami, Florida
9,500,000 SF all phases - Mixed-Use - 1,400 Condo Units; 729,000 SF Retail; 260,000 SF Office; 263-keys Hotel; 2,600 parking spaces
Master Planning, Residential, Office, Hotel, Retail, Cinema, Restaurants, Climate Ribbon, Urban Design, Landscape Architecture, Resilient Design, Under-Deck and On-Deck Amenities, Streetscape Design, Transportation, Green Infrastructure, Stormwater Management, LEED NC: Gold

HSBC, Mandarin Oriental Hotel and Taikoo Hui, Guangzhou, China
4,441,000 SF - Mixed-Use - 263-keys 5-star Hotel and 24 Serviced Apartments;
160,000 SF Office; 138,000 SF Retail
Master Planning, Hotel, Retail, Office, Residential, Cultural Center, Transit Oriented, Urban Design, Green Infrastructure, Landscape Architecture, On-Deck Amenities

Capital at Brickell Mixed-Use, Miami, Florida
3,124,000 SF - 1,506 Residential Units and Hotel Rooms
Residential, Hotel, Office, Retail, Landscape Architecture, On-Deck Amenities

Virgin Voyages Cruise Terminal @ PortMiami, Miami, Florida
119,155 SF
Office, Transportation, Public/Government, Waterfront, Landscape Architecture, Open Space, LEED Gold

John "Ben" Hutchens, PLA, SITES AP, LEED AP

VICE PRESIDENT, LANDSCAPE ARCHITECT / LEAD LANDSCAPE ARCHITECT DESIGNER



MSC Cruises Terminal @ PortMiami, Miami, Florida
1,319,000 SF
Office, Public/Government, Transportation, Waterfront, Landscape Architecture, Open Space

Mr. C Hotel, Miami, Florida
27,400 SF
Hotel, Landscape Architecture, On-Deck Amenities, Streetscape Design, Resilient Design

500 Alton Park, Miami Beach, Florida
3-acres - Public Park with Private Residential Tower
Residential, Commercial, Master Planning, Landscape Architecture, On-Deck Amenities, Open Space/Park, Green Infrastructure, Resilient Design, Stormwater Management, Streetscape Design, Public Outreach, Public Realm

University of Miami Lakeside Village, Coral Gables, Florida
546,000 SF / 12.5-acres - 1,115-beds - Mixed-Use
Student Housing, Residential, Commercial, Office, Academic, Master Planning, Landscape Architecture, Public, Under-Deck and On-Deck Amenities, Green Infrastructure, 25 extensive green roofs, Stormwater Management, LEED

The One at University City, Miami, Florida
580,000 SF - 1,244-beds - Mixed-Use
Student Housing, Residential, Commercial, Landscape Architecture, On-Deck Amenities, Streetscape Design, Resilient Design, Green Infrastructure

Mr. C Residences, Miami, Florida
66,100 SF
Residential, Landscape Architecture, On-Deck Amenities, Streetscape Design, Resilient Design, Green Infrastructure, Stormwater Management

Icon Bay Residences and Park, Miami, Florida
755,000 SF - Public Park
Residential, Waterfront Promenade, Landscape Architecture, Public Open Space, On-Deck Amenities

Brickell Heights, Miami, Florida
1,565,000 SF - 690 Residential Units
Residential, Retail, Landscape Architecture, On-Deck Amenities, Streetscape Design

4000 Alton Park, Miami Beach, Florida
1-acre - Public Park with Private Residential Tower
Residential, Master Planning, Landscape Architecture, Open Space/Park, On-Deck Amenities, Green Infrastructure, Resilient Design, Sustainability, Stormwater Management, Streetscape Design, Public Realm

Aria on the Bay, Miami, Florida
1,374,000 SF - 647 Residential Units
Residential, Retail, Landscape Architecture, On-Deck Amenities, Streetscape Design

PortMiami Tunnel - Watson & Dodge Island, Florida, Florida
2 Tunnel Portals, 6 acres (above ground) Landscape / Lead Design
Architect, Design Landscape Architect, Interior Design, Planning, Green Infrastructure, Transportation, Resilient Design, Stormwater Management

Wynwood Streetscape Master Plan and Design Guidelines, Wynwood District - Miami, Florida
216-acres
Master Planning, Urban Design, Landscape Architecture, Streetscape Design, Woonerf Design, Resilient Design, Green Infrastructure, Stormwater Management, Public Outreach, Design Guidelines

Oceana Key Biscayne, Key Biscayne, Florida
775,000 SF - 142 Condo Units, 12 Luxury Villas
Residential, Oceanfront, Landscape Architecture, Open Space, Amenities, On-Deck Amenities

Margarita Blanco, Ph.D, LEED AP
PROJECT DIRECTOR



EDUCATION

PhD. Landscape Architecture
University of Florida, 2019

Master of Landscape Architecture
Florida International University, 2006

Diploma in Business Studies,
London School of Economics, 1982

Bachelor of Architecture, Cornell University, 1980

Driven by a commitment to excellence, Ms. Blanco has been the Director of ArqGEO since obtaining her Master of Landscape Architecture degree in 2005, after over 25 years of practice in Architecture. She is involved on nearly every project and ensures that proper and accurate execution of the design intent is carried out down to the smallest detail. Under her direction, the firm has earned numerous state, national, and international awards.

During her 35+ year career working on numerous projects worldwide, Ms. Blanco vast project type experience includes hotels and resorts, offices, retail, residential, educational, mixed-use, and park projects ranging from large master plans, technologically advanced housing, to luxury high-end residential. Ms. Blanco has been practicing Landscape Architecture for 15 years.

PROFESSIONAL REGISTRATIONS

LEED Accredited Professional

RELEVANT PROJECT EXPERIENCE (SELECT LISTING)

PROFESSIONAL ORGANIZATIONS

American Society of Landscape Architects (ASLA)

Grand Hyatt Miami Beach Convention Center Headquarter Hotel, Miami Beach, Florida
798,000 SF - 800-key Hotel + Convention Center
Hotel, Retail, Landscape Architecture, On-Deck Amenities, Streetscape Design, Skybridge connecting hotel to convention center

AWARDS

David R. Coffin 2017, Foundation for Landscape Studies

SLS Brickell Hotel & Residences, Miami, Florida
1,074,000 SF - 453 residential units / 132 rooms and suites
Residential, Hotel, Retail, Urban Design, Streetscape Design, Landscape Architecture, On-Deck Amenities

SLS Lux Brickell Hotel & Residences, Miami, Florida
1,074,000 SF - 450 luxury condos / 84 luxury condo-hotel suites
Residential, Hotel, Retail, Urban Design, Landscape Architecture, On-Deck Amenities, Streetscape Design

East Hotel Miami @ Brickell City Centre, Miami, Florida
Brickell City Centre all phases 9,200,000 SF - East 352 keys
Hotel, Restaurants, Urban Design, Landscape Architecture, Streetscape Design, On-Deck Amenities

Hyde Suites & Residences, Midtown Miami, Florida
910,000 SF - 60 designer suites / 350 residential units
Residential, Hotel, Retail, Urban, Landscape Architecture, On-Deck Amenities, Streetscape Design

Ritz-Carlton Resort Residences, Sunny Isles Beach, Florida
800,000 SF - 212 luxury condos
Residential, Restaurant, Landscape Architecture, On-Deck Amenities, Streetscape Design, Oceanfront

Brickell City Centre, Miami, Florida
9,500,000 SF all phases - Mixed-Use - 1,400 Condo Units; 729,000 SF Retail; 260,000 SF Office; 263-keys Hotel; 2,600 parking spaces
Master Planning, Residential, Office, Hotel, Retail, Cinema, Restaurants, Climate Ribbon, Urban Design, Landscape Architecture, Resilient Design, Under-Deck and On-Deck Amenities, Streetscape Design, Transportation, Green Infrastructure, Stormwater Management, LEED NC: Gold

HSBC, Mandarin Oriental Hotel and Taikoo Hui, Guangzhou, China
4,441,000 SF - Mixed-Use - 263-keys 5-star Hotel and 24 Serviced Apartments; 160,000 SF Office; 138,000 SF Retail
Master Planning, Hotel, Retail, Office, Residential, Cultural Center, Transit Oriented, Urban Design, Green Infrastructure, Landscape Architecture, On-Deck Amenities

MetLife Midtown Heights, Atlanta, Georgia
3,000,000 SF - Mixed-Use
Residential, Office, Retail, Hotel, Landscape Architecture, Urban Design, Transit Oriented, Open Space, Streetscape Design

Mr. C Hotel, Miami, Florida
27,400 SF
Hotel, Landscape Architecture, On-Deck Amenities, Streetscape Design, Resilient Design

Margarita Blanco, Ph.D, LEED AP
PROJECT DIRECTOR



Virgin Voyages Cruise Terminal @ PortMiami, Miami, Florida
119,155 SF
Office, Transportation, Public/Government, Waterfront, Landscape Architecture,
Open Space, LEED Gold

MSC Cruises Terminal @ PortMiami, Miami, Florida
1,319,000 SF
Office, Public/Government, Transportation, Waterfront, Landscape Architecture,
Open Space

The One at University City, Miami, Florida
580,000 SF - 1,244-beds - Mixed-Use
Student Housing, Residential, Commercial, Landscape Architecture, On-Deck
Amenities, Streetscape Design, Resilient Design, Green Infrastructure

500 Alton Park, Miami Beach, Florida
3-acres - Public Park + Private Residential Tower
Residential, Commercial, Public, On-Deck Amenities, Open Space, Green
Infrastructure, Resilient Design, Stormwater Management, Streetscape
Design, Public Outreach, 158' long Pedestrian Bridge, Mobility

Icon Bay Residences and Park, Miami, Florida
755,000 SF - Public Park
Residential, Waterfront Promenade, Landscape Architecture, Sport Courts, Public
Open Space, On-Deck Amenities

Paraiso Bayviews, Edgewater/Miami, Florida
644,000 SF - 389 Luxury Residential Units
Residential, Landscape Architecture, Sport Courts, On-Deck Amenities

Brickell Heights, Miami, Florida
1,565,000 SF - 690 Residential Units
Residential, Retail, Urban Design, Landscape Architecture, On-Deck Amenities,
Streetscape Design

Pali Hotel, Miami, Florida
68,000 SF - 103-keys / Mixed-Use
Hotel, Retail, Landscape Architecture, On-Deck Amenities

Aria on the Bay, Miami, Florida
1,374,000 SF - 647 Residential Units
Residential, Retail, On-Deck Amenities, Landscape Architecture, Streetscape Design

Oasis, Hallandale, Florida
315,000 SF Mixed-Use
Master Planning, Residential, Retail, On-Deck Amenities, Landscape Architecture,
Streetscape Design

University of Miami Lakeside Village, Coral Gables, Florida
546,000 SF / 12.5-acres - 1,115-beds - Mixed-Use
Student Housing, Residential, Commercial, Office, Academic, Master Planning,
Landscape Architecture, Open Space/Park, Under-Deck and On-Deck Amenities,
Green Infrastructure, 25 extensive green roofs, Stormwater Management, Green
Infrastructure, LEED

Wynwood Streetscape Master Plan and Design Guidelines, Wynwood District -
Miami, Florida
216-acres
Master Planning, Urban Design, Landscape Architecture, Streetscape Design,
Woonerf Design, Resilient Design, Green Infrastructure, Stormwater Management,
Public Outreach, Design Guidelines

Perez Art Museum Miami, Miami, Florida
315,000 SF Museum
Cultural, Academic, Waterfront, Landscape Architecture, Public, Park/Open Space,
Pervious Under-Deck Parking, Adaptability, Resilient Design, Green Infrastructure,
Stormwater Management, LEED BD+C: Gold

Veronika Ortega

ASSOCIATE, DESIGNER / PROJECT MANAGER

**EDUCATION**

Master of Landscape Architecture and Urbanism,
University of Pennsylvania, 2016

Master of Architecture
Northeastern University, 2014

Bachelor of Science in Architecture,
Northeastern University, 2012

Since Ms. Ortega joined ArqGEO in 2012, she has worked on projects varying in scope and size and her responsibilities have included conceptual design, design development, construction detailing, and graphic presentations. She is passionate and committed to creating innovative and sustainable designs that encourage the relationship between built and natural environments. Veronika focuses on designing outdoor environments that are user-focused, contextual, and transformative.

RELEVANT PROJECT EXPERIENCE (SELECT LISTING)

SLS Lux Brickell Hotel & Residences, Miami, Florida
1,074,000 SF - 450 Luxury Condos / 84 Luxury Condo-Hotel Suites
Hotel, Residential, Retail, Landscape Architecture, On-Deck Amenities, Streetscape Design, Multi-Sport Court Design

Hyde Suites & Residences, Midtown Miami, Florida
910,000 SF - 60 Designer Suites / 350 Residential Units - Mixed-Use
Hotel, Residential, Retail, Landscape Architecture, On-Deck Amenities, Urban, Streetscape Design, Multi-Sport Court Design

The Joseph, a Luxury Collection Hotel, Nashville, Tennessee
332,050 SF - 30-keys
Hotel, Retail, Landscape Architecture, On-Deck Amenities, Green Infrastructure

MetLife Midtown Heights, Atlanta, Georgia
3,000,000 SF - Mixed-Use
Hotel, Residential, Office, Retail, Landscape Architecture, Urban Design, Transit Oriented, Open Space, Streetscape Design

Pali Hotel, Miami, Florida
68,000 SF - 103-keys / Mixed-Use
Hotel, Retail, Landscape Architecture, On-Deck Amenities

Monaco Yacht Club, Miami Beach, Florida
95,798 SF - 30 Condo Units
Residential, Waterfront, Marina, Landscape Architecture, Public Baywalk, On-Deck Amenities

Icon Bay Residences and Public Park, Miami, Florida
755,000 SF
Residential, Waterfront, Landscape Architecture, Open Space/Public Park, Green Infrastructure, Waterfront Promenade, Multi-Sport Court Design

Brickell Heights, Miami, Florida
1,565,000 SF - 690 Residential Units - Mixed-Use
Residential, Retail, Urban Design, Landscape Architecture, On-Deck Amenities, Streetscape Design

Fendi Chateau Residences, Surfside, Florida
85,036 SF - 60 Condo Units
Residential, Oceanfront, Landscape Architecture, Amenity Deck, Streetscape Design

University of Miami Lakeside Village, Coral Gables, Florida
546,000 SF / 12.5-acres - 1,115-beds - Mixed-Use
Student Housing, Residential, Commercial, Office, Academic, Master Planning, Landscape Architecture, Open Space/Park, Under-Deck and On-Deck Amenities, Green Infrastructure, 25 extensive green roofs, Stormwater Management, Green Infrastructure, LEED

Wynwood Streetscape Master Plan and Design Guidelines, Wynwood District - Miami, Florida
216-acres
Master Planning, Urban Design, Landscape Architecture, Streetscape Design, Woonerf Design, Resilient Design, Green Infrastructure, Stormwater Management, Public Outreach, Design Guidelines



PERSONNEL PROFILE



JEFFREY J. CONLEY AAIA | CCP | DCEP | LEED AP^{BD&C}

Managing Principal | Senior Commissioning Engineer : Electrical, Lighting, Solar Power Systems

Mr. Conley manages the business aspects of SEQUIL in addition to providing principal-level management on all projects. He is the senior commissioning authority for electrical and renewable energy systems, with extensive focus on lighting system optimization. His 20+ years of experience includes engineering and design of building systems with sustainability as a primary mission. Since founding SEQUIL Systems in 2002, He has led the firm to a position of strength not only financially but as a recognized leader in a growing field of LEED + Commissioning service providers.

Education

The Pennsylvania State University
Bachelor of Architectural Engineering
University Park PA, 1987

Professional Affiliations

American Institute of Architects
International Association of Lighting Designers
Labs21 Data Center Energy Practitioner
US Green Building Council
Illuminating Engineering Society
Building Commissioning Association
Institute of Electrical and Electronics Engineers
The Climate Project

Corporate Background

Shen Milson & Wilke, New York New York
Director, Florida Operations
Flack + Kurtz, New York New York
Project Manager; Electrical Engineer
Syska & Hennessy, New York New York
Project Manager; Electrical Engineer

Presentations/Publications

"Facility Optimization: From Design Through Operations" Miami-Dade County
Green Lecture Series, July 2011
"Optimization = Sustainability: LEED + Cx"
USGBC South Florida, February 2008
"LEED and Commissioning – Quality Assurance for your Building"
Facilities Today, December 2008

Client List (partial)

Autodesk Avon Corp. Camillus House
US Coast Guard Publix Corp.
Charlotte County Schools EPA
Florida International University
Florida Atlantic University
Florida Gulf Coast University
NASA Kennedy Space Center
National Park Service
Palm Beach State College
Palm Beach County
Pinnacle Housing Group
BayCare Lynn University
Arquitectonca Gensler Perkins + Will

Commissioning Experience

Mr. Conley has been involved in all aspects of building architecture, engineering and construction since 1987. He has designed and project-managed the implementation of systems in over 20 million square feet of health care, commercial, telecom, university and mixed-use projects worldwide. With a large portfolio of projects, Mr. Conley creates a confident, experienced and healthy work environment amongst project ownership, design and contracting teams with a focus on teamwork and good communication.

Norwegian Cruise Terminal, PortMiami 4/10/2018 – 10/30/2020 *Pursuing LEED Gold*
The world-class, sustainable design will accommodate some of the largest ships and features new technology to support faster and more efficient embarkation and disembarkation processing. Jef's scope in this project included overall sustainability and commissioning oversight.

Royal Caribbean Cruise Terminal, PortMiami 2/17/2016 – 8/17/2020 *Pursuing LEED Silver*
The 170,000 SF terminal, nicknamed "the Crown of Miami" is designed with sustainability in mind and will handle the largest cruise ships in the world. It will house an angular glass center and a parking garage. Jef's scope in this project included overall commissioning oversight.

Resorts World Catskills 11/ 2015 – 11/2019 *Certified LEED*
\$1.1 Billion, 973,000 square foot, 18-floor resort and casino. Opened in February 2018, contains 332 guest suites, 112 gaming tables and 2,150 slot machines along with entertainment and corporate convention facilities. Jef completed the LEED Certification Program Management.

Surf Club/Four Seasons Resort and Managed Residences, Miami Florida 8/15/2013 - 10/24/2018 *Certified LEED Silver*
\$419 million, 800,000 square foot multi-building resort and residential complex. New construction surrounding a restoration and re-imagining of the 1930s Surf Club resort on the Atlantic coast. Jef's scope in this project included overall sustainability and commissioning oversight.

Frost Museum of Science, Miami Florida 5/17/2011 - 12/24/2018 *Certified LEED Gold*
\$300 million, 250,000 square foot science museum on the Biscayne Bay waterfront. Project includes a 600,000-gallon aquarium and exhibits, a planetarium and a wide variety of energy and environmental learning centers. Jef provided high level commissioning consulting, as well as performed some of the most challenging commissioning testing processes. . Jef's scope in this project included overall sustainability and commissioning oversight.

Oceana Bal Harbour, Miami Florida 8/6/2013 - 6/4/2018 *LEED Certification*
Building Simulation + Energy Modeling on this luxury 28-story,260-unit oceanfront condominium tower. Complex building model accounting for multiple building functions across a three-building site. Utilized Trane Trace computer-based modeling to inform the design and reduce construction and operating costs. . Jef's scope in this project included overall sustainability and commissioning oversight.

Okan Tower, Miami, Florida 11/15/2018 – On going *Pursuing LEED Silver*
Rising 70 stories, Okan Tower will be a luxury Condo Hotel to be managed by the Hilton brand. The project is being designed and constructed around the concepts of connectivity, 360 views, energy performance, comfort, and high standards of wellness for its guest and residents. Jef is providing high level supervision for the sustainability scope.

Florida Turnpike Service Plazas, 2011 – 2020 *Certified LEED Silver and Gold*
Designed to greet travelers with an open, natural Florida-inspired design with the use of natural daylight and sustainable materials, the plazas include multiple food and merchandising options,

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EXHIBIT E: RESUMES OF TEAM MEMBERS



SAMANTHA VARELA LEED AP^{BD&C}

Project Manager, Sustainability Services

PERSONNEL PROFILE



Ms. Varela is a Sustainability Construction Project Manager for LEED and FGBC projects and helps to maintain efficiency within the Sustainability Services group. She has daily contact with owners and design teams, provides comprehensive reviews of project-specific sustainability goals. She currently works closely with the Principal to maintain and update SEQUIL's management program. Ms. Varela works directly with the Senior Project Managers to develop innovative resilience strategies specific to geographic location for projects.

Education

University of Florida, Gainesville, FL
 -2017: B.S. Sustainability and the Built Environment; *Minor in Innovation & Entrepreneurship*
 2017: International Scholars Program

Accreditations

LEED AP, BD + C
 FGBC Designated Professional
 Fitwel Ambassador

Professional Affiliations

US Green Building Council
South Florida Board Member

Experience

City of Gainesville, FL
 February 2017
 Certified Flood Plain Manager Intern

 Miami-Dade County Office of Resilience
 December 2016
 Intern

Awards/Recognition

USGBC Rinker Student Organization
 Coordinator
 UF Green Building Learning Collaborative
 Member
Recipient, Hispanic Police Officer Association Scholarship
 Recipient, Police Benevolent Association
 Scholarship

Sustainability Consulting Experience

Samantha is responsible for all project management for FGBC projects and is involved as a LEED project manager on many projects. She leads the firm in the advancement and development of its Pluribus® program management and commissioning platform to manage its projects in real-time from design through ownership.

Norwegian Cruise Terminal, Port Miami 4/10/2018 – 10/30/2020 Pursuing LEED Gold

This high-rise will span 21 floors, featuring 72 residences near the Naples waterfront. The luxury residences will utilize water-saving features, efficient glazing and Pentair Everpure Filtration Advantage. Mystique will be the first LEED certified building of its kind in the Pelican Bay area. Showcasing WELL Building Standard Features in the Innovation category for LEED. Samantha is the LEED Program Manager.

Royal Caribbean Cruise Terminal, PortMiami 2/17/2016 – 8/17/2020 Pursuing LEED Silver

An iconic 170,000 SF state-of-the-art facility was designed and built to extend the experience to approximately 2 million passengers. Featuring the latest cooling and ventilation strategies. The building is currently in operation. SEQUIL is providing the energy modeling, building Cx, and secondary LEED assistance to main consultant. Samantha is assisting as LEED PM for construction documentation

Brickell Hilton Hotel, Miami, Florida 12/21/2017 – On going Pursuing LEED-Silver

A dual brand hotel, offering 353 luxury guest rooms in a 30-story tower of 283,000 SF. Centrally located in the heart of Miami, the hotel enjoys the proximity to many public transportation options, as well as proximity to work and recreational locations. The hotel design is charged with efficient HVAC systems, daylighting, and optimal indoor air quality among other eco-lodging alternatives. Samantha is the LEED Program Manager.

Gables Station, Coral Gables, Florida 4/5/2017 – on going Pursuing LEED Silver

A mixed-use transit-oriented development, which will feature 3 20-story towers, 504 multi-family units, and 105,000 SF of retail space. An open, inviting public space that promotes the live, work, and play themes which animate the design. These program features along with a sustainable and energy efficient design provide a unique product for South Florida. Samantha is the LEED Program Manager.

Fire Station 8, West Palm Beach, Florida 6/6/2016 – On going Pursuing LEED-Silver

This 10,032 SF facility will house 6 firefighters and 2 staff at a time. Amenities will include a gym area, 6 bunk rooms, apparatus bay/engine room, and dayroom with dining and kitchen areas. Daylighting, efficient HVAC and low-flow water fixtures are incorporated. Samantha is the LEED Program Manager.

UM Student Village, Coral Gables, Florida 11/7/2016 – On going Pursuing LEED Gold

\$150 million, 23-building, 444,000 square foot, 1,100-bed dormitory complex snaking through the UM Coral Gables campus. Project will be built as a hub of student life and activity, as well as a residential backbone to interconnect the various sites and functions of this major university. Samantha is the LEED Program Manager.

Mr. C Hotel, Coconut Grove, Florida 2/17/2018 – On going Pursuing FGBC-Silver

Drawing on inspiration from Italy's iconic coastal style, this 5-Star, 62,000 SF boutique lifestyle hotel is just under 100 unites and is set in a bustling, high-density area located near public transportation. The project will include an emphasis on wellness by incorporation no-smoking policies, indoor air quality measures, and acoustic performance. Disaster mitigation and durability are also part of the design and construction. Samantha is the FGBC Program Manager.

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JESSE E. PETERS Mechanical Engineer

Commissioning Agent

PERSONNEL PROFILE



With a degree in Mechanical Engineering and experience as an HVAC technician, Mr. Peters brings a unique combination of hands-on experience and technical knowledge. From managing a test-and-balance division to contributing on MEP design and leading the commissioning services, Mr. Peters' construction background is versatile and well rounded. He has worked on projects that include education, healthcare, hospitality and high-end residential. As an experienced commissioning agent, his work includes review of construction drawings, submittals and test reports, performing site visits and installation verifications, facilitating commissioning meetings and testing MEP systems to confirm performance and system integration.

Education

University of Colorado, Denver
Bachelor of Science, Mechanical Engineering

Certification

CxA – Commissioning Authority
AABC Commissioning Group
2018

Technical Experience

Trane Trace
Auto CAD
Revit
Cx Alloy

Project Platforms

Bluebeam
Plangrid
Procure
E-builder

BAS Platforms

Metasys - JCI
Niagara
Tracer Summit - Trane
Setpoint systems
Automated Logic

Commissioning Experience

Mr. Peters manages the commissioning process for new and existing buildings. Having worked on numerous commissioning projects, he works closely with the project teams to provide a collaborative, complementary approach to commissioning. He works effectively with ownership, design and contracting teams to help deliver more efficient, resilient buildings. His experience covers virtually all elements of the project including Lighting controls, security, DHW, emergency power, HVAC and the building automation system (BAS).

Norwegian Cruise Terminal, Port Miami 4/10/2018 – 10/30/2020 *Pursuing LEED Gold*
The world-class, sustainable design will accommodate some of the largest ships and features new technology to support faster and more efficient embarkation and disembarkation processing. SEQUIL is providing LEED, Commissioning and Energy Modeling services. Jesse is the CxA for the project.

Royal Caribbean Cruise Terminal, PortMiami 2/17/2016 – 8/17/2020 *Pursuing LEED Silver*
An iconic 170,000 SF state-of-the-art facility was designed and built to extend the experience to approximately 2 million passengers. Featuring the latest cooling and ventilation strategies. The building is currently in operation. SEQUIL is providing the energy modeling, building Cx, and secondary LEED assistance to main consultant. Jesse was the CxA for the project.

Brickell Hilton Hotel, Miami, Florida 12/21/2017 – On going *Pursuing LEED-Silver*
A dual brand hotel, offering 353 luxury guest rooms in a 30-story tower of 283,000 SF. Centrally located in the heart of Miami, the hotel enjoys the proximity to many public transportation options, as well as proximity to work and recreational locations. The hotel design is charged with efficient HVAC systems, daylighting, and optimal indoor air quality among other eco-lodging alternatives. Jesse is the CxA for the project.

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Mr. C Hotel, Coconut Grove, Florida 2/17/2018 – On going *Pursuing FGBC-Silver*
Drawing on inspiration from Italy's iconic coastal style, this 5-Star, 62,000 SF boutique lifestyle hotel is just under 100 unites and is set in a bustling, high-density area located near public transportation. The project will include an emphasis on wellness by incorporation no-smoking policies, indoor air quality measures, and acoustic performance. Disaster mitigation and durability are also part of the design and construction. Jesse is the CxA for the project.

UM Student Village, Coral Gables, Florida 11/7/2016 – On going *Pursuing LEED Gold*
\$150 million, 23-building, 444,000 square foot, 1,100-bed dormitory complex snaking through the UM Coral Gables campus. Project will be built as a hub of student life and activity, as well as a residential backbone to interconnect the various sites and functions of this major university. Jesse is the CxA for the project.

Kimpton Hotel Born, Denver Colorado *LEED Silver Certification*
The building was designed for mixed-use and is adjacent to the Denver Union Station, the new transit hub. The project included a new 65,000 square foot office building, a 4-Star full-service hotel and a 200-space parking garage. The Hotel features 200 custom guest rooms, 20 suites and 9000 sf of ballroom, meeting and board room spaces, shared with the office building and two restaurants. Commissioning scope included Lighting controls, DHW, HVAC and BAS.

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PERSONNEL PROFILE



MARCO A. BURGOS PE | LEED AP

Senior Engineer

Mr. Burgos brings his knowledge of mechanical engineering, fluency in Spanish and English and proven ability to manage projects that include corporate, government, healthcare, sports and entertainment, multi-family and hospitality. His work includes design and permitting, engineering, energy audits, commissioning and certification. As a certified energy manager, lighting professional and licensed Professional Engineer, he is able to provide peer-level design reviews and trouble shoot complex problems on site.

Education

Northwestern University-Evanston IL
Bachelor of Science, Mechanical Engineering

Registrations

Professional Engineer – Florida
LEED Accredited Professional

Professional Affiliations

US Green Building Council
ASHRAE
Association of Energy Engineers

Corporate Background

Boland, Gaithersburg MD
Energy Engineer
Victory Energy Solutions, New Britain, CT
Energy Engineer, Commercial Division
Burman Investments, Inc., Miami FL
Project Manager, LEED Administrator

Presentations/Recognition

Energy Summit 2011 – Presented by the Hartford Business Journal, Industry Panel on the return on investment and building energy efficiency for whole building energy retrofits.

Commissioning Experience

Mr. Burgos provides high-level engineering experience to the SEQUIL team. He uses his past experience as an energy engineer to review energy models and manage the commissioning process for new and existing buildings. Having managed the design and permitting of numerous technical buildings, he can effectively work with the design team in optimizing the initial design. Mr. Burgos' experience as a shift engineer allows him to use real world knowledge of the workings of sophisticated energy systems, which gives him technical insight when troubleshooting. He has experience preparing building energy models for LEED and Epac tax deduction assessments.

Norwegian Cruise Terminal, Port Miami 4/10/2018 – 10/30/2020 Pursuing LEED Gold

The world-class, sustainable design will accommodate some of the largest ships and features new technology to support faster and more efficient embarkation and disembarkation processing. SEQUIL is providing LEED, Commissioning and Energy Modeling services. Marco performed the Energy Model for the project.

Royal Caribbean Cruise Terminal, PortMiami 2/17/2016 – 8/17/2020 Pursuing LEED Silver

An iconic 170,000 SF state-of-the-art facility was designed and built to extend the experience to approximately 2 million passengers. Featuring the latest cooling and ventilation strategies. The building is currently in operation. SEQUIL is providing the energy modeling, building Cx, and secondary LEED assistance to main consultant. Marco performed the Energy Model for the project.

Frost Museum of Science, Miami Florida 5/17/2011 - 12/24/2018 Certified LEED Gold

\$300 million, 250,000 square foot science museum on the Biscayne Bay waterfront. Project includes a 600,000-gallon aquarium and exhibits, a planetarium and a wide variety of energy and environmental learning centers. Marco performed the Energy Model for the project and provided Cx support.

Oceana Bal Harbour, Miami Florida 8/6/2013 - 6/4/2018 LEED Certification

Building Simulation+Energy Modeling on this luxury 28-story,260-unit oceanfront condominium tower. Complex building model accounting for multiple building functions across a three-building site. Utilized Trane Trace computer-based modeling to inform the design and reduce construction and operating costs. Marco performed the Energy Model for the project and provided Cx support.

Surf Club/Four Seasons Resort and Managed Residences, Miami Florida 8/15/2013 - 10/24/2018 Certified LEED Silver

\$419 million, 800,000 square foot multi-building resort and residential complex. New construction surrounding a restoration and re-imagination of the 1930s Surf Club resort on the Atlantic coast. Marco performed the Energy Model for the project and provided Cx support for the LEED certification

Mr. C Hotel, Coconut Grove, Florida 2/17/2018 – On going Pursuing FGBC-Silver

Drawing on inspiration from Italy's iconic coastal style, this 5-Star, 62,000 SF boutique lifestyle hotel is just under 100 unites and is set in a bustling, high-density are located near public transportation. The project will include an emphasis on wellness by incorporation no-smoking policies, indoor air quality measures, and acoustic performance. Disaster mitigation and durability are also part of the design and construction. Marco performed the energy evaluation in support of the FGBC certification

Gables Station, Coral Gables, Florida 4/5/2017 – on going Pursuing LEED Silver

A mixed-use transit-oriented development, which will feature 3 20-story towers, 504 multi-family units, and 105,000 SF of retail space. An open, inviting public space that promotes the live, work, and play themes which animate the design. These program features along with a sustainable and energy efficient design provide a unique product for South Florida. Marco performed the Energy Model for the project and provided Cx support for the LEED certification

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Michael Sheehan, PE

FOUNDER & PRINCIPAL

SLS

PERSONAL PROFILE

Fire protection engineer with 12+ years' experience and a demonstrated history of successful life safety consulting across national and international projects ranging in complexity.

YEARS OF EXPERIENCE

- 12 Years Total
- 8 Years with SLS

EDUCATION

- Master of Science in Fire Protection Engineering, Worcester Polytechnic Institute
- Bachelor of Science in Mechanical Engineering, Worcester Polytechnic Institute
- Bachelor of Arts, Saint Anselm College

LICENSURE

- Registered Fire Protection Engineer
 - FL 73971
 - NY 100001
 - MD 53090
 - NC 047061
 - TN 121515

AFFILIATIONS

- National Fire Protection Association (NFPA)
- Society of Fire Protection Engineers (SFPE)

CONTACT



260 Palermo Avenue
Coral Gables, FL 33134



msheehan@slsfire.com



786-352-7377



/michaelsheehan

QUALIFICATIONS

- Review Architectural and Engineering drawings for compliance with local, state, and national codes and standards as well as accessibility rules and regulations
- Work with clients and AHJ including City Officials and Fire Departments to engineer resolutions for fire protection and life safety for complex mixed-use and high-profile projects

KEY EXPERIENCE

Embassair Hangar & Terminal, Opa-Locka, FL

Fire Protection / Life Safety Consultant and EOR for the innovative new hangar on 10.2 acres at Miami-Opa Locka Airport

Tampa International Airport Curbside Expansion, Tampa, FL

Fire Protection / Life Safety Engineer for the curbside expansion and 35-acre commercial development that will include 16 new express lanes to facilitate passenger traffic

BNA Nashville Airport, Nashville, TN

Fire Protection / Life Safety Engineer for airport expansion which will feature revamped terminal, plaza, hotel room with 288 units and a six-story parking garage with 2,000 spaces

FLL- Hollywood International Airport- Terminal 1, Fort Lauderdale, FL

Fire Protection / Life Safety Engineer for expansion and modernization of Terminal 1 which includes 80,000 sq. ft. airside court and five new gates for optimization of passenger circulation



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eacconsult.com

Evelyn Rodriguez, PE, ENV SP

10 Years of Experience

Education

BS Civil Engineering, Florida
International University
MS Engineering Management, Florida
International University

License

Professional Engineer, Florida | #78548

Memberships

American Society of Civil Engineers
Chi Epsilon Civil Engineering Honor
Society
National Society of Collegiate Scholars
Tau Beta Pi Engineering Honor Society

Certifications

Environmental Sustainability
Professional (ENV)
Fortera

Awards

2018 ASCE Miami-Dade Branch
Young Engineer of the Year

Summary

Ms. Rodriguez has 10 years of experience in general civil engineering design. Her latest design experience is in land development. She has designed potable water main and sanitary sewer extensions as well as storm sewer design for private and public projects. She has been the engineer in pump station design and has assisted in project cost estimates and construction administration services. She has worked on rehabilitation of runways as well as airport water and wastewater master plans.

Ft. Lauderdale-Hollywood International Airport (FLL) East Perimeter Road Watermain Improvements | Ft. Lauderdale, FL

Client: Broward County Aviation Department (BCAD) | **Role:** Project Designer
Professional engineering design services were provided for the preparation of construction documents for potable water distribution along East Perimeter Rd. from the terminal access roadways to the entry roadway at the fuel farm. This work was needed based on the findings of the Airport-wide Potable Water Master Plan.

FLL West Side Transmission Water Main Improvements | Ft. Lauderdale, FL

Client: Broward County Aviation Department (BCAD) | **Role:** Engineer
Responsible for providing professional engineering design services for the new west side alignment which included a total length of 4,300 Linear Feet (30-inches), and a 24- inch and 16-inch Ductile Iron and High Density Polyethylene Transmission water main pipeline. Included in this project was a 650 feet segment of 30-inch Pipeline Horizontal Directional Drilling (HDD) trenchless pipe construction required to traverse the pipeline across Lee Wagener Boulevard (SW 41st Court) - a major heavy traffic roadway corridor within the airport congested with major utilities and airport operational infrastructure. Responsible for providing professional engineering design services for water transmission and distribution improvements within the airport service area and satisfying fire flow and potable demand needs.

FLL-GEC Water System Master Plan (FLL) | Ft. Lauderdale, FL

Client: Broward County Aviation Department (BCAD) | **Role:** Project Designer
Phase 1 of the project described the Airport's existing wastewater system, including the description and discussion of all elements of the system, with sufficient detail for analyses and the planning of short term, interim term and long term needs. The following were provided: inventory of existing wastewater system facilities in an ESRI GIS format, including, but not limited to system piping, pump stations and all other information necessary to fully describe existing conditions. All information and findings were entered into the GIS database platform.

LAN Cargo Aircraft Maintenance Hangar Miami International Airport (MIA) | Miami, FL

Client: Miami-Dade Aviation Department | **Role:** Engineer of Record
Tasked with the civil engineering design for a new cargo hangar facility near the southwest portion of the Miami International Airport (MIA) as part of a team working for LAN Airlines. Responsible for the design of the proposed vehicular office parking areas north and northeast of the proposed building.

eacconsult.com



EAC Consulting, Inc.
eacconsult.com

Evelyn Rodriguez, PE, ENV SP

FLL East Perimeter Road 16-inch Transmission Pipeline Upgrade | Ft. Lauderdale, FL

Client: Broward County Aviation Department (BCAD) | **Role:** Project Designer

We embarked on the master planning for the entire service area within District 3A of Broward County Water and Wastewater Services jurisdiction for this project. Our scope of work consisted of providing professional engineering design services for the preparation of construction documents for potable water distribution along East Perimeter Rd. from approximately the terminal access roadways to the entry roadway at the fuel farm. This work was needed based on the findings of the Airport wide Potable Water Master Plan. The upgrades proposed included the design and installation of approximately 3,800 LF of connecting south at the terminus of the proposed 24-inch water pipeline. The project required extensive coordination with officials of Broward Water and Wastewater Services.

Rehabilitation of Runway 18L-36R at North Perry Airport (HWO) | Broward County, FL

Client: Broward County Aviation Department (BCAD) | **Role:** Project Designer

This project consisted of the preparation of construction plans and specifications for the Rehabilitation of Runway 18L-36R at North Perry Airport (HWO). North Perry Airport owned by Broward County and operated by Broward County Aviation Department (BCAD) serves as a General Aviation Reliever Airport as designated by FAA for the Ft. Lauderdale Hollywood International Airport and the South Florida region. Runway 18L-36R is one of four runways at HWO and functions as the secondary North South runway measuring a length of 3,200 feet by 100 feet wide. This scope was ultimately deferred to the next round of improvements for the airfield. The existing runway did not exhibit any signs of drainage and storm water management deficiencies and so minimal drainage improvements were proposed as part of the improvements. In general, the scope of the rehabilitation improvements included the following: milling for the runway, segmental reconstruction, and restoration of pavement markings and restriping of the runway and impacted connectors and re-sodding of the edge of the runway, as well as the re-grading of the RSA at the ends of runway. The project also included the re-designation of the runway to 19L 1R which required additional improvements/enhancements to connecting taxiways.

Rehabilitation of Runway 9L-27R North Perry Airport (HWO) with Broward County Aviation Department | Broward County, FL

Client: Broward County Aviation Department (BCAD) | **Role:** Project Designer

Professional engineering design services were provided for the preparation of construction plans and specifications for the Rehabilitation of Runway 9L-27R at North Perry Airport (HWO). The runway was in need of rehabilitation; the last major construction on the runway dated back to 1960's. North Perry Airport serves as a General Aviation Reliever Airport for the Ft. Lauderdale-Hollywood International Airport (FLL) and the South Florida region. The runway is one of four runways at HWO, and functions as the secondary North South runway, measuring a length of 3,200 feet by 100 feet wide. Additionally, both the North Perry Airport Master Plan Update and FDOT's Pavement Evaluation reports recommended repair and rehabilitation on the runway. A detailed field evaluation determined that some segments of the runway required full reconstruction. The project also included the re-designation of the runway to 19L 1R, which required additional improvements/enhancements to connecting taxiways. The scope of the rehabilitation improvements included: runway milling, segmental reconstruction, pavement marking restoration, runway restriping, re-sodding edges, and re-grading of the runway safety area (RSA). In order to accomplish general tasks, the scope also included detailed field assessments and data collection, such as obtaining topographic survey and geotechnical information for the rehabilitation of the runway, as well as, sub-surface utility engineering to verify locations of existing utilities across the runway and airfield.

SDQ Las America Cargo | Santo Domingo, Dominican Republic

FLL East Perimeter Road 16-inch Transmission Pipeline Upgrade | Ft. Lauderdale, FL

Client: Aeropuerto Las Americas | **Role:** Engineer

Professional engineering design services for the civil aspects of the site development for a proposed cargo area at the airport. Responsibilities included design of storm water attenuation system, domestic non-potable water main, dedicated fire line, sanitary sewer force main, sanitary sewer pump station, sanitary sewer septic tank, above ground water storage tank, chilled water lines and vaults. This project was design using metric measurements and local design standards and jurisdictional codes.

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Michael Adeife, PE, ENV SP

CHIEF CIVIL ENGINEER

28 Years of Experience

Education

1996 MS Civil Engineering
Florida International University
1992 BS Civil Engineering
University of Lagos

Licenses

Registered Professional Engineer:
Florida (No. 56094)

Memberships

American Consulting Engineers
Council
American Public Works Association
American Society of Civil Engineers
American Society of Highway
Engineers
American Water Works Association
(Reuse Committee)
Florida Engineer Society
FICE Water Resources Committee
Water Reuse Association

Certifications

Envision Sustainability Professional

Summary

Michael Adeife, PE has 28 years of combined design/management of engineering and construction experience. His engineering experience is extensive and yet diverse and encompasses water & sewer transportation, utilities, urban planning, storm water/hydraulics design and management and site civil development. Mr. Adeife's proven skills as a certified Professional Engineer/Manager, his diverse engineering experience, and his commitment to delivery of quality, on schedule and budget controlled projects have propelled his success and continue to drive his commitment to perform to the highest level of service. Mr. Adeife has served as project manager for numerous projects and is very familiar with aviation & airport engineering design practices and standards.

Miami International Airport Northside Fire-station (Design-Build)

CLIENT Miami Dade Aviation Department | ROLE Engineer
Engineer responsible for the design and development of Civil, Maintenance off Traffic and Drainage Plans for the proposed 16,000 s.f. multi-level fire station and residential facilities. Included in the project is the development of associated site work plans and the coordination with similar airport rehabilitation projects. The project involves the development of a closed drainage system that would maintain design storm runoff without adverse impact(s) the existing airport collection system. This project involves the development of construction documents and specifications for the implementation of the proposed design.

Miami International Airport Parking Garage #6

CLIENT Miami-Dade County Aviation Department | ROLE Project Manager
Project Manager for the civil engineering design services for the Miami-Dade County Aviation Department's (MDAD) proposed \$45 million Park 6 Garage. The civil engineering services include: the paving layout and design, the drainage/site design, the coordination of the utilities, the provision of new utility services, the relocation of the access roadways, the provision of temporary roadways, the realignment of Central Blvd., and maintenance of traffic during the construction.

Miami International Airport Central Boulevard Modifications

CLIENT Miami Dade Aviation Department | ROLE Engineer
Engineer responsible for the design and development of Civil, Maintenance off Traffic and Drainage Plans for the proposed 16,000 s.f. multi-level fire station and residential facilities. Included in the project is the development of associated site work plans and the coordination with similar airport rehabilitation projects. The project involves the development of a closed drainage system that would maintain design storm runoff without adverse impact(s) the existing airport collection system. This project involves the development of construction documents and specifications for the implementation of the proposed design.

Ft. Lauderdale-Hollywood International Airport - Taxi and Limo Holding Lot

CLIENT Broward County Aviation Department | ROLE Project Manager
Project Manager for responsible for preparing the site plans and construction package for the new FLL Taxi and Limo Hold Lot. The Hold Lot is designed for Taxi Cabs, Shared - Ride Vans and Sedans and, Motor Coaches, and includes a fire lane of 20 feet for unimpeded ingress and egress to the new facility. The lot will also include an AVI System for revenue control/billing, and a Control Booth installed for the purposes of management and control of operators and operator activity at site. The Hold Lot design is configured in a manner that



EAC Consulting, Inc.
eacconsult.com

Michael Adeife, PE, ENV SP **CHIEF CIVIL ENGINEER**

provides ease of use for all service providers. All lanes, vehicle turning radius and queue areas are designed in a manner that accommodates all vehicle types.

Ft. Lauderdale-Hollywood International Airport - Vendor Space Utilities (Terminal 1 & 4) and Concourse F Stair Removal (Terminal 3)

CLIENT Broward County Aviation Department | ROLE Project Manager

Project Manager responsible for providing professional design services for renovations in Terminals 1, 3 and 4 at the Fort Lauderdale Hollywood International Airport. The scope includes design of the removal of one convenience staircase at Terminal 3 Concourse F - between Gates F9 and F10 including design of the floor infill. The project also includes the design of water service piping, sanitary drain lines and electrical service to Terminal 1- Baggage Claim Bar, Terminal 3 Concourse F - Chef Allen To Go kiosk, Terminal 3 Concourse F-Chili's To Go Kiosk and Terminal 4 Concourse H-Chef Allen To Go kiosk. EAC's scope tasks site reconnaissance visits, site investigation to determine nearest utilities, schematic design, construction documents, permitting and jurisdictional approvals, bidding & award services and construction administration.

SDQ Las America Cargo – Santo Domingo, Dominican Republic

CLIENT Aeropuerto Las Americas | ROLE Project Manager

Project Manager responsible for the design the civil aspects of the site development for a proposed cargo area at the airport. Responsibilities included design of storm water attenuation system, domestic non-potable water main, dedicated fire line, sanitary sewer force main, sanitary sewer pump station, sanitary sewer septic tank, above ground water storage tank, chilled water lines and vaults. This project was design using metric measurements and local design standards and jurisdictional codes.

Ft. Lauderdale-Hollywood International Airport - T4 Civil Works

CLIENT Broward County Aviation Department | ROLE Project Manager

Project Manager responsible for preliminary engineering utility plans for potable water distribution, sanitary sewer transmission, electrical and communications duct banks required as part of the improvements for Terminal 4 Gate Replacement and Concourse Realignment at the Ft Lauderdale Hollywood International Airport. Project involved the replacement of the north south Concourse H with a new 14 Gate East West aligned structure. Project is included as part of the \$1 Billion Airport Expansion Program at FLL.

Ft. Lauderdale-Hollywood International Airport - RAC Facility

CLIENT Broward County Aviation Department | ROLE Senior Engineer

Senior Engineer responsible for the evaluating the proposed the storm water conveyance system design of the RAC Facility. Using the results of the interconnected model routing analyses, hydraulic grade line for the proposed drainage structures was determined and verified for compliance with regulatory and jurisdictional criteria.

Ft. Lauderdale-Hollywood International Airport - Seaport Transit Connector

CLIENT FDOT | ROLE Engineer

Engineer responsible for the analysis of existing conditions for the roadway intersections using Highway Capacity Software (HCS) required for this project. Project also involved data collection relating to existing roadway geometry and safety - including the compilation & analysis of accident types within the project limits as well as the measurement of existing illumination levels.

Ft. Lauderdale-Hollywood International Airport - Stormwater Master Plan/Terminal Access Roadways (Design Build)

CLIENT Broward County Aviation Department | ROLE Engineer

Engineer for the preparation of stormwater master plan studies, investigations, plans, and the development of design-build documents for the terminal access roadways for the Fort Lauderdale-Hollywood International Airport.

Orlando International Airport - Professional Civil Engineering Services

CLIENT Greater Orlando Aviation Authority | ROLE Senior Project Manager

Senior Project Manager responsible for providing professional civil engineering services to the Greater Orlando Aviation Authority on improvements to the Terminal Facilities at the Orlando International Airport. Services include civil engineering analyses and design, development of construction drawings and specifications, permitting and construction administration support services. EAC is responsible for the utilities and infrastructure improvements required to ensure that the Airport facilities conform to applicable code and safety requirements.

eacconsult.com

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EXHIBIT F: FORM B KEY PERSONNEL REFERENCES

**FORM B
KEY PERSONNEL REFERENCES**

Position	Key Personnel (Name, Title and Employing Firm)	Reference (Name, Title, Company, Phone Number, Email and Project Name)
Fontainebleau Development (Proposer)	<ol style="list-style-type: none"> 1. Jeff Soffer, CEO 2. Brett Mufson, President, CIO 3. Phil Goldfarb, President/COO - Hospitality 4. Eric Cohen, EYP-Development 5. Seth Goldman, EYP-Construction 6. Joon Oh, SVP – Capital Markets 7. Bobby Courtney, Head of Aviation 	<ol style="list-style-type: none"> 1. Jeremy C Hellinger, Managing Director, JP Morgan Chase, tel 212-834-3813, jeremy.c.hellinger@jpmorgan.com, projects: West Hollywood EDITION; PUBLIC Hotel, Park Lane Hotel, Turnberry Ocean Club 2. Miriam Wheeler, Partner-Real Estate Financing, Goldman Sachs, tel 212-902-1000, Miriam.Wheeler@gs.com, projects: Fontainebleau Miami Resorts 3. Richard LeFrak, Chief Executive Officer, LeFrak Organization, tel: (212)708-6662, rlefrak@lefrak.com, Sole Mia Development
The Related Companies (Proposer)	<ol style="list-style-type: none"> 1. Stephen Ross, Chairman 2. Jeff Blau, CEO 3. Bruce Beal, President 4. Emad Loftalla, EVP 5. Justin Holtzman, VP 6. Jordan Bargas, VP 	<ol style="list-style-type: none"> 1. Martin J. Walsh, Mayor of Boston, tel 617-635-2903, Kathryn.burton@boston.gov (contact info for Mayor Walsh's Chief of Staff), The Beverly & Courtyard by Marriott Boston Downtown/North Station (together, formerly Parcel 1B), 101 & 107 Beverly St 2. Dan Doctoroff, Founder and CEO, Sidewalk Labs, Chairman of The Shed, tel 212-373-0801, dan@sidewalkinc.com, Projects: Hudson Yards, The Shed 3. Brian Lucey, Relationship Manager / VP, Wells Fargo, tel (212) 214-3865, brian.lucey@wellsfargo.com, 50HY, Hilton West Palm Beach, Innovation Square II, Transbay 8, One Bennett Park, 456 Washington*, 261 Hudson*, Hunters Point South* and other corporate finance initiatives <i>*Represents experience at a prior firm</i>

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Designer's Design Principal	Bernardo Fort-Brescia, FAIA Principal, Arquitectonica	1. Brett Muison, President, Fontainebleau Development, tel 305.682.4110, brett@fbdev.com , project: JW Marriott Nashville Convention Hotel 2. Jorge Perez, Chairman & CEO, The Related Group, tel 305.460.9900, chairman@related.com , projects: W Hotel & Icon Brickell, SLS Brickell Hotel & Residences, SLS Lux Hotel & Residences, SLS Cancun, Hyde Midtown Hotel & Residences, Icon Bay, Paraiso Bay 3. Kieran Bowers, President, Swire Properties USA, tel 305.371.3877, kbowers@swireproprs.com , project: Brickell City Centre & East Hotel
Designer's Principal-in-Charge	Alejandro Gonzalez, AIA, LEED AP Principal, Arquitectonica	1. Eric Cohen, Executive Vice President – Construction, Fontainebleau Development, tel 305.937.6262, ecohen@fbdev.com , project: The Shoreline at SoleMia 2. Stephen Owens, former President, Swire Properties USA, mobile 786.236.2560, sowens@swireproprs.com , project: Brickell City Centre & East Hotel 3. John Ott, former Director of Development, Tavistock, mobile 321.438.2525, johnott@earthlink.net , projects: Lake Nona Town Center “Wave” Hotel, Lake Nona Resort Hotel

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Position	Key Personnel (Name, Title and Employing Firm)	Reference (Name, Title, Company, Phone Number, Email and Project Name)
Designer's Project Manager	Charles Crain, AIA, LEED AP Vice President, Arquitectonica	1. Chris Gandolfo (formerly of Swire Properties), Vice President, Tavistock, mobile 786.236.2558, Chris.gandolfo@tavistock.com, project: One Brickell City Centre 2. Brian Pearl, Principal, Global City Development, mobile 305.972.5126, bpearl@globalcitycompanies.com; Diego Procel, Principal, mobile 305.414.9971, dprocel@globalcitycompanies.com, project: The One at University City 3. Diana Beauchamp López, PE, VP Port Development, MSC Cruises, tel 954.616.6966, diana.lopez@msccruisesusa.com, project: MSC Cruise Port Miami Terminal
Designer's Structural Engineer	George Khoury, PE – Structural Engineer, Bliss & Nyitray Engineers William Caycedo, PE – Structural Engineer, Bliss & Nyitray Engineers	1. Jean Francois-Gervais, Partner, Absolute IDEA, 1(305)792-0015, jfgervais@absolute-idea.com , Brickell Hotel 2. Steve Pynes, Bermello Ajamil & Partners, 305-859-2050, SPynes@bermelloajamil.com , Embass Air Hangar 3. Danny Perez, Perez & Perez Architects & Planners, Principal, 305-444-4545, Danielp@PerezPerez.com , MIA Lan Cargo
Designer's Sustainability Director + CxA	Jeffrey J. Conley, Principal – SEQUIL Systems Inc.	1. Edward Feinberg, Owner, JFK&M Consulting - efeinberg@jfkmcg.com – 212-792-8701 – Resort Casino Catskills 2. Lenny Zimmerman, Owner, Moses Engineers - lennyz@mosesengineers.com – 504-586-1725 – Four Seasons New Orleans 3. Genghiz Erden, Erden Projects, LLC - erden@email.com / genghiz@okanddevelopment – 832-287-3076 – Okan Plaza

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Position	Key Personnel (Name, Title and Employing Firm)	Reference (Name, Title, Company, Phone Number, Email and Project Name)
Designer's Sustainability Consultant	Samantha Varela, LEED PM – SEQUIL Systems Inc.	1. Manuel Puccini, Senior Project Manager, Lincoln Property Company - mpuccini@lpsi.com – EDEN Las Olas - 754-900-4956 x 104 2. Caridad Sola, Director Onshore Design Development & Construction Norwegian Cruise Line Holdings Ltd - csola@nelcorp.com 786-534-0119 – PortMiami Terminal B 3. Ivan Bibas, Senior Project Manager, Rodriquez & Quiroga Architects Chartered - ibibas@rodriguezquiroga.com 305-448-7417 – African Heritage Cultural Center / MDC Student Success Center.
Designer's Energy Engineer	Marco A. Burgos, PE – SEQUIL Systems Inc.	1. Fred Muscatello, P.E., FCM Engineering, Inc - fred@fcmengineering.com – (407) 748-4348 2. Erick Gonzalez, P.E., TLC Engineering - Erick.gonzalez@tlc-eng.com - (305) 263-3873 3. Christopher Pendley, Bolland/Trane - chris.pendley@boland.com – (240) 306-3239
Designer's Building Commissioning PM	Jesse Peters, Commissioning Engineer PM – SEQUIL Systems Inc.	1. Brad Staver, Director of Operation and Commissioning Services, BG Buildingworks, Inc. - Bstaver@bgbuildingworks.com – 303-883-2115 - BG Buildingworks 2. Bob Morrel, MEP Manager, Coastal Construction - BMorrell@coastalconstruction.com – Mystique at Pelican Bay – 239-253-3243 3. Paul Sweeney, MEP Manager, GE Johnson - Sweeney@gejohnson.com – Born Hotel (Denver) -303-221-1249.

EXHIBIT F: FORM B KEY PERSONNEL REFERENCES

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Position	Key Personnel (Name, Title and Employing Firm)	Reference (Name, Title, Company, Phone Number, Email and Project Name)
<p>Designer's MEP Consultant</p>	<p>Michael L. Fossler, Principal/Mech Eng, HNGS Engineers Enrique J. Suarez, Principal/Plumb Eng, HNGS Engineers Dinorah Moralejo, PE, Fire Prot Eng, HNGS Engineers Alberto Orrriols, Sr. Elect Eng, HNGS Engineers</p>	<p>1. Brian Mueller, President, Southeast Mechanical Contractors, 954-981-3600, bmueller@semechanical.com, RCCL Terminal A. 2. Pete McCann, Nagelbush Mechanical Inc., 954-736-3000, PMcCann@nagelbush.com, Four Seasons Hotel and Tower. 3. Pinar Harris, Vice president, SB Architects, 305-856-2021, pharris@sb-architects.com, 100 Las Olas Hyatt Hotel and Residences.</p>
<p>Fire Protection Engineer's Project Manager</p>	<p>Michael Sheehan, PE, Principal & Founder, SLS Consulting, Inc.</p>	<p>1. Yang Jiao, Project Architect, HOK Architecture, I (202)-944-1521, yang.jiao@hok.com, Miami Dade County Courthouse. 2. James Bowers, Architect, Bermello Ajamil & Partners 954-278-3240, jbowers@bermelloajamil.com, Terminal F 3. Nick Massey, Developer General, Whitman Family Development (305) 403-9200, inm@whitmanfamilydevelopment.com Bal Harbour Shops Mall</p>

EXHIBIT F: FORM B KEY PERSONNEL REFERENCES

**FORM B
KEY PERSONNEL REFERENCES**

<p>Builder's Project Manager Moss & Associates</p>	<p>Shane Imbert, Project Executive</p>	<ol style="list-style-type: none"> 1. Richard Welch, President, Connelly & Wicker Inc, 954-817-5916, welch@cwteing.com, FLL Concourse A/Terminal 1 2. Denise Mcelroy, Sr. Manager Airport Affairs, Southwest Airlines, 972-273-9333, Denise.Mcelroy@wnco.com, FLL Concourse A/Terminal 1 3. Michael Downs - Michael Downs, Owner's Representative/Program Manager, The Walsh Group, 469-971-3482, mdownstx@gmail.com, North Bluff Residential Complex - University of Alabama
<p>Tom Gonzalez, General Superintendent</p>	<p>Jennifer Escobar, Project Manager</p>	<ol style="list-style-type: none"> 1. Denise Mcelroy, Sr. Manager Airport Affairs, Southwest Airlines, 972-273-9333, Denise.Mcelroy@wnco.com, FLL Concourse A/Terminal 1 2. William Manning, South West Airlines Consultant, Southwest Airlines, 817-917-3847, FLL Concourse A/Terminal 1 3. Paul McDonough, Sporting Director, Inter Miami CF, LLC, 929-457-2298, paul.mcdonough@intermiamicf.com, Inter Miami Lockhart Stadium
		<ol style="list-style-type: none"> 1. Benjamin London, Principal, London Management Corp. (917) 734-7539, Ben London PHS Dennis Haas, President/CEO, Arc Broward, 954-746-9400, dhaas@arcbroward.com, Arc Broward Culinary Expansion 2. Martha Torres, Construction Project Manager, Florida International University, 305-348-0232, Torresma@fiu.edu, FIU Parkview Housing Phase 1 3. Kirk Brown, Chief Executive Officer, Handy, Inc, 954-588-3262, kbrown@handyinc.org, Handy Headquarters

EXHIBIT F: FORM B KEY PERSONNEL REFERENCES

**FORM B
KEY PERSONNEL REFERENCES**

<p>Builder's Project Manager Moss & Associates</p>	<p>Li Li, Preconstruction Chief</p> <ol style="list-style-type: none"> 1. Joe Sullivan, Owner' Representative, Wellington FFI, 561-239-6986, jsullivan@brefrank.com; Projects: Marriott Residence Inn and Fairfield Inn & Suites. 2. Todd Staley, Vice President of Construction, Miami Dolphin, 954-654-2682, TStaley@dolphins.com; Projects: Miami Dolphins Tennis Facility and Dolphins Training Facility. 3. Lisa Paige Henning, Sr. Project Manager, Menin Development, Inc., 305-796-7140, Lisa@menin.com; Projects: The Ray Hotel (Phase I) and The Ray North (Phase II). 4. James Wassenaar, Director Facilities Planning & Operations, Florida International University, 305-348-4192, wassenaa@fiu.edu; Projects: FIU Parkview I Housing, FIU Parkview II Housing and FIU Wellness and Recreation Center.
<p>Brett Porak, Director of Preconstruction</p>	<ol style="list-style-type: none"> 1. Eric Claussen, Senior Vice President – Development & Design, Brightline, 305-520-2115, eric.claussen@gobrightline.com, Brightline Fort Lauderdale Station 2. Robert Mathias, Owner Reference, Elevate One River, LLC, 954-347-0390, rmathias@newcenturycompanies.com, 4 West Las Olas 3. Bill Gallo, CEO/Chairman, John Knox Village of Florida, 954-794-0300, WGallo@GalloHerbert.com, John Knox Village
<p>Andrew Vigus, Superintendent</p>	<ol style="list-style-type: none"> 1. Jeff King, Vice President – Facilities, Miami Marlins, 305-480-1610, JKing@marlins.com, Marlins Park 2. Joseph J. Sullivan, Owner's Representative – Project Manager, West Palm Beach Hotel Group, 561-239-6986, JSullivan@brefrank.com, Marriott Residence Inn, West Palm Beach, FL 3. Martha Torres, Project Manager, Florida International University, 305-348-0232, Torresma@fiu.edu, FIU Parkview Housing Phase I, FIU Wellness and Recreation Center

EXHIBIT F: FORM B KEY PERSONNEL REFERENCES

**FORM B
KEY PERSONNEL REFERENCES**

<p>Builder's Project Manager Moss & Associates</p>	<p>Jason Heindel, Senior Preconstruction Manager</p>	<ol style="list-style-type: none"> 1. John J. Santulli, II, Former Vice President - Facilities Management, Nova Southeastern University, 561-376-8153; Santulli.john@nsu.com, Projects: NSU Don Taft University Center, NSU Performing & Visual Arts, NSU Commons Dormitory, NSU Athletic Support Facility, NSU CoE CRES Oceanographic Research Center, & Several Miscellaneous projects on the Davie Campus. 2. Martha Torres, Senior Project Manager, FIU, 305-348-0232, torresma@fiu.edu; Project: FIU Parkway Housing Dormitory & Parking Garage. 3. David Edwards, CEO Greenville Spartanburg Airport District, 864-848-6269, dedwards@gspairport.com, Project: GSP Core Project (final phase).
<p>Daniel Frankel, Senior Project Manager</p>		<ol style="list-style-type: none"> 1. Marc Gambrell, Aviation Chief Development Officer, Broward County Aviation Department, 954-359-2343, mgambrell@broward.org, FLL Concourse A/Terminal 1 & FLL South Runway. 2. Brad Sucher, Project Manager, Gresham Smith & Partners, 248-505-8976, brad_sucher@gspnet.com, FLL Concourse A/Terminal 1 Sugi Loni, Principal, Liftech Consultants, Inc., 510-846-7872, sloni@liftech.net, Port Everglades Southport Crane Rail Infrastructure Improvements Program 3. Denise Mcelroy, Sr. Manager Airport Affairs, Southwest Airlines, (972) 273-9333, Denise.Mcelroy@wnco.com, FLL Concourse A/Terminal 1

EXHIBIT F: FORM B KEY PERSONNEL REFERENCES

**FORM B
KEY PERSONNEL REFERENCES**

Position	Key Personnel (Name, Title and Employing Firm)	Reference (Name, Title, Company, Phone Number, Email and Project Name)
<p>Designer's Project Manager</p>	<p>Michael Adeife, PE</p>	<p>1. Marc Gambrell, PE Aviation Chief Development Officer Broward County Aviation Department 954-359-2343 mgambrell@broward.org Vendor Space Utilities (Terminal 1 & 4) and Concourse F Stair Removal (Terminal 3)</p> <p>2. Carlos Hernandez, PE Construction Project Management Supervisor Broward County Aviation Department Office: 954-359-1025 Mobile: 954-829-0599 cahernandez@broward.org FLL Hollywood Airport Westside Watermain (30- inch, 24-inch and 16-inch DIP) Improvements</p> <p>3. Nina McPherson Airport Manager North Perry Airport 954-359-1016 NMACPHERSON@broward.org HWO Runway 9L 27R Rehabilitation Improvements</p>
<p>Key Personnel include the key employees assigned to oversee development of the Project for each Team Member. Some anticipated positions are already included in this form. Additional rows may be added.</p>		

EXHIBIT F: FORM B KEY PERSONNEL REFERENCES

**EXHIBIT G:
A-10 BUILDER 'S EXPERIENCE
MODIFICATION RATE (EMR)
AND OSHA FORMS**



November 25, 2019

Various Recipients

Re: Moss & Associates, LLC Experience Modification Rating

To Whom It May Concern:

Please find below a 5-year history of the Experience Modification Ratings for Moss & Associates, LLC.

Rating Effective Date	EMR
1/1/2020	0.67
1/1/2019	0.73
1/1/2018	0.73
1/1/2017	0.60
1/1/2016	0.62

Please contact me directly with any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "T. Oakes".

Tyler Oakes, CPCU, CRIS
 DIRECTOR
 125 High Street, Suite 220
 Boston, MA 02110
 CELL 781.706.1530

EXHIBIT G: A-10 BUILDER'S EXPERIENCE MODIFICATION RATE (EMR) AND OSHA FORMS



Year 2015

U.S. Department of Labor
Occupational Safety and Health Administration

Form approved OMB No. 1218-0078

OSHA's Form 300A (Rev. 01/2004) Summary of Work-Related Injuries and Illnesses

All establishments covered by Part 1904 must complete this Summary page, even if no injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete and accurate. Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the Log. If you had no cases write "0".

Employees former employees, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR 1904.35, in OSHA's Recordkeeping rule, for further details on the access provisions for these forms.

Number of Cases			
Total number of deaths	Total number of cases with job transfer or restriction	Total number of cases with days away from work	Total number of other recordable cases
0 (G)	7 (I)	2 (H)	8 (J)

Number of Days	
Total number of days away from work	Total number of days of job transfer or restriction
31 (K)	121 (L)

Injury and Illness Types		
Total number of...	(4) Poisoning	0
(1) Injury	(5) Hearing Loss	0
(2) Skin Disorder	(6) All Other Illnesses	3
(3) Respiratory Condition		

Post this Summary page from February 1 to April 30 of the year following the year covered by the form.

This page serves as a guide for the collection of information. It is subject to change without notice. For more information, including how to review the instructions, search and submit the data needed, and complete and review the collection of information, please contact the nearest OSHA office or call 1-800-368-5848. For more information, including how to review the instructions, search and submit the data needed, and complete and review the collection of information, please contact the nearest OSHA office or call 1-800-368-5848. For more information, including how to review the instructions, search and submit the data needed, and complete and review the collection of information, please contact the nearest OSHA office or call 1-800-368-5848. For more information, including how to review the instructions, search and submit the data needed, and complete and review the collection of information, please contact the nearest OSHA office or call 1-800-368-5848.

Establishment information

Your establishment name Mass & Associates - Corporate Rollup - Unofficial - Do Not Post
 Street 2101 N Andrews Ave
 City Fort Lauderdale State FL Zip 33317
 Industry description (e.g., Manufacture of motor truck trailers)
Construction

Standard Industrial Classification (SIC), if known (e.g., SIC 3715)

OR North American Industrial Classification (NAICS), if known (e.g., 336212)
2 3 6 2 2 0

Employment information

Annual average number of employees 680

Total hours worked by all employees last year 1,360,000

Sign here

Knowingly falsifying this document may result in a fine.

I certify that I have reviewed this document and that to the best of my knowledge the entries are true, accurate, and complete.

 Company Representative
 VP - SHE Title
 954-524-5678 Phone
 15-Jan-16 Date



OSHA's Form 300 (Rev. 01/2004)
Log of Work-Related Injuries and Illnesses

Attention: This form contains information relating to employee health and must be used in a manner that protects the confidentiality of employees to the extent possible while the information is being used for occupational safety and health purposes.

You must record information about every work-related injury or illness that involves loss of consciousness, restricted work activity or job transfer, days away from work, or medical treatment beyond first aid. You must also record significant work-related injuries and illnesses that are diagnosed by a physician or licensed health care professional. You must also record work-related injuries and illnesses that meet any of the specific recording criteria listed in 29 CFR 1904.8 through 1904.12. Feel free to use two lines for a single case if you need to. You must complete an injury and illness incident report (OSHA Form 301) or equivalent form for each injury or illness recorded on this form. If you're not sure whether a case is recordable, call your local OSHA office for help.

Year 2016
 U.S. Department of Labor
 Occupational Safety and Health Administration

Form approved OMB no. 1218-0178

Establishment name Moss & Associates - Corporate Rollup - DO NOT POST
 City Fort Lauderdale State FL

Identify the person		Describe the case				Classify the case					Enter the number of days the injured or ill worker was:		Check the "injury" column or choose one type of illness:					
(A) Case No.	(B) Employed's Name	(C) Job Title (e.g., Welder)	(D) Date of Injury or Illness onset (m/d/yy)	(E) Where the event occurred (e.g. Loading dock, north end)	(F) Describe injury or illness, parts of body affected, and object/substance that directly injured or made person ill (e.g. Second degree burns on right forearm from acetylene torch)	Days away from work	Job transfer or restriction	Remained at work	Away From Work (days)	On job transfer or restriction (days)	Death	(1) Injury	(2) Skin Disorder	(3) Respiratory Condition	(4) Poisoning	(5) Hearing Loss	(6) All other illnesses	
1		Superintendent	10/16	1010 Brickell	Fx Elbow Slip/Trip	X			44			X						
2		Laborer	03/23	Bonney Solar Project	Fx L Foot Struck By Pile Rig	X			32			X						
3		Laborer	04/19	FL Gordon Solar Project	77	X	X		14			X						
4		Laborer	06/11	Boulder Solar Project	Caught Between Torus Tubes & Skid Steer	X			180			X						
5		Laborer	08/19	The Harbour - Miami Beach	Burns Both Hands contact with hot object	X	X					X						
6		Superintendent	10/14	Las Olas Icon	Strained Ankle - Slip/Trip on stairs	X				5		X						
7		Milwright	12/01	Cedlar Solar Project	Strain R Forearm while lifting submer plate	X						X						
						0	3	2	2	19	7	0	0	0	0	0	0	

Page totals **0 3 2 2 2 2 19 7 0 0 0 0 0 0 0 0**

Be sure to transfer these totals to the Summary page (Form 300A) before you post it.

Public reporting burden for this collection of information is estimated to average 14 minutes per response, including time to review the instruction, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any aspects of this data collection, contact: US Department of Labor, OSHA Office of Statistics, Room N-3644, 200 Constitution Ave, NW, Washington, DC 20210. Do not send the completed form to this office.



Year 2016

U.S. Department of Labor
Occupational Safety and Health Administration

Form approved OSHA no. 1718-1118

OSHA's Form 300A (Rev. 01/2004) Summary of Work-Related Injuries and Illnesses

All establishments covered by Part 1904 must complete this Summary page, even if no injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete and accurate. Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the Log. If you had no cases write "0."

Employees' former employers, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR 1904.35, in OSHA's Recordkeeping rule, for further details on the access provisions for these forms.

Number of Cases			
Total number of deaths	Total number of cases with days away from work	Total number of cases with job transfer or restriction	Total number of other recordable cases
0 (G)	3 (H)	2 (I)	2 (J)

Number of Days	
Total number of days away from work	Total number of days of job transfer or restriction
256 (K)	19 (L)

Injury and Illness Types						
Total number of...	(1) Injury	(2) Skin Disorder	(3) Respiratory Condition	(4) Poisoning	(5) Hearing Loss	(6) All Other Illnesses
(M)	7	0	0	0	0	0

Post this Summary page from February 1 to April 30 of the year following the year covered by the form.

Public reporting burden for this collection of information is estimated to average 50 minutes per response, including time to review the instruction, search existing data sources, gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any aspects of this data collection, contact U.S. Department of Labor, OSHA Office of Statistics, Room N-3644, 200 Constitution Ave. NW, Washington, DC 20210. Do not send the completed forms to this office.

Establishment Information

Your establishment name Moss & Associates - Concrete Repair - DO NOT POST
 Street 2101 N Andrews Ave City Fort Lauderdale State FL Zip 33311

Industry description (e.g., Manufacturing of motor truck trailers)
Construction

Standard Industrial Classification (SIC), if known (e.g., SIC 3715)
2 3 6 2 2 0

OR, North American Industrial Classification (NAICS), if known (e.g., 336212)
2 3 6 2 2 0


Employment Information

Annual average number of employees 760
 Total hours worked by all employees last year 1,520,188

Sign here

Knowingly falsifying this document may result in a fine.

I certify that I have prepared this document and that to the best of my knowledge the entries are true, accurate and complete.

 Company executive
 854.524.5278 Phone
 31-Jan-17 Date



Year 2017
U.S. Department of Labor
Occupational Safety and Health Administration

Form approved OMB no. 1218-0178
Moss & Associates - Corp Rollup - DO NOT POST

Attention: This form contains information relating to employee health and must be used in a manner that protects the confidentiality of employees to the extent possible while the information is being used for occupational safety and health purposes.

OSHA's Form 300 (Rev. 01/2004) Log of Work-Related Injuries and Illnesses

You must record information about every work-related injury or illness that involves loss of consciousness, restricted work, activity or job transfer, days away from work, or medical treatment beyond first aid. You must also record significant work-related injuries and illnesses that are caused by a physician or licensed health care professional. You must also record work-related injuries and illnesses that result in the death of an employee. For more information on OSHA's recordkeeping requirements, see 29 CFR 1904.12. For free information on OSHA's recordkeeping requirements, call your local OSHA office for help. (OSHA Form 300) or equivalent form for each injury or illness recorded on this form. If you are not sure whether a case is recordable, call your local OSHA office for help.

Establishment name
City FL Lauderdale State FL

Identify the person			Describe the case				Classify the case				Enter the number of days the injured or ill worker was:		Check the "injury" column or choose one type of illness:										
(A) Case No.	(B) Employee's Name	(C) Job Title (e.g., Welder)	(D) Date of injury or onset of illness (m/d/yyyy)	(E) Where the event occurred (e.g., Loading dock north end)	(F) Describe injury or illness, parts of body affected, and object/substance that directly injured or made person ill (e.g., Second degree burns on right forearm from molylene torch)	Days away from work (G)	Job transfer or restriction (H)	Remained at work (I)	Other recordable cases (J)	Away From Work (days) (K)	On job transfer or restriction (days) (L)	(1) Injury	(2) Skin Disorder	(3) Respiratory Condition	(4) Poisoning	(5) Hearing Loss	(6) All other illnesses						
1	Asst Super Laborer	02/10	Bridgell Broadstone	Reaching under wall flashing increased L arm				X			8	X											
2	Asst Super Laborer	03/07	Camp Pendleton	Cutting banding off box, slip on cast L thigh			X				1.4	X											
3	Apprentice	07/08	Gala	Installing metal fall pipe in L shoulder			X				7	X											
4	Jarvisym an	07/13	Camp Pendleton	Turning off fire hydrant wrench slipped struck L hand			X					X											
5	Safety Coord	08/02	SLS Lux	Uncrested L thumb while removing Eryul Beacon				X				X											
Page totals											0	0	3	2	0	0	0	0	0	0	0	0	0

Be sure to transfer these totals to the Summary page (Form 300A) before you post it.

Public reporting burden for this collection of information is estimated to average 14 minutes per response, including time to review the instruction, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any aspects of this data collection, contact: US Department of Labor, OSHA Office of Statistics, Room N-3644, 200 Constitution Ave, NW, Washington, DC 20210. Do not send the completed forms to this office.



Year 2017

U.S. Department of Labor
Occupational Safety and Health Administration

Form approved OSHA no. 1318-0178

OSHA's Form 300A (Rev. 01/2004) Summary of Work-Related Injuries and Illnesses

All establishments covered by Part 1904 must complete this Summary page, even if no injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete and accurate. Use the Log to count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the log. If you had no cases, write "0".

Employees former employees, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR 1904.35 in OSHA's Recordkeeping rule, for further details on the access provisions for these forms.

Number of Cases			
Total number of deaths	Total number of cases with job transfer or restriction	Total number of other recordable cases	
0 (G)	3 (H)	2 (I)	2 (J)
Number of Days			
Total number of days away from work	Total number of days of job transfer or restriction		
0 (K)	29 (L)		
Injury and Illness Types			
Total number of...			
(1) Injury	5	(4) Poisoning	0
(2) Skin Disorder	0	(5) Hearing Loss	0
(3) Respiratory Condition	0	(6) All Other illnesses	0

Post this Summary page from February 1 to April 30 of the year following the year covered by the form.

Public reporting burden for this collection of information is estimated to average 56 minutes per response, including time to review the instruction, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OSHA Form 300A. Send comments regarding this burden estimate or any aspect of this collection of information, including suggestions for reducing the burden, to Washington, DC 20210. Do not send the collection forms to this office.

Establishment information

Your establishment name Moss & Associates, LLC - Corporate Rollup - DO NOT POST
Street 2101 N Andrews Ave State FL Zip 33311

City Fort Lauderdale
Industry description (e.g., Manufacture of motor truck trailers)
Construction Manager

Standard Industrial Classification (SIC), if known (e.g., SIC 3715)

OR North American Industrial Classification (NAICS), if known (e.g., 338212)
2 3 6 2 2 0

Employment information

Annual average number of employees 675

Total hours worked by all employees last year 1,249,801

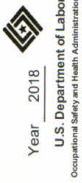
Sign here

Knowingly falsifying this document may result in a fine.

I certify that I am a responsible official of this document and that to the best of my knowledge the entries are true, accurate, and complete.

[Signature]
VP - SUE
Date 18-Jan-18

854-524-5078 Phone



Year 2018

Form approved OMB no. 1218-0176

OSHA's Form 300A (Rev. 01/2004) Summary of Work-Related Injuries and Illnesses

All establishments covered by Part 1904 must complete this Summary page, even if no injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete and accurate. Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the Log. If you had no cases write "0."

Employers, former employees, and their representatives have the right to review the OSHA Form 300 in its entirety and have limited access to the OSHA Form 301 or its equivalent. See 29 CFR 1904.35, in OSHA's Recordkeeping rule, for further details on the access provisions for these forms.

Number of Cases	Total number of cases with deaths	Total number of cases with job transfer or restriction	Total number of other recordable cases
(G)	1 (H)	1 (I)	2 (J)

Number of Days	Total number of days away from work	Total number of days of job transfer or restriction
(K)	23	96 (L)

Injury and Illness Types	Total number of...
(1) Injury (M)	8
(2) Skin Disorder	0
(3) Respiratory Condition	0
(4) Poisoning	0
(5) Hearing Loss	0
(6) All Other Illnesses	1

Post this Summary page from February 1 to April 30 of the year following the year covered by the form

Public reporting burden for this collection of information is estimated to average 58 minutes per response, including time to review the instruction, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any aspects of this data collection, contact: US Department of Labor, OSHA, Office of Statistics, Room N-364N, 200 Constitution Ave NW, Washington, DC 20210. Do not send the complete forms to this office.

Establishment information

Your establishment name: Moss & Associates, LLC - CORP ROLLUP - DO NOT POST
 Street: 2101 N Andrews Ave
 City: Fort Lauderdale State: FL Zip: 33311
 Industry description (e.g., Manufacture of motor truck trailers): General Contractor - Multiple Areas
 Standard Industrial Classification (SIC), if known (e.g., SIC 3715): _____
 OR North American Industrial Classification (NAICS), if known (e.g., 338212): 2 3 _____


Employment information

Annual average number of employees: 681
 Total hours worked by all employees last year: 1,361,393

Sign here

Knowingly falsifying this document may result in a fine.

I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete.



 Title: VP - EHS
 Date: 23 Jan 19

Company executive: _____
 Phone: 954-524-5678



Year 2019

U.S. Department of Labor
Occupational Safety and Health Administration

Form approved OMB no. 1218-0078

OSHA's Form 300A (Rev. 01/2004) Summary of Work-Related Injuries and Illnesses

All establishments covered by Part 1910.4 must complete this Summary page, even if no injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete and accurate. Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the log. If you had no cases write "0".

Employers, former employees, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have the right to make a copy of the Log and the Summary page. See 29 CFR 1910.435. In OSHA's Recordkeeping rule, for further details on the access provisions for these forms.

Number of Cases		
Total number of deaths	Total number of cases with job transfer or restriction	Total number of other recordable cases
0 (G)	2 (H)	2 (I)

Number of Days	
Total number of days away from work	Total number of days of job transfer or restriction
0 (K)	36 (L)

Injury and Illness Types	
Total number of... (M)	
(1) Injury	4 (4) Poisoning
(2) Skin Disorder	0 (5) Hearing Loss
(3) Respiratory Condition	0 (6) All Other Illnesses
	0

Post this Summary page from February 1 to April 30 of the year following the year covered by the form

Public reporting burden for this collection of information is estimated to average 18 minutes per response, including time to review the instruction, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about the burdens or any aspects of this data collection, contact: US Department of Labor, OSHA Office of Statistics, Room N-3644, 200 Constitution Ave. NW, Washington, DC 20210. Do not send the completed forms to this office.

Establishment Information

Your establishment name Moss & Associates Corp Rollup - DO NOT POST
Street 2101 N Andrews Ave
City Fort Lauderdale State Florida Zip 33311

Industry description (e.g., Manufacture of motor truck trailers)
Construction - General Contractor

Standard Industrial Classification (SIC), if known (e.g., SIC 3715)

OR North American Industrial Classification (NAICS), if known (e.g., 336212)
2 3 6 2 2 0

Employment Information

Annual average number of employees 738

Total hours worked by all employees last year 1,276,842

Sign here

Knowingly falsifying this document may result in a fine.

I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete.

Scott Gerard Company executive VP - EHS
954-524-5578 Phone
31-Jan-20 Date

EXHIBIT H: A-11

MIAMI-DADE COUNTY CONTRACTS

EXHIBIT H - MIAMI-DADE COUNTY CONTRACTS

Name of Firm	County Department which administered the contract	County Contact	Phone Number	Description of the Work	Total \$ Amount of Contract		Dates covering the Term of the Contract		Results of the Project
					Start	Completion	Start	Completion	
Architecture	Cultural Affairs	Michael Spring	305-375-4634	South Miami-Dade Cultural Arts Center New Café and Infrastructure Improvements	\$60,000	2020	2024	In Progress	
Architecture	Cultural Affairs	Michael Spring	305-375-4634	Cocoanut Grove Playhouse Redevelopment	\$1,993,800	2015	Ongoing	On hold by Miami-Dade County. Legal dispute with contractor.	
Architecture	Cultural Affairs	Michael Spring	305-375-4634	South Miami-Dade Cultural Arts Center	\$1,311,100	2000	2011	Completed / built	
Architecture	Aviation Department	Tyronce Brown	305-876-7000	Miami International Airport Security Operations Control Center	\$1,150,200	2002	2006	Prime	
Architecture	Aviation Department	Tyronce Brown	305-876-7000	Miami International Airport Concourse D, E, F, G, H Expansions & Renovations	\$1,306,400	2000	2002	Prime	
Architecture	Aviation Department	Tyronce Brown	305-876-7000	Miami International Airport Concourse D, E, F Expansions & Renovations	\$1,657,340	1996	1998	Prime	
Architecture	General Services Administration	Harvey Revitt	305-275-1155	North Dade Justice Center	\$312,000	1983	1989	Prime	
Moss & Associates	IS with Miami-Dade, Primary POC Miami-Dade, Small Business Department (SBD)	Illanas Quintana, Project Manager	786-265-5306	Marline Park, 923,000 SF, Seating Capacity for 3,742 Restaurants with Commercial Kitchens	\$450,000,000	Jul-2009	Apr-2012	Prime	
Perez & Perez	PortMiami (Miami-Dade Support Department)	Elizabeth Ogden, Assistant Port Director, Isabel Padua, PE	305-347-5521	Pre-Development for Construction of Port Facilities: Pre-Development Work for the Port of Miami	\$15,439,424	Sep-2016	Sep-2018	Prime	
Perez & Perez	Miami-Dade Department of Transit and Public Works	Frank Goyanare, PE	786-469-5260	Miami International Airport Metrol Station	\$12,600,000	Jun-2007	Jun-2012	Subconsultant	
Perez & Perez	Miami-Dade Department of Transit and Public Works	Marie-Estee Dowell	305-514-3125	South Dade Transitway Corridor	\$326,000,000	Oct-2020	Oct-2022	Ongoing	
Perez & Perez	Miami-Dade Department of Transit and Public Works	Sandy Amores	305-514-3131	East West Corridor Bus Stations Prototypes	TBD	Mar-2020	Dec-2020	Subconsultant	
Perez & Perez	Miami-Dade Department of Transit and Public Works	Sandy Amores	305-514-3131	South Dade Bus Maintenance Facility	\$80,000,000	May-2020	Oct-2022	Ongoing	
Perez & Perez	Miami-Dade PortMiami	Patrick Szotar	305-999-6836	Cruise Terminal F Expansion	\$10,000,000	Jun-2020	Ongoing	Subconsultant	
Perez & Perez	Miami-Dade PortMiami	Charles Towlesley	N/A	POM 2020 Master Plan	\$120,000,000	Aug-2020	Sep-2022	Ongoing	
Perez & Perez	Miami-Dade Aviation Department	Tyronce Browne	305-876-0529	Concourse H Expansion	\$19,600,000	Apr-2001	Jun-2003	Subconsultant	
Perez & Perez	Miami-Dade Aviation Department	Tyronce Browne	305-876-0529	Concourses B & D Phase 1 & D Phase 2	\$78,000,000	Mar-1993	Jun-1998	Subconsultant	
Perez & Perez	Miami-Dade Aviation Department	Tyronce Browne	305-876-0529	South Terminal Supplemental Services	\$90,000,000	Sep-1985	Jun-1991	Prime	
Perez & Perez	Miami-Dade Aviation Department	Tyronce Browne	305-876-0529	AA 741 Concourse A -B Infill	\$500,000,000	Aug-2005	Jun-2010	Prime	
Perez & Perez	Miami-Dade Aviation Department	Tyronce Browne	305-876-0529	AA 739 Concourse C-D Infill	\$225,000,000	Sep-2002	Oct-2004	Subconsultant	
Perez & Perez	Miami-Dade Internal Services Department	Humberto Contreras	786-299-3600	New Children's Courthouse	\$140,000,000	May-2002	Oct-2004	Prime	
Perez & Perez	Miami-Dade Internal Services Department	Jorge Perez	786-543-9093	Civil Courthouse Master Plan	\$100,000,000	Apr-2008	Apr-2015	Subconsultant	
Perez & Perez	Miami-Dade Water & Sewer Department	Jorge Perez	786-543-9093	Criminal Courts & Corrections Master Plan	\$1,200,000,000	Jun-2017	Ongoing	Prime	
Perez & Perez	Miami-Dade Water & Sewer Department	Jorge Rodriguez	Ret.	WASA Administration Facility	\$40,000,000	Mar-1991	Apr-1993	Prime	
Perez & Perez	Miami-Dade Water & Sewer Department	Jorge Rodriguez	Ret.	Le-Jeune Administration Facility Renovation	\$5,000,000	Mar-1991	Apr-1993	Prime	
HNGS	Miami-Dade Aviation Department	Godofredo Lars	305-876-7035	Flamingo & Dolphin Garage 40 year Re-Certification	\$57,730,000	Apr-2015	Ongoing	Prime	
HNGS	Miami-Dade Aviation Department	Jose Luis Rodriguez	305-876-7127	Club America at MIA Renovations	\$26,050,000	Apr-2018	Apr-2020	Prime	
HNGS	Miami-Dade Aviation Department	Jose Luis Rodriguez	305-876-7127	MIA Midfield Tunnel Fire Pump and Ventilation Repairs	\$87,300,000	Jun-2018	Ongoing	Prime	
HNGS	Miami-Dade County Internal Services Dept.	Mahmoud Rezaie	305-375-2324	Miami-Dade Elections Building Fire Sprinkler Addition	\$7,800,000	Apr-2019	Ongoing	Prime	
HNGS	Miami-Dade County Internal Services Dept.	Melissa Vener	305-375-2440	Miami-Dade OTV-South IRP Training Room Modification	\$36,764,000	Jul-2019	Nov-2019	Prime	
HNGS	Miami-Dade County Internal Services Dept.	Audrina Blanch	305-375-5339	Miami-Dade Medical Examiner's Office Compressor	\$21,760,000	Nov-2019	Ongoing	Prime	
HNGS	Miami-Dade County Internal Services Dept.	Jorge L. Oval	305-375-5339	Miami-Dade PIA Center Ventilation Dampers	\$7,680,000	Oct-2019	Ongoing	Prime	
Total Contracts					\$3,099,245,560				

EXHIBIT H: A-11 MIAMI-DADE COUNTY CONTRACTS

EXHIBIT I: B-1 FINANCING LETTERS

Goldman, Sachs & Co. | 200 West Street | New York, New York 10282
Tel: 212-902-1000



October 7, 2020

Brett Mufson
President
Fontainebleau Development LLC
19950 West Country Club Drive,
Aventura, Florida
33180

RE: Fontainebleau Development LLC and Related Companies – Development of the MIA Flight Center Hotel at Miami International Airport

Dear Mr. Mufson:

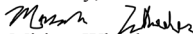
On behalf of Goldman Sachs & Co (“Goldman”), I am submitting this reference letter in support of FDR Miami Hotel LLC, a joint venture between Fontainebleau Development LLC and Related Companies’ (“Fontainebleau and Related”) proposal to develop the MIA Flight Center. Fontainebleau and Related are both leading real estate development firms and have been a Goldman borrower and client for many years. Goldman has recently provided financing for a number of Fontainebleau and Related led real estate projects including the financing for the Fontainebleau Hotel for Fontainebleau Development and the Hub and 30 Hudson Yards for Related Companies.

We understand that Fontainebleau and Related is partnering together to submit a response to the Miami-Dade County’s Request for Proposals for the developmnt, leasing, management and operation of a hotel at Miami International Airport (the “Project”). Fontainebleau and Related are submitting their proposal supported by an outstanding design, construction and advisory team including Arquitectonica, Perez & Perez Architects Planners, Inc., Moss & Associates, Bliss & Nyitray, Inc., HNGS Engineers, EAC Consulting, Inc., Sequil Systems, Inc., and SLS Consulting, Inc.

Goldman is an experienced construction lender and we are interested in providing senior debt financing for the Project. Please regard this letter as a non-binding expression of interest, which does not constitute a commitment to fund the Project. Any such commitment would be subject to typical underwriting and documentation and require credit committee approval.

Thank you for thinking of Goldman, and we look forward to working with Fontainebleau and Related on this important Project.

Sincerely,


Miriam Wheeler

October 14, 2020

Brett Mufson
President
Fontainebleau Development LLC
19950 West Country Club Drive,
Aventura, Florida
33180

RE: Fontainebleau Development LLC and Related Companies – Development of the MIA Flight Center Hotel at Miami International Airport

Dear Mr. Mufson:

On behalf of JPMorgan Chase Bank (“JPM”). Fontainebleau and Related are both leading real estate development firms. Most recently, JPM provided construction financing for the Tunberry Ocean Club condominium project in Sunny Isles, Florida which consists of a partnership between Fontainebleau and Related.

We understand that Fontainebleau and Related is partnering together to submit a response to the Miami-Dade County’s Request for Proposals for the development, leasing, management and operation of a hotel at Miami International Airport (the “Project”). Fontainebleau and Related are submitting their proposal supported by an outstanding design, construction and advisory team including Arquitectonica, Perez & Perez Architects Planners, Inc., Moss & Associates, Bliss & Nyitray, Inc., HNGS Engineers, EAC Consulting, Inc., Sequil Systems, Inc., and SLS Consulting, Inc.

Sincerely,



**EXHIBIT J:
B-4 SURETY LETTER**



One Tower Square
Hartford, CT 06183

October 5, 2020

Ms. Rita Silva, CPPO
Chief, Policy, P3 and Innovative Procurement
111 NW 1st Street, Suite 2100
Miami, FL 33128

**RE: Moss & Associates, LLC Contractor Prequalification
Solicitation RFP-01677 – New Hotel at Miami International Hotel**

Dear Ms. Silva:

Moss & Associates, LLC is a highly regarded and valued client of Travelers Casualty and Surety Company of America. Moss & Associates is capable of providing Bid and Performance & Payment Bonds in excess of \$250 Million for single projects with an aggregate program in excess of \$1.5 Billion. Travelers Casualty and Surety Company of America has evaluated Moss & Associates backlog and work-in-progress in determining its bonding capacity. Travelers Casualty and Surety Company of America is rated A.M. Best A++ (Superior), Class XV and is licensed to do business in all 50 states.

Both Travelers and Hunt Brokerage & Consulting, LLC would like to extend our highest recommendation on behalf of Bob Moss and his entire Team. In our collective opinions, Moss & Associates, LLC is one of the best managed and professionally run construction operations in the United States with the requisite capabilities to successfully complete a wide variety of commercial construction projects.

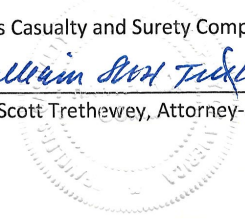
Travelers Casualty and Surety Company of America acknowledges that it has reviewed the referenced RFP and is familiar with the contractual structure and financial structure described in the RFP. Should Moss & Associates, LLC be awarded a final contract, we do not anticipate difficulty in providing the customary Performance & Payment Bonds. This includes an unconditional Payment bond that meets the requirements of the Florida Statutes. The decision to issue Bid and Performance & Payment Bonds is a matter between Moss & Associates, LLC and Travelers Casualty and Surety Company of America, and will be subject to our standard underwriting at the time of the final bond request, which will include but not be limited to the acceptability of the contract documents, bond forms and financing of the project. We assume no liability to third parties or to you if for any reason we do not execute said bonds.


If we can provide additional information, please do not hesitate to contact our office. Travelers Casualty and Surety Company of America and Hunt Brokerage & Consulting, LLC fully supports Moss & Associates, LLC.

Sincerely,

Travelers Casualty and Surety Company of America

By: 
William Scott Trethewey, Attorney-in-Fact

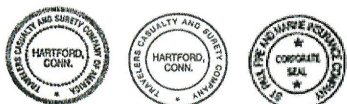


	Travelers Casualty and Surety Company of America Travelers Casualty and Surety Company St. Paul Fire and Marine Insurance Company
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POWER OF ATTORNEY


KNOW ALL MEN BY THESE PRESENTS: That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **William Scott Trethewey** of **FT LAUDERDALE, Florida**, their true and lawful Attorney-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **17th** day of **January, 2019**.



State of Connecticut

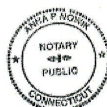
City of Hartford ss.

By: 
 Robert L. Raney, Senior Vice President

On this the **17th** day of **January, 2019**, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of said Companies by himself as a duly authorized officer.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

My Commission expires the **30th** day of **June, 2021**




 Anna P. Nowik, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, which resolutions are now in full force and effect, reading as follows:

RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

FURTHER RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this **5th** day of **October**, **2020**




 Kevin E. Hughes, Assistant Secretary

To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.
Please refer to the above-named Attorney-in-Fact and the details of the bond to which this Power of Attorney is attached.

Supplier: Fontainebleau Development



Miami-Dade County
Procurement Management Services
Proposal Submittal Form
111 NW 1st Street, Suite 1300, Miami, FL 33128

Solicitation No. RFP-01677		Solicitation Title: New Miami International Airport Hotel	
Legal Company Name (include d/b/a if applicable): FDR Miami Hotel LLC *		Federal Tax Identification Number: 85-3392860*	
If Corporation - Date Incorporated/Organized:		State Incorporated/Organized: Delaware	
Company Operating Address: 60 Columbus Circle*		City New York*	State NY*
		Zip Code 10023*	
Company Contact Person: Brett Mufson		Email Address: brett@fbdev.com*	
Phone Number (include area code): 970-379-5757*	Fax Number (include area code):	Company's Internet Web Address: www.fbdev.com	
<p>Pursuant to Miami-Dade County Ordinance 94-34, any individual, corporation, partnership, joint venture or other legal entity having an officer, director, or executive who has been convicted of a felony during the past ten (10) years shall disclose this information prior to entering into a contract with or receiving funding from the County.</p> <p><input type="checkbox"/> Place a check mark here only if Proposer has such conviction to disclose to comply with this requirement.</p>			
<p><u>SCRUTINIZED COMPANIES WITH ACTIVITIES IN SUDAN LIST OR THE SCRUTINIZED COMPANIES WITH ACTIVITIES IN THE IRAN PETROLEUM ENERGY SECTOR LIST:</u></p> <p>By executing this proposal through a duly authorized representative, the Proposer certifies that the Proposer is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, as those terms are used and defined in sections 287.135 and 215.473 of the Florida Statutes. In the event that the Proposer is unable to provide such certification but still seeks to be considered for award of this solicitation, the Proposer shall execute the proposal through a duly authorized representative and shall also initial this space: . In such event, the Proposer shall furnish together with its proposal response a duly executed written explanation of the facts supporting any exception to the requirement for certification that it claims under Section 287.135 of the Florida Statutes. The Proposer agrees to cooperate fully with the County in any investigation undertaken by the County to determine whether the claimed exception would be applicable. The County shall have the right to terminate any contract resulting from this solicitation for default if the Proposer is found to have submitted a false certification or to have been placed on the Scrutinized Companies for Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.</p>			
<p>WAIVER OF CONFIDENTIALITY AND TRADE SECRET TREATMENT OF PROPOSAL</p> <p>The Proposer acknowledges and agrees that the submittal of the Proposal is governed by Florida's Government in the Sunshine Laws and Public Records Laws as set forth in Florida Statutes Section 286.011 and Florida Statutes Chapter 119. As such, all material submitted as part of, or in support of, the proposal will be available for public inspection after opening of proposals and may be considered by the County or a selection committee in public.</p> <p><u>By submitting a proposal pursuant to this solicitation, you agree that all such materials may be considered to be public records. The Proposer shall not submit any information in response to this Solicitation which the Proposer considers to be a trade secret, proprietary or confidential.</u></p> <p>In the event that the Proposal contains a claim that all or a portion of the Proposal submitted contains confidential, proprietary or trade secret information, the Proposer, by signing below, knowingly and expressly waives all claims made that the Proposal, or any part thereof no matter how indicated, is confidential, proprietary or a trade secret and authorizes the County to release such information to the public for any reason.</p>			
Acknowledgment of Waiver:			
Proposer's Authorized Representative's		Date	

Signature: *Brett Mufson	*10/15/2020
Type or Print Name *Brett Mufson	
Type or Print Title * Authorized Representative	
The submittal of a proposal by a Proposer will be considered a good faith commitment by the Proposer to negotiate a contract with the County in substantially similar terms to the proposal offered and, if successful in the process set forth in this Solicitation and subject to its conditions, to enter into a contract substantially in the terms herein.	
Proposer's Authorized Representative's Signature: *Brett Mufson	Date * 10/15/2020
Type or Print Name *Brett Mufson	
Type or Print Title * Authorized Representative	

Supplier: Fontainebleau Development



AFFIDAVIT OF MIAMI-DADE COUNTY LOBBYIST REGISTRATION FOR ORAL PRESENTATION

(1) Solicitation Title: **New Hotel at Miami International Hotel** Solicitation No.: **01677**
 (2) Department: **Miami-Dade Aviation Department**
 (3) Proposer's Name: **FDR Miami Hotel LLC**
 Address: **60 Columbus Circle, New York, NY Zip: 10023**
 Business Telephone: **970-379-5757** E-Mail: **brett@fbdev.com**

(4) List All Members of the Presentation Team Who Will Be Participating in the Oral Presentation:

Name	Title	Employed By	Email Address
JEFFREY SOFFER	Chairman & CEO	FB Dev	jsoffer@fbdev.com
BRETT MUFSON	President & CIO	FB Dev	brett@fbdev.com
PHILIP GOLDFARB	President & COO	Fontainebleau	PGoldfarb@fontainebleau.com
ERIC COHEN	Executive VP	FB Dev	ecohen@fbdev.com
SETH GOLDMAN	Executive VP	FB Dev	sgoldman@fbdev.com
JOON OH	Senior Vice President	FB Dev	joh@fbdev.com
BOBBY COURTNEY	Head of Aviation	Fontainebleau Aviation	bcourtney@fbaviation.com

(ATTACH ADDITIONAL SHEETS IF NECESSARY)

The individuals named above are Registered and the Registration Fee is not required for the Oral Presentation ONLY.

Any person who appears as a representative for an individual or firm for an oral presentation before a County certification, evaluation, selection, technical review or similar committee must be listed on an affidavit provided by the County. The affidavit shall be filed with the Clerk of the Board at the time the response is submitted. The individual or firm must submit a revised affidavit for additional team members added after submittal of the proposal with the Clerk of the Board prior to the oral presentation. Any person not listed on the affidavit or revised affidavit may not participate in the oral presentation, unless he or she is registered with the Clerk's office and has paid all applicable fees.

Other than for the oral presentation, Proposers who wish to address the county commission, county board or county committee concerning any actions, decisions or recommendations of County personnel regarding this solicitation in accordance with Section 2-11.1(s) of the Code of Miami-Dade County MUST register with the Clerk of the Board and pay all applicable fees.

I do solemnly swear that all the foregoing facts are true and correct and I have read or am familiar with the provisions of Section 2-11.1(s) of the Code of Miami-Dade County as amended.

Signature of Authorized Representative: **Brett Mufson** Title: **Authorized Representative**

STATE OF **Florida**

COUNTY OF **Miami-Dade**

The foregoing instrument was acknowledged before me this **15th Day of October**,

by **Brett Mufson**, a **Authorized Representative of Proposer**, who is personally known
(Individual, Officer, Partner or Agent) (Sole Proprietor, Corporation or Partnership)

to me or who has produced **personally known to me** as identification and who did/did not take an oath.

Alexandria Thomas
(Signature of person taking acknowledgement)

Alexandria Thomas
(Name of Acknowledger typed, printed or stamped)

Notary Public **GG068916**
(Title or Rank) (Serial Number, if any)

Revised 1/2/14

Supplier: Fontainebleau Development

SUBCONTRACTING FORM

Solicitation Number RFP-01677

*Vendor Name FDR Miami Hotel LLC *FEIN # 85-3392860

Complete "A" or "B":

- A. No subcontractors or direct suppliers will be utilized pursuant to this solicitation.
- B. The below listed subcontractors and/or suppliers will be utilized pursuant to this solicitation:

Business Name and Address of First Tier Subcontractor/ Subconsultant	Name of Principal Owner	Scope of Work to be Performed by Subcontractor Subconsultant	Subcontractor/ Subconsultant License (if applicable)
Arquitectonica	Bernardo Fort-Brescia	Designer / Architect	AR0008779
Moss & Associates	Brett Atkinson	Builder / General Contractor	CGC 1510924
Perez & Perez	Daniel Perez-Zarraga	Designer / Architect	NCARB#26469
BNI engineers	George N. Khoury	Designer / Structural Engineer	
Business Name and Address of First Tier Direct Supplier	Name of Principal Owner	Supplies, Materials, and/or Services to be Provided by Supplier	

And

Below and/or attached is a detailed statement of the firm's policies and procedures for awarding subcontractors:

Proposers and Team Members will draw on relationships and past experience to select the subcontractors with relevant airport experience and capabilities to execute on a collaborative and inclusive development process. In particular, Moss has developed a proven Outreach and Inclusion Program with a proven track record of meeting and exceeding ABCDE, DBE, SBE and LBD participation goals.

(Duplicate this form if additional space is needed to provide the required information)

When Subcontracting is allowed and subcontractors will be utilized, the Contractor shall comply with Section 2-8.8 of the Code – Fair Subcontracting Practices: (1) Prior to contract award, the Bidder shall provide a detailed statement of its policies and procedures for awarding subcontracts and (2) As a condition of final payment under a contract, the Contractor shall identify subcontractors used in the work, the amount of each subcontract, and the amount paid and to be paid to each subcontractor via the BMWS at <http://mdcsbd.gob2g.com>.

Pursuant to Section 2-8.1(f) of the Code – Listing of subcontractors required on certain contracts, for all contracts which involve the expenditure of one hundred thousand dollars (\$100,000) or more, the entity contracting with the County must report to the County the race, gender, and ethnic origin of the owners and employees of its first tier subcontractors and suppliers via the BMWS at <http://mdcsbd.gob2g.com>. The race, gender, and ethnic information must be submitted via BMWS as soon as reasonably available and, in any event, prior to final payment under the Contract. The Contractor shall not change or substitute first tier subcontractors or direct suppliers or the portions of the Contract work to be performed or materials to be supplied from those identified except upon written approval of the County.

I certify that the information contained in this form is to the best of my knowledge true and accurate.

Brett Mufson

Brett Mufson

Authorized Representative

10/15/2020

***Signature of Vendor's Representative**

***Print Name**

***Print Title**

***Date**

Supplier: Fontainebleau Development

**Miami-Dade County
Contractor Due Diligence Affidavit**

Per Miami-Dade County Board of County Commissioners (Board) Resolution No. R-63-14, County Vendors and Contractors shall disclose the following as a condition of award for any contract that exceeds one million dollars (\$1,000,000) or that otherwise must be presented to the Board for approval:

- (1) Provide a list of all lawsuits in the five (5) years prior to bid or proposal submittal that have been filed against the firm, its directors, partners, principals and/or board members based on a breach of contract by the firm; include the case name, number and disposition;
- (2) Provide a list of any instances in the five (5) years prior to bid or proposal submittal where the firm has defaulted; include a brief description of the circumstances;
- (3) Provide a list of any instances in the five (5) years prior to bid or proposal submittal where the firm has been debarred or received a formal notice of non-compliance or non-performance, such as a notice to cure or a suspension from participating or bidding for contracts, whether related to Miami-Dade County or not.

All of the above information shall be attached to the executed affidavit and submitted to the Procurement Officer overseeing this solicitation/contract/purchase order. The Vendor/Contractor attests to providing all of the above information, if applicable, to the County.

NOTE: "Pursuant to Florida Statutes s. 92.525, under penalties of perjury....." vendors who are unable to obtain a Notary Public during the COVID-19 declared emergency are permitted to use the below declaration in lieu of (notarized) affidavits for responses to solicitations.

Written Declaration: Pursuant to Florida Statutes s. 92.525, under penalties of perjury, I declare that I have read the foregoing Contractor Due Diligence Affidavit and that the facts stated in it (attached to it) are true.

Contract No. :RFP - 01677	Federal Employer Identification Number (FEIN):85-3392860
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Contract Title:New Hotel at Miami International Hotel

Brett Mufson <small>Printed Name of Affiant</small>	Authorized Representative <small>Printed Title of Affiant</small>	Brett Mufson <small>Signature of Affiant</small>
FDR Miami Hotel LLC <small>Name of Firm</small>	10/15/2020 <small>Date</small>	
60 Columbus Circle <small>Address of Firm</small>	New York <small>State</small>	10023 <small>Zip Code</small>

Notary Public Information

Notary Public – State of _____ County of _____

Subscribed and sworn to (or affirmed) before me this _____ day of, _____ by _____

_____ He or she is personally known to me _____ or has produced identification

Signature of Notary Public	Serial Number
----------------------------	---------------

Print or Stamp of Notary Public

Expiration Date

Notary Public Seal

rev. COVID-19 declared emergency