



MARCH 7, 2023

Proposal for

# Real Estate Advisory Services

*Warm Mineral Springs Park*

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**CBRE, Inc.**  
**Brokerage Services**

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March 7, 2023

Tricia Wisner, MBA  
Assistant Director, Department of Public Works  
City of North Port  
O: 941-240-8060  
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twisner@northportfl.gov

Dear Ms. Wisner,

On behalf of CBRE, Inc., (CBRE) thank you for the opportunity to provide you with this proposal to represent advise the City of North Port in the evaluation of proposals for the Warm Mineral Springs Park project. We are pleased to offer North Port a number of advantages and benefits to engaging CBRE for this project:

- Track record of success advising similar municipal and mission-oriented clients throughout Florida in achieving their community and financial goals on redevelopment projects
- World's broadest commercial real estate services platform to provide proven experts in all aspects of project development to benefit the City. We put subject matter experts on your side of the table to help the City assess and evaluate developer technical and financial proposals.
- Public sector specialists from CBRE's Public Institutions & Education Solutions practice, providing best practices and advice from 15+ recent public-private partnerships and redevelopment projects locally, regionally, and nationally.

This proposal is offered under the competitively procured and attached Contract # DMS-12/13-007A By and Between CBRE, Inc. and the State of Florida, Department Of Management Services for Tenant Broker & Real Estate Consulting Services. As per clause 2.1.3, Real Estate Services as quoted below, the City s an Eligible User (defined in Section 1.1) and therefore may use this contract as an existing competitively procured mechanism to engage CBRE for the referenced services:

"2.1.3. Real Estate Services.

An Eligible User may purchase additional services related to real estate management, support, operations, or other similarly related services. The Eligible User will provide a detailed Scope of Services, timelines for performance, business strategies, and desired pricing model for the needed service. Related real estate consulting and transactional services include, but are not limited to, relocation services, project management services, acquisition services, sale, lease, or disposition of properties, trading or swapping of properties, strategic consulting, real estate financial services, facilities management services, etc. Tenant Brokers will provide the Eligible User a quote in the format/method desired by the Eligible User which can be either a commission based quote, a flat fee for services quote, or an hourly rate quotes at the rates at or below those indicated in this contract."

We are on stand-by to begin work on this important project and capture the advantages of the highly competitive market for development in Florida. We look forward to answering any questions you may have regarding the following proposal. If we are selected, North Port has our personal promise that our partnership will be governed by CBRE's RISE values: Respect, Integrity, Service, Excellence.

Sincerely,



**Lee Ann Korst, Senior Vice President  
CBRE Public Institutions & Education  
Solutions**

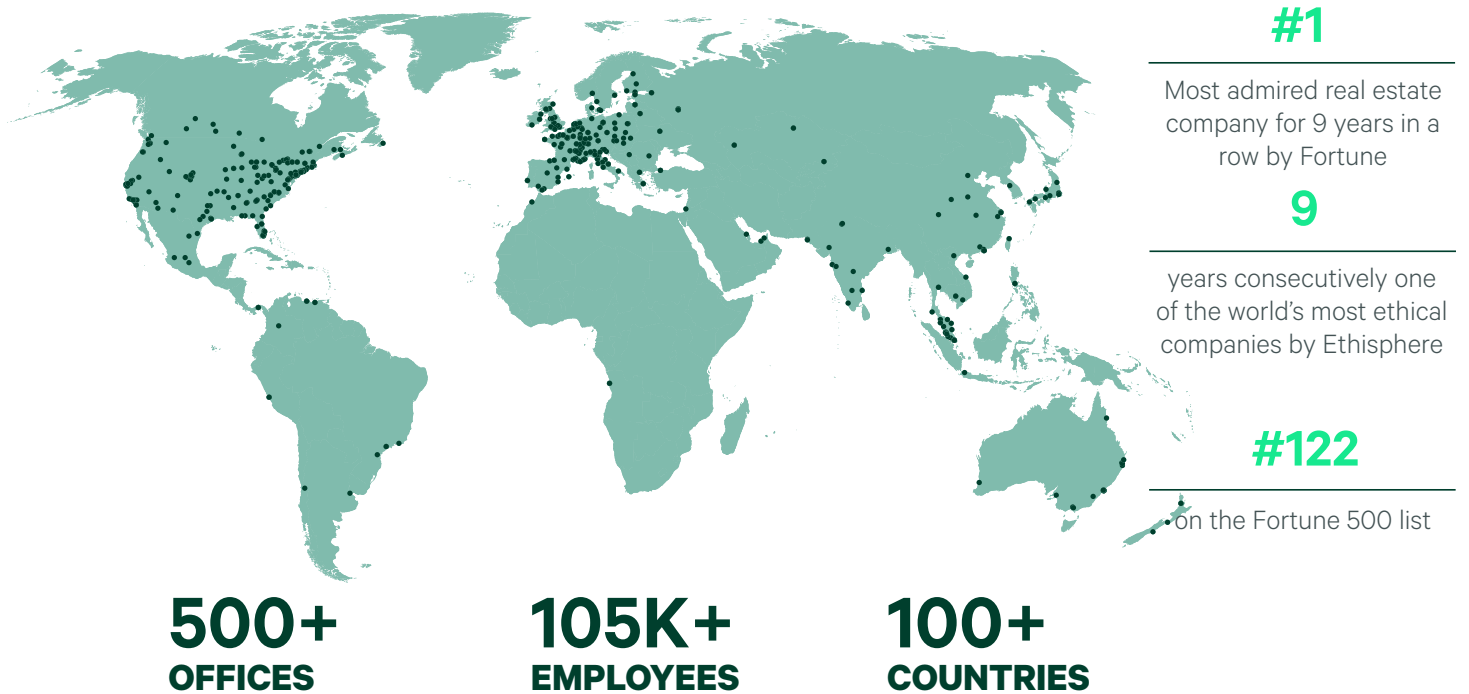


**Mike DiBlasi, Managing Director  
CBRE Tampa**

# Introduction

CBRE, Inc. (NYSE: CBRE), a Fortune 500 and S&P 500 company headquartered in Dallas, Texas is the world's largest commercial real estate services and investment firm (in terms of 2020 revenue). The company offers strategic advice and execution for property sales and leasing; corporate services; property, facilities and project management; mortgage banking; appraisal and valuation; development services; investment management; and research and consulting.

Trusted by 90% of the Fortune 100 and over 100 public sector clients



## Transaction Services

**9,450** BROKERS      **67,975** TRANSACTIONS      **\$290.1B** TRANSACTION VALUE

## Lease Administration

**180,000** LEASES MANAGED      **1,200** EMPLOYEES

## Project Management

**42,242** PROJECT MANAGED      **\$93.0B** CONTRACT VALUE

## Facilities Management

**50,000+** FM EMPLOYEES      **7.0B** SF MANAGED      **36.8M** FACILITIES OCCUPANTS

# Florida's #1 Commercial Real Estate Services Firm

## Statewide Coverage & Leadership

**1700**  
employees

**11**  
offices

**50**  
years

**#1**  
global market position in

- ✓ leasing
- ✓ property sales
- ✓ property management
- ✓ valuation

**\$15.6B**  
2021 transaction  
volume

**\$9.3B**  
2021 sales  
volume

**\$3.6B**  
2021  
leasing  
volume

## Tampa/Sarasota Area Specialists

**\$5.2B**  
2021-22 transaction  
volume

**\$4B**  
2021-2022  
sales volume

**948+**  
2021-2022  
transactions

100+ AREAS OF  
SPECIALIZATION.

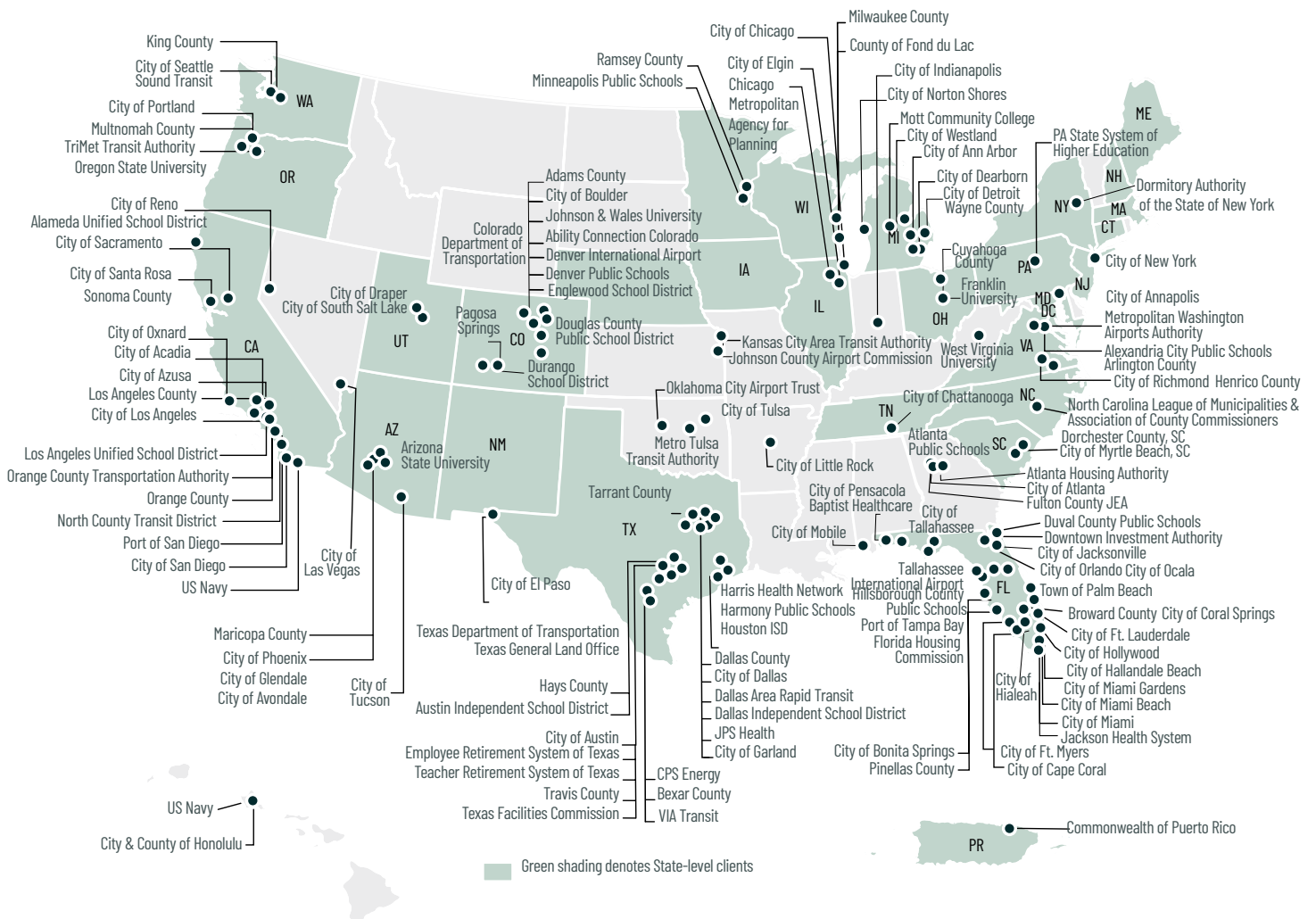


ONE POINT  
OF FOCUS—  
BRILLIANT  
SOLUTIONS FOR  
OUR CLIENTS.

# Advising not-for-profit and mission-driven land owners nationwide

The CBRE Public Institutions & Education Solutions (PIES) team is the leading provider of real estate services to local governments in Florida. Similar to North Port, these entities are typically large landowners in any particular market and frequently seek out CBRE's expertise in structuring and brokering development projects that provide revenue and high quality amenities to their communities. In the last two years, the team has generated over \$2B in revenue for local government landowners who have engaged CBRE to solicit developers and operators on their behalf.

These projects have significant community interest and input, are transformational to local citizens, and provide uses and amenities to benefit the community.



# Approach

We understand that the City of North Port has received an unsolicited proposal under the State of Florida's P3 statute (F.S. 255.065) for improvements at Warm Mineral Springs Park. The City has since provided the required public notice and expects proposals by March 15, 2023 for the development and implementation of the Warm Mineral Spring Park Building Restoration and Improvement and is seeking CBRE's services to support the City in evaluating proposals that may be received as a result of the RFP.

CBRE has led multiple successful projects on behalf of municipal clients under F.S. 255.065 and is very familiar with the review requirements of the "responsible public entity." In order to support the City in meeting its obligations under the statute and delivering a project that meets the City and community's goals, CBRE has proposed a comprehensive approach and team including construction professionals, chartered financial analysts, and real estate experts to support the review.

CBRE will support the City's evaluation and selection committee's activities as an independent body. When offers are received, CBRE will complete a thorough analysis of the financial projections and plans of the developers and opine on their feasibility and reasonableness. We will present information for your consideration on best path forward for the project based on rigorous review of items such as:

- Overall strength of the offers, including pricing and level and type of development proposed
- Overall development plan
- Risk assessment for each finalist team (including but not limited to closing contingencies / certainty, development plan, financing, construction, and delivery)
- Financial return to the City including evaluation of transaction terms and assumptions

CBRE's review process will conform with the City's obligations under the statute to perform an independent analysis of the proposed public-private partnership which demonstrates the cost-effectiveness and overall public benefit. The team will review items such as:

- Was all requested information provided?
- How well do respondents achieve the qualifications requirements established in the offering?
- What is the respondents' past experience on comparable projects?
- What feedback did the developers' references provide? Are there red flags?
- How well-capitalized are the respondents? Will they have the sources and proof of debt and equity to deliver the project?
- How qualified are the individuals proposed to work on the project?
- Are construction costs and rent assumptions within market?
- Is the development timeline realistic?



**The CBRE team will support the City's due diligence and selection process considering the following:**

- Submission quality including objective and subjective criteria
- Interviews with proposal teams
- Proposer financial strength and experience with similar acquisitions at this scale
- Risk issues for all parties

## Vetting developer assumptions to prove project viability

CBRE provides development and construction professionals to examine developer proposals for assumptions and risks that may impact the project's viability. We break down the buzzwords into plain language to ensure the project will deliver as promised.

Specifically, CBRE's Project Management (PJM) team will complete the following tasks to review and analyze received proposals in detail and render a qualitative analysis in each of the following areas:

### Cost Study

- Detailed review of all hard construction and project soft costs
- Review of all the metrics (costs per square feet and/or unit) to establish benchmark relativity to the market and the industry
- Contingency levels held including forecasts for market escalation
- Assessment of financial risks
- Review of clarifications, assumptions, and qualifications of cost
- Review of costs held for potential off-site development, impact fees, infrastructure improvements and services

### Schedule Analysis

- Based on the proposed improvements and assumptions in the proposal, we will develop a critical path baseline schedule
- The baseline schedule will include durations and activities related to typical jurisdictional approvals including zoning and permitting, design, procurement, site prep, onsite construction, off-site improvements, and commissioning
- The baseline schedule will then be compared to the proposed project timeline. The proposer's schedule will be tested against our baseline's critical path in an effort to extract inconsistencies or conflicts in the schedule logic. Any inconsistencies will be flagged and included as follow up items in the final report.

### Feasibility and Constructibility Review

- Review the design and structural composition of the proposed improvements
- Compare the design elements against the site geometry, surrounding improvements, and the environmental conditions of the planned construction area
- Review and comment on any specific construction details or methods if included in the developer's response
- Identify any logistical challenges to the proposed improvements such as access, use restrictions, geotechnical or other concerns
- Comment on any procurement or other market conditions that may impact or cause significant change to the intended improvements. This may include but not be limited to global market pressure on construction commodities, geographic shortages in skilled construction labor, etc.

## Sample Feasibility Analysis





# Financial Proposal Review

Understanding the financial implications of developer proposals is a key element to a successful project. CBRE's Financial Consulting Group (FCG) specializes in providing fully customized financial analyses that empower clients to make informed real estate decisions. Undertaken at both a qualitative and quantitative level, FCG professionals assist in thoroughly examining critical financial issues throughout the transaction process.

The team will concisely and accurately present all financial metrics relevant to your internal decision-making process on a cash flow and Net Present Value basis. All analyses include executive summaries, detailed schedules, and undergo a rigorous peer review process.

The review will include:

- Pro Forma Analysis
- Cash Flow Analysis
- Review of proposer's financial strength
- Sources and percentages of debt and equity financing the project



## Sample Financial Analysis

Analysis Starts From Proposed Completion

Scenario	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7	Scenario 8	Scenario 9	Scenario 10	Scenario 11	Scenario 12
Net Present Value	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000
Internal Rate of Return	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%
Payback Period	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
NPV (10%)	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
NPV (12%)	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
NPV (15%)	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
NPV (20%)	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
NPV (25%)	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
NPV (30%)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
NPV (35%)	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
NPV (40%)	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
NPV (45%)	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
NPV (50%)	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500
NPV (55%)	31,250	31,250	31,250	31,250	31,250	31,250	31,250	31,250	31,250	31,250	31,250	31,250
NPV (60%)	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625
NPV (65%)	7,812	7,812	7,812	7,812	7,812	7,812	7,812	7,812	7,812	7,812	7,812	7,812
NPV (70%)	3,906	3,906	3,906	3,906	3,906	3,906	3,906	3,906	3,906	3,906	3,906	3,906
NPV (75%)	1,953	1,953	1,953	1,953	1,953	1,953	1,953	1,953	1,953	1,953	1,953	1,953
NPV (80%)	976	976	976	976	976	976	976	976	976	976	976	976
NPV (85%)	488	488	488	488	488	488	488	488	488	488	488	488
NPV (90%)	244	244	244	244	244	244	244	244	244	244	244	244
NPV (95%)	122	122	122	122	122	122	122	122	122	122	122	122
NPV (100%)	61	61	61	61	61	61	61	61	61	61	61	61

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# Deliverables and Compensation

## Deliverables:

CBRE will prepare a technical review document/presentation comparing the proposals provided by the respondents. The document will include the following sections:

- Proposal overview matrix summarizing content of received proposals
- Challenges and considerations assessment for each proposal
- Cost study for each proposal
- Schedule analysis for each proposal
- Constructibility and feasibility analysis for each proposal
- Financial analysis for each proposal detailing returns to the City and other financial terms proposed
- Summary comparing each proposal on the above components (cost, schedule, constructibility, and financial)

## Participation with City Staff/Council Briefings

While performing the above scope of work, CBRE will be in regular communication with City staff as may be reasonably required to clarify points and support the City's evaluation.

We will provide two (2) drafts of the technical review document/presentation and a final document.

CBRE will attend up to two (2) meetings in person. Any additional in-person meetings can be provided for an additional fee of \$5,000 per meeting.

## Compensation

CBRE's compensation will take the form of a technical review fee of \$375,000.

This amount will be charged as a flat fee, inclusive of all travel and expenses, in accordance with the number of meetings and travel described above.

Any additional services requested beyond the final submission of the deliverable will be quoted and priced separately by CBRE.

# Proven track record

## City of Bonita Springs, FL

Development Advisory, Highest & Best Use Studies, RFP Development and Marketing

### CHALLENGE

CBRE represents the City of Bonita Springs, FL in the solicitation of development partners for the redevelopment of 6 acres of riverfront property in downtown. While Bonita Springs is known for its world-class beaches, one of the City's hidden gems is its historic downtown. The downtown is lined with quaint shops, the meandering Imperial River, Old 41 Road and vibrant "old Florida" aesthetics. The collection of these attributes offers a unique sense of place and a charming location that draws a bustling crowd. CBRE has provided planning and feasibility services to the City to determine potential values, uses, and a marketing strategy to achieve the City's goals, which include:

- Accomplish a development that is the gateway to downtown and cornerstone of Old 41 Road
- Create a riverfront focus on the Site by incorporating public interaction with this dynamic space
- Integrate retail, cafes, attractions, and points of interest along Old 41 Road as well as along the Imperial River
- Contain a mix of residential housing including apartments and town homes
- Embrace the history of the Site and integrate references to the historic railroad, Tamiami Trail, and Imperial River at this location



Imperial Crossing Offering Memorandum

### SOLUTION

After significant consultation with the City and its stakeholders, CBRE developed customized marketing materials including drone videography, a website, brochures, and an RFP reflecting the City's aesthetic and vision for the site. CBRE's Property Marketing specialists worked with the City to rebrand the project which had previously been known as the "Bamboo parcel," to Imperial Crossing, demonstrating our ability to customize our offering materials to the community, its heritage and our client's goals.

### RESULTS

The RFP was released in mid-January with proposals due in mid-April 2020. The offering has attracted significant interest with over 75 potential bidders downloading the project documents. CBRE delivered multiple competitive offers to the City. City Council selected the winning bidder and the project closed in April 2022.

# The City of Hollywood, FL

## Development Advisory Services

### CHALLENGE

The City of Hollywood was seeking advice and representation in the assessment and optimization of several high priority properties. Like many municipalities, the City owns several assets that are either vacant, not performing at their highest and best use, or suffering from deferred maintenance. CBRE was engaged to advise the City on its strategy for several properties and make recommendations for improvements while generating revenue for City use..

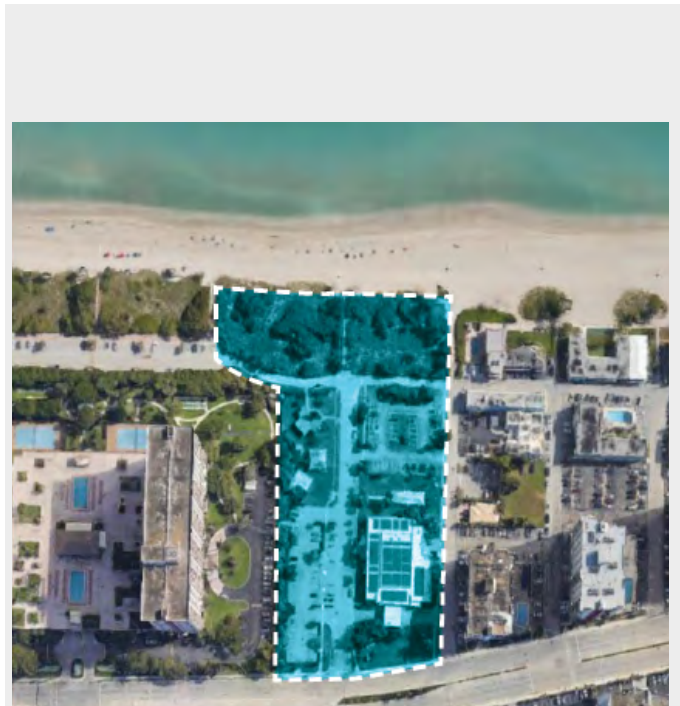
### SOLUTION

The City had already received an unsolicited proposal to redevelop the valuable Hollywood Beach Culture and Community Center (HBCCC) site- CBRE worked with the City under the Florida P3 statute to manage a more defined process that would enable the City to maximize the value of the site by refining its needs for a future center building and redevelop the site to its highest and best use by including public amenities and a boardwalk. CBRE developed a customized marketing campaign with this project design in mind, requesting proposals from the development community that provided a new venue for community use as well as commercial uses on site, and the pedestrian space and boardwalk desired.

### RESULTS

CBRE's process delivered 7 additional highly competitive proposals in accordance with the guidelines / requirements of Florida's P3 Statute and with exciting and dynamic plans and mixed uses. CBRE's Project Management practice has been engaged to review technical aspects of the proposals and ensure maximum value and feasibility. CBRE's Financial Consulting team further supported the review of all offers to provide the City with a clear basis of comparison.

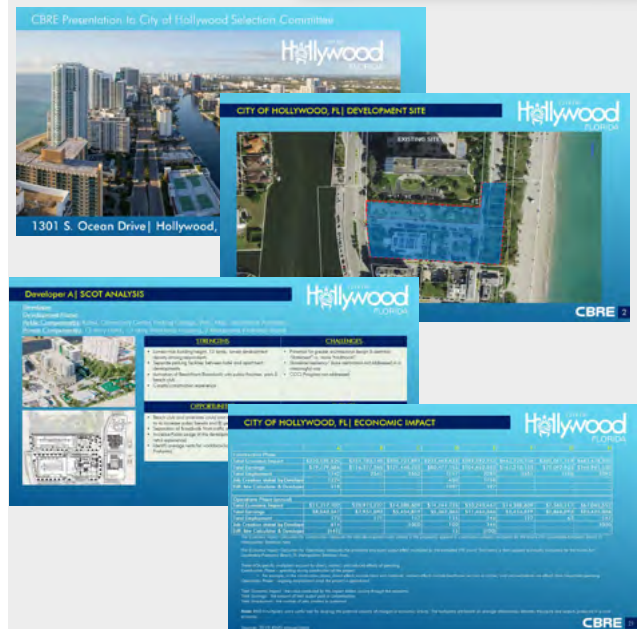
The City ultimately voted unanimously to select a final proposed offer from the Related Group. The final project will provide the City with lease payments of over \$830 million, new culture and community center, boardwalk extension, restaurants, public parking and improvements to Harry Berry Park. These improvements are all developer-funded and at no cost to the City. As a result of the public process led by CBRE, the City captured over \$10M (NPV) in improved deal terms from the original unsolicited offer.



Offering Documents



Proposal Analysis



# The City of Hollywood, FL

## Development Advisory Services

### CHALLENGE

The City of Hollywood owns the 250 acre Orangebrook Golf & Country Club, a historic 36-hole championship golf course located in the heart of the city. Originally built as an 18-hole facility in 1933, a second 18 holes were added in 1959. Voters approved the renovation of the property and allocated \$25M for the effort in the 2019 GO (General Obligation) Bond.

The City received an unsolicited proposal to renovate and redevelop portions of the golf course and following the success of the HBCCC process, engaged CBRE to represent it in a competitive process under Florida State Statute 255.065.

### SOLUTION

CBRE engaged members of our in-house specialty practice in Golf Courses and Resorts, and partnered with a national organization of 3,500 members representing every facet of the golf industry: public and private golf facilities; golf course architects; developers and builders; companies offering specialized services to the golf industry; national, regional, state, and local golf associations; instructors; schools, and individuals.

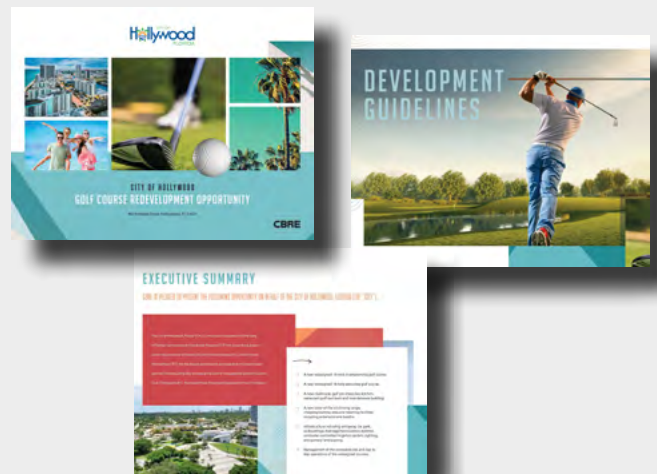
CBRE prepared customized materials and engaged with leading organizations in the golf industry to deliver six competitive proposals for the City's consideration. The team has provided robust, industry specific review of the proposals and supported the City through a first round review and shortlisting process.

### RESULTS

Following robust public comment and developer presentations and participation with support of CBRE, the City Commission voted to rank the team of GCF Development and PPG Development as the top bidder for the project. CBRE will now support the City to finalize the land lease and development agreement with the group.



Offering Documents



Proposal Analysis



# Duval County Public Schools, FL

Development Advisory & Disposition Services

## CHALLENGE

CBRE was recently hired by Duval County Public Schools (DCPS) in Jacksonville Florida to represent it in structuring and executing a complex transaction to consolidate and relocate its administrative headquarters away from its existing valuable location on the water and subsequently redevelop or sell the former site. DCPS was simultaneously seeking the disposition of additional surplus property and was keen to capitalize on the strong development market in Florida.

## SOLUTION

DCPS was open to a number of different transaction structures including developing a new facility on existing land within its portfolio, leasing third party space, or a public-private partnership to monetize its existing asset as part of the lease or development of a new headquarters. CBRE provided in depth analysis of the benefits and tradeoffs of various transaction structures and potential locations for DCPS. The team prepared highly detailed solicitation documents to engage the developer market, clearly describing DCPS's multiple transaction structures, available properties, and clearly articulating the value opportunity at the site.

## RESULTS

CBRE marketed the opportunity broadly throughout our local, regional, national, and international network of developers, ultimately delivering 19 proposals for DCPS's consideration, consisting of a variety of acquisition/redevelopment offers. CBRE is analyzing the offers for DCPS, providing in depth technical, financial, and commercial modeling and review to ensure maximum value for DCPS.



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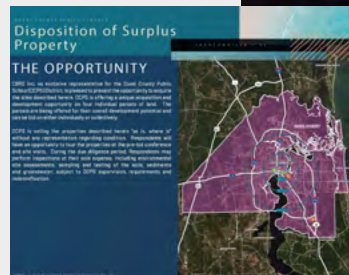
19

ACRE WATERFRONT HQ SITE

TOTAL SITES AVAILABLE

OFFERS

Offering Documents



# Downtown Investment Authority, Jacksonville

Disposition, Development Advisory, P3 Structuring,  
Marketing, Negotiation, Economic Development

## CHALLENGE

CBRE was selected to advise and represent the Downtown Investment Authority (DIA) in Jacksonville, FL in the redevelopment of several owned waterfront land parcels and a submerged parcel representing a marina opportunity. The City of Jacksonville is seeking increased activation of the urban core through thoughtful design, higher density and implementation of mixed and complimentary uses that will serve to draw new residents, workers and visitors into downtown.

## SOLUTION

CBRE undertook significant consultation and due diligence with the DIA including opining on viability of desired and most beneficial uses, financial expectations for the project, transaction structures, and process. The team also completed massing plans during the Phase I due diligence process to determine various highest and best use scenarios.

The team incorporated several key considerations into the RFP documents such as:

- Design, build and finance project delivery method
- Multifamily and retail elements as required, with the option for office, marina, and hospitality uses
- Opportunities for residents and visitors alike to interact with the water through waterfront retail, cafes, marinas, parks, walkways, attractions or points of interest
- Maximize the site in a way that would be consistent with its position along the skyline

In addition, CBRE's Property Marketing specialists worked with the DIA to rebrand the project which had previously been known as the "old Courthouse site." The team rebranded the project The Ford on Bay, drawing inspiration from the area's history as a former river crossing used by Native Americans. This effort demonstrates how we customize our offering materials to the community, its heritage and our client's goals.



## RESULTS

CBRE's marketing process generated six highly competitive offers which include apartments, retail space, restaurants, artwork and hotels, including a Reverb by Hard Rock. Additional amenities proposed include entertainment and open spaces, public art, roof decks, pedestrian plazas, and a parking garage. The proposals were required to demonstrate how the projects will meet the City's vision of increased activation on 2.4 acres of the urban core through design, increased density and a mix of uses that will draw people downtown. The proposers made presentations to DIA on January 5, 2022 and the DIA Review Committee Board voted unanimously to select Atlanta-based developer Carter to build The Hardwick at The Ford on Bay, a \$140 million mixed-use apartment project. The project will include:

- A 300-foot-tall residential tower and 75-foot-tall residential pedestal with 332 apartments
- A rooftop pool and amenity deck
- 25,000 SF of retail space
- Two restaurants, one on the riverfront
- A 550-space parking garage with 125 retail spaces
- \$2.5 million in public open space
- Eco-buffers including a tree canopy and green roofs, garden courtyard and waterfront park to protect the building from storm surge increased by sea-level rise.

# City of Miami, FL

Development Advisory, P3 Structuring, Marketing, Negotiation, Disposition

## CHALLENGE

CBRE has represented the City of Miami in the mixed-use redevelopment of the Miami Riverside Center. The existing facility is too small, outdated, and inefficient, and is in a waterfront location that is much better suited for private development. Parking is inadequate and the site poses a challenge for residents to access. Since 2015, CBRE has worked with the City to define its requirements for a new facility, approach the market with a formal RFP process, evaluate technical responses and financial proposals, negotiate with developers, and represent it at City Commission meetings.

## SOLUTIONS

CBRE marketed the opportunity to over 5,000 targeted brokers, investors, and developers, giving the deal nationwide visibility and interest from the investment and developer community.

CBRE has performed financial analysis tasks to evaluate the various cash flow and net present value terms in developer bids, present all options to the City and its stakeholders in comparable terms, and facilitate the selection of the most advantageous offer to the City.

CBRE evaluated over a 100 city owned sites for location placement, constraints, ingress, egress, to help inform final site selection

CBRE has been the City's full partner throughout a complex, high profile, and very public stakeholder management process, e.g. Waterfront Advisory Board, Miami River Commission, etc.

BEFORE



AFTER



**\$1B+**

total project value

**\$3.6M**

annual rent paid to owner

**MULTIPLE**

mixed uses

## RESULTS

The successful offeror's proposal calls for three to four towers on the former City site, with a mix of residential, office, retail, and hotel uses, and embraces the site's river frontage with wide views of the water and a large and accessible public Riverwalk component. The developer will deliver a state-of-the-art 375,000 SF headquarters and parking garage to the City, pay \$3.6M in annual escalating rent plus 2% of proceeds from condo sales on the site, and has committed to 10% workforce housing on the site.

CBRE has incorporated changes into the project's financial models, and supported the City's real estate department in developer negotiations and presentations to City Commission. The site ultimately selected for the new headquarters is ideal for the new administrative building. It is adjacent to the current site and near mass transit, while maintaining the downtown location and remaining one-step removed from traffic in Miami's Central Business District. The project was approved by City Commission and a voter referendum (passing with 64% of the vote) and is proceeding as planned.



# North County Transit District, CA

Development Advisory, Marketing, Negotiation, Execution

## CHALLENGE

The North County Transit District (NCTD) provides bus, train, and hybrid rail services in North San Diego County. CBRE was engaged to provide a broad suite of real estate services including identifying and activating sources of revenue in the portfolio. NCTD's Oceanside Transit Center is located less than one-quarter mile from the Pacific Ocean and one-half mile from the Oceanside Pier. The site is comprised of 19 contiguous parcels of land with an estimated building capacity of over 650,000 square feet and includes transit operations and NCTD's administrative headquarters. The site was identified as a redevelopment opportunity to increase ridership, improve NCTD's headquarters facility, and deliver higher density, mixed and complementary uses that will serve to draw new residents and visitors, as well as expand transit ridership and the workforce in downtown Oceanside.

## SOLUTION

CBRE and our partners have provided a highest and best use study of the property, massing studies and density projections, and significant developer engagement to market the opportunity in advance of the release of a formal RFP to developers. CBRE prepared and launched a comprehensive marketing campaign to attract financially competitive proposals that also meet NCTD's operational objectives. The highly custom materials include videos, photography, brochures, a website, and detailed Request for Proposals (RFP).

## RESULTS

CBRE's marketing efforts attracted international attention and delivered multiple competitive proposals offering significant value to NCTD including a revised street grid, build to suit headquarters facilities, and multiple mixed uses including parking. The team collaborated closely with NCTD to refine the available offers, create a competitive environment for the project, and negotiate the best terms for the District. The \$400M project was approved in late 2020 and will include:

- 648 multifamily units
- 18% affordable units
- 44,000 SF office space for NCTD Headquarters
- 141 hotel rooms
- 732 parking spots
- 12 bus bays

The project was so successful that NCTD has engaged CBRE to represent it on additional sites in Carlsbad and Escondido. The team has prepared formal highest and best use studies, market analysis, and massing studies to demonstrate the value and density available on the sites. The additional sites entered the market in April, 2022 and received multiple offers which are under review.



**TWO SITES AVAILABLE**

for

**TRANSIT ORIENTED REDEVELOPMENT**

CARLSBAD, CALIFORNIA

**NORTH COUNTY TRANSIT DISTRICT**

**CBRE**

SOUTH CARLSBAD DEVELOPMENT OPPORTUNITY		NORTH CARLSBAD DEVELOPMENT OPPORTUNITY	
Proposed Dwelling Units (DU)	147 DU	Proposed Parking Area	215 94-05 unit
Proposed (to use single units)	630 unit	Proposed hotel building	65 R
Proposed (to use single units)	1,000 unit	Special Parking Allocation	0 R
Proposed Residential Area Net	100,000 SF net	Special Parking Allocation	0 R
Proposed Commercial Area Net	10,000 SF net	Calculated Required Parking	25K spaces
Proposed Commercial Building Area	25,000 SF net	Proposed Parking Demand	40K spaces
Proposed Open Space Area	104,200 SF net	Available Parking for Riders	50K spaces
Proposed Building Footprint Area	123,677 SF net		
Proposed Maximum Lot Coverage	40.0%		

**DEVELOPMENT OPPORTUNITY**

**KEY DEVELOPMENT OPPORTUNITIES**

# Team Bios

## LEE ANN KORST

Southeast Regional Manager  
CBRE Public Institutions  
and Education Solutions  
+1 850 251 9319  
leeann.korst@cbre.com



### PROFESSIONAL EXPERIENCE

Lee Ann Korst is Senior Vice President within the Public Institutions & Education Solutions (PIES) team and is responsible for the Southeast region government practice. She currently manages contracts for the States of Florida, Tennessee and South Carolina, and Cities of Miami, Miami Beach, Hollywood, Jacksonville, Fort Myers, and Broward County, among others.

Ms. Korst has managed the State of Florida account since 2011 by providing strategic advisory services and representing the State as both tenant and owner. She led the CBRE team responsible for publishing the State's Real Estate Optimization Plan that identified between \$70-100M in annual saving and has managed the disposition of a variety of State-owned property, achieving 30.4% above the minimum bid price for the properties as well as more than 1 million square feet of tenant representation assignments. Ms. Korst has also led several Public-Private Partnerships, including high profile marina redevelopments, build-to-suit City administrative headquarters, and long term ground lease developments.

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

### CREDENTIALS

- TOBY Winner (over 1,000,000 SF category)
- TOBY Judge (250,000- 499,000 SF category)
- TOBY Winner (250,000 - 499,000 SF category)
- Equity Office Properties Building of the Year
- TOBY (The Office Building of the Year) Winner (100,000 - 249,000 SF)
- International Tenant Handbook of the Year Award

### EDUCATION

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

### SPEAKING ENGAGEMENTS

- Guest speaker at Florida P3 conference

### RECENT LAND DEVELOPMENT CLIENTS:

- City of Hollywood, Hollywood Beach Cultural & Community Center
- City of Hollywood, Orangebrook Golf & Country Club
- City of Miami, Miami Riverside Center
- City of Miami Gardens, mixed assortment of parcels for commercial and residential development
- Johnson & Wales University Campus redevelopment sale, North Miami
- Downtown Investment Authority of Jacksonville, The Ford on Bay
- Duval County Public Schools, Administrative Headquarters relocation

# JIM WRICH

Director  
CBRE Project Management  
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## SAMPLE CLIENTS REPRESENTED

- Boeing
- General Dynamics
- Esterline Defense
- Meggitt Aerospace
- PPG Aerospace
- Broadcom
- Mercedes Benz
- Princess Cruises
- Quest Diagnostics
- Cedars Sinai
- Oregon Health & Science University
- Siemens
- Illumina
- Latham & Watkins
- Greenburg Traurig
- Towers Watson
- AECOM
- Univision
- Warner Brothers
- Banamex
- Royal Bank of Canada
- MetLife
- GSA
- Los Angeles Unified School District

## PROFESSIONAL EXPERIENCE

Jim Wrich is CBRE's Director of Project Management for the South Florida Region. He is responsible for all aspects of project development, execution and delivery, including strategic planning, site acquisition, design and construction coordination, procurement, budget and schedule management, quality control and relocation. Jim's team of project managers provides services to a variety of regional, national and global clients, on both the owner and tenant sides, across office, retail and industrial uses, as well as supporting capital markets and asset management.

In his previous role as Managing Director of Project and Development Services at another real estate firm, Mr. Wrich led the project management and development services business in the Western U.S., Mexico, Caribbean, Central and South America. He managed \$1.5 billion in capex spend annually, and projects ranged from \$20 million up to \$200 million.

Before this, he was Director of Project Management for CBRE in Los Angeles, where he led a team of construction and project management professionals overseeing \$1 billion in capital projects throughout California. In this role, he led construction of the CBRE corporate world headquarters in downtown Los Angeles. In addition to his experience with interior and site developments, Mr. Wrich has represented several public and private clients in the acquisition and construction of ground up shell and core projects.

Before joining CBRE, Mr. Wrich served as Director of Operations/Construction and Engineering for Trammell Crow Company (TCC) and is a nine-year veteran of the US Navy.

## SIGNIFICANT ASSIGNMENTS

- City of Hollywood, Beach & Cultural Center P3 Redevelopment
- CBRE Investors | San Bernardino, CA | 5,800,000 SF
- Multinational Technology Company | Mountain View, CA | 2,300,000 SF
- Multinational Software Company | Bellevue, WA | 561,000 SF
- Multinational Social Media Company Data Center | Prineville, OR | 487,000 SF
- Banamex | Mexico City | 450,000 SF
- Quest Diagnostics | West Hills, CA | 370,000 SF

## EDUCATION

- Bachelor of Science in Business Management - Pepperdine University, Malibu, CA

## AFFILIATIONS

- ULI - Southeast Florida / Caribbean
- Certified Construction Manager - California State University Dominguez Hills

# MICHAEL MCSHEA

Exec. Vice President & Co-Founder  
CBRE Public Institutions  
and Education Solutions  
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## RECENT LAND DEVELOPMENT PROJECTS:

- City of Hollywood, Hollywood Beach Cultural & Community Center
- City of Hollywood, Orangebrook Golf & Country Club
- City of Miami, Miami Riverside Center
- City of Miami Gardens, mixed assortment of parcels for commercial and residential development
- Johnson & Wales University Campus redevelopment sale, North Miami
- Downtown Investment Authority of Jacksonville, The Ford on Bay
- Duval County Public Schools, Administrative Headquarters relocation
- Transit oriented redevelopment, 10 acres, Oceanside, CA
- Redevelopment project, 200 acres, San Diego, CA

## PROFESSIONAL EXPERIENCE

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

Mr. McShea is a long time collaborator with Lee Ann Korst and together they have advised municipalities throughout Florida and the Southeast on the optimization of their real estate portfolios and real estate transactions. As an example, Mr. McShea and Ms. Korst are current collaborators on a \$1B redevelopment project for the City of Miami, led the State of South Carolina through an asset inventory and portfolio optimization leading to the disposition of over \$59M in surplus property, and represent the State of Florida as a strategic partner.

Nationally, Mr. McShea has provided development advisory services for the North County Transit District, College of William & Mary, Alexandria City Public School System, National Institutes of Health, John Hopkins Applied Research Laboratory and the University of Cincinnati. He has advised the cities of Indianapolis, IN, Mobile, AL, Ann Arbor, MI and Miami, FL on economic development initiatives and public private partnerships.

Mr. McShea has developed strategic plans for various government entities including, most recently, the Commonwealth of Puerto Rico, States of Florida and South Carolina, and the Cities of Fort Myers, FL, Oakland, CA and Mobile, Alabama.

## ACHIEVEMENTS

- United States Conference of Mayors Outstanding Achievement in Public Private Partnership, City of Tulsa, City Hall Acquisition
- National Association of State Facility Administrators Outstanding Achievement Award, Portfolio Management with the State of Michigan

## EDUCATION

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

## INDUSTRY RECOGNITION & SCHOLARSHIP

Mr. McShea has been a guest lecturer on various topics involving corporate, municipal and educational real estate including the National Association of College & University Business Officers (NACUBO), National Association of State Facility Administrators (NASFA), American Institute of Architects, California Association for Local Economic Development, American Association of Port Authorities, the Construction Manager Association of America and the Keenan Flagler Business School at the University of North Carolina Chapel Hill. He is also a recent speaker at federally focused P3 conferences and Florida-specific P3 events.

# ROSS HUBER

Director  
Financial Consulting Group  
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ross.huber@cbre.com



## PROFESSIONAL EXPERIENCE

Currently a member of CBRE's Financial Consulting Group, Mr. Huber joined the firm in January of 2006. In his role as a director, Mr. Huber provides financial and analytical consulting to corporations, financial institutions, REIT's and real estate advisory companies.

He is a regular collaborator with Lee Ann Korst and other members of CBRE's Public Institutions & Education Solutions team to advise municipal and government clients on the financial implications and elements of real estate transactions and projects including for the Cities of Miami, Miami Beach, Hollywood, and Miami Gardens.

The Financial Consulting Group is a team comprised of over twenty professionals throughout the country. The group leverages the proven experience and local market knowledge of more than 14,000 real estate professionals worldwide to provide custom analyses, which empower clients to make the most informed real estate decisions.

## PROFESSIONAL EXPERIENCE

- Licensed Real Estate Salesperson, State of Illinois
- Chartered Financial Analyst

## EDUCATION

- University of Wisconsin - Madison; B.S. in Economics

## RECENT LAND DEVELOPMENT PROJECTS:

- City of Hollywood, Hollywood Beach Cultural & Community Center
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- Duval County Public Schools, Administrative Headquarters relocation
- Transit oriented redevelopment, 10 acres, Oceanside, CA
- Redevelopment project, 200 acres, San Diego, CA

# TESS FLEMING

Transaction Manager  
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## PROFESSIONAL EXPERIENCE

Tess Fleming joined CBRE in May 2015 and leads public sector marketing efforts for CBRE's Public Institutions and Education Solutions group (PIES) in the Southeast. Tess is responsible for creating client proposals, presentations, and offering memorandums for public sector clients. Tess has created marketing materials for properties owned by marquee clients including the Cities of Miami, Miami Gardens, Ft. Lauderdale, Hollywood, Bonita Springs, Cape Coral, and Mobile, among others. In addition, she manages CBRE's sales process for disposition of surplus property on behalf of the State of Florida's Department of Environmental Protection. The team has sold over \$44M in surplus property to date. Tess brings more than 15 years of real estate experience and 25 years of account management and administrative support.

## EDUCATION

- Florida Real Estate License
- Associate of Arts, Florida State College of Jacksonville
- BAS, Supervision and Management, Florida State College of Jacksonville

## RECENT LAND DEVELOPMENT PROJECTS:

- City of Hollywood, Hollywood Beach Cultural & Community Center
- City of Hollywood, Orangebrook Golf & Country Club
- City of Miami, Miami Riverside Center
- City of Miami Gardens, mixed assortment of parcels for commercial and residential development
- Johnson & Wales University Campus redevelopment sale, North Miami
- Downtown Investment Authority of Jacksonville, The Ford on Bay
- Duval County Public Schools, Administrative Headquarters relocation

# Thank you.

**CBRE**

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