



Golf Course & Hotel

Development Opportunity

City of Miami

June 2006

June, 2006

Ladies and Gentlemen:

Thank you for your interest in the Golf and Hotel Mixed Use Development Site. The site is comprised of approximately 135 acres of City-owned property currently operating as a golf course. The City of Miami, through this offering, is seeking an integrated package of services from the private sector consisting of planning and design, construction, leasing, and management of the proposed development.

Enclosed is the City of Miami's Request for Proposals (RFP), which contains detailed information regarding the parcel of land available for development, the uses the City is seeking, development considerations, submission requirements, and selection procedures pertinent to this project.

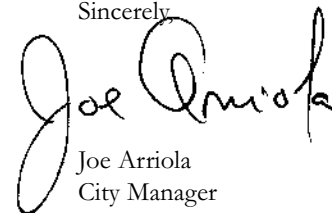
Please carefully review all of the enclosed documents. Proposals must comply with all submission requirements detailed in the RFP to be eligible for consideration. All information and materials submitted will be thoroughly analyzed and independently verified. Proposals must present a definitive development program, completion schedule, financial plan, and management plan responding to all requirements of the RFP to form the basis for selection by the City.

The City will conduct a Proposal Pre-Submission Conference on Thursday, July 6, 2006. While attendance at the Pre-Submission Conference is optional, all prospective developers are invited and encouraged to attend. Information on the location and details of the conference will be provided by mail to registered respondents.

Proposals are due no later than September 12, 2006, by 10:00 AM and must be delivered to the City of Miami Clerk's Office. A list of respondents will be made public the following day. The successful proposal will be subject to the requirements of Miami City Charter Section 29-A and Section 29-B.

On behalf of the Mayor and Commissioners, I welcome responsive development proposals and look forward to working with a development team to realize the full potential of this property.

Sincerely,



Joe Arriola
City Manager



Table of Contents

Executive Summaryv

THE OPPORTUNITY

The Opportunity1
Unified Development Project Process Guidelines2
The Setting3
Neighboring Destinations4
International Links Miami / Melreese Golf Course6
Facilities6
The Site8
Property Specifications8
Existing Conditions8
Transportation and Accessibility12
Public-Private Projects in Development/Infrastructure13

PROJECT GOALS AND OBJECTIVES

PROJECT GOALS AND OBJECTIVES

Required Uses17
Acceptable Uses17
Unacceptable Uses17
Planning and Land Use Objectives18
Urban Design Principles and Guidelines18
Required Project Components21

TERMS AND CONDITIONS OF OFFERING

Management Agreement23
City's Commitment of Funds, Services23
City's Commitment of Property23
Substantial Increase24
Fair Market Value24
Form of Lease Payments, Escalation25
Agreement to Enter into Lease (Development Agreement)25
Lease Agreement26

REGULATORY PROCESS

Public Referendum Approval30
Development of Regional Impact30
Design Review31
Special Permit31
Building and Environmental Permits31

REVIEW AND SELECTION PROCESS

REVIEW AND SELECTION PROCESS

Administrative Review35
Certified Public Accountants36
Minority and Women Business Affairs Policy Review36
Review Committee36
Evaluation Criteria37
City Manager39
City Commission39
Anticipated Selection Schedule39

SUBMITTAL REQUIREMENTS

Required Proposal Format40
Required Proposal Content41
Submittal Procedures and Deadline49
Contact Information50



Documents Required for Proposal Submittal

- City of Miami Required RFP Submission Forms
- Disclosures and Disclaimers
- Draft Management Agreement

Additional Documents Provided as Reference

- Airport Zoning Area Map Miami International Airport Aircraft Arrival/Departure District
- City Charter and Code Selections
 - Charter Section 29-A - Unified Development Projects
 - Charter Section 29-B - City-owned property sale or lease-Generally
 - Code Section 2-778 - Minority and Women Business Affairs
 - Code Section 18-74 - Cone of Silence
 - Code Section 18-110 et. Seq. - First Source Hiring Agreement
 - Code Section 18-136 et. Seq. - Minority and Women Business Affairs
 - Code Section 38-Article V Golf Courses
- City Zoning Code
- Construction Documents from 1995 Renovation of Golf Course
- Environmental Site Assessment Report - Maintenance Area
- No Further Action Plan (Maintenance Area) Letter from DERM, July 8, 2004
- Limited Phase II Soil Assessment Report Prepared by Petro Hydro, Inc., October 25, 2005
- Surface Water Quality Report Prepared by Petro Hydro, Inc., November 2, 2005
- Flood Zone Map
- Legal Description Prepared by F. R. Aleman & Associates, Inc., May 24, 2005
- Property Survey Prepared by F. R. Aleman & Associates, Inc., May 24, 2005
- Survey of Parcel 1A Prepared by F.R. Aleman and Associates, Inc., October 10, 2005
- Survey of Parcel II Prepared by F.R. Aleman and Associates, Inc., October 10, 2005
- Local Golf Market Analysis Prepared by Pellucid Corp., April 17, 2005
- Miami-Dade County Ordinances
 - Airport Zoning
- Neighboring Project Renderings
 - Grapeland Heights Park
 - Miami Intermodal Center
- State of Florida Sunshine Law
- Urban Development Review Board General Design Criteria
- USGA Green Section Turf Advisory Service Report, June 14, 2000
- Previous Operator's Financial Statements for 2002-2004

Please note these documents are included for informational purposes only and shall not be relied upon without further investigation.

Development Opportunity

Propose, plan, design, develop, construct, lease and manage a signature golf course and hotel project.

Location

Approximately 135 acres in the Flagami section of Miami, immediately adjacent to the Miami International Airport.

Required Use

Golf Course and related facilities; and Hotel related facilities.

Required Management Agreement

Management of existing facility may be required upon selection of developer, beginning during lease negotiations.

Acceptable Additional Uses

Entertainment Destinations, Educational and/or Cultural, Convention and/or Conference, Retail, Restaurants, Recreation, Hotel Timeshares, Ancillary and Support Facilities.

Density

Approximately 87% of land zoned PR; remainder zoned C-1 with FAR of 1.72.

City's Financial Requirements

Proposals shall include lease payments in the form of minimum annual guaranteed rent plus a percentage of gross revenues.

Maximum Lease Term

50-year initial term and two 10-year renewal terms, with developer responsible for all construction, leasing, maintenance and management of the project.

Developer Selection Process

One developer shall be selected for exclusive lease negotiations following a review process as set forth in the Miami City Charter.

How to Obtain RFP & Register

Only those who register can participate. For registration as an official respondent and to receive a complete RFP package submit a non-refundable fee of \$150 in the form of a cashier's check, money order, or official bank check made payable to City of Miami plus contact information by mail to the address listed below.

Initial Deposit Required

An earnest money deposit of \$50,000, payable to the City of Miami, in the form of a cashier's check, money order, letter of credit, or official bank check, is required to accompany the submittal of proposals and is fully refundable to developers not selected.

Optional Pre-Submittal Conference & Site Visit

July 6, 2006 - Details to be provided by mail to registered respondents.

Proposal Due Date and Location

September 12, 2006, 10:00 AM (EST)
Miami City Hall, City Clerk's Office
First Floor Counter
3500 Pan American Drive
Miami, FL 33133

Additional Deposit Required

Additional \$50,000 non-refundable deposit required from developer selected for exclusive negotiations.

To Register and For Further Information Contact:

Aldo Bustamante
Department of Public Facilities
City of Miami Riverside Center, 3rd Floor
444 SW 2nd Avenue
Miami, FL 33130
ABustamante@ci.miami.fl.us
305.400.5061 Fax





THE OPPORTUNITY

The Opportunity

This Request for Proposals (“RFP”) is an invitation from the City of Miami to qualified private real estate developers to create a premier mixed-use project adjacent to the Miami International Airport, one of the nation's busiest international air terminals. The approximately 135 acre property is currently being utilized as a public golf course. The City intends to lease the property for development and operation under a long-term lease of fifty years with the option to renew for two, ten-year terms. To accomplish the development of a superior golf facility and hotel complex, an integrated package of services from the private sector is sought including: planning and design, construction, leasing, and management.

The approved uses for the property, in any combination, include entertainment destination, educational and/or cultural facilities, golf course and golf facilities, convention and/or conference facilities, hotel, retail, restaurants, recreation, hotel timeshares and ancillary office, parking and other support facilities. **A golf course and hotel facilities are required uses.** Hotel timeshares may either be a timeshare license or timeshare estate, subject to the timeshare license providing a use term that is for a period of time less than the primary lease and the hotel timeshare estate being limited to a subleasehold for a period of time less than the term of the primary lease to be entered into between the City and the selected proposer. Hotel timeshares are limited to the hotel and shall not be coupled with guaranteed rights to the golf course.

Given the property's proximity to the Miami International Airport and access to existing and planned rail, train, auto and bus travel options, optimal utilization of the area's transportation resources is essential to the success of the development. Of key importance to the project will be its ability to achieve a balance between the various potential commercial uses of this well located property and maintaining the natural beauty and recreational value of the existing golf course. The City of Miami envisions the completed project as a destination with outstanding characteristics that will enhance the commercial, recreational, and tourism facilities serving greater Miami's residents and visitors.



UNIFIED DEVELOPMENT PROJECT PROCESS GUIDELINES

This Request for Proposals offering is being conducted as a Unified Development Project. The Unified Development Project (UDP) process is a procedure by which the City of Miami may convey an interest in real property to the private sector for the development of improvements, which requires the private sector entity to provide a combination of these services: planning and design, construction, leasing and management. Such projects are determined, by action of the Miami City Commission, to be Unified Development Projects. Sections 29-A and 29-B of the City Charter provide legal guidelines for the UDP process. UDP City Charter Sections are included on the CD-ROM.

The UDP process and all other business conducted with the City of Miami is subject to Section 18-74 of the City Code of Ordinances, which can be found on the CD-ROM. The “Cone of Silence” ordinance mandates that except for at public hearings and scheduled presentations, contact with the City regarding this RFP or any aspect of a proposal by a respondent or any representative of a respondent shall be limited to written communications until such time that a recommendation by the City Manager is made to the City Commission.

All questions or requests for additional information must be asked and answered in writing via certified mail. These answers will be provided in the form of addenda to this RFP. Any responses to such questions or requests shall be furnished via certified mail to all registered RFP recipients within 10 days following receipt of the requesting letter and will also be kept on file at the office of the City Clerk. Respondents who purchase an official copy of the RFP and submit the \$150 fee will be considered “registered” to participate in the UDP process and receive addenda.

Any discrepancies, errors or ambiguities in the RFP or addenda (if any) should be reported in writing to the City. Should it be necessary, a written addendum will be incorporated to the RFP. The City will NOT be responsible for any oral instructions, clarifications or other communications.

All business conducted with government agencies within the state of Florida, including the City of Miami, is subject to the Government in the Sunshine Law, Chapter 286 of the Florida Statutes, commonly referred to as the “Sunshine Law”. The Sunshine Law is included on the CD-ROM.

Throughout this document the terms “developer”, “development team” and “proposer” are used interchangeably to refer both to the entities submitting proposals in response to this RFP and to the entities selected to partner with the City to complete the proposed development.

THE SETTING



Neighboring Destinations

Grapeland Heights Park

The goal of the Department of Parks and Recreation is to serve all of the residents of the City of Miami by providing safe, clean, and wholesome recreational, educational and cultural activities in order to promote a sense of community. In November 2001, the citizens of Miami voted to support a \$255 million bond issuance focused on enhancing security, improving parks, and providing neighborhood improvements throughout the City. Grapeland Heights Park is a prime example of how these bond dollars are being spent. The 19 acre park is scheduled for redevelopment from a traditional recreational facility to include a water theme park and other improved amenities.

Conceptual designs envision approximately 5 acres of water related uses including two water slides, a splash park, a “lazy river” and interactive play areas. The balance of the park will offer four Babe-Ruth regulation baseball/softball fields, spectator seating, backstops, a vita-course, open shelters, picnic areas, a community building, a concession area and a recreation community center designed for neighborhood family parties. Approximately 500 parking spaces are planned. The projected annual attendance for the water park alone is 150,000 visitors at a minimum.

Construction on this approximately \$23,000,000 public facility is expected to begin in early 2006 and conclude in 15 months. The conceptual plans for the redevelopment of Grapeland Heights Park are included on the CD-ROM.

Miami International Airport

Miami International Airport is one of the busiest airports in the world for both passengers and cargo traffic. Total passenger traffic reached 31.0 million in 2005, including 14.2 million international passengers, which was an increase of 2.8% over the prior year. More than 90 airlines serve Miami International Airport, flying passengers to more than 200 destinations on five continents.

Miami International Airport

The Miami Intermodal Center (MIC) will be similar in function to New York City's Grand Central Station and other multimodal facilities found in major cities around the world. Sponsored by the Florida Department of Transportation, it will offer access to all forms of ground transportation available in the Southeast Florida Region. The MIC will provide safe and efficient transfers for users of various rail systems, buses, taxis, privately owned automobiles, bicycles and pedestrians. The project will be developed in phases with the first phase scheduled for completion within the next five years. The entire program is scheduled for completion within the next fifteen to twenty years.¹ Additional information pertaining to roadway improvements related to the MIC can be found in the Public-Private Projects in Development section of this RFP.



Waterford Corporate Park at Blue Lagoon

The Blue Lagoon area is home to numerous regional and international headquarters of major national and multi-national corporations. The Waterford is a 250-acre master-planned corporate park with two million square feet of office space. The park has been a magnet for multi-national companies doing business in Latin America due to its excellent location and ability to draw from Miami's multi-lingual workforce. The names on the directories of the Waterford's buildings span a range of industries from technology, communications and entertainment, to healthcare, tourism and travel. Waterford at Blue Lagoon is home to more than 200 companies. An abbreviated listing includes: Burger King, Federal Express, Sony, Hewlett Packard, Canon, Caterpillar Americas, The Discovery Channel and many others.²

International Links Miami / Melreese Golf Course³

The Melreese Golf Course, currently operating as "International Links Miami", was conceived to be a full service facility with a challenging golf course, a comprehensive learning center with a practice driving range and a modern facility clubhouse to serve the local community, as well as regional visitors, tourists, international business travelers, tournaments and corporate events. The facility has been nationally recognized as an 18-hole championship public golf course which is equal to any private or resort golf course in the area.

The course was originally built in the 1960's as the LeJeune Golf Course. The course was renamed in 1973 for former city manager and golf enthusiast Melvin Reese. In 1996-1997 the course was redesigned by Charles Mahannah and underwent a \$3.5 million renovation. Construction documents from the renovation of the golf course are included on the CD-ROM. A modern multifaceted clubhouse facility was designed but never built at the site.

Facilities

Course Design

The course was designed with five sets of tees to provide a champion level course appropriate for challenging activities such as tournaments while also allowing young players, seniors and beginners to enjoy a round of golf at the executive tees. The course offers players of all skill levels to keep up with their group and follow the general flow of the course.

The architectural features of the new course include five (5) lakes, one hundred (100) sand bunkers, nine (9) waste bunkers and a strategically placed cypress wetland. Rolling northern style fairways predominate the course and large, unique, contoured greens average 6,500 square feet each. Greens and tees are elevated. The greens are planted with Tiff-Dwarf Bermuda grass and are considered one of the best greens in the area. The course is a par 71 with the championship course being 7,173 yards; the middle course being 6,613 yards and forward tees being 5,584 yards. The course has an automated irrigation system and a drainage system that rapidly removes excessive rainwater and meets the latest environmental standards. After heavy rains the course is playable while most courses in the area are closed. A Turf Advisory Report prepared in 2000 by the United States Golf Association is included on the CD-ROM.

Practice Range Area

The course has an extensive learning area and practice range which consists of several tee areas at both ends of the range, practice sand bunkers, two large full-size practice putting greens, multiple target greens on the practice range and areas reserved for a future teaching center. Currently the practice facility is being used by a teaching staff, eight (8) local high schools, five (5) local colleges and universities and several programs for inner-City and minority youth. The facility is also utilized by several national golf school programs in conjunction with corporate outings.



The Site

Property Specifications

Parcel

The property was assembled from a section of the LeJeune Garden Estates residential neighborhood and the adjacent property to the north. Several roadways were permanently closed in order to develop the golf course; however they were not vacated. The selected proposer will be required to plat the property and vacate the roadways prior to development. The City will assist in this process.

Boundaries

The property is located at 1802 N.W. 37th Avenue (also known as Douglas Road). The property is bound on the west by N.W. 42nd Avenue (also known as LeJeune Road) which is a major north-south road and a primary access roadway to the Miami International Airport. To the south, the property is bordered by N.W. 14th Street and Grapeland Heights Park, a popular municipal recreation facility. The property is bound on the east by N.W. 37th Avenue and to the north by the Tamiami Canal. Situated directly across the street to the east is a stabilized residential neighborhood with active community participation.

The parcel described above, comprises the property being offered to the successful development team for redevelopment under a long term lease and development agreement and is depicted in the survey which can be found on the CD-ROM.

Existing Conditions

The property and its improvements are offered “as is, where is” by the City for development and long-term management. Existing improvements and facilities located on the property are not required to be retained as part of the proposed redevelopment of the site. Further discussion of the City's commitment of property can be found in the Terms and Conditions of Offering section of this RFP.

Utilities

The property is not connected to the local water and sewer system operated by the Miami Dade County (“County”) Water and Sewer Department. The County owns and operates an 8” water main located in N.W. 37th Avenue (Douglas Road) and N.W. 17th Street. The County also owns and operates a gravity sewer main abutting the parcel.

The County will provide an adequate domestic water supply for the project and will receive and dispose of sanitary sewage from the project after the successful negotiation of a tri-party agreement with the City of Miami and the selected developer. The County has developed a schedule of fees for the connection of such utilities based on the average daily gallons per day to be consumed by the various building unit types. All connection fees shall be the sole financial responsibility of the developer. The design, construction and installation of all necessary water and sewer facilities is the responsibility of the developer and must meet the County requirements and is subject to their approval. The City will assist in this process by providing the necessary facilities easements and other services as lawfully appropriate. For additional information please contact Mr. Mike Suchogorski, New Business Division at the Miami Dade County Water and Sewer Department directly.⁴

Existing utilities may be relocated at the expense of the successful developer.

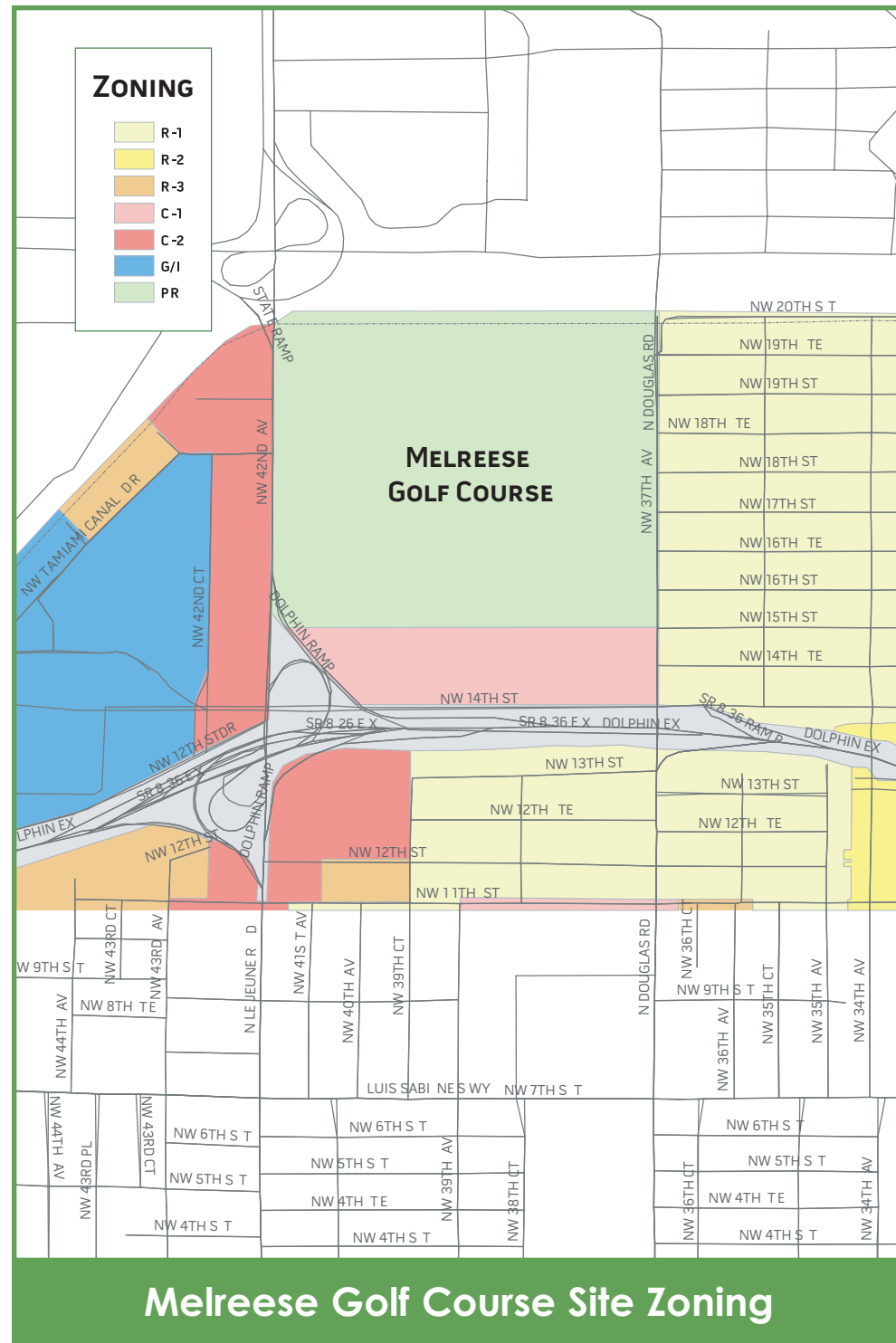
Environmental Conditions

For your information, we have included on the CD-ROM the following documents related to the environmental condition of the property:

- Environmental Site Assessment Report for the Maintenance Area
- No Further Action Plan (Maintenance Area) Letter from DERM dated July 8, 2004
- A Limited Phase II Soil Assessment and a Surface Water Quality Study

The City is leasing the property “as is, where is” without any representation regarding the environmental condition of the site. The City does not warrant or make any representation as to the accuracy or completeness of the information being provided to the proposer. The selected developer will have an opportunity to inspect the property prior to taking possession of the property. During the “due diligence” period, the developer shall be required to conduct environmental site assessments, including sampling and testing of the soils, sediments and possibly the groundwater. The developer shall be responsible for the removal or remediation of hazardous materials that are required by law to be removed or remediated for the project, if any. Requirements for removal and remediation, if any, will depend on the construction plans proposed. The City will contribute up to \$1,000,000 in remediation costs if deemed necessary, which amount may be provided in the form of a rent credit and developer will pay all costs in excess of \$1,000,000. In the event that the cost of remediation exceeds \$1,250,000, the successful proposer will have a period of thirty (30) days from the date the environmental assessment is complete to withdraw from the UDP process without penalty.





Zoning

Pursuant to the City of Miami Zoning Ordinance 11000 as amended, the property has two zoning designations. Approximately 87% of the land is zoned PR, Parks and Recreation, while the remainder is zoned C-1, Restricted Commercial. A Major Use Special Permit (MUSP) will be required for the project.

Floor Area Ratio (FAR) - 1.72.

Density - Maximum of 300 hotel units per acre.

Height - 100', refer to airport zone below.

Parking - Must be provided on site.

Prospective proposals must ensure that the development complies with all applicable zoning laws and conforms to the more restrictive uses allowed by this RFP as described below:

Allowable Uses	Zoning	
	"PR" Parks & Recreation	"C1" Commercial
Ancillary and Support Facilities such as Offices and Parking	■	■
Art Galleries, Museums	■	■
Educational and/or Cultural Facilities	■	■
Entertainment/Entertainment Destinations	■	■
Golf Course, Playgrounds, Playfields, Parks, Beaches	■	■
Hotel (including Convention and/or Conference Facilities)	■	■
Neighborhood Centers, Auditoriums, Libraries	■	■
Privately Owned and/or Operated Recreation Buildings & Facilities	■	■
Restaurants	■	■
Retail (including sale of equipment and accessories for boats)	■	■
Hotel Timeshares	■	■

For details of applicable requirements of the C-1 or PR zoning districts refer to the CD-ROM. A more detailed description of the MUSP can be found in the Regulatory Process section of this RFP.

Zoning Modification

The location of the C-1 zoning is currently along N.W. 14th Street, but the City will not accept a proposal that locates the hotel, or other commercial uses, in this area. The City anticipates relocating approximately ten (10) acres of the C-1 area, as more particularly described as Parcel "1A" on the survey prepared by F.R. Aleman and Associates, Inc., October 10, 2005, which is contained on the CD ROM, to another portion of the property currently zoned PR, as more particularly described as Parcel "II" on the survey prepared by F.R. Aleman and Associates, Inc., October 10, 2005, which is contained on the CD ROM, in order to provide access to the property from NW 37th Avenue. Such a "zoning swap" requires submitting a request for a small scale amendment to the City's Comprehensive Plan from the State of Florida Department of Community Affairs. Any proposal that provides for rezoning an area greater than 10 acres or a hotel in a location other than that described in Parcel II shall be deemed non-responsive.

Flood Zone

A preliminary review of the parcel shows most of the land Flood Zoned "AE-8". All structures constructed at the site must conform to the "AE" Flood Zone requirements set forth by the City of Miami Code and the Federal Emergency Management Administration. An excerpt from a Flood Zone Map can be found on the CD-ROM.



Airport Zone

Due to the proximity to the Miami International Airport, this parcel has been designated by the Miami Dade Aviation Department as lying in the “Outer Safety Zone” and the “Outer District”, designations which carry specific height and use restrictions. New residential or educational construction in the Outer District must incorporate noise reduction building methods. Schools and places of public assembly (defined as more than 1000 persons) are not permitted to be constructed in the Outer Safety Zone. Both zones have a maximum height limitation of 100'. A map depicting the location of the zones and a copy of the relevant zoning codes can be found on the CD-ROM. It should be noted that hotel and hotel timeshares units are not considered “residential” and do not require noise reducing building methods; however, these methods may be beneficial for the added comfort of guests.

Vegetation

The predominate tree types on the golf course are Ficus, Royal Poinciana, Palms (Royal, Malasiona, Jamaican), Oaks and Black Olives. Many trees were lost in Hurricane Andrew in 1992 and the golf course would benefit from additional tree plantings. There are concerns regarding tree removal from the site. Prior to any permits being issued for redevelopment work an inventory of the plant materials will be required and a statement regarding any anticipated removals.

Transportation and Accessibility

The site has unparalleled vehicular access. The main entrance to the golf course property is from NW 37th Avenue, Douglas Road. State Road 836 (SR-836) East West Expressway, also known as the Dolphin Expressway, is immediately to the south of the property with a westbound exit at Douglas Road. SR-836 connects the Florida Turnpike (West Miami Dade) to Miami Beach (East Miami Dade), passing the Miami International Airport and making connections with Interstate 95 near downtown Miami. SR-836 is a toll road operated and maintained by the Miami-Dade Expressway Authority, a state-sanctioned, locally administered, public agency responsible for the operation and maintenance of five major expressway facilities in Miami-Dade County. The current 2-axle vehicle toll is \$1.00 eastbound. There is no toll traveling westbound. The average daily traffic volume on SR-836 eastbound near LeJeune Road is 139,000 vehicles per day.⁵

LeJeune Road, also known as both N.W. 42nd Avenue and State Road 953 (SR-953), borders the property to the west and is a major roadway running north/south throughout the county connecting U.S. Highway 1 to State Road 27 (SR-27), also known as Okeechobee Road. LeJeune Road is maintained by the Florida Department of Transportation and is the subject of considerable construction activity in connection with the planned Miami Intermodal Center (MIC). Underground utility upgrades and roadway widening are currently taking place immediately surrounding the Miami International Airport (MIA). The main entrance to MIA is located on LeJeune Road less than a mile from the property. The average daily traffic volume on LeJeune Road at N.W. 14th Street is 76,500.⁶

Public-Private Projects in Development/Infrastructure

The surrounding area has been the recipient of a significant amount of development capital, both public and private. The City of Miami and other agencies have invested significant funds in recent years to improve the infrastructure in the surrounding neighborhoods. One highly notable project is the SR-953-LeJeune Road Corridor Projects managed by the Florida Department of Transportation. In February 2005 construction began on the last phase of the Miami Intermodal Center (MIC) Roadways Program. Work is scheduled to last approximately three (3) years and cost an estimated \$72 million. The work program is designed to provide direct access roads linking SR-836, the rental car facility, the Central Station and the Miami International Airport (MIA). In addition, these projects will improve traffic operations on LeJeune Road resulting in reduced traffic congestion in one of the area's busiest corridors. The scope of work for this important project is as follows:

LeJeune Road Southbound Collector Distributor: The Collector Distributor Road will provide for three-lane one-way frontage traffic connecting existing MIA traffic with SR-836 westbound and LeJeune Road southbound. This roadway will include the connection from NW 12th Street to SR-836 on the south end and NW 18th Street to MIA on the north end.

LeJeune Road Northbound Collector Distributor: The project consists of the realignment of LeJeune Road from SR-836 to NW 21st Street and construction of an urban arterial section with six lanes (three in each direction). It will also include the construction of a two lane one-way Collector Distribution road located just east of the relocated section of LeJeune Road.

MIC/MIA Interchange: This project consists of a total reconstruction of the interchange between NW 21st Street (main exit to MIA) and LeJeune Road. Its limits on LeJeune Road are from south of Tamiami Canal to NW 30th Street, and on NW 21st Street from east of the bridges over the railroad tracks to west of NW 29th Avenue. This project includes the replacement of eight bridges.

Automatic People Mover (APM) Foundations: This project consists of the construction of the foundations for the APM which will be built by MIA for the future connection of the MIC/MIA Mover which will connect MIA to the MIC.

LeJeune 16” Watermain: This project consists of the installation of a 16” watermain along LeJeune Road from NW 11th Street to NW 25th Street which will tie into the new watermain in LeJeune Road.

For additional information about the overall MIC program, visit the community awareness website at www.micdot.com. If you have any questions regarding the scope of work listed above, please contact the CEI Senior Project Engineer, Mr. Gus Quesada, P.E. at (305) 870-5232 or gquesada@bamiami.com. You may also contact the MIC Senior Community Awareness Program Coordinator, Ms. Liz Fernandez at (305) 870-7888 or lfernandez@c3ts.com.

Project renderings and a video have been provided on the CD-ROM.





PROJECT GOALS AND OBJECTIVES

Project Goals and Objectives

The City's development goals and objectives for the site are to achieve a unique mix of uses, a significant and sustainable financial return to the City, and a landmark design. The City has carefully formulated the following objectives for this public-private partnership:

Required Uses

An **18-hole golf course and a hotel are specifically required** as part of any development program for the property.

Notwithstanding the above, the 300+ room hotel and its related amenities may be offered off-site subject to the respondent providing a competitive return to the City including a percentage of gross revenues for offsite facilities. The golf course amenities including, but not limited to, pro shop, clubhouse and golf cart rental, must continue to be offered through on-site facilities.

One or all of the acceptable uses listed below may be accommodated within a respondent's proposed development program, so long as the vision is achieved in a well-balanced plan.

Acceptable Uses

The acceptable uses for the proposed development are:

Allowable Uses	Zoning	
	"PR" Parks & Recreation	"C1" Commercial
Ancillary and Support Facilities such as Offices and Parking	■	■
Art Galleries, Museums	■	■
Educational and/or Cultural Facilities	■	■
Entertainment/Entertainment Destinations	■	■
Hotel		■
Neighborhood Centers, Auditoriums, Libraries	■	■
Playgrounds, Playfields, Parks, Beaches	■	■
Privately Owned and/or Operated Recreation Buildings & Facilities	■	■
Restaurants	■	■
Retail (including sale of equipment and accessories for boats)	■	■
Hotel Time Share		■

Unacceptable Uses

Private clubs and residential uses shall not be considered acceptable in PR or C-1. Membership clubs are permitted so long as membership is open to the general public.



Planning and Land Use Objectives

To develop a hotel and an upgrade of the existing golf course including new facilities.

To design a mixed use development that is worthy of the property's setting and geographical location.

To form a compatible link to Grapeland Heights Park, the Miami International Airport, the neighboring residential areas and the rest of South Florida.

To enhance the overall public benefit derived from the property in terms of use, visibility, access, and financial return.

To develop an array of uses that will attract increasing and varied segments of the local, regional and visitor population and further develop the international destination appeal of Miami.

Urban Design Principles and Guidelines

General

- Public access shall be paramount.
- Safe pedestrian connections between the golf course and hotel must be assured.
- The architecture and landscape architecture shall acknowledge the tropical climate of the region and contribute to the pedestrian, civic life of the project.

Usage

- The golf course must be an 18-hole high quality course with additional amenities including at a minimum a clubhouse, pro shop, golf cart rental, lockers and restrooms and casual dining facility.
- Provision of a golf course that provides a flexible routing plan allowing shorter plays with various holes leading back to the clubhouse is desirable.
- The hotel must provide accommodations for leisure and business travelers. Additional amenities including a business center, meeting and dining facilities are desirable.
- Private clubs will not be permitted. Golf memberships are permitted if available to the general public.
- Provide an area for corporate and fund raising outings including a covered event area and food service facilities.
- Provide sufficient parking for all amenities.

Views

- Provide optimum views of the golf course from the hotel and clubhouse dining area.
- Provide viewing areas for airport take off and landing spectators, if feasible.
- Emphasize views of open spaces, plazas and passive parks.
- Consider a hotel roof top restaurant with views of the golf course and airport.

Access

- Provide the maximum public access feasible.
- Minimize pedestrian/vehicular conflict points.
- Interior and perimeter walkways shall be a minimum of 10 feet in width.
- Creative use of roadway lighting and distinctive exterior building lighting is encouraged.
- Pedestrian scale decorative lighting, low level path and landscape accent lighting shall be incorporated into the development.
- All utility infrastructures shall be placed underground or within chases below grade.

Open Spaces

- Provide a continuous variety of public open spaces.
- Open spaces shall acknowledge the tropical climate of the region by providing significant shade through the use of substantial shade trees and specimen palm varieties.

Architecture

- Buildings shall acknowledge the tropical climate of the region.
- Building intensity, massing and articulation shall respond to human scale and the pedestrian realm.
- Building facades shall be varied and articulated to provide visual interest to pedestrians. In no case shall the façade of a building consist of a blank wall.
- Primary ground floor commercial building entrances are strongly encouraged to face the golf course, parks, plazas, open spaces, and pedestrian walkways, not parking lots.
- Secondary entries from interior walkways are also encouraged.



Parking

- Parking shall not be allowed along the golf course.
- Parking structures shall be designed in such a way as to conceal cars from public view.
- It is suggested that parking structures allow for retail/commercial or other active uses on the ground floor facing active pedestrian areas.

Landscaping

- Streets and walkways shall be planted with a continuous canopy of shade trees, flowering trees, or closely spaced specimen palms.
- Landscape shall be designed to complement the architecture, to emphasize elements such as entrances, plazas, and open spaces, to frame views, and to visually screen parking, service and utility areas.
- Provide a varied palette of tropical and Florida native plant materials that reflect the landscape of the region.

Signage

- Signage shall be designed to meet compatibility, uniformity and size standards that do not compete with the architecture of the development.



Required Project Components

The City has established a number of program requirements that must be included in any proposed development project. All requirements are to be constructed at the developer's sole expense; however, the City may assist the selected developer in pursuing grant funding, low interest rate loans, or other additional funds or services that may be available for the project at no cost to the City.

Golf Course

A public golf course with a pro-shop, clubhouse, casual dining, golf cart rental, and other amenities for golfers is required and must be designed with specifications consistent with industry standards for a regulation 18-hole course. It is suggested that the overall course be at least 6,500 yards in length and at least par 71 with a variety of par three, par four and par five holes. It is important that programs for golf instruction be available to all members of the public and at varied pricing levels to encourage the growth of the sport among juniors, seniors and families. The mix of golf-related uses shall be designed to provide the greatest possible economic impact in the community. Specific golf related objectives include:

- To develop the highest quality golf facilities appropriate for the type of usage for the course as designed, following the highest industry standards for amateur and tournament golfers, that shall attract local, regional and tourist golf interests to the facility for recreation, lessons, tournaments and community events.
- Utilize the available property to maximize the economic potential of the site.
- To develop facilities and activities that shall complement those of the hotel, as well as the adjacent Grapeland Heights Park to connect the various projects and experiences.

Hotel

A first class 3 or 4-star internationally recognized hotel with 300 to 349 guestrooms and suites to be located within the area described as Parcel II on the survey prepared by F.R. Aleman and Associates, which is contained on the CD ROM. An exercise room and meeting facility is required. A multi-purpose restaurant and a business center are suggested.

- To develop a high quality hotel facility, following the best industry standards for 3 or 4 star hotels with distinctive hotel facilities that can attract national and international leisure and business travelers.
- Utilize the available property to maximize the economic potential of the site.
- To develop facilities and activities that shall complement those of the golf course, as well as the adjacent Grapeland Heights Park to connect the various projects and experiences.

Shared Facilities

Amenities may be shared by the hotel and golf course as deemed appropriate by the developer. Shared facilities are encouraged when they enable a more efficient site plan, cost savings, increased public access, or other project efficiency.



Art in Public Places

Respondents are required to incorporate public art projects within the development that shall create enjoyable and compelling public spaces for people visiting and living in the Greater Miami area.

The amount of investment in public art shall be \$0.35 per square foot based on the amount of square footage of the gross floor area dedicated to commercial uses. Artwork shall be unique, produced by a professional artist, and easily accessible to the public for at least 40 hours each week. Examples of art projects to consider include tangible creations by artists exhibiting the highest quality of skill and aesthetic principles, including but not limited to paintings, sculptures, glass works, statues, bas reliefs, engravings, carvings, frescoes, mobiles, murals, mosaics, fiber works, photographs, and drawings.

Building features and enhancements such as gates, benches and monuments, as well as landscape art enhancements such as fountains and walkways, shall be considered toward this requirement so long as the elements are uniquely designed by professional artists.

Terms and Conditions of Offering

Management Agreement

The City may require a Management Agreement, in substantially the form included on the CD-ROM, be executed upon approval of the successful proposer by the City Commission. The agreement provides for the successful proposer to immediately commence management of the existing golf course facility, at its sole cost, during the period of time between the selection of the development team by the City Commission and the commencement date of the negotiated lease. The golf course shall be kept in operation to the maximum extent possible during the development and construction. The Management Agreement includes a provision for an outside date in the event a lease is never consummated. The Management Agreement is not a leasehold and shall not convey ownership interest.

A copy of the current operating hours and fees for the use of the golf course are included for reference on the CD-ROM. Proposals shall include terms for providing a minimum monthly guarantee and a percentage of gross revenues to the City for the right to manage the property. In accordance with City of Miami Code Chapter 38, Article V, a copy of which is included for reference on the CD-ROM, the rates, charges and discounts applicable to the golf course, or the criteria for establishing same, shall be as established by the management agreement which must be approved by the City Commission; said fees shall include a discount for City residents.

City's Commitment of Funds, Services

The City's guaranteed participation in the proposed development is limited to a long-term lease of the property not to exceed 70 years. The City may provide or arrange funds or financing for the development contemplated by this RFP as may be determined appropriate during lease negotiations. Proposals that are contingent on receiving financial assistance in any form from the City shall not be considered. Such considerations may follow the review process.

The selected developer shall be required to provide all financing for the construction of improvements and operating expenses, to make lease payments that provide at least fair market value to the City, and to provide deposits or surety to guarantee required performance and payments.

City's Commitment of Property

The property and its improvements are offered "as is, where is" by the City for development and long term management. No representations or warranties whatsoever are made as to its condition, state or characteristics. Expressed warranties and implied warranties of fitness for a particular purpose or use and habitability are hereby disclaimed. Existing improvements and facilities located on the property are not required to be retained as a part of the proposed redevelopment of the site.



Testing, audits, appraisals, inspections, or other non-invasive testing that is necessary or desired to submit a proposal, shall be at the sole expense of the prospective respondent. City-owned property is held in public trust and cannot be mortgaged, pledged, liened or subordinated in any way as a part of the lease agreement; however, the leasehold interest may be mortgaged. All leasehold improvements shall become the sole property of the City upon the expiration of the lease agreement.

The selected developer will be required to identify construction staging areas that do not interfere with the ongoing operation of Grapeland Heights Park, the golf course (while in operation), or cause disruption to the adjacent residential neighborhood. The City does not guarantee the availability of additional land for construction staging. Additional City-owned lands, if located, may be offered, through a short term construction easement agreement, for use in construction staging at an additional cost.

Substantial Increase

In addition to any other right of termination available, pursuant to City Charter Section 29-A (C)(4), any substantial increase in the City's commitment of funds, property, or services, or any other material alteration of any contract awarded for a Unified Development Project shall entitle the City Commission to terminate any contract including the lease after a public hearing. Prior to such public hearing, the Commission shall seek and obtain a report from the City Manager and from the Review Committee that evaluated the proposals for said project, concerning the advisability of the City exercising its right. The City shall have no liability with regard to its exercise of said right and the selected respondent shall bear all of its own costs with respect thereto.

Fair Market Value

In accordance with Miami City Charter Section 29-B, the lease must provide the City with at least fair market value. Proposals shall include sufficient analyses of revenues, operating expenses and development costs to justify the proposed lease payments which must provide the City with at least "fair market value" based upon the proposed project. Each respondent shall specifically state in its proposal that it agrees that annual lease payments shall meet fair market value, at a minimum, if its proposal is accepted by the City.

Fair market value and the sufficiency of proposed lease payments shall be determined by an appraisal of the proposed project as performed by two State certified general appraisers hired by the City. The nature of such rent shall, however, be an important consideration in the competitive evaluation of alternative financial proposals. Any rent negotiated between the City and the successful developer must be confirmed as meeting the fair market value requirement of the City Charter as determined by a State certified appraiser.

Form of Lease Payments, Escalation

Proposals shall include annual lease payments in the form of an annual minimum guaranteed rent. Different percentages of gross receipts may be offered for the different operations included in the proposal. In addition to the minimum rent, the City shall require rental payments in the form of a percentage of gross revenues. Proposals must include a provision for periodic escalation in the minimum rent. Percentages may be increased over time. Additional rents are encouraged.

The successful development team may also be required to provide the City with the following rents:

Construction period rent to be paid for the appropriate period prior to project completion.

Placeholder rent to be paid to maintain lease and development rights to any parcels to be developed following the initial phase of development, if phased development is proposed.

Participation rent to be paid as a percentage of net proceeds on sales or refinancing.

The City expects fair market value to be achieved from the escalating guaranteed minimum rents, with percentage of gross revenues and any additional proposed participation rents providing the City with a share of the financial upside.

Agreement to Enter into Lease (Development Agreement)

Upon the selection of a development proposal by the Miami City Commission, the City shall negotiate an Agreement to Enter into Lease with the designated respondent to detail the conditions that must be met prior to delivery of possession of the property to the lessee. These conditions include, but are not limited to, review by developer of City's title to the property, receipt and approval by the City Manager of financing commitment(s) for construction of the leasehold improvements, receipt by the City of an environmental condition acceptance notice, and approval by the City Manager of the development plans for the project. Collectively, these requirements shall be referred to as Conditions Precedent. The Agreement to Enter into Lease shall require the developer to conduct an environmental site assessment, including sampling and testing of the soils, sediments and possibly the groundwater. The developer shall be responsible for the removal or remediation of hazardous materials that are required by law to be removed or remediated for the project, if any. Requirements for removal and remediation, if any, will depend on the construction plans proposed. The City will contribute up to \$1,000,000 in remediation costs if deemed necessary, which amount may be provided in the form of a rent credit, and developer will pay all costs in excess of \$1,000,000. In the event the estimated cost of cleanup exceeds \$1,250,000, the developer will have a period of thirty (30) days from the date the environmental assessment is complete to withdraw from the UDP process without penalty.



The City shall further negotiate a Lease with the designated respondent for the use and development of the property according to the parameters of its proposal and this RFP which shall be an exhibit to the Agreement to Enter into Lease and shall be executed upon satisfaction of the Conditions Precedent. The City shall not consider a sale of the property. The actual terms of the Agreement to Enter into Lease and the Lease shall be negotiated with City staff and are subject to final approval by the City of Miami Commission. The selected respondent shall have no vested rights, nor title or interest in the property or in the development proposed thereon until such time as a lease agreement is fully executed, and then only in the manner stipulated therein.

Lease Agreement

Once the Conditions Precedent stipulated in the Agreement to Enter into Lease has been met, the City shall execute a lease and development agreement with the designated respondent for the use and development of the property according to the parameters of its proposal and this RFP. The City shall not consider a sale of the property. The actual terms of the lease shall be negotiated with City staff and are subject to final approval by the City of Miami Commission. The selected respondent shall have no vested rights, nor title or interest in the property or in the development proposed thereon until such time as a lease agreement is fully executed, and then only in the manner stipulated therein.

In order to provide some background information for prospective developers, the following section briefly describes some key lease terms

Lease Term

The term of the lease shall be appropriate to the types of uses approved by the City and to the level and form of investment, not to exceed fifty (50) years with two ten (10) year renewals.

Property

The property will be comprised of approximately 135 acres as identified in the Survey found on the CD-ROM.

Proposed Uses

All proposed uses shall be consistent with and responsive to this RFP.

Maintenance / Repairs

During the lease term, the developer shall be responsible for all expenses associated with the property, including, but not limited to, maintenance, repairs, replacements, and operating expenses.

Leasehold Mortgage

The lessee shall have the right during the lease term to encumber its leasehold estate by leasehold mortgage for the sole purpose of securing financing for construction of the leasehold improvements and/or for long-term financing or refinancing of any such leasehold improvements. The lessee shall have no right to encumber the fee simple title of the City in and to the property or to the City's remainder or residual interest in the leasehold improvements.

Subordination

The City's fee ownership and rental income stream shall not be subordinated.

Taxes and Impositions

The developer shall be required to pay all governmental assessments, including assessments imposed by the City, franchise fees, excises, license and permit fees, levies, parking surcharge, fire fee, charges and taxes, including ad valorem real estate taxes on the property under the completed project and the leasehold improvements, general and special, ordinary and extraordinary properly levied against the property and the improvements and/or the lessee's leasehold estate which could constitute a lien on the property or the improvements. The developer shall also be required to pay other applicable sales, parking and payroll taxes. In compliance with the City Charter, should a tax exemption be obtained for either the property and/or improvements, the lessee shall be responsible to pay an amount equal to what the City's portion of the ad valorem real property taxes would be if the property and/or the improvements did not obtain an exemption. The City's portion of real property taxes or other governmental assessments shall be due notwithstanding any incentives received from the County, State, or Federal Government.

Security Deposit

A security deposit will be required.

Insurance

The lessee shall be required to maintain throughout the lease term insurance typical to the approved project (in amounts and with limits determined appropriate by the City, in a form and with carriers acceptable to the City), including, but not limited to, comprehensive general liability, workers' compensation, all risk property insurance, automobile liability, personal property, business interruption, builder's risk, liquor liability, food and products liability, and any other insurance required by law. The City of Miami must be named as an additional insured.

Bond Requirements

The lessee shall provide, or cause to be provided, to the City a performance bond issued by a responsible surety company licensed to do business in Florida and satisfactory to the City, in the City's reasonable discretion, or such other instrument satisfactory to the City. Such bond shall guarantee construction of the leasehold improvements at the property and shall be in an amount not less than 100% of the cost of said improvements.



Assignment

The City shall have the right to approve any assignment or transfer of the lease and, subject to City approval, the City intends to participate in any proceeds from any such assignment or transfer, with the City's participation capped at a maximum of 10% of net proceeds from the sale. No assignment or transfer of the lease, or any transfer of more than 15% of the stock, membership interest or beneficial interest of the lessee, or change of control for a public company, shall be permitted during the first five years of the lease agreement without first obtaining the consent of the City, which approval may be withheld or conditioned in its sole discretion. The lease shall provide that at all time during the lease, the property shall be managed by a qualified person, firm or corporation.

Non-exclusive Uses

All uses provided shall be non-exclusive uses. Development of the property into a mixed-use commercial venture shall not preclude the development of similar or the same uses by the City on any of its other properties.

First Source Hiring Agreement

The developer and the City shall execute a "First Source Hiring Agreement" for the Project, which First Source Hiring Agreement shall be in form and substance reasonably acceptable to the parties. The purpose of this agreement is to prioritize the hiring of residents of the City of Miami for employment within the project.

Community Benefits

The developer will be asked to provide benefits to the community in a manner that is suitable to the proposed development. This may take many forms. Some examples include a skills training center to provide opportunities for the chronically unemployed; golf events for special needs residents, and reduced fees to City residents and students.

Litigation Disclaimer

The City issued a Request for Proposals ("RFP") on June 1, 2005 seeking proposals from qualified developers for the planning, design, development, construction, leasing and management of a signature golf course and hotel project. One proposal was received in response to this RFP. On January 12, 2006, the City Commission adopted Resolution 06-0007 rejecting the one proposal received and again determined that the most advantageous method to develop certain improvements on the Property is by a Unified Development Project (UDP). The City Commission subsequently authorized issuance of the new RFP on April 6, 2006. The City has recently been served with a lawsuit by the one proposer, Concalpro Group Corporation. The lawsuit is a two-count complaint alleging claims for declaratory judgment and damages. Litigation is uncertain. As such, the City cannot make and makes no representation as to the potential outcome of the litigation or the dispute with Concalpro Group Corporation. Although the City intends to continue with the issuance of this RFP, selection of a proposer, negotiations and award a contract to the best qualified firm, you need to know that the City may elect not to award a contract or may elect to terminate the contract, after it has been executed, if it deems it to be in its best interest, in light of the lawsuit or dispute with Concalpro Group Corporation. Additionally, the City may be enjoined from proceeding with the negotiations and the award of the contract. Respondents are required to execute the Disclosures and Disclaimer form included on the CD-ROM and submit same with its proposal, which form includes, among other things, an acknowledgment of the above disclaimer.



Regulatory Process

The specific plans for the site will require various permits and approvals, and each respondent to the RFP is responsible for determining which permits and approvals will be required for the construction and operations at the site. The selected respondent, at its sole cost and expense, shall be responsible for acquiring all required permits, licenses, and approvals from all agencies with jurisdiction, including, but not limited to, the City, Miami-Dade County, the State of Florida, federal agencies and all public utilities. Additionally, all improvements must comply with all applicable building, fire, zoning, health and other code requirements.

The following information is intended to help the respondent determine the applicable requirements and is not meant to be an exhaustive summary of all permits, licenses and approvals required. The City will assist the selected development team through expedited review procedures for City, County and State issued permits and approvals, to the extent permitted by law and regulations.

Public Referendum Approval

City of Miami Charter “Section 29-B - City-owned property sale or lease” provides that there shall be at least three (3) written proposals received from prospective lessees. However, if there are less than three (3) proposals received and the guaranteed lease payment of the proposal is at least equal to fair market value, then the proposed transaction must be approved by voters at a referendum prior to the City Commission consummating said transaction. In the event less than three (3) proposals are received, the City reserves the right to either reject all proposals or submit the proposed transaction to a vote at the earliest convenient opportunity. If the proposal(s) is rejected or the proposed transaction is rejected by referendum vote, the project shall be terminated. In the event of such a termination, the developer has no vested rights, or title or interest in the property or to the development proposed thereon, or a claim upon the City for any expenses incurred in the proposal process. Deposits submitted to the City for participation in this process shall only be refundable if the City elects to reject all proposals.

Development of Regional Impact

A Development of Regional Impact (“DRI”), as defined in Section 380.06, Florida Statutes, is any development that, because of its character, magnitude, or location, would have a substantial effect upon the health, safety, or welfare of citizens of more than one county. If it is determined that the proposed development is subject to DRI review and procedures (or a successor or similar law), the selected developer shall be solely responsible for making all applications and/or seeking all authorizations required by law, at the developer's sole cost and expense. The City's limitation on a hotel with greater than 349 room keys may avoid the lengthy DRI process.

Design Review

The design of the project shall be subject to review and approval by appropriate City departments and/or agencies until such time that building permits are issued.

Special Permit

Development of the site will require a Major Use Special Permit (“MUSP”) to be issued from the City of Miami. The MUSP shall require traffic studies, environmental impact as well as all design specifications. The MUSP process will take the project through several public meetings and advisory boards including:

Large Scale Development Committee

Zoning Board and/or Planning Advisory Board

Urban Development Review Board

City Commission Meeting - Planning & Zoning Agenda

Building and Environmental Permits

To the extent that it is able, the City will expedite all City planning and building permitting for the development team due to the City's involvement as a partner in the project. The City will, if necessary, apply as an applicant or co-applicant to the appropriate local, state, and federal agencies for regulatory permits. Environmental permits may be required from the following agencies:

Miami-Dade County Department of Environmental Resources Management (DERM) Permit
State of Florida Department of Environmental Protection (DEP) Site Assessment Federal
Aviation Administration





REVIEW AND SELECTION PROCESS

Review and Selection Process

This project has been identified by the City to be a Unified Development Project, for which review procedures and the selection processes are established in the City Charter and Code. In accordance with those guidelines, the City Commission appoints a Review Committee from recommendations submitted by the City Manager and selects a Certified Public Accounting (CPA) firm, both to evaluate submitted proposals. In addition, the City may elect to hire additional consultants as deemed necessary to appropriately evaluate and analyze proposals.

Administrative Review

City staff shall initially review proposal submissions for completeness and compliance with all formatting and content requirements set forth in the RFP. During this initial review, and prior to the start of deliberations by the Review Committee, respondents may be contacted to cure proposals that contain non-material, non-substantive defects as determined solely by staff. If notified of such a deficiency, the respondent shall correct such deficiency within five (5) working days of receipt of notification. Those submissions that comply with requirements will be deemed responsive.

Threshold Requirements and Standards

The City has identified five (5) factors that shall serve as threshold qualification standards for this UDP process. All respondents are required to meet these standards to receive further consideration of their proposals. Respondents are encouraged to form appropriate development teams in order to assemble the requisite expertise, experience, financial and management capability to meet these threshold requirements. As such, where applicable, these standards will be applied to the development team as a whole, in a manner that is commensurate with the allocation of responsibility within the team. Any Development Entity, or any director, stockholder or member having 10% or greater beneficial interest who has previously had a lease with the City terminated as a result of a default in the last ten (10) years or is currently or has been in litigation with the City within the last five (5) years is not eligible to participate in this UDP process and will be disqualified and determined to be unresponsive.

Each respondent is expected to meet the following five (5) minimum requirements:

1. A minimum of 10 years experience managing and operating both a golf course and hotel of similar size and complexity.
2. A minimum of 10 years experience in the management and operation of each additional use being proposed.
3. A leading role of principal responsibility or other demonstrated experience in the **design** of a project(s) of similar size, complexity and constraints as the facilities and uses proposed.
4. The successful **development and financing** of at least one project of similar size, complexity and uses with similar constraints.
5. At least one single project for which \$20 million or more in financing was secured.



Certified Public Accountants

A Certified Public Accounting (“CPA”) firm has been selected by the City Commission to evaluate each proposal, specifically assessing the following elements:

- The financial viability of the proposing entity, including prior record and experience.
- The viability of the proposal's financial plan, sources and structure.
- The comparative short term and long range economic and fiscal return to the City.
- The proposal's market analysis and marketing plan.
- The economic feasibility of the proposed development.
- Viability and appropriateness of management plan.
- Credit worthiness of principals/partners of the proposing entity, including prior bankruptcies, if any.

During the course of its analysis, the CPA shall examine all materials provided by respondents and will conduct a full investigation of the financial background of the individual members of the development team, including materials that may be available from other sources such as Dunn & Bradstreet. The CPA shall present its findings regarding each proposal to the Review Committee prior to said Review Committee completing its deliberations. The CPA shall render an independent report of its findings to the City Manager. The CPA currently selected is Sharpton, Brunson & Company, P.A.

Minority and Women Business Affairs Policy Review

The City of Miami will review the materials provided by the respondent to verify the extent to which the development team encourages Female, Hispanic, and African American participation on the development team and in the management and operations hiring procedures proposed for the project.

Review Committee

Subsequent to staff review, the Review Committee shall evaluate each proposal deemed responsive. The Review Committee shall be comprised of three (3) professional City staff members plus four (4) representatives from the private sector experienced in the financing and development of projects of this nature. In this process, the Review Committee shall rely primarily on the documentation submitted in the proposal, but may also obtain critical information through a presentation by and interview of the development team.

The Review Committee shall use the specific evaluation criteria and their respective assigned weights for purposes of rating and ranking the proposals, as defined below. Each Committee Member shall review each proposal specifically noting the level of detail given to criteria of critical importance to the City and assign a numerical score accordingly. Each Review Committee Member shall determine a rank order based upon the numeric score achieved. The Review Committee shall arrive at a rank order of proposals based on the individual member's vote of its rank order.

The Review Committee shall render a written report to the City Manager of its evaluation of all responsive and responsible proposals. The Review Committee has the authority to recommend one or more, or none, of the proposals as it deems to be in the best interest of the City. The Committee's recommendation is accompanied by written justification of its findings.

The City encourages all respondents to form appropriate development teams in order to assemble the requisite expertise, experience, financial and management capability to meet the evaluation criteria. As such, where applicable, these standards shall be applied to the development team as a whole, in a manner that is commensurate with the allocation of responsibility within the team. Each respondent is expected to address the following requirements in the proposal submission:

Evaluation Criteria

Overall Plan & Design of the Proposed Development

- Fulfillment of the City's established development objectives, design guidelines and program requirements.
- Range and mix of uses and amenities; extent of public access and amenities.
- Demonstrated commitment to public access.
- Appropriateness and quality of the design.
- Quality of the golf course design as it relates to both amateur and tournament golf.
- Appropriateness and relationship of hotel facilities to the golf course.
- Harmonious and/or complementary integration of uses into the site.
- Successful, harmonious interface and/or connection to adjoining projects and uses.
- Imaginative and creative treatment of: public spaces, exterior space, circulation, view corridors, landscaping, graphics and lighting.
- Creative and effective integration of art-in-public places component.
- Quality and sound principles of urban design proposal.
- Efficiency of site design and organization, and compatibility of uses.



Feasibility, Management and Operation of the Proposed Development

- Appropriateness and practicality of stated goals and objectives during the term of the Management Agreement.
- Appropriateness and practicality of stated goals, objectives and policies of management plan.
- Viability, practicality and comprehensiveness of management plan, including such elements as mission, operating parameters, operating budget, revenue projections, cash flow analysis, personnel organization and staffing plan.
- Extent and feasibility of marketing plan, familiarity with primary and secondary markets for proposed facilities and services, and appropriateness of strategies to be utilized for attracting and strengthening those markets.
- Management approach to ancillary operations and businesses, particularly relative to stated experience and capabilities, and to the City's objectives.
- Extent and quality of programs for maintenance, security, public access, community/educational programs, and public and customer services, as applicable.
- Appropriateness and practicality of proposed golf course fees in furthering the effort to expand the game of golf to a broad range of players, including discounts for City residents.
- Developer experience and capability to fulfill the commitments stated in proposal.
- Timeliness of proposed development plan.

Return to the City

- Management fees including a guaranteed monthly minimum payment during the term of the Management Agreement.
- Payment of percentage of gross revenues during the term of the Management Agreement
- Lease payment including a guaranteed minimum annual rental payment during the Lease term.
- Payment of a percentage of gross revenues during the Lease term.
- Dollar value, extent, and timing of capital improvements.
- Any additional financial benefit to the City.
- Other non-financial benefits to the City.
- Likelihood and timing of receiving financial and other benefits.

Extent of Minority Participation

- Minority/women participation within the proposing entity.
- Minority/women participation within the consultants to the proposing entity.
- Subcontracting and hiring practices during construction.
- Opportunities for minorities/women, hiring outreach and training opportunities in relation to leasing, management, operation and maintenance of facilities.
- Affirmative action plans of development entity members.

Extent of Community Benefits Offered

- Programs designed to benefit the immediately surrounding residential neighborhood.
- Discounts to students, City residents or other specific population.
- Efforts to minimize construction impact on surrounding neighborhood.
- Extent and quality of programs providing benefits to the community.
- Training programs and employment opportunities both during and after construction.

Scoring Values

Criteria	Weighted Value
Overall Plan & Design of the Proposed Development	35
Feasibility, Management & Operations of the Proposed Development	25
Return to the City	35
Extent of Minority/Women Participation and Community Benefits Offered	5
Total	100

City Manager

After taking into consideration the findings of both the CPA firm and the Review Committee, the City Manager shall recommend one or more, or none, of the proposals to the City Commission. Alternatively, the City Manager may recommend that all proposals be rejected. The City Manager shall state in writing the reasons for his recommendation.

City Commission

The City Commission may then accept the recommendation of the City Manager, may reject all proposals, or may seek a recommendation directly from the Review Committee. Following the Commission selection of a proposal, exclusive lease negotiations will commence.

The City of Miami reserves the right to cancel the request for proposals, accept any proposals deemed to be in the best interest of the City, to waive any irregularities in any proposals, or to reject any or all proposals and to re-advertise for new proposals, in accordance with the applicable sections of the City Charter and Code regarding Unified Development Projects.

Anticipated Selection Schedule	Dates
RFP Available to Public/Date of Issuance	June 13, 2006
Proposal Pre-Submission Conference and Site Tour	July 6, 2006
Last Day for RFP Questions	August 18, 2006
Proposal Submission Deadline	September 12, 2006
Recommendation from the City Manager to the City Commission	October, 2006
Adoption of Legislation Authorizing Exclusive Lease Negotiations	November, 2006

This schedule is subject to change.



Submittal Requirements

Required Proposal Format

Proposals should be submitted in a bound format with tab dividers separating each section. Prospective developers shall utilize the following outline to prepare their proposals, adding tabs and sub-tabs as needed.

Table of Contents

- I. Executive Summary
- II. Vision, Goals and Objectives of Project
- III. Community Benefits
- IV. Project Plan
- V. Management Agreement
- VI. Operating Plan
- VII. Marketing Plan
- VIII. Market and Economic Feasibility
- IX. Financial Plan
- X. Financial Feasibility
- XI. Financial Return to the City
- XII. Development Entity
- XIII. Financial Capacity
- XIV. Management Transition Schedule
- XV. Development Schedule
- XVI. Required RFP Response Forms
- XVII. Attachments

Required Proposal Content

Proposals should be submitted in a bound format with tab dividers separating each section. A minimum font size of 10 point, 1 inch margins, and single spacing shall be utilized on all text documents submitted. Prospective developers shall utilize the following outline to prepare their proposals, adding tabs and sub-tabs as needed to all bound copies. A total of 25 copies shall be submitted consisting of 1 original, 22 bound copies with tabs, 1 unbound copy without tabs for possible duplicating needs and 1 electronic copy submitted on CD-ROM.

All required drawings shall be submitted in the scale noted with one (1) original mounted on boards no larger than 24" x 36" and 25 copies reduced proportionately to an 11" x 17" format. The reduced drawings shall also be submitted electronically and may be used on the City's website to inform the community about the proposals. A total of no more than 14 boards will be accepted. Models and photographs of models will not be accepted.

Table of Contents

Table listing sequential page location of Contents, Charts, Graphs and Illustrations.

I. Executive Summary

Respondent must summarize the proposal providing an overview of the proposal document.

II. Vision, Goals and Objectives of Proposed Project

Respondent must summarize the vision, goals and objective of the proposed project.

III. Community Benefits

Respondent must summarize the range and quality of programs to be offered as a benefit to the local community

IV. Project Plan

The project plan shall be prepared by a team of specialized, registered design professionals. The design professionals must strive to create a development with a meaningful sense of place. The project plan shall take into account the Urban Design Principles and Guidelines that focus on a mixed-use recreational and hospitality development. The plan shall include:

1. Narrative Description

2. Site Program Analysis including:

- Overall site development including golf course and hotel.
- Number and use of buildings, square footage (both gross and rentable), height, and number of floors for each proposed structure.
- Number, type, size, construction and description of proposed operations by category.
- Architectural and landscape architectural features.
- Permitting and environmental issues.
- Parking supply and demand.



3. Site Plan

Plan should illustrate the relationship and connectivity of the proposed project to the adjacent roadways, residential neighborhood, Tamiami canal and Grapeland Heights Park.

Required scale = 1": 150'

4. Proposed Project Site Plan including:

- Land Use
- Building Locations
- View Corridors
- Vehicular/Pedestrian Access (public and private)
- Golf Course Layout
- Hotel Layout

Required scale = 1": 100'

5. Proposed Landscape Plans

Required scale = 1": 20'

6. Proposed Golf Course Plans

- 18 hole course
- Clubhouse
- Casual Dining
- Pro Shop/Retail
- Golf Cart Storage
- Maintenance Area
- Parking
- Other Golf Related Amenities

Required scale = 1": 150'

7. Proposed Hotel Plans

- Lobby
- Restaurant(s)/Bar(s)
- Conference/Meeting Facilities (include square footage)
- Exercise Room (include square footage)
- Number of Room Keys
- Number of Hotel Timeshares, if applicable (include percentage of total room keys)
- Parking
- Other Hospitality Related Amenities

Required scale = 1": 20'

8. Renderings of Overall Site

- From 14th Street
- From 20th Street
- From 37th Avenue (Douglas Road)
- From 42nd Avenue (LeJeune Road)
- From Within Project (3 different renderings from this view will be accepted)

Illustrating:

- Context
- Landscape
- Building Heights
- Architectural Elements
- Architectural Features
- Landscape Features
- Parks/Plazas/Greenways/Open Spaces
- Signage

9. Optional Elevations

5 Different Project Elevations Will Be Accepted (none required)

V. Management Agreement

The proposal must include a redline version of the Management Agreement provided on the CD-ROM containing any revisions the proposer would like the City to consider. This document should be accompanied by a summary document explaining the requested changes and providing any additional comments regarding the agreement.

The proposal shall further provide a brief narrative on the management and operation of the golf course during the term of the Management Agreement and a list of any and all fees proposed to be charged for use of the golf course and amenities during the time that the successful proposer manages the golf course pursuant to a management agreement for the period of time between selection of the development team by the City Commission and the commencement date of the negotiated lease, which proposed fees must include a discount for City residents.

Proposals shall also include a stated commitment of a minimum monthly guarantee and a percentage of gross revenues to be paid to the City for the right to manage the property during this period of time.

VI. Operating Plan

The proposal must include a narrative describing the management and operation of the entire proposed development. Respondents are reminded that the City intends that the property be maintained and operated in a manner consistent with the highest industry standards for facilities of its type.

The description shall include, at minimum, mission statement, an organizational chart, brief outline of operating procedures, indication of which businesses are intended to be operated by development team and which businesses are intended to be subleased or to be operated under a management contract, sublease requirements (if any), operating schedule, and maintenance program, including planned major maintenance schedule. Additionally, a copy of the respondent's currently effective Affirmative Action program, in accordance with City Code Sections 2-778 and 18-136 et seq., should be submitted. A sample is included on the CD-ROM. If independent management services are to be involved, then the applicable forms included on the CD-ROM must be completed by management contractors.



- Mission Statement
- Organizational Chart
- Operating Procedures
- Management Plan
- Management Team
- Staffing Plan
- Operating Schedule
- Maintenance Program
- Affirmative Action Program

VII. Marketing Plan

Proposals shall include a marketing plan that shall identify primary and secondary markets for each type of facility and/or service proposed and a description of the strategies to be utilized for attracting and strengthening those markets such as how and where the activities/operations will be advertised, branding concepts, and potential co-marketing opportunities. Specific discussion shall be presented as to marketing strategies to attract the international business and leisure tourist market. Similarly, the feasibility study should provide the rationale for the proposed mix of golf and hotel amenities.

VIII. Market and Economic Feasibility

Proposals shall include the following elements allowing an understanding of their likely market and economic feasibility:

- A market analysis sufficient to establish the market support for the golf course, hotel and other proposed uses, based upon analysis of demand generators, competitive supply, market pricing, competitive position and anticipated market share/capture. The analysis should specifically provide the rationale for the proposed mix of amenities.
- A projected development phasing schedule by building and parcel.
- An analysis of projected revenues and operating expenses broken out for each major component covering at a minimum the first ten years of operation. The analysis shall specify the bases for these estimates.
- A written statement indicating the total dollar amount to be spent on permanent physical improvements to the property, including building improvements, site improvements, and program requirements associated with the development, including public spaces and amenities, as well as that required for all start up costs and initial operating expenses. The development cost estimates shall be itemized to include significant line items within the major categories of hard, soft (including development fees), and financing costs, and allocated by project component and building and phase.

IX. Financial Plan

Proposals shall include a description of the financing plan for the project, including a description and estimation of all sources of construction and permanent debt and equity funds to be used in the project. Target returns and other financing considerations should be presented. Prior to its execution of a lease agreement, the City shall require written evidence that the successful respondent has received a firm and irrevocable commitment of all funds necessary to construct, equip, and initiate operation of the proposed Project for a stabilization period determined by the City. The City reserves the right to further evaluate and/or reject financing commitments when the term, the identity of the financing source or other aspect of such financing is deemed not in the best interest of the City or the project.

X. Financial Feasibility

Proposals shall include a cash flow analysis(es) integrating revenues, operating expenses, development costs, and debt service for a minimum of the development period and first ten years of the project's operation. Analysis(es) shall be presented in a fashion so as to enable a clear understanding of financial feasibility and financial inflows and outflows both on a building by building basis and an integrated total basis over any phased development schedule, and shall also enable a clear understanding of the projected rents and any other financial returns to the City over the projection period

XI. Financial Return to the City

Proposals shall include a stated commitment of annual lease payments to the City in the form of a minimum guaranteed rent and percentage(s) of gross revenues, and any other proposed lease payments, as well as a stated commitment to adhere to the City Charter requirement for compensation equal to fair market value. Proposals shall detail other financial benefits to the City such as estimated property taxes, and other non-financial benefits such as new jobs created.

XII. Development Entity

Respondents must have formed a development entity that assembles the requisite expertise, experience, financial and management capability to develop a signature golf and hotel mixed use destination. For the purpose of this RFP "development entities" are defined as the legal entity submitting the proposal and with whom the City would enter into the lease agreement for the property, if awarded. The City of Miami reserves the right to conduct a complete background investigation of the development entity and all involved principals, consultants, and sub-consultants prior to the final selection or execution of the lease. Any Development Entity, or any director, stockholder or member having 10% or greater beneficial interest who has previously had a lease with the City terminated as a result of a default in the last ten (10) years or is currently or has been in litigation with the City within the last five (5) years is not eligible to participate in this UDP process and will be disqualified and determined to be unresponsive.



1. Table of Organization for Development Entity

The organizational structure presented in graphic form depicting the proposing entity and its professional consultants, including the names, affiliation and addresses of all principals. This includes any and all general partners, stockholders owning 5% or more of the corporate stock, corporate officers, and executives and top management of the development entity. A Certificate of Good Standing from the State of Florida shall be submitted for the development entity formed for the project.

2. Resumes

Resumes shall be included for key individuals to be involved in the proposed development. Resumes shall specify the role of the individual in the relevant project.

3. References for All Development Team Members

Respondents shall provide not less than four (4) current references for each principal development team member who can attest to the members' relevant capability and experience. These references shall be contacted by the City.

4. Licenses and Corporate Registrations

Individual Engineers, Architects and Landscape Architects must submit current Certificates of Registration or Licenses, and corporations or partnerships in those fields must submit current Certificates of Authorization. Proposals shall also include for each firm a copy of the firm's current corporate registration.

5. Other Documentation as to Experience and Capability

Proposals shall include a narrative or outline that provides sufficient detail to describe the development team's and consultants' considerable past experience in the development and management of projects of similar scope and complexity within the same or clearly similar sphere of endeavor. Respondent's shall provide a detailed list of completed projects, indicating the time required for completion, the completion date, the amount invested and financed for the project, a description of the project's elements and the role(s) played by each development team member that was involved.

XIII. Financial Capacity

Prove financial capacity so that a determination can be made that the development entity is capable of undertaking the project. Additionally, provide documentation as to what resources will be utilized to provide equity for the project. The Development Entity must own a minimum of 25% of the project.

A minimum of 3 financial references that have provided the development entity or members thereof with development financing shall be provided, including a loan officer name or other specific contact. Additionally, evidence of possession of or access to equity capital and financing resources to carry out the proposed project shall be provided by submittal of the following:

1. Credit Report

The most recent available credit report.

2. Portfolio

Composition of current real estate portfolio, listing the following for each project: project name, type location (city, state), date completed, project size (rentable area), value, debt, role (developer, operator, property manager, etc.), ownership interest, and occupancy rate.

3. Financing History

Recent history, preferably within the last 2-3 years, in obtaining financing commitments, detailing type of project, financing source, amounts committed, etc. Respondents may submit a written statement(s) from their financing source(s) describing past projects which said source has financed for said respondent, detailing the amount of capital, the size of the project and any other pertinent information that will assist the City of Miami in determining the availability of equity or subordinate capital to fund the project.

4. Current Projects

List and description of all projects in the pipeline including status, development schedule and financial commitment required of developer/operator, a detailed description of the project financing methods, sources and amounts, and any working relationship (on other projects) with members of the proposed team (on this project).

5. Financial Relationships

Identification of specific relationships (and contact information) with sources of equity/debt capital and their indication that the project outlined by the City and the respondent is consistent with their investment criteria for a project of this size and type.

6. Legal History

Address whether the respondent or any participating team members have been involved in any litigation or other legal dispute regarding a real estate venture during the past five years. In the explanation, include information regarding the outcome of any material litigation or dispute. Also, indicate if the respondent or any participating team members have ever filed for bankruptcy, or have owned or controlled projects that have been foreclosed, or have had fines levied by governmental agencies. Include the date of occurrence, contact person, telephone number and address.

7. Equity Commitment

A commitment of developer's equity necessary to finance the project.

8. Financial Certification

A statement by a bank, financial institution or certified public accountant certifying that the developer(s) has a net worth in excess of the amount necessary to complete the project.

9. Financial Statements (optional)

Respondents are encouraged to submit the below specified financial statements in their submittal in order to establish their capability, but such submittal will not be required.

Audited financial statement for the past four years of each principal and joint venture participant, including statement of changes in financial position and statements of any parent organizations and any materially relevant subsidiary units, identifying any projects with negative cash flows, amount of developer's resource debt, any non-performing loans, and the amount of guarantees and/or contingent liabilities. If a development entity has been in business for more than ten (10) years, corporate financial statements will be accepted.



XIV. Management Transition Schedule

Respondent must provide a narrative accompanied by a graphic time line or schedule detailing how expeditiously a management team will be assembled and positioned to manage operations at the existing golf course facility.

XV. Development Schedule

Respondent must provide a narrative accompanied by a graphic time line or schedule detailing all phases of the development including developer due diligence, planning and design, permitting, construction, and operations. The schedule must include an explanation of how the phasing of the project was determined and a projection of the project completion time required following the development team receiving control of the site.

XVI. Required RFP Response Forms

RFP forms are included on the CD-ROM and must be completed and placed in this section as appropriate.

Declaration

Development Experience

Disclosures and Disclaimers

Redline Version of Management Agreement provided by City with narrative explaining changes

Minority/Women Business Affairs Registration Affidavit

References

Respondent Information

Sample Affirmative Action Policy

Team Overview

Waiver and Release

XVII. Attachments

Respondents may attach additional information as required. Tabs should be utilized as needed.

Submittal Procedures and Deadline

Submissions received in response to the RFP shall meet all requirements specified within the RFP. Submissions deficient in providing the required information shall be determined non-responsive by the City and shall be ineligible for further consideration. A complete proposal submission package shall be delivered to the City as follows:

1. One (1) original, twenty-two (22) copies of bound proposals, one (1) unbound proposal in an 8 1/2"x 11" format, one (1) electronic copy submitted on a CD-ROM, and one set of board-mounted illustrative drawings not to exceed 24" x 36".

2. Proposal submissions must be marked Unified Development Project Proposal for "GOLF COURSE AND HOTEL REDEVELOPMENT" and addressed to:

Aldo Bustamante
Department of Public Facilities

3. Proposals must be received at:

Office of the City Clerk
City of Miami, City Hall
(First Floor Counter)
3500 Pan American Drive
Miami, Florida 33133

September 12, 2006 by 10:00 AM (EST)

The time deadline and proposal receipt location shall be strictly adhered to by the City. No proposals shall be received or accepted after 10:00 AM, September 12, 2006 or at any other City office location, other than the City Clerk's Office (First Floor Counter).

4. Proposal submissions must be accompanied by a refundable deposit in the form of a cashier's check, money order, letter of credit, or official bank check in the amount of \$50,000 made payable to the City of Miami.



Contact Information

Official List of Potential Respondents

Anyone bidding must appear on our official list of those who purchased a copy of the RFP. This ensures that all potential respondents are advised of any changes made, and receive all notices, addendums, advisories, etc. regarding the RFP during the bidding period. Upon submission of the \$150 cashier's check, money order, or official bank check for purchase of the RFP document, the contact name provided by the check issuing entity will be placed on the official list of "registered" respondents.

Optional Pre-proposal Submission Conference

An optional "Pre-Proposal Submission Conference" and tour of the site shall be held on Thursday, July 6, 2006. The location and details will be provided by mail to all registered respondents. Questions from potential developers may be addressed to City Staff at this meeting. Any questions answered at the meeting shall also be answered in writing. All written responses shall be made available to all potential respondents who register at this meeting or who purchased the RFP.

"Cone of Silence"

Except for public hearings and scheduled presentations, contact with the City regarding this RFP or any aspect of a proposal by a respondent or any representative of a respondent shall be limited to written communications until such time that a recommendation is made by the City Manager to the City Commission. All questions or requests for additional information must be asked and answered in writing by certified mail. The last date to submit questions is August 18, 2006. The request must contain the RFP title, development entity name, contact person name, address, phone number, and fax number. The City will respond within ten (10) days. Any responses to such questions or requests that could potentially impact proposals shall be furnished to all respondents in the form of an addendum to this RFP.

City Manager's Designee For Additional Information

Aldo Bustamante
Department of Public Facilities
City of Miami
444 SW 2nd Avenue, 3rd Floor, Miami, FL 33130
abustamante@ci.miami.fl.us, 305.400.5061 Fax

¹Description of the Miami Intermodal Center provided by Florida Department of Transportation. For more information visit www.micdot.com.

²Description of the Waterford Corporate Park excerpted from the property website www.waterfordatbluelagoon.com.

³Bunkers of Miami

⁴Mr. Mike Suchogorski, 3575 S. LeJeune Road, Miami, FL, 33146-2221, (305) 669-7702, msuch@miamidade.gov

⁵Traffic counts provided on the 2003 Florida Traffic Information CD by the Florida Department of Transportation Statistics Office

⁶Traffic counts provided on the 2003 Florida Traffic Information CD by the Florida Department of Transportation Statistics Office





Manuel A. Diaz
Mayor

Angel González
Chairman
District 1

Johnny L. Winton
Vice-Chairman
District 2

Joe M. Sanchez
Commissioner
District 3

Tomás P. Regalado
Commissioner
District 4

Michelle Spence-Jones
Commissioner
District 5

Joe Arriola
City Manager