



DELRAY BEACH CRA
COMMUNITY REDEVELOPMENT AGENCY

Delray Beach Community Redevelopment Agency

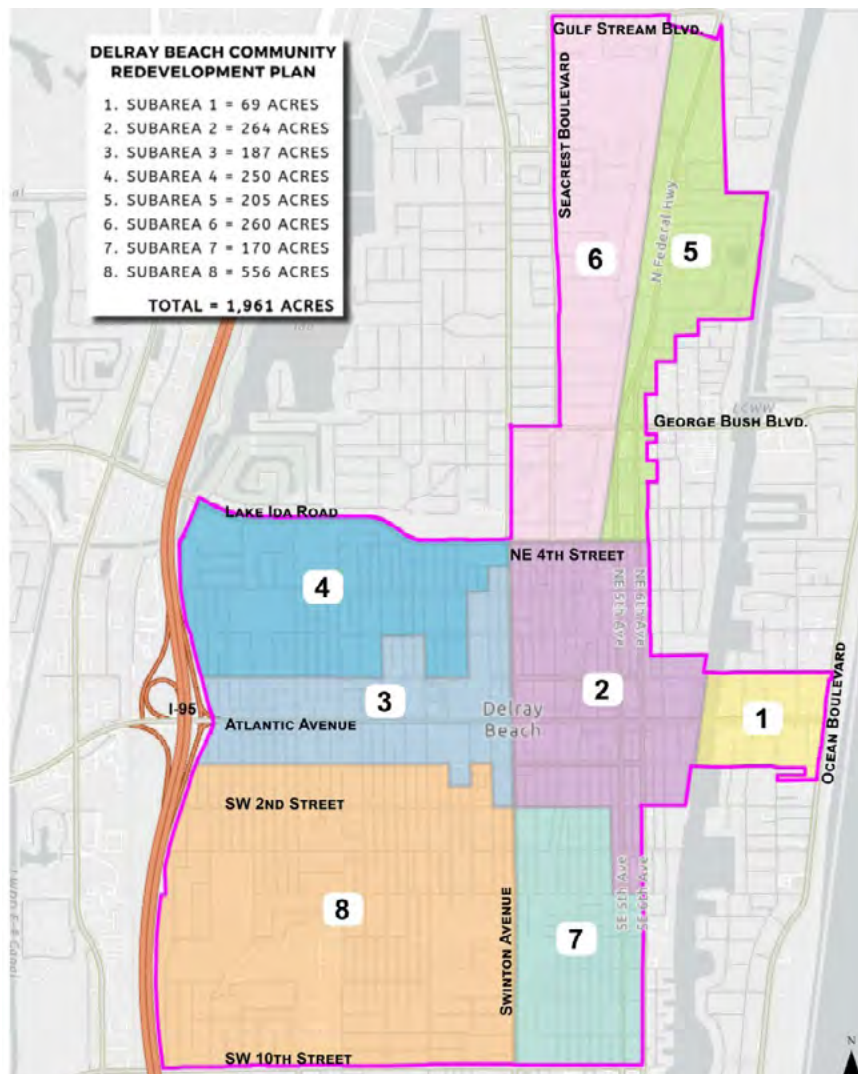
PROFESSIONAL COMMERCIAL REAL ESTATE MARKETING SERVICES
SCOPE AND FEES

Our Understanding

We understand that the Delray Beach Community Redevelopment Agency (CRA) seeks a qualified firm to provide Professional Commercial Real Estate Marketing Services for CRA-owned vacant land properties along West Atlantic Avenue. The CRA's objective is to strategically target potential tenants and/or commercial developers within the grocery, medical (e.g., doctors, clinics), pharmacy, and financial services sectors. Two specific priorities include securing tenants for a CRA-owned medical office building and disposing of a CRA-owned track via a ground lease or a fee simple sale.

As your selected advisor, we will assume responsibility for all customary activities associated with developing and implementing strategic marketing methods and plans for these CRA-owned vacant land properties. Our focus will be on effectively reaching potential tenants and/or commercial developers within the identified target sectors.

Our role will extend beyond traditional advisory services. We aim to serve as your trusted advisor, collaborating closely with you to thoroughly explore potential scenarios, analyze their financial and strategic implications, and strategically market your project to the most suitable developers, investors, and retail users. Our comprehensive suite of services includes, but is not limited to, acquisitions, dispositions, leasing transactions, and development advisory.



Acquisition Services

By purchase or lease

Our approach is grounded in careful planning and preparation to ensure that the CRA's operational and financial goals are met, and that the solution is executed seamlessly and with minimal risk to the organization. CBRE can perform all services necessary and customary in representing the CRA in acquisition transactions, such as:

- Review your geographical search parameters
- Prepare a comprehensive market study of available properties, along with an interpretation and assessment of relevant market trends
- Analyze potential site plans and their corresponding feasibility for the City's uses
- Conduct due diligence investigation of each potential property's suitability for the City's requirements
- Assist in determining appropriate shortlist of candidate properties
- Prepare and negotiate property purchase or lease agreements
- Analyze term sheets received – both financial and non-financial proposed terms, as well as build-out cost and time frame implications
- Prepare presentations comparing alternatives for the CRA
- Assist in selecting a primary and fallback locations
- Solicit draft transaction documents from selected sellers and/or landlords
- Assist the CRA and legal counsel with purchase and/or lease negotiation process
- Coordinate execution of all transaction documents

Key Acquisition Services

- | | |
|-------------------------------|---------------------------|
| - Space Planning | - Competitive Process |
| - Lease Vs Buy Analysis | - Site Comparison |
| - Consolidation Opportunities | - Test Fits |
| - Location Analytics | - Due Diligence Support |
| - Market Engagement | - Negotiation & Execution |

30%
SF Reduction

A-A+
Performance rating from
Florida state agencies

\$100M+
Lease term savings

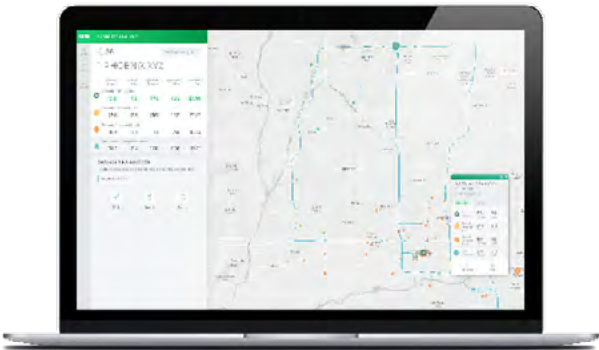
Enabling technology included at no cost to the CRA

Acquiring property by purchase or lease in support of operational goals



Dynamic mapping and intelligent site selection with *CBRE Dimension*.

Keep bad commutes from driving away top talent with *Commute Optimizer*.



Take the guesswork out of test-fits with *CBRE Floored*.

Public Sector Decision-Making Framework



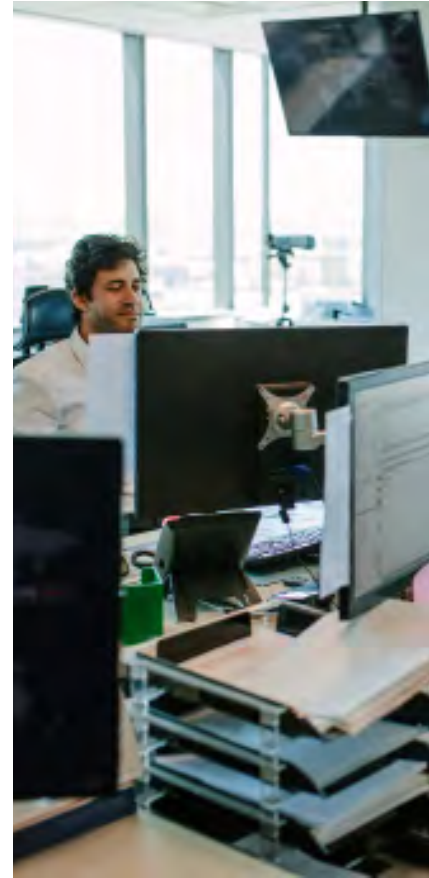
Disposition Services

In the event the CRA seeks to sell property, CBRE offers the world's leading sales platform and proven, transparent process for the disposition of public sector real estate. With this perspective, we can advise the CRA on its best options for monetizing property, from fee simple sales, to ground leases, up to and including recommending hold strategies if necessary. CBRE's local, regional, and global network and databases allows our clients' access to developers, finance professionals, and investors that no other firm in the industry can match.

We analyze the property and marketplace in order to implement an aggressive marketing strategy and create excitement and motivation in the market, something especially important during unpredictable market cycles when many participants retreat to the sidelines. CBRE's marketing campaigns create visibility on a local, national or global scale, and we consequently successfully close transactions, even on assets that have proven difficult to sell or in challenging market conditions.

Our specific approach to securing buyers rests on a number of principles:

- develop high quality creative marketing strategy designed to achieve the highest value in as short a timeframe as possible
- cast as wide a net as possible in the potential offer pool to generate competition and leverage for the CRA
- communicate to the market the development opportunity that exists for profitable and productive development
- not only market the site, but the community, the Delray lifestyle, and the Delray culture
- a thorough due diligence process and full disclosure of same to provide buyers with as much information as possible to facilitate a clean sale with no re-trades



Prior to marketing, CBRE will work with the CRA on the following “pre-market” activities to ensure a successful outcome:

Market Analysis

Identify market trends and comparable transactions for the property based on current market conditions and demand.

Assessment of Public Engagement

Assess the property, its community linkages, and what level of engagement with neighboring landowners, campus community, and general public would be appropriate. This assessment will be ongoing throughout implementation to ensure public feedback is incorporated at multiple points in the transaction process as appropriate.

Development Potential & Valuation

Calculate a reasonable value range for the property based upon highest and best use, density, and phasing of redevelopment.

Target Buyer List

Create a list of buyers whose profiles best fit the property the CRA is offering. This list will be in addition to CBRE's proprietary list of global investors and developers seeking opportunities.

Market Strategy

Develop property specific branding and materials to market the site, including offering memorandums, due diligence materials, and a property website.



Based on consultations with the CRA, the team will develop property specific branding and materials, including offering memorandums, due diligence materials, and a website for interested parties.

Our marketing plan includes development of electronic, as well as hard copy, marketing materials by professional graphic designers. The result is an appealing, highly polished collection of marketing materials that sets the stage for the offering. We leverage the CBRE technology platforms by creating materials for both electronic and print mediums.

After we create the necessary materials to launch a multi-channel marketing campaign, we set the streamlined process in motion in order to create a competitive environment.

This phase in the process includes:

- Market internally to over 9,000 CBRE brokers worldwide and externally to 25,000+ direct contacts
- Launch initial announcement blast through DealFlow
- Listing of properties on public sites including CoStar, LoopNet, MLS when appropriate
- Email blasts and/or mailed announcement flyer
- Accept inquiries and answer questions from prospective buyers
- Court qualified investors and distribute Offering Memorandum/RFP
- Conduct buyer site tours
- Receive first round of offers

#1 Investment Sales Firm 19 years in a row

- All property types: land, campuses build to suits, office buildings, golf courses, marinas, etc
- Aligning procurement policies with market expectations
- Intelligent negotiation to achieve your goals
- Reducing your risk throughout the transaction



Access the largest real estate network in the world

CBRE's proprietary Deal Flow platform connects investors to the largest, most diverse for-sale inventory, and we put this data to work to anticipate trends and drive our industry-leading sales volume. Deal Flow brings together a highly targeted audience of pre-qualified buyers and matches them with global office inventory to accelerate performance and deal velocity. Combined with CBRE's market insights and CBRE Econometric Advisors' predictive analytics, CBRE Deal Flow connects properties and portfolios with the right buyers at the right time.

Negotiating and closing the sale

CBRE will create and maintain a competitive environment throughout the disposition process. Creating competition among bidders by carefully controlling information (while complying with the CRA's requirements) is a key element of this process. We pride ourselves on running clean and defensible negotiations and transaction strategies that withstand scrutiny and public attention. The team will solicit draft transaction documents from selected buyers, analyze offers and counteroffers and provide like kind comparisons of buyer terms to recommend the optimal path for the CRA. CBRE will work with the CRA's selection team to review all proposals on a like-kind basis and participate in the respondent due diligence and selection process. Our team will implement a fair, confidential negotiation and closing process that includes:

- Evaluating offers with the CRA including financial analysis of various offers including price, terms, contingencies, and their relative merits to the CRA
- Sending out "best and final" letters to the top buyer prospects along with due diligence materials
- Receiving best and final bids
- Conducting buyer interviews
- Buyer selection
- Executing agreements necessary to contract sale
- Opening escrow upon delivery of contract and deposit
- Facilitate the buyer's due diligence, including review of title and survey, zoning, physical inspection and market reviews
- Facilitate buyer's conventional financing requirements if applicable
- Address any issues necessary for closing
- Close escrow
- Successfully transition to new ownership



Leasing Services

In the event the CRA engages CBRE to lease existing buildings to tenants, CBRE's team provides a comprehensive leasing solution, including market analysis, rent determination, lease negotiation, and administration. Our experienced agents create a customized leasing strategy to secure high-quality tenants and achieve optimal occupancy and rental rates, ultimately increasing the value of the property.

Successful Campaign Process

CBRE utilizes a signature process to thoroughly examine and understand the assets of each agency assignment before developing a comprehensive marketing and leasing strategy. Based on an objective review of the project, as well as competing properties and the surrounding market, our strategy leverages our current network of relationships and applies it to the unique demands of a property. This five-step approach is outlined below:

1. DISCOVERY	2. CANVASSING	3. MARKETING	4. MEETINGS/ SHOWING	5. CLOSINGS
– SCOT analysis – Data analytics – User profiling – Identify targeted tenants – Market identification	– Direct user canvassing – CBRE database – CBRE network – CBRE SPOCs – Brokerage community Consultants – Equity sources	– Advertising – Press releases – Email campaigns – Direct mailings – Marketing flyers – Website(s) – Signage – Broker events – MLS/CoStar/LoopNet	– Local broker calls – Local broker showings – Property/market tours – Target meetings with industry leaders, corporate end users and business development groups	– Lease/contract negotiation – Executed transaction – Project management of planned build-out

CBRE ADVANTAGES FOR THE CRA

- Proven methodology for attracting tenants and rapid lease-up
- Best in class technology and reporting tools to streamline coordination with your real estate staff
- Unique collaboration between markets and service lines to leverage relationships in Global Workplace Solutions, Project Management, and Location Intelligence

RESULTS:

- Reduced lease costs due to less turnover
- Fully leased portfolio performing to projections
- Healthy tenant base with rent payments offsetting tenant improvement costs
- Confident, data-based decision-making due to market insight and technology tools



Proven Methodology for Producing a Tenant

DIRECT TENANT SOLICITATION

- CBRE Research maintains canvassing notes for the competitive buildings in each major market for use in identifying potential prospects and building-specific canvassing.
- We also create a “prospect profile” of users to solicit in order to inspect available space.

TENANTS-IN-THE-MARKET REPORT

- CBRE Research maintains a list of tenants with active space requirements.
- CBRE brokers to solicit possible tenants, analyze tenant requirement trends, and advise clients on lease-up strategies based on the latest market intelligence.

CURRENT CBRE CLIENTS

- Our unique culture of collaboration fosters communication and partnerships between markets and service lines to find opportunities for creative real estate solutions while maintaining client confidentiality.
- Beyond leasing vacant space, CBRE Landlord Representatives leverage relationships with clients in Global Corporate Services, Capital Markets, and Asset Services to provide multiple real estate solutions for each client.

BROKER SOLICITATION

- CBRE maintains a mailing list of thousands of real estate brokers to whom we regularly distribute marketing materials.
- For unique offerings, such as new developments or special incentives for cooperating brokers, hosted broker events at the property or at neighboring amenity locations build awareness and establish a brand.

MEDIA PLACEMENT

- Strategic press announcements reach a wide audience at no cost. CBRE Florida cultivates strong relationships with all media outlets and is frequently consulted and quoted for trends and industry news.

THIRD-PARTY MARKETING OUTLETS

- CBRE has customized marketing tools developed with LoopNet to market availabilities. These are visible to the public and at no cost to the client and linked through CBRE websites.
- As a first stop by many brokers seeking space availability, CoStar is also used to ensure information is reaching the broadest audience possible.



Development Advisory Services

CBRE offers the world's leading platform and proven, transparent process for the retail development of public sector real estate. With this perspective, CBRE can advise the Delray Beach CRA on its best path forward to deliver an impactful project that furnishes your community with your desired tenants. From fee simple sales, to ground leases and P3 development option, CBRE's local, regional, and global network and databases allows our clients access to developers, finance professionals, and investors that no other firm in the industry can match. We analyze the property and marketplace in order to implement an aggressive marketing strategy and create excitement and motivation in the market, something especially important during unpredictable market cycles when many participants retreat to the sidelines.

At the start of the assignment, the CBRE team will:

- Meet with the CRA and any required stakeholders including city leadership and elected officials, to confirm all assumptions, current understanding, and any planned changes to the existing data and project goals
- Confirm our receipt of the information provided to date about the CRA's goals for the project, previous space planning and cost estimating deliverables, and ask any questions or request any additional documentation that may have become available
- Be available for CRA questions and CRA-desired refinements to this scope of work

Equipped with this information, the team will embark upon a four-phase proven process outlined below and described on the following pages.



Overall these steps will enable the CRA to:

- Capitalize on the favorable market conditions for retail development currently available throughout Florida
- Maximize each potential opportunity while controlling your risk
- Create customized marketing materials that promote the substantial economic potential and the financial upside for a developer
- Attract qualified buyer/developer proposals that are responsive to your goals and beneficial to your community
- Support your negotiation with interested parties to deliverable defensible, fair, and beneficial projects
- Ensure each transaction achieves your vision and maximum economic benefit for Delray Beach

PHASE 1: DUE DILIGENCE & PLANNING

At CBRE we work with municipalities nationwide undertaking similar redevelopment and sale challenges. We work with our clients to deliver important pre-planning efforts such as:

- highest and best use analysis
- lease suitability analysis and valuation
- massing and density analysis as compared to surrounding uses and zoning
- bundling and phasing recommendations to maximize value and avoid flooding the market
- market analysis confirming the viability of the desired use types from your 2012 needs assesment

With this level of analysis CBRE can then recommend a transaction strategy that aligns market forces with your property's characteristics. The team will fully review the documentation provided and other work completed on the land parcels to date such as site plans if any, preliminary financial or market analysis if any, etc. We will make recommendations and updates on these elements where appropriate and incorporate the CRA's feedback as well.

Areas for investigation include:

- How much density is possible and desirable on a site given its size, layout, traffic patterns, and relationship with surrounding uses?
- What is the market demand for the CRA's desired uses? Will the uses and densities desired translate to a market-oriented project?
- What are the likely values associated with each of the use types envisioned at various rates of density?
- What transaction structures make the most sense for the CRA based on your goals?

CBRE also recommends preparing preliminary massing/site plans at this stage to both visually and mathematically demonstrate to buyers/developers the scale and density of the development that can be achieved and the corresponding financial upside. We regularly partner with a third-party technology and architectural firm that provides these services quickly and seamlessly. Construction cost estimates must also be updated to reflect sharply increased costs post-pandemic. CBRE has entered into a strategic partnership with Turner & Townsend, a leading global cost consultancy that is available to provide updated construction cost estimates based on the required square footage, uses and corresponding parking.

Assess Development and Revenue Potential Available

Additionally, our advisement could include the assesment of the surrounding parcels beyond your current area of focus along West Atlantic Ave between SW 6th Ave and SW 9th Ave that have substantial development potential or have near-term development plans. These sites could be used for income-producing development and partially offset the costs of participating in redevelopment projects and reduce the amount of financing required. At all times CBRE will seek to optimize any offering to the CRA's benefit. Our comprehensive partnership will ensure compatibility with an overall strategy to improve West Atlantic Ave and promote its long-term success.

PHASE 2: RFP DEVELOPMENT & MARKET ENGAGEMENT

In consideration of the CRA's ownership of multiple parcels, we've discussed the issuance of a unified RFP. This strategy aims to maximize flexibility and efficiency by allowing developers to submit proposals for one, several, or all of the properties.

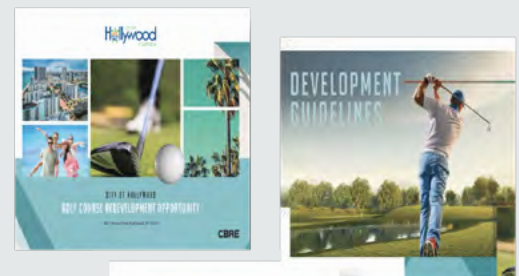
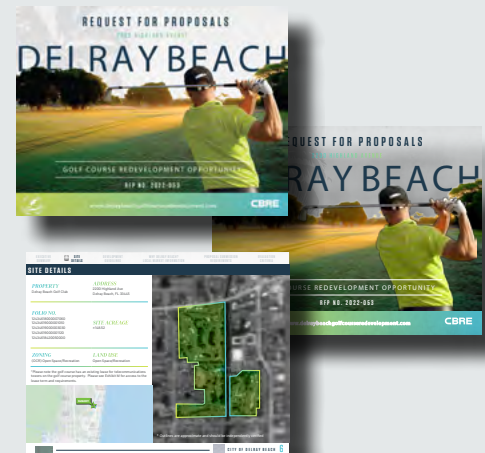
Subject to the CRA's concurrence with the due diligence findings and recommendations in phase 1, whether through one RFP or multiple, the CBRE team will collaborate with the CRA's project team to develop and implement a solicitation process to engage prospective developers, investors and/or users by performing the following tasks:

- With your input, CBRE will apply the firm's best-in-class resources and proven RFP writers and designers to act quickly to create customized world-class marketing materials that incorporate the findings of the massing and density analysis and detail the desired project, required information, selection process, respondent qualification criteria, project approach, value parameters, etc.
- The RFP will include detailed requirements regarding the desired capacity, features, and connectivity to the existing neighborhoods, as well as specifications on the mix of uses the CRA desires, underwritten by the findings in Phase 1. It will also detail evaluation criteria, the selection process, submission requirements, and include any necessary documentation required by you.
- If the CRA requests and engages CBRE to represent it in the market, CBRE will refine our proprietary developer prospect list based on market specialization, financial capability, and compatibility with your goals for your property, incorporating development specialists, grocery-anchored developers, retail developers, and more. We will cast a wide net and provide you with an integrated team with a cohesive approach to your site.

At the CRA's discretion, CBRE can oversee the offering process on your behalf, managing all communications, hosting site tours, disseminating documents, contacting respondents for clarifications, answering questions, and collecting responses - all with your representative's integrated participation and direction.



SAMPLE MARKETING COLLATERAL



Subject to your statutory requirements, the RFP document will require detailed submissions from proposers, including conceptual designs, development pro formas, a detailed capital stack and financing plan for the project, and other submission requirements. The goal is to solicit information that demonstrates the developer's proven ability to finance and perform the elements required by the CRA to a high standard of quality. Specific requirements will include but not be limited to:

- A complete development plan showing the developer's approach to delivering the requested project on the specific site(s) including renderings, site plans, unit/use mix, density, parking, etc.
- Pro formas of the project(s) including returns as it relates to the valuation of the property
- A detailed description of participation scenarios including options, ground leases, joint venture participation, etc.
- The experience of the company as it relates to similar mixed-use developments, including references
- A strategy for engagement with community stakeholders
- Development timeline, schedule, and milestones
- Acceptance of binding requirements issued by the CRA
- Guarantees and risk reduction to your benefit



Sample marketing materials for Municipal Projects



Sample Oceanfront Redevelopment Offering Memorandum



Sample Offering Memorandum

Marketing Strategy

When you partner with CBRE, you unlock the industry’s leading marketing platform. Our team will deliver a tailored marketing strategy specific to your goals, develop a highly polished collection of materials and apply tactics and technologies that will communicate the unique value and opportunity at the CRA site.

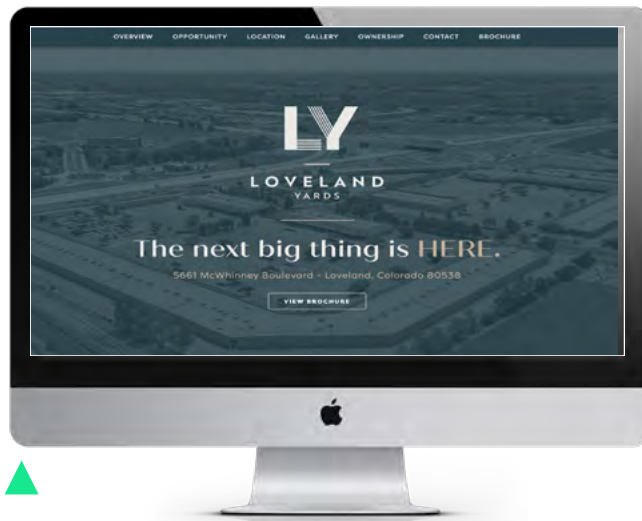
Leveraging the firm’s best-in-class resources, CBRE will deliver a sophisticated suite of custom marketing collateral complemented by virtual experiences that enable potential investors to “tour” properties from anywhere in the world—a critical element of success under current market conditions. Our bespoke marketing practices will generate powerful impressions, even if the opportunity to physically experience the offering does not exist.

Our integrated suite of virtual marketing solutions delivers maximum results.

Property Website

Our in-house web professionals are available to provide a new website experience or update availabilities using your existing web presence.

Click graphics for sample websites



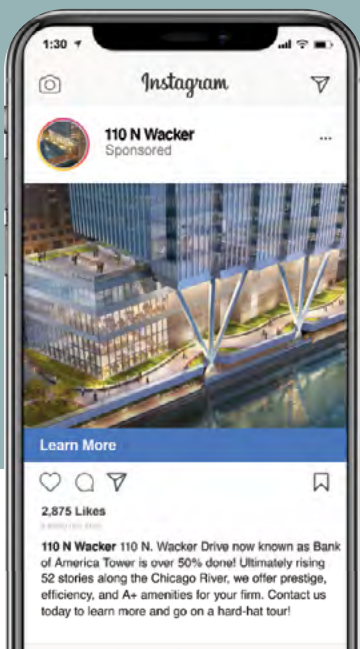
NEXT LEVEL EXPOSURE

CBRE leads all commercial real estate brokerage firms in terms of print and online media coverage, according to Cision, an independent media monitoring company.

CREATIVE MARKETING
BROCHURES WILL BE
CREATED TO CONVEY
DELRAY BEACH'S
ADVANTAGES & POTENTIAL



GETTING SOCIAL



Prioritizing Share-Worthy Content

- Construction progress & space updates
- Deal announcements
- Property videos and virtual tours
- Editorial news and media coverage

Broadcast the Opportunity

EMAIL CAMPAIGNS/PROPERTY WEBSITE

- Uses CBRE's proprietary e-marketing system (campaignLogic)
- Extensive connection database
- Phased transmission to tenants and brokers
- Dedicated Web page along with CBRE Company sites, where we receive 35,000+ hits monthly

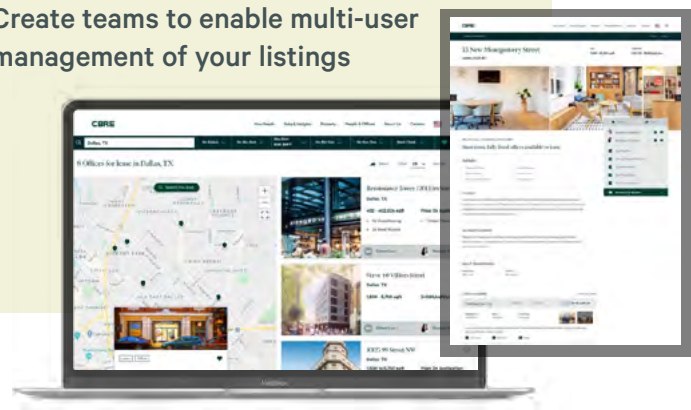


CAPITALIZE ON STRONG BROKER RELATIONSHIPS

- Meetings with local brokers to discuss the opportunity and report back to the CRA
- Host on and off-site broker events
- Send out bi-weekly e-blasts of the progress to local and national brokers
- Present opportunity at local, regional and national ICSC events when appropriate

CBRE LISTINGS

- Optimize online visibility and SEO
- Control information displayed and make updates in minutes
- Easily export and send listing information to third-party listing sites
- Create teams to enable multi-user management of your listings



CBRE Deal Flow

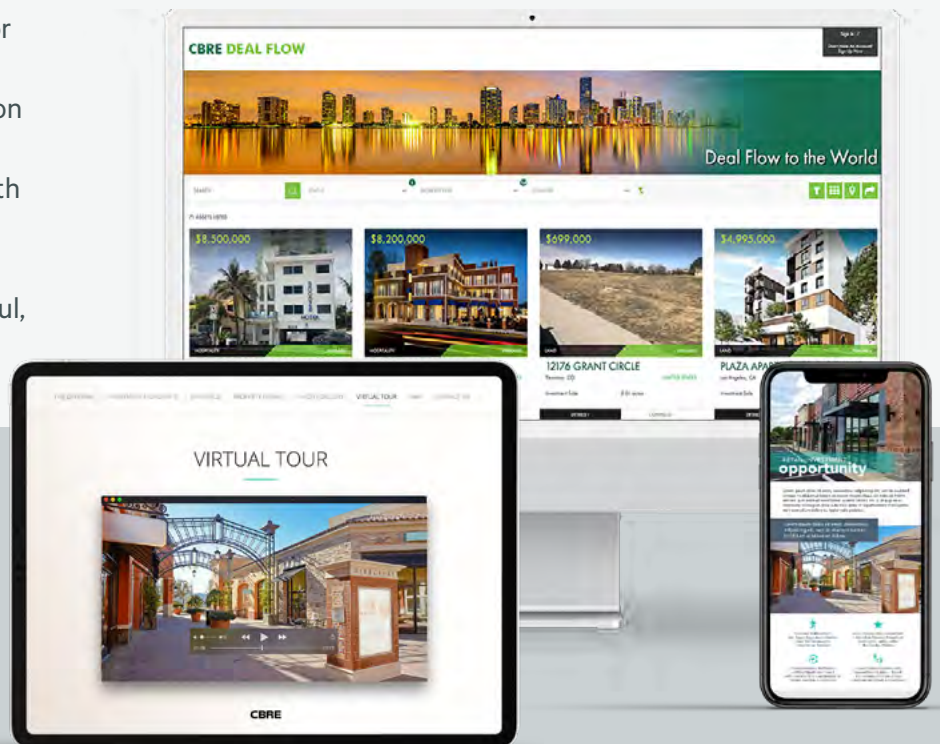
Our platform to assure maximum exposure for your project to over one million potential investors and developers

YOUR GLOBAL GATEWAY

Deal Flow is CBRE's global listing platform for all investment sales. This digital, all-in-one marketplace streamlines the entire disposition process and enables a highly customized property marketing execution—complete with website and email marketing, full-coverage tracking, a secure virtual deal room and sophisticated reporting that offers meaningful, actionable data.

BENEFIT TO THE CRA

Listings on CBRE Deal Flow are exposed to a growing database of more than 1.1 million global investors. This exposure, along with CBRE's unmatched breadth of transaction and bidder data, allows us to link qualified buyers to the right opportunities at the right time, resulting in maximized value for your Delray Beach project.



1.1M+

Investors in Our Database

430+

New Deals Brought to Market
Each Month

150K+

Site Visits Per Month



PHASE 3: PRELIMINARY PROPOSAL EVALUATION

CBRE will support the CRA'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 revenue viability and details of the project to be delivered
- Overall plan for the retail development and any additional commercial development
- Risk assessment for each finalist team (including but not limited to closing contingencies / certainty, development plan, financing, construction, and delivery)
- Financial return to you including evaluation of transaction terms and assumptions

The review process will adhere to the evaluation criteria provided with the solicitation and include 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 office and mixed use 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 compare all proposals on a like-kind basis and support the CRA 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 developments 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 and facilities, ensuring they are in keeping with the City’s space and quality standards
- 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 sea wall 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.



PHASE 4: PARTNER SELECTION & TRANSACTION EXECUTION

Following the findings in Phase 3, CBRE will work with the CRA to finalize your choice for the preferred developer. This process may take the form of a “Best and Final Offer” (BAFO) round of submissions if allowed by your procurement procedures. We have found that BAFO rounds can be very useful in competitively improving targeted aspects of a transaction (pricing, deposits, timing, etc.). Following the completed RFP/BAFO round, you will be in a position to select the right development partner that best meets your needs. CBRE’s team will work with the CRA’s legal counsel to create a detailed business term sheet that will become a Letter of Intent (LOI) for the Project. The LOI is an important document for memorializing the important details of the transaction as we move into the final document negotiation and execution phase.

Upon execution of the final LOI, we will move into the final phase of the transaction process. This will involve drafting, negotiating, and executing the binding documents that govern the relationship between the City and the selected development partner. We anticipate that the final binding documents will include a Development Agreement (governing the relationship prior to construction), a Ground Lease (governing the period of the construction and the ground lease term) and a long-term Operating Agreement (if separate from the ground lease). The CBRE team assigned to this project has significant experience with these documents (and negotiating the same).

We pride ourselves in assisting our clients not only with the “big picture” aspects of the financial results but also in all the details that could affect the economic return, risks or schedules of the project. CBRE will assist with negotiating and executing all necessary documentation including but not limited to:

- Letter of Intent
- Land leases
- Development and Operating Agreements
- Common area and/or required easements
- Joint Venture Agreements if applicable

CBRE will provide deliverables and documentation supporting the justification for the final decision, and an implementation roadmap for next steps to achieving the project.



Broker Opinion of Value (BOV)

In some cases, a Broker Opinion of Value (BOV) may be preferred to a formal appraisal. Although a BOV is not provided by a certified appraiser, it is a very useful tool to gauge potential value of a property. This value estimate can be used to evaluate various scenarios, test the market, and develop financial models for returns, development potential, and more. CBRE determines the competitive market price for properties by visiting the property, collecting pertinent information and

details - such as income, expenses, physical condition, deferred maintenance, tax, zoning, and environmental data - as well as assessing the local macro conditions that may impact value such as job growth, transportation, population growth, etc. After reviewing the information and analyzing recent comparable sales and leases, CBRE provides a Broker Opinion of Value (BOV) based on the value that the market will place on the property. CBRE's BOV includes:

BOV CONTENTS

I. EXECUTIVE SUMMARY

SUMMARY

PROPERTY OVERVIEW

KEY CONSIDERATIONS

OPINION ON RANGE OF VALUE

- High Value Range
- Probable Value
- Low Value Range

II. PROPERTY OVERVIEW

PROPERTY DESCRIPTION

PROPERTY ANALYSIS

- Strengths, Weaknesses, Opportunities, Threats
- Preemptive Due Diligence

SITE CONSIDERATIONS

- Access and Street Improvements
- Traffic Count (if applicable)
- Topography and Drainage
- Impairments
- Soils (if reports are available)
- Utilities (Availability and Sources)
- Flood Zone
- Hazardous Materials and Operation
- Zoning and Community Plan
- Easements, Encroachments and Restrictions

LOCATION DESCRIPTION

- Strengths and Weaknesses

NEIGHBORHOOD DESIRABILITY

PRIOR ASSESSED VALUE

DEMOGRAPHICS

- Past 3 Years; 1, 3 & 10-mile Radius

III. MARKET OVERVIEW

SUBMARKET OVERVIEW

BARRIERS TO ENTRY

LEASE & SALE COMPARABLES

- Property Photos
- Addresses
- Square Footage
- Lease Rate/Sale Price
- Terms of Lease/Sale
- Date Leased/Sold
- Pertinent Comments

NEW CONSTRUCTION

PLANNED DEVELOPMENTS

FUTURE COMPETITION

IV. OPINION OF VALUE

VALUATION CONCLUSION

PURPOSE OF PRICING OPINION

VALUATION METHODOLOGY

Methodologies Considered:

- Comparable Sales Approach
- Income Capitalization Approach
- Replacement Cost
- Residual Land Value

ASSUMPTIONS

- Revenue Assumptions
- Expense Assumptions
- Other Assumptions

COMMENTS

1-YEAR PRO FORMA

10-YEAR CASH FLOW

Sample BOV



Pricing

CBRE’s compensation is typically in the form of brokerage commissions for transaction services, and fixed price not to exceed pricing for consulting or advisory engagements.

Consulting Services

At your request, CBRE will work with the the CRA to develop scopes of work that fit your unique needs. These services may include specific property reviews, space utilization studies, portfolio optimization analysis, workplace strategies, development analysis, or other advisory engagements. The work will be priced on a fixed price not to exceed basis based on the scope.

Purchases and Sales

When representing the CRA in the purchase of property, CBRE will first pursue payment of our commission from the seller. In the event the seller will not pay a commission after commercially reasonable attempts to obtain one (not including litigation), CBRE will seek payment from the CRA at the below rates. These rates will also apply when representing the CRA as a seller.

Property Price Categories	Commission based on final sale/purchase price
\$1 up to \$1,000,000	6%
\$1,000,001 up to \$2,000,000	5%
\$2,000,001 up to \$4,000,000	4%
\$4,000,001 up to \$6,000,000	3.5%
\$6,000,001 up to \$8,000,000	3.25%
\$8,000,001 and up	2.5%

Lease Transactions

Retail

Commissions will be paid by the CRA at a market rate of 6%, with the fee split equally between the tenant and the landlord representatives.

When representing the CRA as a landlord in the event the tenant is not represented by a broker, commissions will be paid by the CRA at a rate not to exceed 4%.

Office

Commissions will be paid by the CRA at a market rate of 6%, with 2% paid the to landlord’s representative and 4% to the tenant representative.

When representing the CRA as a landlord in the event the tenant is not represented by a broker, commissions will be paid by the CRA at a rate not to exceed 4%.

Broker Opinion of Value

CBRE’s compensation for performing a Broker Opinion of Value will be structured on a per-property basis, with a rate of \$500 per property.

Development Advisory Services

CBRE's compensation will take the form of a monthly retainer payable by the CRA ranging from \$5,000-\$15,000 for our services throughout the transaction planning and execution process.

In addition, CBRE will be paid a Success Fee for Development Advisory Services by the selected Developer, calculated on the Total Project Cost on a sliding scale as listed below. Total Project Cost (TPC) is defined as all hard and soft costs of the project including but not limited to; the value of the land plus infrastructure, design, and construction costs as proposed by Developer.

SERVICE	PAID BY	AMOUNT	TIMING
Consulting services for marketing, RFP development and distribution, bid analysis and documentation	CRA	Between \$5,000-\$15,000 / Month	Monthly upon notice to proceed
Transaction and development advisory brokerage	Developer	Per sliding scale listed below	30 days of execution of development agreement

SUCCESS FEE	TOTAL PROJECT COST TRANCHE
3.50%	\$0 - \$10 M
3.00%	\$10 M - \$20 M
2.50%	\$20 - \$30 M
2.00%	\$30 M - \$50 M
1.50%	\$50 - \$100 M
0.95%	\$100 M or greater

The Developer shall pay the success fee within Thirty (30) days of execution of all purchase agreements between the CRA and the Developer. CBRE will specify the fee arrangement and payment terms in the RFP issued by CBRE on the CRA's behalf and stipulate that said fee is to be paid by the developer is a condition for consideration of the Developer's proposal to the CRA.

Following execution of the marketing process and evaluation of developer proposals, if the CRA or its stakeholders for any reason decide not to move forward with the project and do not execute the transaction documentation that would enable CBRE to be owed a commission by the developer, the City will pay to CBRE a "break-up" fee of \$350,000.

In the event that our Agreement or any particular engagement to provide the Services ends without a signed transaction, within 30 days of that ending, CBRE shall provide the CRA with a list of all parties with whom CBRE was engaged in active negotiations with respect to transactions for which fees could be earned under this Agreement. CBRE shall also provide the CRA with written evidence of such negotiations. If within one year after such expiration or termination date, the CRA enters into any agreement of sale, lease, sublease or other written agreement with a party on such list for which a fee would have been earned hereunder, CBRE shall earn the fee provided for under this Agreement to the same extent as if the Services had not expired or terminated. Upon the expiration of the one year period, CBRE may present to the CRA for its consideration an extension of the fee protection period for any existing transactions which remain active and imminent. The CRA shall not be obligated to extend such period, but the Parties shall negotiate in good faith a fair compensation arrangement for the work performed by CBRE (or its Subagents) prior to termination. This paragraph shall survive the termination or expiration of our Agreement.

Thank you.

CBRE

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DELRAY BEACH COMMUNITY REDEVELOPMENT AGENCY

PROFESSIONAL COMMERCIAL REAL ESTATE MARKETING SERVICES



Prepared for:

Christine Tibbs, Assistant Director
Delray Beach Community Redevelopment Agency
20 North Swinton Avenue
Delray Beach, FL 33444
tibbsc@mydelraybeach.com; 561-276-8640

Prepared by:



Contact:

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Jones Lang LaSalle Americas, Inc.
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April 28, 2025

Christine Tibbs, Assistant Director
Delray Beach Community Redevelopment Agency
20 North Swinton Avenue
Delray Beach, FL 33444
Email: tibbsc@mydelraybeach.com

Re: Scope of Services - Professional Commercial Real Estate Marketing Services

Dear Ms. Tibbs,

Jones Lang LaSalle Americas, Inc. ("JLL") is pleased to present this scope of services to the Delray Beach Community Redevelopment Agency ("CRA") to provide professional commercial real estate marketing services. Our team has a proven track record of providing a broad range of similar services to local and state governments to help them optimize and leverage their asset portfolio, reduce costs, generate revenue, procure energy services, and focus on their core organizational objectives. The following are a few key benefits in partnering with JLL:

- **JLL's Dedicated Public Sector Practice.** JLL's core services include advising public agencies in leveraging their real estate assets through partnership with private developers and investors. We have the industry's largest Public Institutions practice group with a track record of advisory for hundreds of public clients. With more than 600 real estate professionals dedicated to serving public agencies, we have worked on projects for more than 300 public sector clients. Our team has numerous former public sector employees on our staff which have a deep understanding of the long-term perspective required by public sector work, the importance and inherent financial value of the public good, the need to protect the public's interests and taxpayer dollars, and transparency requirements and political realities that face many of our public sector clients.
- **JLL's Public-Private Partnership (P3) Experience.** We work with clients to develop an appropriate P3 implementation framework, offering assistance in a broad array of activities, ranging from drafting policy articulation and implementing guidelines to assisting with the development of project screening criteria and integration of P3 with broader budget processes. JLL likewise provides best-in-class transaction advisory services, assisting on all activities associated with P3 project implementation, from conceptualization through financial close. JLL's P3 advisory reputation of excellence is self-evident, as the firm advises key federal, state, and local government entities throughout the U.S. on P3 program and project delivery.
- **JLL's Experience Delivering for Public Sector Clients.** JLL team members collectively provide decades of experience acting as financial, strategic, and transaction advisors on pioneering P3 programs and projects across the United States and have a proven track record of success.

We are eager to work with the CRA to deliver the best value through this opportunity. Please do not hesitate to reach out directly with any questions, concerns or clarifications related to our proposal to me at (301) 257-0210 or via email at nick.finelli@jll.com.

Sincerely,



Nick Finelli

Vice President

JLL Public Institutions

Proposal Point of Contact

www.us.jll.com

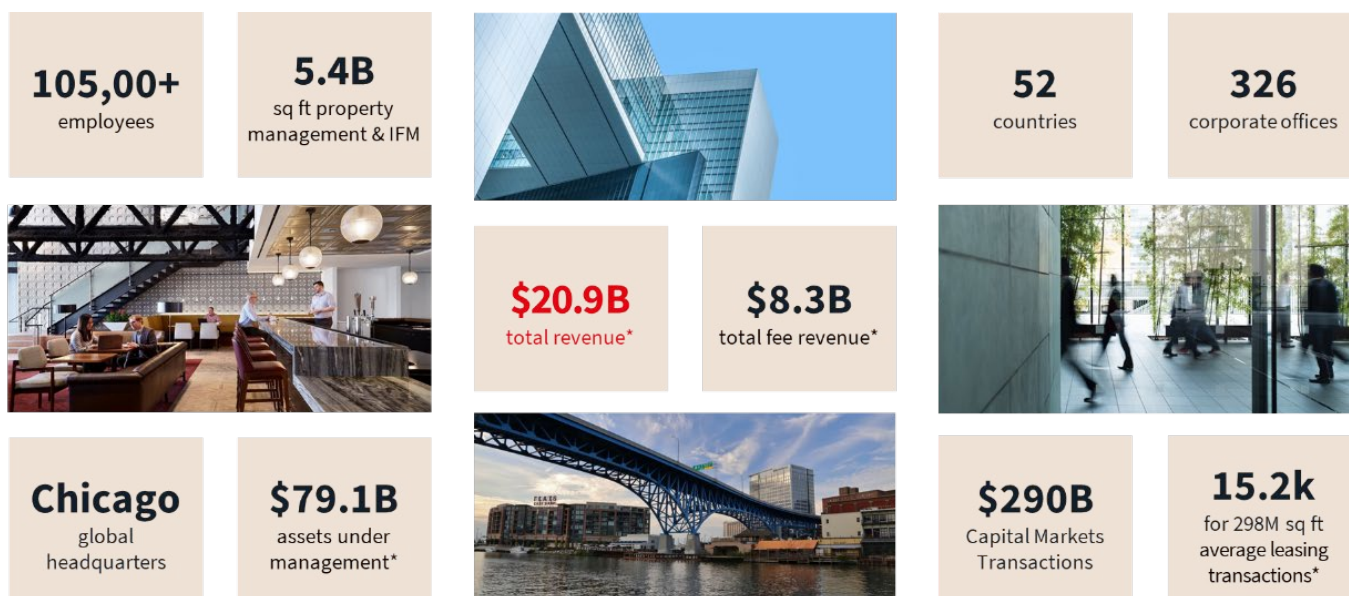
Jones Lang LaSalle

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About JLL

Jones Lang LaSalle Americas, Inc. (JLL) is a premier professional services and investment management firm offering specialized real estate services to clients seeking increased value by owning, occupying, and investing in real estate. JLL is a **Fortune 200 leading professional services firm that specializes in real estate** and investment management. JLL was established in Maryland in April 1997, evolving from a merger of LaSalle Partners (est. 1968), a Chicago-based, publicly traded company and Jones Lang Wootton (est. 1783), a London-based international company, to grow into the global platform they are today.

An industry leader in successfully delivering our clients innovative and cost-effective real estate solutions, we offer a robust understanding of the real estate market through an unmatched global reputation, **exhaustive real estate research, unrivaled technology solutions** and a deep commitment to **teamwork, ethics, and sustainability**.



Dedicated Public Institutions Practice

JLL's Public Institutions group combines public and private sector best practices and experience to deliver a full range of integrated transaction solutions and financial advisory services focused on the unique needs and missions of public sector organizations. Our practice group is defined by the following key attributes:

Our Unique Understanding of the Public Sector. With numerous former public-sector employees on our staff, we have a deep understanding of the differences between the public and private sectors. Specifically, we understand the long-term perspective required by public sector work, the importance and inherent financial value of the public good, the need to protect public interests and taxpayer dollars, transparency requirements and political realities that face many of our public-sector clients. Our extensive experience in both the public and private sectors provides agencies the insight and

expertise necessary to turn an asset portfolio into a collection of functional, efficient assets. Unlocking value can help fund programs critical to an agency's mission.

Our Goals. Transforming real estate into more efficient inventory that meets organizational needs, we assist our clients in implementing and executing their real estate strategies from concept development through operations and maintenance management at the federal, state, local and higher education levels. This often involves negotiations and oversight of private sector developers, financiers, construction firms, landlords, property managers and jurisdictional entities. Our expertise enables our clients to align a real estate portfolio with its strategic goals.

Our Services. Our Public Institutions practice has a dedicated team of public sector specialists Integrated with our firm's broader network of resources and specialty practices. We combine the public and private sector best practices and experience to deliver a full range of integrated real estate solutions and financial advisory services focused on the unique needs and missions of our public sector clients.

We have helped more than 250 public sector clients find new ways to maximize their real estate, while lowering operating costs and improving cash flow.

JLL Florida Presence

JLL Florida includes 10 office locations with over 1,647 employees – 130 are licensed real estate brokers.



34

markets advisory brokers

54

Capital Markets employees

\$108,631,665

total revenue

Focused service expertise and capabilities

JLL provides a broad range of real estate-related services to occupiers, owners and investors. For each client assignment, we assemble a team of experts based upon service capabilities who deliver integrated solutions built on professional expertise, relevant experience, and market insight, foresight, and knowledge. JLL constantly reassesses its service platform to remain responsive to and current on client needs, changes in the real estate business and evolutions in the use of technology and space.

JLL's public sector real estate services include:

- Agency Leasing
- Corporate Finance
- Debt Placement
- Digital Solutions
- Energy and Sustainability Services
- Integrated Facilities Management
- Investment Management & Advisory
- Investment Sales / Brokerage
- Lease Administration
- Development-Oriented Transactions
- Mortgage Origination and Servicing
- Project and Development Management
- Property Management
- Real Estate Investment Banking
- Research
- Strategic Consulting and Advisory Services
- Tenant Representation
- Valuations

JLL Core Team

Staffing and Support

Staffing: To begin, we have selected the most qualified professionals to serve on the Core Team for the CRA. The Core Team is organized as follows:

- *Project Leadership:* **Nick Finelli**, Vice President will serve as the Project Lead, to drive the overall strategy. He will be joined by **Ed Chatmon**, Vice President, who is an expert in the real estate portfolios of municipalities. **Laurence Hicks**, Associate, will provide support to the Project Leads.
- *Local Market Experts:* Based upon the needs of Delray Beach CRA, we have identified experts based in South Florida including **Kevin Probel**, Managing Director, Brokerage; **Maurice Habif**, Managing Director, Capital Markets; **Simon Banke**, Senior Director, Capital Markets; and **Matthew McCormack**, Senior Director, Capital Markets.

JLL commits to providing our proposed professionals for this engagement. The Core Team members have specialized expertise in areas specifically relevant to the scope of services and we stand ready to serve as a trusted partner throughout this engagement. These Core Team members combine public and private sector best practices and experience to deliver a full range of integrated real estate solutions and financial advisory services focused on the unique needs of municipalities. We have included resumes for each of these Core Team members.

In addition to the Core Team, the JLL team has access to additional experts throughout the organization spanning the full depth and breadth of our organization to address almost any real estate or consulting requirement as needed during the relationship, particularly during a surge or busy period.

JLL Approach to Working with Public Sector Clients

Given JLL's extensive experience working with municipalities like Delray Beach, we are acutely aware of the critical differences working on behalf of cities, both philosophically and technically.

Philosophical Differences:

- **Mission-Driven Goals.** Public entities operate with a primary focus on serving the public interest. Their mission often includes providing services, promoting community growth, and ensuring equitable outcomes.
- **Accountability.** Public sector organizations are accountable to the public and subject to democratic processes. Documentation should be clear, analytical, conscientious, and FOIA-ready. The decision-making and implementation of initiatives involve heightened transparency and scrutiny.
- **Long-Term View.** Public entities often have a broader concern for the long-term welfare of the community, encompassing considerations such as sustainability, social equity, and intergenerational impacts.

Technical Differences:

- **Funding and Budgeting.** Public organizations rely on various funding sources, such as taxes, grants, and bonds, which often require rigorous budgeting and scrutiny. They must allocate resources to meet multiple social and infrastructure needs.
- **Decision-Making Process.** Public sector decision-making involves multiple stakeholders, public input, and often complex regulatory procedures. Balancing diverse interests, legal requirements, and social impacts are crucial considerations.
- **Regulatory Framework.** Public organizations must operate within a legal and regulatory framework established by government entities. Compliance with laws, regulations, and guidelines is critical, impacting procurement, land-use, environmental, and labor practices.
- **Stakeholder Engagement.** Public organizations place a higher emphasis on soliciting public engagement, conducting public consultations, and considering the viewpoints of a diverse range of stakeholders, including community members, advocacy groups, and interest organizations.

Kick-Off Meeting and Project Governance. Relative to the decision-making nature of a public institution, our first task will be to meet with the City of Miami Beach project team to understand better the organization's goals and objectives for this assignment and the overall initiative, learn about its processes and challenges, and position ourselves as an extension of staff to help craft the appropriate strategy. This kick-off meeting will provide JLL and the City the opportunity to level-set the overall effort and identify, at a preliminary level, the following:

- The City's objectives for the project
- Project program requirements and performance standards

- Potential challenges that JLL and the City's project team must overcome and anticipate
- Workplan and timeline
- Communication protocol
- Document sharing and storage
- Governance and decision-making structure

On the last element, governance and decision-making, JLL believes it is critical that the CRA, as an agency, can act in a manner that limits indecision and delays. Therefore, we will work with the CRA to establish a clearly defined structure that helps the CRA project teamwork toward the success of this effort.

The governance structure will first identify key stakeholder teams, each having a critical role in the project. JLL will work with the CRA to identify the appropriate individuals who will participate and the extent to which they will participate. These individuals will be key in ensuring that the necessary information, guidance, support, decision making, and acceptance of project tasks is available.

JLL will also work with the CRA to align the project schedule with key approvals required of department leadership, the CRA Board and the nature of those approvals. For example, full agenda items must be prepared differently than consent agenda items, impacting both materials provided and potential timeline. We will work closely with the project team to provide for all levels of approvals that will be necessary to move the project forward.

Communication Plan

Public real estate projects require input from a broad array of stakeholder groups. These vary from grass roots, local neighborhood individuals to CRA staff and elected officials. A successful project has a communications program that efficiently captures and communicates essential information and provides stakeholders with the comfort that their opinions have been heard and appropriately considered. As a result, a key success factor on this highly visible project with multiple stakeholders is the team's ability to communicate effectively and efficiently with internal and external stakeholders. JLL is highly experienced in establishing a disciplined and transparent process to manage both internal and external communication.

For internal communications we typically suggest establishing the following tools and processes:

- A team intranet site for posting critical team information, documents and communication. This is a central repository of information for the team that is password protected and only accessible to key team members approved by the CRA
- A detailed project schedule with the critical activities, time frames, relationships, key milestones and team responsibilities discussed above. We make use of electronic tools such as MS Project to manage this activity
- A regular team meeting schedule that is agenda-driven with meeting proceedings and action items documented in a consistent and timely fashion

- A “key activity matrix”, which identifies critical near-term actions, due dates and who is accountable for them. We have found that using this tool, in conjunction with the project schedule, is useful in helping the project team to stay focused and accountable for all tasks within each phase of the project

Highly visible public projects generate a great deal of public interest. We are acutely aware of the importance of managing project communications and believe that proactively developing an external communication plan to generate favorable support for the project with influential stakeholders is of paramount importance. The JLL team has significant experience in managing communication and outreach plans for public sector projects. Core team members regularly communicate to public officials, community interest groups and the media. Early in the project, JLL will work with the CRA to develop an external communications plan and protocols for this project.

Typically, such a communication strategy would include the following:

- Identification of all key stakeholders, their interest in the project, the impact they have on its success, and how and by whom they should be communicated to
- Protocols for discussing information about the Project with any parties outside the core project team
- A schedule and plan for communications to key stakeholders at varying project milestones. The plan for each key audience should consider the desired outcome, the content of the communication, who will communicate it and how it is best delivered

At the completion of the mobilization phase we shall have participated in introductory meetings with the CRA’s Project Team, finalized our scope and schedule, identified milestones and key activities, and established a communication strategy and project management plan.

JLL Services

JLL has a comprehensive offering of real estate services and can act as “one-stop shop,” providing end to end real estate solutions through our platform of integrated services, supported by unparalleled research. We will work together to seamlessly deliver services through our multi-disciplinary team utilizing a proven tech-enabled account management model that will ensure optimal performance, exceptional communication, and measured results. Our full team will work closely with your staff to ensure a diversity of thought leadership is brought to every project, thus ensuring the most favorable outcome for every project.

Our platform is readily scalable, and provides access to a wide range of expertise, which enables us to deliver a proactive, transparent and collaborative partnership to successfully support the various real estate needs of the CRA.

We have developed our proposal for real estate services to support the CRA’s real estate objectives by:

- Leveraging our proven track record of delivering successful P3 and real estate advisory projects for government entities across Florida and nationwide
- Supporting the centralization of your real estate strategy with performance metrics
- Uncovering cost savings and optimization opportunities
- Providing service excellence with a platform driven by process, procedure and governance
- Developing a proactive acquisition and disposition strategy
- Understanding the CRA’s mission and business objectives to create real estate strategies that deliver significant and measurable results to its constituents
- Optimizing the CRA’s real estate footprint
- Leveraging JLL project management and other expertise to drive projects and initiatives
- Incorporating technology and innovation in everything we do

Highest and Best Use Analysis

Data Collection and Site Analysis

JLL will conduct a preliminary site analysis (which includes a physical site inspection) and due diligence review to determine the Property’s repositioning potential. The analysis will focus on understanding the Property’s key characteristics and to identify intrinsic opportunities and constraints and determine their impacts on potential repositioning alternatives. Information to be reviewed and analyzed by JLL includes but is not limited to:

1. Basic Property Information: Asset description, location, rentable and usable square footage, zoning.
2. Known Encumbrances: Use restrictions, title reports, abstracts, deeds, surveys, easements and

encumbrances.

3. Building Configuration and Improvements: Building layout and space measurements, floor plans, access, circulation, parking and amenities both within the building and nearby.
4. Building Condition Assessment: Identifies major deferred maintenance items along with associated estimated capital improvement / replacement costs.
5. Environmental Considerations: Environmental reports, asbestos and lead based paint, and any other known environmental considerations.
6. Existing Infrastructure & Utilities: Access, capacity, connections and distribution system throughout the Property and associated ability to serve and meter individual spaces.
7. Transportation and Access: Public transportation connectivity, access points and security.
8. Cultural and Historic Considerations: National Register of Historic Places listing / eligibility.
9. Municipal / County Approvals: The timing and challenges associated with completing site plan and design review; procuring entitlements and approvals.
10. Community Engagement: Facilitation of meetings with community stakeholders to understand community goals and vision for the property.

This data will establish a property baseline to inform various repositioning scenarios.

Market Analysis

A thorough understanding of the South Florida real estate market will be a key foundation for repositioning decisions. JLL will collect standard metrics to identify market trends and opportunities and determine projected demand for the Property covering all potential repositioning scenarios. Market research will include:

1. Determine current value of the existing asset.
2. Rents and sales prices of recently completed transactions, properties currently being marketed or expected to be within the next three (3) years.
3. Vacancy, occupancy and absorption rates and trends through the competitive market.
4. Tenancy and ownership characteristics throughout the competitive market.
5. Additional supply of competitive buildings and potential new supply.
6. It is likely that tax credits or other Federal, State or Local incentives would be available. This will be analyzed to determine what would likely be available and what the impact or benefit would be.
7. Recent developments or development opportunities in adjacent sites. JLL will provide an analysis of what uses are being developed around the Property and by whom, success or lack

of success in such developments.

Highest and Best Use Analysis

JLL will combine information from the Site Analysis and Market Analysis to evaluate the Highest and Best Use for the subject site. JLL will focus on a range of control and management ownership structures and will model financial and return expectations based on different structures and risk profiles. We will provide a summary of the key assumptions and outline the financial analysis findings for comparison. This Highest and Best Use Analysis will act as an initial barometer to frame a successful public solicitation strategy.

Property Marketing

JLL is an industry leader in capital markets and has access to an extensive array of market data and investors throughout the globe. As we are highly active in the South Florida market, we will be able to provide accurate underwriting to both meet the CRA's objectives and to support the asset value. We will further support the property's value with recent sale comps and/or sales pending; and we have "best of class" access to both proprietary and "open access" outlets for recent transaction information. Our research department will assist in identifying area trends that will justify pricing.

Our combined local experience marketing assets in Washington Metropolitan region provides us with an intimate knowledge of the market. We have unmatched investor access and up-to-date knowledge investors and developers targeting opportunities in the District of Columbia. Identifying and reaching out to our target investor list is a key element to our strategy.

We strive to replicate best practices used by private market actors – again, while ensuring compliance with procurement regulations. JLL has led numerous dispositions of properties throughout the District of Columbia, and we have established a reliable and consistent process that results in a robust marketing campaign soliciting interest from a broad array of potential investors:

- **Pre-Marketing.** Prior to formal marketing, we will reach out to targeted investors/developers to preview the opportunity and create interest. This step "primes" the market for the opportunity so that investors can begin to assess the opportunity informally and consider making an offer. During this period, we will also formalize any contracting items with the CRA, as well as tour the properties ourselves and take high-quality photos of the properties which will be used in marketing materials.
- **Materials Preparation.** JLL will then design all marketing materials – including teasers, brochures, offering memorandum, and a website – and prepare a financial analysis that outlines the operating profiles of the properties and JLL's assessment of their value. Both the marketing materials and financial analysis will be disseminated widely throughout the marketing process, and not before the CRA provides explicit approval over all items. We will also work with the CRA to craft the tour "path" or itinerary for property tours.
- **Marketing & Property Tours.** During this period, JLL will disseminate all marketing materials via a widely distributed email blast. We will hold property tours during this time as well. JLL will

field all questions from potential buyers, ensuring that the CRA is kept apprised of all activity on a regular basis – including any offers provided before the due date.

- **Initial Offers Due.** At this stage, JLL will have conducted property tours and fielded questions from potential investors. Prior to the point of offers being due, JLL will send out a final email to any non-responders reminding them of the opportunity and the due date. Upon receipt of all offers, JLL will analyze the bids to determine which buyers represent the highest likelihood of closing on a transaction. Ultimately, JLL will then work with the CRA to recommend a short-list of buyers to engage with in a final round of offers.

Transaction Management and Financial Close

Following on the marketing strategy outlined above and using our market insights, tools, and expertise, JLL will work with the CRA to identify the optimal disposition strategy for the subject site:

- **Developer Selection and Contract.** After short-listing selected developers, JLL will conduct interviews with each to gauge surety of close, equity strength, and other elements. Following these interviews, we will then request Best and Final Offers (BAFO) from each short-listed buyer. Upon receipt of the BAFO responses, JLL will work with the CRA to select and notify the developer of their selection. Upon selection, JLL will then negotiate and execute the contract with the developers that will allow them to begin due diligence.
- **Due Diligence.** This period will largely be led by the selected developer with JLL supporting. We will facilitate all due diligence, including site visit coordination, and JLL will provide an online “war room” that facilitates document sharing between the CRA and the developer.
- **Closing.** Finally, JLL will work closely with the CRA to facilitate any closing procedures as needed by the client.

Public-Private-Partnership Transaction Support

Draft and Distribute Request for Qualifications (RFQ) and Request for Proposals (RFP)

In preparing the RFQ/RFP and supporting documents, we will work to provide market flexibility to allow respondents to utilize creative redevelopment approaches. JLL will work with the CRA in drafting the RFQ/RFP requirements, which will be sent to both local and national prospective development firms. The requirements might include (but are not limited to) the following:

- Proposed development plan, including phasing and timeline
- Feasibility of proposed development program, including evaluating financial and market considerations;
- Benefits (financial, programmatic, etc.) to the CRA from the proposed development program;
- Experience in coordinating critical path timelines (budget, scheduling, financing, approvals, etc.) for the development initiatives;
- Cost estimates and budget for development and operations plan.

Proposal Evaluations

JLL will review responsive proposals and prepare a preliminary technical analysis that addresses the RFP Evaluation Criteria. For each of the evaluation criteria, JLL will summarize and analyze the responses to identify strengths, weaknesses, deficiencies, risks, and any provisions which may be unclear.

For each of the reviewed proposals, JLL will evaluate the reasonableness of the development, operational, and financing assumptions modeled in the respondents' financial offers. Our financial evaluation will include validation of financing assumptions such as proposed debt terms, assessment of the proposed budgets, review of the phasing strategy, and assessment of the market viability and key demand assumptions. Our Team will also perform a sensitivity analysis to evaluate the impacts to the project of potential risk factors, including fluctuations in costs and changes in the market dynamics.

Clarifications and Interviews

In the event of any uncertainty surrounding proposal details, JLL will prepare up to two (2) rounds of clarification questions for proposal teams based on its review of the original proposal submissions, which may include one round related to Best and Final Offer (BAFO) submission. These clarification questions will not allow for material changes to the proposals, rather they will seek to clarify any inconsistencies or contradictions.

JLL will also prepare one round of interview questions to be utilized by the CRA and attend interviews with proposal teams to document the discussions.

Final Evaluations and Recommendation

Upon review of the clarifications and intake of the interviews, JLL will prepare a finalized comprehensive evaluation, which will be presented and discussed with the CRA. This analysis will be prepared in PowerPoint format and presented to the CRA Board, as needed. JLL will then work with the CRA to prepare a preliminary term sheet for the CRA to use for negotiations with the selected respondent.

Negotiation of Transaction

Following the recommendation of a developer selection, at the CRA's discretion, JLL will support the CRA to evaluate the steps necessary to execute a transaction with the recommended development team. We would target our support to provide additional financial assessments under a separate hourly agreement, which would include further validation of financing assumptions, and assessments of the updated development budget, including soft costs and fees.

Deliverables for this task include the following:

1. Review of financing assumptions and deal terms
2. Draft deal terms for Interim Agreement (with the CRA's legal counsel)
3. Comments on transaction document(s) (with the CRA's legal counsel)

4. Draft deal terms for Comprehensive Agreement (with the CRA's legal counsel)

Portfolio Strategy and Priority

We propose working with the CRA to develop a strategic view of its portfolio utilizing and evaluative process developed over many years in managing complex global portfolios for Fortune 100 companies and major governmental entities. This will be an on-going process, not an isolated or one-off event. Except for immediate need, expiration or option-driven, time critical actions, we will first review your portfolio and business plans before targeting opportunities for transaction services. This ensures that our recommendations align with your key objectives before actions are initiated. Based on current and projected future demand information, we develop alternatives such as office consolidation and market driven options. These options are designed to satisfy the real estate demand requirements, eliminate excess space, maximize the efficiency and flexibility of the real estate supply and generate more alternatives and innovations to reduce total occupancy costs. Another example that we would take during this initial process is to identify value add opportunities with underutilized assets, such as vacant land, obsolete buildings, etc.

Market Research and Data Analytics

Research Market information is a critical component of every phase of the real estate process. JLL has invested in innovative technologies and devotes unprecedented manpower to tracking market data to create a sophisticated, tactical model of research and analysis. We work hand in glove with the brokerage teams to ensure that real time business terms and influences are captured and understood. This approach allows our research team to deliver intelligence and insights to achieve cost savings and other DGS/DRES customer service objectives. We track space availability and tenant information through our proprietary database, MarketSphere along with CoStar, LoopNet, local realty associations and internal databases. Additionally, each office subscribes to local sources of online information from various commercial realty as associations.

Understanding today's commercial real estate dynamics, identify tomorrow's challenges and opportunities and drive strategic recommendations are key to a proactive approach. Our research programs are designed to provide practical interpretation and innovative thinking that drives optimal real estate decisions. We employ an experienced and knowledgeable research group to provide our clients the most thorough, accurate and timely information. Our more than 600 global research professionals cover macro and micro trends and forecast future conditions in over 65 countries, producing unrivaled local and global perspectives.

Our team tracks and analyzes the best real estate data from proprietary and third-party information resources, while continually monitoring and modeling the key economic, capital market, industry and demographic indicators that impact commercial property markets and help us predict what is around the corner to create competitive advantage for our clients.

In-depth industry tools and insight includes:

- Industry indicators (how to measure performance)

- State-of-the-industry (key statistics, revenue, annual growth, industry issues, key external drivers)
- Leading industry trends and their impact on real estate
- Key business performance issues
- Diagnostic tool kit — matching business objectives with real estate solutions.

Geographic Information Systems (GIS)

JLL utilizes proprietary technology, data and methodology, to help you make better decisions. A combination of people, process and tools make up JLL's Geographic Information Systems (GIS) and help supplement the market research team. Our GIS analysts will work with the JLL Transaction team to understand your needs and the most important variables impacting your location selection. Then as required, we will create custom deliverables that will help the CRA visualize your options, so you can make the most-informed decision.

What can you consider as variables? The options are virtually endless, but here are some of the most common things we dig into:

- Advanced site analysis
- Amenity locations
- Commute analyses
- Competition density
- Demographics
- Drive-time/transit-time analyses
- Employee center of gravity
- Employee location analyses
- Lease/sale comparisons
- Portfolio of properties
- Survey of options
- Traffic counts

Whether you want to analyze one or many of these, we're here to help you truly understand and make sense of your options.

Landlord and Tenant representation

This is JLL's bread and butter. This is where our market depth and breadth will ensure practical success for the CRA. JLL has done more real estate transactions across the entire CRA than anyone else. Leveraging our best practices, best in class tools and processes, and quality talent. The CRA will be able to ensure they are getting up to date market insights. In addition, and as noted in Section 2, JLL's deep understanding of Public Institutions provides for an unparalleled approach. Our experience to this client base allows JLL to perform research and invest in innovations, resources and technologies that solve issues faced by that client base and the dynamic operating environment in which you work.

The team that we are proposing for partnering with the CRA has the best mix of expertise to support your entire portfolio throughout the Commonwealth and across all asset types.

What this means to the CRA is that you will know what the market is bearing and how to best position yourself for sound decisions. It also means that with JLL’s consistent deal flow, Landlord’s will want to ensure they are presenting the most competitive deals in the hopes that they will get another one from JLL. It is because of this commanding market share that JLL will deliver the lowest occupancy costs and greater leasehold flexibility. In this business and environment, relationships matter.

Project Management

Having managed thousands of projects, we understand what it means to optimize project objectives for a client and how to achieve it. Fundamental to our success is our unwavering belief that each type of management service we provide has a process, and that each step in the process should be initiated for any project, regardless of size, scope or location. Our work with the CRA will start with the identification of the project specifications and requirements and will be completed only when the project outcome is closed out, and successfully operating.

Variable project management	
Program management	
PDS platform	
Variable project management	Development management
• Tenant improvements • Capital improvements • Move management • Multi-site programs • Project consulting • Transactions support	• Development management • Development advisory • Technical due diligence • Investment development management • Construction management • Build-to-suit development

Valuations and Risk Advisory

JLL has extensive valuation and review experience for virtually all asset types. We gather local market knowledge from our partners in leasing, investment sales and research to deliver accurate, reliable and impartial property valuations with prompt and efficient service. Through best-in-class analytics, we provide consistent application of the most sophisticated valuation tools and deliver standardized reports to clients for ease of review and presentation. Our professionals have the knowledge and

resources to provide DGS with objective solutions based upon successful strategies and a uniform methodology.

Our typical valuations process involves:

- Detailed review of a property or portfolio
- Assessment of trading performance and operating potential
- Analysis of market fundamentals
- Interpretation of investment market trends and insights
- Access to underlying real estate data from associated real estate classes
- Review of cash flow expectations
- Preparation of an independent income and expenditure forecast
- Application of multiple valuation methodologies
- Preparation of a compliant valuation report

JLL has supported numerous global clients, government agencies, as well as state and local entities, in conducting comprehensive market studies and producing highest-and-best-use studies of sites that required the establishment of fair market value under different re-use scenarios. The conclusions were supported with a self-contained appraisal compliant with USPAP. Additionally, JLL has provided dozens of brokers opinion of value to public sector clients.

The valuation of properties for financial and public entities requires specific adherence to methodologies and laws governed by the State as well as other governmental entities. Work performed by JLL Value and Risk Advisory is in accordance with all applicable laws, codes, and regulations, ensuring that our work can be relied upon for all possible uses by organizations like the CRA.

Property Management

Our management approach is to create dynamic property-specific strategic and tactical implementation plan and timeline the CRA's select assets as needed. We will transform your spaces into places through proactive management, experiential tenant programming, flex workplace solutions and leading prop tech solutions.

Working with our team, the CRA will benefit from:

- A boutique approach with access to the power of one JLL - national platform, diverse real estate expertise and global resources
- Access to industry-leading technology, revenue- generation and cost-control platforms
- Bench strength of our property management, accounting, engineering, operations, construction management and marketing experts
- A focused and consistent client service team accountable for your property

- Extensive sourcing and procurement platform, including insurance
- Enhancement of the tenant and guest experience through our dedicated Experience Management experts
- High quality asset performance

Our institutionalized approach to cost savings and operational efficiencies, to enhance the value of the assets, is to implement programs related to service contract management, energy and operational efficiency and capital cost management.

Energy management and procurement programs

- Property-level energy reviews and sound operating and maintenance practices to ensure efficient energy consumption and lower costs
- Participation in ENERGY STAR program
- Utility bill analysis and benchmarking
- Exploration of procurement options, including deregulation and alternative supply opportunities
- Building commissioning and retro-commissioning
- Green Globes and LEED assessment and certification

JLL Marketplace

JLL has the ability to offer a one-stop shop, easily accessible and personalized online platform that lets our client's achieve savings by using our consumer-friendly website. Marketplace acts like Amazon or eBay, but for JLL and our partners to purchase materials and supplies at a reduced rate.

Portfolio Analytics Tool (PAT)

JLL Portfolio Analytics Tool (PAT) provides access to centralized, secure, real-time CRE data and its analytics enable you to make effective, intelligence-driven decisions. The JLL PAT platform streamlines data aggregation and governance providing the ability to view all operational data in a single platform. By unifying your data into a single interface, PAT empowers you to optimize service levels, occupant experiences, and costs. The platform also adds context with market intelligence and applies machine learning to highlight resulting in on-demand insights enabling users to identify trends and locate areas that require focus and resources.

Value outcomes:

- Dashboard configurability to meet your business needs, enabling you to make faster, more accurate decisions
- Leverage JLL's proprietary database and local market expertise
- Manage all your CRE data in one place, eliminating the need to pull data across multiple technology platforms

- Increases efficiency and helps you quickly reach consensus on tactical and strategic planning initiatives
- Quickly locate cost-saving opportunities such as energy usage, excess inventory, and facilities management vendor costs

Blackbird

JLL Blackbird is a custom application that allows 3D visualization of real estate building alternatives and macro market factors to significantly enhance your decision-making capabilities and save substantial time and money in the site selection process.

JLL Blackbird combines the power of Cisco Earth mapping and GIS along with JLL's proprietary local market information to create a dynamic, highly interactive environment for evaluating market alternatives. The application integrates vast layers of real estate data and displays them in an interactive 3D environment. JLL Blackbird evaluates all opportunities in a market and quickly provides a short list of options based on the specific criteria of your requirement. It provides a real-time, objective and transparent view of the market, giving the level of intelligence you need to make better, more efficient real estate consulting and site selection decisions.

Value outcomes:

- Unique 3D visualization gives users a visual, spatial way to interact with and display the latest market and property data
- Robust layers of integrated data: Helps clients understand their decision from the macro (broader market statistics) all the way down to the micro (available space and lease data)
- Allows users and clients to understand market dynamics, trends, supply and demand to make data-driven site selection decisions.
- Save time and money, and reduce your carbon footprint: Use digitization to “fly” market to market from anywhere

Specialty Practice Areas

JLL provides a comprehensive array of services that cover a full spectrum of requirements for real estate and facilities across all asset types. All of these services would be readily available to the CRA. In addition to the services outlined in Section 3, JLL can readily provide support for almost any real estate related need. Below are some of the relevant specialty services we can provide to support the CRA:

Economic Development Consulting:

Our seasoned team of experts will conduct in-depth economic impact analysis and market research to identify the CRA's strengths, opportunities, and untapped potential. With our strategic planning expertise, we will collaborate closely with the CRA to devise strategies and initiatives tailored to attract investment, retain businesses, and foster sustainable economic growth.

Public-Private Partnerships (P3):

We understand the importance of forging strategic collaborations between the public and private sectors to drive transformative projects. Our advisory services will enable the CRA to facilitate PPPs effectively.

From project feasibility studies and transaction management to project delivery expertise, we will ensure seamless coordination between stakeholders, leading to successful outcomes.

Site Selection and Incentive Negotiation:

We understand the critical role that suitable sites play in driving economic development. Through our extensive market knowledge and data-driven approach, we will assist in identifying strategic sites within the CRA that align with your economic goals. Additionally, we will negotiate

incentives on your behalf, securing attractive packages to attract businesses and incentivize investments.

Development Advisory Services:

Partnering with our development advisory team, your CRA will benefit from their industry-leading expertise in development strategy and planning. We will work closely with you to chart out comprehensive strategies and plans aligned with your economic objectives.

Our financial analysis, project management, and infrastructure planning services will fuel the successful execution of development projects.

Surplus Land Disposition:

We recognize that the effective management and disbursement of surplus land can unlock significant economic opportunities. Our team will conduct thorough evaluations of surplus land assets, identify their market potential, and implement tailored marketing strategies to maximize their value. By leveraging our transaction management expertise, we will ensure efficient and optimized surplus land sales.

Sustainability

We place great emphasis on sustainability and resilience. Accordingly, our development advisory services will focus on incorporating green building practices, renewable energy plans, and climate resilience strategies to align with the CRA environmental and social goals.

JLL Fees

Commission Schedule

Fees for landlord representation services, tenant representation services, and the sale or purchase of assets are based on market commissions which are typically paid by the landlord and or seller. The table below outlines the customary percentage range per transaction type and who is usually responsible for commission payment.

Fee Schedule for Transactions		
Service Provided	Compensation	Who Pays
Lease or Lease Renewals	Customary local market commissions. The range is generally 4%-6% and is based upon the length of lease term and gross consideration of the lease.	Funded by the Landlord
Sublease	Customary local market commissions. The range is generally 6%-9% of the gross consideration of the sublease. Procuring broker shall be paid 2/3 and JLL shall be paid 1/3.	Funded by Tenant
Lease Buyout or Early Termination	A percentage of the net savings ranging between 5%-10%	Funded by Tenant
Sale or Purchase	Customary market commissions typically 3% – 6% of the gross purchase consideration.	Funded by Seller

Hourly Rate Schedule

JLL is committed to providing transparent and competitive pricing for our services. To ensure clarity and efficiency in our task order engagements, we have established a comprehensive hourly rate schedule. This schedule outlines the fully loaded rates for various roles within our organization, allowing for budgeting and cost management throughout the project. Please find below our detailed pricing structure for task orders under this engagement:

Hourly Rate Schedule	
Title	Hourly Rate
Executive Managing Director / Senior Managing Director / Managing Director	\$495/hour
Executive Vice President / Senior Director	\$425/hour
Senior Vice President	\$375/hour
Vice President	\$325/hour
Associate Vice President	\$275/hour
Associate	\$225/hour
Senior Analyst	\$190/hour
Analyst	\$175/hour